



NMA Breaktime

An Electronic Newsletter for NMA Members



Chairman's Message... The Definition of a Leader

Bill Kitchen, CM

2011 Chairman of the Board
Mid-Columbia Leadership Development Assoc.
Richland, WA

There are many definitions of a leader but these recent months have illustrated the strong leadership qualities that reside in your NMA...The Leadership Development Organization's board of directors. Recognizing and responding efficiently and effectively to challenges are the qualities that were exemplified by some of our directors in a way that merits recognition. As some of you may know I received a resignation letter from our Professional Development chairperson, Dr. Reneé Stewart. Her resignation was a result of organizational changes and critical funding reductions within her work scope, thus causing reduced time available for her to perform her chairman duties. Dr. Stewart has performed well in providing a creative agenda for NMA Professional Development.

As soon as Reneé announced her resignation, I immediately sought a replacement and I don't think I ever had an easier time. Ms. Nancy Bennett of Blue Cross Blue Shield of Michigan rose to the occasion to volunteer enthusiastically for this opening. Nancy has been serving as the Northeast Area Chairperson and has been assisting Dr. Stewart on the Professional Development Committee. Ms. Bennett has been with Blue Cross Blue Shield of Michigan for over 21 years in positions of increasing responsibilities and results-oriented experiences including operations management, business process improvement, joint union-management work functions, and employee development. She currently is the Manager for Customer Service Training and Quality in the Operations Development and Learning Management department, and has a Bachelor of Science in Business Management and a Masters in Management. Nancy has been a member BCBSM-NMA Leadership Development Association Chapter 141 (*one of our larger chapters*) for 15 years, holding leadership positions of Chairperson of Publications, Vice President of Public Relations, Chapter Board Member, President-elect, President, and Chairman of the Board. In 2010 she was appointed as National Director and in 2011 she was appointed to the position of Northeast Area Chair. Due to her work function in training, Nancy holds active affiliation with other training and development associations which will aid our current initiative to evaluate potential formal relations with other professional associations as we enhance our professional development offerings.

I consider our Professional Development Committee one of the most important committees on the board and because of that, I wanted Nancy to focus on this and not split her attention with chairing the Northeast Area of

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TEST YOUR NMA KNOWLEDGE...

NMA was founded in 1925 by:

- A. Charles Kettering
- B. Louis Ruthenburg
- C. George Odiorne
- D. Peter Drucker
- E. None of the above

(answer on last page)

The Definition of a Leader... Cont'd

Chapters and Councils. So again, in reducing her work scope, another leader of our board of directors stepped up to aid the situation. Ranessia Smith, our current National Secretary, volunteered to be acting Northeast Area Chair for the remainder of the year. Since Ranessia just completed this assignment prior to accepting the National Secretary position, she feels confident she can handle both roles. Ranessia certainly exemplifies a true leader both with the NMA and in her very responsible job position and is commended for assisting NMA in the way she has throughout her years with our organization.

The leadership of many was also exemplified at the West Leadership Development Conference (LDC) in Anaheim, California. This was an excellent conference and could only have attained that stature through the volunteer efforts of people like Kiran Dambala, Robert Noel, Shelly Menke, Avis French, Vaughn Abbott, Steve Menke, and many others who worked either behind the scenes or visibly during the conference. Congratulations to all the volunteers who made this event such a wonderful experience. I am now looking forward to attending the East LDC in Savannah, Georgia on June 2, 2011. I hope to see many of you there!

As you can see, the efforts of our Board of Directors have expansive influence on our organization and can reap a lot of personal reward. I recommend that some of you consider the potential for being part of the national effort by pursuing a position on the board of directors. We are always looking for fresh ideas and new enthusiasm for furthering our valuable organization.

As a final note, I send out my heartfelt thoughts and prayers for those who have been suffering through a series of natural disasters that have inundated our Midwest and Southwest areas of the country in unprecedented disasters. This is a time when volunteerism is needed the most; either in the form of physical or monetary help. Please consider doing whatever you are capable of to help or support the recovery in these areas.

LMLA and LM Employees Adopt-a-Mile

Ashley Beiger

Lockheed Martin Leadership Association / Marietta, Georgia

LMLA members and other Marietta employees participate in quarterly Adopt-a-Mile cleanup events to promote stewardship and community and environmental awareness. Our corporate "Go Green" goals are just one of the ways Lockheed Martin is turning into a more environmentally friendly company, and there's no better place to start the green initiative than in our own community.

At our last event on March 12, more than 15 volunteers gave their time, including a large group of volunteers from Marietta's PRIDE organization. We all look forward to doing it again next quarter and encourage other chapters to consider their own similar activity.



LMLA members and LM employees with items found on the road

Lockheed Martin Marietta Honored by Georgia Governor Nathan Deal
Stephanie Stinn
Lockheed Martin Leadership Association
Marietta, Georgia



From left to right are Rep. Sheila Jones; Rep. Stacey Evans; Sen. Doug Stoner; Shan Cooper; Gov. Nathan Deal; Rep. Sharon Beasley-Teague; International Association of Machinists and Aerospace Workers Representatives Tim Parker and Wendell Carlisle; and Brian Johnstone, Lockheed Martin director of Government Relations. Jones, Beasley-Teague, Parker and Carlisle also are Lockheed Martin employees. Photo by John Rossino.

Georgia Governor Nathan Deal honored Lockheed Martin's 60th anniversary in Marietta with a proclamation, which he presented to Shan Cooper, Lockheed Martin vice president and general manager, March 24, at the state Capitol in Atlanta.

Also participating in the ceremony were members of the Cobb County state legislative and senate delegation.



SUBMIT ARTICLES FOR AUGUST ISSUE OF NMA BREAKTIME BY JULY 15

Do you have any activities that you would like to share with other chapters and NMA members?? If so, please send them to NMA (sue@nma1.org) so we can publish them in the next issue of NMA Breaktime. All articles and pictures should be submitted no later than July 1.

The Three-Step Process to Change Effectiveness

Shelly Phillips, CM

United Space Alliance Leadership Association
Houston, Texas



"Change" is probably one of the most used words in our everyday lives. Changes occur all around us whether it be at home, at work, at school, at

church or even at the gas pump and grocery store. We deal with changes in our family situations and in our finances on a constant basis and of course, not all change is bad. However, the stress associated with any major change, good or bad, can impact our health and ability to function in our daily routines. I wanted to share an article by Dr. Jeffery Magee on Change that may give you some coping techniques when you are faced with a major change. This is part one of a four part series that we will be sharing with you over the next few months.

The Three-Step Process To Change Effectiveness!

By Dr. Jeffrey Magee, PDM, CSP, CMC
Part One-of-Four Part Series

The ability to positively influence change within oneself and among others - and have others embrace it enthusiastically - can be the simple difference between success and stress.

By far, one of the greatest contributors to reduced productivity and, subsequently, profitability in the business place and at home is the failure to understand the "change process" has a

very defined structure. There are three distinct steps to change. How one addresses each and facilitates each has a direct correlation with the outcome or lack thereof!

Build the "Bridge to Why," and all will reach "Change" easily!

Convincing people to travel with you, from where they are to a powerful, positively changed future, involves getting them to cross the "Bridge to Why". That is the bridge which most managers - and many parents - fail to build and aid others in crossing. Call it lack of understanding, lack of patience to build or just plain stubbornness. Whichever term you use, without the bridge you will be left attempting to push and pull others across the river of perceived insurmountable change! The Three-Step Change Process involves minimal or significant work. It's up to you to make that calculated judgment call.

STEP ONE: AWARENESS equals both the "WHAT Factors" and the "WHY Factors". What does one do to make oneself and others aware of the "Need", "Problem", "Pain" or "Gain" of a raised issue that needs to be addressed and, thus, changed?

This first step involves action items such as reflecting upon how best to raise an issue; determining what steps may be required to condition the vested player(s) to be receptive of the

subject matter; recognizing the best environment in which to raise the matter; considering the amount of time and the best time to raise the matter; which power players or advocates may need to be pre-engaged and present to assist in influencing buy-in from others. If people are not on the same subject line as you, talking about the new thing will be a waste of time!

The most important step in the AWARENESS process, and the one most grossly ignored, forgotten, side-stepped and loosely addressed by most managers is the "WHY" or rationalization step. While the case may be clearly communicated in terms of the "WHAT Factor" (what is being changed, what must start, what must stop, what must be avoided, what is now obligated, etc.), frequently what is not addressed as adequately is the rationalization, reasoning or logic of "WHY" that "WHAT" has been addressed.

STEP TWO: Engagement addresses the "HOW Factors" of the action plan. With a clear understanding of the "WHAT/WHY Factors", mental and physical energies can now be directed toward the development of viable action plans and selections.

In this second step of the change process, you will want to ensure you feel

Continued on next page ->

There is no way to make people like change. You can only make them feel less threatened by it.

-Frederick Hayes

The Three-Step Process...Cont'd

confident with the action plans you have designed to fulfill the needs identified from STEP ONE. If you are engaging others as a managerial-leader, STEP TWO is critical in ensuring that others really do feel that "HOW" the "WHAT Factor" is to be addressed is practical and necessary, thereby feeding their "WHY" compulsions.

STEP THREE: Commit to implement the action plan from STEP TWO and specifically reveal "WHEN" action will occur. At this

step, you will know the "WHEN Factor" of implementation, forward momentum and, thus, success.

Organizations frequently implode at this stage, and management goes into meltdown due to lack of commitment and missed deadlines by the implementation team.

During the first two steps, if people feel they are being dictated to or, conversely, do not feel involved, breakdown in STEP THREE can be expected!

Facilitate effective change with yourself and others by independently focusing all energies on one step at a time:

1. Awareness equals the "WHAT" and "WHY Factors".
2. Engagement equals the "HOW" components of dispensing the "WHAT Factor".
3. Commit to implement the "HOW" of a plan!

Member Insight

Violet Smith

*Lockheed Martin SSC Leadership Association
Cape Canaveral, Florida*



I began my career at Lockheed Martin here as an entry-level Data Acquisition Electronics Technician in December, 1985. This was a change in career fields that required going back to school and earning an AS Degree in Electronics from Brevard Community College and passing an Electronics Test for Lockheed Martin. I have spent most of my 25-plus years in the Test Equipment Lab/Engineering Support Lab. My duties include building, testing, and repairing support equipment and I am now a Senior Engineering Support Technician. During some of my early years, I also supported DASO and FSCET submarine operations, missile moves, and land launches during the X-Days of the trident missiles. I enjoyed having the opportunity to be the first woman in the shops here at this particular facility.

The main reason I joined our Lockheed Martin NMA chapter March 1993 was to take advantage of the Professional Development classes. I was recruited as a Membership Booster and in July 1996 joined the LMLA Board of Directors (BOD). I soon progressed to VP on the 1999-2000 BOD and President on the 2000-2001 BOD. I now serve as Secretary, Awards/Recognition Director, and Membership Director. I have also been active in the Florida Space Coast Council (FSCC) of which LMLA is a member chapter. I have served on various committees over the years and have held the positions of Treasurer, Vice President, and President. This year I am the FSCC Treasurer and FSCC Speech Contest Director as well as member of several committees. I have also been active in the local South Cape Toastmasters Club 3631 since helping to start it in 2000.

Why, you ask, do I continue to put in so much time serving others? This gives me the opportunity to **MAKE A DIFFERENCE** and I think this gives me greater communication with all levels of LM fellow employees. I don't look on the LMLA experience as a fast track to advancement, but rather an opportunity to improve skills in leadership and team building. It also allows me to have increased visibility of my skills and opinions to upper management. Life is a continual classroom and if a person does not grow, they decline. Over the years I have accumulated 300 plus hours of college and continuing education credits and acquired the ICPM Certified Manager certification in November 2003. The friends and skills acquired in the NMA experience are priceless. The skills, experience, and increased self-confidence help in all areas of life.

I am married with one daughter, four step daughters, and 6 grandchildren - 3 boys and 3 girls (all under 7 years old). I love to play with the grandbabies. My hobbies are ballroom dancing and landscaping/gardening.

Space Coast Leadership Association "Adopts-a-Room"



The Space Coast Leadership Association recently participated in the "Adopt-a-Room" program for the Lompoc, CA, Marks House Shelter for Women.

Run by the Lompoc Housing and Community Development Corporation (LHCDC), Marks House is a transitional shelter for women and children.

In one weekend, members donated time and furnishings to renovate the upstairs and downstairs bathrooms in the 107-year-old home. They replaced 2 windows, a vanity and sink, installed shelving, towel racks, chrome fixtures, mirrors, and storage units. The existing vanity and sink in the downstairs bathroom was refurbished with all new hardware and paint.

Decorations and supplies including new towels, shower racks, and toiletries were donated.



CA's Space Coast Leadership Association members working hard at:
"Adopt-a-Room"



GREAT JOB!

I Knew I Would Be Fired...

Regina Ali-Nur

Lockheed Martin Leadership Association
Marietta, Georgia



Jeff Babione

How many of you have ever thought this when you did or said what you believed to be right? Jeff Babione, Vice President F-22 Program Manager, says he had this thought a few times in his career. On March 4, Mr. Babione spoke to a group during LMLA's First Level Leadership Professional Development class. The series allows our leaders to give their views on "Shaping the Future" as a leader within Lockheed Martin Corporation. Mr. Babione spoke to a group both face-to-face and virtually about personal excellence, accountability, integrity, and open communication.

Mr. Babione explained that you have to be willing to step outside of your comfort zone to move ahead. He says "[in knowing] how we do things and what goals we want to achieve we are better able to make the correct decision. We must be willing to take risk in order to be a successful leader."

One of the challenges is to balance "doing what is right while not being too conservative - there are always risks." Babione gave personal accounts of his own experiences with stepping outside of his comfort zone and pursuing aggressive projects. "If you're going to fix it, then do it," says Jeff. Along with this he also spoke of the importance of taking ownership of a bad decision or problems associ-

ated with projects. He reminded us that we all should strive to let others know what we can do through our personal best and be willing to take ownership when things don't go as expected. Integrity is doing the right thing even when no one is looking.

He went on to tell us that as a leader you can get trapped by thinking you can do anything. There are still rules to follow. You answer to both your management and your colleagues; you have to learn to balance being aggressive in your goals while not over-committing; and integrity and honesty through open communication will build effective relationships with your team. Mr. Babione stated that, "Leaders inspire others to do things they would not normally do." He recounted a story early in his career where as a new leader he came in and started to change the process. He told his employees what to do and how to do it. Schedules started to fall apart. At a dinner with a management peer, Mr. Babione said they discussed team motivation. This resulted in his creating a presentation on the project's impact to national security, the budget, and jobs while explaining the implications of not succeeding. After sharing this information with his employees it brought out an entirely new "can do" attitude in everyone.

Speaking on personal excellence and doing your best, Mr. Babione said "without it you can't go higher." He went on to say, "You can't lead people if they don't think you have any skin in the game." He recounted a story of overnight systems testing on a project he was overseeing. Engineers ran the test at three a.m. nightly and Mr. Babione would dial in from home to find out the results. After a while the engineers began including Babione in the three a.m. calls and e-mails. "They realized I was in the game," said Babione.

Jeff Babione also spoke of the need to keep a balanced perspective. "I love what I do and I love my job, but you

have to be able to create balance." He went on to say, "Sometimes work can become a black hole for peoples' time." He suggested that we find something we like to do and do it.

Mr. Babione ended his presentation with a discussion about mentors and advocates; these helped him along the way in his career. Stepping outside your comfort zone in order to move up in the ranks isn't easy for most of us. Mr. Babione suggested that while it is our personal responsibility to take control of our future, you do need mentors and advocates. Having a senior leader as a mentor to learn from is just as important as having an advocate to help you in navigating the bumps along the way.

When is your birthday? Do you share a June birthday with one of these famous people??

- 1 - Andy Griffith (1926)
- 1 - Marilyn Monroe (1926)
- 1 - Alanis Morissette (1974)
- 3 - Jefferson Davis (1808)
- 4 - Angelina Jolie (1975)
- 7 - Prince (1958)
- 8 - Barbara Bush (1925)
- 9 - Michael J. Fox (1961)
- 9 - Johnny Depp (1963)
- 10 - Sasha Obama (2001)
- 10 - F. Lee Bailey (1933)
- 10 - Judy Garland (1922)
- 12 - George Bush (1924)
- 14 - Donald Trump (1946)
- 14 - Harriet Beecher Stowe (1811)
- 15 - Ice Cube (1969)
- 15 - Courteney Cox (1964)
- 17 - Venus Williams (1980)
- 18 - Paul McCartney (1942)
- 20 - Nicole Kidman (1967)
- 21 - Prince William (1982)
- 27 - Helen Keller (1880)
- 30 - Michael Phelps (1985)

Happy Birthday to all members
whose birthdays are in June!!



ER Swap 'n Shop Site Puts the WORLD Back into WorldWideWeb!

David Alexander

Lockheed Martin SSC Leadership Association

Cape Canaveral, Florida



Talk about using the power of the internet! Last month, Engineering and Ops Support Tech Joe Gonzalez listed his Gibson ES-339 electric guitar on the local ER Swap 'n Shop site hoping he might find a potential buyer. Well, he did just that. But this particular buyer happened to live in Nova Scotia, Canada! The buyer had done an internet search on that model of guitar and came across Joe's listing on the Swap 'n Shop site. As it turned out, the buyer's mother was in Lakeland, FL, for the winter, so arrangements were made to have Joe meet her in Orlando to complete the transaction. So it just goes to show you never know who may end up buying your stuff...perhaps even a Canadian, eh?

Individual Member Corner

YOUR SERVICES are needed!!!

Avis French

Individual Member

Mission Viejo, California



In previous articles in this column, I have discussed how you can use the skills you learned at NMA in your daily life, how you can pass on to others what you have learned, how you can participate with other organizations and use those skills you learned with the NMA.

Community service is an area where NMA skills can be invaluable. Particularly in the current economy, service organizations and educational institutions are crying for volunteers. Let's look at some examples.

Do you have service organizations in your community like Rotary, Lions, Elks, Salvation Army, Good Will? These organizations conduct a variety of community services. They raise funds for support agencies, they conduct food drives, they sponsor athletic events, they run speech contests for high school students. All of these events need people with project management skills and people skills. Check with these organizations to learn more about their volunteer activities.

Do you have schools in your community? What about educational foundations in your community? These organizations need all kinds of volunteer help, from assisting in the lunchroom and playground, to helping in the library, to coordinate fund-raising activities. Contact your local school district to learn more about needs in your local schools and educational foundations.

What about services for the elderly in your community, for the developmentally challenged, animal services? They always need help with staffing telephones or the service desk, organizing services and goods, scheduling services for client, and again coordinating fund-raising activities. Any of these kinds of organizations in your community would be glad to hear from someone with invaluable NMA skills.

What activities have you affiliated with in your community? We would love to "hear all about it."

How to Say "No" the Right Way

Carl Van



We all have to say no at times. Some people find it easier than others. What is interesting is that almost all of us struggle with the right way to say it.

People who hate to say no, find it hard to do, and sometimes do something much worse than hurt someone's feelings. They either don't say anything, which passively sends an incorrect message of "yes," or they say no in such a way that the other person doesn't really know what is being said, sending the message of "maybe."

People who don't mind saying no don't find it hard to do, but can lack the skills to do it gracefully and very often instill hard feelings, even when that is not their intent.

For those of you who have no problem saying no, but need a little guidance on how to say it more effectively, here are some tips.

Tip #1: "I'm Sorry" doesn't have to mean you are really sorry. A little empathy can go a long way.

Tip #2: Repeat back to the other person their point of view. That will allow them to listen to yours. Once you prove to someone you understand their point of view, by saying it back to them, they can stop explaining it over and over again.

Tip #3: You don't have to prove to someone that the situation is their fault. Most people just want empathy, not for you to take the blame. If possible, take their side as much as you can, but return to the situation at hand.

Tip #4: Show the other person you wish it could be different. Telling someone, "I wish I could do this for you...however, I just can't" is much more powerful than, "I won't do this for you because I don't have to."

Tip #5: Help solve the problem in another way if possible. Even if alternatives aren't the answer, the fact that you offered them shows you care. Most people, when being told "no," can take it a little better if it is coming from someone who seems to genuinely be concerned.

Tip #6: Avoid the word "but" when empathizing. When you say, "I understand, but..." what the other person hears is, "I don't understand."

Using the tips above, you can say no and avoid conflict. The following examples show how a different approach can save you from an unpleasant situation.

Scenario 1

Pat is a hotel clerk who is trying to help Mr. Donnelly. It's late at night and he needs a hotel room.

Mr. Donnelly: *Look, I really need a room tonight. You're the sixth hotel I've been to and I'm getting really tired.*

Pat: *I'm sorry, there are no rooms; we're completely booked.*

Mr. Donnelly: *Please? I'm exhausted.*

Pat: *I understand, but that doesn't change the fact that we have no rooms.*

Mr. Donnelly: *But I'm exhausted.*

Pat: *I understand, but how is that our fault? You should have made a reservation.*

Mr. Donnelly: *Can't you do something for me?*

Pat: (Turning the terminal toward Mr. Donnelly) *Look, we have no rooms!*

Notice how Pat said she was sorry, but she didn't really convey that very well. She was also concerned with proving Mr. Donnelly was at fault. She offered no real solution, and certainly did not appear that she wished it were different. The next example shows how Pat does when she applies the tips above.

Mr. Donnelly: *Look, I really need a room tonight. You're the sixth hotel I've been to and I'm getting really tired.*

Pat: *Oh, I'm very sorry, there are no rooms; we have a conference here and we're completely booked.*

How to Say "No"...Cont'd

Mr. Donnelly: *Please? I'm exhausted.*

Pat: *Mr. Donnelly, I understand that you are exhausted. I know you don't want to have to keep searching for a room at other hotels. I see how tired you are and understand what you are going through. Believe me, if I had a room, I would definitely give it to you. The truth is... I just don't have a room available. I'd do it if I could... but just can't. Can I help you find a room somewhere else?*

Mr. Donnelly: *Ugh. Okay, yes, please!*

Pat's approach led to a much better result. Mr. Donnelly isn't thrilled, but he is ready to move on.

Scenario 2

Debbie is a sales person at a department store. The store has a strict policy about not accepting refunds after 30 days.

Mr. Adam: *I want to turn this in for a refund, please.*

Debbie: *This was purchased over 30 days ago, so I can't do that.*

Mr. Adam: *I didn't know that when I bought it.*

Debbie: *I understand, but you should have read the return policy then. It's right there on the sales receipt.*

Mr. Adam: *Who reads sales receipts?*

Debbie: *People who want refunds.*

Mr. Adam: *Come on. It's been 34 days. What's the big deal?*

Debbie: *I understand, but 30 days is the limit. Sorry. You're going to have to be reasonable about this.*

Mr. Adam: (Now angry) *I am being reasonable!!*

Notice how Debbie failed to empathize with the customer. She blamed the customer for not understanding the policy. She even went so far as to imply the customer is an unreasonable person.

The next example shows what happens when Debbie approaches the situation with the tips in mind.

Mr. Adam: *I want to turn this in for a refund, please.*

Debbie: *I'm very sorry Mr. Adam, but since this was purchased over 30 days ago, no refunds are allowed.*

Mr. Adam: *But I didn't know that.*

Debbie: *I understand that. It's on the receipt, and often people don't really read their receipts, so I can understand that you didn't know about the policy.*

Mr. Adam: *Well I have to return it. I can't use it now and it's expensive.*

Debbie: *Mr. Adam, I really do understand. This is an expensive item and you are now realizing you can't use it. I truly wish the store policy were different and wish there was some way to make an exception. The policy is quite firm, however, and there is just no way to provide a refund. Can I help you find something you can exchange it for that might be acceptable to you?*

Mr. Adam: *Oh... okay. Do you have a catalog or something?*

Hopefully that sounds a little better as well. Remember, saying no doesn't have to create bad feelings if you show a little empathy. Follow these simple tips and you might just get a little less resistance from people.

ABOUT THE AUTHOR

Carl Van is a professional public speaker and business course designer. He is President & CEO of his own international training company. He trains and speaks to audiences all over the United States and Canada on soft skills such as Customer Service and Branding, Negotiations, Time Management and of course Gaining Cooperation. His new book, "Gaining Cooperation" is available on Amazon.com. Mr. Van is available for Guest Speaking and can be reached at 504-393-4570 or www.CarlVan.org or www.facebook.com/carlvanspeaker.

How NMA Has Enhanced My Career Path

Tiffany Olson, CM, SHS / Professional Development Chair

Port of Seattle Chapter
Seattle, Washington



In 2002 I enrolled in the first class of the *Supervisory and Management Skills (SMS)* program, offered by the Port of Seattle's NMA

chapter. After completing the course, I joined the chapter and promptly enrolled in the second class. Over the next three years I would continue the series until I had completed all ten courses. I enjoyed the interaction I had with fellow students as well as our in-class discussions of the course material.

In 2005, shortly before completing the *SMS* series, my facilitator asked if I would be interested in taking over her role. I was honored and said yes. Over the next three years I went through the entire *SMS* series of ten classes again, this time as facilitator. It has been said before: teaching is truly the best way to learn.

In 2006 I was elected VP Professional Development (later retitled Professional Development Chair) for the Port of Seattle's NMA chapter. I was re-elected in 2007, 2008 and again in 2010 for what is now a two-year term. This has provided me the opportunity to learn from other leaders within the organization, improving my own skills along the way.

During my first term as VP Professional Development our chapter President invited me to attend the 2006 NMA Annual Conference in Nashville, TN. As I was soon to discover, NMA Conferences are packed full of highly motivating workshops and educational seminars. I returned to work with a new enthusiasm. I was fortunate enough to attend the 2007 NMA Annual Conference in Portland, OR, and the 2008 Conference in San Diego, CA. NMA conferences inspire attendees to be

better leaders in their organization and community.

In 2007 I began my pursuit of a Certified Manager (CM) certification through the Institute of Certified Professional Managers (ICPM), which I completed a year later. That achievement and the action of ordering business cards with "CM" after my name was extremely gratifying. I had proven that I had the knowledge and skills to succeed in any leadership role that was thrown my way.

At the end of the 2007-2008 NMA season I was nominated and awarded Member of the Year for the Port of Seattle's NMA Chapter. This was a huge honor for me because the nominations came from my peers and really showed how much my dedication was appreciated. I had come a long way since taking my first *Introduction to Supervision* class six years earlier. Little did I know, this was only the beginning of my journey.

In 2008 I was "voluntold" to facilitate a new safety program within my department. Although I had no prior safety experience, my facilitation experience with NMA made me a natural choice for the assignment. One day the manager over Corporate Health & Safety attended one of my classes and saw potential in what she described as my natural facilitation abilities. She remarked that I was vastly underutilized and that she was going to find a way to do something about it.

It was around this time I realized in order to advance within my organization I needed to go back to school. Although all of my learning and accomplishments with NMA were recognized by NMA members, they were not recognized by the organization as a whole. While shopping for schools, one significant factor in my decision was finding a school that offered a Prior Learning Assessment (PLA) program that translates experience outside the classroom into college credit providing

an opportunity to apply my years of experience with NMA towards a Bachelor's degree that would be recognized by everyone.

I began school in January of 2009 and the PLA process in April. I spent seven months preparing my PLA portfolio which consisted of nine essays (one for each class I was challenging) averaging 14 pages each in length along with various supporting documentation. I based my essays largely on the knowledge of management and leadership I gained over seven years of experiences with NMA as a student, facilitator, and chapter officer. I succeeded in receiving credit for eight courses, the equivalent of one year of full-time schooling.

In June of 2009 an internal internship opened up in Corporate Health & Safety. The department's manager, who had previously complemented my abilities, strongly encouraged me to apply. I was selected for the position and the year-long internship allowed me to learn the essential functions of the job. Besides on-the-job training, I also completed the Evergreen Safety Council's Safety & Health Specialist (SHS) certification program, all while somehow managing to keep up with my schoolwork. At the end of the internship I was hired full time for the Safety Manager position.

In December of 2010 I earned a Bachelor of Arts degree in Management, graduating Summa Cum Laude (the top 2% of my class).

One experience in my life has led to the next. Very much like my NMA experience, taking one class led to being a successful facilitator and awarded Member of the Year. That facilitation experience led to facilitating safety classes which became a successful internship and full time management position. If it wasn't for my experiences with NMA, I may have never accomplished these goals.

ICPM Announces 2011 CM Award Recipients

Melody Branner / Manager of Customer Relations

Institute of Certified Professional Managers
Harrisonburg, VA

ICPM Announces 2011 CM Award Recipients

Congratulations are extended to the 2011 CM Award Recipients for setting an example for outstanding leadership. ICPM is extremely proud of you and of your role in advancing the management profession.



CM of the Year: Dr. Emad Rahim, CM

Dr. Rahim is a professor at Walden University in Minneapolis, MN, teaching in the Doctorate of Business Administration degree program. "He is a dynamic manager with a talent for assessing business challenges and leading a plan to resolution." Dr. Rahim has a strong commitment to the community and to the development of new managers through university teaching and mentoring. He teaches management from a framework of respect for diversity, gender equality and ethics. Dr. Rahim is attributed with developing several innovative outreach programs which lead underserved students to become involved in management degree programs. A Certified Manager since 2008, Dr. Rahim most recently volunteered to mentor a fellow CM in Ethiopia. He holds a doctorate of management in organizational behavior and graduate degrees in project management and business management.



CM Facilitator of the Year: Michael Yankey, CM

Mike Yankey is a professor at James Madison University, College of Business, in Harrisonburg, VA, where he teaches strategic management and marketing. In 2011, Mike assumed leadership of the JMU student CM Certification Program where he successfully mentored 6 students to achieve CM and ACM certification and modeled the attributes of a professional manager. "Professor Yankey showed a great desire and interest in helping our student cohort to succeed in the CM program." Mike formerly served in the US Army where he worked in telecommunications. He is a James Madison University alumnus, having earned both a BBA in Management and an MBA from JMU.



CM Facilitator of the Year: Farrah Koulsi, CM

Farrah Koulsi is a Corporate Trainer with Sun Learning Systems (SLS) in Dubai, United Arab Emirates. "Farrah is an analytical thinker who understands and responds to customer needs. Her exceptional interpersonal skills and outgoing personality are well suited to the Gulf Coast Council (GCC) business community in the Middle East. She is attributed with securing a large corporate customer for training and development and delivering high quality training that exceeds expectations. Farrah follows the SLS philosophy of dedicating considerable effort to planning and customizing each training engagement to ensure CM principles are presented specific to local culture, tradition, and industry. Farrah takes great pride in her work and puts others before herself. She holds a BSC in Biochemistry and Business Studies, a CSP certification in Sales, and recently completed a diploma in International Certified Training and Teaching.

If you are interested in becoming involved with the CM[®] certification, as a CM instructor, facilitator, or applicant, contact Melody Branner, ICPM Manager of Customer Relations, at 800-568-4120 or email: icpmcm@jmu.edu.



NMA Bits and Pieces

Send Us Your Leaders!

It's that time of year again!! Most of our chapters and councils are electing or have elected new officers who will be installed soon.

Don't forget to complete the Election Results Form and submit to NMA. We need this information in order to effectively communicate with chapter lead-

ers. This can be done very easily on our website at <http://nma1.org>. On the right sidebar, the links can be found by clicking "All Online Forms."



We HEARD You!!!!

NEW and IMPROVED introductory NMA LEADS Assessment!

Now, a shortened "introductory" 60-question version is available as well as the full 120-question standard assessment. As the expression goes, for only \$35, you can get a quick assessment of your understanding of the leadership attributes and competencies as presented in the NMA Leadership Model "in about an hour!" Find complete details at <http://nmaleads.org>

Author Barbara Kellerman to receive McFeely Award in St. Louis.

Dr. Barbara Kellerman is the James MacGregor Burns Lecturer in Public Leadership at Harvard University's John F. Kennedy School of Government. She was the Founding Executive Director of the Kennedy School's Center for Public Leadership. She is a renowned author, lecturer, and expert in leadership and followership. See reference to the NMA Award and learn more at: <http://www.hks.harvard.edu/fs/bkeller/>



2011 NMA Annual Conference

September 10-12

Hyatt Regency Waterfront

St Louis, MO

No opportunity is ever lost. Someone else seizes the ones you missed. - *Unknown*