As I was getting ready to start this note, I happened to see an email to me from NMA Chairman of the Board, Steve Menke, CM. He was recently in San Antonio where he met NMA staff members Sue Kappeler, CM, and Robin Furlong who were there doing some pre-Conference planning. Steve wrote me to share “his” version of “shock and awe” when it came to seeing our Conference hotel for the first time. So, I thought I’d start my own article by sharing some of “the other Steve’s” comments. You get a “double dose of Steve’s” this month … all for the same low price!

If you’ll allow me to paraphrase just a bit, here’s what Steve Menke had to say:

“Wow … our 2013 Conference guests are in for some very pleasant surprises! The Hotel Palacio del Rio is just on the other side of the bridge leading to the exciting sights and sounds of the famed San Antonio Riverwalk and nightlife.” (Ok, for you “editors” in the crowd, this is Steve Bailey here; no matter how many places I look, about half the time it’s spelled “River Walk” and the other half it’s “Riverwalk”. So, I give up. Pick one!)

Steve Menke continued, “We’re about a block from the Alamo and so many restaurants that I gave up counting! Just to the south of us (about 4 blocks) is the San Antonio Arts District where you’ll marvel at the glass, wrought iron, and metal sculpture works as well as paintings.”

“If you’re in a room that looks over the Riverwalk, you may wonder why all the tourists in the little boats going by are looking up at you, remember this: this is the hotel that “saved” the San Antonio World’s Fair in 1968. I’ll refrain from sharing the whole story; it’s fun to get that from the tour guides. But this was one of the first modular structures anywhere and it has that 1960’s vintage ‘look’ when you pull up. In fact, I’ll admit to somewhat saying, ‘Uh oh’ when the taxi pulled in.”

“I should have known the NMA staff would pull a fast one on us! It may LOOK “vintage”, but when that door opened, I was almost blown away! Once you enter
Location, Location, Location! (Cont’d)

Steve Bailey, CM / NMA President

the lobby, you’re transfixed; it’s a WHOLE other world. In a word, it’s beautiful. Not only is it striking in appearance, but you are surrounded by modern technology.”

Now, Steve M. would kill Steve B. if I say any more, so in the interest of job security, my lips are sealed. (Actually, it’s more like my typing fingers are taped!) But I think he’d want me to add another of his comments, “A word of advice: don’t look for buttons in the elevator; just ‘open’ and ‘close’.” From what Sue and Robin have added, it appears that there are some really “cool, technie touches” to be found.

There you have it. You get to have an “experience” upon check in and then you get to have dinner that Friday night with Marcus Buckingham, our McFeely Award recipient. Hey – it doesn’t get much better than that. (And then you have two more full days!!!)

Steve Bailey and Steve Menke really look forward to seeing you in San Antonio!

Thank You, Speech Contest Donors!

NMA wishes to thank those who have become new Speech Contest Donors since our last issue of Breaktime by making a tax-deductible contribution to the NMA Leadership Speech Contest. You, too, can help support this important NMA youth activity by becoming a “Speech Contest Donor.” The levels are:

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

NMA WISHES TO THANK ALL DONORS FOR THEIR GENEROUS SUPPORT TO OUR SPEECH CONTEST!

Become a Leadership Speech Contest DONOR
Lockheed Martin Aeronautics LMLA Officers and NMA Directors Meet in Greenville

Belinda Taylor / Lockheed Martin Leadership Association #531 / Marietta, GA

LMLA Officers and NMA Directors met in Greenville, SC, for a Synergy Meeting on June 21, 2013. The meeting focused on where each of the sites were having successes, discussed what issues were encountered, and identified what coordination across sites can be accomplished to make each chapter stronger and more vital to Lockheed Martin. The meeting was hosted by Rachel McGuire, LMLA Greenville president, and her LMLA officers. Don Erickson, Project Management & Planning Operations Director, gave the team a presentation on the Greenville Site. After the presentation, a tour of the facility was enjoyed by all. The meeting ended with a dinner at Soby’s and a walk around downtown Greenville.

LMLA members gather for a picture.

ICPM Introduces CM Apparel

Aly Wilkins / Customer Relations and Marketing Specialist / ICPM / Harrisonburg, VA

Do you want to show off your CM professional credential? If so, the Institute of Certified Professional Managers is pleased to announce its new line of Certified Manager logo apparel available from LeaderPromos. Wearing CM apparel will enhance the visibility of your CM accomplishment and increase recognition of the Certified Manager certification.

CM Apparel is available in both long and short sleeve versions with over ten color choices. The embroidered CM logo comes in black, white, or beige. For details on pricing and ordering, visit CM Apparel on the ICPM homepage.

For questions about CM certification, contact Aly Wilkins, Customer Relations and Marketing Specialist, at (540)568-3247 or email wilkinac@jmu.edu.
2013 Annual Conference National Award Recipients

2013 NMA Executive of the Year

Bridget Lauderdale

Ms. Lauderdale is Vice President & General Manager, Lockheed Martin Aeronautics Operations, and is responsible for ensuring that Lockheed Martin Aeronautics -- which employs more than 25,000 people and is known for building the finest military aircraft in the world -- possesses the competencies and processes necessary for advanced technology development, systems integration, manufacturing and sustainment. Bridget was nominated by the Lockheed Martin Leadership Association in Fort Worth, TX, and will be recognized at our Executive of the Year Banquet on Sunday evening, September 8.

2013 NMA McFeely Award Recipient

Marcus Buckingham

Mr. Buckingham is a world-renowned and best-selling author, independent consultant, and speaker. He founded The Marcus Buckingham Company in 2005 to help jump-start a worldwide conversation about getting people focused on their strengths. Marcus will be recognized at our McFeely Banquet that will be held on Friday, September 6, at 7 pm.

2013 Member of the Year

Angela Hollis

Angela Hollis, Vice President for Professional Development, Blue Cross Blue Shield Leadership Development Association, took on the challenge of rebuilding the chapter’s professional development programming and in one year provided more events than in the past four years combined!! Angela will be recognized at our Member of the Year Luncheon on Saturday, September 7, at noon.
LMLA Chapter #531 Installs New Officers at “End of Year Party”

Belinda Taylor / Lockheed Martin Leadership Association #531 / Marietta, GA

On Saturday, July 13, LMLA Chapter #531 held its End of the Year event at the 755 Club at the Braves Stadium in Atlanta, Ga. Special Guests included Shan Cooper, VP and general manager, Lockheed Martin, Marietta, Diane Stefani, HR Director, and LMLA executive advisor and Ed Robbins, IT Program Director.

The event began with a video of LMLA’s past year’s activities and opportunities that are available to LMLA members. The event then proceeded with the recognition and installation of new officers and presentation of awards to those who have held LMLA Officer and Board of Director’s positions for 2012-2013. The presentations were made by Belinda Taylor, LMLA President 2013-2014; Michelle Lewis and Morey Grimes, NMA Directors; Stan Taylor, Board of Directors Chair; and Neesun Hollis, LMLA VP-Membership Services, to all members that made special contributions to LMLA and to those who have held LMLA Officer and Board of Director’s positions for 2012-2013. The afternoon events also included a buffet meal, tickets to the afternoon game, and a concert by the Steve Miller band after the game. A great time was enjoyed by all in attendance.
On July 17, LMLA members and executive sponsor George Shultz gathered to discuss this quarter’s book, *The American Icon*, by Bryce G. Hoffman. The book covers how Ford’s current CEO Bill Ford searched for a new leader to help turn around the company and keep them from bankruptcy. He decided to go outside of the company and recruit Alan Mulally who had recently helped turn around Boeing.

George Shultz points out important concepts that Ford management used to help turn the company around and how some of these ideas could be used at Lockheed Martin Aero. Some of the important points highlighted include:

- Coming from the aircraft industry, Alan was not familiar with the car industry’s processes and procedures, but he knew it was not working.
- Ford stopped making its bestselling brand, the Ford Taurus, after spending millions building the brand, and closed one of its most productive plants making it; that was one mistake that would not happen on his watch.
- Bill gave a list to the managers of 10 rules he expected them to use to turn things around:
  
  People first, everyone is included, compelling vision, clear performance goals, one plan, facts and data, propose a plan, respect each other, trust the process, have fun.
- He gave them three priorities — people, products, productivity; he pointed out that they must have employee buy-in for it to succeed.
- Have weekly management meetings with stop light charts to show their program’s condition, devotion to the data and emphasis on working together, interdependence and trust the process.
- Commitment to exceeding customer expectations for Quality, Efficiency, Safety and Affordability.
- Everyone benefits when you have a plan, implement it, work through issues and setbacks; then you see the points start going on the board.

After successfully implementing Alan’s plans, Ford was able to avoid bankruptcy and has recently been able to surpass some of its international rivals on quality on its road to profitability.

Lockheed is currently using some of these concepts in its plants with the display of stop light charts (red, yellow, green), where the production workers can see them emphasizing such things as cost, schedule, and quality. These charts help gain employee buy-in and to get everyone working toward a common goal.
Lockheed Martin Leadership Association #534 Recognition Dinner

Jeremy Ellis / Lockheed Martin Leadership Association #534 / Silverdale, WA

Lockheed Martin Leadership Association (LMLA) Chapter 534, held their annual recognition dinner on Friday June 7th, at the Silverdale Beach Hotel. The evening began with registration and networking. Attendees played networking bingo to learn some little known facts about their colleagues including one who sings in the shower and one who likes blue tarp camping. Next it was time for opening remarks. LMLA Chapter 534 President Jeremy Ellis welcomed attendees, provided an overview of the evening, and thanked the membership for making this one of the best years for Chapter 534 in recent memory. Chapter 534 Recreation Chair Patti Koch led the Pledge of Allegiance and Community Services Chair/NMA Associate Director Barry Loonam led the invocation.

Following a wonderful dinner (attendees had a choice of carved prime rib or crab and shrimp stuffed halibut), Barry Loonam introduced the featured speaker, international bestselling author and motivational speaker Patrick Snow. Some
of you might remember Patrick from the 2012 NMA Annual Conference where he delivered the opening keynote. Patrick discussed a variety of topics and stories aimed at inspiring attendees to create their own destiny. He shared a 4-step plan to help attendees do just that: Dream, Plan, Execute, and Soar. Patrick shared how he landed on the cover of the USA Today and his dream of owning an NFL franchise. Following the presentation, Patrick was presented with a coffee tumbler imprinted with the FBM logo as a thank you although it is unknown how much it will get used as Patrick recently relocated from Bainbridge Island to Hawaii.

After the featured presentation, it was time to give out the much anticipated chapter awards. Anniversary certificates for years of NMA membership kicked things off with Katie Bolt (5 yrs), Brenda Boys (5 yrs), Rick Hamberger (5 yrs), and Debbie Zimmer (20 yrs) receiving awards. Next certificates of appreciation hands were given to LMLA Boosters and Board Members in Attendance. After some photos and handshakes with SWFPAC Resident Director Todd Levinsky, it was on to the five prestigious chapter awards. These award recipients were nominated by the chapter membership and voted on by chapter board members.

First up was the Booster of the Year. LMLA Chapter 534 President Jeremy Ellis presented the award to Mary Malvey noting how Mary consistently promotes LMLA events throughout her building and department, is very responsive to chapter communications, and regularly models the NMA Code of Ethics.

Second, was the Board Member of the Year. LMLA Chapter 534 Vice President and national NMA Member of Year nominee Melissa Calloway presented the award to Jeremy Ellis citing how the chapter has thrived under Jeremy’s leadership over the past 12 months.

Third, was the Outstanding Individual Award. Barry Loonam presented the award to Charlie Gann for his outstanding work in the community particularly with United Way Day of Caring projects.

Next, was the Chapter Member of the Year Award. Rick Hamberger presented the award to Melissa Calloway whose work ethic and generous spirit have been an inspiration for all of us who work with her. In addition, Melissa successfully coordinated the NMA Golf Tournament and initiated a popular Holiday Basket raffle that raised significant funs for Toys for Tots.

Finally, it was time to present the chapter’s most prestigious award, the Silver Knight. This award is given to an individual whose outstanding leadership is well known to the members of the organization and whose example has inspired them. NMA Associate Director Barry Loonam presented the award to a very well deserving Reshonda McInnis whose contributions to LMLA over the years have been numerous and outstanding. Reshonda’s strong work ethic and leadership qualities are very well respected. Even with the demands of her current position, she continues to personally support NMA events and promotes the organization’s principles within her organization.

LMLA Chapter 534 President Jeremy Ellis closed the event congratulating all the award winners, thanking several members for their contributions towards making the evening a success, and thanking everyone for attending.

“What chance gathers she easily scatters. A great person attracts great people and knows how to hold them together.”

— Johann Wolfgang Von Goethe
In 2011 the “Rising Star” of Stasell was selected by Lockheed Martin Leaders to manage the PLSSS (Payload Launch Site Support Services) contract as the Program Manager. Under his leadership, the PLSSS employees and customers have all benefited from his firm but compassionate drive to deliver the best services possible to the Satellite Programs supported at both launch bases; Vandenberg AFB, CA, and Cape Canaveral Air Force Station, FL. Having responsibility for the entire program consisting of over 460 employees and a seven hundred fifty million a year budget has its challenges and opportunities. Over the last 2 years Mr. Stasell has garnered the respect from the customer’s leadership team for his integrity, forthrightness and action. Lockheed’s leaders have recognized him with the “President’s Award” for his Outstanding Leadership as he successfully led the PLSSS Team on a nearly impossible pace to transport and launch six spacecraft in seven months. In his humble way, he accepted the honor only on behalf of the 460 employees who made extreme sacrifices to their families and personal lives to attain this achievement.

Jeff Stasell is a long time Lockheed Martin leader and role model who embodies the spirit and character of a true leader. His skills, knowledge and ability to lead others towards critical and clearly defined goals have had a significant positive impact on defending and improving our country’s national security as well as hundreds of LM employees’ careers. He is a strong and vocal advocate of “leadership,” both in our careers as well as in our personal lives. In addition to applying his skills for his career, he uses them in support of his church, where he is a leader who advises many parishioners on the spiritual side of their lives. He has great public speaking skills and is able to convey complex information in a clear, concise and inspiring language which motivates and communicates passion and commitment.

Jeff builds strong and sustaining relationships with all stakeholders regarding the PLSSS Program. He takes extra time to ensure that his communication is effective and understood. His compassion is demonstrated through his actions – the simple message that he sincerely cares. He models the NMA and Lockheed Martin standards for integrity and personal excellence. As a strong leader he asks more of himself than others and interacts with respect and dignity. He somehow finds time to make himself available to customers, employees, company leaders and his family.

Mr. Stasell is highly respected among the employees for his straight-forward and action-oriented style. Because of his leadership talent, things happen; they happen quickly and correctly, creating success; others gravitate towards those who are successful. Jeff Stasell represents Lockheed Martin and the NMA in true leadership style.
I survived the Franklin County (Ohio) Fair. Yay! At the fair my assigned duties involved making Child ID’s and walking the grounds to be an extra set of eyes for the Sheriff’s Department for any safety needs and lost children. I had the opportunity to take my son, Camron, with me the last night I volunteered and he was helping with Child ID’s and walking the grounds with me.

I became involved with the volunteer opportunities through the Franklin County Sheriff’s Office. They offer a Citizens Academy that meets for three hours, one night a week for 12 weeks.

The goal of the classes is to build a stronger relationship with the community and Franklin County Sheriff’s department; expose citizens to some of the training a deputy sheriff receives; give citizens a better understanding of their values, organization; and promote cooperation and support for the Franklin County Sheriff’s Office and reduce crime through community involvement.

Within those sessions we were introduced to the following curriculum:

- Gang awareness
- Drug awareness
- Deadly force policy
- Intermediate weapon (Baton, pepper spray, and Taser)
- Firearm/Shooting range
- Firearm simulator
- Mock traffic stops
- Patrol ride along
- Corrections tour
- K-9 familiarization
- Accident (crash) investigation
- Operating a Vehicle while Intoxicated (OVI) detection
- Domestic violence
- Crime scenes
- SWAT
The Explorers Program of the Citizens Academy offers opportunities in character building, leadership, homeland security, police and fire response, emergency response and preparedness to youth ages 14 to 21. In this eight-week program, they will be exposed to a range of public safety career options while gaining practical "hands-on" experience. Completion of this training will prepare participants to provide support to public safety forces during disasters, as well as volunteers during special and routine events.

My next goal is to take the Advanced Citizens Academy Program. The Public Safety Support Citizen Academy offers former graduates of police and fire academies who pass a background check the opportunity to continue their learning and practical experience by participating in an enhanced Public Safety Support Citizen Academy.

Graduates of the Public Safety Support Citizen Academy will be called upon to provide support during times of emergencies or natural disasters as well as volunteer during special and routine events. The curriculum for this training is as follows:

- Disaster preparedness
- Terrorism prevention and awareness
- Threat indicators
- First aid
- CPR
- Traffic control
- Interoperable communications
- Fire safety
- Light search and rescue operations

For now, my next big adventure will be assisting at a D.U.I. check point.
WHAT IS THE SILENT AUCTION?

The Silent Auction is a great event, held in conjunction with the Annual Conference and designed to raise funds to help NMA continue to hold the Leadership Speech Contest. This will be the 12th year for the Auction and those who have previously participated know that this is an exciting and entertaining event! For three days, attendees mingle and network with others while checking out the various items available for bid – strategically targeting those “must win” items over the course of the conference so when that final bell rings, they win (and the Speech Contest wins!). Last year, thanks to the generosity of both our donors and our bidders the Auction proceeds totaled over $4,000 – singularly covering about 25% of the annual cost of the Speech Contest. With your participation this year, we would love to substantially increase the contribution the Auction makes!

Click here for information About the NMA Leadership Speech Contest!

NMA’s first Silent Auction was conducted by a group of NMA volunteers at our 2002 NMA Annual Conference held in San Francisco, and brought the Speech Contest $5,235.50!! The auction is dedicated to the memory of two very special people, Dot and Forrest Shorey, who were stalwart volunteers of the International Management Council (IMC), an organization that subsequently merged with NMA in 2004. Dot, who had a vision that would strengthen the purpose and programs of IMC by raising funds (and having a little fun along the way!), championed the original IMC Silent Auction in 1992 in honor of her husband, Forrest. Forrest served the IMC in many capacities, most notably as National President of IMC. Supporting Forrest efforts to champion outstanding programs involving the development of youth, Dot was a visionary and an energetic team player — serving in a broad range of positions in her 35 years as an IMC member. She was a remarkable person and a dear friend to all who knew her — and attended 22 consecutive IMC National
2013 NMA Shorey Silent Auction!!! (Cont’d)

Conferences. Her daughters, Barbe Herrholz and Cindy Racic, have continued her legacy and supported this effort by attending our Annual Conference to help with the auction since its inception; unfortunately, they will be unable to attend this year but plan to send something for the auction.

The 2013 NMA Shorey Silent Auction will continue to carry on the original intent initiated by Dot with all the proceeds used to support activities involving youth… specifically the NMA Speech Contest!

HOW CAN YOU PARTICIPATE?

There are two ways that NMA members, chapters, and sponsoring companies can participate in the fun and philanthropy of the NMA Auction:

• Bid early – and often – on the auction items up for bid at the Annual Conference, and

• Donate items, as well as solicit donations from other companies and/or organizations. It just isn’t much of an auction without items to bid on! Item donations are tax deductible as the funds raised by the Auction accrue to the NMA Educational Foundation, a 501(c)3 organization. It’s a great opportunity for companies – or suppliers to chapter or company – to get their products and brand great marketing exposure to a wide audience of consumers. We’ll also highlight their donations in our Conference materials, and (did we mention?) the donations are tax-deductible.

The idea is to have a wide diversity of items… and things that appeal to a variety of tastes and pocketbooks. We suggest a minimum value of $25. Keep in mind that items should be relatively portable, since Conference attendees will have to carry them back home in a suitcase or carry-on. If you cannot think of anything to donate, rest assured that monetary donations are always welcome and contribute greatly to the overall success of our Auction. REMEMBER, ALL CONTRIBUTIONS ARE TAX-DEDUCTIBLE!

In order to do some planning for space and materials needed for the Auction room, we would love to hear from you soon. If you are considering making an auction donation, please contact Cathy Longo (clongo@bcbsm.com) or Kim Kelly (kim@nma1.org) to let them know that you will be shipping items or bringing items to the conference. MONETARY CONTRIBUTIONS may be made on-site at the conference OR mailed to NMA and made payable to: The NMA Educational Foundation, 2220 Arbor Boulevard, Dayton, OH, and clearly marked that the funds are for the 2013 Silent Auction.

Thank you so much for your consideration.

We look forward to seeing everyone in San Antonio!

If your actions inspire others to dream more, learn more, do more, and become more, you are a leader!

- John Quincy Adams
2013 Annual Conference

NMA...Taking a Stand for Leadership Development!!

Please join us!

SAN ANTIONO!

No other destination has a beautiful Riverwalk...and walk out the lower level of the hotel and you're right on the sidewalk that runs adjacent to the Riverwalk. There are so many things within walking distance of the hotel that you won't even need a car! The hotel is just a short cab ride away from the airport!

Hilton Palacio del Rio

Leadership Development Sessions
  McFeely Award
  Member of the Year
  Executive of the Year
  National Speech Contest

Hilton Palacio del Rio
200 S. Alamo Street
San Antonio, TX 78205
$119 S/D

The Alamo!
A new book titled "Conversational Capacity" (ISBN 978-0-07-180713-5) written by Craig Weber and published by McGraw Hill discusses an effective approach that leaders and teams can take when confronting important decisions. Weber describes the dynamics of team discussions and their importance in making the best decisions and program success. During difficult meetings and discussions, most of us react with a “flight or fight” response and either hide our thoughts or bully the others with whom we interact at the meeting. Either way, the team suffers because of lack of diversity of thought resulting in poorer decisions made with less information. Poor decisions can often result in unwanted consequences and rework – which leads to not meeting cost and schedule commitments.

Weber offers as an alternative the idea of Conversational Capacity and the twin concepts of “candor” and “curiosity”. Candor means that individuals should ensure that their viewpoint is understood by others. In other words, opinions should be shared in a way that expresses respect for the other person and still conveys the message. Curiosity is defined by an honest interest in learning from others. When the members of a team can exhibit these skills in relative balance, it makes it hard for people to get defensive and be destructive to the team dynamic.

Realizing that good intentions are not enough, Weber gives practical examples of how to operate. For example, the statement “That’s how I see it, now let me understand your thinking so I can ensure that I’m not missing anything” can be useful in keeping the conversation useful. He relates this type of thinking to building disciplined teams and the role of a team leader in general. Team leaders have to not only suppress the fight or flight reaction in themselves but also detect it and then stop it in others.

Weber also relates that the need for conversational capacity is strongest when dealing with an “adaptive problem”. Adaptive problems are problems where there are no easily understood solutions - for example, changing the culture of an organization. The tougher the problem or decision facing a team, the higher the conversational capacity they need to address it productively. But that leads to a paradox: the very situations that demand high conversational capacity are the very situations that trigger our fight or flight reactions. If teams are withholding information, the complex decisions required will be of poor quality and likely will not lead to the best solutions. So a new discipline is needed, a way to structure our conversations to deliberately balance candor and curiosity under pressure.

Conversational Capacity is available at the Itunes Store and on Amazon.com.

(If you have a favorite book that you would like to recommend to NMA Breaktime readers, please send your article to sue@nma1.org.)
During the 1st half of our 2013 Membership Campaign, NMA presented the individual who recruited the most new members with a Kindle Fire, full 2013 Conference Registration, AND 3 nights lodging for the conference. This was presented to Stephanie Bracken from BCBSM Leadership Development Association, Detroit, MI. In addition, our Association Development Chair, Judd Sloan, CM, drew a name from all our new members during the first 1/2 of the year, Lamont Corbin, who will be receiving an iPad 4!! He, too, is from the BCBSM Leadership Development Association in Detroit!!

NMA MEMBERSHIP CAMPAIGN  - 2nd Half of 2013

During the 2nd half of the year, new members reported to NMA (and paid for) between July 1st and December 31st will be entered into a second drawing for a Samsung Galaxy Tablet or an iPad. This drawing will take place right after the first of the year.

AND...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 the special Membership Reporting form which provides space to include the recruiter’s name and email address.

If you have questions, please call or email Robin at: 937-294-0421 – robin@nma1.org
2013 NMA Publications Contest Winners!

1st Place Winners

<table>
<thead>
<tr>
<th>Place</th>
<th>Organization</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>525</td>
<td>Lockheed Martin Leadership Assoc., Palmdale, CA</td>
<td>Palmdale, CA</td>
</tr>
<tr>
<td>540</td>
<td>Lockheed Martin SSC Leadership Assoc., Sunnyvale, CA</td>
<td>Sunnyvale, CA</td>
</tr>
<tr>
<td>395</td>
<td>Mid-Columbia Leadership Assoc., Richland, WA</td>
<td>Richland, WA</td>
</tr>
<tr>
<td>220</td>
<td>Columbus Public Service Chapter, Columbus, OH</td>
<td>Columbus, OH</td>
</tr>
<tr>
<td>514</td>
<td>Lennox LDO, Marshalltown, IA</td>
<td>Marshalltown, IA</td>
</tr>
<tr>
<td>618</td>
<td>Bismarck-Mandan LDO, Inc., Bismarck, ND</td>
<td>Bismarck, ND</td>
</tr>
<tr>
<td>618</td>
<td>Leadership &amp; Mgmt Dev. Assoc., Raleigh, NC</td>
<td>Raleigh, NC</td>
</tr>
<tr>
<td>618</td>
<td>NMA Peach Council</td>
<td>Raleigh, NC</td>
</tr>
<tr>
<td>618</td>
<td>BCBSM Leadership Development Assoc., Detroit, MI</td>
<td>Detroit, MI</td>
</tr>
</tbody>
</table>

2nd Place Winners

<table>
<thead>
<tr>
<th>Place</th>
<th>Organization</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>740</td>
<td>Aerostructures Leadership Dev. Assoc., Chula Vista, CA</td>
<td>Chula Vista, CA</td>
</tr>
<tr>
<td>194</td>
<td>City of Orange, Orange, CA</td>
<td>Orange, CA</td>
</tr>
<tr>
<td>171</td>
<td>Boeing Leadership Association, Richardson, TX</td>
<td>Richardson, TX</td>
</tr>
<tr>
<td>805</td>
<td>Southeast Nebraska Community Chapter, Beatrice, NE</td>
<td>Beatrice, NE</td>
</tr>
<tr>
<td>150</td>
<td>North Texas Council</td>
<td>Dallas, TX</td>
</tr>
<tr>
<td>701</td>
<td>BALC, Huntington Beach, CA</td>
<td>Huntington Beach, CA</td>
</tr>
</tbody>
</table>

3rd Place Winners

<table>
<thead>
<tr>
<th>Place</th>
<th>Organization</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>534</td>
<td>Lockheed Martin SSC Leadership Assoc., Silverdale, WA</td>
<td>Silverdale, WA</td>
</tr>
<tr>
<td>71</td>
<td>American Valve &amp; Hydrant LDO, Beaumont, TX</td>
<td>Beaumont, TX</td>
</tr>
<tr>
<td>401</td>
<td>Bastion Employee Leadership Association, Houston, TX</td>
<td>Houston, TX</td>
</tr>
<tr>
<td>546</td>
<td>LMSSC-Cape Canaveral, FL</td>
<td>Cape Canaveral, FL</td>
</tr>
</tbody>
</table>

Congratulations to all our 2013 Publications Contest Winners!! You will be publicly recognized during our 2013 NMA Annual Conference on Sunday, September 7, at the Recognition Luncheon!