Welcome New NMA Chapters

Florida Spaceport Leadership Association
Kennedy Space Center, Florida
Chartered: February 18, 2014

Congratulations Chapter 830!

Lockheed Martin Aurora Leadership
Aurora, Colorado
Chartered: March 24, 2014

Congratulations Chapter 561!!

NMA IS DEDICATED TO MANAGERIAL EXCELLENCE, PERSONAL AND PROFESSIONAL GROWTH, AND LEADERSHIP DEVELOPMENT.

2012 NMA Chairman of the Board, Melinda Hester, CM, installing the chapter officers and committee chairs on Charter Night, Tuesday, February 18th.

2nd Half—2013 Membership Campaign i-Pad Winner!

The drawing for the 2nd iPad given away via NMA’s 2013 Membership Campaign was conducted during the Association Services and Development Committee meeting on January 25, 2014, at NMA headquarters in Dayton, Ohio!! NMA was proud to have FSLA Chapter President, Les Lake, present the iPad to our 2nd half—2013 winner, Sue Davis! Sue is a Safety, Health, and Environmental Engineer with QinetIQ North America on the Engineering Services Contract at KSC.

Congratulations Sue!!

Grow Your Membership!

Look on page 9 in this publication and find out all the details about our exciting 2014 membership drive!!

Dates to Remember!!

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Bird Registration cutoff for West LDC, Houston, TX</td>
<td>April 1</td>
</tr>
<tr>
<td>Nominations for Executive of the Year, Member of the Year, and Hall of Fame due at NMA headquarters.</td>
<td>April 15</td>
</tr>
<tr>
<td>Last Day to receive NMA’s special room rate with Westin, Houston, TX, West LDC. Remaining room block will be released to public.</td>
<td>April 22</td>
</tr>
<tr>
<td>Publications Contest Entries due at NMA headquarters.</td>
<td>May 1</td>
</tr>
<tr>
<td>Last day to receive NMA Early Bird discount for East LDC, Greenville, SC.</td>
<td>May 1</td>
</tr>
<tr>
<td>Deadline: The paperwork for Speech Contestants advancing to the West LDC Level of Competition in Houston, TX, must be received at NMA.</td>
<td>May 2</td>
</tr>
<tr>
<td>Last Day to receive special rate with Hyatt Regency, Greenville, SC, for East LDC. Remaining room block will be released to public.</td>
<td>May 13</td>
</tr>
<tr>
<td>West LDC Westin Houston Memorial City Houston, TX</td>
<td>May 15-17</td>
</tr>
<tr>
<td>Deadline: The paperwork for Speech Contestants advancing to the East LDC Level of Competition in Greenville, SC, must be received at NMA.</td>
<td>May 23</td>
</tr>
<tr>
<td>East Leadership Development Conference Hyatt Regency Greenville, SC</td>
<td>June 5-7</td>
</tr>
<tr>
<td>July NMA Board of Directors Meeting NMA Headquarters Dayton, OH</td>
<td>July 25-26</td>
</tr>
<tr>
<td>September Board of Directors Meeting Hyatt Regency Miami, FL</td>
<td>September 25</td>
</tr>
<tr>
<td>2014 NMA Annual Conference Hyatt Regency Miami, FL</td>
<td>September 26-28</td>
</tr>
</tbody>
</table>
Restructuring, mergers, layoffs and other workplace woes have tempered employee sentiments in recent years. Individual protectionism strategies abound. The goal is to always look out for number one and keep your place in the organization hierarchy. Making others look good could in fact be detrimental to your own career. Examples include:

1. Impeding promotions and transfers to keep star performers in the manager’s organization so performance remains consistent.

2. Withholding praise for coworkers may highlight how someone else could be perceived as better than you.

3. Working extraordinary hours on a consistent basis so that the company “sees” how important, dedicated and valuable you are.

4. Tending to email at 11 PM at night or at 3 AM on a Sunday morning so that others will see your “invaluable” dedication.

5. Answering those after work emails to show that “you are on the job,” or replying to all, are insecure ways of telling others that you are important and dedicated.

Just this last week, we were brainstorming ways to issue awards to worthy managers. People work within a silo mentality, in which people have to protect their space as it has repercussions for career, and family.

Managers are better served by always giving credit where credit is due and providing visible opportunities for advancement wherever possible. A manager also has the unwritten responsibility to respect employee’s time away from work. Calling individuals after hours, or sending emails on the weekend, tell all workers that they should expect to be always “on call.”

People need to recharge to be fully productive both physically, and mentally. They will respect a leader who shows that they care for people. When that emergency call for “come to the office at 3AM” happens, people will know it is for real and will do it with relative gusto. I know, for my team has never let me down when I have needed their support.

Simple things that we can do to alleviate employees’ worries and let them recharge are:

- Emails generated, or replied, at night or on the weekends should be saved to the DRAFT folder. The next regular workday, first thing in the morning, send all of them out to their respective destination.

- Do not stay in the office showing that you are burning the candle at both ends on a consistent basis. Why would anyone strive to be in your position?

- Ask employees for their support in solving pressing issues rather than always mandating that they do it. You may find more creativity and willingness by accommodating their schedule, and needs.

- Always praise in public and admonish in private.

- Talk to your team members. Get to know them, their families, their hobbies and their desires. No one cares how much you know, until they know how much you care.

- Spotlight individuals periodically in a meeting, or in a newsletter. What is their background, what do they do, why do they like what they do?

As managers, we have an obligation to protect our capital assets; invariably these are human assets. Companies do a fantastic job of tracking material assets; howev-
er few companies do a tremendous job of taking a full inventory of their human capital. Tremendous recruiting, training and infrastructure costs have already been invested so a little TLC can go a long way in keeping your assets happy. Foster an environment where team members want each other to succeed and see your enterprise blossom.

Enrique ‘Rick’ Ruiz is President of PositivePsyche.Biz Corp, a management consulting and training firm in the Washington DC area. He earned an MBA in the UK and has led teams in Canada, Mexico, The United Kingdom and across the US. He is PgMP, CM and CDE certified, has managed operations up to 15,000 people strong, is an inventor with a family of six and an author of five books. Read more articles of interest a blog.AmericasDiversityLeader.com

Just a reminder...

The paperwork for Speech Contestants advancing to the West LDC Level of Competition (Houston, TX) must be received at NMA by May 2, 2014.

The paperwork for Speech Contestants advancing to the East LDC Level of Competition (Greenville, SC) must be received at NMA by May 23, 2014

The required paperwork includes:

- LDC Speech Contest Registration Form
- Student Entry Form
- Consent & Acknowledgement of Risk Form
- Copy of Contestant’s Speech

At both LDCs, the Speech Contest Winners will be announced during the Conference final banquet; Chapters/Councils are responsible for purchasing tickets ($60 each) for their contestant.

Questions concerning the LDC Level Speech Contest, please contact Robin Furlong 937-294-0421 or robin@nma1.org
ICPM Corner

What is the Certified Manager® Certification and How Do I Become CM® Certified?

The Certified Manager® (CM) certification draws on ICPM’s 40 years of experience training and certifying managers to validate essential knowledge, skills, and abilities needed to manage and lead effectively in today’s workplace. Open enrollment allows NMA members to apply online at any time and choose from two study formats: self-directed or group study. The self-directed format allows individual applicants to study on their own at a time and pace that meets their personal schedule. The group study format allows NMA members to gather for formal instruction or informal discussion under the leadership of a volunteer CM program facilitator appointed by the chapter.

How Do I Become CM® Certified?

The online application process is simple and includes:

Register at www.icpm.biz for a guest account.

Confirm your account by email and apply online to confirm your eligibility.

Order and pay for program materials by check or credit card at ICPM’s online store. Orders are shipped by UPS.

Get started today to enhance your skills and earn managerial credibility with the “CM” professional credential. Questions? Contact info@icpm.biz or call ICPM at 540-568-3247.

Member Email Addresses!

Know members of your chapter who would like to receive updates from NMA on a regular basis?? If so, please have them (or you) send us their email address and we will gladly update our database to include them! Email to: sue@nma1.org, robin@nma1.org, or kim@nma1.org. Be sure and include their name and chapter number OR, if you don’t know the chapter number, the chapter name and city and state.

We want to touch as many members as we can because we have lots of new and exciting offerings coming your way in 2014!!
NMA Breaktime
NMA...THE Leadership Development Organization

Thank you Speech Contest Donors!!

GOLD LEVEL
Paula Cardoza
#540 Lockheed Martin SSC Leadership Assoc.
Sunnyvale, CA

NMA wishes to thank our first 2014 Speech Contest Donor for her 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

(Visit our website at http://nma1.org for complete information!)

Become a Leadership Speech Contest DONOR

It's that time of year again!

Member of the Year
Hall of Fame
Executive of the Year
Publications Contest

National Nominations and Publications Entries!

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 2014 and Instructions are on the first page of each form!

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

- The following nominations are due at NMA by April 15, 2014:
  - Member of the Year
  - Executive of the Year
  - Hall of Fame

- The Publications Contest Entry is due at NMA by May 1, 2014. 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
CHAPTER REWARDS PROGRAM

NMA chapters can SAVE MONEY on a wide array of NMA products and services

How does it work?

As a chapter “in good standing” (with dues current), you get $2.00 “credit” for every member of your chapter, based on the official number of members reported to NMA for your chapter as of December 31st of the previous year. If you had 200 members as of December 31, 2013, (in essence January 1, 2014) then you have a $400 credit to “spend” as listed at the right.

There is no carryover from year to year. We will provide Rewards Program “available credit” notice in the early part of the year as well as 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 program – 20% off
- FaciliSkills™ - 50% off
- Building Virtual Teams – 50% off
- NMA’s Next Top Leadership Model – 50% off
- Live Online Group Login – 100% off
- Sponsored Speaker - 100% of the cost of a speaker reimbursed to you with a $200 maximum

Remember: Chapter Rewards!
Most of us want to use the right words in business so we come across professionally. However, using a lot of words to get our point across doesn't always make us look smarter. Often, it just causes our readers to lose interest in what we are trying to say. Here are some tips you can use to help you improve your business vocabulary and deliver your thoughts in a clear and simple manner.

1. **Avoid using big words to impress readers.** The words below to the left of the equal sign often make up the weeds in our garden of words. The words in italics are the better choices.

   - Concurred = Agreed
   - Superfluous = Extra
   - Utilize = Use

   - Cognizant = Aware
   - Pervasive = Widespread
   - Aggregate = Total

   - Iridescent = Shiny
   - Modification = Change

2. **Never use a lot of words when one will do.** The words in italics are better choices.

   - A majority of = Most
   - In a number of cases = Sometimes
   - Postponed until later = Postponed

   - In accordance with = With
   - Reach an agreement = Agreed
   - In view/light of = Because/Since

   - I would like to express my appreciation = I appreciate

3. **Choose the most precise, simple word.** Words have shades of meaning, so choose the word that best conveys your intent. Change wet to sopping, dripping or damp to communicate and illustrate to your reader precisely what kind of 'wet' you mean.

4. **Vary your word choice to keep from boring your reader.** When you think you may have used the verb provides too often, do an electronic search for that word in your document. The search should highlight each use. You can re-view the highlighted words and replace some of the provides with words like delivers, offers, and affords. Your software program’s Thesaurus can help you find good synonyms—but remember to choose the simplest word. See Tip #1.

5. **Avoid clichés.** They may seem to communicate well, but clichés are often vague. Your grammar and spelling checker should flag well-known clichés. And you can read through your message or document once just to identify overused expressions—things like “ballpark figure,” “all in the same boat,” and “make ends meet.” Try to think of different ways to communicate the ideas instead of using clichés. In each case, it depends on what you mean. “Ballpark figure” could simply mean “estimate” or “approximate.”

6. **Master those tricky word pairs and trios** such as insure-ensure-assure, appraise-apprise, amount-number, can-may, fewer-less, and discrete-discreet to avoid distracting your readers with word-choice errors. Your grammar and spelling checker may flag a word that you have used correctly, so it is important to understand word pairs well enough to be confident. Style guides such as The Associated Press Stylebook and The Chicago Manual of Style list and explain words that are often confused.

   **Example:** I assure you that this tip won’t insure you, but it will ensure you know how to use “assure,” “ensure,” and “in-sure.”

Finally, pay attention to the communicators in your company. Notice and copy the effective language they use and use them as a resource when you need it. They are happy to help! You also can pick up a best-selling business book. These kinds of books are typically written in short, powerful sentences using crisp, precise language, which you can emulate in your own writing.
NMA 2014 Membership Campaign

This campaign is designed to reward your chapter and your top recruiter!

To track your recruiters’ success, when you complete your regular Membership Worksheet, the tab at the bottom will take you to the second worksheet where you will be able to submit the names of your recruiters.

The starting point for calculating the percentage of net growth is based on the chapter membership figures reported and on file at NMA as of 1-1-14 and 7-1-14.

“New members” are those paying the $20 New Member Registration Fee and/or a $10 New Member Registration Fee (during your SALE month).

All forms and fees must be received at NMA by the end of the appropriate contest periods (June 30th and December 31st respectively).

Select a Sale Month for Reduced Registration Fee

- Chapters may select a “SALE” month (of your choice) during 2014 in which the national New Member $20 Registration Fee will be reduced to $10 per new member. Just indicate “sale month” on your regular membership reporting form.

Win a Free 2015 Conference Registration for Your Chapter

- Also, the chapter reporting the highest % of net growth for the year (2014) will receive a free 2015 Annual Conference registration valued over $800 (to be issued/used at the chapter’s discretion).

Three Opportunities for Your Recruiters to Win:

- The top recruiters from the two chapters reporting the highest % of new member growth for the first 6 months of 2014 will each receive a $100 VISA Gift Card.
- The top recruiters from the two chapters doing the same for the second half of 2014 (July - December) will also earn a $100 VISA Gift Card.
- The one top recruiter for ALL of 2014 (from the chapter with the highest % of net membership growth) will receive an additional VISA Gift Card for $400!

NMA... The Leadership Development Organization

2210 Arbor Boulevard
Dayton, OH 45439
937-294-0421 office • 937-294-2374 fax
www.nma1.org
BRAND NEW NMA COURSE AVAILABLE NOW!!

Be among the first to offer this new "NMA Proprietary Course" to your members!

This course was designed to equip leaders and virtual team members with the skills and knowledge needed to make every virtual team WILDLY successful!

Five chapters, all dedicated to understanding the characteristics, challenges, and opportunities that come with working on virtual teams!

1. Analyze Virtual Workplace Realities
2. Overcome Distance and Cultural Factors
3. Feel the Impact of Accountability and Shared Vision
4. Learn How to Mitigate Conflict
5. Identify Outstanding Best Virtual Practices

Participant Manual (3-ring binder) - $49*
Leader Guide - $99*
Leader Guide includes:
Participant Manual
Leader’s Manual with facilitation hints, discussion questions, and pre & post tests
CD - complete PPT presentation with leader notes

* Yes, you can get 50% off using your NMA Chapter Rewards Dollars!!
Foundations of Management
New Program from NMA

“It’s not necessarily who has the most talent, but what team sticks together and executes their fundamentals the best.”

Tony Dungy, former NFL player and head football coach of the Indianapolis Colts, 2002-2008

A refreshingly new look at the essential knowledge and tools for today’s managers, supervisors, and leaders.

Whether you’re new to supervision or an experienced manager, now is the time to participate in this exciting new program – one that shines a contemporary light on the fundamentals of working in teams, motivating others, and solving problems while making ethical decisions. Changing technology, the virtual environment, and global teaming present new challenges AND opportunities for business and industry. Organizations that adapt and change while driving home the fundamentals of management will grow and thrive to create greater enterprise value.

*Foundations of Management* is all about understanding the competencies and attributes of a well-rounded manager and leader. It’s about preparedness. It’s about being ready for the challenges, changes ... and the contemporary application of management principles ...that continually drive and define success in today’s workplace.

**What’s Behind This New Course?**

This exciting new NMA program is the result of a comprehensive Job Task Analysis study (commissioned by ICPM, The Institute of Certified Professional Managers at James Madison University). It identified the knowledge, skills and abilities that new supervisors and experienced managers need to succeed in today's workplace.

Individual and team performance drive results. Today’s managers are part of an integrated and highly functioning team ... and they simply have to be good leaders as well. Managers need skills to plan, organize, direct, and control the work of others. Leaders need skills to create a vision and impassion employees to work together to achieve that vision. This program focuses on building that firm foundation to develop the skill sets needed for effective managers and leaders.

**Program Description**

The *Foundations of Management* (FoM) program comprises 28 hours of learning and includes 3 custom-published study manuals (in print or eBook format). Recommended “classroom time” is 2 hours for each of the 14 chapters comprising the entire program. A Leader Guide with instructional materials, quizzes, and PPT presentations is available to facilitators for leading group discussion sessions.

Participants who successfully complete all three courses (per their course facilitator) will receive an NMA certificate of completion to document their achievement.
Foundations of Management

3 courses, 14 chapters total

Course 1 – MANAGEMENT FUNDAMENTALS
The Manager’s Role in the Workplace
Discovering the Leader Within You
Developing Effective Communication Skills
Solving Problems and Making Ethical Decisions
Delivering First Rate Customer Service

Course 2 – 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

Course 3 – BUSINESS CONCEPTS FOR MANAGERS
The Business Environment
The Role of Economics in Business
Basic Concepts of Information Technology
Managing Accounting and Financial Information

For more course content details go to: http://nma1.org/Education/FoM/outlines1.html
Remember... Your Benefits Available as an NMA Member!

NMA members have access to exclusive savings on our endorsed programs. The savings that people enjoy can more than cover their annual national (and often local) membership dues. Through NMA, members are treated to special, competitive offers, dedicated customer-service teams, and individualized treatments in order to offer you multiple opportunities to save money via your Association membership.
2014 NMA Conferences!

2014 West LDC
May 15-17
Westin Houston Memorial City
945 Gessner Road
Houston, TX 77024
$125 S/D
http://nma1.org (click on the conferences tab)

2014 East LDC
June 5-7
Hyatt Regency Greenville
220 N. Main Street
Greenville, SC  29601
$125 S/D
http://nma1.org (click on the conferences tab)

2014 NMA Annual Conference
September 26-28
Hyatt Regency Miami
400 South East Second Avenue
Miami, FL 33131
$109 S/D
Information will be on our website soon!

Visit our website today and register for one of our Leadership Development Conferences. Information and registration for our 2014 Annual Conference will be on the website soon!

www.nma1.org

Leadership Quotes!

Management is doing things right; leadership is doing the right things.
-Peter F. Drucker

A good leader can’t get too far ahead of his followers.
-Theodore Roosevelt

Leadership consists not in degrees of technique but in traits of character; it requires moral rather than athletic or intellectual effort, and it imposes on both leader and follower alike the burdens of self-restraint.
-Lewis H. Lapham

Effective leadership is putting first things first. Effective management is discipline, carrying it out.
-Stephen Covey

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