February’s here? Already? How did we get so quickly from the holidays to the here and now?

Well, perhaps that’s because your 2013 NMA national leadership team and the staff have been so very busy preparing for a great year! To that end, we’re very happy to get this issue of NMA Breaktime in your hands. And we’d love it if you’d forward it to ALL of your chapter members. Will you do that?

In this issue, we’re highlighting many of the announcements that have already come your way in January. Let me mention just three:

**The NMA Chapter Rewards Program.** That announcement went out on January 28th and we could barely keep track of all the positive, return e-mails! We’re thrilled that our giving the ole “deep six” to the former Educational Dividend Program and replacing it with the exciting and greatly improved Chapter Rewards Program is getting such rave reviews. If you missed that e-blast (since it just went to chapter officers for whom we have an e-mail address), look inside this issue for details. All chapters in good standing get a $2.00 “credit” for each member. Better yet, you can now save money and apply those credits toward a wide range of NMA products and services…not only educational materials, but awards and merchandise, along with LDC and Annual Conference registration fees.

**The Chapter Marketing Incentive Program.** I hope you’ve seen the “Wanted” poster/e-blast that we mailed. Growing NMA and adding new chapters has never been more important. Now, your chapter can help us and be substantially rewarded for it. For instance, if you can help us bring in a 100-member chapter, you earn $2,500 for your efforts! That will send a lot of folks to an LDC or the Annual Conference! Please help us by rallying your chapter team, tapping into the myriad of personal and professional connections that everyone has, and reaching out to businesses in your community. Your NMA Director has been “trained” and is ready to assist!!!

**2013 Membership Campaign.** Three incentives for you: 1.) new members will be eligible to win a Samsung Galaxy Tab 2 or an iPad 4; 2.) your top recruiter can win a Kindle and free registration and lodging at the 2013 Annual Conference in San Antonio, and 3.) in the month of your choice, we’ll also let you discount the $20 Registration Fee to $10! We’re trying to help YOU help US “Grow From Within”. We’ve even sent some sample newsletter inserts and flyers for you to use, copy, enhance, etc.

Trust me…there’s more to come! As a “teaser”, I’ll simply say to watch for an announcement of our newest course, “Foundations of Management” available for group study (via printed book or eBook) and a new free e-publication, tentatively titled, “NMA Leader Briefs”, aimed at providing brief abstracts and hyperlinks to published articles of interest to managers and leaders. We’re excited to provide these and other member benefits and services to you in 2013.

Together, there is SO much we can do. Join us in making “NMA…THE PLACE TO BE in 2013”!!!

**Leadership Quote**

Great leadership usually starts with a willing heart, a positive attitude, and a desire to make a difference.”

— Mac Anderson
From your 2013 Chairman of the Board

Whoa! What a year 2013 has been - and we’re only in the first month!

You’ve seen the e-blasts on the “Wanted” program for bringing new chapters on board, the exciting new Chapter Rewards Program, a new donor program with various contribution levels for supporting our NMA Leadership Speech Contest, and the 2013 Membership Campaign with incentives/prizes for new members as well as the NMA member who signs up the most new members.

Our new course, “Foundations of Management” will be out soon in both eBook and print. We will continue to develop “Leadership in the Virtual Workplace” and work to strengthen our partnerships with BTE and MindEdge for their Project Management Certification programs (PMP), in addition to a host of other classes and certificates they offer. And don’t forget about the Soft Skills training through IQ Share that we offer!

Exciting plans are in work for both the West LDC, scheduled for April 18-20 in La Jolla, CA, and the East LDC in Panama City Beach, FL, May 16-18. The NMA Annual Conference is September 6-8 in San Antonio, Texas. Three terrific venues!

We realize that during these tough times companies will experience attrition and our displaced members will face financial challenges; hence, we now offer a one year NMA membership with dues waived for those who get laid off. We will put these members in contact with local chapters or community chapters in order to help people bolster their network and continue the camaraderie that being with like-minded professionals can provide.

2013 will no doubt be a year full of opportunities as well as challenges and we will rise up to meet them – head on. That’s what leadership does and the team of the NMA Board of Directors and your NMA staff is committed to growing the organization. More importantly, we will seek new ways to add value, stay abreast of emerging trends, and generate network power for you...our members.

I look forward to seeing many of you at the LDC’s and our Annual Conference. Please feel free to contact me at any time. And, don’t forget, every chapter has an assigned representative to the NMA Board of Directors. They are there to serve you, to answer questions, and bring your best and brightest ideas to our deliberations. Talk with them, invite them to your meetings, and share your successes so that we can celebrate them with you. Let us know what WE can do for YOU in 2013.

Sincerely,

Steve

Steve Menke, CM
2013 NMA Chairman of the Board

Thank you!

Speech Contest Donors!

We are pleased to announce that we already have 2 donors to our NMA Leadership Speech Contest!

Paul L. Scott
Boeing Leadership Association #171
Richardson, TX
Silver Level

Steve Menke, CM
2013 NMA Chairman of the Board
Lockheed Martin Leadership Association #525
Palmdale, CA
Platinum Level

Our thanks go out to both of these individuals for their generous donations to such a worthy cause. Both will be recognized at our NMA Annual Conference in San Antonio!!

2013 will no doubt be a year full of opportunities as well as challenges and we will rise up to meet them – head on. That’s what leadership does and the team of the NMA Board of Directors and your NMA staff is committed to growing the organization. More importantly, we will seek new ways to add value, stay abreast of emerging trends, and generate network power for you...our members.

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Sincerely,

Steve

Steve Menke, CM
2013 NMA Chairman of the Board
As the holidays approach, I usually end up watching one of our favorite Christmas specials, *Rudolph the Red-Nosed Reindeer*, with my family. You know the one—the classic 1964 Rankin and Bass stop-motion animation television special based on the famous Johnny Marks song sung by Gene Autry. It is the first Christmas special I can remember watching and it had a huge impact on me growing up.

As we all know, Rudolph has a very shiny red nose and when he is very young, he is immediately rejected by everyone, including Santa Claus, simply for being himself. He is excluded from the reindeer games, and Santa Claus warns that he will not be allowed to pull the sleigh if his nose remains that way. His father, Donner, covers Rudolph’s nose with mud, but it never hides his nose for long.

Meanwhile, Hermey the Elf is in Santa’s Workshop, unhappy with building toys and yearning for his life goal of becoming a dentist. The head elf cruelly harangues him and ridicules him for having such goals.

Both Rudolph and Hermey run away from Santa’s compound at the North Pole and decide they are just a couple of misfits. They start off on an adventure that includes the Island of Misfit Toys, a crazy prospector named Yukon Cornelius, and Bumble, the rampaging Abominable Snow Monster.

If you are wondering where the leadership is in all of this, I’m getting to it. It is very apparent that Rudolph and Hermey are both misfits. They don’t fit in with their social environments at all. Rudolph has the shining schnoz and Hermey the obsession with oral surgery. They really have no place at Santa’s North Pole, do they? But as the plot thickens, we realize that the very attributes that make Rudolph and Hermey freaks are actually very specialized abilities that Santa and the others don’t know they need, yet.

After Rudolph briefly returns home only to be rejected again, he leaves for good. But this time, his parents go looking for him, with the aid of his childhood sweetheart, Clarice. They are trapped in Bumble’s cave, and Rudolph and Hermey, hearing the sounds of the imminent slaughter, come to the rescue. Rudolph knocks Bumble unconscious, and Hermey, using his dental skills, quickly renders Bumble harmless by extracting all of his teeth.

Now reunited once and for all, they return to the North Pole just as the worst blizzard in history has almost guaranteed that Santa will have to cancel Christmas this year. That is, until Rudolph’s nose becomes so shiny, Santa has to tell him to turn it down. Then, Santa sees the answer to his problems. As we all know, because of the light from his nose, Rudolph leads that sleigh ride that, until that night, he was considered unworthy of.

As a leader, Santa had the ability to see past all of the history he had with Rudolph to realize that even though he had thought Rudolph a freak of nature, Rudolph had the one thing that Santa needed that very night—a light to guide him through the storm.

Rudolph was willing to be himself, after realizing that covering his nose with mud would not satisfy anybody. And he was willing to step up to the challenge of leading the sleigh ride that night despite all the rejection he had been through.

Hermey was put in charge of designing toys made for children who aspired to dentistry. Even the toothless Bumble, now harmless and reformed, showed that he had an ability—to put the star on top of the Christmas tree.

As leaders of our organization, do we know who our Rudolphs and Hermeyes are? They are all around us—people who have quirky characteristics and may not fit in. But they might have that one special ability that will be needed on a dark and stormy night. Or are you one of them? Do you hide that special ability and cover it up with mud like Rudolph’s father, or do you let it shine!
Readability tests have shown that as people read, they imagine the scene or action they are reading about. This is why action verbs and descriptive adjectives are more likely to engage readers, and students are taught to choose words that put the reader into the action. The English language, however, provides many ways for writers to avoid following these guidelines for good writing. We can improve our writing by using words or phrases that put people into a sentence, and by making the subject of each sentence clear.

**Use words or phrases that put people in**

“There is” and similar phrases are vague about who did what:

_Dull_: There has been an extensive review of the data and changes made as appropriate.
_Better_: We have reviewed the data extensively and made appropriate changes.

Using “prior to” and “following” instead of “before” and “after” encourages authors to omit people:

_Dull_: Prior to their participation, subjects provided informed consent.
_Better_: Before they participated in the experiment, volunteers gave their informed consent.

_Dull_: Following preparation of figures, all of them should be numbered consecutively.
_Better_: After preparing the figures, number all of them consecutively.

Use “who,” not “that,” when you’re talking about a person:

_Bad:_ The one that knows the procedure should teach it.
_Good:_ The one who knows the procedure should teach it.

**Make the subject clear**

_Hard to follow:_ The camera used on these missions was an RCA J-Series and after being detached from the Lunar Module, astronauts fixed this camera to the LRV.
_Clear:_ The camera used on these missions was an RCA J-Series. After astronauts detached it from the Lunar Module, they affixed it to the LRV.

_Diected:_ While analyzing the “walking” speed of the astronauts on the moon, 2 brief film clips of leaping were found.
_Conected:_ While analyzing the “walking” speed of the astronauts on the moon, the researchers found 2 brief film clips of leaping.

Next time you write a letter or report, think about what your readers will imagine as they read.
The Southern California Area Council (fondly referred to as SCAC) and its member chapters celebrated the 2012 end of the year holidays in fine fashion.

The Harbor-UCLA Medical Center chapter was the first chapter to celebrate. Their event on December 4 featured all kinds of games reflecting the holidays, door prizes, and a cookie decorating table. Any guest who brought canned goods and/or an unwrapped gift for an adult patient received a drawing ticket for door prizes. The cookie decorating table gave everyone an opportunity to display their creativity. The luncheon featured all kinds of wonderful finger foods and beverages. As for the games, some of us never did guess what holiday character we represented, even after we asked all kinds of questions of those who could see the sign on our backs. Trying to guess which movies were represented by film clips was exciting. I was surprised how many young people were familiar with 50-year old movies.

The next chapter to celebrate was the Boeing Aerospace Leadership Chapter (BALC) on December 8 with their annual holiday Dinner, Dance, and Casino Night. This was the first time that I had been invited to attend this event, and everyone will tell you that I had a good time! Dinner featured petite tenderloin beef and sautéed prawns with a dessert duo of pumpkin cheesecake and chocolate bombe. Guests were asked to bring a gift card or an unwrapped toy for children at local charities, and the table groaned from the weight of the gifts. The vendor bazaar supported many local fund-raising opportunities. The Bobby-Sox Brigade had the guests on the feet for dancing, and the conga line wound its way through the hotel lobby. What fun!

The City of Orange Management chapter was next up for partying. Lunch on December 12 was presented by Zito’s Pizza, with BYOD – Bring Your Own Dessert to share – lots of homemade goodies. Everyone brought a white elephant gift for the no-holds barred gift exchange. There was a wide definition of “white elephant” in the gifts exchanged. Crazy holiday sweaters were the rage and the runway walk to display the sweaters was hilarious. Rick Hurtado and John Lopez, both members of the chapter’s Board, tied for the first place award for crazy sweaters.

Last but not least was the SCAC annual brunch on December 16. The event was held at El Torito in Anaheim. Guests were asked to bring a gift for children at a local shelter, as well as a gift for the gift exchange. The gifts for the children overflowed the table. As always, stealing was rampant during the gift exchange. Of special interest this year was the 60th anniversary of SCAC’s service to NMA. Joe Morano, NMA National Director, presented a certificate from NMA with the assistance of surprise guest, Steve Menke, 2013 NMA Chairman of the Board. Many of SCAC’s newer members were excited to be greeted by the NMA Chairman of the Board. Another special guest was Don Safarik, a long-time NMA member and former NMA staff employee, who joined us for the first time in many years. He hasn’t changed a bit.

All in all, SCAC and its members ended 2012 with a flourish of laughter and good will.
SCAC Celebrates the Holidays Favorites!

By Avis French / 1995 NMA Member of the Year

Mission Viejo, CA

Mike and Linda Patricelli

Joe Morano

Avis French

Don Safarik

"Crazy Sweater Contest"
City of Orange
Lockheed Martin Aeronautics and the Lockheed Martin Leadership Association (LMLA) Fort Worth began their Holiday Charities Drive last November and continued it through December 19, 2012, 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 employees gave to children, families and seniors in need throughout the North Texas area and to the East Coast victims of Hurricane Sandy. LMLA Fort Worth and LMLA Marietta combined to provide the Blue Angels C130 “Fat Albert” with thousands of dollars worth of toys for Hurricane Sandy victims through Toys for Tots.

Sandra McMiller did another outstanding job coordinating our Salvation Army effort as we were able to provide the Salvation Army with over $46,000 in gifts and cash for hundreds of needy children and seniors. Terri Lewis stated we were able to provide for all 114 residents of Estate Healthcare Nursing Home & Rehabilitation Center. Plus, through the generosity of our employees and members, we were able to give DFW Marine Corps Reserve Toys for Tots 203 bicycles, 174 helmets and well over 800 toys. $15,000 in toys was collected for victims of Hurricane Sandy along with over $16,000 in cash.

There were 55 needy children/families that were adopted by individuals and departments according to Rachel Zimmerman, our Adopt-A-Family coordinator. Furthermore, Suzie Pate stated our gift to Cook’s Children Hospital will allow several children with cancer, blood disorders and other life threatening diseases to attend camp.

Here are the charities we supported and the estimated amount provided with the help of our members and fellow employees. Together, we are making a difference!
Helping Underprivileged Children, Families, and Seniors (Cont’d)

David Williams
Lockheed Martin Leadership Association #249 / Fort Worth, TX

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LDC Reminder: REGISTER TODAY
http://nma1.org

West LDC—April 18-20—Marriott, La Jolla, CA
West Early Bird Cutoff Date: March 15, 2013

East LDC—May 16-18—Bay Point Wyndham, Panama City Beach, FL
West Early Bird Cutoff Date: April 18, 2013

($25 OFF THE REGULAR REGISTRATION FEE OF $375 IF PAID PRIOR TO EARLY BIRD CUTOFF)
“Foundations of Management”

One unique NMA program for leaders and managers broken into three short courses

Management Fundamentals
- The Manager’s Role in the Workplace
- Discovering the Leader in You
- Developing Effective Communication Skills
- Solving Problems and Making Ethical Decisions
- Delivering First Rate Customer Service

Managerial Functions
- Planning for Goal Achievement
- Organizing Work, Relationships, and Teams
- Staffing, Training, and Appraising Human Resources
- Leading and Motivating People
- Controlling to Improve Results

Business Concepts for Managers
- The Business Environment
- The Role of Economics in Business
- Basic Concepts of Information Technology
- Managing Accounting and Financial Information

This exciting new program will be available in a soft-bound edition as well as available as an eBook. Look for a big announcement once pricing and release dates are established within the next 30-45 days.

Don’t FORGET!
Be sure to send in your newly elected officers to NMA. Either email them to kim@nma1.org, or go online and complete the form at: http://nma1.org/Online_Forms/Chapters/Chapter_Election_Online_Form.html

Also, your R1, Chapter Monthly Reporting Form must be received at NMA headquarters within 30 days of the end of the month you are reporting. Those, too, should be emailed to Kim Kelly at: kim@nma1.org
As of January 1, 2013, NMA chapters will receive financial incentives for taking a lead role in chartering new NMA chapters. For example, if your chapter can help us develop a 100-person chapter nearby or within your parent organization, your chapter’s “kitty” will become richer by $2,500!

This new Chapter Marketing Incentive Plan has been designed to get our existing chapters engaged in initiating and sustaining a new chapter development relationship with a potential prospect. You’ll get $25 for every member who joins that chapter within the first six months after chartering.

To learn more, go to: [http://nma1.org/Marketing/Chapter_Incentive.html](http://nma1.org/Marketing/Chapter_Incentive.html)

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**Leadership Quote**

A leader takes people where they want to go. A great leader takes people where they don’t necessarily want to go, but ought to be.

- Rosalynn Carter
It’s Time to Recertify for 2013

Recertification is an essential element of the CM certification and validates a continuing level of managerial competency—both for you and for your employer. By engaging in professional development on an annual basis, it ensures that you are keeping your professional skills up-to-date. By paying the $50 annual professional fee, you keep your CM record up to date and continue to receive ICPM’s publications and access to the CM database. Recertification runs with the calendar year and covers the period January 2013 thru December 2013. In order to continue to receive managerial recognition and continue to use the CM professional credential, CMs must recertify by the deadline of February 28, 2013.

Who is required to recertify in 2013?

All CM applicants that complete their certification exams by December 31, 2012, are eligible to recertify in 2013. To facilitate the recertification process, ICPM will email a recertification notice to all eligible CMs in January 2013, along with instructions on how to report professional development activities and pay the recertification fee (online or by mail). CMs that do not recertify will be denied access to the CM database and will no longer be able to use the CM credential. CMARs are advised to contact Sally Westlake at AALAS for recertification instructions.

How can a lapsed certification be brought current again?

If you have neglected to recertify for more than one year you can recertify (with a penalty) by following these steps:

- Contact ICPM at icpmcm@jmu.edu and request a Certification Renewal Form.
- Complete the form and return it to ICPM, along with payment.
- Once your certification has been reinstated, you will be notified by email.

Leadership Quote

The ultimate measure of man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.
CHAPTER REWARDS PROGRAM

NMA chapters can now SAVE MONEY on a wide array of NMA products and services. A new “perk” for our affiliates, there are now great redemption alternatives for the former “Educational Dividend Program”, which has now been replaced with this Chapter Rewards Program.

How does it work?

As a chapter “in good standing” (with its dues current), you get $2.00 “credit” for every member of your chapter, based on the official NMA Membership Report on December 31st of the previous year. If you had 200 members as of December 31, 2012, (in essence January 1, 2013) then you have a $400 credit to “spend” as you wish.

There is no carryover from year to year. We will provide Rewards Program “available credit” notice each January a reminder notice in September, advising you of any unused credits still available to you. Feel free to “check your remaining rewards points” with a staff member at any time, of course!

Rewards credits may be used to receive a “percentage” of the cost of selected NMA products listed at the right.

If you have any questions about this new program, please contact

NMA at 937-294-0421 or email:
Steve Bailey—steve@nma1.org
Robin Furlong—robin@nma1.org
Sue Kappeler—sue@nma1.org
Kim Kelly—kim@nma1.org

YOUR REWARDS CREDITS MAY BE APPLIED AS FOLLOWS:

- Awards and merchandise – 10% off the purchase price of all awards & merchandise
- LDC Registrations (in addition to the Early Bird Discount!) – 10% off
- Annual Conference Registrations (in addition to the Early Bird Discount) – 10% off
- President & Past Presidents Pins – 20% off
- Foundations of Management course (available soon) – 20% off
- FaciliSkills™ - 50% off
- Leadership in a Virtual Workplace (available later in 2013) – 50% off
- NMA’s Next Top Leadership Model – 50% off
- SMS (Supervisory & Management Skills Program) – 100% off
- Live Online Group Login – 100% off
- NMA LEADS Assessment – 100% off
- Sponsored Speaker - 100% of the cost of a speaker, with a $200 maximum
It’s time for chapters and councils to start preparing nominations/entries for our National Awards programs: Member of the Year, Hall of Fame, Executive of the Year, and Publications. We have updated criteria and better explanations of what is expected with your nomination/entry for 2013 and Instructions are on the first page of each form!

Some 2013 changes:

**Member of the Year** - You may no longer list any names, companies, chapter names, or anything that would identify the nominee to our judges. You MUST adhere to the number of characters allowed for each item on the form. Your entry could be penalized or disqualified for not following instructions.

**Executive of the Year and Hall of Fame** - No significant changes except the number of character allowances for each nomination.

**Publications Contest** - Part B has extensive explanations added as to what the judges expect for each item. In addition, you no longer have to submit hard copies; all newsletters must be submitted electronically in a .pdf format.

All official nomination and entry forms must be submitted as Word documents.

**R1 - Chapter Monthly Activity Report Form** - There are several changes on the R1; however, all of them were designed to help you...nothing has been taken away!! The changes are listed on the tab at the bottom of the R1 labeled “2013 Changes.”

You may download the new forms by clicking on the following links:

The following nominations are due at NMA by April 13, 2013.

**Member of the Year | Executive of the Year | Hall of Fame**

The Publications Contest Entry is due at NMA by May 1, 2013. **Publications Contest**

Each R1 is due at NMA within 30 days of the end of the month for which you are reporting.  **R1 - Chapter Monthly Activity Report Form**

If you have any questions or need any clarification, please contact Sue Kappeler at:  **sue@nma1.org**
Leader – the word may evoke a myriad of feelings or responses from you. Is your initial reaction positive or negative? Have you ever considered your personal perspective on leadership? Are you a leader?

Recently I began to consider my thoughts and feelings about leadership in order to refine my personal definition of “leader”. The following four characteristics bubbled to the top of my leadership priority list:

- Leaders communicate
- Leaders mentor and guide their teams
- Leaders reward differentiation
- Leaders are passionate

Communication is the keystone of leadership and the hallmark of a great leader. Strong communication provides strategy to guide long term planning, key information necessary to plan and execute in the near term, and insures open dialog so that help needed and status information is provided in a timely manner. Conversely, when there is an absence of communication from the leader, work groups stagnate and members become disenchanted and may look for other opportunities. In the words of Gilbert Amelio, President and CEO of National Semiconductor Corp. "Developing excellent communication skills is absolutely essential to effective leadership.”

Poor communication also prevents employees from fully understanding their roles and responsibilities. Regrettably, this lack of understanding hinders employees in their efforts to positively affect the bottom line. Regularly scheduled tag up meetings and staff meetings with employees assist in communicating organizational priorities and contributes to successful outcomes.

When a leader invests time getting to know her employees, understands what motivates them to work, and partners with the employee to develop technical capabilities, the entire organization benefits. Studies have shown that when leaders connect with their employees it has a significant effect on employee retention too.

According to the 2006 Towers Perrin report on Winning Strategies for a Global Workforce; Attracting, Retaining and Engaging Employees for Competitive Advantage, employees said, “there are a few common elements influencing retention:

- Managers’ behavior - managers’ ability to understand what motivates people.
- Organizational practices – people want to work for organizations that recognize the value of people.
- Organization’s reputation as an employer – fairness, effective management, openness and commitment.”

Today’s business environment requires lean processes and continuous improvement initiatives in the face of diminishing resources. For that reason partnering with employees is critical. Leaders understand the value of investing time and resources into employees who have an interest in growing and developing themselves. These employees want to be ready for the next level as well as for singular opportunities that may present themselves. In Jack Welch’s opinion, “Companies win when their managers make a clear and meaningful distinction between top- and bottom-performing businesses and people, when they cultivate the strong and cull the weak.” A leader must eke out time to invest in “knowing” her employees; daily stand up meetings, weekly staff meetings and one-on-one time are all critical leadership activities. The dividends earned from this investment strategy are substantial.

Another way that a leader can invest in and partner with employees is through mentoring. It is not uncommon for higher level managers and executives to have performance measures that include mentoring as a success criterion. It’s equally important for mentees to recognize the benefit that the mentor/mentee relationship can bring to them personally and professionally.

Good mentors bring a more global perspective to the day to day tasks of the mentee. This helps broaden the mentees’ organizational view and begins to help them see things from a leadership perspective. A mentor can help us see our potential and assess the strengths and weaknesses we don’t recognize in ourselves. They can also point out areas of opportunity that we tend to avoid. The mentor/mentee relationship is built on trust and allows both parties the freedom to speak with candor and without the constraints that exist during day-to-day operational settings.
A natural segue from guiding and mentoring is differentiation. Rewarding top performers is necessary for a healthy organization. According to a Performix Technologies White Paper, “There is only one business differentiator that cannot be duplicated and that is your workforce.” When an organization or work group understands that superior performance will be rewarded, employees will naturally assess their strengths and weaknesses and make changes that will move them toward the top. Others may determine that they are better suited for other work or in another organization. A good leader helps employees identify areas of strength and weakness and provides opportunities to improve in both areas. Leaders must understand the role that reward and recognition play in growing and retaining the best employees.

The fourth and final characteristic that comes to mind is passion. Passion is seen through a person’s excitement, enthusiasm or zeal for a subject or activity. This is particularly true of great leaders. When leaders are truly passionate, people feel included in the leader’s commitment and part of making important things happen. When leaders have excitement about a project this has a way of transferring to their employees; the excitement spreads. If you have ever worked in an organization where the leadership team was more worried about themselves rather than the success of the organization you are familiar with the difference in how that feels. Let’s face it, when an organization doesn’t “feel” good, folks start looking for a group or organization that will energize them and give them a sense of purpose and accomplishment. Great leaders have a way of communicating their passion in a way that invites employees to join them in the journey so that together, when the project or effort or mission is complete and delivered, they can enjoy the results of the organization’s success. Marketing and sales teams are very good at identifying what the public is passionate about. Billions of dollars are spent every year to translate a brand’s passion into the buying public’s action. Extraordinary leaders have a way of compelling each of us to take action and bring our best to the table each day in order to accomplish organizational goals and objectives.

My goal is to harness my own passion in order to lead and inspire others. My success will be determined in part by the communication skills I continue to develop and by finding opportunities each day to communicate fully. This includes being a better listener and insuring that I follow up. Intentionally seeking out ways to learn more about my co-workers and members of my leadership team will also be beneficial. Further, identifying and working with a mentor will also help me build the characteristics I view as necessary to become a strong leader. Finally, working with my manager to establish performance measures that accurately reflect the work I do while stretching me to reach the next level will have me well on my way to being a valued contributor. Jack Welch sums it up very well, “Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” The best advice however may come from Mother Theresa when she suggests to each of us, “Do not wait for leaders; do it alone, person to person.” If you have been waiting for a leader to emerge in your work group or organization please consider employing any of the characteristics or action steps discussed here and locate the leader in you!

1www.leadershipnow.com/communicationquotes.html
4www.hreonline.com/pdfs/Performix_EPM.pdf
6www.leadership-with-you.com/mother-teresa-leadership.html
7www.self-improvement-mentor.com/famous-leadership-quotes.html

The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already.

- John Buchan
2013 Membership Campaign!

NEW MEMBERS WILL HAVE A CHANCE TO WIN THEIR OWN GALAXY OR iPAD!

IF THEY JOIN YOUR CHAPTER IN 2013, THEIR NAME WILL BE ENTERED INTO A DRAWING FOR EITHER A SAMSUNG GALAXY TAB 2 OR AN iPAD 4!

DRAWING...JULY 20, 2013!

New members who join your chapter in 2013 and who are reported to NMA (and paid for) between January 1st and June 30th, will be entered into a drawing which will take place on July 20, 2013, during the July Board of Directors meeting.

NEED HELP FIRING UP YOUR BOOSTERS AND RECRUITERS???

We can do that!! The individual who recruits the most new members between January 1st and June 30th will not only receive a brand new Kindle Fire, but also a complimentary NATIONAL conference registration and 3 days lodging at the beautiful Hilton Palacio del Rio on the San Antonio Riverwalk!! The conference will take place September 6-8 (Friday-Sunday)!

Wait! There’s more!!

Chapters may select one month during the year in which the $20 Registration Fee is reduced to $10 for all new members (50% savings) so start planning your membership campaign now!! Once you’ve determined the "Sale" month, simply indicate "Sale" on the Reporting Form, calculate the figures and pay half the registration fee along with the membership dues.

Chapters will receive a special Membership Reporting form which provides space to include the recruiter’s name and email address.
**SUPPORT OUR NMA LEADERSHIP SPEECH CONTEST!**

You may now support the speech contest at one of several different levels! Become a donor and receive a beautiful embossed certificate, framed in a goldtone trimmed plaque, prepared especially for you! In addition, you will be recognized in NMA Breaktime as well as at our NMA Annual Conference National Speech Contest.

The different levels are listed at the right. All you have to do is follow the "Become a Speech Contest Donor" link and you may pay with your credit card, or you may request an invoice so you can pay by check or money order.

**REMEMBER...DONATIONS TO THE SPEECH CONTEST ARE TAX DEDUCTIBLE.  THE SPEECH CONTEST FOUNDATION IS A 501(c)3 ORGANIZATION.**

In addition, effective January 1, 2013, your chapter will receive 5 points for each $75 you contribute to the speech contest!

**SELECT YOUR DONATION LEVEL**

- Bronze Level - $25 Donation
- Silver Level - $50 Donation
- Gold Level - $100 Donation
- Platinum Level - $250 Donation
- Diamond Level - $500 Donation

*Click here to become a “Speech Contest Donor”*

All donors will:

- Receive a Certificate framed in a plaque
- Be recognized in NMA Breaktime
- Receive recognition at NMA’s Annual Conference
- Earn points on the R1 for your chapter
- Help support our Speech Contest

**NMA...THE LEADERSHIP DEVELOPMENT ORGANIZATION**

2210 Arbor Boulevard Dayton, OH 45439
nma1.org

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**2013 Speech Contest Guidebook Now Available!**
Tax Time is April 15!!

Deduction Available for NMA Dues!
If you itemize on your tax return (Schedule A) you may deduct costs for dues to professional organizations. They are unreimbursed employee business expenses; however, the NMA deduction plus other deductions have to be at least 2% of your adjusted gross income.

Special NMA Discount on all eLearning Courses

Have you resolved to strengthen your career skills this year? If so, here’s a nudge to start sooner, rather than later. Now through March 15, use Discount Code NMA15 to enroll in any online course, simulation or suite to automatically receive 15% discount.

Click Here to view the course categories.

As many of you know, NMA partners with MindEdge to offer a library of high quality online Leadership & Management self-paced courses. These courses meet the needs of busy professionals, cover a broad range of topics and are accessible online anytime, making it convenient to fit into the busiest schedule.

They are ideally suited for new managers or supervisors, new hires or any professional who needs to strengthen leadership, management, finance, communication, HR or Project Management skills.

Maintain your Certifications: Earn CEUs, PDUs, CFREs, HRCI or CPE credits to maintain your certifications

Learn more Quickly – Engage in interactive exercises and case studies, with real-world examples and video commentary to retain what you learn

Set the Pace – No need to fight traffic or rush to be on time. Log into courses from the comfort of your own home or office.

Enjoy the Flexibility – Need extra time to process complex concepts? In the mood to power through multiple modules? Go ahead – you set the pace.

Get Expert Advice – Experienced subject matter experts resolve any of your unanswered course questions through the Ask The Expert function.

Save Time & Money – Courses are a convenient and affordable alternative to classroom-based learning.

So get 2013 off to a smart start. Click Here to view the course listing and enter Discount Code NMA15 when registering for a course, simulation or suite to receive 15% off.
New Partnerships w/Benefits for YOU!

We are pleased to announce NEW NMA Member Benefit Pricing through arrangements with PRMIA (The Professional Risk Manager’s International Association) and APICS (the Association for Operations Management). Memos of Understanding have been signed with both professional associations.

APICS discounts on their most popular certifications, the Certification in Product & Inventory Management (CPIM) and the Certified Supply Chain Professional (CSCP).

APICS

The Association for Operations Management

CPIM Exam North America: $165 for NMA members (non-members, $175)
CSCP Exam North America: $695 for NMA members (non-members, $795)

For further information:
http://www.apics.org/careers-education-professional-development/certification/cpim

PRMIA is offering discounted prices for its Associate Professional Risk Management (PRM) Certificate and its Associate Professional Risk Manager (PMR) Webinar prep material.

PRMIA
The Professional Risk Managers’ International Association

The Associate PRM Certification is designed for staff entering the risk management profession, or other users such as auditing, accounting, legal, and systems development personnel who need to understand fundamental risk management methods and practices.

Associate PRM Certificate vouchers: $225 (list price, $300)
Associate PRM Webinar prep material: $225 (list price, $325)

For further information:

Have you looked at the 24 courses available from one of NMA’s newest training partners?? If not, go to:

NMA Breaktime
NMA...THE Leadership Development Organization
February 2013

Dates to Remember!!

West Leadership Development Conference
Marriott / La Jolla, CA
April 18-20

East Leadership Development Conference
Bay Point Wyndham / Panama City Beach, FL
May 16-18

July NMA Board of Directors Meeting
NMA Headquarters, Dayton, OH
July 18-20

September Board of Directors Meeting
Hilton Palacio del Rio / San Antonio, TX
September 5

2013 NMA Annual Conference
Hilton Palacio del Rio / San Antonio, TX
September 6-8