Welcome to NMA’s Newest Chapter

Lockheed Martin Leadership Association
Prescott Chapter #566

LMLA Prescott Chapter #566 will charter on Monday, December 13, 2010. The Prescott, AZ, facility is locally known as the Automated Flight Service Station, a business unit of Lockheed Martin IS&GS – Civil. With the assistance of the Lockheed Martin Leadership Association, Flight Services Chapter in Fort Worth, TX, this group of leaders and managers will celebrate their achievement starting at 7:00 p.m. and concluding at 11:00 pm.

Chris Shinabery, Steering Committee Chairman, President-elect, and driving force behind the chapter formation will open the event. NMA President, Steve Bailey, CM, will present the charter and installed the new chapter officers. He will be joined by 2011 NMA Treasure-elect, Steve Menke, CM, from Lockheed Martin Aeronautics in Palmdale, CA.

On behalf of the FAA, Lockheed Martin operates 10 flight services stations and three hubs across the country—geographically distributed to align with local pilot populations—24/7. When Lockheed Martin modernized and standardized the system, flight services specialists nationwide were able to access the same information. The result? Reduced pilot wait times, facility workload balancing, improved weather information to support briefings and taxpayer savings.

The hub at Prescott employs more than 160 people. It is a privilege to welcome the Arizona members into our NMA family this month. Congratulations and welcome aboard!

Inside this issue:

Welcome New NMA Chapter #566
NMA Chairman’s Message
Remarks from EOY Howard DeCastro
Conference raises over $2,395 for Ronald McDonald House
Are you getting the most out of your certification?
Rainia Washington receives Silver Knight
“Tons” of Fun! Food Bank Support
Rebounding from Career Setbacks
Mid-Columbia Leadership Lauded
NMA HQ adopts LEAN/Six Sigma

Survey Says: “Mergers, acquisitions, reengineering, and downsizing are influencing employment patterns and altering the career directions of many. Can NMA co-locate key resources to help our members facing downsizing and redeployments?”

Answer: You bet...via our new Career Counseling Catalog!!! Here, all in one place, you can now find valuable information to keep you “career resilient”, more self-reliant, and ready for your next career move:  http://www.nma1.org/Education/CCC.pdf
Chairman’s Message

Greetings from the far west!

As Sharon and I begin our annual trip to see our daughter and her family in Veneta, Oregon, we reflect on our family and the traditions we seem to have that are so much a part of us. We in NMA also have our traditions that make me proud to be a part of this wonderful leadership development organization. Whether it be chapter, council, our leadership development conferences, or our annual meeting, the speech contest, or our cornerstone recognition awards, they are all part of the fiber of NMA; our NMA family is full of tradition and pride. I am so honored to be your 2010 Chairman and also proud that you are part of this great organization. With that said, I wish each of you and your families a joyous holiday season full of happiness, health and prosperity.

Best Wishes to all,

John T. Kuntzmann
2010 NMA Chairman of the Board

LMLA Chapter #531 Presents
Program Night 2010
by Kizzy Bailey

The Lockheed Martin Leadership Association chapter #531 hosted a Program Night Dinner on Thursday, Sept. 30th, at the Renaissance Waverly Hotel in Atlanta, Georgia. Speakers included Lee Rhyant, Executive Vice President and general manager; George Shultz, vice president, F-22 Program; Charlie Baggett, director, F-35 Program; Jack O’Banion, director, C-130; Ray Burick, vice president, P-3 Program; and Lorraine Martin, C-5 Program vice president. The leaders spoke about program accomplishments, employee engagement, and the bright future they anticipate for our company. In addition, the Marietta Diversity Council, Employee Engagement Forum, LMents (new employees group), and the Lockheed Martin Employee Association hosted display tables. Nearly 300 employees attended the dinner.
Remarks from Howard DeCastro, 2010 NMA Executive of the Year, at the Annual Conference in Miami, Florida

September 20, 2010

It has been great fun for Rae and me to be here in Miami with all of you fellow NMA members. I especially enjoyed the Speech Contest. We are very proud of Devin Boyd, the first place winner, who was sponsored by our Florida USALA Chapter.

Rae and I also very much enjoyed the celebration honoring Alix Peck as the NMA Member of the Year. Alix, your acceptance speech was an award winner in its own right. Before you spoke I had no real appreciation for how placid and somber these proceedings were. For the record, Rae and I also have been to San Francisco but I have decided to forego our video. (Editor’s Note: Alix’s speech and video were humorous and well-received.)

I want to thank Ginger Barnes, our United Space Alliance CEO, for coming to Miami to attend this banquet and extend my appreciation to Al Fertig, the 2001 Chairman, Carl Taylor and Ray Polniak, the Presidents of our Texas and Florida NMA Chapters, to Gary Waits, Immediate Past President of our Texas Chapter and National Director, to our USALA Officers and Directors and to the many others from USA who made the effort to attend this conference. It makes this moment more special for me to be able to share it with all of you.

Thanks as well to those of you from United Space Alliance who thought highly enough of Alix Peck and me to take the time to nominate Alix for Member of the Year and me for the NMA Executive of the Year and particularly to Janet Morris who wrote the nomination for Executive of the Year.

Thanks to the NMA Recognition Committee for this recognition and most prestigious award. Thanks also to my wife, Rae. Rae and I have been married for 46 years, seven months, and 20 days. She raised our daughter and our son almost by herself while I flew airplanes in the Marine Corps and worked in various jobs in industry. She has moved from place to place with me 17 times.

The last move, from Eagan, Minnesota to Houston was particularly difficult. We left Rae’s dream home and her design business to move to Houston so that I could work on the Space Shuttle Program. She has always stood beside me, encouraged me in my work, taken care of the kids and our home so that I could do my best at work. I couldn’t ask for a better partner. Thanks, Rae.

A special thanks for allowing me the opportunity to speak to this gathering of NMA members. Tonight I want to talk about our company, about leadership, and about our relationship with the NMA.

United Space Alliance is a wonderful company. It is full of outstanding employees, we have excellent leadership throughout our ranks, we have a great purpose, and we have excellent values and goals.
For the past fifteen years we have had the fortunate task to support NASA in human space flight. We have had as many as 10,500 hardware, software, and systems engineers; logisticians; technicians; support personnel; and managers working together to support NASA’s

- Space Shuttle Program
- International Space Station Program and,
- Our nation’s program in transition, NASA’s new exploration program that is designed to one day transport American astronauts beyond low earth orbit back to the moon and beyond.

We are NASA’s prime operations contractor for the Shuttle. Lockheed Martin builds the external tanks, ATK provides the solid rocket segments, and Rocketdyne provides the Space Shuttle main engines.

We touch nearly every aspect of the program. We do the mission planning, the astronaut training and support including their equipment, tools and food. With Boeing we do the orbiting vehicle design engineering and logistics support. We do the orbiter maintenance and upgrades, the solid rocket booster design engineering and processing, the flight software production, upgrades, and revision, the integration of the vehicle and overall systems, the assembly, test, and checkout of the Shuttle stack. We have supported launch and on-orbit operations for 53 Space Shuttle missions and will continue to do so for the next three – the last three missions.

We have been part of the assembly of the International Space Station from the first United States module, named Unity, through complete assembly. The ISS currently has six astronauts and cosmonauts on orbit over 230 miles above the earth and it has had a continuous American presence orbiting the earth conducting research and science since Navy Captain Bill Shepherd took command of the first increment on 2 November 2000. We are just two weeks away from ten years of continuous human presence on orbit.

The Space Shuttle has done far more than the assembly of the International Space Station. It has been an orbiting laboratory, a launcher of satellites, and a retrieval vessel.

One of its greatest accomplishments has been the launch and the repair and upgrade of the Hubble Telescope. In 1990, Loren Shriver, who now is the United Space Alliance Vice President for Engineering and Integration and our Chief Technology Officer, was the astronaut who commanded the mission that put Hubble on orbit. Our past CEO, Dick Covey, commanded the mission that repaired the faulty mirror and put the Hubble telescope into full operation. In 2009 NASA conducted the most recent and probably the last Hubble Space Telescope repair and upgrade mission that will allow the telescope to operate at least until 2014. Hubble has given us answers to questions about the universe that otherwise might never have been answered and it has also raised questions, more questions than it answered. And that is the way we progress as
Remarks from Howard DeCastro, continued...

a civilization. I hope you all have taken the time to view the images from Hubble. They show us how incredibly vast the universe is, how we are only a tiny part of it, and how much we have yet to learn.

NASA, the Administration, and Congress are working on what to do next in human space flight. As wonderful and valuable it has been to construct and operate the International Space Station, it is important for humankind to move, once again, past low earth orbit, and return to the moon with more permanent habitation or visit other bodies in our solar system. We have worked with Boeing and Lockheed Martin, Pratt Whitney Rocketdyne, Alliant Technologies, and others to identify, design, and manufacture the components that will take American astronauts beyond low earth orbit. Unfortunately, there is little agreement about the best path forward and until the Administration, Congress, and NASA agree on a plan, there will be a gap in our nation’s capability to fly our own astronauts on American vehicles.

All of us in United Space Alliance know that we are part of a business that is important to America and important to the world. We are excited about what we do and we are proud of the role we play and we are proud to be a critical part of our nation’s human space flight.

Most importantly, our workforce cares:

- We care about personnel safety
- We care about operating safely
- We care about each other
- We care about human space flight

Our company has a solid and productive relationship with our NMA chapters in Texas and Florida.

Our Chapters are named “United Space Alliance Leadership Association – Florida and Texas, USALA.” We made this name change to stress the Leadership aspect of the NMA. We have more than 1,200 members in our Texas and Florida Chapters. Our membership is active and influential in the performance of our company. We have a strong Certified Manager Program and we have an excellent educational reimbursement program that has allowed numerous employees to continue their education and earn Bachelor’s and Master’s degrees as well as PhDs.

Our company values align with the values of NMA. Our stated values are Safety, Ethical Behavior, Innovation and Success. And like the NMA:

- We believe individuals want to do their best.
- We believe in truth, accuracy, fair dealing and treating everyone with dignity.
- We seek ways to improve productivity and efficiency.
- We support efforts to strengthen our management and leadership through training and education.
Breaktime

Remarks from Howard DeCastro, continued...

- We want every individual to reach his or her full potential

Through 15 years of operation we have promoted an atmosphere of collaboration and cooperation among our workforce and with our customers, an atmosphere that has led to steady operational improvement and unqualified success.

We believe in setting goals and exceeding them. Our rules about goals are that they have to support our vision and our mission and,

1. They must be clear;
2. They must be shared among those who are responsible to meet them and their leadership;
3. They must be achievable; and;
4. They must be measurable.

Our Chief Executive Officer, Ginger Barnes, sets the tone for our leadership. In her first meeting she clearly stated that she believes in People, Promises, Performance, and Passion.

- Take care of your People.
- Make Promises and always keep them.
- Perform to exceed the expectation of our customers.
- Be Passionate about your work.

Ginger also believes strongly in Alabama’s Crimson Tide. It’s not a coincidence that she is wearing a red dress. We are indeed fortunate that, so far this year, the Tide has won all of their games. We are hoping for another national championship.

Let me say few words about the NMA. We all owe a debt of gratitude to Louis Ruthenberg and “Boss” Kettering. We owe a debt to Louis for his foresight and courage to approach Kettering with the idea that individuals could become skilled, effective managers of people if only given the training and the opportunity, and we owe a debt to Kettering for seeing the wisdom in Ruthenberg’s idea and for supporting the first class in management in 1919.

All of you in this room and the membership throughout the NMA chapters nationwide should take great pride in the work that you do, that we do, to develop leaders, to strengthen the leadership of our organizations, and to open up opportunities for individuals who are willing to take the time and make the effort to do their best and develop their knowledge and skills to become the best leaders they can be to advance their own careers and to advance the quality of their organizations.

Let me close with thanks to all of you who work so hard to make NMA a strong and successful organization. Last night Larry Peck reminded me and others that it takes a lot of planning and hard work to organize and conduct the events that make NMA attractive to members and productive for the companies. Every one of you in this room has put a lot of effort into making your NMA chapter as good as you can make it and you deserve high praise for your dedication and effort.

Thanks for your work and thanks again for honoring me with the Executive of the Year recognition.
With all the recent changes in healthcare, how familiar are you with what’s available in terms of group insurance from NMA?

Check out NMA Member Benefits/Affinity Programs:
http://www.nma1.org/About_Us/Member_Benefits_Affinity.html

Looking for a Unique Gift Idea?

Looking for a gift idea this holiday season...NMA Membership is a great gift for college students, co-workers, self employed friends and family. From December 1, 2010 to January 31, 2011, a one year membership is only $48.00 (the $20 registration fee is waived).

A handsome gift note will be sent with the NMA New Member Packet which explains the many benefits available along with the NMA label pin, personalized membership card and certificate. Contact Robin Furlong to place your gift order at robin@nma1.org or call 937-294-0421.
Over $2,395.00 Raised for Ronald McDonald House

Breaktime

15 S.E. 15th Street • Fort Lauderdale, Florida 33316
Phone: 954.828.1822 • Fax: 954.828.1824

September 24, 2010

Ms. Laura Baszak
850 Lagoon Drive, MZ: 107P
Chula Vista, CA 91910

Dear Ms. Baszak:

On behalf of the staff and families of the Ronald McDonald House Charities of South Florida, I would like to thank you immensely for the generous donation of $2,195.00 in checks and cash, $200.06 in gift cards, $150.00 in one brick order, and three books of forever stamps. It is truly a great honor to have our charity be chosen by the Community and Communications Committee for the National Management Association Annual Conference this year. We are grateful to have your incredible support to our mission and be the driving force for our charity to participate in the conference. Through your act of kindness, you have definitely fulfilled your goal to give back to the community. Most importantly, you have made a positive impact in the lives of our families that use our services daily. Your assistance will help us maintain the highest level of care that we can offer our families. I truly commend your dedication to our organization.

Your generous contribution will help the Ronald McDonald House Charities to continue their mission in providing a safe place to stay for the families of seriously ill children receiving treatment at any South Florida pediatric hospital. There are two Houses currently serving the South Florida region. One is located on the grounds of Jackson Memorial in Miami and the second is by Broward General Medical Center in Fort Lauderdale. With your help and the help of the entire community, we will continue to provide services to at least 500 families a year and enable them to be next to their sick child and recuperate.

The following is our Tax ID number to claim your donation as tax exempt. The number is 59-1899866, under Ronald McDonald House Charities of South Florida.

We are thankful to have your partnership and support to our charity. If you are ever in the area, please stop by and we will be more than happy to give you a tour. Once again, thank you and remember you will always have a friend at the Ronald McDonald Houses of South Florida.

Sincerely,

Soraya Rivera-Moya
Executive Director
Greetings from ICPM

Are You Getting The Most Out of Your Certification?

A valuable feature of certification that sets it apart from other management training is the “CM” credential that publicly recognizes a level of competency in management practice. If you are CM certified and are not using your CM credential in day-to-day business activities then much of its value is lost. Ask yourself the following questions:

Is your CM certificate prominently displayed on your office wall?
Do you wear your CM pin to business functions and meetings?
Have you added the CM credential to your business cards?
Does your signature block for print/email correspondence include the CM credential?
Have you updated your resume to include the CM certification?
Have you recertified annually to keep your CM certification current and your name listed in the CM Directory on the ICPM web site?

If you answered “no” to any of the above questions, then you are missing opportunities for recognition and to promote the CM brand. Recognition comes not only from your employer, but also from clients, colleagues, vendors, business acquaintances, and employees that report to you. The power of CM certification is great, but only if you use it. A small investment in your own self-promotion may be just the edge you need to get that next customer account, promotion or recognition award.

To obtain information about CM certification or recertification, contact ICPM at www.icpm.biz or 540-568-4120.

The ICPM staff wishes everyone a very happy and safe holiday!!

Reminder:
NMA Board of Directors Meeting is January 21-22, 2011.

2011 Leadership Development Conference dates and locations will be announced prior to the holidays.
Executive Advisor, Rainia Washington Receives Silver Knight of Leadership Award, LMLA Chapter #531–Marietta

By Paul Williams, CM

Rainia Washington, director of human resources for Lockheed Martin Aeronautics, Marietta, Georgia, was honored at the site operating council meeting on Oct. 5 with the Silver Knight of Leadership Award.

Rainia was recognized for her involvement with the Lockheed Martin Leadership Association as the executive advisor. Her guidance and advice helped shape chapter goals and objectives. She has a strong commitment to hard work and the highest standards of ethical conduct. Rainia has made a positive impact on our company, site operations and chapter. Receiving the Silver Knight is a tribute to her skills and ability to achieve results through people.

Rainia is presented the award for her efforts. From l to r: Earl Pinkett, LMLA board chair; Michelle Lewis, LMLA executive VP; Carl Jacobsen, LMLA President; Rainia Washington, director of human resources; Paul Williams, LMLA associate national director; Lee Rhyant, Lockheed Martin Marietta executive vice president and general manager

Can you find the face among the beans—
The average human heart weighs between 8 and 12 ounces. The collective hearts of Lockheed Martin Atlantic City and English Creek New Jersey employees and subcontractors weigh 8032 pounds (OVER 4 TONS!). This was the weight of the donations they made to support The Community Food Bank of New Jersey – Southern Branch. For four weeks, The Lockheed Martin Leadership Association – Atlantic City Chapter #541, led a drive that collected food and personal hygiene products to help replenish the shelves of the local food bank in preparation for the long winter ahead. Donations typically slow during the three summer months; however, the food bank distributes thirty percent of their supplies during this time. William J Hughes Technical Center Lockheed Martin site manager Greg Stellitano best described the event when he said, “Start with a friendly competition for our local food bank, add extremely generous people who are also extremely competitive; you end up with 4 weeks of friendly fun for our folks, one site manager’s office with no room to sit and most importantly over 4 tons of goods for our Local Food Bank.” The LMLA would like to thank each department’s food drive lead, those who helped box up and load the truck, and everyone who donated for all their generosity and support of such a worthwhile cause.
Many of us who are working on the Space Shuttle program have not had to face a serious career change since possibly April 12, 1981, when STS-1 opened the era that is just now coming to a close — nearly 3 decades in duration! That is rare in today’s employment experience. Generally, setbacks occur at some point in most careers, usually much earlier than we are experiencing.

The critical question: can you bounce back from a career setback? How long will it take? Can you rebound 100% or will you fall short in terms of employment, salary, or benefits? Can you turn adversity to your advantage? In considering the situations of many friends and co-workers who have had career changes in the past few years, it seems that recovery relies less on their technical abilities and more on such factors as preparedness and attitude.

To increase your chances of recovering 100% from a career challenge, you need to be prepared for the worst while hoping for the best. Always have a Plan B. This means already having an action plan should a likely career setback occur. At the end of the day in the Shuttle program, large staff reductions are expected. Plan A is maximizing your chances of surviving those certain staff reductions. Plan B is simultaneously preparing to enter the job market.

Advantages of Plan A are obvious — you retain your current position, don’t have to experience unemployment, and may not have to worry about possible long-distance relocation and its effects on your family. In general, Plan A in our business environment is not highly likely for the majority of us.

What about Plan B? This is preparing for the worst. In our case, Plan B is your rebounding strategy should you lose your job. Your goal will be to get a new job at least as good as your current one while spending a minimum amount of time in the job market. Identify technology fields and industries for possible future employment. Prepare tailored résumés for each. Assemble a contact list that includes peers at these companies, recruiters (headhunters), former professors and colleagues, etc. Learn to use LinkedIn, and your NMA network to extend your reach. On a personal level, get your family finances in order in case you lose your income and benefits. You may want to evaluate the NMA benefits program for your carry-over medical insurance needs, which can be found at: http://www.nma1.org/About_Us/Member_Benefits_Affinity.html.

Remember what happened in “The Wizard of Oz”? The story’s main characters thought of themselves as victims of circumstance, skipping down the yellow brick road to the Emerald City where the supposedly all-powerful Wizard would grant them the courage, heart, wisdom and means to succeed. They had to travel down the yellow brick road on a journey from ignorance to knowledge, from fear to courage, from paralysis to powerfulness, from victimization to accountability, because everyone sooner or later takes this same journey themselves. As these famous characters did, so will we learn that we possess the power within ourselves to get the results we want. Best wishes on your journey — I know it will turn out well for you.

Reminder: Don’t forget to send in your Chapter Speech Contest Confirmation Form.

You can go to:
http://www.nma1.org/Online_Forms/Speech_Contest/SC_Chapter_Confirmation.html
Mid-Columbia Leadership Development Association lauded reprinted from Tri-Cities Area Journal of Business—November 2010
by TCAJoB Staff

The National Management Association recognized the Mid-Columbia Leadership Development Association for outstanding leadership development programs at its annual leadership conference in Miami, Fla. In addition, Bill Kitchen, a chapter member, was elected as NMA’s chairman of the board.

The MCLDA received the outstanding chapter award for the 21st time and first place awards for chapters of its size in professional development, community service and publications. The professional development award is based on conducting NMA and non-NMA courses in leadership development, having an active certified manager program and involving executive managers in the professional development program. The MCLDA is very active in presenting a monthly series of leadership programs across a wide range of topics. For interested members and companies, the chapter has sponsored course study leading to certification as a certified manager through the Institute of Certified Professional Managers at the James Madison University.

The publication award is given to chapter publications that effectively promote chapter activities, advance the principles and ethics of NMA and promote organization membership, format, writing style and layout. The community service award is given to chapters that demonstrate creativity and innovation.

Lisa Hart, the MCLDA chapter president, said a team led by Bill Leonard, past president, is responsible for the chapter’s success.

The MCLDA has its roots in the NMA through the operations at Hanford spanning the past 33 years. Two years ago, leaders recognized the need in the community for leadership development activities, said Hart. Many small and medium-sized business owners recognized that their employees would benefit by receiving professional leadership training. For the past 85 years, NMA chapters across the country have been providing such training opportunities to chapter members who may be top leadership prospects, as well as highly seasoned leaders to act as mentors and coaches.

Kitchen, who will serve as the NMA 2011 chairman of the board, serves as the organization’s national treasurer and has been a national director for the past four years. Kitchen is the facility planning director for Washington River Protection Solutions and has been an NMA member for about 25 years.

The MCLDA meets on the second Wednesday of every month for dinner at the Clarion Hotel in Richland. Individuals or companies interested in leadership development may attend. For information, contact Ted Glitz at 373-5810 or Lisa Hart at 376-3484.

“It is unusual for a chapter to receive recognition in all facets of the program, especially all first place awards and it is a tribute to Bill Leonard and the creativity and tenacity of his team,”

- Lisa Hart, the MCLDA chapter president
When most of us hear that someone has decided it’s time to employ LEAN practices or Six Sigma business management strategies to our operation, the reaction is often, well, less than enthusiastic. When NMA Chairman of the Board John Kuntzmann declared that he would like for the NMA staff to “take the plunge,” I wanted to go running for the hills. The problem was that the hills in southwest Ohio are not as high as the ones in West Virginia where I grew up. I knew that I could run…but I could not hide! So, after a crash course presented by NMA National Secretary, Melinda Hester, CM, (a Six Sigma Black Belt,) we kicked off our efforts in January 2010. And now for words that I never thought would leave my lips: “It’s been FUN and it’s had amazing results!”

At the recent Annual Conference I was asked if I would do an article for Breaktime – sharing what we did in order that chapter leaders could see some of the changes and new processes it produced. Mostly, the inquiry focused on detailing what we did in case some of you might like to consider something similar in your own chapter operations.

Let me start by saying that I am an extraordinarily fortunate leader. In many organizations the success of such an undertaking is akin to asking for “the triumph of HOPE over EXPERIENCE.” Not at NMA. I had no clue that change would come so easily. But there’s a secret...you have to have a team comprising people who realize that things just might get better (if we live through it), a group of folks who are willing and eager to streamline their operation, and a team lead who can make it all non-threatening and fun.

That I had...in spades. We did a lot of our work as a “committee of the whole” but we also broke down by departments and in work flow groups. So, if I did not happen to be engaged in a particular process review, I could still sit in my office and hear laughter coming from down the
NMA Headquarters Adopts LEAN/Six Sigma continued...

Do membership reporting electronically.

- We stopped going to the bank and, instead, are now doing it all electronically...paying our bills online and with new equipment, making bank deposits from the office as well.
- We have made it such that chapters/councils can log on the website and check their R1 and RC1 status at any time.
- We have streamlined and further automated payroll procedures and the filing of federal, state, and local taxes.
- We found better and faster methods to update chapter records and member records.
- We have new written processes and procedures for everything listed above.

Are we finished? I could say, “No,” and leave it at that. But that is not sharing one of the best parts of this story. What we’ve really learned over the past 11 months is that the approach of always challenging why you do what you do...and asking if there’s a better way...needs to become part of an efficient daily operation. It has become just a way of doing business. And better still, we are convinced that we have not only made things better for US, but we have made things easier for YOU, our customer. That is the best definition of “win-win”!

hall. When you’re in the corner office, that’s a LOT better than hearing people sobbing uncontrollably! Hats off to the Queen of Spreadsheets, NMA VP of Integration and Operations, Sue Kappeler, CM. As her title implies, she led the effort and I could quickly see that I had an office full of “early adopters”...team members who were ready to just “go for it.” That is the secret – having the right attitude! If the minds are aligned and spirits are high, you can achieve pretty much anything. So, let me thank your staff, on the front end. They were magnificent!

You can argue forever about which method to use. We did not go there. Rather, we tried to pull from multiple approaches as we saw varying pieces match up with an office environment. We were determined to focus on our processes, not get mired in theory. We did stay focused on you the customer. It also helped that Sue knew where to start...with processes that pretty much involved everyone. So, right out of the gate, we were ALL looking at our pieces of the pie and asking, “Why do we do that?” If your head is on tightly, then you can “have at it” and just tear everything down to its component parts. It also helps to have lots of Post-it notes!

I won’t go into details of how. Instead, let me share the “what”...what we accomplished. Let us take a look at just some of what emerged from weeks and weeks of internal review:

- We began electronic invoicing for all merchandise and Annual Conference registrations, coupled with implementing new registration e-notifications.
- We started to invoice for chapter dues and then began to do so electronically.
- We made it possible for chapter leaders to