



An Island Luau and Musical Tour

By Elaine Fafilek

Aloha and a hearty hello, Mates! The BALA/BALC Summer Luau was highlighted by cool tropical evening breezes, the Long Beach skyline, and the old world charm of the Queen Mary. Greeted with a colorful lei and warm hugs, tropical drinks, and Polynesian music, it was easy for members and guests to get into a relaxed, island mood. Networking took place on the aft deck of the classic Queen Mary as floral shirts and Polynesian music fostered friendly exchanges between guests.

Nominations for the 2008 Board of Directors were announced by Past President, Bob DeVries, who was eagerly anticipating a slate of candidates from both BALA and BALC to represent the newly merged chapter in 2008. Bob Prodan provided the invocation and led the Pledge of Allegiance.

The NMA Shield of Excellence was awarded to Elaine Fafilek by SCAC President, Mike Patricelli. The surprised recipient thanked both chapters and all BALC/BALA members for their years of support.

Entertainment burst on the deck as Polynesian dancers, adorned with strategically placed coconut shells and luxurious grass skirts, welcomed us to a musical journey through the South Pacific. The Long Beach harbor and sailboats provided a backdrop to frame the dancers. Adorned with leaf fronds, their exotic costumes beckoned us with an “Aloha” kiss from Hawaii. As the sun glistened on the ocean water, Zonga, the male dancer, guided Elaine and another lady volunteer to the stage. Kicking off their shoes, the ladies followed the gyrations of Zonga and tried to demonstrate with illustrative hand movements what the words meant.

Next came dances from New Zealand. Two male volunteers came to the stage to learn these techniques; their goal was to keep the fuzzy balls in motion without crashing them together or entangling the slings. It was a lot harder than it looked!

The islands of Samoa were highlighted next as Zonga performed the “slap” dance. As the musicians played traditional music, Zonga, played “staccato” by slapping his body. Soon we were all clapping in unison to keep the musical beat steady!

On to Tahiti! The five dancers escorted 15 “volunteer” gentlemen to the stage. They learned a “simple” dance based on the names of fruits. On the call of Apple, the men were to move their hips to the right. A call of “Orange” meant to move to the left. “Pineapple” meant to move their hips to the back. And, “cherry”



Polynesian dancers entertaining BALC members and their guests



Luau attendees enjoying the entertainment



Mike Patricelli presenting the NMA Shield of Excellence award to Elaine Fafilek

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From Your President's Desk . . .

Remember to Vote! BALC Elections Are Here! Get Involved!

By the time you read this, you will have already received your ballots to vote for the 2008 BALC Board of Directors. There are eight nominees running for six positions on the Board. Voting will be done electronically again this year. Please take the time to review the candidates' statement and vote. The Board of Directors represents you – the members – so make your voice heard by voting!

Well, we have just passed mid year and July is a dark month for dinners. In August we broke out the Hawaiian shirts and put on the hula skirts for our annual BALC Luau which was held this year at the Queen Mary in Long Beach. The Polynesian dancers kept the attention of the audience and their entertainment was the best yet! Dinner kept with the Lulu theme of fruit encrusted salad, chicken and desert. Tropical drinks were also enjoyed by many members as they watched the fire dancers light up the night and had you dreaming of the islands of Hawaii.

In September, the speaker was Dr. Andrew "Andy" Aldrin for Space Night, who spoke about the "The long and winding road from the second son of the second man who walked on the moon to ULA". Astronauts are nothing new to Andy, besides his father being one; he was surrounded by them where he lived. What an exciting life!

Our next dinner in October is the well known "Western Night". The Marshall this year



Debora Compean-Zrinski

is Rick Baily, Vice President, C3 Networks (Command, Control and Communications) – part of the Network and Space Systems (NSS) organization in Boeing's Integrated Defense Systems (IDS) business unit – Anaheim and Huntington Beach- and his posse of executives will be there to serve the membership and guests a wonderful BBQ dinner. This is a great way to network and get to know the executives – this is one of the best GMMs of the year! It is at a new venue, the Old Ranch Country Club in Seal Beach.

If you haven't marked your calendar for the annual Holiday Dinner and Dance, please do so. This year it will be Sunday, December 9, 2007, aboard the wonderful Queen Mary. The itinerary is still being worked by the board so keep a look out for updates and let's get ready to party!

In writing the President's Message, I wanted to mention that BALC has some wonderful organizations and committees

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From Your National Director's Desk...

As I've reported before, the NMA, led by BALC, has been actively working on a brand new Leadership Evaluation And Development System (LEADS) over the past year. Thanks to excellent inputs from some 35 NMA and Dale Carnegie volunteers, expert consultation and guidance from Boeing technical librarians Joan Dubis and Diane Brenes and superb design and programming efforts from Boeing webmasters Victor Koman and Gordon Nall, the Boeing prototype version of LEADS is now online and available for testing at http://hbcdev02.web.boeing.com/devgrp02/a068493/boeing_leads/apply.cfm.

Boeing LEADS is a leadership learning tool that allows any interested individual to find out more about best practices associated with the Boeing leadership attributes and competencies. It does this by first evaluating your current understanding of these practices through a series of questions for each Boeing leadership attribute. The resultant 120 question assessment (6 attributes x 5 competencies each x 4 questions/competency) is scored (1-5) to show you competencies and attributes where you could benefit from additional reading, training or work assignments. LEADS also provides specific reading, training and work suggestions, along with typical target completion periods (in months), that you can try at your own pace. Where available, LEADS provides hyperlinks to resultant BUY, BORROW or BROWSE reading references and

to resultant TAKE training sites for related courses or online learning. The most effective way to use these results is to start with one or more of the competencies where you scored at or below average (3-1), and to check out the associated reading, training and work suggestions. Once you've done that, you can move on to other competencies to learn more about corresponding experiences and practices.

Keep in mind that high LEADS scores are not a magic path to higher ranking in your annual performance ratings for the Boeing leadership attributes. Like all learning, you must first apply the LEADS lessons to your work and demonstrate actual improved performance for a particular competency and attribute. That information can then be used as an example in your performance discussion with your manager.

The Boeing LEADS prototype is the first step in the national deployment of this new NMA capability. This prototype is specifically tailored to take advantage of Boeing purchase discounts and library resources, which can be directly accessed through provided BUY and BORROW hyperlinks. After initial testing on its current internal development server, a final version of Boeing LEADS will be made available on both internal and external servers to facilitate your participation in LEADS outside your normal working hours. Formal deployment of Boeing LEADS is planned for January 2008.

So what can you do in the



Pete Kurzhals

meantime? You can be among the first to take the LEADS journey by clicking on the internal server link in this article. Once you sign up, you will receive an automated email which provides you with user password information and with a link to the prototype LEADS assessment. Your email will also have a link to background information for each of the 30 Boeing leadership competencies, namely a top-level summary of related industry practices and trends and several introductory reading references. Those summaries are a great way to learn more about particular competencies, but you can certainly take the LEADS assessment without them.

When you do so for the first time, please set aside two uninterrupted hours for the actual test, since a save and restart capability is not yet built into the prototype. The LEADS questions are structured in a multiple-choice format; to do your best on these, 1. make sure that you understand each question, 2. eliminate as many wrong answers as you can and

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Jim Albaugh on Leadership

It was great to speak at the BALC dinner back in June. It's always good to come home and see the many friends who continue to ensure Boeing success in Long Beach and throughout our Southern California sites. It's especially good when I can come and report on your success translating into growth and productivity improvements throughout Boeing; and this time was no exception.

As I looked out at the audience of managers I was struck by a significant thought. A lot of our people can retire in the next several years, and probably will. As such, it is imperative that we continue to develop strong leaders for the future. To do so we have to remember that in developing our next generation of leaders, it starts with our employees embracing the attributes that the company values. Last year we started focusing on the six leadership attributes. Let me provide my assessment of how we're doing in IDS as a whole against these attributes.

Charting the course is all about where we're going and how we're going to get there, and I think we've done this pretty well. We've been able to grow this business by about 50 percent over the last 5 or 6 years. We've been able to adapt our strategy from one that was proposed early in this decade, very high technology solutions to some of the problems our customer had, and we've been able to change that strategy to one that's been much more low risk, much more predictable relative to delivering on time as we've adapted to

the changes in the environment that our customer has. This really starts and ends with the customer, and I think to a large degree we're finding out this year how well we are doing in charting the course. There are a number of competitions this year and in the first part of 2008 that we need to win to continue to be the contractor that we are.

High expectations—that's about setting expectations and holding ourselves and our teams accountable for performance, and I think we do a good job in raising the bar, and also putting very challenging goals into the VSP and into the operating plan. It's about putting in place executable plans to meet some of the goals that we set.

Inspiring others is all about unleashing the full potential of every individual, allowing our teams to do things that none of them could do on their own, to allow them to do and execute some of those challenging programs that any company gets the chance to work on. I'm pleased with the job that we've done. We've moved away from the heritage cultures and embraced the new IDS culture, one that I think really reaches out across the enterprise to get everybody involved in what we're trying to do. Our employee surveys also show that we're communicating better with our teams, and talking to our people about the things that we have done to allow the organization to improve.

Finding a way—it's all about being flexible and innovative. We

"When we talk about leadership we also can't lose sight of the phenomenal job our employees do every day, and the right decisions that they make..."

work on very difficult programs, and we will have problems on some of the programs and we need to be flexible, we need to be adaptable, we need to have options in place to overcome some of the hurdles that we see.

Too often, we don't identify problems on programs early enough, which brings me to the next attribute which is about **delivering results**. Promises made must be promises kept, to our customers, to our shareholders, and to our employees. In 2006, we were uneven in our performance, but if we continue to work on fixes for a few of the troubled programs 2007 will be one of our great years. What we can't afford going forward is to win more programs that we can't execute on.

On the last attribute, **living the Boeing values**, I think we do that well. Just remember that at the heart of it is ethics and integrity. I think we all know how the actions of a few can have a significant impact on thousands of people and on a company as a whole. And I know sometimes we get tired of hearing about the issues of the past, but we can't get tired of talking about ethics and integrity. We can never be complacent, and we can never think that these issues are somebody else's to work. It's up to us to create and maintain

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was the signal to move to the front. Apple-Orange-Pineapple-Cherry. Apple-Orange-Pineapple-Cherry. Apple-Orange-Pineapple-Cherry. Envision the fun!

Next the men were divided into groups of 4 or 5 and instructed to follow the lead of their assigned dancer. Each set of men got progressively better as inhibitions vanished. Finally, Mike Patricelli was the only male dancer left and all the lady dancers rolled up his pants, rolled down his socks, and

encircled him as they performed a torrid, hip-swaying dance! That's the treatment you get if you are the VP of Programs!

The four band members played ukuleles, native stringed instruments, drums and a variety of wood instruments. From so few instruments came the most delightful, authentic music. As the sun went down, Theresa DeLeon, BALA President, wished us a safe drive home and a cheerful "Aloha"!



Elaine Faflek and Vanessa Koman trying to keep in step with Zonga, the male dancer

From Your President's Desk...

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that are always in need of new volunteers:

Booster Organization – This is the link between the members and the Board. We'd like to have boosters in each of the buildings and floors with manageable groups. E-mail has made it much easier for this and with all of the movement going on. Please contact Joe Morano at joe.morano@boeing.com if you have any questions.

Reception Committee – This group of people are responsible for checking in the members and guests at the dinner meetings against the RSVP list. It is important to RSVP and not just show up at the dinners, this count is used in guaranteeing the hotel dinners. Working the reservation table, you get to meet and greet the members, guest and executives as they arrive and check-in. Contact Ron Morse

at ronald.a.morse@boeing.com if interested in helping.

Publicity Committee – This group creates the fliers, brochures, posters, works with community services on-site to make sure our events are publicized. Contact Cindy Tran at cindy.tran@dcma.mil or Dave Andersen at david.p.andersen@boeing.com if interested in this.

Special Events Committee – This group selects the various event tickets to some great venues that are held throughout the year. This person is responsible for an event by maintaining the RSVP list, collecting fees, distributing the tickets, etc. You get a big voice in the selection of events. Contact Corine Gerschbacher at corine.m.gerschbacher@boeing.com if you are interested in Special Events.

Speech Competition and BALC Scholarships – We just

finished this year's selection in the scholarship competition. Next Spring we will hold our annual competition and always looking for volunteers for reading and evaluating essays, judge the oral presentations and work the event coordination. If this sounds like fun, it is! Contact J. D. Andersen at jonathan.d.andersen@boeing.com for more information.

Community and Education Services – There are many opportunities to volunteer with this committee. Two major annual events in the summer are Summer Science Camp and Educator Enrichment Day, but there are other activities available all year around. This activity have the most impact outside of Boeing and also, gives you the warmest feelings inside when you see how much impact you have on the children and the community appreciates the

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From Your President's Desk...

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work we do. Contact Dean Davis at Dean.E.Davis@boeing.com for more information on volunteering with these events.

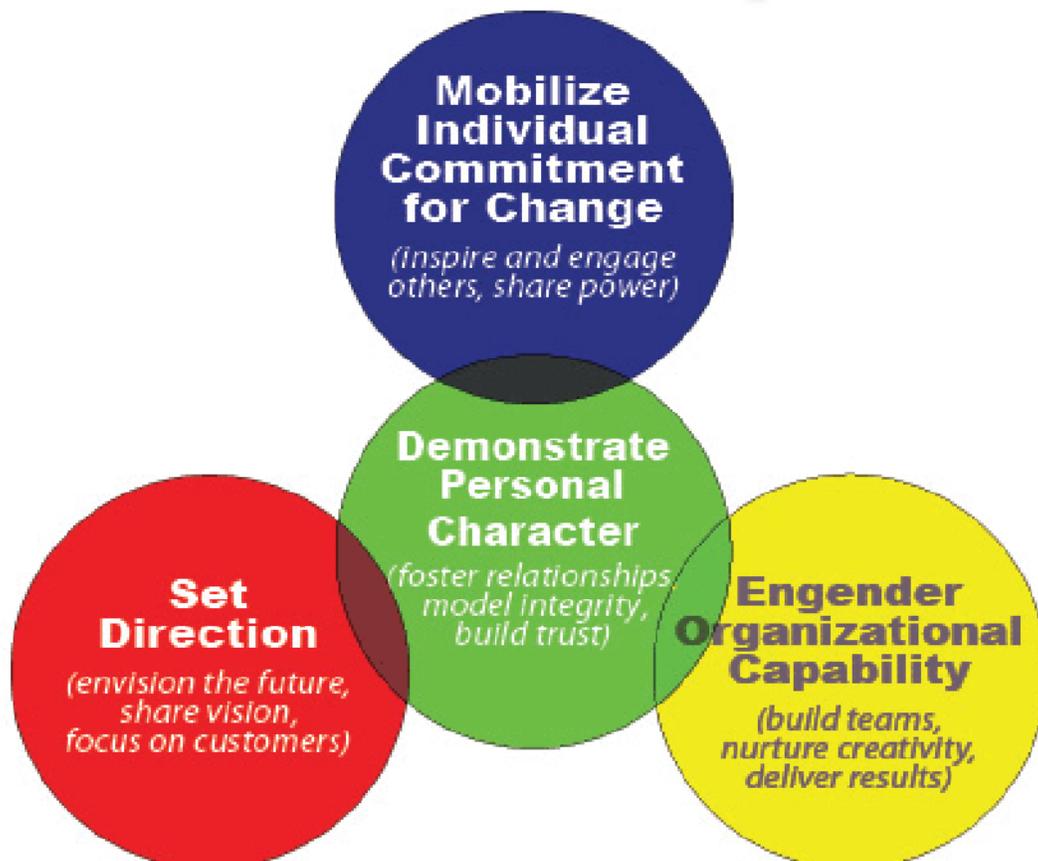
Visit the BALC website at: <http://hb.web.boeing.com/emp-services/clubs/balc/> to get specifics of the different GMMs and new special events along with professional development seminars offered by your chapter. In

addition, you should check out the NMA website at <http://nma1.org>. to see what's going on at the national level. BALC is now Boeing's largest NMA chapter and third-largest overall chapter. One interesting upcoming NMA event is the NMA National Conference that will be held at the Marriott Portland Downtown Waterfront on November 2-6, 2007. This confer-

ence brings together representatives and participants from NMA chapters nationwide, and provides many opportunities to hone your leadership skills as well as bring back new and exciting ideas to our chapter.

Participating in these national NMA activities is a great way to network and see how other chapter's leaders run their organizations.

The NMA Leadership Model



Golden Corner

by Stan Barauskas

Fired (Almost) for Parking

Failure analysis of the explosion indicated that the 100 lb thrust rocket engine combustion chamber suffered a pressure spike well in excess of 3000 psia rather than the normal 100 psia it was designed to expect. In late 1965 NASA's evaluation test of the Apollo Service Module attitude control rocket engine in its high altitude chamber of the Thermochemical Test Area (TTA) had not at all gone as planned.

Since this engine configuration was nearing its qualification testing there was an urgent need to find the cause of this horrendous failure. A re-design at this point would result in a major set-back to the Rocket Engine Program schedule. NASA needed to understand the cause of this failure and quickly implement the design solution to minimize impact to the downstream milestones.

NASA called on the Marquardt Corp., the engine supplier, and North American Aviation, Inc., its major contractor, to provide engineering assistance on site

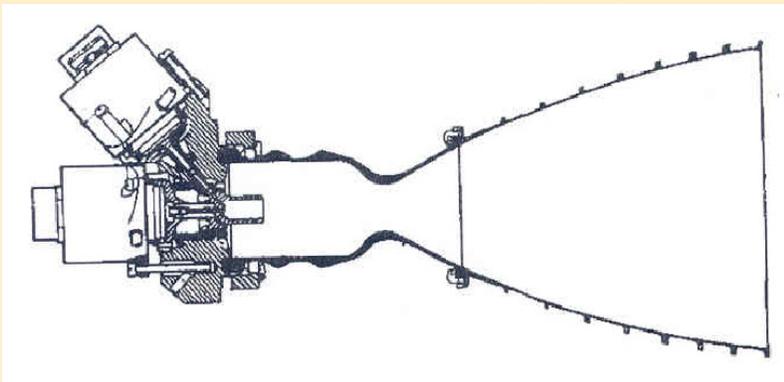
to quickly assess the problem. My supervisor, Royce Beatty, selected Bud Brandel, the most knowledgeable fuel feed systems engineer and me, the responsible engineer for the rocket engine, to quickly join the failure investigation team at NASA's TTA to get to the bottom of this unexpected event.

On the day of the failure, Royce called me at the Marquardt plant in Van Nuys where I was overseeing component testing by

the engine supplier and he told me to quickly get ready for an urgent visit to NASA-JSC's test facility to participate in the investigation. While I drove from Van Nuys to my apartment in Downey, Royce's secretary was preparing my travel documents. When I came to the office Irene Miller gave me the travel paperwork and told me all that was needed was the Vice-President's authorizing signature before I drove to the airport to receive my plane ticket. Since I was in a great hurry to meet my flight at LAX I decided to park in close to the VP's office which was near the lobby on Lakewood Boulevard. I parked in the semi-circular driveway and rushed inside to obtain the signature I needed. While I was waiting, I casually mentioned to one of the secretaries that I was parked next to the lobby and she



Lobby Entrance to North American Aviation Executive Offices



Apollo Service Module Rocket Engine

Fired (Almost) for Parking

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Harrison (Stormy) Storms

became instantly hysterical. She commanded me to immediately move my car and return for my documents. I did what she said but I couldn't figure out what the fuss was about.

When she finally calmed down I found out what happened. It seems that a few weeks ago the President of the Space and Information Systems Division, Harrison (Stormy) Storms was being paid a visit by some high ranking government and NASA officials and they couldn't find a place to park near his office. The semi-circular parking area was occupied by a couple of unauthorized vehicles. In order to never again be embarrassed like this Stormy left standing orders that anyone found using his parking space would be immediately dis-

missed from the company—no questions asked!! Luckily for me, it didn't happen.

The final conclusion of the failure investigation was that NASA had inadvertently frozen a portion of the fuel feed line when cold-conditioning the test cell for a low-temperature environment test. The oxidizer/fuel mixture ratio was completely outside design limits when the semi-frozen fuel flow was impeded before entering the combustion chamber. The engine failure was blamed on an improper test set-up and did not result in an engine re-design.

Special Events

current as of September 2007

Mark your
calendars!

BALC Event	Location	Date	Time	Section	Member/Non-Member Price	Reservation Deadline	Contact
Galaxy with David Beckham VIP Suite	Home Depot Center	10/13/07	07:30 PM	VIP Suite	\$98-\$100	09/30/07	Corine Gerschbacher
Evita	LB Entertainment Center- Terrace theater	11/10/07	8pm	Orchestra 12 & 13	\$46/\$48	11/06/07	Corine Gerschbacher
Show Taping "Rules of Engagement"	Sony Pictures	11/13/07	03:30 PM	Bus ride/open seats	\$5	11/02/07	JoYvonne Bragg
Anaheim Arsenals Basketball vs. Jam	Anaheim Convention Center	11/30/2007	06:30 PM	Floor Center 102	\$15/\$17	11/20/07	Corine Gerschbacher
A Swingin' Christmas	Walt Disney Concert Hall	12/20/2007	08:30 PM	West Terrace Row 1	\$40/\$42	12/07/07	Corine Gerschbacher
Lakers/76ers	Staples Center	01/04/08	06:30 PM	Sec 328 Row 6	\$30/\$32	12/14/07	Corine Gerschbacher
Jersey Boys	Orange County Performing Arts Center	11/26/07	7:30pm	Orchestra row W & X	\$75/\$77	11/16/07	Corine Gerschbacher
Phantom of the Opera	Orange County Performing Arts Center	04/06/08	Sun 1pm	Orchestra, row G	\$75/\$77	03/15/08	Corine Gerschbacher
Wicked	Pantages Theater	04/12/08	Sat 2pm	Orchestra	\$100/\$105	11/02/07	Erik W. King
My Fair Lady	Orange County Performing Arts Center	June TBA	Sun 1pm	Orchestra			Corine Gerschbacher
Chorus Line	Orange County Performing Arts Center	Aug TBA	Sun 1pm	Orchestra			Corine Gerschbacher

Corine Gerschbacher (714-372-6975) ❖ Joyvonne Bragg (714-732-4129)

Erik W. King (714-280-1696) ❖ Elaine Caday-Eames (562-593-6282)

From Your National Director's Desk...

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3. select your answer from the remainder. Guessing is OK since it's unlikely that you will know the answer to each question and since there is no PASS or FAIL in LEADS. Just make sure you answer each question and move on so that you can complete the assessment within the two-hour time limit, after which LEADS automatically scores all answers.

After you answer all questions, LEADS will automatically provide you with a feedback report which scores your understanding of each competency and attribute. The feedback report also provides a list of suggested reading, training and work assignments and associated hyperlinks, based on your answers to the LEADS questions. Once again, these suggested assignments are listed by the relevant Boeing competency so that you can see what you're working on. Don't be alarmed if you see many pages of these suggestions in your initial assessment. Just pick the competencies that are most important to you or where

you most need help, and work those. And remember that LEADS provides a continuous learning environment since leadership skills require time and practice to develop.

You can retake the LEADS assessment at any time to check your progress; but it is recommended that you complete the assignments for at least several of your listed competencies before doing so. We would also appreciate your comments and feedback after you've taken the Boeing LEADS assessment since this is still a work in progress. Specifically, we'd like to know if you learned anything from the LEADS questions themselves, if you found the LEADS approach and results easy to follow and informative and if the LEADS hyperlinks (in green) and suggestions in your feedback report added value. You may also find some mistakes (i.e. incomplete questions or answers) which we have not caught in this prototype; if so, please write

down the associated competency name (not the question number since those are randomly changed between assessments). That let's me know where the disconnect is so that we can fix it. Please send your inputs to peter.r.kurzahls@boeing.com.

Your participation in this LEADS testing process will help us make LEADS the best that it can be as we move towards formal LEADS deployment early next year. We have already received several improvement suggestions such as adding a SAVE and RESTART capability in case of unexpected interruptions and restoring answer letters (A, B, C, etc.) that were dropped in the prototype implementation, but I'm sure there are more and look forward to your feedback.

So won't you join us in this quest to learn more about Boeing's leadership attributes and competencies? You will be glad that you took the LEADS journey....

Jim Albaugh on Leadership

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an environment where ethics is viewed as a cultural trait, that isn't varied by location, by program, by team, or the level that somebody might be in the organization.

When we talk about leadership we also can't lose sight of the phenomenal job our employees do every day, and the right deci-

sions that they make. Every time a shuttle takes off, and every time an F/A-18 takes an airman into harms way, every time somebody makes a decision based on a GPS coordinate that they get from a satellite, every time a commercial airplane takes off, it's because our people didn't just do their job, they

just didn't go through the motions, they did things right. They did things personally, they had a personal warranty, and they cared about the customer. It's because of their personal integrity, and that's what Boeing stands for, and that is why customers continue to come back to us time and time again.

Spotlight Member

by Cindy Tran

Meet Stan Barauskas who became a member of the management club in 1972 while working for the Rockwell Corp. in Downey, California as a propulsion systems engineer on the Apollo. He has participated as a member ever since taking advantage of seminars, professional development classes and entertainment opportunities the management club provided. He hardly ever missed any GMM dinners and enjoyed the various speakers that were invited. It was only recently when he became involved as an active member by volunteering, about 3 years ago, to help the then Vice-President of Alumni/Retiree Affairs, Mary Kosalka. He thoroughly enjoyed being an active participant rather than simply a member. He eventually accepted the Alternate VP position to continue his assistance to the Alumni/Retiree Vice President.

As elections took place others accepted the VP/Retirees position (Al Getz, Justin Weiler and Maria Ramirez) and he continued in his supporting role where he is today.

Stan is married and has four daughters and eight grandchildren who occupy most of his time away from work. His wife is a full-time registered nurse so sometimes it's difficult to arrange different work schedules to do the things they like—traveling, skiing, hiking and biking. They have been to many countries in Europe (England, France, Italy, Germany Austria, Switzerland, Greece, just to mention a few), and traveled to Canada, Mexico, Tahiti and several Caribbean Islands. They love to ski and have been to many ski areas in Colorado, Wyoming, Utah, New Mexico, California, Montana, and even once in France.

In addition to membership on the Board of BALC, for the last 3–4 years Stan has been



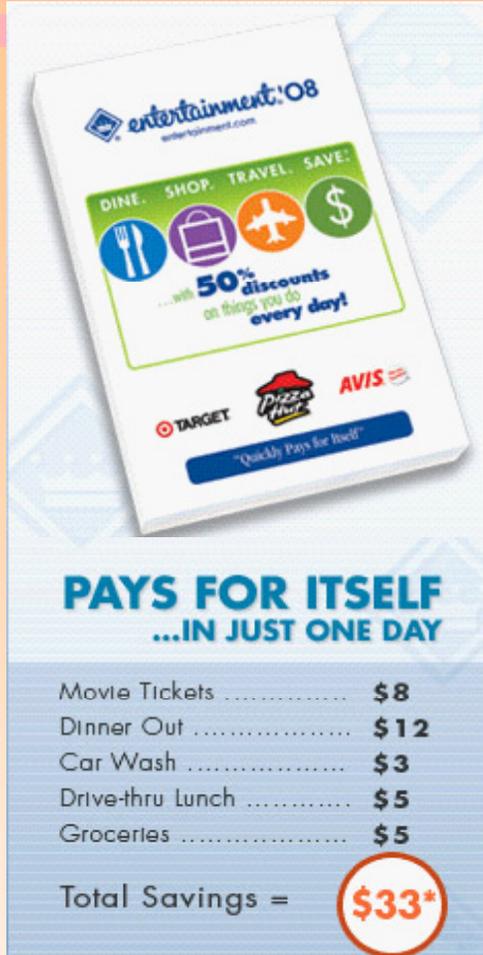
Stan Barauskas

on the Board of Directors of the Aerospace Legacy Foundation and the Youth Motivational Task Force, both very active volunteer organizations. He has also been given the responsibility of inspection and oversight over 36 miles of hiking trails in the city of Chino Hills. Despite the fact of being busy with many volunteering works, he said “Maybe when I finally retire I’ll have time to do much more!”.

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.

Southern California Area Council (SCAC) National Management Association (NMA)



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<http://nma1.us/manage/2005-08/index.htm>

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.



National Management Association

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