Creating the New Learning Organization

Steve Bailey, CM
NMA President

When the staff returned to Dayton after the 2011 Annual Conference, we studied your evaluations. We were pleased that our attendees reported such positive experiences across the board. We were also struck by the comments that people especially enjoyed the professional interaction with their colleagues AND that they felt that the educational sessions were just that... educational, informative, and thought-provoking.

That speaks to a mindset that we continue to see among our NMA members – a desire to learn and grow together. In these challenging economic times, there is still a hunger for personal growth. NMA people are dedicated to keeping current and being challenged professionally. That means that at the national level and on the chapter level, we must all figure out how to embrace, enhance, extend, and enable learning. THAT is the value proposition that an NMA chapter brings to the table.

As NMA looks to 2012, we can promise you a renewed focus on providing learning tools and methodologies for you, our chapter leaders. Whether you call these new human resources approaches “blended learning”, “mobile education”, “virtual learning”, or whatever, the goal remains the same: new learning architectures are everywhere and our challenge is to bring more of them to our members.

It’s all about multiple learning channels, both formal and informal. Whether it’s the classroom, the virtual classroom, “social learning”, or mobile learning, the learning landscape has changed. In recognition of that fact, your NMA leadership is surveying that landscape and reaching out to potential new training partners in order to bring you new choices for delivering value to your members. ...and helping you nurture a learning entity that increases peoples’ commitment to one another and to their organization.

nma virtual library

Looking for the latest leadership trends?
Need some fast facts on current labor “stats”? 
Want to connect with others blogging on leadership topics?

If your answer is “yes” to any of these questions...NMA’s Virtual Library is for you!! Go to: http://nma1.org/Education/NMA-Virtual_library.htm

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Your 2012 National Officers and Area Chairs were elected at the recent Board of Directors Meeting held in conjunction with the 2011 Annual Conference in St. Louis, Missouri.

Shortly after the election, the 2012 Chairman of the Board-Elect appointed individuals to serve as National Committee Chairs.

**2012 Executive Leaders**

**2012 Chairman of the Board**
Melinda M. Hester, CM
Siemens Corporation
Orlando, FL
mmhester@earthlink.net

**2012 National Vice Chair**
Steve Menke, CM
Lockheed Martin Leadership Association
Palmdale, CA
Steve.menke@lmco.com

**2012 National Secretary**
Nancy Bennett
NMA BCBSM Leadership Development Association
Detroit, MI
nebennett@comcast.net

**2012 National Treasurer**
Kiran Dambala, CM
Lockheed Martin Leadership Association
Fort Worth, TX
Kiran.dambala@lmco.com

**2011 Chairman of the Board**
William A. Kitchen, CM
Mid-Columbia Leadership Development Association
Richland, WA
kitchenwa@aol.com

**2012 Committee Chairs**

**Association Development/Services Chair**
Candi Creel
Goodrich Chapter
Chula Vista, CA
Candi.creel@goodrich.com

**Community and Communications Chair**
Laura Spamer
Goodrich Chapter
Chula Vista, CA
Laura.spamer@goodrich.com

**Professional Development Chair**
Carl Taylor, CM
Houston, TX
carl.taylorc@aol.com

**Recognition Chair**
Robert Noel
Boeing Aerospace Leadership Chapter
Huntington Beach, CA
Robert.noel@boeing.com
2012 Area Chairs

Central Area Chair
David Hanson
Lennox Leadership Development Organization
Marshalltown, IA
David.hanson@lennoxind.co

Northeast Area Chair
Cathy Longo
1999 Chairman of the Board
NMA BCBSM Leadership Development Association
Detroit, MI
clongo@bcbsm.com

Pacific North Area Chair
Vaughn Abbott, CM
Lockheed Martin SSC Leadership Development Association
Sunnyvale, CA
Vaughn.abbott@lmco.com

Pacific South Area Chair
Shelly Menke
Lockheed Martin Leadership Association
Palmdale, CA
shelly.menke@lmco.com

Southeast Area Chair
Betty Day
Lockheed Martin Leadership Association
Marietta, GA
Betty.c.day@lmco.com

Southwest Area Chair
Gary Waits, CM
Houston, TX
gwaits1@pdq.net

2012 Special Appointments

ICPM Representative
Sue Stein, CM
Ithaca, NY
ses10@cornell.edu

Parliamentarian
John Hojnacki, CM
Beavercreek, OH
hojnackiman@cs.com

Congratulations!
Learning from Eagles

By Chaplain Gary Heaton

For ten years our family lived near Bemidji, MN. About 200 yards from our house was a trail that led to a secluded lake. One summer we discovered that on the opposite side of the lake an eagle had made a nest in the top of a 50 foot tree. With binoculars we could see the nest and would on occasion see the eagle sitting on the nest with a watchful eye. I became fascinated with eagles.

Did you know... eagles have strong vision, which focuses up to two miles and is five to six times sharper than a human's. Eagles have what is called a double fovea or two centers of focus on the retina. The first one or "regular" one is for focusing on the horizontal plane. The second retina concentrates focus toward the ground or vertical. Eagles not only see and process two images, one from each eye, but they also process two more images from below. That means four images are being focused all at once.

Did you know... the eagle is the ultimate meteorologist and Storm Chaser. When clouds gather, lightning strikes and thunder rattles — eagles get excited for the challenge that lies before them.

Did you know... the eagle has built-in storm sensors that use the winds of a storm to its advantage. Eagles use thermals to help them soar. Thermals are currents rising off warm air and updrafts generated by terrain near rivers with cliffs, valley edges or mountain slopes. Soaring allows an eagle to stay aloft for great periods of time without flapping its wings. An eagle is the only bird with a locking wing mechanism. When locked in place and caught in a thermal an eagle will glide and soar with little or no effort while at rest for long periods of time.

Successful leaders have some things in common with eagles. Like the eagle, great leaders have focused vision and concentrate on achieving their goals. Strong leaders get excited about challenges and just as the thermals of the storm hold the eagle aloft and out of harm's way, effective leaders develop the ability to soar above their problems and use available resources to move forward.

A motivational speaker reminded me that life is 10% what happens and 90% how we react to it. We could do worse than react like eagles.

Inspired by a daily online devotion written by Pastor Bill for Christian Cyber Ministries.

Considering Certified Manager® (CM®) Certification?

There is no time like the present to get started on obtaining CM certification. If you are looking to enhance your leadership skills, grow your managerial confidence, or distinguish yourself in your field, the CM certification is right for you. View ICPM’s latest video to learn more reasons why CM certification is the perfect choice to boost your professionalism.

CM Programs are currently being formed. Contact your NMA chapter or ICPM directly at 800-568-4120 or icpmcm@jmu.edu.
Congratulations Graduates

The Lockheed Martin Leadership Association Bay Area Chapter and executive leadership from Star One Credit Union honored ten graduates from the Supervisory and Management Skills Program from the “Class of 2011” at a Professional Development Graduation Luncheon in Sunnyvale, CA on Thursday, 18 August 2011. Rick Heldebrant, President and CEO of Star One Credit Union, and Carol Safberg, CM, Executive Vice President and COO of Star One Credit Union, were featured speakers and presenters. Each graduate invited his or her manager to the luncheon to share in the accomplishment.

The Supervisory and Management Skills Program and Certified Manager Program are major elements of the Lockheed Martin Bay Area Chapter Professional Development Division. Our NMA Chapter professional development is conducted as part of the LMSSC Employee Development Forum. We use a classroom environment because this format best meets needs of the program and our participants. Classes follow the program textbooks in a guided tutorial format to review the subject matter and discuss application to participants’ needs and experiences. A frequent comment from participants is that a highlight of the courses is sharing experiences and understanding among class members as specific subjects are reviewed in the roundtable class discussions.

In addition to the primary speakers, graduates, managers, and chapter officers attended. Carol Safberg also serves as a chapter executive advisor.

Group Photo of the Supervisory and Management Skills Class of 2011

From left to right in the group photo are SMSP Graduates Ken Yoshimoto; Chris Lee; Diana Ruud; Mitchell Mark; Stacy Saw; Pete Midbust; Lynn Brubaker, CM, SMSP Program Facilitator; Donna Meehan; Kimberly Hunter; Ela Zolnierek; and Elizabeth Ling.
Highlights from St. Louis—2011 Annual Conference

2011 Hall of Fame
Induction of Larry McQuien
Above: Mrs. Carol McQuien
Left: Carol McQuien and sons Scott and John

2011 Member of the Year
Shirley Weaver (L) accepts Member of the Year Award from Chairman of the Board, Bill Kitchen, CM (R)

2011 National Speech Contest Finalists (L-R)
Bill Kitchen, CM — NMA Chairman of the Board
Nicholas Bayuk — 1st Place
Laureen Bousmail — 2nd Place
Bryah Hagen — 3rd Place
Kyla Wimbush — 3rd Place
Melinda Hester, CM — NMA Vice Chair

2002 Member of the Year — Michelle Lewis, CM (Left)
2011 Member of the Year — Shirley Weaver (Center)
2000 Member of the Year — David Williams (Right)

Kiran Dambala, CM — NMA Southwest Area Chair

Remembering 911 Victims
Highlights from St. Louis—2011 Annual Conference

Sam Silverstein, CSP, delivers inspiring Keynote Address on Saturday, September 10.

At podium is Laura Spamer, Chair of Community and Communications, as she presents NMA’s donation to representatives of “Little Patriots Embraced.”

2011 Recognition
Lockheed Martin Leadership Association in Fort Worth Texas are recognized for the Outstanding year they had!

2011 Executive of the Year
Michael Coats, Director of Johnson Space Center (L) accepts Executive of the Year Award from Chairman of the Board, Bill Kitchen, CM (R)

Awesome “Background Voice” Rashad Raynor and “Mikey” Malinao entertain during Recognition Luncheon.

Sam Silverstein, CSP, delivers inspiring Keynote Address on Saturday, September 10.
It has been said that life takes some crazy twists and turns that we can never anticipate. Where I think that is absolutely true, I also think that we need those twists and turns to keep us ALIVE. Over the last several years I have been a member in my local NMA chapter, Lennox Leadership Development Organization (LLDO). During this time I have been everything from a bystander who didn't want to participate to a member of our programs committee and then president of our chapter. I would like to share a little bit about my journey and hopefully inspire a few of you to "step up" to the challenges that lie ahead of each of us.

In order for you to understand where I'm going, it's important to know where I've been. So my journey started when I was coerced by David Hanson to join our chapter. He was then president and had to really work hard to get me to join our chapter. I thought that if he cared enough to keep asking, then it was probably worth it. After losing my application 3 times, he finally made me an official member. David and I giggle about the lost application from time to time. I kept telling him, the longer you take to submit my application, the more money I have in my pocket. He soon stopped losing the application. (I think he realized he was hurting his own budget!)

To be honest, at first I would attend meetings, sit on the sidelines, and think, "Why am I here, what is this all about, and where do I fit in?" I did this for a short time and was soon coerced, yet again, to be on the programs committee. From then, my involvement in the chapter took off like a rocket. It didn't take long to realize all the work that went into being involved and how much it was needed that I "step-up". I soon was planning, organizing, and doing anything I could to help our chapter. The next year I was asked to be the chair of our programs committee. Reluctantly, I said yes and was surprised, yet again, by how much the programs committee was responsible for.

What I soon began to realize is that a strong team made everything. Don't get me wrong; I worked on more teams and projects then a person ever wants to, but what I was finally beginning to understand was the true importance of a team. When you become a part of an organization that is strictly voluntary, you see things differently. We often say in our chapter that you really see how good of a worker a person is when the boss isn't looking. What I mean by this is that our chapter is run by the people who "step-up", follow-through, take risks, and want to make a difference. That difference could be changes we want in our own lives or changes we want for our organization or changes to simply how a committee is run. Every one of us has different reasons for being involved or not being involved. And what I learned quickly was that being involved was much more fulfilling than not being involved.

During my time as program chair I was so blessed with a rock solid team. I learned what LLDO was all about. I think back on that year and smile at how much fun we had and how I was forming future team members for projects at work, and most importantly, life-long friends. Toward the end of that year I was asked to be vice-president, which then meant president-elect for the following year. How was it possible to go from not participating to understanding how the organization ran in just 2 short years? I again wasn't sure if I could do it, or wanted to do it. The enticement for saying yes was getting to travel to San Diego and the NMA Annual Conference. How could a girl say NO?

The next few years were a whirlwind. I was learning the ropes, setting up my board, creating a budget,
and forming teams every time I turned around. The neat part about all of it, it didn't seem like work. It was fun. It was a place you could make mistakes and not be fired for it. After all, it was a volunteer organization and we were all learning as we went along. That was the fun of it.

Each time I said yes to a challenge in our chapter I was a bit reluctant. I didn't know everything that lay ahead of me, I didn't know if I had made the right decision, I didn't have all the answers, and I didn't know if I was doing the right thing. But every step of the way I was given resources, guidance and support from not only my local chapter, but our extended family at NMA. I remember that first trip to San Diego like it was yesterday. Everyone was so welcoming. It inspired me to run back to my chapter with ideas and a rejuvenated spirit to change things up at home. I also remember not looking back from there. Each trip, each new friend, and each destination made me grow stronger and learn more. What touched me the most along the way was listening to everyone's stories - how they got involved, what they did for their chapter, and how they made a difference.

During my year as past-president I felt a bit lost; at first wondering how I could contribute. I needed a break from the fast-paced planning, but I still wanted to be active. A fellow member and I decided to take on a new challenge. We decided that we needed new ideas and spirit brought to our chapter. So we got the youngest, brightest members of our organization involved - the INTERNS! OK, ok, maybe neither of us knew what we had gotten ourselves into, but it was sure fun. We worked at helping them learn the soft skills needed in a business place and then they helped us become better at what we do.

I had been involved with our intern mentoring program for several years, but involving the interns in our chapter was a defining moment for me. Similar to the rest of my journey, it was a part of what has led me to where I am today. This is where the "Switcheroo" comes into play. Today I find myself asking, "Where do I go from here?" I have decided to make a major career change and become a high-school business teacher. Similar to my co-workers, I'm sure you're wondering how I came to that decision. It took soul-searching and lots and lots of support from my family and friends. But what I have learned about myself is that decisions may be tough and I might not have all the answers, but when I put tools in my work bench that can help me along the way, I'm a much stronger person. At this fork in the road I don't know what lies ahead of me, I don't know exactly what will come of it, but I do know that I would have never taken this risk if it wasn't for NMA and my local chapter.

If you would have asked me 8 years ago if I would climb a tower and let teammates hold the rope, I would have told you you're crazy - I hate heights. If you would have asked me if I would have stood in front of 120 members and give a speech - I would have said you're crazy - I hate public speaking. If you would have asked me if I would have board a plane by myself to fly to Cocoa Beach - I would have said, no way it's too dangerous. And if you would have said - you'll do this or miss out on some of the best memories of your life - I would have said - I've already had them, this won't make a difference.

My point to all of this is, without NMA and LLDO I would have missed out taking these risks and making my dream of teaching come true. I would have missed out on taking my future in my own hands and clarifying my own destination. I took challenges that I never thought were possible; I did it, I made it happen. Of course, it was with tremendous support and fabulous friends, and with that I did it. I now realize if you align yourself with good people, strong goals, and the drive to make it happen, ANYTHING is possible.

So where do I go from here? I know that I will miss my chapter immensely, but I also know that the friends I have made are life-long and they will help
The Switcheroo... (Cont’d)

me along the next part of my journey. And I know that an individual membership with NMA is a must. I need to keep my fingertips on the business world so that I can bring the 21-century skills to the classroom for my students. I can accomplish that with putting the tool of NMA in my tool box, like it has been for the last several years. That alone won't get me through my next challenge. Like any work bench, we have to take advantage of our tools and not let them lie there unused. I have to take advantage of what NMA has to offer and I have to be willing to face life's challenges by taking risks and believing I can do it. It's easy for all of us to sit idle and be comfortable, but getting up and doing something is where the fun is. I'm not saying that people need to do drastic changes in their lives like me. But I am saying, get involved, be a part of the fun and make things happen. There are so many opportunities in each of our chapters that fit each and every one of us. It could be small, it could be big; it is whatever fits you.

I thank David Hanson for pushing me into a volunteer organization that helped me see my potential as a business woman. I thank Lennox for giving their employees the benefit and support of such a wonderful chapter. And most of all, I thank everyone in my NMA family for helping me realize that "stepping-up" is so rewarding!! My question to you is this, "How can you put the NMA tools to work for you and your chapter?" Just think: you and your chapter could be the one climbing the NMA tower. All it takes is "stepping-up" and taking on the challenge - big or small.

Write Intelligently in Your Corporate Communication: Three Tips

By Patricia Fripp, CSP, CPAE

Throughout the business community, ambitious individuals who work in highly competitive environments know the impression they give in their business communications often makes the difference between career failure and success.

When you make the following grammar mistakes, you will sound less intelligent than you actually are. Effective communication, both in speaking and writing, makes an important and significant impression. Most likely, your English teacher gave you the following advice. In case you have forgotten, here are three business communication tips to improve the impression you make to your prospects, clients, and senior executives.

**Tip #1 – Use Pronouns Properly**

How often do you hear people say the following comments?
The owner promoted him and I.
The client took Sally and he to lunch.
That's very important to we commuters.
Pronouns change when they play different roles in a sentence. Note that "you" and "it" stay the same, however you use them.

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<th>Pronoun Used as Subject</th>
<th>Same Pronoun Used as Object</th>
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For some reason, people who aren’t sure which to use can end up over-correcting. “I” and “he” sound more elegant, so these people come up with sentences like the first three examples. The most confusion seems to arise when there are two people receiving the action. The simplest technique is to eliminate the one that isn’t a pronoun to see if the sentence “sounds right.”

**WRONG:** The owner promoted him and I. (“The owner promoted I”)

**RIGHT:** The owner promoted him and me.
Wrong: The client took Sally and he to lunch. (“The client took he to lunch”)
Right: The client took Sally and him to lunch.
Wrong: That’s very important to we commuters. (“That’s very important to we”)
Right: That’s very important to us commuters.

Tip #2 – Be Wise with Who and Whom

To know which to use, substitute “he” for “who” (both end with a vowel) and “him” for “whom” (both end with M) while you figure out what is acting on what. For example:
I know he paid him.
I know who paid whom.
Even people who master this trick can get confused when who/whom is used in a question. Simply turn the question around into a statement and follow the above rule:
To who/whom are you speaking?
Statement: You are speaking to he/him.
Who/whom are you going to call?
Statement: You are going to call he/him.
The correct choice is “him,” so you would substitute with “whom.”

“Whom” almost always follows a preposition, those words that transfer action from one thing to another. Words like to, from, for, in, and out.

Tip #3 – Watch Your Language with Lay and Lie

Unless you’re lucky enough to be multi-lingual, English is the main tool you use to transmit your ideas to others. Yet you don’t need a Harvard degree to sound intelligent. It’s just a matter of mastering a few tricks, aka grammar rules.

Let’s consider “to lay” and “to lie.” The first verb transmits or transfers its action to something (transitive), while the other doesn’t (intransitive). There’s also “to lie,” meaning to fib, which further muddies the waters.

In school you probably confronted dozens of charts showing how lay, laid, lie and lie work when describing the past, present, future, singular and plural (a process called conjugation). Instead of memorizing charts, here’s a four-line verse to remember that will make you a master of these tricky common verbs:
Yesterday, Todd lay in bed.
We laid an icepack on his head.
Today he lies beneath the sod.
We lay a wreath to honor Todd.

When Ken Burns’ 1990 documentary, The Civil War, first aired, many viewers commented on the astonishingly literate and grammatically perfect letters written home by soldiers who had no formal schooling beyond the age of ten or twelve. In the nineteenth century, education was a serious and intensive process, and people were expected to continue learning all their lives through reading, conversation, and study.

As a professional, you are constantly working to educate others, sharing your ideas and expertise. One additional gift you can offer your listeners and readers is clear, powerful language.

Hopefully, you found these grammar tips practical, educational, and entertaining. Written and verbal communication should never be boring. Before you send that intelligent-sounding email, letter, or proposal, remember to check it at least once for grammar and spelling errors. Many executives continue to be surprised by obvious mistakes in the corporate communications they receive.

Whether you own a business, report to a boss, or search for a job, it is important to sound intelligent in all your corporate communication. Never underestimate the power of your words. Words and correct grammar give you a competitive edge!

About the Author
Patricia Fripp CSP, CPAE, is Hall of Fame keynote speaker, executive speech coach and sales presentation skills trainer and keynote speaker on sales, effective presentation skills and executive communication skills. She works with companies large and small, and individuals from the C-Suite to the work floor. She builds leaders, transforms sales teams and delights audiences. She is the author or co-author of five books including “Speaker’s Edge - Secrets and Strategies for Connecting with Any Audience,” and is Past-President of the National Speakers Association. To learn more about having Patricia do her magic for you, contact her at www.Fripp.com, (415) 753-6556, or PFripp@ix.netcom.com.
New Awards Available from NMA

Need to recognize someone special?? NMA has one newly designed award and two new awards available!!

Left to right:

**Distinguished Recognition Award:** This award has been redesigned into acrylic and rosewood and has a handsome plate that can be engraved. ($89)

**A World of Thanks:** This beautiful award has a revolving crystal world on top of a beautiful base with an etched NMA logo. Say “thanks” in a special way with this unique award. ($59)

**Distinguished Service Award:** This attractive jade acrylic spire can be used to recognize that individual who always goes above and beyond to support the chapter. ($59)

Just send an email to Kim Kelly (kim@nma1.org) to order any of these new awards.

From the Editor:

How do you feel about the name “NMA Breaktime” for this publication? Would you like to see the name changed?? If so, please send a note to me at sue@nma1.org and let me know your feelings!!

Also, do you have a special individual in your chapter or council that you would like to have recognized in NMA Breaktime?? If so, please send an article along with a photograph of that individual and share your story with all NMA members.

We’re Heading West...to Richland, Washington!

Yes, we’re heading west for our 2012 NMA West LDC!!

Come join us in the beautiful tri-cities area...Richland, Pasco, and Kennewick, Washington. The Mid-Columbia Leadership Development Association will host this event that will take place May 3-5 in Richland, Washington.

Make your plans today to attend the West LDC! We have some new programs and workshops planned for you!! Accommodations will be available at the Courtyard by Marriott in Richland. This year, you must make your reservations early as the hotel cutoff date is March 19, 2012.

Hotel information:

Courtyard by Marriott Richland
480 Columbia Pt Drive
Richland, WA 99352
Phone: 509-942-9400
Room Rate: $109 S/D + 10.3% tax

A notice will be sent to all chapters and councils when registration is available on NMA’s website.