



Running the Numbers with Dr. Arthur Benjamin, Mathemagician

By Victor Koman

Imagine a balmy autumn evening outdoors on the deck of one of the most renowned cruise ships in history. Further imagine feasting on chicken Florentine and lemon mousse cake while watching a human calculator demonstrate his power over numbers and telling us of his love for all things mathematical. As the sun set on the Pacific one September evening, that is what BALC members experienced aboard HMS Queen Mary when Dr. Arthur Benjamin performed daring feats of Mathemagic without a net.

BALC President Theresa DeLeon opened the meeting and NMA National Director Pete Kurzhals shepherded us through the Invocation and the Pledge of Allegiance. Nearly 150 members and guests attended, deftly brav-

ing reality-show film crews and long patches of partially-repaired decking to climb onto the mighty vessel's sun deck.

In keeping with the theme of the evening, President DeLeon asked anyone interested in helping children learn math to contact BALC VP of Community/Education Services, Dean Davis. She also reminded members to vote for the 2009 Board of Directors, urged us to provide gifts for Project Love, and introduced Corine Kumano, who replaces the relocating JoYvonne Bragg as VP of Special Events.

VP of Programs Dee Thomas introduced Arthur Benjamin, who greeted us and spoke of how he has managed to combine his two loves—mathematics and magic—into a routine he has coined mathe-



Dr. Arthur Benjamin talking numbers to an audience on the Queen Mary

magic (similar to the title of the 1959 Oscar-nominated Disney short Donald in Mathmagic Land). As a demonstration, he asked for two numbers from the audience. From amid the shouts, he took 27 and 123, multiplied them in his head, and gave us the answer (3,321).

That was just a finger exercise for him. He invited up members with calculators and asked them to verify his mental math (and try to beat him to the answer) as he asked the audience to shout out three-digit numbers for him to square. The numbers came fast: 666 (443,556), 102 (10,404), 784



Arthur Benjamin demonstrating mathematical magic.

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

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 2009 BALC Board of Directors. There are seven 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!

July was a dark month for dinners. In September, we were entertained by Mathemagician, Dr. Arthur Benjamin, who kept the attention of the audience with his amazing math mind and magic tricks. The event was held outdoors on the Queen Mary in Long Beach for all to enjoy the warm September weather.

In August, the speaker was Dr. Zahi Hawass, who shared his amazing story about his resurrecting of Hatshepsut, a controversial female pharaoh from 3,500 years ago. She was erased from history for years until through DNA tests her body was finally identified. This meeting was our largest draw of members so far this year!

Our next dinner in October was the well known "Western Night". The Marshal this year was Nan Bouchard, Site Leader—Huntington Beach, C3 Networks. Nan and her posse of executives was there to serve the membership



Theresa De Leon

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 Los Alamitos Race Course.

If you haven't marked your calendar for the annual Holiday Dinner and Dance, please do so. This year it will be Saturday, December 20, 2008, 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 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 Victor Koman at victor.p.koman@boeing.com if you have any questions.

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From Your National Director's Desk...

This Fall marks the completion of my sixth year as NMA National Director for BALC and SCAC, and time to turn over my responsibilities to Bob Noel who will be assuming these National Director responsibilities in October 2008. Please give Bob all the support you have given me in the past, and help him bring Southern California NMA activities to even greater levels.

The past six years have been an exciting time for BALC and other Southern California NMA chapters. Aside from the many outstanding awards received by these chapters and by SCAC, BALC led the way in NMA National awards. These included national Member of the Year awards for Elaine Fafilek and Joyvonne Bragg, national Executive of the Year awards for Brewster Shaw and Jim McNerney, national Hall of Fame awards for Dick Thomas and Mike Mott and two NMA Chairman awards—more major national awards than any other chapter in a similar time period.

In addition, BALC has played a key role in bringing the NMA into the twenty-first century—spearheaded by pioneering initiatives led by Victor Koman and yours truly. These initiatives included the NMA Outreach Webservice (NOW) aimed at sharing activities between chapters and members; NMA QuickTools which enable all chapters to improve their operations; NMA LiveOnline which offers lunch-time leadership learning sessions to chapters nationwide, NMA

LeaderLabs which allow chapters to immerse their members in simulated leadership scenarios and the NMA Leadership Evaluation And Development System (LEADS). LEADS allows participants to assess their leadership knowledge and to learn more about best industry practices which can help them improve their leadership skills. LEADS was implemented in two versions—the first focused on the NMA leadership model which is applicable to any organization, and the second focused on Boeing-specific leadership attributes. To date, more than 600 participants from across the country and from a broad range of organizations have signed up for NMA LEADS; and almost 500 participants from 42 Boeing sites in the USA and Canada have signed up for Boeing LEADS. Participant feedback has been uniformly positive, with over 88% of all respondents reporting that LEADS can help them in their job, and with several testimonials on the benefits and application of LEADS. Having taken the LEADS assessment myself, I must admit that in my 30+ years in management, I've never encountered an assessment, survey or course that could compare to LEADS at any price—not to mention the \$35 which the NMA is charging to share this key leadership resource with its members.

In each case, the genesis for these new tools came from suggestions from NMA members and sponsors. BALC members, in turn, derived resultant design



Pete Kurzhals

approaches and layouts, led the development of implementation prototypes and tested these with SCAC chapter members before turning them over to NMA HQ for nationwide implementation. So the key to continued NMA growth and capability lies within each of us. If you have suggestions for NMA improvements and offerings, please don't hesitate to contact either Bob Noel or me.

Aside from these national happenings, it has been my true privilege to work with the members and officers of the Southern California chapters, which play such a key role in the NMA. I have enjoyed my discussions and meetings with you, and trust that you will continue to contribute your ideas and suggestions to national to help ensure NMA success.

Now join me in supporting Bob Noel as he assumes my former BALC and SCAC roles. I will continue to participate where I can while leading NMA professional development as an appointed member of the NMA Executive Committee in 2009. I trust that you and Bob Noel will continue the proud tradition of the BALC and SCAC in helping to forge new paths for the future of the NMA.

Running the Numbers with Dr. Arthur Benjamin, Mathemagician

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(614,656), 633 (400,689), and 987 (974,169).

He told us later that he had expressed an interest in math at an early age and found patterns in mathematical functions that his teachers did not see and was thus able to amaze them with his numerical prowess. He also developed an interest in magic and entertained children at birthdays and bar mitzvahs as The Great Benjamini.

The preceding mathemagic, though, was merely a warm-up. Next, he asked for 4-digit numbers and got them: 5849 (34,210,801) and 7569 (57,289,761). Then he asked the guests onstage to multiply any two 3-digit number together on their calculators and then give him five or six of the six- or seven-digit results in any order whatsoever and he would provide the missing digit! The one mistake he made that evening was the result of a misread by a guest, but that did not deter Dr. Benjamin.

He called for a volunteer and a young lady named Sydney stepped forward. Using her birth date, he created a magic square that always added up to the sum of her digits (28) in any direction (and even in smaller squares of 4):

12	3	9	4
8	5	11	4
5	10	2	11
3	10	6	9

Dr. Benjamin was not done with birthdays. In an amazing bit of calendar conjuration, he revealed to audience members the day of the week they were born simply from their birth dates. For the big finale, though, he performed the near impossible: he squared a five digit number — 39,724. To do this, he revealed his methods by thinking aloud using a mix of numbers and mnemonics.

It sounded like this: “I’ll start the problem in the middle with 39×724 . Now 39×72 is 351 $\times 8$ is 2808. That’s $28,080 + 156$ equals 28,236. Double that to get 56,472. 56,472 becomes Leash Rockin’. Leash Rockin’ is 76,472. That seems right, I’ll go on. Leash Rockin’, OK. Next I do 39 squared which is 1521 so I can say one billion, take the 521, add that to Leash. 521 plus 56 is 577 million – maybe it’s 578 but I don’t think so. Rockin’ Rockin’. OK, then we do 724 squared that’s 700 times 748 plus 24 squared is five hundred... ooh! 524,176. The cache if I need it, the cache — take the 524, add that... oh, that’s really close... Add that to Rockin’ to get 996,176.”

Well, that made it easier to understand! And the answer (try it at home) was indeed 1,577,996,176!

Afterward, Dr. Benjamin told us a little about his life. He grew up in Cleveland, Ohio (cheers from Mike Metz and Bob Noel at my table), became a backgammon

expert, is very fast at Sudoku, and taught his students to count cards, providing some of them the badge of honor of being banned from Vegas casinos. He admits to having ADHD: he can concentrate, but only in bursts, which makes him good at chess (you can see the whole board at once) but bad at bridge and gin rummy.

In performing his mathemagic, he inverts the traditional right-to-left method of multiplying and works left to right, which provides the added benefit of enabling him to start writing down the number before having the complete answer. More important, he can use each set of numbers in his subsequent calculations. He does not know his IQ — if it’s lower than he thinks it is, he’d just be depressed, and if it’s higher, he’d feel he’s not achieving his full potential.

The Great Courses company offers his Joy of Mathematics course on DVD and his book, *Secrets of Mental Math*, is a brisk seller in bookstores and online. If he could do one thing to help young people to become successful and be good citizens, he said, it would be to make probability and statistics a mandatory class. Understanding and managing risk is far more important and useful, he noted, than even algebra and trig.

Guests left the Queen Mary with heads swimming with digits, but firmly convinced that Dr. Arthur Benjamin, Mathemagician, was right on the number.

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



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**Your purchase helps support the NMA American Enterprise Speech Contest
for local high school students**

From Your President's Desk . . .

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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 Morris 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 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 Kumano at corine.m.kumano@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 we are always looking for volunteers for reading and evaluating the essays, judging the oral presentations and working the event. If this sounds like fun, it is! Contact Jocelyn Messina at Jocelyn.a.messina@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 round. This activity has 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. The community appreciates the work we do. Contact Jocelyn Messina at jocelyn.a.messina@boeing.com for

more information on volunteering with these events.

Visit the BALC website at: <http://hb.web.boeing.com/empser-vices/clubs/balc/> to get specifics of the different GMMs and new special events along with processional 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 fourth-largest overall chapter. One interesting upcoming NMA event is the NMA National Conference that will be held at the Bahia Resort in San Diego on November 1-4, 2008. This conference 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 chapters' leaders run their organizations.

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.

Professional Development Courses

Scheduled Seminars

Month	Date	Event Description	Location	Times
July	9	9. Pressure Driven Performance	NMA	11:30-12:30
July	10	Employment Transitions	Malcolm Roane	11:30-12:30
July	12	CM02—Planning And Organizing	BALC	8:00-11:00
July	16	10. Storyboarding—A Presentation with a Message	NMA	11:30-12:30
July	23	11. So That's How You Do That! MS Excel	NMA	11:30-12:30
July	24	Trust Services	Malcolm Roane	11:30-12:30
July	26	CM03—Leading and Controlling	BALC	8:00-11:00
July	30	12. The Difficult Conversation	NMA	11:30-12:30
July	31	Retirement Plan Distributions	Malcolm Roane	11:30-12:30
Aug	2	SMS 01A—Introduction to Supervision	BALC	8:00-16:00
Aug	7	13. Authentic Conversations	NMA	11:30-12:30
Aug	12	Estate Conservation	Baltazar Villalba	12:00-1:00
Aug	13	14. The Difficult Conversation	NMA	11:30-12:30
Aug	14	How to Handle Multiple Demands on Your Time	Dale Carnegie	12:00-1:00
Aug	16	SMS 01B—Introduction to Supervision	BALC	8:00-16:00
Aug	27	15. First Responders—Team Learning Challenge	NMA	11:30-12:30
Aug	28	Contribute Your Ideas With Confidence	Dale Carnegie	12:00-1:00
Aug	28	Investment Strategies	Malcolm Roane	11:30-12:30
Aug	30	SMS 02A—Management Principles	BALC	8:00-16:00
Sep	2	Retirement Plan Distributions	Adam Wass	11:30-12:30
Sep	9	Retirement Plan Distributions	Adam Wass	11:30-12:30
Sep	10	16. Everyone is an expert!	NMA	11:30-12:30
Sep	11	How to Build Employee Loyalty	Dale Carnegie	12:00-1:00
Sep	13	SMS 02B—Management Principles	BALC	8:00-16:00
Sep	16	Retirement Plan Distributions	Adam Wass	11:30-12:30
Sep	17	17. Who do you trust?—Team Learning Challenge	NMA	11:30-12:30
Sep	24	18. Delayed—Team Learning Challenge	NMA	11:30-12:30
Sep	25	Retirement Plan Distributions	Malcolm Roane	11:30-12:30
Sep	30	Investment Strategies	Malcolm Roane	11:30-12:30
Sep	30	How to Handle Multiple Demands on Your Time	Dale Carnegie	12:00-1:00

BALC Members Walk Like Egyptian's

By Dean Davis

The evening of Wednesday, August 27, 2008, Dr. Zahi Hawass pulled back the veil of secrets guarding the Egyptian tombs to the National Management Association (NMA) Boeing Aerospace Leadership Chapter (BALC) membership at the Lakewood Civic Center.

Dr. Hawass, Egypt's Antiquities Supreme Council Secretary General and Giza Pyramids Director, captivated the BALC audience as he described his adventures discovering and exploring ancient Egyptian secret passageways leading to crypts filled with Mummies.

One mummy in particular captured the attention of Dr. Hawass. That was the controversial female pharaoh, Hatshepsut, who was erased from time until Dr. Hawass employed



Dr. Zahi Hawass

CSI-type detective work using modern DNA tests on the mummies from the Egyptian Valley of the Kings to trace their lineage and return her to her rightful place among the royal family.



BALC Education & Community Outreach Pharaoh Dean Davis Walks Like an Egyptian

BALC Mummies & Daddies alike enjoyed this entertaining and educational dinner program. Thus far, no curses have been reported as a result of this meeting. However, there were some strange sightings of a Pharaoh riding an electric scooter.

Welcome New Members!

By Deborah A. Barchichat, VP, Member Services

Welcome to the newest BALC members since July 2008. This message is from Deborah Barchichat, VP Member Services. I would like to extend a personal welcome to all of you for joining our great organization. We have an exciting end of year planned as far as programs, and an even more exciting calendar year for 2009. We look forward to your patronage, and to sharing the wonderful things BALC has to offer. Should you have any questions, please feel free to contact Deborah for any member services information. In addition, be on the lookout for the fliers posted at your campus, and the calendar of events at the BALC webpage: <http://hb.web.boeing.com/empservices/clubs/balc/>.

July 2008:

*Meredith Gail
William Ng
Tracie Webb*

August 2008:

*Ana Durand
Alicia Harrell
Katrina Gordon*

*Fatma El-Sherbiny
Cynthia Cavalli
Mel Jiminez
Thomas Mancuso
Lisa Fry
David Wittman
Frank Zakravsky
Deborah Thomas
Kathy O'Connor
Kevin Reyes*

September 2008:

*JW Cheatham
Li Chen Chang
Steven Welch
Toni Burczyk
Jeanne Cassidy
Sally Im - Nu Vision Credit Union
Faiyaz Charolia - Nu Vision CU
Wendi Casteel
Brian Bernsen*

Special Events

current as of September 2008

Mark your
calendars!

BALC Event	Location	Date	Time	Section	Member/Non-Member Price	Reservation Deadline	Contact
CATS	The OC Performing Arts	12/16/08	7:30 PM	Tier 1 / Orchestra	SOLD OUT		Corine Kumano
"A Swingin' Christmas	Walt Disney Concert Hall	TBD	TBD	TBD	SOLD OUT		Corine Kumano
Rose Parade 2009	Pasadena	01/01/09	8am	TBD	TBD	12/02/08	Corine Kumano
Annie	The Kodak Theater	01/15/09	8:30 PM	TBD	\$50/\$53	12/23/08	Steven Stakley
Lakers vs Spurs	Staples Center	01/25/08	12:35 PM	509	SOLD OUT		David Brillhart
Ducks vs Buffalo	Honda Center	02/02/09	7:30pm	"N2 Rows 3-4"	\$41 / 43	01/16/09	Tanya Thomas
The Fab Four- The Ultimate Tribute	CLUB NOKIA	2/13/2008	8:00 PM	TBD	\$33/\$35		Corine Kumano
Lakers vs Suns	Staples Center	02/26/08	open	322 row 1-3	\$52/\$54	02/01/09	Corine Kumano
Elton John/ Billy Joel	Honda Center	March	8:00 PM	TBD	TBD	12/19/08	Corine Kumano
Lakers vs. 76ers	Staples Center	03/17/08	7:30 PM	322 row 1-3	\$34 /37	02/15/09	Corine Kumano
Ducks vs. Stars	The Kodak Theater	03/07/09	7:30 PM	TBD	\$41- 43	02/15/09	Tanya Thomas
The Rat Pack	The OC Performing Arts	Apr-09	7:00 PM	Orchestra	TBD	03/01/09	Dwayne Henry
Lakers vs. Nuggets	Staples Center	04/09/09	7:30 PM	322 row 1-3	\$42 / 45	03/15/09	Corine Kumano
Grease	The OC Performing Arts	May-09	7:00 PM	Orchestra	TBD	04/01/09	Corine Kumano
Fiddler on the Roof	The OC Performing Arts	Aug-09	8:00 PM	Orchestra	TBD	07/01/09	Dwayne Henry
Pageant of the Masters	Festive of Arts	July/Aug	7:30 PM	TBD	TBD	03/31/09	Corine Kumano

Corine Kumano (714-372-6975)
Yolie Paris (714-372-6870)
Dwayne Henry (714-791-4172)

Tanya Thomas (714-393-4265)
Steven Stakley (714-372-0820)
David Brillhart (714-372-0161)



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minimum # of tickets)

Spotlight Member

By Dee Thomas

Right out of college in 1973, Chris Rodgers started his first job with North American Rockwell, which eventually became Boeing. Since he liked the adventure of spaceflight, his early work was on the Space Shuttle program in its development phase. In the 1980's he moved to the Satellite Systems Division, and in 1988 became a manager at the Downey plant in the Space Shuttle Cargo Integration department, a position he held through 2002. Thereafter he joined the Boeing proprietary projects, where he is still a manager of 12 employees.

Chris joined the then-existing Downey Space Chapter of the National Management Association (NMA) in July, 1994. Despite the demands of his job and outside volunteer activities, he has been a consistent participant ever since, devotedly attending BALC general management meetings each month. Chris first became interested in joining the NMA because many of his colleagues were members and they shared how interesting the programs were. Chris decided that it would be a good place to network and meet new people, which is one of the things that he really enjoys about the current BALC.

When asked about the features that he likes most about the BALC, Chris says that he likes the educational and developmental programs

for youth, such as the annual speech and scholarship competitions. He enjoys BALC as a venue where youth can demonstrate their talents and virtuosity. Additionally Chris likes the broad spectrum of BALC advantages, including the education and development programs and monthly general management meetings where he can mingle with new people and enjoy varied programs. Some of his favorite, memorable events include a teamwork speech by Michael Cooper of the Los Angeles Lakers, top executive speakers such as former Rockwell CEO Don Beall, aerospace industry legendary pioneer Lee Atwood, and Space Division President Rick Stephens, as well as the most recent speech in August by Dr. Zahi Hawass, Head of the Supreme Council of Egyptian Antiquities, sharing his discoveries and potential new dig sites for tombs of ancient pharaohs. Chris also enjoyed Ed Arnold of Channel 7 News, where Mr. Arnold discussed his career and how he got to be a top-notch reporter, interviewing very interesting people.

Chris believes that personal advantages to BALC membership include his participation in a financial management seminar that taught him personal strategies for improvement. He has also expanded his network through meeting management from other sites and programs who have



Chris Rodgers

exchanged insights on work topics and broadened Chris' perspective. He believes that BALC membership is a good value at minimal cost, and has proven advantageous from a networking, educational, and contacts viewpoint. To new members his advice is to attend general management meetings as often as possible, meet new people, and get involved by volunteering to help the organization.

Chris says that he thinks BALC is a great organization and his enthusiasm about it is such that perhaps a Board of Directors membership is in his future! With his vast knowledge of BALC over the years, his positive attitude and great enthusiasm, this interviewer is sure that BALC would benefit from his tutelage and participation!

Thanks, Chris, for all your support!

Please visit our Boeing Aerospace Leadership Chapter Website

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NMA Breaktime—An Electronic Newsletter

<http://nma1.us/breaktime/>

MANAGE Online—A Management Magazine

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

Golden Corner

by Stan Barauskas

Conquering the Inca Trail to Machu Picchu

(Part 1 of 2)

My wife, Elke and I are long time members of the Sierra Club and have hiked the local mountains, the Alps in Switzerland and Austria and even the Black Forest in Germany for 7 days. Of these, the ~27 mile, 4-day Inca Trail to Machu Picchu was, by far, the most challenging. This adventure was my wife's idea—something we wanted to do since the hiking group we belong to, the Trail Trekkers, visited Machu Picchu a few years ago. Of course, they took the train there, which she thought was not in the tradition of “trekking”. My job was to plan the details for the hike.

After using the internet to find a company that provided this hiking service I selected Peru Treks, a company in Cusco, Peru at a cost of \$425 per person. The variety of costs for different companies for the same service amazed me; the range of prices was from \$400 to \$6,500 for the same 4 days of hiking. I found Peru Treks had an excellent record of reliable, outstanding service and did significant community service in addition to providing an excellent salary and benefits to its staff. I signed on ~ 6 months in advance—a typical advance reservation period since the demand for the Inca Trail hike is very high. The main reason for the early reservation requirement is the restriction placed by the Peruvian government to



MACHU PICCHU

limit access to the Inca Trail to no more than 500 people per day—200 tourists and 300 porters and guides. No one is allowed to do the trek without a guide. They are so protective that the walking sticks used by hikers must have rubber tips or they are not allowed. I selected August, Peru's winter, to go since it has minimal rain during that time—although I was warned to be prepared for rainy weather, just in case. After arranging all the travel, and hotels in Atlanta, Lima and Cusco we were ready to go on July 29, 2008.

LIMA

We spent 4 days exploring Lima before continuing to Cusco. Our Lima hotel, Hostal Torreblanca, was in the Miraflores section of Lima, a couple of blocks from the beach. As typical

of Peru winters we found no sun for all the 4 days we spent there. The shore line had a wonderfully constructed walkway along the beach with playgrounds for the children, concrete skate-board parks—even a hilly bicycle ride park. Interestingly, whereas we find our beaches lined with volleyball courts and fire pits, theirs were sprinkled with concrete mini soccer courts—and a rare basketball court. We visited their main museum where we learned the history of Peru, a religious area (Huaca Pulcanna) and, most interesting, their Congressional Building. While on tour with a guide in the Congress we met an ex-congressman who gave us a very complete political history of Peru. One thing that impressed me during our Lima stay is the fact that we shared our hotel with

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a large group of U.S. volunteers representing World Vision that does missionary work at orphanages, hospitals and schools.

CUSCO

On to Cusco for a two-day stay before starting the trek. After checking in at the Peru Trek office for a final briefing before the hike we had an opportunity to do a guided city tour of Cusco the first day and the Sacred Valley on the second. We learned a massive amount of the culture and history of the Inca people—the invasion by the Spaniards and their ultimate assimilation into other nationalities in South America (Bolivia, Columbia, Argentina, and even the Philippines). The first impression one gets is that the Inca people were a hard-working, simple agriculture—based society. They worshipped the earth (Pacchamama) and the Sun God (Inti), the moon (Quilla), water, lightning, mountains and rainbows because they were the basis of all life. BUT, after visiting the various worship sites and important structures, it was evident the Incas were proficient in engineering, architecture, astronomy, medicine and other sciences. One example is in the construction of the sacred worship sites—the Incas used massive rocks for construction that came from a quarry miles away. Some of those rocks were in the order of 40 to 100 tons, or more, in weight. The Inca's moved these stones by a series of pulleys, ramps, incline planes, rollers and levers to put them in place. The design of their

edifices took potential earthquakes into account (trapezoidal design and no mortar used in assembling the huge stones), as well as the seasons of the year (vernal equinox, for example). We learned that the Incas were hard-working, very intelligent and dedicated to their worship. Their demise was of their own doing. A major civil war broke out between the last two Inca kings, Huscar and Atahualpa. The war decimated the Incas and the Spanish took advantage of this during the Battle of Cajamarca in November, 1532 when they captured and ultimately killed the surviving king, Atahulapa, and the conquest of Peru began in earnest.

Hike Day 1

Finally, the first day of the hike begins. We were picked up at our hotel about 5:30 am Wednesday, August 6 and, along with 14 other hikers, were bussed to the trailhead at KM82 in Ollantaytambo. While on the way to the trailhead we introduced ourselves to the other hikers. The range in age of the group was from 18 years to 69 years old. Our fellow hikers were from England, Belgium, Canada, U.S. and Peru. We had an archeologist, several teachers, computer programmer, lawyer and other professions in our group. On our hike we were accompanied by a support group of porters, Cheskis (runners) as they prefer to be called, and two local guides, David and William. As we made progress along the trail we would find ancient ruins that the Inca



Lima—Peru's Congressional Building; learned much of turbulent Peruvian political history



Cusco—overlooking the city's main center, Plaza de Armas, site of the Cathedral

used either for worship or as a residence. The guides filled in as much of the details for each that was known from archeological research. The first day was relatively mild, only 7.2 miles and ~6 hours of walking. One of the major benefits was the availability of bathrooms at each campsite. Of course, they were somewhat primitive (structure with a hole in the ground) but they did provide privacy and running water (though not drinkable).

At this point I must digress and spend a little time describing the role of the Cheskis. It is important to note that without the Cheskis this 4-day hike would be IMPOSSIBLE!. Our group of 16 was assigned 19 Cheskis and one cook who did the heavy lifting and cooking on this hike.

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The age range of the Cheskis was from about 18-20 yrs to the oldest at ~64 years. They were in such good shape I believe many of them could qualify for endurance events in the Olympics. They carried all of our supplies for breakfast, lunch and dinner—and an occasional hot tea and sandwich break (in addition to their own rations) for the entire 4 days. They also brought a dining and cooking tent complete with plastic stools, and 8, 4-man tents deployed each night. I was amazed they did not rely on the relatively light weight plastic dishes or silverware—all were aluminum: platters, bowls, dishes, cups and silverware. The Cheskis carried a stove and sufficient propane for cooking and to boil water for washing and to refill the hikers' water bottles. No fires were allowed in any campground. Before each meal they would provide hot water for washing up. The breakfasts consisted of pancakes, bagels, jam, butter, omelets, hot cereal, and a variety of hot teas. Lunch was chicken, mashed



Bridge across the Urubamba River - beginning of the Inca Trail at KM 82 in Ollantaytambo



Our very knowledgeable guide, David, described Inca ruins along the trail

potatoes, vegetables, hot soup. Dinners included hot soup, beef, fish, spaghetti, rice, fried bananas, tomatoes (always peeled to avoid illness from the water used to wash them) fruit salad and avocados. Typically, the dishes were served

very decoratively and fresh tablecloths were used for each meal. Some of the hikers had special diet needs, specifically the vegetarians in our group. Their dishes were prepared separately and close attention was paid to their demands. Don't ask me how, but one evening we were served a delicious Jell-O! Sometimes even the napkins were placed at each table setting with a decorative design. The Cheskis washed all the dishes, took down the dining, cooking and sleeping tents, bundled up everything and easily passed us (even with a ~1 hour lead) on the trail—occasionally breaking into an uphill run—impossible! By the time we arrived, everything was ready for our lunch. The food was cooked, the dining tent and place settings done and hot water was ready for our pre-meal wash-up. Pre-boiled water was provided to all the hikers that needed to replenish their water supply.

(To be continued—look for Part 2 in the October/December newsletter)

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.



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