



NATIONAL MANAGEMENT ASSOCIATION

Boeing Aerospace Leadership Chapter

New Horizons

2nd Quarter, April—June 2009

Spotlight: Nicole Piasecki, President of Boeing Japan

By Corine Kumano

I have always admired Nicole Piasecki, president of Boeing Japan. Being a female executive in what is ostensibly a male dominated industry is already enough of an achievement, but heading up an organization like ours in a conservative business culture like Japan's is quite another. As a B.A.L.C. member interested in leadership practices, I had always wanted to hear what she had to say about the subject, and how she inspires and develops other leaders in Japan.

Imagine then, my delight when she agreed to meet me for an interview during my personal trip to Japan over the summer.

Boeing has approximately 210 employees in Japan. Tokyo is the headquarters and customer interface, with Nagoya housing production and field services. I met Nicole in the Otemachi office overlooking the moat of the Imperial Palace—the green heart of Tokyo. We initially discussed Boeing's business activities in Japan, which consist of commercial and defense sales and procurement and supplier relations.

Then we got down to what really interested me—how she found leading Boeing in Japan as an American woman—which is a rarity.

“I think that I am seen as an American Boeing executive first, which is highly regarded thanks to the strong brand recognition we have in Japan, as well as the Japanese respect for rank,” explained Nicole, “and as a woman second. Japanese business leaders would thus treat me somewhat differently from Japanese women—mostly.

Nicole went on to say “I use the qualities that I think are inherent in female leaders such as empathy and the ability to listen well and see beyond the immediate picture in order to understand what our stakeholders want. I try to thoughtfully represent Boeing's business interests in Japan, remaining respectful of local business and social norms, so that we can reach mutually satisfactory solutions as partners.”

In talking with Nicole, it became apparent that adjusting her work style to suit her adopted business environment was the most effective and efficient way to deal with a diverse stakeholder base: airline and aerospace customers, supplier partners, and the mandarins of the Ministry of Economy, Trade and Industry (METI), and the Ministry of Land, Infrastructure, Transport and Tourism (MLIT).

Adjusting to one's environment might seem a given, but not



Nicole Piasecki

everyone manages so well and so successfully. “The way things are done is different from in the US, but, as with anything different, you have to allow time and be patient. The Japanese can be wary of strangers and personal relationships are not built overnight. Once you have made the investment it can be really rewarding. To make sure I behave appropriately and with sensitivity, I rely on partners for cultural guidance. I try never to have preconceptions or go by generalizations,” she continued.

She credits the ability to relate to people individually with allowing her to put together a diverse team, composed of talented men and women. In particular she says more talent is readily available among Japanese women, who are willing to explore the opportunities, flexibility and respect that American companies afford them. And how does Nicole inspire leadership?

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Boeing Aerospace Leadership Chapter

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Articles contained herein may be reprinted in whole or in part in NMA chapter publications.

From Your President's Desk . . .

This year we have had a diverse series of general membership meetings. We have had our dinner meetings at the Costa Mesa Hilton and The Sycamore Center in Lakewood. By using these two venues, BALC has been able to accommodate both our Orange County & Los Angeles County members. We have had many members comment on how convenient these locations have been—not to mention the wonderful menus and service we consistently receive.

In May we met at the Sycamore Center for Charity Night. When Dee Thomas, VP Programs, first mentioned this idea for a dinner meeting, quite frankly I had my doubts! But much to my surprise, this meeting was one of my favorites ever! We highlighted these charities: Roar, funded by Tippi Hedren; Working Wardrobes, funded by Jerri Tosen; and Helping Hands, Money Helpers, led by Megan Talbert. Each of these women gave wonderful and inspiring presentations focused on their organizations and the leadership skills they employ to run these non-profit enterprises. The applause and positive feedback we received from our members was “over the top”! Charity Night was a huge success and my doubts no longer exist. Kudos, Dee.

Springtime is Awards Season for BALC! At our May meeting, we awarded scholarships to four of our members sons and daughters. These students went through a rigorous screening of their grades and extracurricular activities,



Judi Carlson-Seymore

then took an exam. Finally each of the students went through an intensive panel interview. These winners truly earned their rewards! The first place \$5000 award was won by Gaurav Agrawal, son of Shreekant Agrawal. The second place \$3000 award was won by Daniel Vollmer, son of John G. Vollmer and the third place \$1000 award was won by Ian Ferguson, son of Brad Ferguson, and Brian Yahata, son of Steve Yahata. We would like to thank each of the participants in this year's Scholarship Competition—you are the leaders of the future!

At our June GMM, Top Leadership Night, we presented our BALC Chapter Awards and then listened to Shep Hill, President of Boeing International, speak about the attributes of successful leaders.

The BALC Chapter Awards recognized those among our membership who go above and beyond! The recipients were recognized for the effort, support, guidance and strong leadership that leads to our chapter's success.

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From Your National Director's Desk...

As your National Director, I wanted to provide an update on the happenings at the national level. Part of my duty as director is to go to face-to-face director meetings three times each year. Two of these meetings are held in January and July in Dayton, Ohio—site of NMA headquarters. The other director meeting is held in conjunction with the National Conference in September. During the meetings, the executive board reports to the directors regarding the future direction of the association, the NMA staff reports on new initiatives and how they are implementing the direction from the executive board and directors, each area (we are in the Pacific South area) discusses progress and problems for their chapters, and committees meet and take action. The committees that have been established and their key responsibilities are:

- ❖ Recognition Committee—handles various awards given to councils, chapters and individuals
- ❖ Community Services and Communications—handles communication between members, chapters and the NMA as well as how the NMA can help communities
- ❖ Professional Development—deals with course offerings from NMA for members
- ❖ Association Development and Services—handles improvements in the association's services to members

For the local area, these committees are well covered by me and

Pete Kurzhals. In fact, Pete chairs the Professional Development committee and is a member of the Association Development and Services Committee while I serve on the other two. Everything you see offered or determined by the NMA goes through one of these committees. As an example, one of the recent actions was the choice (by the Community Services and Communications Committee) to align with the LinkedIn tool for members to connect with each other. LinkedIn allows people to share professional information and network with each other. You will see more about this soon.

Pete has made sure that the Professional Development Committee has been very active. One key product they have been promoting for some time is the LEADS leadership assessment. LEADS allows people to assess what they really know about leadership and then points them to resources in their (as assessed) areas of weakness. I have taken it and gained from the use of it.

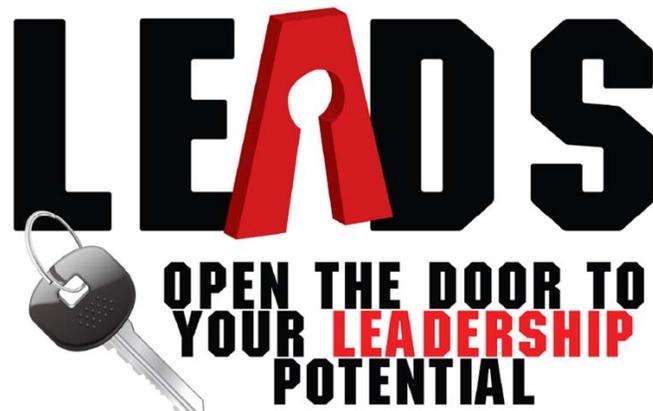
The newest change in the Professional Development arena



Robert Noel

is the recent partnership between the NMA and the Axzo Press. Within the areas of leadership, project management, effective communications and the like, this partnership opens the door to many classes and quick 50-minute web-based training. There are also offerings from Axzo in the area of computer use such as Microsoft Office products. Axzo is offering NMA affiliates a 25% discount off the price of materials.

NMA continues to offer the “legacy” training classes such as Live Online, the Supervisory Management Series, and the Certified Management program. The LEADS assessment and



From Your President's Desk . . .

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Judi Carlson-Seymore, 2009 Leader of the Year. Judi is leading the BALC this year, serving as President and Chairman of the Board. She has served on the Board of Directors for four years previously as the VP of Finance. Judi has been a member of the BALC for 13 years, during which time she served as booster for the credit union members. Judi has worked for Financial Partners Credit Union for 16 years. For the past 12 years Judi has worked as a Financial Services Officer on site at the SB and LB Boeing campuses. She has been awarded employee of the month, been inducted into the President's Club and awarded FPCU's highest distinction, The Chairman's Award in 2006.

John Duddy was awarded the Silver Knight. This is the highest award presented at the chapter level in the NMA. It is given to an outstanding executive. John has been a tremendous supporter of the NMA. He actively participates in meetings, Booster recognition events and new membership drives. Even though John is now VP and Managing Director of Boeing Defense Australia, he still helps us out whenever he can and is truly a leadership role model—he personifies the Silver Knight Award.

Dr. Peter R. Kurzhals, CM, received the 2009 Manager of The Year. Pete truly gives his all to Boeing and the NMA. He currently oversees HB Systems Engineering activities for the remaining Space Shuttle flights. Pete is a past President of BALC and SCAC, former NMA Pacific South Area Chair, and is currently serving on the NMA Executive Committee. Pete has created many Professional Development Programs for the NMA, such as Quicktools, Live Online, Leaderlabs and most recently, the Leadership Evaluation and Development System (LEADS). LEADS has, to date, been taken by over 1300 participants. Pete is a shining example of leadership.

Victor Koman, 2009 Member of the Year... Victor is not only a Booster, he is the 2009 Booster Manager. He is the Webmaster of BALC award-winning Website. As Webmaster, he posts all of our activities, Board Meetings, Dinner Meetings, Special Events Professional Development Classes, New Horizons Newsletter and Event Photos. He is constantly working to improve our site, making it more interactive. He attends all of our Board Meetings and very

rarely misses a dinner meeting. His support and contributions led to his being awarded Member of the Year at our Chapter level, at the Council level and ultimately, the National Level. Victor was invited to attend the National Convention in New Orleans in September to receive his award at a dinner held in his honor. We are all very proud of Victor and consider his contributions invaluable!

Don Rising, 2009 Volunteer of the Year. Don volunteers for anything that needs to get done, no matter how small or large the task. He assists with the General Membership Dinner RSVP's and sign-in tables at the meetings. But if you need Boeing financials analyzed for the budget, Don's the one to go to! His willingness to volunteer, his dedication, efficiency, professionalism are just a few of the many reasons Don has been awarded BALC's Volunteer of the Year.

On a personal level, I would like to say a very sincere "Thank You" to all of our winners. Our Chapter would not be as successful as it is without you, and you truly make my job a joy! Thank you all.

Welcome New Members!

By Deborah A. Barchichat, VP, Member Services

2009			
APRIL	MAY		JUNE
<i>Irene Muesing Joseph Whitney Sheryl Lightner</i>	<i>Orlando Zamora-Jr David Shieh</i>	<i>Alice Hsiung Frederic Smith</i>	<i>David Wayland Kelly Schlegel David Leroux</i>

June 2009 Top Leadership Night

By Dee Thomas

The June guest speaker for BALC, Mr. Shep Hill, President of Boeing International, started his presentation with some serious insights he had seen written by other people:

“The surest sign that intelligent life exists elsewhere in the universe is that it has never tried to contact us.”

“If all else fails, immortality can always be assured by spectacular error.”

“Maybe this world is another planet’s hell.”

“Don’t be so humble – you’re not that great.”

These witticisms got the presentation off to a great start. Shep shared many global perspectives and realities, including that China will be building 190,000 miles of rail and 60 new airports in the next 20 years; that internet users have increased by 29% since 2000; and that the European Union is the world’s largest trading block. Additionally, he stated that 33% of U.S. PhD’s in science and engineering were born abroad; and that 66% of grad students studying



Shep Hill, President of Boeing International shares his thoughts on global vision.

science and engineering fields are from overseas. Sharing that Jim McNerney’s favorite book is *THE WORLD IS FLAT* by Thomas L. Friedman, Shep discussed how collaboration will play a key role in Boeing’s future. As head of Boeing International, his group is trying to gain a presence in world markets, also stressing the importance of efficiency and compliance. He stated that Boeing has enhanced its global presence in India, Australia, Germany, The Netherlands, and China. As a global corporate citizen, Shep shared that with grants and donations worth \$8,500,000, Boeing has installed computer labs in Turkey, and has gotten grants for learning disability centers in Saudi Arabia, among other achievements. To sum up the global vision, Shep mentioned that international business is critical to Boeing’s business plan.

Regarding his leadership principles, Shep mentioned that he

lived by the following 6 things: have integrity and energy, persevere in the face of terrible odds, be competitive in an upstanding manner, collaborate to get more and better ideas, and be decisive to move forward.

BALC is very grateful that Shep flew out to California specifically to address our group, especially with his busy schedule.

The earlier festivities of the evening included awards presentations to 5 worthy people who had demonstrated excellent leadership capabilities. John Duddy, winner of the Silver Knight Award, had sent a video from Australia,



Don Rising receives his BALC Volunteer of the Year from BALC President, Judi Carlson-Seymore.

where he is currently stationed, to send thanks upon receipt of his award. He told how BALC held an important place for him in that it gave him an opportunity to meet many people and practice leadership skills. While his imitated “Aussie” accent might have been hard to catch, John’s sincerity in



Victor Koman receives his BALC Member of the Year award from BALC President Judi Carlson-Seymore and BALC VP-Alumni/Retiree Services, Joe Morano.

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From Your National Directors Desk . . .

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all these classes, everyone can improve their skills and improve their productivity. This is especially important in the economic times we are in and the need to “retool”. These tools and classes are tremendous cost-effective resources. See your chapter leadership about these programs or ask me.

In a few months, local leaders

and I will be attending the NMA National Conference to help to further drive benefits for chapters and members of the NMA. We will be recognizing great leaders with national awards, including Victor Koman as the NMA National Member of the Year! It is a great pleasure to see Victor receive this award for his tireless efforts to

improve the chapter he is in—the Boeing Aerospace Leadership Chapter in Huntington Beach—my home chapter as well!

In closing, I want to continue to invite your comments and ideas. I don’t think there can be a better thing for a National Director to be armed with in shaping the NMA. Thanks!

June 2009 Top Leadership Night

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accepting his award was quite apparent.

Other winners included Huntington Beach’s own Victor Koman, who not only captured both the chapter and area awards for Outstanding Member, but also received news that he was the national winner, as decided by the NMA. Victor’s national win was well deserved due to his unending service to BALC that he performs on a daily basis.

Judi Carlson-Seymore, the current BALC President, won the Outstanding Chapter Leadership of the Year award; Pete Kurzhals won the Chapter Manager of the Year Award, and Don Rising won the Outstanding Chapter Volunteer of the Year. Previously, in May, Pam Mabry, Human Resources Director for C3 Networks, had been awarded the NMA Gold Knight. It was announced at that time due to her inability to attend the session in June.

Certainly BALC congratulates all its winners and are grateful for the services they have all provided to the BALC over the past year.

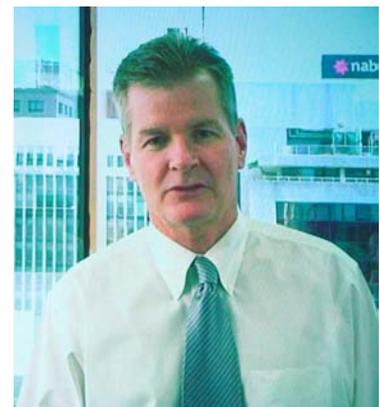


Pete Kurzhals receives his BALC Manager of the Year from BALC President Judi Carlson-Seymore

Executive attendance was up, as several executives were there to hear Shep Hill speak. Jim Albaugh, Rick Baily, Kelly Schlegel, Kim Murrell, Jim Freeman, Guy Higgins, and Paul Geery all flanked Shep while dining on succulent prime rib. Trying not to miss a beat in having all the executives at one table at the same time, Dee Thomas worked to recruit them all for the October “Western Night”. While we won’t know the outcome of that effort, we can say that it would seem that

everyone enjoyed the evening, even Victor Koman, who resumed his photography duties after making his acceptance speech. He took several pictures, and for all we know, might next win an award for his photography of all the BALC members who were there!

All in all, Shep made it an informative meeting where everyone could laugh and be engaged, drink and be merry!



Silver Knight of Leadership recipient, John Duddy, Vice President and Managing Director of Boeing Defense Australia sent a video of his acceptance speech.

March 2009 GMM: Learning and Education Through Travel

By Summer Johnson

The Acropolis, the Great Wall of China, Nantucket, the Mississippi River, Istanbul; these are all places where Keith Bellows, believes that you should consider taking your children. Keith, the March GMM Speaker is the Vice President, National Geographic Society & Editor-in-Chief, National Geographic Traveler. Drawing from his global upbringing, international education, and experiences at the helm of National Geographic Traveler, Bellows illustrated how the greatest learning experiences you can give a child happen outside the classroom. He believes that to create world-ready workers we must raise world-savvy students, and that travel is a critical way to foster the next generation of global citizens.

Under Keith Bellows, Traveler has won more than 50 Lowell Thomas awards for excellence in travel journalism and he has twice been nominated for a National Magazine Award. Passionate about travel and world cultures, Bellows, a Canadian citizen, was born in the Congo and schooled at Gordonstoun in Scotland, with fellow classmate Prince Charles.



Keith Bellows talks about secrets of learning and education through travel.



Keith Bellows signs autographs for interested guests.

He is a passionate advocate for travel and its ability to broaden us and add to our humanity. He is the author of *The Canuck Book* and is hard at work on the eagerly anticipated book *100 Places That Will Change Your Child's Life*, towards which most of his speech was geared.

Keith Bellows believes that Americans should not take vacations, they should travel. Forty percent of the developing world does not travel. He spoke about how interesting it will be once those countries begin to travel. The travel industry is one of the largest industries in the world—competing with healthcare and education. Unfortunately, the importance of international travel to Americans is very low among developed countries. Only 30% of Americans own a passport; Keith Bellows is trying to fix this by inspiring others to value the importance of education through travel.

As I looked around at the crowd, I saw a sense of inspiration and I only hope that more people become as passionate about travel as Keith Bellows. Someone who may be as passionate about travel as Keith is Dee Thomas, our VP of Programs. She should be commended for such an amazing lineup of speakers this year and last year as well. We look forward to the rest of the year and hope that some of you were inspired to say, “Bon Voyage!”

Please visit our Boeing Aerospace Leadership Chapter Website

Internal: <http://hb.web.boeing.com/empservices/clubs/balc/>

External: <http://www.boeing.com/nosearch/balc/>

NMA Breaktime—An Electronic Newsletter: <http://nma1.us/breaktime/>

MANAGE Online—A Management Magazine: <http://nma1.us/manage/2005-08/index.htm>

The Certified Manager Program

The National Management Association (NMA) partners with the Institute of Certified Professional Managers (ICPM) to make the Certified Manager (CM) program available to members. This program is a comprehensive program of management training and assessment—a confidential third party verification of management competency. There are good reasons for obtaining a CM Certification:

- ❖ to demonstrate personal initiative and achievement
- ❖ to confirm management knowledge and skills
- ❖ to obtain recognition as a professional manager

- ❖ to lend credibility to business interactions
- ❖ to enhance career opportunities and advancement

There are three steps to obtaining CM Certification:

1. *Getting Trained*—
Application, training & study
2. *Getting Certified*—
Assessment & feedback
3. *Getting Recognized*—
Recognition and lifelong learning

The Certified Manager skills are divided into three sections. The following lists show these sections and the topics that are covered in each section:



Management Skills I:

Foundations of Management

- ❖ Management fundamentals
- ❖ Management environment
- ❖ Ethics and social responsibility
- ❖ Communication
- ❖ Information systems
- ❖ Economics systems
- ❖ Business law

Management Skills II:

Planning and Organizing

- ❖ Planning and strategy
- ❖ Operations management
- ❖ Project management
- ❖ Decision making
- ❖ Team management
- ❖ Organizational structure
- ❖ Human resource management

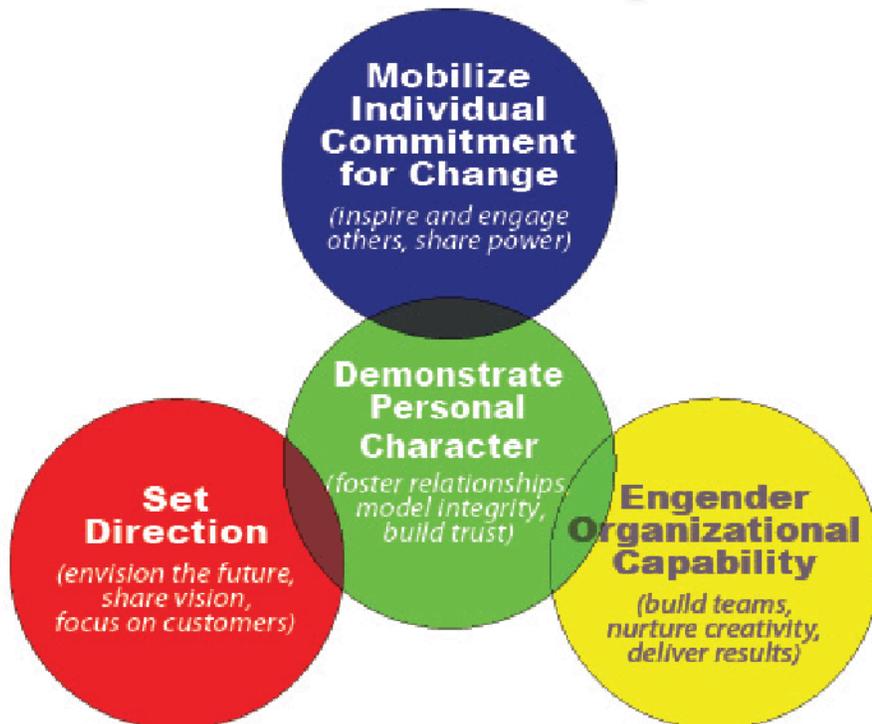
Management Skills III:

Leading and Controlling

- ❖ Leadership principles
- ❖ Empowerment and delegation
- ❖ Managing change
- ❖ Conflict and culture
- ❖ Operations control
- ❖ Quality management
- ❖ Financial management

If you are interested in this program, please talk to Bob Noel.

The NMA Leadership Model



Derived from a similar model in *Results Based Leadership* by Ulrich, Zenger, & Smallwood

Special Events

*Mark your
calendars!*

BALC Event	Location	Date	Time	Section	Member/Non-Member Price	Reservation Deadline	Contact
LA Galaxy Championship	Home Depot Center	11/14/09	8:00om	108	\$40/\$45	11/14/09	Corine Kumano
Lakers vs Hornets	Staples Center	12/01/09	7:30pm	322	\$46/\$50	11/22/09	Corine Kumano
Clippers vs Magic	Staples Center	12/12/09	7:30pm	300's	\$12/ \$15	12/06/09	Corine Kumano
USC vs Arizona	Coliseum	12/05/09	12noon	TBA	\$75	11/15/09	Corine Kumano
Christmas Special	Walt Disney Concert Hall	12/09/09	8pm	West tier	\$45-\$50	12/01/09	Corine Kumano
Tis the Season	Segerstrom Concert Hall	12/20/09	5:30pm	Orchestra	\$78	11/20/09	Corine Kumano
Rose Parade	Pasadena	01/01/10	7am	bleachers	\$100	12/14/09	Corine Kumano
Lakers vs Washington	Staples Center	Feb	7:30pm	322	\$46/ \$50	01/31/09	Corine Kumano
Ducks	Honda Center	Feb	7pm	TBA	West	1/31/2009	Frank Zakravsky
Disney's The Lion King	OCPAC	June	TBA	Orchestra	\$85 /\$90	05/14/09	Corine Kumano
Young Frankenstein	OCPAC	Sept	TBA	Orchestra	\$85/\$90	08/31/09	Dwayne Henry

Corine Kumano 714-372-6975 – VP, Special Events Steven Stakley 714-372-0820
 Brian Chin 562-593-6568 – Alternate VP Dwayne Henry 714-791-4172
 Tanya Thomas 714-393-4265 David Brillhart 714-372-0161
 Yolie Paris 714-372-6870 Frank Zakravsky 714-896-1082

NMA Statement of Principles

NMA is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify NMA's core beliefs and provide the basis for the Association's Mission Statement.

We believe in the highest standards of personal and organizational integrity and respect for the individual.

We believe in lifelong learning, continuous improvement, and the development of a workforce capable of sustaining a competitive posture in the global economy.

We believe management is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.

We believe that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.

We believe that individuals and organizations have a community and civic responsibility.

Spotlight: Nicole Piasecki, President of Boeing Japan

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She is always examining the characteristics and qualities of leaders she admires in order to apply them to her own management style, but in her view, “communication, transparency and respect,” are key. She ensures that everyone on her team has an opportunity to reach their full potential by opening doors and providing the right flow of information – down, up and around. She believes that people can accomplish their jobs much better if they have the information they need. Nicole also encourages her staff to look for emerging requirements in Japan and gauge the best way to meet those needs. She encourages her team to be part of something bigger and special, and in doing so keeps them at the forefront of creating new business.

When I asked her to give me an example of a tough decision she had to make at work, with a smile she responded, “giving up on the Sonic Cruiser, which caused some disappointment because the world and the industry had been looking forward to

something boldly different and ground-breaking.” She went on to explain that the Sonic Cruiser, a .95 mach, medium-sized 200 seater airplane, was cancelled in 2002 by the BCA leadership team in favor of the Dreamliner. Given the structure of airline networks, connections negated the time savings, and after 9-11, economies were under too much pressure. “However,” Nicole continued, “the technological breakthroughs it generated allowed Boeing to produce a replacement for the medium-sized 767 that was 20% more fuel efficient and better on the environment – exactly what customers told us they were looking for – in other words, the 787. In the end, it was easy to decide; giving up on the Sonic Cruiser might have been disappointing, but it was the right thing to do.”

Coming to the present, I asked her what her biggest challenge today is. “The time difference between Japan and the United States!” she laughed. “But WEBEX is a big help!”

About Nicole Piasecki

Nicole Piasecki was named president of Boeing Japan in November 2006. She is responsible for developing and strengthening the company’s presence, managing business partnerships, and pursuing new growth and productivity initiatives in Japan. She is based in Tokyo and reports to Shep Hill, president of Boeing International. Prior to this appointment, Nicole was vice president of Business Strategy & Marketing for Boeing Commercial Airplanes, with responsibility for leading strategic business planning and marketing for the organization’s products and services.

Nicole joined Boeing in 1992 as a customer engineer in the 777 Division and held subsequent positions in Sales Operations and Business Strategy. She has a bachelor’s degree in mechanical engineering from Yale, and a masters degree in business administration from The Wharton School of Business at the University of Pennsylvania. She also attended Keio Business School in Japan as part of her master’s program.

NMA Code of Ethics

- I will recognize that all individuals inherently desire to practice their occupations to the best of their ability.
- I will assume that all individuals want to do their best.
- I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.
- I will be guided in all my activities by truth, accuracy, fair dealing and good taste.
- I will keep informed on the latest developments in techniques, equipment, and processes.
- I will recommend or initiate methods to increase productivity and efficiency.
- I will support efforts to strengthen the management profession through training and education.
- I will help my associates reach personal and professional fulfillment.
- I will earn and carefully guard my reputation for good moral character and good citizenship.
- I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.
- I will recognize that leadership is a call to service.

National Management Association Leadership Development Conference in San Jose, California April 23-25

In late April, several of your BALC Leadership team traveled to San Jose, California to attend the National Management Association Leadership Development Conference. This conference was preceded with a day long meetings of Chapter Officer training and where leaders from several Boeing leadership organizations from all around the USA came together to network and to try to form a common bond between the various Boeing organizations. The city of San Jose was experiencing beautiful sunny spring weather. Unfortunately we had little time to enjoy this since the conference schedule was pretty much filled from early morning to evening. Between business meetings, networking, and several training classes, your leadership team was kept busy. Here are some of the highlights of the conference.

Stepping Up To Chapter Leadership

Steve Bailey's keynote addressed the need for proactive chapter leaders to use their inner (i.e. principles and plans) and outer (i.e. communications and actions) edges in effectively pursuing their goals. Like a Mobius Strip, these inner and outer edges must flow into one another to form a harmonious whole and enable success. He also discussed ten key steps a leader should follow, namely:

1. Get Clarity
2. Find Focus
3. Take Action
4. Tap Into Your Brilliance
5. Feel Fulfillment
6. Maximize Your Time
7. Build Your Team
8. Keep Learning
9. See Possibility
10. All...All at Once

By bringing all of yourself to these steps and by making sure that they all play together, you can move your chapter from excellent to extraordinary. In closing, he urged all chapter leaders to find their true passion and to draw on that to win over the minds and hearts of others.

To get started, do one new BIG THING each year, and both you and your chapter will be fulfilled.

1st Time Attendees Orientation:

The group attending the NMA LDC West for the first time were grateful for the opportunity to attend and appreciated the orientation just for first-time attendees because some of them had many questions. They were personally introduced to the president of NMA, Mr. Steve Bailey who they found to be not only an excellent speaker but a very personable, jovial guy. They went around the room and introduced themselves and found that there were about 30 new attendees (even a team

from Afghanistan). There were members from all over the United States—from Louisiana to San Jose and from companies such as Lockheed Martin and ULA. They also met Mr. Phil Delia, chairman of the NMA Board, who gave a brief presentation of what exactly NMA does and who they represent. Overall, the group felt that this was a good learning experience and a good introduction of what NMA does for the chapter and how NMA develops excellent leaders.

Secretary/Treasurer Focus group:

An informative Secretary/Treasurer focus group was attended by the BALC VP of Finance and felt that it was a great way to share knowledge with other chapters and to see how it is that other chapters run their finances. Topics included: how to successfully manage payroll deductions, how to get new member packets to members successfully, how to prepare budgets and many other important discussions that everyone was able to partake in. The round table setting where each were seated was a great way for everyone to learn from other chapters' experiences/mistakes. Attendees agreed that NMA is to be commended for such an excellent format and for knowledge sharing at its best.

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Recognition and Awards:

There was a session addressing the way chapters use recognition and awards. The three areas discussed included local awards, national awards, and recognition as a vehicle for chapter growth. To clarify, local awards are those given by a chapter to reward service by their members or sponsors. National awards are those given by the NMA offices in Dayton, Ohio – chapters apply for these. The session was held in a table discussion format where three tables were asked to discuss one element of the general topic – then the tables rotated to the next element. A lot of good ideas came from the discussion and chapter leaders got first hand information about the best practices that other chapters had used. Some of the ideas included certificates for activities like coaching little league teams, introducing new members to executives, etc. This was the first time this format was used to address Recognition and Awards and the feedback was very positive.

Lecture on Understanding the R-1 form:

At the end of the first day, there was a lecture describing how to complete the NMA R-1 form. This form is intended to motivate chapters to pursue activities generally believed to be beneficial

by rewarding them with points as the activities take place. Chapters are recognized for these activities at three levels - Excellent, Superior and Outstanding. These activities include areas such as proper management of the chapter, offering informative membership meetings, offering professional development and participating in charitable events. A PowerPoint presentation was used to describe each area of the form.

Professional Development:

The Professional Development Focus Group seminar was hosted by Vaughn Abbott of the Lockheed Martin Bay Area Leadership Association. The discussion focused on the attributes between self-guided courses verses those presented by professional instructors. Reasonable choices to professional development were explored and centered on classroom learning, hands-on learning, individual training and Saturday tutorials as well as the advantages of interactive groups. Also explored were the various methods of funding streams available and how to achieve the maximum training for the funds expended. There was much discussion on how to move away from company sponsored training to the chapter becoming more self reliant as well as ways to generate alternative methods

of balancing available funding. In all, it was a very informative session.

Large Chapter Leader Lab

On Saturday, April 25 we stepped into an exercise, a simulated “Leadership Laboratory”. This was a hands-on exercise that guided us through the decision making process of planning, organizing and implementing an administrative year of a Chapter that we built from the ground up! Talk about “stepping up to the challenge of leadership”! I was designated President of a fictional chapter at the beginning of a new year with all new officers. My function was to direct the activities of a group of approximately 20 people, responsible for goal setting and providing leadership to the group while we assigned Board positions and their responsibilities.

We were given a Chapter scenario to build our Chapter goals, to set our budget, and set goals for membership growth and retention. Then, just when we were feeling fairly confident that we had covered everything, our Chapter Advisor came through the door and dropped a “bomb on our Plans” with bad news regarding layoffs and the early retirement of our Site Executive Advisor, who had been very supportive. So we adjusted our plan and

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goals. Once again, our Advisor came in and much to our surprise, dropped another “bomb”. Once again, we were faced with a new challenge. This CLL lasted over three hours!

As a group of relative strangers, we came together and with a time frame of only a few short hours, we organized, set goals,

and a budget and then twice had to adjust and meet extreme challenges to our “Chapter”. We all came together and worked as a team, focused on our goals. I can say with confidence that this exercise stretched our leadership skill. We all grew as leaders! A very rewarding experience, indeed! Thank you NMA!

We went on to discuss goals for various VP Chairs, how to market events and recruit members.

Mark and Donnie did an excellent job facilitating this session. It was very entertaining and full of excellent information!



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