As I put fingers to keyboard this morning, we’re getting our first snowfall in Dayton, OH – a sure sign that winter has arrived. After a tumultuous election season (which lasted at least 3 years didn’t it?), the holidays and even blankets of white (for some of us) allow us to shift gears and reflect on what’s really important – family and friends.

For those of us on the NMA staff -- and your national NMA leadership team – we include all of you in that category of “family and friends”. As an Association of professionals, NMA is very fortunate to have a unique culture of family. You have it at your chapter and that culture miraculously seems to endlessly expand and include your NMA colleagues across the country. Put simply, one of the most enjoyable parts of going to an NMA gathering (CLT or Annual Conference) is watching people at the Registration Area when they spy old friends and rush up to extend a handshake and a hug. First-timers sort of stand there, not quite sure what’s going on. Hopefully, by the time they drop off their bags and hit the Welcome Mixer, they’re starting to catch on. I’m pretty sure that everyone who has ever left an NMA conference or workshop feels the warmth and genuineness of new friendships just made.

As I reflect on 2016, I can truly borrow a phrase from a past NMA Conference that it’s all about “reflecting you, reflecting me, reflecting you”. We’re all in this personal and professional growth business together. We coach and counsel. We listen to one another. We share best practices and lessons learned. We are better people and better leaders because of the daily crossing of paths. Our membership in NMA reminds us that
2016 Reflections and Resolutions! (Cont'd)

we absorb from others, take away from shared experiences, and try to predict the future based upon what we see reflected in ourselves and others. Like all good families, we do not all see the world the same. But we know that our shared experiences make us better able to handle whatever comes our way.

A highlight of 2016 has certainly been bringing three new chapters into our NMA family. We are proud to welcome the Boeing Oklahoma Leadership Association (Oklahoma City), the Boeing Rocket City Leadership Association (Huntsville) and the WIPP Leadership Association (Waste Isolation Pilot Plant) in Carlsbad, NM, to our family. Holidays are always better when “young ones are around”, right? I can hardly wait to get all three of them to the 2017 CLT workshop! They will soon know what “family” is all about!!!

So, please allow me to wish you and yours a safe, wonderful, and memorable holiday seasons with your loved ones. Happy New Year as well!

Happy Holidays from the NMA Staff!!

NMA Office Holiday Hours!
The NMA office will be closed after Thursday, December 22, 2016, and will reopen Tuesday, January 3, 2017.
The next Board of Directors meeting will take place at NMA Headquarters in Dayton, Ohio, on January 13-14, 2017. 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

We Need Your Chapter Membership Forecast for 2017!

WHY?

In an effort to budget for 2017 and meet the needs of our many chapters and councils, we would like you to submit to NMA, no later than December 30, 2016, what you forecast for your chapter’s membership size between January 1 and December 30, 2017. None of us has a crystal ball but we’d still appreciate your very best thinking.

Please email the following information to robin@nma1.org:
Your Name
Chapter Name & Number
Forecasted Number of Members at the end of 2017
Any other information about your membership you would like to share.

You will automatically receive 100 bonus points on your CAR1 for the administrative year if you submit this information by December 30th!

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.
2017 Annual Conference and CLT Information

2017 Annual Conference

September 7-9, 2017
Hilton
400 Mandalay Ave.
Clearwater, Florida 33767
$129 S/D

2017 West CLT

April 27-29, 2017
Coeur d'Alene Resort
115 S. 2nd Street
Coeur d'Alene, Idaho 83814
$129 S/D

2017 East CLT

May 18-20
Embassy Suites
800 Monroe Street
Huntsville, Alabama 35801
$139 S/D
Do you want your chapter to be recognized for excellence in communications? Enter NMA’s 2017 Publications Contest!

In 2017, NMA will be recognizing those chapters who have conducted the best chapter programs in America!! Enter our NEW 2017 Programs Contest!!

Publications Contest
Entries
Due at NMA by: May 1, 2017

NEW-Programs Contest
Entries
Due at NMA by: June 1, 2017

Would you like to give national recognition to one of your organization’s top Executives? If so, nominate that individual for our 2017 NMA Executive of the Year Award!!

Executive of the Year Nominations
Due at NMA by: June 1, 2017

Do you have a chapter member who has gone “above and beyond”... and maybe was selected as your Member of the Year?? If so, why not nominate that individual for the national Member of the Year Award?

Member of the Year Nominations
Due at NMA by: June 1, 2017

If you have someone you’d like to recognize for significant personal and professional contributions to the development of management and/or leadership, nominate that person for our 2017 NMA Hall of Fame!!

Hall of Fame Nominations
Due at NMA by: June 1, 2017

Go to NMA’s website and download the 2017 forms; instructions are on the forms!! https://nma1.org
Is Perfection Always Desirable?

Adriana Babiak-Vazquez / Chapter President
Wyle Leadership Association #492 / Houston, TX

As I hear the presidential candidates argue among themselves, pointing out each other’s faults and negative characteristics, I long for the days when we thought we had ideal presidential candidates. But, thinking on it for a moment, I realize we have never had perfect candidates. There will always be those who complain a candidate is too conservative or too liberal or too middle of the road. We will be reminded of the many mistakes that a candidate has made and perhaps hear of an associated scandal or two. Eventually, candidates will share their accomplishments and some degree of forward actions to help the country. This might offer us some insight into who may be best to lead. It is our job to anticipate what we might need for the good of the nation and vote for a leader who best fits those needs.

Similarly, in our work, as we go forth and lead our teams and groups, we should be focused not on the errors, or the risk of errors, in our actions. This focus can lead to fear and inaction and ultimately to failure. We need to have forethought to envision the direction we need to go and the road we need to get us there and the courage and confidence that we are acting on what we know is right and good.

It is not perfection in ourselves and others that we should seek, then, but resiliency and wisdom. It is not the possibility of making mistakes that we should be worried about, but our ability to learn from those mistakes and come back stronger—our wisdom gained through defeat. Resiliency is defined online as “the ability to withstand or recover quickly from difficult conditions”. Perfection should not be the attribute we seek in ourselves, our presidential candidates, or others. Rather we should seek courage to know where you went wrong, not know what further problems lie ahead yet still get up and lead again. I’ll end with the following quote that some people attribute to the great, resilient leader, Winston Churchill, “Success is not final. Failure is not fatal. It is the courage to continue that counts.”

It is not perfection in ourselves and others that we should seek, then, but resiliency and wisdom.

2017 Speech Contest Entry Deadline

If your chapter/council is planning to conduct a Speech Contest during 2017, Chapter Speech Contest Confirmation forms must be received at NMA by January 31st. The form can be accessed by following this link:

https://nma1.org/documents/speech-contest/Speech-Contest-Chapter-Council-Confirmation.docx
Twenty-five years ago I entered into leadership without any real idea of what I was getting myself into. At that time in the early 1990s, my leadership responsibilities really focused on two main things - managing employees and making sure commitments were met. The workforce mostly consisted of Baby Boomers, a generation that believed in hierarchy, traditional management styles, putting in your dues, and following the chain of command.

Today’s workforce is very different with a mix of Baby Boomers, Generation X, and Generation Y, or Millennials. And I believe that we now have more of the latter two generations working than Baby Boomers. The work environment has definitely changed. Employees have different expectations, both at work and in their personal lives. And leadership in 2016 is nothing like management back in the early 1990’s. For any of you who remember the 1980’s General Motors slogan “Not your father’s Oldsmobile,” that’s what I think about leadership today vs. management back when I started.

So what does leadership look like today? Leaders are still expected to ensure commitments are met but there is much more expected:

- Leaders should flip the organization - no longer the “you work for me” mentality but instead I hold you accountable and I am here to help you succeed.
- Leaders should spend more time coaching and mentoring employees; not micro managing them,
- Leaders should spend less time in meetings and with their doors closed and spend more time focusing on where their organization is going and how to get there.
- Leaders should use techniques like Completed Staff Work to help employees succeed with tasks – assignments brought to a leader should be complete, vetted, and only require a thumbs up.

I have been reading lots of books lately as part of our Culture of Accountability journey. I am now on my third Connors and Smith book - the first was “Change the Culture Change the Game”, the second was “The Oz Principle”, and the latest is “How Did That Happen”. All of these books have confirmed one thing – I still have lots to learn as a leader. For example two important themes in “How Did That Happen” are:

Do I make sure expectations are clear and that employees completely understand what needs to be done and why? Which begs the question – do I know enough about the business, or do I have the right business acumen, to explain why something needs to happen and how it impacts the business? Which means that now I need to be a business leader and not necessarily just an IT leader.

What part of the problem am I? If something fails or does not meet my expectations, then my first reaction should not be to blame someone but instead to determine what went wrong and what could I have done differently to help it succeed.

You might think of all of this as a little scary, but to me this reminds me why I got into leadership in the first place – the continual challenges and the ability to grow as a leader and a person. So while leadership today is nothing like it was when I first started – it’s definitely “Not your father’s Oldsmobile” - I see it as today’s Corvette. And I am excited to be a part of it.
New Awards from NMA!

**Outstanding Service Award**

What better way to show your appreciation to a Chapter or Council Member than with this beautiful light blue and clear crystal award? Crafted with two beautifully coordinated colors the look of this optic crystal and blue glass on an aluminum base is unique and reflects the importance of the tireless contributions and “peak performance” which you are recognizing.

The NMA logo and the name of the award are deep-etched in the blue glass.

This award comes gift boxed with a silver plate (approx. 2.5”w x .5”h), suitable for later engraving

8”H x 5 1/8” W x 2”D; 2.5 lbs.

Price: $129.00 plus shipping

**Distinguished Recognition Award**

This handsome award can be used to thank anyone in your Chapter or Council who is deserving of special recognition for their contributions, dedication, and hard work. The recipient’s name is etched in the center of the circle and we can add the chapter name and the date of the presentation. It is made of optic crystal which is well known for its purity, precise cutting, and superb polish. The circle is made from beveled Starphire Crystal whose slight aqua tint is accented by a royal blue triangular base. The name of the award is reversed-etched around the circumference, providing an eye-catching detail.

FREE Personalization and packed in a special presentation box.

8.5”H x 9” W x 2”D; 2 lbs.

Price: $99.00 plus shipping

**NMA Star Award**

This newly designed award is available for purchase by both Chapters and Councils. It’s a cost-effective way to show your appreciation for almost any reason imaginable – showcasing a member for his or her “shining star qualities” and letting them know how highly regarded they are.

The award is part of Airflyte’s Constellation Series of fine acrylic awards. It has a handsomely etched star with gold paint-fill and a mirrored bottom. The NMA logo and the name of the award are permanently etched.

The award comes with a gift box and a brass plate, suitable for engraving on your end.

8 -1/4”H x 3-1/8” W and tapered from 1-1/8” to 7/16”D; 1 lb.

Price: $79.00 plus shipping
New Awards from NMA!

Leadership Award

NMA has designed a new, contemporary Leadership Award available for purchase by chapters and councils. It may be presented to any member who is in good standing and who has exhibited outstanding leadership abilities through participation in Council or Chapter activities. The nominee will have regularly applied the principles of NMA’s Code of Ethics. There is no restriction on the number of these awards that can be presented during the year.

Councils or Chapters must complete the online nomination form, with the concurrence from the Council’s or Chapter’s assigned NMA National Director, to the NMA Executive Director not less than 60 days prior to the anticipated presentation date.

This towering award contrasts clear and frosted optic crystal, highlighted by a cobalt crystal diamond for a look that is beyond striking. Large enough for hoisting, this unique design will add style and a splash of color to your presentation. Etching as shown is included at no extra charge.

FREE Personalization and packed in a special presentation box.
11.5”H x 7.75” W x 2.5”D; 5 lbs.
Price: $209.00 plus shipping

Servant Leader Award

This is NMA’s newest award, available for purchase by both Chapters and Councils. Its intent is to provide unprecedented recognition for those truly special individuals for whom “community service” is second nature. The inscription reads, “In Recognition of Your Inspiring Service to Others”. That pretty much says it all.

Comprising a unique design and substantial weight, this dynamic award commands recognition through its stunning simplicity. This designer award features flawless black and clear optic crystal that makes the award a work of art. It is precisely crafted and then etched with your recipient’s name, Chapter or Council, and presentation date.

FREE Personalization and packed in a special presentation box.
9”H x 6” W x 2”D; 5 lbs.
Price: $169.00 plus shipping
How do you stay optimistic in a world of change when you are also overloaded with work that doesn’t seem possible to accomplish?

Many of my clients are facing industry upheavals such as mergers and acquisitions, disruptive technologies, cyber-security issues and generational differences. All these things are on top of everyday responsibilities where most people need to do more with less.

Recently I had a conversation with five leaders who are part of a massive organizational expansion. Their division of the company is responsible for billions of dollars of capital investment in one year. While we were discussing this, the topic of optimism came up.

While they admitted that this year would be stressful and they didn’t know how they would accomplish all their goals, they all demonstrated a certain resilience that suggests to me that they will have optimism to carry them through the year.

In our conversation, some important points emerged for how they have generated and maintained an optimistic attitude over several years of capital expansion. Here are some of the ideas they shared in our conversation that help them cope with huge responsibilities, change and stress.

**They focus on what they want** – Each of these leaders is able to understand their role in the big picture and create a vision for how they want to participate. They concentrate on what they can get done.

**They display confidence** – They are highly capable and have the professional expertise that builds confidence. Their confidence instills confidence in their teams.

**They use language of success** – These leaders are uncompromising about the beliefs that their teams can get the job done. Their language of success includes communications such as:

⇒ “We will find a way – we always have.”
⇒ “We’ll make it happen.”

Reassuring the people that do the work that they will meet their goals (even when they sometimes wonder themselves) goes a long way to build team morale and keep stress levels manageable. They keep a positive can-do attitude with their teams.

**They communicate the why** – These leaders make sure to communicate the big picture to their teams so they understand the ‘why’ behind what they are being asked to do. These leaders found much higher engagement with their teams when they shared the vision of the project and the why.

**They rely on their experience** – They rely on their successes to stay connected with what achievements are possible. This helps them when it seems like they will miss the deadline or run into obstacles.

**They used Reality Checks** – While these leaders are optimistic and make a lot of things happen in seemingly impossible deadlines and circumstances, they do balance this optimism with a reality check of the facts connected to their goals.

**They have an open-door policy** – Anyone on the team is able to meet with their team leader to bring ideas, express concerns, or point out potential roadblocks in order to keep the project running smoothly. Their commitment to openness has fostered a close-knit team community.

Whether you are leading a change initiative, a huge project or program, an R&D team, or leading your team through routine projects, these tips can help you navigate change and reduce frustrating moments. Pick just one that you don’t currently use and try it out for a few weeks and see what differences you experience during times of extreme pressure.

Kathy Garland works with sales and technical teams experiencing change to develop emotional intelligence and use personality type difference effectively.

You can read more here about leadership and emotional intelligence or search Kathy Garland on LinkedIn.

For a complimentary consultation on how Emotional Intelligence and Myers-Briggs Type Indicator can help your team, call 972.529.6744 or contact her at kathy@kathygarland.com.
Recently while leading an NMA webinar on emotional intelligence, one of the participants asked what to do when someone is difficult to get along with and not being emotionally intelligent. It’s a good question because we all experience the difficulties of working with people who are unaware how their emotions drive their decisions and interactions with other people.

Not using emotional intelligence can lower productivity, cause unproductive conflict, damage relationships and lead to avoidance of people who don’t use emotional intelligence and interpersonal skills to get along with others.

Here’s a scenario you may have experienced in your office:

A team is assigned to a project and as expected, Pat is always late to team meetings and doesn’t finish the work promised or does the wrong work.

Members of the team react in different ways. Some roll their eyes, some make comments under their breath, some ignore Pat and others cut Pat out of the loop. Pat’s boss Kelly is highly empathetic (recognizing, understanding and appreciating how other people feel) and doesn’t always use assertiveness (communicating feelings, beliefs and thoughts openly, and defending personal rights and values in a socially acceptable, non-offensive, and non-destructive manner) appropriately. As a result, Kelly allows Pat’s behavior to continue, even though there is an impact to the team.

All of these responses and reactions are not using emotional intelligence very effectively. It’s not just Pat’s problem.

If you work with someone like Pat, or, for example, a colleague who is defensive or brings too much sarcasm and negativity to the workplace, it can be a real challenge to get along and be productive.

Kelly needs to step up and use assertiveness to have a conversation with Pat to correct the bad behavior. Pat needs to understand what behavior is appropriate around meetings and deadlines. Kelly needs to be very clear. This may involve some coaching by Kelly, which will require Impulse Control (the ability to resist or delay an impulse like telling Pat what to do and how to do the work) or Problem Solving (finding solutions to problems in situations where emotions are involved. Emotions such as frustration on the part of the group, uncertainty from Pat.) Using Problem Solving as a boss or team leader involves asking open-ended questions and clarifying the thoughts of the person being coached.

It is easy though to let Kelly take the lead with Pat to correct the behavior. That may be enough and it may not. If you are on a team like this, you don’t want to fall in the trap of blame, frustration and criticism.

So there are some things I’d like to remind you of that you already know. Putting these things into action can help you when you work with people who can be difficult.

1. **You can’t change anyone but yourself.** You may try and many of you do, however, it’s up to the other person. I’ve coached people for over 15 years and I know that I have a lot of great business and leadership skills that I use to coach my clients. All the great ideas and skills in the world don’t motivate someone to change. The other person has to have the inner drive to be different; however, you don’t have to tolerate disrespectful or bad behavior. If it bothers you then you need to have an honest and emotionally intelligent conversation with Pat.

2. **Begin by looking at your own automatic reactions.** Your automatic reactions can contribute to the problem experienced by the group. Look at your automatic thoughts and actions. Do you expect Pat to always be late? Do you overlook this behavior for some reason? Start by identifying why Pat irritates you. When you can control your automatic reactions, it will help you and your team function better together.

3. **Use a Problem Solving approach.** What goes on that triggers this behavior? Does Pat even know how this behavior affects everyone? Does Pat know why tardiness is a problem? People who are late could be rushing around because they don’t manage their time well or take on too much and can’t get it all done.

   Perhaps lower self-esteem keeps Pat from making the best decisions or taking risks when appropriate. If Kelly can find the source of this, Pat could be coached to make a powerful change. Very likely, there are some blind spots that drive the...
NMA Announces Innovative Learning Tool for Members!

It is the Holiday Season and just in time NMA is announcing the availability of an innovative learning tool utilizing the very latest in micro-learning techniques. What’s involved? Access to a unique online learning platform of over 5,000 short training video presentations.

Micro-learning is an innovative approach to learning that presents one or two key learning opportunities in 1-2 minute videos. It’s super flexible, so you can learn from anywhere - whether it’s on your computer, laptop, smartphone, or tablet. This approach covers thousands of topics, including management, leadership, workplace communication, productivity, self improvement, time management, stress management, conflict resolution, and many more! This technique is designed to maximize information retention and has proven success both for all professionals, both old and young.

NMA signed a one year trial contract to “pilot test” and provide this type of leadership training, December 2, 2016! We had completed a series of reviews and discussions with Grovo Inc., including demonstrations for the Executive Committee and PD Committee. There is no charge to you and your chapters; the cost of the contract for this one year trial is being paid for by a one-time grant from the NMA Educational Foundation, Inc.

For the trial we have a contract for 150 licenses. This and some restrictions on use mean that we will have to use a rotational system and chapters will have to take turns over the one year period. The contract is good for a user and their e-mail address. Except for an occasional group viewing it, the license cannot be used by multiple users who have not been issued an individual license. So we will rotate the licenses about every 5 to 6 weeks.

Grovo is a leading-edge provider in this type of application and has a substantial client list. They have developed, and their clients have access to, over 5000 videos presentations. Additionally their website and service is structured to allow its customers to upload their unique training materials that they would like shared with other divisions or chapters. However, they have never done this type of roll out with a professional organization, concentrating instead on individual companies and clients. So, this trial period is to give us the opportunity to determine if it works well as a delivery method and also provides the freedom of access that

Working with Difficult People (Cont’d)

behavior, particularly if Pat is a good fit for the job. This is where Kelly’s use of empathy could help uncover this. It doesn’t mean you let someone cry on your shoulder, it means you acknowledge where they are.

4. **Work on your own emotional intelligence.** This will help you manage your responses as well as better understand people like Pat and your other co-workers or direct reports, as well as your boss. This is a great team-building exercise when your group has a common goal to use emotional intelligence skills.

Everyone has emotional intelligence, and yes, so does Pat. We just use the skills to different degrees and levels of effectiveness. Once we are aware of what they mean, where our usage is and where we want to grow, our performance can be impacted in a positive way. We become better at our own stress management as well.

No matter what age or experience we have, we can continue to improve our emotional intelligence. Just as we can continue to learn or improve our physical health, we can also improve our emotional intelligence usage.

Kathy Garland works with sales and technical teams experiencing change to develop emotional intelligence and use personality type difference effectively. You can read more here about leadership and emotional intelligence or search Kathy Garland on Linkedin.

For a complimentary consultation on how Emotional Intelligence and Myers-Briggs Type Indicator can help your team, call 972.529.6744 or contact her at kathy@kathygarland.com.
Do you know what will happen if you have been an NMA member for over 30 and you are asked to deliver toys donated by the Southern California Area Council (SCAC) to the City of Orange Fire Station? Well, take a look at the photo in this article and you will see.

At the annual SCAC Holiday Happening in December, the only face-to-face meeting of the council, we have a toy drive. This year, we voted to split the toys between two of our chapters, the Harbor-UCLA Medical Center chapter and the City of Orange Leadership Development Association (LDA). No one from Orange could attend the event, so I volunteered to deliver the toys to the City of Orange. Instead, they asked me to deliver the toys to the City Fire Station across the street from City Hall. That station was participating in the Spark of Love toy drive sponsored by Southern California Firefighters and the U.S. Marine Corps Reserve. When I arrived, Susan Galvan, president of LDA, said we needed photos for our newsletters. The firefighters proposed taking a photo in front of the truck. Well, I said “aw, why can’t the old lady sit in the truck?” The next thing I knew, firefighters had lifted me into the cab of the truck. When I asked “why can’t Curious George come with me,” they passed up the toy to me.

And there we are peering out the window.

When I did my Christmas letter this year, I reported on two milestones, turning 80 and losing 100 pounds. Now I can add a third milestone – sitting in the cab of a great big fire truck with two good-looking firefighters. Not too bad for an old NMA lady.