People often ask, “What was the highlight of your meeting?” Sometimes that’s an easy one to answer and other times it’s not. Our 2013 NMA Annual Conference in San Antonio didn’t have just one; it had several:

- Marcus Buckingham accepted the Wilbur M. McFeely Award and then held our audience spellbound for another 45 minutes, after which he took questions and autographed copies of his latest book, *StandOut*. In a word? Spectacular. See highlights of his talk further back in this issue of *NMA Breaktime*.

- Bridget A. Lauderdale, Vice President & General Manager, Lockheed Martin Aeronautic Operations accepted her 2013 Executive of the Year Award in a manner that made EVERY attendee want to work with her. With grace and humility, she displayed passion for her work and a sincere appreciation for every member of her team. She models integrity and showed the audience what servant leadership is all about.

- Angela Hollis from Blue Cross Blue Shield of MI represented her Detroit chapter with great poise and heartfelt thanks for the opportunities her NMA involvement have provided her. With her youngest son in the audience, she challenged him and everyone in the audience to always take the high ground and live a life of purpose and meaning. One NMA staff member commented, “Angela completely validated the mission of NMA and personified our vision for creating outstanding leaders”.

- Four outstanding high school students not only gave four extraordinary presentations, but demonstrated camaraderie and inspired attendees to “dig deep” at the Silent Auction to bid on gift items and purchase raffle tickets to support our Speech Contest. It has already been a record year for donations to the NMA Educational Foundation; these four made us prouder STILL to sponsor this nationwide competition. Check out the picture in this issue – we couldn’t resist publishing one of them clowning around and having a good time; if only “adult competitions” could more often mirror their example!

- The Hilton Palacio del Rio. It may have been built for the 1968 Texas World’s Exposition in a record 202 days … making it a legend in its own time … but recent renovations provided an unexpected set of thrills for our conference guests. Most memorable? The elevators – with their quasi-space
age technology – reminded all of us that EVERYTHING changes! They also provided a lot of laughs as people got to know one another by simply asking, “How does this contraption work?” The hotel blended contemporary furnishings with many nods to historic San Antonio. The result was a beautiful facility enhanced by an award-winning hotel staff!

- Something new this year was Sunday morning’s “Rise & Shine with NMA”. Beginning with the Annual Meeting (“What’s Cookin’ at NMA?”), shifting to discussion groups centered on “The Ingredients of a Successful NMA Chapter”, and heading next to “Ask the Master Chefs” (a panel of national officers taking questions from the audience), the morning led into the Recognition Luncheon “Fiesta” honoring our chapters for their achievements over the past year.

Thanks, too, to Lynn Powell from ICPM for her opening workshop, “Certified Manager 101” and four Educational Session Workshop leaders, Sarita Maybin (with her high energy “How to Stay Positive & Focused in Uncertain Times”, Scott and Susan Wood (“Communication Strategies to Catch the Wave of Change”, and Craig Price for his fun and engaging session (“Generation Y – the X’s and O’s of the New Workforce”).

Congratulations to Kiran Dambala, PMP, CM, from the Lockheed Martin Leadership Association at LM Aero in Fort Worth, TX, who was elected NMA’s 2014 Chairman of the Board. He and his team of national officers were sworn in on Sunday; most of them at the Annual Meeting and Kiran at the Executive of the Year Banquet on Sunday night.

And, of course, any “review” of the 2013 Conference would not be complete without mention of “AAA – Another Award for Avis (French)”, our 1995 NMA Member of the Year who received NMA’s FIRST Individual Member “Outstanding Award” for her steadfast service to our chapters in southern California.

Thank you to all our members and guests for “Taking a “Stand for Leadership Development” in San Antonio. Your enthusiasm and engagement were second to none!
2013 Member of the Year
Angela Hollis, 2013 Member of the Year (L) with 2013 NMA National Treasurer, Nancy Bennett, CM.

2013 Welcome Luncheon
Lynn Powell, CM, Executive Director of ICPM, accepts the NMA Gold Knight of Leadership Award from Steve Menke, CM, 2013 NMA Chairman of the Board, and Lisa Hart, NMA 2013 Professional Development Chair.

2013 National Speech Contest Finalists
Enjoying the Moment!(L-R)
Joebert Rosal, Kamaria Washington, Gabriel Caldwell, and Deanna Camp.

2013 National Speech Contest 1st Place Winner:
Gabriel Caldwell (L) with Steve Menke, CM, 2013 NMA Chairman of the Board.

First Ever—Individual Member Outstanding Award!!
Avis French, 1995 NMA Member of the Year, receives the first "Individual Member Outstanding Award" in recognition of all her hard work for NMA!!

2013 Annual Meeting and Report
Steve Menke, CM, administers oath of office to 2014 Leadership Team.
FIRST EVER LIVE AUCTION!
The first ever live auction to raise funds for the NMA Speech Contest was conducted by Don Hart (2002 NMA Chairman of the Board) during the Recognition Luncheon. A phenomenal $1,350 was the high bid for a 3 night condo vacation donated by our friends at the Pleasure Island Leadership Association and Meyer Realty in Gulf Shores, Alabama!!  THANK YOU PILA!!
Your 2014 National Officers and Area Chairs were elected at the recent Board of Directors Meeting held in conjunction with the 2013 Annual Conference in San Antonio, TX.

Shortly after the election, the 2014 Chairman of the Board-Elect appointed individuals to serve as National Committee Chairs.

2014 National Secretary
Lisa Hart
Mid-Columbia Leadership Development Association
Richland, WA
Melissa_A_Lisa_Hart@RL.gov

2014 National Treasurer
Candi Creel
Aerostructures Leadership Development Association
Chula Vista, CA
candi.creel@utas.utc.com

2014 National Vice Chair
Nancy Bennett, CM
NMA BCBSM Leadership Development Association
Detroit, MI
nebennett@comcast.net

2014 Chairman of the Board
Kiran Dambala, PMP, CM
Lockheed Martin Leadership Association
Fort Worth, TX
kiran.dambala@lmco.com

2013 Chairman of the Board
Steve Menke, CM
Lockheed Martin Leadership Association
Palmdale, CA
steve.menke@lmco.com

2014 Executive Leaders

2014 Committee Chairs

Association Development/ Services Chair
Judd Sloan, CM
Lockheed Martin Leadership-Baltimore
Baltimore, MD
judd.sloan@lmco.com

Community and Communications Chair
Joe Morano, CM
Boeing Aerospace Leadership Chapter
Huntington Beach, CA
joe.morano@boeing.com

Professional Development Chair
Renee Stewart, Ph.D.
Savannah River Site Leadership Association
Aiken, SC
RSTEWART1008@att.net

Recognition Chair
Laura Spamer
Aerostructures Leadership Development Association
Chula Vista, CA
laura.spamer@utas.utc.com
2014 Area Chairs

**Central Area Chair**
Elizabeth Thomas
Lockheed Martin Rocky Mountain Leadership Association
Littleton, CO
Elizabeth.thomas@lmco.com

**Northeast Area Chair**
Kathy Spatz
Columbus Public Service Chapter
Columbus, OH
kaspatz@columbus.gov

**Southeast Area Chair**
Michelle Lewis, CM
Lockheed Martin Leadership Association
Marietta, GA
Michelle.r.lewis@lmco.com

**Pacific North Area Chair**
Janet Wendland
Energy Northwest Leadership Development Association
Richland, WA
jewendland@Energy-Northwest.com

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

**IEMP Representative**
Steve Menke, CM
Lockheed Martin Leadership Association
Palmdale, CA
steve.menke@lmco.com

**Parliamentarian**
John Hojnacki, CM
Beavercreek, OH
hojnackiman@cs.com
john@nma1.org

2013 Special Appointments

**Parliamentarian**
John Hojnacki, CM
Beavercreek, OH
hojnackiman@cs.com
john@nma1.org

**Congratulations!**
Thank you Donors!

Diamond Level
BCBSM #141 Chapter
NASA White Sands
(former chapter)

Platinum Level
John Hojnacki, CM
Alana Oldenburg
Mr. & Mrs. Lewis Wendland
(in memory of Ron Kappeler)

Gold Level
Peter Burns
Energy Northwest Chapter #902
Sue Kappeler, CM
Mr. & Mrs. Dan Robertson
David Williams

Silver Level
Avis French

Bronze Level
Denna Gruber
On Aug. 7, LMLA held its Past Presidents’ Luncheon. Special guests included Diane Stefani, Marietta site HR (Human Resources) Director and LMLA Executive Advisor and Michelle Lewis, NMA National Director. The luncheon began with introductions by Belinda Taylor, LMLA President, and continued with an LMLA Video and slide presentation on past and upcoming LMLA activities given by Donnie Carnes, LMLA Executive Vice President. LMLA past presidents shared their stories and offered the new 2013-2014 LMLA officers their support. This was a very successful and informative event shared by all in attendance.
Each year in August LMLA members and Lockheed Martin employees volunteer for the first day of school. This year more than 50 employees helped with the first day of school activities at Harmony Leland Elementary School, Lockheed Elementary School, and the Marietta Center for Advanced Academics. The employees helped students off the buses and out of their cars, pointed students and parents in the right direction, and high-fived the students as they came to school. LM also delivered thousands of school supply items to the three schools. The school supplies were donated by LM employees.

Also, Shan Cooper, VP and general manager of the plant in Marietta, provided the keynote address to the Marietta City Schools Educator’s Conference in August. She spoke on the importance of graduating from high school and the difference it can make in a student’s life.
Earlier this summer, a group of San Francisco Bay Area middle school boys attended summer football camp at Stanford University with an added technical twist of a half-day activity focused on science, technology, engineering and math (STEM) education.

The event, coordinated by an organization called Youth Impact Program (YIP), teamed at-risk middle school boys who have high academic potential and also excel in football with Stanford University Football players. During the month-long activity, the boys spent a quarter of their time in football “camp” and the remaining time focused on STEM activities. The YIP program, championed and founded by Riki Ellison, a former NFL player and Lockheed Martin employee, was coordinated in partnership with the NFL, the San Francisco 49ers, Lockheed Martin and Stanford University.

Several Sunnyvale Space Systems Company (SSC) employees volunteered at the camp, supporting science demonstrations, and inspiring YIP participants with STEM activities. One lesson began with a short discussion of the engineering skills involved in building missiles and satellites, and how these high-tech skills relate to the science and math classes the students are taking in middle school.

SSC’s Paul Parsons led a rocket launch activity on Stanford University’s sports stadium. Controlled fire, explosions, and the sounds of blast-off captivated the students’ attention and raised questions about how rockets work. Parsons ably turned the questions into active discussions highlighting engineering principles and the science, design and operations that factor into rocket building, and satellite launching for both civilian and military applications.

Ellison was complimentary of Lockheed Martin’s engineer volunteers and specifically Parson’s presentation. “It was an outstanding presentation by Paul that brought young minds into the realm of engineering and sciences. [The middle school students] were engaged, as were the Stanford students, with the simplicity and excitement of watching rocket launches inside the grandeur of the Stanford football stadium.”

Ellison shared that building rockets in middle school captivated
his attention and inspired him to study physics and chemistry in high school, pursue missile defense courses in college, and helped lead to a career with Lockheed Martin working on our nation’s missile defense program while playing for the San Francisco 49ers. After his football career ended, his professional career continued.

“Lockheed Martin in Sunnyvale is such a powerful light to all young people developing their dreams and their careers, and seeing how easily these young minds gravitate to the quest of knowledge in this field was inspiring,” said Ellison after the event. “Lockheed Martin branded itself so well as part of the community, but what’s even more important is the reality of the careers [Lockheed Martin] can offer these young boys who believe in a dream that is doable from their schooling, their location and their newfound access.”

The YIP event is also an example of the long standing relationship between Lockheed Martin Corporation, Space Systems Company and Stanford University. Lockheed Martin’s partnership with Stanford is well established. Lockheed Martin recruits from Stanford University and Stanford students are encouraged to apply for internships.

To learn more about SSC’s partnerships with Stanford and other corporate recruiting schools, visit Lockheed Martin’s college resource page here: http://www.lockheedmartinjobs.com/college-students.asp

Update from ICPM!

Aly Wilkins
Institute of Certified Professional Managers
Harrisonburg, VA

ICPM Introduces Social Media and a YouTube Channel to Expand CM® Awareness

The Institute of Certified Professional Managers (ICPM) has increased its social media presence over the past few months to include an ICPM Facebook page, a Certified Manager Facebook page, an ICPM LinkedIn account, a Certified Manager Group Page on LinkedIn, and an ICPM Twitter account. Regular postings on these pages provide valuable management tips and links to articles and books on best practices. They also share news about ICPM and the management profession. Users can also visit ICPM’s new YouTube Channel to view informational videos about the Foundations of Management (FoM) certificate course and the Certified Manager® certification. Questions about ICPM’s management and leadership development programs are welcome and can be directed to Aly Wilkins, CEMA at info@icpm.biz or 540-568-3245.
NMA News You Can Use!!

NMA has several chapter and council anniversaries this year!!

70 Years!
Boeing Aerospace Leadership Chapter #701
Huntington Beach, CA
Chartered: 2/27/1943

25 Years!
Bismarck-Mandan Leadership (271)
Bismarck, ND
Chartered: 10/20/1988

35 Years!
Dresser-Rand Leadership Assoc. (296)
Olean, NY
Chartered: 2/14/1978

20 Years!
Southeast Nebraska Community Chapter (805)
Beatrice, NE
Chartered: 10/5/1993

5 Years!
Pleasure Island Leadership Association (586)
Gulf Shores, AL
Chartered: 4/24/2008

Congratulations!
Welcome to the Florida Spaceport Leadership Association!!

NMA would like to officially welcome our newest chapter, the Florida Spaceport Leadership Association, Kennedy Space Center, Florida!! This chapter chartered on June 19, 2013, and has elected Leslie Lake as their first Chapter President. Welcome notes may be sent to the chapter in care of Leslie at: leslie.j.lake@nasa.gov.

New Chapter Marketing Incentive Plan!

Start a new NMA chapter and earn $25 for each new member!!

Chapter Rewards Program!!

- Awards & merchandise – 10% off the purchase price of all awards and 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 and Past Presidents Pins – 20% off
- Foundations of Management – 20% off
- Leadership in a Virtual Workplace (available later in 2013) – 20% off
- FaciliSkills™ – 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

Delivered to your email address every other Wednesday!!!
Foundations of Management

3 courses
Management Fundamentals
Managerial Functions
Business Concepts for Managers

Participant Books — $75 ea
Leader Guides — $99 ea

Coming Soon in 2014...

Building Virtual Teams

Virtual Team Success Pyramid

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2013 McFeely Award Recipient Marcus Buckingham knows how to work a room! As one Conference attendee put it, “I don’t which was more spellbinding – his message or his delivery.” Suffice it to say that both were extraordinary. From the minute Buckingham hit the stage, everyone realized we could be in for a fascinating evening. He did NOT disappoint.

Our thanks to Glenn Button, Elizabeth Thomas, and Janet Ford for submitting their “notes” from his presentation. Some highlights from his remarks are as follows:

- Devotees of Marcus Buckingham noted that much of his presentation built upon revelations in two of his popular books, the iconic *Now, Discover Your Strengths* and his new book *StandOut*. Both best-sellers speak to the role of innovation that springs from an irrepressible manifestation of a person’s personality (most often from a stellar employee or a superstar manager) that ultimately leads to the dramatic transformation of a business.

- He titled his presentation “Leadership in the Age of Algorithm”. Sounds pretty complicated, but it’s not. Marcus spoke to typical leadership development programs taking a formulaic, one-size-fits-all approach where “best practices” and seemingly excellent techniques observed in one person or within one organization are attempted to be transferred from one leader or company to another. It’s usually a disaster.

- Rather, Buckingham prefers an algorithmic model to deliver training tips uniquely suited to each individual’s style and strengths. It’s a five-step process:
  1. A company must choose a tool with which to identify each person’s leadership style
  2. It should assess its best leaders
  3. It should interview them about their developing leaders of the same type
  4. It should use its algorithmic model to fit tips drawn from those techniques to developing leaders of the same type.
  5. It should make the system dynamically intelligent, with user reactions sharpening the content and targeting of tips

- What does all that mean? That the power of this approach, or system (highly customized, based on peer-to-peer sharing, and continually evolving) will soon overturn the generic model of leadership
What Did Marcus Say? (Cont’d)

development. It’s a matter of gathering, sorting, and distributing the best leadership tips according to which ones suit which people best.

- People tend to join companies, but most often “leave” their bosses. People quit teams, not companies. Great companies are determined by their teams at the LOCAL level.

- The answers to three questions can identify high-performance teams:
  - “Are my colleagues committed to quality work?”
  - “Do I know what’s expected of me at work?”
  - “At work, do I have a chance to do what I do best, every day?”

- He called those three “Drivers of Differential Team Performance”.

- What do people REALLY want from their supervisors?
  - Know me
  - Focus me
  - Surround me with people who share my values

- Highly effective people have a realistic view of the challenges they face

- The range of performance within an organization determines the overall success when all other factors are equal:
  - Colleagues must be committed to performing quality work. (“Excellence” is always an exception and must be defined in the same way.)

- Expectations must be clearly stated for all individuals, along with real time coaching.

- Determine what individuals do best and provide them the opportunities to do those things as much as possible.

- Buckingham maintains there is no such thing as “leadership”; only leaders. No two great leaders are the same so you play to peoples’ strengths via personalized content in developing them.

- There is no perfect profile of a leader, only perfect practices that fit one’s personal profile. The secret is to take tools and techniques and adapt them to fit each individual on the team. Know where your performance “zone” is and stay in it.

- Our challenge, as leaders, is to take what is unique about us and make that powerful and useful.