As the myriad of December holidays descend upon us, the NMA staff wishes you a wonderful season with family and friends. Our To Do Lists seem to get longer and the time to tackle those projects seems to be in ever-shorter supply. But, somehow we manage to get it done – or better yet, figure out that maybe it doesn’t ALL have to be done. Sometimes Less is More … truly. Try for more fun and less stress.

On top of our To Do List here in Dayton is making sure that we take time to tell our NMA family how much we appreciate you. Our chapters don’t run themselves. YOU do it. Nowhere is that adage more true than it is within NMA – “If you want something done, ask a busy person to do it”. Your ability and your willingness to work on behalf of your colleagues are always amazing. We know that because Sue, Robin, and I enjoy such warm and personal relationships with you. We don’t take that for granted for a minute! Your calls, your emails, and even your Tweets, all speak to a dedication and a professionalism that rivals that found in any organization on the planet. People who understand their mission are positioned to accomplish it.

I belong to a group of small business leaders which meets monthly, just like most of your chapters. It’s sponsored by the Dayton Chamber of Commerce. I belong for two reasons: first to surround myself with other people who lead small offices and secondly to regularly remind myself of what you do in your chapters. As I was driving to the office after our breakfast meeting yesterday, I realized that I wanted to tie it all together in this article.

My breakfast group is small; we run from 12-15 people at any one time. Sometimes we’ll have a speaker, but most months we simply “talk about what we do”. Invariably, someone tosses an issue on the table, one with which they are dealing. Then we all dive in. It might be managing healthcare costs, dealing with a disengaged employee, reorganizing staff, understanding new technology, or something as seemingly small as what people are doing for their employees during the holidays. We share and we learn from each other – and have a good time doing it.
We’ve developed respect for one another and we keep confidences. Sometimes you just need another “ear” and another perspective to see through an unexpected fog.

That’s the beauty of what we often call “best practices” and “lessons learned”. None of us is as smart as ALL of us. So, my question for you as we look to 2016, is to ask, “Is your chapter doing all that it can to provide these kinds of learning moments for your members?”

It’s easy to get caught up in a routine – pick a venue, bring in a speaker, promote a lunch ‘n learn, organize the next community service event, etc. But when was the last time that you put people together in such a way that they can really TALK about what they do? Everyone has “telling tension”. Everyone has a problem that they wish they could share. Everyone has ideas on how to do things faster, better, cheaper, etc. But where do they get to put it on the table and solicit input from other smart people?

My attendance at my monthly meeting reminds me that I am there to lead. It reinforces that getting caught up in “managing” rather than “leading” is a trap I need to avoid. We all need to be reminded that what we do matters and we sometimes need a swift kick to get our priorities back in line. NMA chapters should be providing those opportunities for people.

Anyone who has ever been to one of our Leadership Development Conferences (Chapter Leader Training events in 2016) knows that the most popular sessions are when we break into small groups to talk about the speakers’ points and then share what “we” do. Adults still like to learn from each other, pick one another’s brains, and ask questions to which they really haven’t found a good answer on the Internet.

NMA is all about providing value. Value is always found in the eyes of our members. As we make our personal, professional, and NMA resolutions for the new year, I urge you to resolve to make time/find time to give your members new and exciting opportunities to “talk turkey” and spend some quality time learning from the REAL experts – each other!

Happy Holidays from the NMA Staff!!

Robin

Steve

Sue

NMA Office Holiday Hours!

The NMA office will be closed after Wednesday, December 23, 2015, and will reopen Monday, January 4, 2016.

Robin Steve Sue

NMA Office Holiday Hours!

The NMA office will be closed after Wednesday, December 23, 2015, and will reopen Monday, January 4, 2016.
The next Board of Directors meeting will take place at NMA Headquarters in Dayton, Ohio, on January 22-23, 2016. If you have any NMA issues you would like to have discussed at that meeting, contact your assigned National Director who represents you and your chapter.

If you don’t know your NMA National Director, contact Robin or Sue for assistance!!

robin@nma1.org or sue@nma1.org

2015 Annual Conference Highlights

2015 Awards!!

NMA is proud of all our chapters, councils, and individuals for all their efforts and accomplishments during the past year. Below is a sampling our award winners for 2015!!
2015 Annual Conference Highlights

2015 Hall of Fame Inductee
Mr. Sal Acosta, President / Owner, Acosta Sheet Metal Manufacturing Co., Inc., San Jose, CA, is inducted into the NMA Hall of Fame. Plaque presented by Nancy Bennett, CM, NMA’s 2015 Chairman of the Board.

2015 Executive of the Year Banquet
(L-R) Kathy Spatz / 2015 National Secretary, Candi Creel, CM / 2015 Vice Chair, Orlando Carvalho / 2015 NMA Executive of the Year, Nancy Bennett, CM / 2015 NMA Chairman of the Board, and Kiran Dambala, PMP, CM / 2014 NMA Chairman of the Board

2015 Recognition
Our 2015 Growth Award winners were seated at the head table during the Recognition Luncheon!!!

The Blues — A Chapter of NMA #145 accepts their awards … including the Growth Award!

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2016 NMA Leadership Speech Contest Finalists!!
(L-R) Ryan Kelly Murphy / 1st Place, Sachi Arora, Nancy Bennett, CM / 2015 NMA Chairman of the Board, Sarah Bogen, and Dulcinea Camp.

CONGRATULATIONS ALL FINALISTS!!
Good evening. It is a tremendous honor to receive the 2015 Executive of the Year award. Thank you, NMA ... THE Leadership Development Organization, for this distinguished honor.

Honored before me as NMA Executive of the Year, were Lockheed Martin leaders such as former Chairman and CEO Bob Stevens; former Aeronautics Executive Vice President Ralph Heath; and Bridget Lauderdale, who is now Lockheed Martin’s Senior Vice President of Corporate Strategy and Business Development.

Each were honored with this distinguished award and I couldn’t agree more with your recognition of each of them, respectively.

Each one exemplifies the qualities of exceptional leadership – and it is humbling to be named among the likes of such great leaders.

Leading by example, being passionate about the mission and the people, they have all inspired me to be a better leader and to always keep in mind that at Lockheed Martin, we never forget who we’re working for.

In August 2006, I was honored to receive the NMA Silver Knight Award from my Lockheed Martin Leadership Association’s local chapter when I was Vice President of Lockheed Martin’s Maritime Systems and Sensor’s in Moorestown, New Jersey.

I will tell you, that award proudly traveled with me from Moorestown, New Jersey to Fort Worth, Texas ... and to this day, has a prominent place in my office.

I also want to recognize that for me to be honored tonight as the Executive of the Year, it took the hard work of Lockheed Martin’s future leaders to put a thorough nomination package together – and those are the leaders of Lockheed Martin’s Leadership Association – specifically the L-M-L-A chapters in Fort Worth, Texas ... Marietta, Georgia, which includes our Meridian, Mississippi and Clarksburg, West Virginia locations ... Palmdale, California ... and Greenville, South Carolina.

If those LMLA representatives who are here tonight from around Lockheed Martin Aeronautics would please stand ... I would like to lead a round of applause for you.

I know one day, one of you may very well be standing on this stage and we will be honoring you.

Tonight, for just a moment, I want to speak about the valuable mission of NMA ... what LMLA brings to our business ... and how you can all continue to build leadership pipelines for the future.

We each lead through our actions, our integrity, and the way we treat others. It’s about how we respond to the opportunities in front of us ... treating people with respect ... and always bringing value to our business. At Lockheed Martin, we have three fundamental but enduring values, Do what’s right; respect others; perform with excellence. I sometimes refer to this as the only eight words you’ll ever need to know to be successful.

LMLA brings a tremendous value to Lockheed Martin. Through its numerous activities, LMLA promotes our company’s values while providing a leadership forum throughout our business.

Not a day goes by that I don’t personally see LMLA actively involved in what we do at Lockheed Martin Aeronautics. Whether it be young leader mentoring, our connect & engage employee networking, assisting with professional development or the most visible of all – your community outreach. LMLA’s community outreach is accomplished through a variety of company-sponsored events and activities – like our Engineers in the Classroom initiative, Toys for Tots, and charity walks/runs for a number of health-related causes. Suffice it to say LMLA is simply everywhere ... and that is how it should be.

As I mentioned, my office is in Fort Worth, Texas ... and as I understand it ... the Fort Worth LMLA chapter is the largest chapter of NMA with about 2,200 employees involved in LMLA activities.

I guess it’s true what they say ... everything is bigger in Texas. But seriously, we have about 14,000 employees in Fort Worth and it’s remarkable that more than 15 percent of the workforce belongs to LMLA.
What I described in Fort Worth for LMLA is what you will also find if you travel to Marietta, Palmdale, Greenville, Meridian or Clarksburg. You are a team that makes a difference.

I know you are all familiar with the NMA vision and mission, and its legacy that has lasted 90 years – but as I read them both – I was proud to see how well-aligned our LMLA chapters are to your vision and mission.

Your vision reads: **NMA is the recognized worldwide partnership of people and businesses inspiring outstanding leadership, and cultivating highly productive workplaces.**

And your mission reads: **NMA offers leadership development products and creates opportunities that maximize the potential of our members, sponsoring organizations, and communities.**

In a manner very similar to our three fundamental values at Lockheed Martin, the NMA vision and mission uses words like partnership, inspiring, highly productive, and maximize the potential. This vision and mission statement are a proper complement to our LM values.

LMLA is focused on enabling Lockheed Martin’s strategy – which includes a leadership model we call Full Spectrum Leadership – and in enhancing the company’s image.

We adopted the Full Spectrum Leadership model some 10 years ago and it has served us well in characterizing what we expect from our leaders.

As with the NMA vision and mission statement, full spectrum leadership complements our company values. Our full spectrum leadership model looks to each and every leader in Lockheed Martin to demonstrate the following imperatives; build effective relationships, energize the team, shape the future, deliver results, and model personal excellence, integrity and accountability.

We aspire to achieve these tenets in every Lockheed Martin leader fully recognizing that our goal clearly strives for perfection. While achieving this state of leadership perfection may not ultimately be possible, we will achieve leadership excellence in the process which makes us that much stronger as an organization.

I am proud of Lockheed Martin’s involvement in the NMA – and by the way, let us not forget how the LMLA legacy has already lasted 70 plus years and counting.

It’s your personal affiliation with NMA, and what you bring back to your business by being a part of this organization that will inspire future leaders.

At Lockheed Martin we are fortunate to have a strong support system for LMLA – and yes, our chapters are among the largest ... but no matter the size of your NMA chapter, you can make a difference. You can innovate and inspire your peers and your entire community.

In closing, I’d like to share with you a quote I came across earlier this year and it seems fitting again tonight ... Margaret Mead, a great American cultural anthropologist who was featured frequently as an author and speaker in the mass media during the 1970s once said:

> “Never doubt that a small group of thoughtful, committed people can change the world. Indeed it is the only thing that ever has.”

I’d say – as NMA leaders you make up the “small group of thoughtful, committed people.”

Your dedication to leadership has lasted 90 years ... and I know it will continue for 100 more.

I am humbled to accept this award tonight. There is no greater honor than being recognized by the team you serve. Thank you.
Your 2016 National Officers were elected at the October Board of Directors Meeting held in conjunction with the 2015 Annual Conference in Reno, NV.

2016 Chairman of the Board

Candi Creel, CM
Aerostructures Leadership Development Association
Chula Vista, CA

2016 Vice Chair

Lisa Hart
Mid-Columbia Leadership Development Association
Richland, WA

2016 National Treasurer

Kathy Spatz
Columbus Public Service Chapter
Columbus, OH

2015 Chairman of the Board

Nancy Bennett, CM
NMA BCBSM Leadership Development Association
Detroit, MI

2016 National Secretary

Shelly Menke
Lockheed Martin Leadership Assoc.
Palmdale, CA

2016 National Secretary

Kathy Spatz
Columbus Public Service Chapter
Columbus, OH

2016 Vice Chair

Lisa Hart
Mid-Columbia Leadership Development Association
Richland, WA

2016 National Treasurer

Kathy Spatz
Columbus Public Service Chapter
Columbus, OH

2016 Committee Chairs

Association Services & Development Chair

Michael Williams
Lockheed Martin Leadership Assoc.
Fort Worth, TX

Recognition Chair

Bob Noel
Boeing Leadership Association of Southern California
Huntington Beach, CA

Professional Development Chair

TBD

Community & Communications Chair

Michelle Lewis, CM
Lockheed Martin Leadership Association
Marietta, GA

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.

- Dr. Martin Luther King, Jr.
November 1, 2015

Shelly Menke  
National Management Association  
2210 Arbor Blvd.  
Dayton, OH 45439

Dear Shelly,

It was truly an honor to be recognized at the National Management Association's Annual Convention at the Peppermill Hotel Casino in Reno on October 31, 2015. We are very grateful for the support of you and your organization to leave a positive footprint on our Northern Nevada community. I would like to thank you for the very generous donations from your members which totaled $2,203.00, received on October 31, 2015 to benefit the Give Hope Foundation.

These donations will help us support children and their families in Northern Nevada who are battling devastating illnesses. In addition, we will also be able to contribute funds to pediatric cancer research and services to help those who have been stricken with these illnesses.

On behalf of those who will benefit from your generosity and the rest of our Board and committee members, I wish to thank you and your members for contributing to our success.

The Federal Tax ID for Give Hope Foundation is 20-2472387. No goods or services were provided in exchange for this gift.

Sincerely,

[Signature]

Amanda Flargas  
President
NMA wishes to thank those who have become Speech Contest Donors during 2015 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

“A leader is someone who has the capacity to create a compelling vision that takes people to a new place, and to translate that vision into action. Leaders draw other people to them by enrolling them in their vision. What leaders do is inspire people and empower them. They pull rather than push!”

- Warren Bennis

**Thank You 2015 Speech Contest Donors!!**

**DIAMOND LEVEL**

Nancy Bennett, CM  
2015 NMA Chairman of the Board  
BCBSM Leadership Development Assoc. #141  
Detroit, MI

Lockheed Martin  
Leadership Assoc. #249  
Fort Worth, TX

**PLATINUM LEVEL**

Alana Oldenburg  
Plano, TX

Crystal Burk  
Lockheed Martin Leadership Assoc. #249  
Fort Worth, TX

BCBSM Leadership Dev. Assoc. #141  
Detroit, MI

“In Memory of Art Seidler, CM”

David Williams  
2000 NMA Member of the Year

**GOLD LEVEL**

Sue Kappeler, CM  
NMA Headquarters  
Dayton, OH

AuDelia Rivas  
Lockheed Martin Leadership Assoc. #525  
Palmdale, CA

Southern CA Area Council #c190

Lennox Leadership Dev. Org. #514  
Marshalltown, IA

Santa Clara Valley Leadership Assoc. #764  
San Jose, CA

Lockheed Martin Leadership Assoc. #565  
Fort Worth, TX

**SILVER LEVEL**

John Kuntzmann  
2010 NMA Chairman of the Board  
Santa Clara Valley Leadership Assoc. #764
The LMLA Bay Area Chapter continued a cherished tradition by holding our annual Chapter Leadership Recognition Dinner on Saturday evening, August 22\textsuperscript{nd} at Florentine Trattoria in Saratoga, California. Thirty-five members, guests, and retirees celebrated a great year and great friendships. This dinner is a thank you to members who performed a leadership role during our past fiscal year 2015. Immediate Past President Araya Silpikul and current President Hilda Vivas shared Master of Ceremonies duties for the evening.

Following social hour and dinner, Araya summarized highlights of the past year, thanking all chapter leaders for their contributions to a most successful year. The Bay Area Chapter received three chapter awards at the 2015 NMA Annual Conference in Reno, Nevada in late October: Outstanding Chapter Award, a Community Service Award, and a 1\textsuperscript{st} Place Publications Award for our Missle chapter newsletter.

We honor chapter leaders with our dinner, recognition certificate, chapter recognition gift, and recognition gifts from Star One Credit Union.

Hilda recognized Araya for her service as Chapter President with a framed NMA Chapter President Service award and Rosewood Jewelry Box with engraved presentation plaque. Lockheed Martin Vice Presidents, Chapter Executive Advisor Wanda Sigur and May Dinner Program Speaker John Kowalchik thanked chapter leaders for making a difference in our company and in our community.
The LMLA Bay Area Chapter honored our 2015 Chapter Member of the Year at the Chapter Leadership Recognition Dinner on August 22nd. As in all chapters, this is the highest honor the chapter can bestow on a member. In a volunteer organization with so many serving leadership roles, selecting a Member of the Year is always a difficult decision.

This year the Bay Area Chapter recognized Charleen Stoner as our Chapter Member of the Year. Charleen, Steve Stoner’s wife, is an NMA Individual Member. While our current bylaws limit members to Lockheed Martin employees, we consider Charleen a member for the superior support she provides to chapter activities. Charleen works tirelessly behind the scenes to ensure so many chapter activities are successful. She prepares, coordinates, and supports all the Personal Development Seminars, both lunchtime and after work. She plans, sets up, and cleans up for dinner programs, youth development activities, staffs registration at program and social activities, and even staffs the information table at lunchtime in our main facility during several Community Fairs Lockheed Martin Space Systems Company holds each year.

Charleen has become a fixture at NMA spring and fall conferences. She volunteers, and NMA gratefully accepts, staff the registration desk, Silent Auction Room, and supporting the NMA Staff as needed during the conferences. During the past year, she supported the NMA Annual Conference in Reno, NV, and NMA West Leadership Development Conference in Spokane, Washington. Charleen has supported numerous NMA conferences throughout her membership.

Charleen has taken the “leadership is a call to service” role to heart and provides the integration and coordination needed to conduct not only chapter, but NMA activities as well.

And we were able to totally surprise Charleen as we kept our closely held selection most quiet. Congratulations to Charleen Stoner, a most deserving Chapter Member of the Year.
In 2015, the National Management Association, founded by Charles F. Kettering, celebrates its 90th anniversary. Also in 2015, Toastmasters International, founded by Ralph C. Smedley, celebrates its 90th anniversary with a yearlong tribute through October 2015. Both men had the same great thought – provide a safe environment in which their organization’s members could practice their professional development and leadership skills.

The two organizations have many common goals:

- Professional Development
- Leadership Opportunities
- Membership
- Speech Contests

Let me explain.

Both organizations offer a wide variety of Professional Development activities: NMA provides professional and personal development workshops at the spring conferences and at the fall conferences, in addition to an extensive library of workshops and seminars and online presentations for professional and personal development. Toastmasters provides LACE (Leadership and Communication Experience) in the spring and in the fall, as well as an extensive library of manuals for developing personal and professional development, leadership abilities and communications skills.

Both organizations offer Leadership opportunities: NMA affords officer opportunities for chapters, councils, areas, and the national board of directors. Toastmasters affords officer opportunities locally for clubs, areas, divisions, and districts, and election of International Directors who serve on the international Board of Directors.

Both organizations offer differing levels of Membership: NMA offers chapter membership for company-sponsored chapters, community chapters, and individual memberships. Toastmasters offers club membership for closed company clubs and for open community clubs.

Both organizations offer Speech Contest experience: NMA conducts a speech contest for high school students annually at the chapter, council, area, and national levels; Toastmasters members help administer the NMA contests; Toastmasters members conduct Youth Craft at schools that are participating in the NMA speech contest. Toastmasters conducts speech contests for members in the spring and in the fall at the club, area, division, district, and international levels; Toastmasters Founders District Community Relations Committee (Orange County, CA) supplies judges for as many as 40 high school and college speaking events annually.

Over the past 90 years, the one great thought shared by Charles Kettering and Ralph Smedley has been shared by all the members of the National Management Association and Toastmasters International.

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.

- Dr. Martin Luther King, Jr.
On October 14th, the Lockheed Martin Leadership Association (LMLA) in Sunnyvale sponsored a Holiday Card sorting event for the American Red Cross Holiday Mail for Heroes Campaign.

The cards are collected from all over the U.S. by the Red Cross. Here at Lockheed Martin, we read the cards, including many from children all over the US, giving their thanks and cheer as well as some fun jokes in their letters. There were 15,000 cards brought in to sort, screen and package. Armed with holiday ribbons and decorative bags, Lockheed Martin employees packaged 14,300 holiday cards during 2 ½ hours. It was a holiday party just to read, sort, and share the variety of handmade and retail cards with special messages for troops, sailors, airmen of the Army, Air Force, Navy, Marine Corps, and Coast Guard. This group of cards we sorted is going to be distributed to deployed/deploying coast guard ships (home-based in Alameda, California).

There was a resounding “yes” to hold another card sort event, so we held another card sort event on Nov. 10 to get as many cards packaged as possible for the Red Cross to distribute to more troops.

On behalf of the American Red Cross Service to the Armed Forces, thank you to all of the volunteers for your passionate spirit and the time spent for others we may never meet. Your valued partnership with service to the Armed Forces resonates throughout the military community for many such projects throughout the year.
If you have ever been subjected to a group conversation, then you already know how frustrating it can be to have your in-box continue to fill up once other recipients begin to reply via the dreaded Reply All option. The deluge of responses, including those who Reply All to tell everyone to “Stop Replying All”, soon goes from amusing to annoying. Worse yet, if you’re a frequent voyeur of that seductive inbox of yours, it can become a distracting annoyance that grinds those productive gears of yours to a halt.

While there are several ways to take care of this issue, I’m only going to talk about one. It’s simple and clean and reversible if someone suddenly asks you if you “got that email.” This messiah of productivity is known as the Ignore button and it is often overlooked. Hey, it’s not your fault so don’t kick yourself if you never noticed it. Shoot, you may actually have noticed it and just not known what to do with it.

Excited yet? Interested? Ready for me to stop teasing you and just show you already?

How to ignore a conversation:

- Select one of the messages and open it fully or view it in the Reading pane.
- Click the Home tab, and click Ignore in the Delete group, or press [Ctrl]+[Delete]. You can also right-click the message in your in-box and choose Ignore from the drop-down menu.
- Click Ignore Conversation.

You should be presented with a message box asking you if you’re sure (you know you are, just do it already). Once you acknowledge Mr. Just In Case, those annoying emails shift IMMEDIATELY to your Deleted Items. Sigh. The balance of order is restored and you become the shining example of productivity once more. Life is good. Time to clean and wax your cubicle with all of that extra time!

If you want to restore the email deliveries, simply visit your Deleted Items and do the same thing. You’ll notice that the Ignore button is slightly highlighted when you visit it here. When you select Ignore, the color shifts back and the conversation (including any emails from the conversation left in your Deleted Items) is restored IMMEDIATELY to your in-box.

Hopefully you were amazed and able to take advantage of this handy feature. If you already knew about it, then I am simply envious of your skills. If you have any ideas or efficiency wisdom to share, please contact me at bryan.d.miller@lmco.com so we can educate the masses!

2016 Speech Contest Entry Deadline

If your chapter/council is planning to conduct a Speech Contest during 2016, Chapter Speech Contest Confirmation forms must be received at NMA by January 31st.

The form can be accessed by following this link:

http://www.nma1.org/documents/speech-contest/Speech-Contest-Chapter-Council-Confirmation.docx
Diane Stefani has been recognized as the recipient of the 2014-2015 Silver Knight of Leadership award, for her role as executive sponsor for the Lockheed Martin Leadership Association (LMLA) chapter 531. The Silver Knight of Leadership is the highest award NMA chapters can bestow upon an outstanding executive.

Diane has been a staunch supporter of LMLA and has demonstrated outstanding leadership by engaging in numerous activities as well as mentoring the LMLA executive team. Through her encouragement, she has motivated the LMLA executive committee to become better leaders and to provide fresh solutions as the team faced the challenges of a diminishing membership, low participation rate, and having a majority of the experienced leadership team transferred to Fort Worth with the F-22 program.

After a period of righting the ship, the LMLA executive team approached Diane with the desire for a new strategy to improve their image and rejuvenate the membership. Diane is mentoring LMLA through a new strategy; one that embraces a new culture, a new accountability.

With Diane’s experience and sponsorship, LMLA leadership is energized as we embark on this journey and we want all our members to be energized along with us. It is for these reasons LMLA in conjunction with the NMA ... THE Leadership Development Association (NMA) has awarded Diane the 2014-2015 Silver Knight of Leadership award.