



The Lighthouse



NMA...The Leadership Development Organization
Columbus Public Service Chapter
The first Public Sector Chapter - est.1981

NMA Member Honors WWII Veterans

Mike McCloud is a sewer/water inspector for DOSD-Private Development Section at 910 Dublin Rd. He has participated in several Honor Flights trips. His cost of \$250 per trip to participate comes out of his own pocket. In addition he has also used vacation time from work to make one of the trips that was during the work week. When he isn't on a trip he attends Honor Flight planning meetings and fund raisers as well as reunions.



History is a subject that has been taught by teachers in American schools for many years. These lessons come from books produced by experts in New York, Philadelphia and many other publisher locations throughout the United States. These experts had to forge through many testimonies and ledgers to figure out the truth. Some of the testimonies came from eye witnesses others from books that have been scrutinized for years. The best stories that never make into these books come from our grandparents that lived through the trials and tribulations of life.

I am a guardian for Honor Flight Columbus. I have taken advantage of listening to the history lessons from some of our

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Above: Mike McCloud In his role as "guardian" on a recent Honor Flight.

January 2012

Check out NMA's group on LinkedIn at NMA1.org

The latest issue of *Breaktime* can be found at: <http://nma1.org/Communications/Breaktime/2012-02/2012-02.pdf>

Visit The Columbus Public Service chapter website:

<http://nma1.us/chapters/220/>

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NMA Family Scrapbook

Get well soon to
Carnell
Felton



Congratulations to Jacque Kelley and family on the recent graduation of son Kevin Kelly from the Columbus Police Academy.



Leadership in the New Year: 10 Ways Forward

By Deepak Chopra
<http://www.deepakchopra.com/>

Posted: 01/ 7/11 04:42 PM ET

I've been posting about the concept that leadership can come from the soul. This isn't a religious concept. Our great need is for leaders who can inspire others, who can bring divisive groups together, who can exemplify binding social values. In a fragmented world, nothing is more important. But leading from the soul occurs not just on the national or world level -- in groups as small as a family, the potential exists for inspiration that begins to fulfill the needs of others.

The journey that any leader takes is one of expanding awareness. The soul has complete awareness; it perceives every aspect of a situation. Its perspective is available to you, but in practical terms you cannot reach it because of inner obstacles. We see what we want to see, and what our biases and limitations force us to see. On your journey you will learn how to remove these obstacles. As you do, leadership will become more effortless, because your soul will clear the way for you. It doesn't throw up visible road markers or speak in words. Rather, you become more and more aware of some fundamental principles.

These silent guidelines arise from the soul's unique perspective. Let me outline them briefly before they are fully detailed in the following posts.

1. Leaders and followers co-create each other. The followers express a need, the leader supplies a response. Both arise together. When they don't, there is a leadership vacuum; at such times, needs become more intense and eventually desperate.

2. Because individuals grow from the inside out, so do groups. Sometimes a group needs a parent or protector, at other times a motivator, healer, or spiritual guide. Needs fuel change. The leader operates from the soul level to cause inner change, which then get expressed on the surface as success.

3. The outcome of any situation is defined in advance by the vision that goes into solving it. Therefore, inner qualities determine results.

4. The responses shared by leaders and followers are built into us. We are guided to evolve and progress. The soul is aware of how to unfold everyone's evolution to produce the highest and best in any situation.

5. Needs are designed to evolve, which a leader must understand in order to foresee the future of the group. In rising order the needs are for safety and security, achievement, cooperation, understanding, creativity, moral values, and spiritual fulfillment. All are inner needs that have evolved over time in the life of societies.

6. For every need, a leader must play the right role. The need for

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security calls for a protector, achievement calls for a motivator, cooperation calls for a team builder, understanding calls for a nurturer, creativity calls for an innovator, moral values call for a transformer, spiritual fulfillment calls for a sage or seer. This matchup is natural -- the soul knows how to fulfill any need with the least effort and struggle. A leader who can tap directly into this knowledge gains tremendous power, far more than someone who concentrates only on external goals and rewards.

7. The leader who understands the hierarchy of need and response will succeed; the leader who aims for only external goals (money, victory, power) will falter in the area that counts most: guiding the evolution of his followers.

8. By climbing the hierarchy of needs, any group can be made to feel inspired and unified. Great leaders are in touch with every level of human experience. They understand that their followers yearn for freedom, love, and spiritual worth. Therefore, they are not afraid to hold out higher goals, not just material rewards. But at the same time they don't lead from the mountain top. Every leader is also an everyman. A lower need like the need to feel safe must be understood and genuinely felt. The challenge at hand can be as seemingly trivial as winning a baseball game or as profound as leading a society out of



oppression. The soul knows every level of life; a great leader aspires to know the same.

9. Leading from the soul means giving of yourself. You do this by supplying trust, stability, compassion, and hope. You spend the time to invest in relationships with your followers. Unafraid of forming emotional bonds, you don't hide from any need as it unfolds. By contrast, leaders who protect themselves emotionally, who limit their responses to only a few, or who cling to their egos wind up being failures. Their success in material terms will be devoid of inner worth.

10. The soul brings order out of disorder. It brings creative leaps, unexpected answers, and synchronous events that are like gifts from the mystery. No matter how complex and confusing a situation looks, leadership is possible if you are comfortable with uncertainty. Leaders thrive on uncertainty once they see the hidden spiritual order that lies beneath. You must learn how to manage the fact that situations are tangled. There is always a jumble of needs and responses that must be sorted out. Otherwise, the group you lead will be crippled by turmoil. Fear and survival, competition and creativity, beliefs and personalities make their demands. They each have a voice, whether we hear them or not. Yet underneath the jumbled surface there is only one voice, the silent whisper of spirit, which understands everything.

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Top 10 Reasons to Join NMA

1. **Learn, Grow, Develop**
2. **Network**
3. **Challenge Yourself**
4. **Be Informed**
5. **Join a Committee**
6. **Serve Your Community**
7. **Be Connected**
8. **Celebrate our Diversity**
9. **Improve your Communication Skills**
10. **NMA...THE Leadership Development Organization**

New Members Wanted

Invite a friend or co-worker to the next meeting.



Professional Development

FACILISKILLS™

Fostering a Culture of Participation

Getting people to work together isn't always easy.

FaciliSkills™ is all about collaborative relationships which open doors and make life simpler. community, and within the organization. In short, one needs to "facilitate" all aspects of life in order to accomplish goals.

FaciliSkills™ workshops provide the tools for having greater impact and broader influence, for leveraging time and making better decisions, and for fostering personal growth and ultimately growing your business.

FaciliSkills™ Workshops are designed for...

- Managers who lead groups or project teams

- Anyone thrust into a leader's role without direction
- Emerging leaders seeking new skills to benefit their organization and advance their careers
- Teams that have stalled mid-project.

- | | |
|-------------|--|
| #1 TBA | Making the SMART Connection |
| #2 Feb. 7 | The Art & Science of Self-Mastery |
| #3 March 14 | Transformational Leadership |
| #4 TBA | Logistics and Process Dynamics |

Location: Utilities Complex Auditorium
910 Dublin Rd.

Time: 8:00 am to 12:00 pm

Contact: Bill Mahaffey, CM
Division of Power & Water
Tel: 645-3765 Fax: 645-6165

Fees: Members N/C, Non Members \$95

Please return your reservation by February 3, 2012



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Think of these ten principles as a template for awareness. Ideally, you would apply it to everything you do. All models of leadership give much the same general advice when it comes to managing tasks and motivating other people. But they leave out the most important thing -- a basis in being. Being is the ground of everything. It is pure awareness, the womb of creativity, the generator of evolution. When the final story is told, leadership is the most crucial choice one can make -- the decision to be. Only someone who finds wisdom in the silent domain of the soul can thrive in the midst of chaos. Such a person will be remembered as a great leader. Yet to be is

everyone's birthright, built into our brains as well as our spirit. That is why needs never end -- there is always a new phase of evolution, and evolution is guided by need.

The world's wisdom traditions define truth as a single spark that burns down the whole forest. If a leader is willing to be that spark, others will see the truth within him. Craving direction, they will value what he offers, which is the first step toward valuing it in themselves. As a leader you may find occasion to tell your followers why you wanted to raise them to a higher level, yet in your heart you will know that you did it for yourself. To walk your own path is enough.

**From HUFFPOST HEALTHY LIVING
12/28/2011**

Watch your email for on a half-day seminar in May with Jan Lyddon and Bruce McComb, who were presenters at this month's breakfast meeting.



Professional Development

SEMINAR ANNOUNCEMENT

Dealing with Grouches, Grumps and Grudges Part II: Building Better Relationships with Almost Anyone

Date: April 17, 2012

Location: Utilities Complex, Auditorium 910 Dublin Rd

Time: 8:00 am to 12:00 pm

Class Number: 12002pd .4 CEU's

Interpersonal skill development has never been more important than now in achieving an engaged and effective workforce. We are all tasked with the responsibility to accomplish work unit goals and objectives. To achieve the goals we often need to rely on others. This training develops the relationship skills and enhances understanding of others' styles and differences to gain commitment and cooperation with co-workers, supervisors and customers. The training introduces principles of communication, influence and collaboration skills as well as practice in setting healthy workplace boundaries.

Learning Objectives:

- To understand and appreciate the salient role interpersonal communications plays in motivating and engaging others to enhance effectiveness at work
- To learn tips and techniques to bridge the gap between others' motivations and the work unit goals
- To learn and practice building rapport and credibility to build trust and collaboration
- To be able to discern which skills and techniques apply when dealing with a variety of styles and preferences promoting greater collaboration and cooperation
- To learn at least one way to set healthy boundaries at work in dealing with negativity, work ethic, and work-life balance; to encourage risk taking in applying healthy boundaries

Trainer: Susan Stasiak

Return your reservation by April 10 to:

Bill Mahaffey, CM

Division of Power & Water

Tel: 645-3765 Fax 645-6165

Fees: Members N/C Non Members \$40



Call for Silver Knight Award Nominations



The Silver Knight Award is the highest award our

Chapter can bestow. The Nominee must be an executive who is well known to the members of the chapter, and whose example has stimulated and inspired them. It should be someone who regularly applies the principles of the Association's Code of Ethics in his/her daily work and contributes to a better understanding of the Association, and is an outstanding influence in preserving our competitive enterprise system.

Find the nomination form online at <http://nma1.org/Awards/Awards.html>, and send completed form to any NMA Columbus Service Chapter officer.



Community Service



The Mission of Honor Flight Columbus is to:

- **Honor** our nation's senior veterans with a trip to Washington, D.C. to visit their war memorials at no cost to them
- **Share** their stories for the benefit of future generations
- **Celebrate** their homecoming, affirming their allegiance and service to our country

More information at:

www.honorflightcolumbus.org



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WWII veterans. The stories that they have shared with me, scare me and excite me at the same time. The history is told by their voices but seen through their eyes and heard through their ears. Each story they share is unique. Whether they were fighting in Europe or in the Pacific, all of stories have triumphs and tragedies. I have quietly cried when they speak of best friends that they left behind. I have laughed at the antics that they played on each other. Together, we share a bond for a moment in time. I am the student and they are the teachers. History is being taught.

I will continue to travel with the veterans from the Greatest Generation until no one is left. That day is rapidly approaching. After that time has passed, we will start taking the men and women that fought in other wars like Korea and Vietnam. But, my bond will always be with those men and women from a generation long ago....

Do you want to take a lesson just like I have? Go to

www.honorflightcolumbus.org

Honor Flight's Bill and Bobbi Richards are looking for your WWII, Korean or Vietnam veteran to take to Washington DC. Their first priority is to take WWII vets but some of our vets that served in Korea and Vietnam are listed as TLC (there last chance) so they will go ahead of a healthy vet. If you do not have a veteran that wants to go but you do, we need guardians and volunteers to assist. The cost for veterans is FREE but the guardians must pay their own way. This fee covers the cost of an airline ticket, bus transportation and meals. The trip is for one day but the stories are forever!

Mike McCloud



Mike McCloud with participant in Washington DC



Meeting Notes

January Meeting

The January Membership meeting was a breakfast meeting hosted by Champps on Olentangy River Road. After a delicious buffet breakfast, our guest speakers Jan W. Lyddon, Ph.D. and Bruce E. McComb, M.S. gave a presentation titled *Strategy Execution – Getting Results*



Per our presenters, to follow through with a goal, you need a clear understanding of that goal. Understanding the goal leads to commitment, and knowledge of the connection between job tasks and organizational goals leads to cooperation.

Clear communication can be achieved by using a “balanced scorecard” that identifies key performance indicators (KPIs), tied each one to an agreed–on organizational goals, and measure’s the team’s performance over time. A “dashboard” that contains a brief visual summary and can communicate the team’s progress at their regular weekly meetings.

Jan W. Lyddon, Ph.D. and Bruce E. McComb, M.S., are Principals of Organizational Effectiveness Consultants. They work with nonprofit and governmental organizations to develop and improve strategic focus and to support execution of strategy. In their presentation, they shared information about continuous improvement approaches and tools such as scorecards, dashboards, and improvement meetings that departments and organizations can use to increase the likelihood of achieving results.

Monthly Prizes awarded:

Special Gift Gas Card of \$15.00 donated by President, Bee Tolber was won by Bill Mahaffey.

The 50/50 Drawing of \$24.00 was won by Barb Johnson. Barb has donated her winnings, except \$5.00, back to our Columbus Chapter of the National Management Association. [Way to go Barb!](#)

The Monthly Bonus Bucks Prize amount was \$40.00. Patti Orders’ name was drawn, but since she wasn’t in attendance, February’s amount will be increase by \$10.00 for a total of \$50.00.

**Watch your
email for
information
on the
February
meeting**



Help Keep NMA Luncheon & Dinner Costs Affordable

Please remember to cancel your luncheon or dinner reservation with NMA if you find that you can’t attend. Meal orders are made based on the number of reservations we receive, and the vendor must charge us for all the meals they prepare. When members make a reservation but don’t attend, we must still pay for their meal. This additional expense can be avoided by contacting Laurie Richards at least 48 hours in advance, if possible, to cancel your reservation. She can be reached at 645-1769, or by email her at lirichards@columbus.gov.

Thanks!



What is NMA?

NMA The Leadership Development Organization is a professional association headquartered in Dayton, Ohio. The Association is a national not-for profit organization serving about 20,000 members worldwide.

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

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.

NMA Mission Statement

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



Chapter Leader Directory

NMA OFFICERS AND BOARD MEMBERS – JULY 2011-JUNE 2012

Officers	Name	Office Phone	Email
President	Bee Tolber	645-7496	vtolber@columbus.gov
1st Vice President	Teresa Langer	645-4128	tlanger@columbus.gov
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Public Service	VACANT		
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The Lighthouse is published monthly by the Columbus Service Chapter of NMA, Sima Gellman, Editor; JP Blackwood, Jacque Kelley, Teresa Langer, Terry Neal, Kathy Spatz, Committee Members. JP Blackwood, Jacque Kelley, Teresa Langer, Bill Mahaffey, Mike McCloud and Terry Neal contributed to this month's issue. Submit articles to: sngellman@columbus.gov or NMA-Lighthouse@columbus.gov.

