



Boeing Aerospace Leadership Chapter

# New Horizons

Mar-Apr 2010

## The Dawn of Dr. Rayman

In one of our more notable presentations, Dr. Marc Rayman of The Jet Propulsion Laboratory in Pasadena, came to inform the audience about his passion for his latest “Dawn” project to study 2 of the largest unexplored worlds in the inner solar system. Launched in 2007, Dawn will visit the 2 most massive asteroids, Ceres and Vesta, 2 of the furthest asteroids from earth and the last unexplored worlds in the inner solar system. Dr. Rayman shared pictures of the planned orbits, as well as pictures of the space vehicle that operates from an ion propulsion system, and will rendezvous with Vesta in 2011.

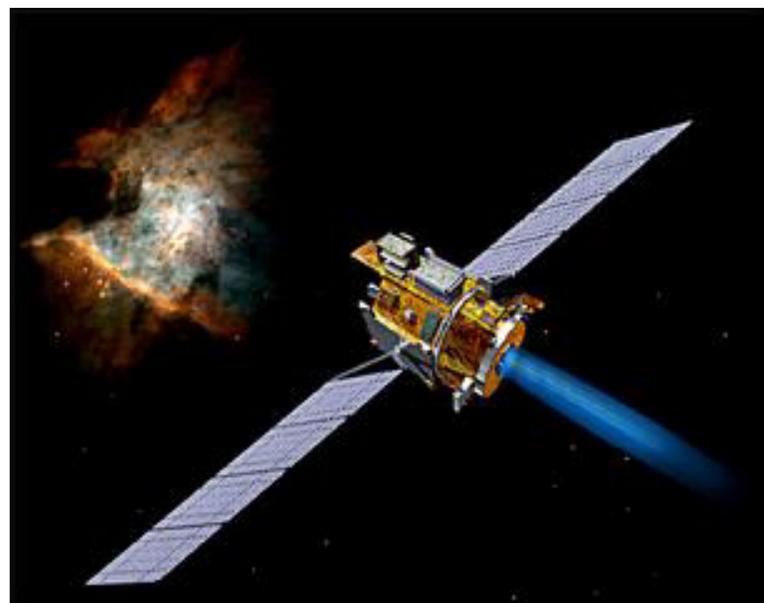
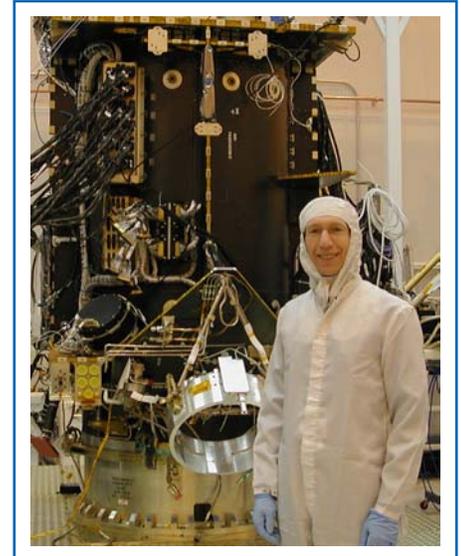
Dr. Rayman explained that mostly the spacecraft spends its days climbing away from the Sun atop its pillar of blue-green xenon ions. A day’s thrusting is enough to change the spacecraft’s speed by a very modest 7.3 meters/second (16.3 miles/hour), allowed due to the extraordinary efficiency of ion propulsion, which lets the probe thrust for much more than a day.

After visiting Vesta, the spacecraft will travel to the dwarf planet, Ceres. Dr. Rayman is hoping that the information garnered from this exploration will reveal much about the dawn of the solar system.

Also showing pictures of some beautiful constellations and galaxies, he wowed the audience with his simplistic language and ability to make this complex topic easily understood. And, with his excellent physics and astrophysics credentials Dr. Rayman displayed his use of humor as he mentioned that his wife still expected him to pick up cat food after his presentation.

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Mission controllers have compared the Dawn mission with that of the fictional space voyages depicted on *Star Trek*. Unlike on the starship *Enterprise*, however, where venting plasma was sometimes a bad sign, Dawn will rely on the controlled venting of its plasma thrust to continuously accelerate towards Vesta.



## The Presidents Message . . . and the winner is:

It is awards time for BALC. First BALC held its speech contest in March and the winner was Laureen Bousmail, a junior at Beckman High School in Irvine. She is the daughter of BALC member David Bousmail who with Laureen and the rest of her family attended our March GMM where she gave her “award-winning” speech to the audience. Next Laureen performed her speech along with 8 other contestants at the Regional Speech Contest held at the NMA Leadership Development Conference in San Antonio Texas in April. I am pleased to announce that Laureen won First Place and the Regional contest and now advances to the National Speech Contest which will be held in Miami this September. GOOD LUCK and BEST WISHES to Laureen.

Next, the BALC Board and Executive Advisors selected the 2010 Chapter Award Winners from among an excellent group of nominees. I am pleased to announce the following Awardees:



Mary Ek



Jocelyn Messina



Bob Noel



Brian Keene



Dee Thomas

**BALC Silver Knight** – Mary Ek, Finance Business Manager and BALC Executive Advisor

**BALC Volunteer of the Year** – Jocelyn Messina, Software Engineer and BALC VP-Education and Community Services

**BALC Leader of the Year** – Bob Noel, Technical Lead, Systems Engineering Leadership Program and our NMA Pacific South Director

**BALC Manager of the Year** – Brian Keene, Eng. Prod. Data Mgmt. Mgr.

**BALC Member of the Year** – Dee Thomas, Learning, Training and Development and BALC VP-Programs

Both Brian Keene and Dee Thomas were also the BALC nominees to the Southern California Area Council (SCAC) awards, and Pat Goggin was the BALC Nominee to the SCAC Gold Knight award. I am pleased to announce that Brian, Dee and Pat have all won their SCAC Awards. We plan to present all these awards at the May BALC Dinner Meeting.



Joe Morano

And I had the pleasure of attending the final portion of the BALC Scholarship contest. I saw 6 fine high school children of BALC members go through their essay writing and interviews. All of these students are winners, and from the generous donation we received from Financial Partners Credit Union and the small donations we receive with every Special Event ticket sold, we are able to award some cash scholarship to all 6 students. The top scholarship award winners will receive their checks also at our May Dinner Meeting.

Lastly I want you all to know that as a BALC member, you are all winners. Several of your Board attended the National Management Association Leadership Development Conference and I am proud to say that our chapter is doing a lot of things “right” when it comes to serving our members – serving you!. While we can still learn new things to improve BALC, and I for one will implement some new Ideas I learned at the LDC, it made me feel proud to see the BALC members contribute so much at the LDC and see how other chapters were taking our inputs and suggestions to bring back to their chapters. One of these suggestions is a separate short column in this issue titled “Did you know?”. Check it out and see if you know these facts about BALC.

Until the next issue of New Horizons – I hope to see you at an upcoming BALC event!

## Boeing Aerospace Leadership Chapter Board of Directors

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### BALC Website

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

External Website

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

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

## Leadership Development Conference (LDC)

In early April, several of your BALC Leadership team traveled to San Antonio, Texas to attend the National Management Association (NMA) Leadership Development Conference (LDC). The San Antonio weather was beautiful with sunny skies, warm temperatures and low humidity, but a full schedule kept us all from spending too much time out doors. Between workshops, networking, the Speech Contest and several training sessions, your leadership team was kept busy. Here are some of the highlights of the conference.

### Opening Membership Workshop:

The first event of the LDC was a Workshop on Membership on Thursday afternoon. Even though many attendees were still on the last leg of traveling and checking into the hotel, this session was standing room only. The theme of the workshop was "Connecting with your members". The beginning of the workshop seemed like a Boeing technical meeting where the speaker went through prepared PowerPoint charts on membership and while a lot of the information that the speaker told us was interesting, the workshop got exciting when it was opened up for discussion

between the various chapters in attendance. Some of these ideas will be looked into at BALC to see how we can implement them for our membership, but even better was seeing other chapters eagerly taking notes when we told them about BALC membership activities.

### San Antonio Speech Contest:

On April 10, the 2010 NMA Regional Speech Contest was conducted. John Kutzmann, the 2010 NMA Chairman of the Board from the Santa Clara Valley Leadership Association was the Vice chairman. Nine contestants competed on what leadership meant to them. Each student was exemplary in showing how their study of leadership by research and learned skills is an incentive to success. A desirable quality was the ability to speak and communicate effectively. Lauren Bousmail (the speech contestant from BALC) won first place. She received \$1,000 and the second place winner Shekeyla N. Caldwell representing the Texas Gulf Coast received \$500. The judges were from Toastmasters. Lauren will represent BALC at the National Conference in Miami, Florida in September.



### *LDC continued from page 3...*

As part of the LDC schedule on Friday afternoon, there were three workshops simultaneously run to explore Communications, Programs, and Community Services for attendees. Here are descriptions of each of the sessions.

**Communications:** Facilitators for the workshop were Kiran Dambala, Amy Dobson and Earl Bonin, all from Lockheed Martin Leadership Associations.

**Programs:** This session focused on chapter programs and how to run successful programs. The groups covered many areas from planning programs through executing them and there was a lot of information exchanging when it came to sources where a chapter could obtain speakers. Scribes at each of the tables took pages of notes which will be collected and shared. Facilitators for the workshop were Joe Morano from BALC, David Peters from the Lockheed Martin Leadership Association and Gary Waits from the United Space Alliance Leadership Association.

**Community Services:** This session investigated successful practices in the area of running a speech contest, projects for community services and celebrating Management Week in America. One topic that was the subject of a lot of discussion was how to get executives involved in each area. Each of the facilitators for the workshop took notes on best practices for each area that will be shared via the NMA website for chapter officers and all members. Facilitators for the workshop were Bob Noel and Jocelyn Messina from BALC and Ron Norris from the Lockheed Martin Leadership Association.

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LDC Classroom Workshop Activities



### **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.

## Ms. Cricket Buchler International Trainer

### “Influence and its Effect on Leadership”

Would like to make positive changes in yourself and others? Can you influence others into better decisions to get bottom-line results? Master Trainer and international speaker Ms. Cricket Buchler captivated the BALC March 23rd GMM audience with a proven method to influence others into making positive and lasting change. Based largely on the New York Bestseller book called *Influencer: The Power to Change Anything*, Ms. Buchler provided insight to the how to influence.

Interestingly enough, our track record on lasting change is astonishingly poor. Take for instance that in the \$40 billion diet industry 19 out of 20 dieters fail, only 10% of the \$300 billion companies spend on training sticks with employees, 67% of us do not floss our teeth even after we are told repeatedly, and 90% of bypass patients do not make the necessary changes to prevent future health issues. Why? Most are looking for the quick fix or silver bullet.

Ms. Buchler detailed out the six sources of influence in a two by three matrix. The first row is motivation and ability. The first column is personal, social, and structured. Examples were provided from each mutual block (i.e. personal motivation, social motivation, personal ability, etc.). The power to influence can be "peer pressure" either positive or negative, when we were young or where we are today (social motivation). I think we all can relate to this.

Profound lasting change takes a "conscience" concerted effort. Too often we are disengaged from our behaviors; good or bad. The need to "awaken" and leverage the moral aspects of your decisions to your personal values generates the passion for the lasting change. Mentors provide ways for you to polish your character and encourage leadership development. Social influences can encourage the change. For example, having a workout buddy creates social pressure to encourage regular exercise to get in better shape.



Be an opinion leader, encourage others in a positive light. Point out positive things co-workers are doing when they are doing it. Go out of your way to tell their manager how much you appreciate a co-worker's extraordinary efforts to cut costs or complete a challenging job assignment ahead of schedule. Positive reinforcement can go a long way in building the people side of the business.

Ms. Buchler delighted many that evening. For others, they still may need to be "awaken" to make lasting change stick. For me, her talk instilled in me the desire to improve my positive influence in others and myself both professionally and personally. Intrigued to gain more insight, I am inspired to read this best seller to influence lasting change. Hopefully, you are motivated to do the same.

Daniel Kaz  
VP of Professional Development  
NMA BALC

### 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.

The 2009 BALC Financial Report is available upon request

## Did you know....

\* Did you know that an average cost for a dinner at one of our General Membership Meeting (GMM) is \$45 per person?

\* Did you know that this price includes use of the Banquet Hall and parking in addition to the food, tax and gratuity?

\* And did you know that the most wasteful use of your member dues is paying for dinners for members who are "No-Shows" at the GMMs?

Lately we have been getting a larger volume of members who RSVP to attend a dinner meeting, and then are "no-shows". BALC needs to guarantee the total number of dinners that will be served and we are committed to pay for these dinners – whether they are served or not.

Now we understand that emergencies come up which will prevent a member from attending at the last minute, and these are not the problem. History tells us this will happen and we always reduce our guaranty to account for these emergency cancellations. And the kitchen is always prepared to make some extra meals – about 3% of the total or about 6 meals for a group of 200.

What BALC asks the membership to do is remember that no-shows cost all of us money since it comes out of dues. And please thoughtfully RSVP if you plan on attending a GMM and remember to attend! And if you make an RSVP and find out you must cancel, please let our Reception Manager, Ron Morse or his alternate, Don Rising, or even BALC President, Joe Morano know as soon as you know you need to cancel.

Thank you, Joe Morano

## Upcoming Special Events Calendar

BALC Event	Location	Date	Time	Section	Member/Non-Member Price	Reservation Deadline	Contact
LA Galaxy vs Toronto	Home Depot Center	May 15th	7:30pm	sidelines	1/2 price sale	5/11/10	Corine Kumano
Celtic Women	Universal	May 16th	8:00pm	12	\$105/\$118	Sold Out	Corine Kumano
Club 33	Disneyland	May 17th	6:30pm	Main	\$120/\$125	4/28/10	Corine Kumano
Disney's, The Lion King	OCPAC	May 30th	6:30pm	Orchestra	\$72/\$74	05/14/10	Corine Kumano
Tom Petty & the Heartbreakers	Irvine Meadows	June 3rd	7:30pm	tba	tba	04/01/10	Corine Kumano
U2	Angels Stadium	June 7th	7:00pm	200 section	\$125	Sold Out	Corine Kumano
Angels vs Rockies	Angels Stadium	June 26th	6:05pm	411	\$30/\$32	6/1/10	Brian Chin
4th of July Spectacular	Hollywood Bowl	July 4th	7:30pm	N3 or P2 first row	\$40/\$42	June 17th	Brian Chin
Angels vs Mariners	Angels Stadium	July 18th	12:35pm	411	\$30/\$32	07/01/10	Corine Kumano
Dodgers vs Giants	Dodger Stadium	July 20th	7:00pm	tba	\$16/\$22	07/07/10	Brian Chin
Pageant of the Masters	Laguna Beach	Aug 18th	8:00pm	Main Center Row C	\$71/74	08/04/10	Joe Morano
Pageant of the Masters	Laguna Beach	July 29th or Aug 5th	8:00pm	Main Tier Row M & N	\$40/\$42	07/01/10	Corine Kumano
20th Century Fox	Hollywood Bowl	Sept 5th	7:30pm	M2, row 1 & 2	\$34/\$36	08/15/10	Corine Kumano
Young Frankenstein	OCPAC	Sept 19th	6:30pm	Orchestra	\$75/\$77	08/31/10	Dwayne Henry

Corine Kumano 714-372-6975  
 Brian Chin 562-593-6568  
 Dwayne Henry 714-791-4172  
 Frank Zakwawsky 714-896-1082

VP, Special Events  
 Alternate VP

## Upcoming Professional Development Opportunities

BALC Development Seminar/Course/WebCast	Location	Date	Time	Comment	Reservation Deadline	Contact
SMS Course 2: Management Principles	Huntington Beach	May 15th	8:00am	Free for Members	5/14/10	Brett Buresh
Qualifying Borrower's Basics	Huntington Beach	May 25th	11:30am	Free Lunch	5/24/10	Daniel Kaz
College Funding	Long Beach	May 26th	11:30am	Free Lunch	5/25/10	Daniel Kaz
SMS Course 3: Communication Skills	Huntington Beach	TBD	8:00am	Free for Members	TBD	Daniel Kaz
Prequalify vs Pre-Approval	Long Beach	June 16th	11:30am	Free Lunch	6/15/10	Daniel Kaz
Retirement Planning	Huntington Beach	June 22nd	11:30am	Free Lunch	06/21/10	Daniel Kaz
FHA vs. Conventional Financing	Huntington Beach	June 29th	11:30am	Free Lunch	06/29/10	Daniel Kaz
Retirement Income Planning	Long Beach	June 30th	11:30am	Free Lunch	06/30/10	Daniel Kaz

[Check the BALC Development/Seminars Calendar for more info on these events & new events including NMA LiveOnLine WebCasts](#)

Daniel Kaz	714-585-4264	VP of Professional Development
Brett Buresh	714-372-1796	Alternate VP



Corine Kumano  
VP Special Events



Daniel Kaz  
VP Professional Development

## 40th Anniversary of Apollo 13 Mission

These are the words that are still reverberating in the minds of all space fans today. April 11, 2010 was the 40th anniversary of the ill-fated Apollo 13 Mission launched from Kennedy Space Center. The crew of Commander Captain Jim Lovell, Command Module Pilot Jack Swigert (upgraded the last minute from back-up to full flight status replacing Ken Mattingly who had been exposed to measles) and Lunar Module Pilot Fred Haise could not have imagined what was in store for them.

By the time the day of the launch of Mission Apollo 13 arrived this historical voyage no longer demanded newspaper headlines. It is amazing to note that the landing of men on the moon had become “routine” following the spectacular and well-publicized first landing of Apollo 11 on July 20, 1969 and the subsequent Apollo 12 landing on November 19, 1969. The NASA televised broadcast of the crew on-board the Command Module Odyssey, a couple of days into the mission, was not even picked up by the major networks, NBC, CBS and ABC, much to NASA’s chagrin. Broadcast of the progress of the Vietnam War, an “I Love Lucy” re-run and a baseball game continued uninterrupted. Things changed dramatically after the explosion of oxygen tank #2 that provided the cryogenic oxygen supply for the fuel cells and breathing air for the crew. The world’s news services immediately focused all their attention on the crews’ perilous predicament.

At ~56 hours into the mission and ~200,000 miles from earth, a bang was felt by the crew and simultaneous

Caution and Warning alarms sounded indicating something very wrong just happened on board. Commander Lovell’s ominous words to the ground “Houston, we’ve had a problem” were later slightly revised by Ron Howard in his Apollo 13 movie to say “Houston, we have a problem” to give it more currency. It didn’t take long for the crew and the ground to realize that the astronauts were in a life and death situation that needed an immediate response. The Command Module was rapidly losing power and the life support system would be inoperable very soon so the crew powered up the Aquarius Lunar Module to use as a temporary lifeboat. Also, there was some concern that the Service Module Service Propulsion System engine might have been damaged in the explosion. It was decided to use the Lunar Module Descent Engine for course corrections that would orient the spacecraft to an earth re-entry. Since the Lunar Module was only designed to bring a crew of 2 to the moon’s surface, and only for 2 days, Captain Lovell’s crew knew they needed to conserve power and their life-giving consumables to survive with 3 people for 4 days. The power reduction resulted in dropping temperatures to a meat locker level of ~38 deg. F making it difficult to sleep and their food supply inedible.

To add to their numerous problems, the scrubber system that removed the poisonous CO<sub>2</sub> from the atmosphere was becoming saturated and the crew faced asphyxiation. The ground crew came up with a brilliant plan to combine the square-shaped filter in the Command Module with its circular counterpart in the Lunar Module.

It seems no one had envisioned beforehand that the two systems needed to be compatible. The crew created a makeshift adapter using on-board supplies that allowed the scrubbers to work together.

The last problem was the need to make one more mid-course correction but, without the automatic guidance system operating. This required very accurate vehicle positioning and engine firing time to make the necessary manual adjustment in their flight path. Captain Lovell and his crew executed the maneuver brilliantly and they were on the correct path for entry.

After separating from the Lunar Module and then the Service Module the crew had their first look at their damaged spacecraft. It was hard to believe the entire panel that housed the cryogenic tank had been blown away; the damage was considerable. The whole world breathed a sigh of relief when the Command Module finally responded to calls from the ground, greater than 1 min later than expected, and the parachutes were in full view on TV screens everywhere. Later this mission was dubbed the “most successful failure” in the history of manned spaceflight since the crew was recovered intact after a horrendous in-flight accident. It is sad that this was not the fate of the Apollo 1, Challenger and Columbia astronaut heroes.

The Aerospace Legacy Foundation (ALF) working together with the American Institute of Aeronautics and Astronautics (AIAA) commemorated this successful rescue of the Apollo 13 astronauts in 5 different venues during the week of the mission that took place 40 years ago.

### *Apollo 13 continued from page 7...*

The AIAA screened Ron Howard's Apollo 13 movie at the Laemmle 4-plex theater in Santa Monica on April 11. The AIAA also held a dinner at the Marriott hotel on April 15 featuring as keynote speaker Jerry Elverum the Program Director and Chief Engineer responsible for the Lunar Module Descent Engine that played a major role in the Apollo 13 crew's recovery. At the LA County Science and Engineering Fair held in Pasadena on April 16, the Urban Science Corp. presented a cleverly done pantomime dramatization of the Apollo 13 mission narrated by Dr. Richard Shope.

On Saturday, April 17, The ALF sponsored a gathering of Apollo veterans at the old North American Aviation/Rockwell/Boeing site in

Bldg. 290, the birthplace of all the Apollo Command and Service Modules. This event attracted many retirees who contributed to the Apollo Program. These included Dale Myers, North American/Rockwell past Vice-President and NASA's Deputy Administrator in 1986, Bill Edson, Director of Rockwell's Kennedy Space Center launch team, Tom Barrera, Manager Extended Duration Orbiter Program, Wendell Emde, Larry Korb, Shelby Jacobs, Joe Campbell, Ann Tack, Vern Johnson, Irene Chase, Gary Moir and numerous others.

Dale Myers welcomed the group and thanked all those in attendance who directly participated in the Apollo 13 crew rescue. Border's Express book store representatives were on hand to offer Jerry Blackburn's book

"Downey's Aerospace History" and Larry Latimer's historical book "Downey" for sale. Dr. Richard Shope directed a reprise of his pantomime group's Apollo 13 re-creation to the delight of all the attendees. A box lunch was offered and then the group was invited to spend some time visiting the Columbia Memorial Space Center just a short walk from building 290. The event was also sponsored by the BALC and the Financial Partner's Credit Union (Vice-President Lori Reeves also participated in the commemoration).

The last of the series of events surrounding the Apollo 13 remembrance was a case study of the Apollo 13 Mission presented by the student chapter of the AIAA at Cal Poly University on April 23. The Cal State Long Beach AIAA student chapter also joined their counterparts at Cal Poly. Apollo veterans Tom Barrera, Gary Moir and I were invited to speak to this group at their event.



The author with Mr. Dale Myers



Apollo Retirees Re-establishing Old Acquaintances



Dr. Richard Shope Narrating The Apollo 13 Pantomime



Mr. Dale Myers Addressing the Apollo Veterans

# The Trajectory of Development

Renee B. Steward, Phd, Southeast Area Chair  
Renee's workshop focused on key steps in three phases to make sure your chapter takes flight. During Phase 1, Development, emphasis should be on identifying chapter SWOTs (Strengths, Weaknesses, Opportunities, Threats), selling your story, strengthening your structure and establishing PD (Professional Development) partnerships. Participants broke into groups to identify and report SWOTs. Here Strengths included Executive Support, Experienced Officers, Active Members and Balanced Budgets. Weaknesses included Competing Priorities, Limited Planning and Participation and No Backups. Opportunities included New Hires, Creative Alliances, New Technologies plus retirees and redeployed Members. Threat included Layoffs, Reduced Indirect Budgets, CEO Changes, Competing Organizations and Dues Increases. Selling your story can take advantage of multiple media such as videos, elevator speeches, focused messages, media exposure and newsletters/websites. Strengthening your structure entails identification and enrolment of appropriate power brokers and contacts in management, HR, finances and strategic planning; and PD

partnering can encompass business, health, education and community activities and organizations. During Phase 2, Investment, the emphasis should shift to networking, mentoring, resource recruitment and technology integration to significantly expand and enhance chapter activities. Examples here included conferences and workshops, executive interchanges, setting up experienced-based mentoring programs, obtaining and applying training tools and materials, and introducing virtual and online capabilities. During Phase 3, Growth, a chapter reaches its full capability by combining and catapulting its foundation and investment gains. Key steps here include publishing of success stories, hosting of major PD workshops/events, establishing leadership trends and practices and expanding product/service agreements within your chapter and with other organizations. Proper use of leading success indicators (such as project starts, PD and membership projections and planned events) and lagging success indicators (such as monthly reports of accomplishments vs plans) can help keep your chapter on its success path as you follow these phases ever upward.



Dr. Pete Kurzhals

## Chapter and Council News!

NMA Brreeaaktiimee -  
April 2010 Issue  
*Diversity*

Dr. Mary L. Wise  
Manager Human Resources I&RS – Infrastructure and Range Servc Boeing Service Company According to Tetteh (2008), organizations that embrace diversity gain competitive advantage through positive improvements in employee involvement, employee morale, retention and recruitment. Diverse organizations also experience sustained growth in market share. All organizations must be poised for growth and this growth will only come when we have a culture of diversity and inclusion. Our organization's commitment to diversity includes simple things like providing a work environment for all employees that is inclusive, respectful and engaging This in turn increases productivity, quality, creativity, innovation, and growth..

The specific mission of Boeing's Global Diversity and Employee Rights organization is "To value and leverage multiple perspectives, experiences, and capabilities by driving the integration of diversity, equity, and fairness principles into all practices and processes to achieve a competitive advantage." This same philosophy is applied within Boeing Service Company; embracing diversity enhances our effectiveness by creating an equitable and fair work environment for ALL employees. Getting people within the organization to support a diversity initiative is crucial to maintaining an environment where diversity and inclusion is ingrained in the organization's culture. Diversity has to be communicated and reinforced as a key competitive advantage for the organization. Diversity and inclusion should be a key strategic objective for any corporation wishing to remain competitive in this global marketplace. The benefits of a diverse workforce are many. When an organization can leverage their employees' unique and diverse

talents, this helps them better understand the diverse requirements of their customers which in turn helps them to thrive in this economic downturn. Taking advantage of the changing demographics of the workforce and accessing a diverse talent pool helps the organization improve employee satisfaction, increase innovation, expand their global presence, and thus improve their financial performance. Diversity and inclusion have to be ingrained at the highest level of the organization to be effective. Diversity means having diverse employees, diverse business partners and diverse community relationships. The organizations' top executives have to articulate that their commitment to diversity means providing a work environment for all employees that is welcoming, respectful and engaging. Diversity remains a key competitive advantage! Reference: Tetteh, V. (2008, June). Diversity in the Workplace. Diversity in the Workplace -- Research Starters Business.

## Mission Statement

NMA creates leadership development products and opportunities that maximize the potential of our members, sponsoring organizations, and communities.

## PODCASTS:

**How Podcasts Work:** Podcasts are available 24/7 for viewing or listening; all you need to do is click on the link and play. They can be accessed by a group in a conference room or by computer from a desktop or from home.



### **Managing Your Energy Not Your Time—Tony Schwartz**

Demand is relentlessly rising. Our capacity is not keeping pace. The traditional solution to higher demand has been to invest more time. Unfortunately, time is finite, and most of us have no hours left to invest. Energy, can be systematically expanded --and it can also be regularly renewed. To operate at our best, we need four energy sources: physical (quantity), emotional (quality), mental (focus), and the energy of the human spirit (purpose). We will focus on the role of energy in fueling sustainable high performance, and in motivating others. (60 Minutes) CEU Code: 10006pc

This is available at anytime with NO CHARGE.

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### **Are you spending your time the right way? - Melissa Raffoni**

Melissa Raffoni, author of "Are You Spending Your Time the Right Way?", shares techniques that will help you prioritize better, estimate more accurately how long tasks take, and deal with the administrative tasks you'd rather put off. (45 Minutes) CEU code: 10007pc

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### **Using Checklists to Prevent Failure—Dr. Atul Gawande**

Dr. Gawande is a practicing surgeon. He addresses how simple checklists can reduce the complexity of critical situations. At the heart of Gawande's idea is the notion that doctors are human, and that their profession is like any other. "We miss stuff. We are inconsistent and unreliable because of the complexity of care," he says. So Gawande imported his basic idea from other fields that deal in complex systems.

Listen to his short podcast and then click on the second link for a real life example how checklists work in making complex decisions. Review his download for more information. (28 minutes) CEU code: 10008pc

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