



Managing the NMA Treasury

By Steve Menke, CM; NMA National Treasurer, LMLA Aeronautics, Palmdale, CA

A question I'm often asked as your 2011 NMA Treasurer is how we arrive at our budget and how do we ensure we're doing our very best to appropriate our members' dues. As Treasurer, I actually serve two masters - NMA as an organization and each of you, individually and collectively, our valued members!

How does the NMA arrive at its operating budget? We use data trends in the workplace, "actuals" from previous years, and results of the surveys that go out to each chapter at the first of the year, asking you to provide your best membership forecast for the coming months. We also factor in the Leadership Development Conference's (LDC), sales of goods and services, and the Annual Conference, as well as the fund raisers and donations that help support our speech contest at both the regional and national level.

Working as a team, the national officers challenge the NMA staff to turn over every rock in an attempt to find additional savings! From energy audits and looking for discounts in health insurance, to going out to other companies for our yearly audit bids, we look at every way possible to keep the budget below the line and maximize

(Continued on page 2)

NMA and American Red Cross Partnership

By Avis French, Associate National Director

As an individual NMA member, have you ever thought of using the skills you learned through NMA to partner with the American Red Cross? An excellent program that would benefit you, the Red Cross, and the community is conducting Red Cross blood drives. That program gives you an opportunity to practice all your project management skills and your communication skills.



You use your project management skills to:

- Select a site and a date
- Put together a combined Red Cross/volunteer team
- Manage a schedule of donors
- Manage the Red Cross staff and donors the day of the drive
- Report the results of the drive
- Document any issues to be addressed for future drives

(Continued on page 3)

Check out



The Outsider's Dilemma

You are outside of the main power circles and find it difficult to influence the right people to get the job done.

What do you do when you are the outsider?

Inside this issue	Page
Managing the NMA Treasurer	1
NMA and the American Red Cross Partnership	1
Checklists	3
LMLA Marietta supports Georgia Special Olympics	4
Brigadier General Shares Thoughts on Leadership	5
Ken Schaaf Advances to Lifetime Member Status	7
Call for CM Awards Nominations	8
The Outsider's Dilemma	9



Steve Menke, CM

Steve has been an active member for 26 years. In Steve's NMA career, he has held the following National Board Of Directors' positions:

- 2001 National Director
- 2002 Parliamentarian
- 2003 Pacific South Area Chair
- 2004 Community Services Chair
- 2005 Pacific South Area Chair
- 2007 Association Development Chair
- 2008 Association Development Chair
- 2009 National Director
- 2010 National Director
- 2011 National Treasurer

(Continued from page 1)

the buying power of each member's dues. In anticipation of new tenants in the NMA building in April, the staff has gone in and yanked out carpet and painted walls themselves, rather than hiring it done. I've seen them change light bulbs (for energy efficient ones, of course) and they even wash and reuse the towels for cleaning and such. Some even saw me join in shoveling snow off the sidewalks during the January Board meetings.

Speaking of Board Meetings, after a successful trial run last July, everyone decided to start holding our twice yearly board meetings at NMA headquarters instead of at the hotel. The staff brought in food for both breakfast and lunch while we paid for dinner on our own. We'll be looking for lemonade in July as the staff doesn't run the A/C very low! As I alluded to, NMA also rents out space within the headquarters building in order to utilize excess space and realize more revenue. Right now we're bringing in a branch of the ATI (Air Transport Services Group, Inc.), a small firm in Dayton that develops and prints flight manuals for small cargo and charter airlines.

We recently had the Advanced Management Skills Program updated by Karen Buchholz, CM, a former NMA National Director, who did it all on her own time and with her own software. Now we're looking at how to best update the Supervisory & Management Skills Program in a similar fashion. And speaking of proprietary materials, NMA practices a "just-in-time" printing and inventory system that has reduced shelf materials while not impacting our membership or what we provide. We're creating a lot of partnerships with many authors and companies in an effort to provide leadership course material that is current and relevant to today's environment.

Last year, our 2011 Vice Chair Melinda Hester, CM, a certified Six Sigma Black Belt, provided staff training in her areas of expertise. As was featured in a previous issue of Breaktime, the staff "caught the Lean Fever" and continues to find countless new and innovative ways to improve processes and reduce expenses.

Your NMA board allocates resources with the same diligence... always looking at last year's figures, projecting chapter and member needs and wants for the coming months, yet making sure every expense that is not a closely monitored fixed expense brings value to our operation... and yours. NMA Income & Expense Statements as well as Balance Sheets and other information are shared with the full Board monthly and always available to any NMA member upon request.

I've been a proud NMA member for 26 years, starting in our Lockheed facility in Ontario, CA. My involvement was initially at the monthly meeting level but after taking the SMS, AMS, and Certified Manager prep classes, I was suddenly hooked! Our chapter president asked me to serve as Sergeant-At-Arms for the dinner meetings. Hey, I get to tell the boss to sit down when the meetings were ready to start! In 1991 I attended my first national conference in Fort Worth and witnessed this dynamic group of managers, leaders, company presidents, and CEOs gathered for one common goal: serving both our membership and our employees through providing management and leadership skills development!

I continued to work through all my chapter officer positions and now the national "chairs". But the one thing that has not diminished in all this time is a belief shared by all who serve you -- that through leadership and knowledge, we help to foster future leaders.



Checklists are a simple quality tool that have been used widely for decades. Pilots use them, without fail, to save lives. Some surgeons have been using them and the evidence is mounting that checklists can save many more lives if more in health care use them.

Eight hospitals reduced the number of deaths from surgery by more than 40% by using a checklist that helps doctors and nurses avoid errors, according to a report released online today in the New England Journal of Medicine.

If all hospitals used the same checklist, they could save tens of thousands of lives and \$20 billion in medical costs each year, says author Atul Gawande, a surgeon and associate professor at the Harvard School of Public Health.

...

In his study, which was funded by the World Health Organization, hospitals reduced their rate of death after surgery from 1.5% to 0.8%. They also trimmed the number of complications from 11% to 7%.

The study shows that an operation’s success depends far more on teamwork and clear communication than the brilliance of individual doctors, says co-author Alex Haynes, also of Harvard. And that’s good news, he says, because it means hospitals everywhere can improve.

Researchers modeled the checklist, which takes only two minutes to go through, after ones used by the aviation industry, which has dramatically reduced the number of crashes in recent years.

This is more great evidence of the value of applying simple management tools that are already well known. The idea that improvement takes brand new breakthrough ideas is just plain wrong. From John Hunter at the Curious Cat Management Improvement Blog, one of the top 50 management site blogs.

(Continued from page 1)

NMA and American Red Cross Partnership continued...

You use your communication skills to:

- Solicit volunteers to help make the drive successful
- Solicit donors from the site or from within the community
- Train volunteers to staff the drive
- Advertise the drive using all available media
- Communicating with donors and volunteers the day of the drive
- Showing appreciation to donors and volunteers after the drive
- Invite donors and volunteers to assist with future drives



Avis French

As a personal example of this kind of experience, in 1986 I began conducting blood drives for the Orange County (CA) chapter of the American Red Cross, using the project management skills and communication skills described above. In 2010, I was introduced as the “Matriarch” of the chapter for conducting blood drives for 25 years and in the process saving 10,000 lives (each unit donated during that 25 years saves three lives). If it had not been for the NMA training, I would never have volunteered to undertake such a project. And am I glad I did! You could have a similar experience.

So, how about you? Let us know what you are doing, how you are using your NMA skills in your daily life.



Avis has a long record of dedicated service to NMA...beginning in 1984.

Besides being a chapter officer before retiring she has had many NMA “pet” projects. This year she will be the West Speech Contest Director, The NMA Speech Contest is just one her little projects.

She has been an NMA associate director advising/being an active member of the Southern California Area Council (SCAC) in addition to being an active volunteer with chapters in the southern California area.

She has received her chapter Member of the Year Award, the council and the National Member of the Year Award.

She also helps edit NMA Breaktime.



Lockheed Martin Employees Support the Georgia Special Olympics

By Leslie Nigh, Lockheed Martin Aeronautics, Marietta, GA

More than 100 Lockheed Martin Marietta and Lockheed Martin Leadership Association chapter #531 employees volunteered for the Georgia Special Olympics in January. Lockheed Martin Marietta sponsored the Winter Olympics Basketball Skills Venue which provided an opportunity for participants from across the state to demonstrate their basketball skills.

Kelly O'Brien, a Lockheed Martin Leadership Association member, worked together with the Special Olympics coordinator to assign the volunteers with score-keeping, monitoring the skills of the participants spot shot skills, the speed dribble, and target pass. Participants were awarded medals by Lorraine Martin, vice president of the C-130 program and Greg Ulmer, vice president of the C-5 program. The LMAERO Club made a donation of \$10,000 to the Special Olympics.

Brigadier General Shares Thoughts on Leadership

By Larry Peck, USALA and the Florida Space Coast Council

Brigadier General Burke E. “Ed” Wilson, Commander, 45th Space Wing and Director Eastern Range, Patrick Air Force Base, FL, spoke at the March meeting of the Florida Space Coast Council. He was introduced by Mike Woolley from United Launch Alliance (ULA). Mike shared our speaker’s impressive educational background:

- 1985 BS in electrical engineering, U.S. Air Force Academy, Colorado Springs, CO
- 1986 Squadron Officer School
- 1990 MS in electrical/computer engineering, Northeastern University
- 1990 Distinguished graduate, Squadron Officer School, Maxwell AFB, AL
- 1998 Air Command and Staff College, Maxwell AFB, AL
- 1999 Master of Airpower Art and Science degree, School of Advanced Airpower Studies, Maxwell, AFB, AL
- 2004 Air War College
- 2006 Joint Forces Staff College, Norfolk, VA
- 2009 Air Force Enterprise Leadership Course, Darden School of Business, UVA

Prior to his current assignment, General Wilson served as the Commander, Space Development and Test Wing, Kirtland AFB, NM, overseeing more than 1,000 military, civilians and contractors.

Today, Brigadier General Wilson is responsible for the processing and launching of U.S. government and commercial satellites from Cape Canaveral Air Force Station, FL, and is the final approval authority for all launches on the Eastern Range, a 15-million-square-mile area which supports an average of 20 launches per year aboard Delta and Atlas launch vehicles. He also manages wing launch and range infrastructure supporting the space shuttle and missile test missions.

Brigadier General Wilson entered the Air Force in 1985 after graduating from the Air Force Academy. During his career, he has served in various duties including space operations, acquisition, policy, strategy, planning and combat support. He previously commanded squadron, group and wing levels, as well as served on the staffs of Air Force Space Command, U.S. Space Command, and the National Reconnaissance Office. He also served as a Secretary of Defense Corporate

Wilson said that he has five main points about leadership. For this night of 70 people he chose to focus on three of them. He was a very clear and articulate speaker.

His first leadership point was “Be positive”. He felt a leader just cannot lead if that leader is not a positive person. Leaders need to be very conscious of how their emotions and behavior impacts their followers. Leaders need to actively manage the tension between “being positive” and the need to “face reality”. To manage this tension, positive leaders remain engaged, but focus on the future they’re trying to create. They always accept responsibility to be the difference they want to see in others.

His second point was Integrity which involves the three R’s: Respect for self; Respect for others; and Responsibility for all your actions. He believes that there are many sources of



(Continued on page 6)

Patrick Air Force Base



Air Force Space Command

The host wing for Patrick AFB is the **45th Space Wing** (45 SW), whose officers and airmen manage all launches of unmanned rockets at **Cape Canaveral Air Force Station** (CCAFS). These rockets include satellites for the US military, the **National Reconnaissance Office**, and the **National Security Agency**, as well as scientific payload launches in support of **NASA**, weather satellite launches in **support of National Oceanic and Atmospheric Administration (NOAA)**, payloads in support of international customers such as the **European Space Agency**, and commercial payloads for various corporate communications entities. Units and individuals from the 45 SW have also deployed abroad during wartime, most notably during Operations **Enduring Freedom** and **Iraqi Freedom**



(Continued from page 5)

Brigadier General Shares Thoughts on Leadership continued...

leadership. First of all, leadership comes from our values and beliefs. Our values are essentially our attitude about worth. What do you consider important, worthy, or of value? And our beliefs are the assumptions that we carry, perhaps understood as our convictions. Beliefs are also important, because we compare every new experience against an existing conviction, and evaluate it.

A second source of leadership is our ethics and character. Ethics is often confused with morality, or right and wrong. People we consider to be ethical are people who behave consistently in the same or similar situations. Consider character to be a summation. It's the combination of your conduct, values, and beliefs.

His third point on leadership was that leaders share – it's important to share your goals with your team members and divide responsibility among them. Ask them to plan their actions for accomplishment of targets. Communicate clearly to your team and ask them to take responsibility. Empowerment is the tool to successful delegation. Make your people more accountable by giving them responsibilities. Let them make their own work decisions. It boosts their confidence and makes them better workers in future.

The night ended with the General getting a huge round of applause. Daniel Rancken presented the General a beautiful eagle in appreciation for his speaking to us.

The NMA Florida Space Coast Council is an organization comprising NMA chapters and individual members located throughout the County of Brevard, Florida. The member chapters are:

- BSCLA (Boeing Space Coast Leadership Association)
- LMLA (Lockheed Martin Leadership Association),
- SLRSC (Space Lift Range System Contract)
- USALA (United Space Alliance Leadership Association),
- CFLA (Central Florida Leadership Association)

“I used to think that running an organization was equivalent to conducting a symphony orchestra. But I don't think that's quite it; it's more like jazz.

There is more improvisation.”

~Warren Bennis

Ken Schaaf Advances To Lifetime Retired Member Status

by Steve McDougle, Associate Director, NMA White Sands Chapter, Las Cruces, NM



Ken's Department Manager, Joe Bullington, Presents His Retirement Plaque

On February 3, 2010, Ken Schaaf retired after 44 years of service at NASA's White Sands Test Facility.

For those of us here at the NASA White Sands Chapter of NMA, Ken is "Mr. NMA". Ken led the efforts to bring our chapter to life in the early 1990s and was a Charter Member. He graduated with our very first class of Certified Managers. He has been and is still a key player in our community service activities and events including the local Dress-A-Child program, Management Week In America, and the American Enterprise Speech Contest.

Over the years, he has held many chapter offices including President. For a number of years, he represented our chapter on the National Board of

Directors. Many of the Association's Directors and Officers, past and present, as well as the National Staff, will remember Ken and his wife Martha, for their cheerful willingness to help with almost any project or task.

In 2007, the Chapter awarded him its highest award, the NMA Silver Knight of Management, for his many achievements as a professional manager and as a leader.

In January of this year, NMA President Steve Bailey wrote, in a special letter congratulating Ken on his coming retirement, "As I write this retirement note to you, I am mindful of how fortunate I have been over the years to meet, work alongside, and become friends with special people like you. In so many ways, you personify all that is good about NMA... and through many, many years I could always depend upon your smiling face and warm welcome to greet me at any NMA function you attended... whether it was a Leadership Development Conference or the Annual Conference... or on those great visits to Las Cruces where you played the consummate host."

President Bailey captured our chapter members' feelings by closing his letter as follows; "Please allow me to join with your chapter colleagues in recognizing your service and thanking you for all that you have done. It has been a pleasure knowing you and working with you. Good luck in the next phase and enjoy all the pleasures that retirement can bring."



Ken and Martha Get Ready To Cut The Retirement Cake



Lynn Powell, Director

Drew Koch, Manager
Assessment and TechnologyMelody Branner, Manager
Customer Relations

Call for Certified Manager[®] (CM) Award Nominations

The Certified Manager Awards are part of the Institute of Certified Professional Manager's annual effort to recognize the exceptional contributions of individual managers, leaders, CM facilitators and instructors to the management profession and the CM certification.

Nominations may be made by any colleague who has knowledge of or has benefited from the nominees outstanding contribution. Nominations can be made by completing a **CM Awards Nomination Form** and submitting it to ICPM no later than **May 15, 2011**.

Completed forms can be submitted by:

fax to: (540) 801-8650

email to: icpmcm@jmu.edu

CM Award Categories and Criteria

CM of the Year—presented to a CM in good standing that has excelled in the areas of professional development, CM recruitment or mentoring, organizational contribution, leadership, and/or ethics and social responsibility.

CM Facilitator of the Year—presented to a CM facilitator or instructor who has shown a commitment to management education, professionalism in management, and/or public support of the CM certification.

Questions can be addressed to Melody Branner at ICPM at 800.568.4120.





The Outsider's Dilemma

You are outside of the main power circles and find it difficult to influence the right people to get the job done. What do we do when we are the outsider?

Here's one example—

We are based in Florida, and that is a long way from where the action is. Being a remote team and a small start-up we get fewer resources, and we also get less recognition. We have to keep shouting sometimes just to remind the other people that we are still out here-and doing a good job.

It seems that we just cannot command a sense of urgency or importance from those people closer to the center. I have been patient with them, because I know that those people are in the eye of the storm right now with the merger activity that they involved in, but that does not mean they should ignore us completely.

Here is what I mean. Last week, I had a great lead about some potential new business we could go after, but I figured it would be best if I checked in with Adrian who is Vice President of Business Development. I needed to know that what I was planning was not going to get in his way. I know he is busy, but I at least expected some response—even a holding message—but after three voice mails, two emails, and a conversation with his executive assistant, I am still waiting.

So I called Don on special projects to see if he had a view or could get me in. I could tell from his tone on the phone that he was trying to remember exactly who I was, but what he told me was especially frustrating. It seems that my potential customer has just had a “sorry we can't help” response from Donna in Sales—crazy—this is precisely the marketplace that we were set up to serve. But the center does not even understand who we are and what we do. How can I get the business to understand us and take us seriously?

-Ben Watson, Head of Xennic Elite

Adapted from Dr. Gary Ranker, Colin Gautrey, and Mike Phipps, **Political Dilemmas at Work: How to Maintain Your Integrity and Further Your Career.** John Wiley and Sons, New Jersey, 2008.

Questions to consider...

How do you...

- Create multiple connections with the inner circle?
- Raise awareness and create a positive profile?
- Take your image management campaign on the road?

Tips: Image management is a fact of business life, and we need to get it right. Looking and sounding the part are essential. We need carefully crafted sound bites that promote our contribution and which hook people's interest making us instantly memorable for the right reasons. Hook lines and elevator pitches may sound contrived, but they work. If we are to influence the inner circle, then this is where we should focus. There is no substitute for meeting eyeball to eyeball if you want to create maximum impact.

Top 150 Management & Leadership Blogs

<http://www.noop.nl/2010/04/top-150-management-leadership-blogs.html>

Compiled by using their Google Page Rank, Bing hit count, Alexa Ranking, Technorati Authority, Twitter Grader, PostRank and FeedBurner count.

IMPORTANT NMA DEADLINES COMING UP

Nominations due April 15, 2011

- ✓ **NMA Member of the Year**
- ✓ **NMA Hall of Fame**
- ✓ **NMA Executive of the Year**



<http://www.nma1.org/downloads.html>

Speech Contest	
Form	Due
Area Speech Contestant Registration Form	2 weeks prior to conference
Professional Development	
Authorization to Grant CEU (B-3)	January 1
Awards Program	
R1s and RC1s	30 days after the end of the month you are reporting
Chapter Administration	
Chapter Election Updates	Immediately after chapter elections

Date	Event	Location
April 28-30	<i>2011 West LDC</i>	Sheraton Anaheim 900 Disneyland Drive Anaheim, CA 92802 Phone: 714-750-1811 \$129 S/D + 17.3% room tax Complimentary Parking for NMA Guests Complimentary High Speed Internet Registration / \$325
June 2-4	<i>2011 East LDC</i>	Hilton DeSoto 15 East Liberty Street Savannah, GA 31401 Phone: 912-232-9000 \$139 S/C + 13% room tax + \$1 Parking: \$13/day self-park Complimentary High Speed Internet Registration \$325
July 16	<i>2011 July Board of Directors Meeting</i>	NMA Headquarters 2210 Arbor Boulevard Dayton, OH 45439 Phone: 937-294-0421
September 8-10	<i>NMA Board of Directors Meeting</i>	Hyatt Regency St. Louis Riverfront 315 Chestnut St. St. Louis, MO 63102 Phone: 314-655-1234 \$149 S/D
September 10-12	<i>2011 NMA Annual Conference in Partnership with ICPM</i>	