We Have a Chapter in Savannah!!

On Tuesday March 6 at the Hilton Garden Inn, the Coastal Empire Leadership Development Organization (CELDA) of Savannah, Georgia, held its Charter Night to celebrate becoming NMA chapter #215 on January 23, 2012.

It took several months of planning and organization to get all of the i’s dotted and the t’s crossed, in order to bring this new chapter into the fold. Chapter president, Jim Lorenz, opened the night with a swift stroke of his gavel and welcomed all in attendance. He referenced a congratulatory letter from NMA president, Steve Bailey, recognizing CELDA as the 1st chapter to charter in 2012 and applauding their “desire to continue building and refining individual and collective leadership attributes and competencies.”

Sixteen of the twenty-six charter members were in attendance, along with fourteen other guests and potential members. After the celebratory dinner, each charter member was individually introduced and received their NMA lapel pin, their charter certificates, and a welcoming packet. The ceremony was official when President Lorenz installed the “sweet sixteen” as members of NMA.

After the induction ceremony, the local winner of the CELDA “High School Leadership Speech Contest”, Andrew Rushing, reprised his speech and moved the audience to a standing ovation. Andrew will move to the NMA Peach Council contest in late March.

Following Andrew was our featured guest speaker, Hasani X. He has been a Mixed Martial Arts contestant and is an author on self

Grow Your Membership!

Look on page 9 in this publication and find out all the details about our exciting 2012 membership drive!! If you plan on participating, you must do so before July 1. That’s when one lucky winner will receive a complimentary 2012 Seattle Annual Conference Registration (including hotel room and tax)! If your chapter participates in this membership drive, all your new members will be entered into this drawing where one of them could experience NMA at its best!!
We have a chapter in Savannah!
(Cont’d from page 1)

L-R Jim Lorenz, Jeff Pickels, Cassandra Clay, David Ragin, Bill Miller, CM, Larry Hanson, CM, Marshall Tuck, CM

Value—ensure that what you want is truly worthy of you and others; make it a meaningful reality, not just existence

Earn—no leader can simply expect the people to believe or execute change without demonstrating that they earned the right to lead—practice what you preach and “walk the talk”

Announcements, door prizes, photos, and congratulations rounded out the evening before President Lorenz rang his gavel down to close the festivities. Afterwards it appears that 3 – 4 new members have submitted registration forms and will be joining us soon.

I read various electronic and print publications to stay informed about current topics in technology and leadership. One of the things that I have noticed in recent publications is that there is a lot more focus on leadership compared to management. It seems to me that there is a bias towards portraying “Leadership” as more beneficial to the organization than “Management”. I have been in a training session where the instructor asked the class if they wanted to be known as a leader or a manager, and then the instructor proceeded to use positive words to describe a leader and negative words to describe a manager. In general, leadership is about finding new paths and promoting change, while management is about budgeting, staffing, and improving efficiency of current processes. I firmly believe that organizations need both effective leadership and effective management. Organizations that have strong leadership but weak management might have a great vision for the future, but won’t be able to organize the efforts to achieve the vision. Organizations with weak leadership and strong management are at risk of ignoring future opportunities and getting passed by the competition.

People usually have a natural tendency to exhibit either leadership traits or management traits, but all of us need to be effective at both. Some situations require a leadership hat to be worn, and other situations require a management hat. I think one of the keys to success is to understand when it is appropriate to wear the leadership hat, and when it is appropriate to wear the management hat. The next time someone asks me if I want to be known as a leader or a manager, I will say yes!
PILA Members Participate in "How to Be A REAL Success"!

Michelle Nelson, President
Pleasure Island Leadership Association (PILA) #586
Gulf Shores, AL

PILA had the great opportunity to host Dr. Billy Nale and participate in his leadership seminar: *How to be a REAL Success*. Using a combination of real-world examples, humor, as well as his own unique experiences, Dr. Nale’s seminar focused on the steps to becoming a REAL success. Dr. Nale began by stressing the importance of defining success before expanding upon the qualities of a leader. Simply put, success is knowing your purpose, growing to your maximum potential, and sowing the seeds to help others. With the foundation to success laid, we began building on the principles of REAL success. Starting with the value of building strong relationships, we incorporated the significance of Equipping others, choosing our Attitudes, and committing to a continuous journey of learning Leadership into the overall picture of REAL success. This half-day seminar was both informative and motivational. We were reminded that leadership is not positional, but rather “anyone can lead from anywhere in the pack.” The process begins with the ability to get along with people, include the team in goal making and share the responsibilities with them. On our journey towards REAL success, we must also remember that our attitude is our choice and that it has a direct influence on our relationships and our ability to lead effectively. Dr. Nale provided achievable principles that, if implemented, have the ability to take the both the leader and their team to the next level.

To learn more about Dr. Billy Nale and upcoming opportunities, please visit [www.bnleadership.org](http://www.bnleadership.org).

NMA Leadership Speech Contest!

Just a reminder that all LDC Speech Contestant Registration Forms for students advancing to the LDC Level of Competition must be received at NMA by the following dates:

- **EAST LDC** April 12th deadline
- **WEST LDC** April 19th deadline

Chapters/Councils are responsible for transportation, food, and lodging costs for their contestants as well as a parent/chaperone. A banquet is scheduled at both LDCs following the Speech Contest; results will be announced prior to dinner. If you have not already done so, don’t forget to order extra meal tickets for your contestant, parents, and any additional guests. Please call Robin Furlong (937-294-0421) with any questions and best of luck to your Speech Contestants.
ICPM Call for Certified Manager Nominations

The Certified Manager® awards are part of the Institute of Certified Professional Manager’s (ICPM’s) effort to recognize the exceptional contributions of individuals who support the Certified Manager® (CM®) certification. Annually each April, ICPM calls for award nominations and recognizes award recipients in May at NMA chapter events.

If you would like to nominate a candidate who has made an outstanding contribution to enhance or develop an individual manager, the management profession, or the CM certification, please complete the CM Awards Nomination Form and return it to ICPM by email (icpmcm@jmu.edu) or fax (540-801-8650).

CM Award criteria and categories include:

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

**CM Corporate/Partner of the Year**—presented to a company or ICPM college or training partner offering a CM classroom program who has shown a commitment to management education and public support of the CM certification.

Highly effective leaders energize others by noticing and recognizing their good work. Leaders thank, appreciate, and celebrate accomplishments. The recipient, in response, draws energy from sincere recognition and honest appreciation. **Do you know someone that warrants recognition with a CM award?**

2012 East Leadership Development Conference

Our 2012 East Leadership Development Conference will take place on April 26-28 at the beautiful Detroit Marriott Renaissance Center on the Detroit River...overlooking Windsor, Canada.

Metro Detroit has blue collar roots and cosmopolitan aspirations. Here, we work hard and play hard. Explore our history and auto industry in Dearborn/Wayne, and our creative culture in the galleries, theaters, and music venues of Downtown Detroit. Or, experience our laid-back style with lake life in Macomb, tee times in Oakland, and shopping in Greater Novi. Not tired yet, we’ve got game too, with our world-class sports venues and casinos!
I thought long and hard about the title of this article as I am uncomfortable writing anything that draws a dividing line between groups of people; however, I see the line of us (the matures and baby-boomers) compared to them (generations X and Y) as one of defining, not dividing. If any group is going to begin understanding another, it is easiest to start with a generalized comparison. The former groups typically think in terms of ‘I earned it; therefore I want it’ – the latter groups typically think in terms of ‘I deserve it; therefore, I expect it.’ Neither thinking is wrong nor is one better than the other; it is just a nuance of the generational divide.

The Matures (born 1933-1945) need dignity, respect, and an opportunity to share their wisdom. Not only is it important to express specifically why each of them, individually, is an integral part of the organization and team but it is necessary to use their knowledge for the benefit of all.

The Baby Boomers (born 1946-1964) need passion, rewards, and an opportunity to enrich their workplace. Acknowledge their innate drive to perform and express sincere appreciation to have their contributions positively affect the organization and team. It is necessary to find meaningful ways for this group to learn new skills.

Generation X-ers (born 1965-1976) need freedom of expression, continuous communication, and an opportunity to build a strong resumé. Unlike the previous generations discussed, Generation X-ers view their current employer as a stop along the way as they seek to build a successful career that will include several employers. Provide this generation with one-on-one opportunities to express their views while mentoring them and find assignments to contribute to their future success.

Generation Y-ers (born 1977-1998) need challenges and the truth, as well as guidance in developing goals. This generation responds to peer-pressure and works best in teams, so create team challenges that give them pride in exceeding expectations. Give them the hard truth – good or bad – without fluff. Help them set realistic goals and then get out of their way or you might be run over!

While this is my generalization subject to interpretation, use it as a stepping stone as you seek to understand your coworkers as individuals with their own personal needs and loving each for their uniqueness.

**The Art of Leadership**

(Excerpts from J. Donald Walters, The Art of Leadership, 1987)

Submitted by Paul Cahoon

Genuine leadership is of only one type: supportive. It leads people; it doesn’t drive them. It involves them; it doesn’t coerce them. It never loses sight of the most important principle governing any project involving human beings; namely, that people are more important than things.

**Leadership Means Responsibility**

Genuine leadership demands a sense, not of glamour, but of responsibility. The true leader is concerned not so much with the opinions of others as with the truth, with getting a job done, with inspiring others to join him/her in working toward a worthy common goal.

**Leadership Means Service**

Too much attention, generally, is given to the position, rather than to the function, of leadership. Once rank assumes importance for its own sake, creativity and meaningful progress grind to a halt. In leadership, a garland of humility is to be prized more than any crown.

Think of Mahatma Gandhi, who insisted on traveling in third class carriages on the train because as he explained to someone who asked him his reasoning for doing so, “there is no fourth class.” Humility is a sign of strength, not of weakness.

**Leadership Means Loyalty**

It is easy to drive people but difficult to lead them. No matter how good an idea, if the people you lead aren’t ready for it, they will obstruct your efforts to implement it. Be patient. Understand that it often takes time to bring people to new points of view.

To win loyalty from subordinates, first be loyal to them. For true loyalty cannot be commandeered: It can only be won. The same is true for love. Love them without worrying whether or not your love will be returned.
Lockheed Martin Aeronautics and the Lockheed Martin Leadership Association (LMLA) Fort Worth participated in the 2011 Holiday Charity Drive. The campaign started at the Fort Worth facility in late October and continued through December 22, 2011; although volunteers continued delivering donations and giving of their time to these various organizations right through to the last minute to help those less fortunate.

The drive was another tremendous success as our employees gave to the underprivileged children, families and seniors in the North Texas and the Alabama tornado victims. The drive initially started with the “Not Just Turkey Food Drive” and we delivered over 2,000 lbs. of food, plus $827.00 to the Tarrant County Food Bank. Then on November 22nd, our employees, in cooperation with LMLA Marietta, provided the Blue Angels C130 “Fat Albert” thousands of dollars worth of toys for the Alabama tornado victims through Alabama’s Toys For Tots.

Sandra McMiller, coordinator of our Salvation Army effort, reported we were able to provide the Salvation Army with over $33,000 in gifts and cash for hundreds of needy children and seniors. Teri Stewart reported we were able to provide for all 119 residents of Estate Healthcare Nursing Home & Rehabilitation Center. Plus, we provided the DFW Marine Corps Reserve Toys For Tots with 392 bicycles, 260 helmets and well over 2,500 toys and almost $30,000 in cash.

In addition, there were 60 needy children/families that were adopted by individuals and departments according to Rachel Zimmerman, our Adopt-A-Family coordinator. As you can see, Together, we can make a difference!

Here are the charities we supported and the estimated amount provided with the help of our members and fellow employees.

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<th>Charity</th>
<th>Amount</th>
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<td>Adopt-A-Family/Children</td>
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<td>Child Protective Services Rainbow Room</td>
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<td>Cowboy Santa’s</td>
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<td>Estates Healthcare Nursing &amp; Rehab</td>
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<td>Good Fellows</td>
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<td>Safe Haven</td>
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<td>Salvation Army’s Toy Soldiers &amp; Seniors</td>
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<tr>
<td>Tarrant County Food Bank</td>
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<tr>
<td>USMC Reserve Toys For Tots</td>
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<tr>
<td>YWCA</td>
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<td><strong>Total</strong></td>
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Lockheed Martin Marietta Employees and LMLA Members Support the Georgia Special Olympics

By Kelly O’Brien
Lockheed Martin Leadership Association #531
Marietta, GA

Approximately 200 LM Marietta employees volunteered for the Georgia Special Olympics in January 2012. Lockheed Martin Aeronautics, Marietta, sponsored the Winter Olympics Basketball Skills Venue, which provided an opportunity for participants from across the state to demonstrate their basketball prowess. LM employees scored dribbling, spot shot, and shooting baskets. Over 175 participants competed in this event and received rewards from our management. Helping coordinate the day’s activities was Mike Klostermann, Chuck Brannan and his wife, and all the LM volunteers who helped the day go smoothly.

In addition, the LM AERO Club made a donation of $10,000 to the Special Olympics.

Greg Ulmer, vice president of C-5 program management, volunteered during the 2012 Georgia Special Olympics.

(Center photo) Shan Cooper, vice president and general manager of Marietta and Greg Ulmer, vice president of C-5 program management (center) volunteer during the 2012 Georgia Special Olympics
Photo by Todd McQueen
The Heritage and Legacy of the Downey/ NASA Site

By Gerald Blackburn
President, Aerospace Legacy Foundation / Retired, Boeing

It’s about “Vision”. A vision that evolved and grew over seven decades. For any of us that would be a lifetime, and now that vision is changing. The site will never again buzz with sounds of aerospace and national priorities. Sending men to the moon is a hard act to follow. The timing for this change could not be worse, in the middle of an almost double dip recession. Yet the last 70 year cycle began in the beginning of the worst depression ever. There is a new vision. It is not a completely shared vision but it is an ambitious one. The Tierra Luna Marketplace project is estimated to cost $400M. It could return $4.5M annually to the city and produce 3000 jobs. This is ambitious in today’s economy. So is this the beginning of another 70 year cycle? It is hard to imagine that anything could improve on the success and accomplishments of this site’s aerospace heritage, but this is where the heart of a dilemma is found. How can a successful change be made without losing the heritage and legacy of these 160 acres?

It has always been about the people who were here. The heritage is already grounded in every one of the 250,000 or more people who were ever on the site as employees, contractors, customers, visitors, celebrities or guests. Memories of the site are pervasive and precious. “Dad worked there!”, “I saw the Space Shuttle there”, “That’s the home of Apollo”; it was even incorporated into the city’s motto. The local and national community is proud of this heritage. These precious memories and the collective stories have become part of today’s legacy to the global community. Unfortunately memories are very fragile and can be lost or forgotten over time, especially if they have not been preserved. For most of us it is a few old photographs, a box of mementos, and a story that becomes the only legacy to the next generation. Our greatest legacy is our children, but how can they know of this treasure without seeing, or learning of it. This is our dilemma and our challenge!

As the old buildings and heritage of the site are demolished there is a metaphorical negation of the historic elements which symbolized magnificent accomplishments. It would be similar to the loss of all of ones’ precious possessions in a tragic catastrophe, or the feeling you get when looking at the new market on the site of the house where you grew up.

There has and is an effort to preserve some of this heritage but what is to be saved and what is to be discarded, that is the question. The historic “Gordon Kauffmann” section of building 1 will be preserved for the future. South of Imperial Highway four original site buildings from the Apollo program have been adaptively reused. On Bellflower Blvd. another original site building has been preserved. These are currently the only physical elements that will remain after the completion of the Tierra Luna Marketplace development. The other effort for historic homage will be a “Legacy Walk” that would commemorate the history and accomplishments of the site. The Columbia Memorial Space Center has also been identified as a tribute to the history and heritage of the original site.

While these efforts are important, they are only tokens that recognize the heritage and legacy of the site. The Aerospace Legacy Foundation (ALF) has been invited to discuss other options for assuring that historical preservation of the memories and accomplishments of the men and women who worked here will be available to be shared with the community and future generations. ALF has submitted 15 recommendations for historical integrations into the new Tierra Luna site. We will share those ideas with our members as they evolve over the next several months. Visit our website at www.aerospacelegacyfoundation.com for further news. This is going to be an exciting year for both ALF and the Aerospace Community!

For information about the Aerospace Legacy Foundation, please contact Stan Barauskas, ALF Director, via e-mail: avizienis@aol.com or call our office in Downey at 562-922-8068.
As announced in the December issue of NMA Breaktime, NMA has a NEW and special incentive to help you attract new members during the first half of 2012.

One VERY lucky new member will WIN a FREE 2012 Annual Conference Package valued at over $1,300!!

All new members reported to NMA between January 1, 2012, and June 30, 2012, will be entered into a drawing for a FREE 2012 Annual Conference registration plus 4 nights lodging at the beautiful Seattle Marriott Renaissance Hotel—a package worth over $1,300!! All new members will be eligible to win—Chapter Members...Spousal Members...and Individual Members.

Chapters should start planning and promoting their Membership Campaign as soon as possible. Simply submit the Membership Reporting Form (Payroll or Annual) as you normally do; all dues and any applicable $20 registration fees must be paid for new members to be entered into the drawing. No special forms are required and no $20 registration fee is required from anyone who’s previously been an NMA member. Note: Chapter dues must be current in order for your new members to qualify.

Attached is a sample promotional flyer which you are free to modify with your own chapter logo, dates of your membership drive, etc. Many of you will design your own promotional materials and we encourage you to share them with us so we can see how you’re marketing your 2012 drive. Remember too—Chapters receive one point on the R-1 for each new member added.

Please contact Robin Furlong with any questions at robin@nma1.org or 937-294-0421.

Conference Package Non-transferable!

$20 New Member registration fees will not be waived for this campaign.
2012 West Leadership Development Conference

Our 2012 West Leadership Development Conference will take place on May 3-5 at the Marriott Courtyard on the beautiful Columbia River in Richland, Washington, a part of the Tri-Cities.

The Tri-Cities normally has 300 sun filled days to offer visitors a year round outdoor paradise. Fun in the sun is a way of life in the Tri-Cities; river action abounds on the Columbia, Snake, and Yakima rivers. Recreational and sports enthusiasts will love the Tri-Cities. Visitors can enjoy one of the three professionals sports teams. And with everything from bicycling to bowling, hunting to fishing, and soccer to water-skiing, the recreational opportunities are endless. The area's ten beautiful courses challenge the most experienced golfer, but can be enjoyed by the beginner as well. After savoring just one of the local premium wines, visitors will understand why the area has been rightfully called the "Heart of Washington Wine Country." The Tri-Cities boasts more than 160 wineries within a 60-mile radius, producing some of the finest wines in the world.

Our local hosts have a special treat for all attendees that you won't want to miss!!

There Are Always Visionaries Among Us!

Steve Menke, CM / NMA National Vice Chair
Lockheed Martin Leadership Association #525 / Palmdale, CA

We all know that NMA (or as it was founded in 1919, the Dayton Foreman's Club) was started by famed inventor Charles F. Kettering and his colleague Edward A. Deeds...but why? Why would a man with 186 U.S. patents and a notable inventor of such important inventions as the all-electric car ignition and lighting system, portable lighting systems, Freon (which led to his home "Ridgeleigh Terrace" being the first 'conditioned air' home in the US), and even the inventor of an incubator for premature infants, start an association such as ours?

I could go on and on just listing more of Kettering's 186 U.S. patents and the impact they've had on each one of our lives, even to this day, and yet, this Ohio State University graduate with poor eyesight had the vision to see the need to provide career advancement opportunities by founding the Dayton Foreman's Club.

Charles Kettering's mission was to provide foremen with the skills they needed to do their jobs. It was, indeed, a novel idea in 1919! His vision was aimed at those willing to invest in after-hours studies on their own time, realizing it would pay huge dividends to the workers and their companies. By 1925 other groups had sprung up in the midwest and collectively formed The National Association of Foremen. By 1956 the name was changed to "The National Management Association" as membership was growing and attracting people from both management and supervisory levels.

In those days, it wasn't unusual for someone to be recognized for exceptional work, a good idea, a better method, or even forced into a "lead" position when a vacancy suddenly occurred; but too often they were ill-prepared to supervise or manage others. America was well into the Industrial Revolution with most factory workers coming off the farms and rural areas. They weren't highly educated; most having attended only elementary school which every state mandated into law in 1918. Yet Charles Kettering believed that those who were willing to invest in themselves were making a sound investment in preparing for roles in supervision and management.

NMA continued to support "management as a profession", and this belief was behind the founding of The Institute of Certified Professional Managers in 1974, located today, on the campus of James Madison University in Harrisonburg, VA. It soon led to NMA's first proprietary training program, The Supervisory & Management Skills Program. Today that same philosophy has us partnering with other organizations to provide preparatory training in order for NMA members to sit for The Project Management Institute's PMP certification. Later this year, we'll bring out a new course of study in conjunction with ICPM, tentatively called "Foundations of Management".

What was started nearly a century ago is still going strong today, ever changing to meet the needs of its members and their affiliated organizations. Learning never goes out of style! Investing in yourself today with continuing education offered through NMA, colleges, your workplace, and other venues will better prepare you for the challenges of tomorrow.