



The Lighthouse



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

City Council to Recognize the Columbus Public Service Chapter of NMA in Honor of Management Week



Council Member Priscilla Tyson presents the 2011 City Council resolution to Chapter Vice President Teresa Langer and Past President Kathy Spatz. (June 2011 photo)

All NMA members are invited to attend the June 4th City Council meeting to receive the Council proclamation for Leadership Week. The meeting starts promptly at 5:00pm at Council Chamber in City Hall. We try to get there early for a photo opportunity with Council before the meeting.

Please join with the chapter leaders for this wonderful opportunity for our chapter to be recognized for the benefits NMA provides to its members.

May 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/2012-04/2012-04.pdf>

Visit The Columbus Public Service chapter website:
<http://nma1.us/chapters/220/>

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NMA Family Scrapbook

Get well wishes to Judy Johnson



Vice President Elect Terry Neal, Current President Bee Tolber and President Elect Teresa Langer take in the sites in Detroit while attending the East LDC

The One Skill All Leaders Should Work On

by Scott Edinger
HBR Blog Network,
11:30 AM Thursday March 29, 2012

If I had to pick one skill for the majority of leaders I work with to improve, it would be assertiveness. Not because being assertive is such a wonderful trait in and of itself. Rather, because of its power to magnify so many other leadership strengths.

Assertiveness gets a bad rap when people equate it with being pushy and annoying. But that shouldn't stop you from learning to apply it productively (that is — in service to your strengths). More harm is done when people aren't assertive enough than by being too assertive. At least you know what pushy people think, but those who don't assert themselves can be keeping vital ideas hidden and useless when they don't speak up or speak too softly. So I'd assert that when you are able to balance this critical skill with your other leadership abilities, you greatly amplify your power and impact.

Here are some specific ways in which assertiveness complements a wide range of the critical leadership skills you may already have:

• **Creating a culture of innovation:** A couple of years ago I conducted a study to determine the characteristics of the most innovative leaders in one of the largest companies in the world. One of their most powerful traits, their peers and direct reports told me, was their ability to push back on the hierarchy. These leaders

were by no means rebels; rather, they were perceived to be fearless. Coupling assertiveness with their ability to foster innovation enabled them to take on difficult issues — to fight for resources for new projects or openly disagree with more senior managers about policy changes that could have severe unintended consequences. Being challenged required people to think more deeply to justify a course of action, which frequently produced much better ideas.

• **Being customer focused:** We typically think of service or business development professionals as being good at, and focused on, building relationships. But the most successful sales professionals, as Matthew Dixon and Brent Adamson point out in their blog and their book, *The Challenger Sale*, are not the ones who build relationships. They're the ones who push back, challenging their clients to see problems they hadn't anticipated. Essentially, Dixon and Adamson's research finds, assertiveness creates more value for clients than conciliatory relationship building does.

• **Fostering teamwork and collaboration:** It might seem like assertiveness has little to do with the skills you need to be a team player. But teams thrive when their members are able to express their not-always-popular points of view. Excellent team players (who generally are already inclusive and able to defer to others) would improve considerably by learning when to assert such views. And

Continued on Page 3



The One Skill

Continued from Page 2

team leaders who are assertive in creating a safe environment for less-popular opinions will make their teams all the stronger by increasing all team members' ability to participate fully.

- **Leading change:** Constructive change rarely happens passively. Change requires the leaders to challenge the status quo and find new ways of doing things to further organizational goals. It's nearly impossible to lead change without some measure of assertiveness because in most cases, even when change is generally viewed as positive, some kind of resistance still needs to be addressed.

- **Acting with integrity:** There are plenty of highly principled people who are too timid to speak up in meetings — to question a decision that appears to violate a corporate value or is otherwise not in the best interests of the organization. Assertiveness doesn't cause honesty or vice-versa, but when the two operate together they give people the courage not only to know what is right but to stand up for it as well.



- **Creating a safe environment:** This might seem self-evident — there are times when it's vital to speak up in the face of danger. And yet there are so many times when people don't, even in cases of life and death. The National Transportation Safety Board, for instance, has traced the cause of some plane crashes to co-pilots who were so deferential to their pilot in an emergency that they

made suggestions too subtly. While most of us are not faced with life or death decisions each day, plenty of leaders are responsible for the safety of those they lead.

- **Communicating effectively:** Assertiveness adds power and conviction to a message and enables a leader's voice to be heard. You can clearly tell the difference between a message communicated with passion and vigor as a leader asserts his or her point of view and one that lacks the energy of conviction. Assertive leaders also tend to communicate more often, as their passion leads them to capitalize on every opportunity they can find to deliver a message.

Many leaders (though certainly not all) struggle with being assertive enough, whether through self-doubt, a lack of confidence, a fear of not being liked, or a host of other reasons.

Most people who know me personally would probably say that I possess a reasonably strong level of assertiveness. Yet there are times (like when I'm with people whom I admire or whose opinion is particularly important to me) that I become relatively timid and less likely to assert my point of view. Ironically, when I review those situations, I recognize that they may be some of the most important times for me to speak up.

Scott Edinger is the founder of Edinger Consulting Group. He is a coauthor of the October 2011 HBR article, "Making Yourself Indispensable." Connect with Scott at [Twitter.com/ScottKEdinger](https://twitter.com/ScottKEdinger).

NMA



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**



Meeting Notes



May 17th Lunch Meeting

Columbus Technology Director and CIO Gary Cavin was the featured speaker at the May Lunch meeting, which was held at Spaghetti Warehouse. He began with a few words about the great week he had—his son graduated from college, his daughter's OSU sports team won the championship, and his other daughter is a great chef.

He also mentioned that very few of DoT's customers contact him to let him know that their technology is working well - most communication he receives is about issues. (To emphasize that NMA appreciates the efforts of the Department of Technology, incoming Vice President Terry Neal sent an appreciative email following the meeting. See Terry's email on Page 5).

Director Cavin spoke about what makes a great leaders: They communicate well, are humble, have integrity, are adaptable, are in ruthless pursuit of improvement and are not afraid to try new things. Having a great assistant is also essential.

To illustrate his points, Director Cavin gave a brief history of the events that let to his current position.

After high school, he got a good job in a warehouse, where he took advantage of their paid tuition program. After graduating from Otterbein University with a degree in accounting, he started a business.

He got married, and when there was a baby on the way, he realized he needed a regular job. He began his career with the City of Columbus with the Department of Development as a Business Development specialist.

After a short time, he was asked if he would take the section manager position. Though he was apprehensive, he took the position, and has advanced from there to Deputy Director of Development, Mayor's Deputy Chief of Staff, and then to his current position of Director of Technology.

He looks back with gratitude for his opportunities, and encourages all aspiring leaders to be adaptable and not be afraid to try new things.

May Luncheon Winners.

1. 50/50 Drawing: Michael Pettiford won \$38.50. This is Mike's first time winning the 50/50.

2. President Bee Tolber's Subway Gift Card of \$15.00 was won again by Kathy Spatz. This is Kathy's second win in a row. 666 was a lucky number for Kathy!

3. Monthly Bonus Bucks Drawing: Perrin Bushon's name was drawn, but Perrin wasn't in attendance to win \$20.00. Next month's drawing will be \$30.00.

Congratulations to our winners!

Submitted by Terry Neal



From: Neal, Terry
Sent: Thursday, May 24, 2012 4:45 PM
To: Cavin, Gary R.
Cc: Vedra, Michael J.; Searle, Kent
Subject: Acknowledging The Department of Technology
Importance: High

Dear Director Gary Cavin,

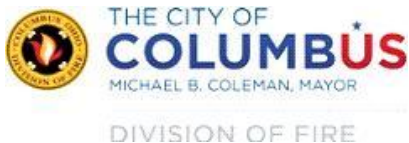
I just wanted to let you know that our software and computers are working fine at the Division of Fire's Logistics Center. I know a lot of times we take these items for granted, that is until they malfunction or stop working. We've had issues in the past with older computers and dell hard drives blowing up. But you learn to adapt and persevere. It also helps that your department has skilled individuals that can usually maintain/repair our equipment until the City is able to upgrade. On using the various Microsoft Office Software, I've always been able to contact Technicians at the Help Desk for advice on resolving any technical issues.

I also wanted to say that I really enjoyed your speech during our National Management Association's Luncheon on Thursday, May 17, 2012 at The Spaghetti Warehouse. It's really inspiring to hear stories of individuals succeeding by working hard, being flexible and utilizing our number one resource, people. Like you said, surrounding yourself with talented people really makes your job easier. There are several examples I could site throughout my career on the Fire Department, but I'll save the stories for another time.

Again, I want to thank you and the talented individuals that work for The Department of Technology that support us in doing our daily jobs.

Sincerely,

*Terry L. Neal, Lieutenant
Support Services Bureau/Logistics Center
2028 Williams Road
Columbus, Ohio 43207
Office: 614-221-3132 ext. 5480
Cell: 614-554-9319*



Announcements

June Management Week Luncheon

DATE: Wednesday, June 6, 2012
TIME: 11:15 am to 1:00 pm
LOCATION: The Transportation Training Facility
1881 E. 25th Ave.
Columbus, Oh 43219

To make, cancel or add a reservation, email Laurie Richards, Public Utilities at lirichards@columbus.gov or call 645-1769
Guest Fee: \$12.00

MENU: Catered by Nancy's Kitchen in Clintonville
Roast Beef
Chicken & Noodles
Mashed Potatoes
Green Beans
Rolls & Butter
Cake

Lunch Meeting Agenda:

11:15 Registration & Social Time
11:30 Invocation, Pledge of Allegiance
11:40 Lunch
12:10 Speaker: Ms. Sherry Kish, Deputy Chief of Staff from the Mayor's Office
12:40 President: Bee Tolber and Committee Updates
12:50 50/50 Raffle & Bonus Bucks Drawing
1:00 Meeting Adjourned

WIN A TRIP TO SEATTLE!!

All new members reported to NMA between January 1, 2012 and June 30, 2012 are eligible to win a FREE 2012 Annual Conference registration plus 4 nights lodging at the beautiful Seattle Marriott Renaissance Hotel—a package worth over \$1,300!! All new members will be eligible to win—Chapter Members...Spousal Members...and Individual Members!



Come along and join us!
Conference date
October 6-9, 2012

For More Information please contact:
Donna M. Garland, Membership Chair
757 Carolyn Avenue
Phone # 645-2217,
dmgarland@columbus.gov



Community Service

Thank you NMA members!

How do you fit 900 elementary school students with bicycle safety helmets in one day? With lots of help. Thank you to the volunteers who assisted with the kick off of Mayor Coleman's Neighborhood Pride program on May 11th. It was a hot day in the sun, but so very rewarding! The students at Olde Orchard Elementary and Shady Lane Elementary received lots of information about how to be safe in their home and neighborhood, they viewed City vehicles, met with Franklin County elected officials, and were present to hear Mayor Coleman announce the 4 Pride areas of 2012. It was a fun day for all!

If you are interested in helping out with any of the Neighborhood Pride special events, please contact Beth Fairman Kinney, bfkinney@columbus.gov.



Members Laurie Richards (above) and Yvette Aniagolu (at right) assist with fitting students with their new bicycle helmets



KICK OFF SPRING 2012 WITH A CLEAN & GREEN CITY

Join Mayor Michael B. Coleman
in **Historic Franklinton**

Saturday, June 23, 2012, 9:30 a.m. to 11:30 a.m.

Annual Spring City Employee
Neighborhood Clean Up

Sign up with your
Department Leader by Friday, June 15,

FREE parking, all clean-up equipment provided



LDC in the D 2012!

I was fortunate enough to attend the “LDC in the D” as it was appropriately called this year, the Leadership Development Conference in Detroit. Upon arrival at the registration desk we were given pedometers with our welcome packets. One of the “unofficial” themes of this year’s conference was to be “healthy” while sharing our time with fellow members of the Blue Cross Blue Shield chapter of the organization, our hosting chapter at that. The member with the most steps taken until the end of the conference, the banquet dinner announcing the Speech Contest winners, was to win the big prize, so we immediately put on our pedometers and started walking. There was no getting around it, since the conference and Blue Cross Blue Shield’s headquarters were in the same location, the towers

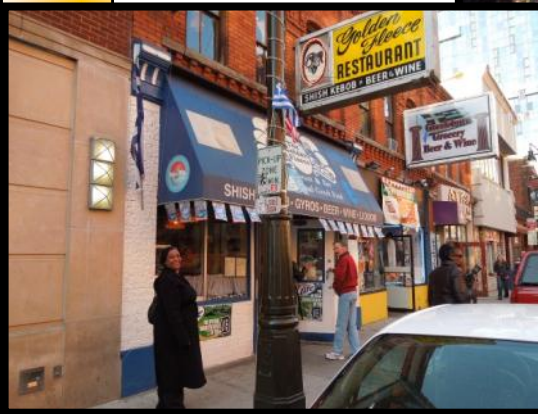
of the Detroit Marriott at the Renaissance Center on the Detroit River, overlooking Windsor, Canada. For those of you who have not been there, it is huge. Walking round and round to the various sets of escalators and elevators was a task in itself. Finding the conference room in the right tower was another. But, as long as you had someone who half knew the way, it was okay.



The LDC is where chapters meet to develop leadership competencies while growing their interpersonal skills. Everything we do here, learning, networking, or just talking to one another is a way of cultivating information to bring back to be more productive in our workplaces. Since NMA is dedicated to identifying early in people’s careers those with the motivation and ability to be

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Some of the beautiful landmarks that the conference attendees enjoyed while accumulating steps on their pedometers.



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leaders, this was the time to hone those skills and interact with others.

I attended almost all workshops offered, first and second time around, but always managed to learn something new in each one from the challenges of chapter leadership to the duties required of the secretary and/or treasurer.

During the Programs workshop, a lot of energetic members shared their ideas concerning their membership meetings. They are “events”! Not just another dull, boring meeting that some members feel compelled to attend, they turn it into an exciting experience they can’t wait to get to, and don’t want to leave! Are there any “Event Planners” out there that want to share their ideas with our Programs Committee? If so, please call or email me; I am certainly welcoming new ideas!



Above and Left: Team-building exercises at LDC

The Leadership Speech Contest was another exciting event, not only for our contestant, Charles Ballour, but also for his Mother, Jacqueline and sister, Eternity, who were also there to experience it with him. Eight bright young men and women competed for first and second



Speech contest participants receive certificates for their efforts at this year’s East LDC

place monetary prizes, with the first place winner going on to the National Conference

in October of this year in Seattle Washington. Charles did a great job, but didn’t place. But fortunately for him, he can compete in our Chapter contest again this year and give it another shot. The judges were doctors of all professions and graded the contestants in three main areas; content, delivery and language. Those of us in the audience were able to “Be the Judge” as well, with scoring sheets for our own use. Congratulations again to Charles! It’s not every day an opportunity like this comes their way.

In closing, a good leader listens as well as leads. Let me know if you have something to share!

By Teresa Langer, Incoming President

Photos by Terry Neal and Bee Tolber

LDC in the D 2012!



Professional Development

Part VIII of the

Supervisory and Management Skills Program

***Dates:** Thursday, June 7, 2012
Thursday June 14, 2012
Thursday, June 21, 2012
Thursday, June 28, 2012
Tuesday, July 10, 2012
Tuesday, July 17, 2012
Tuesday, July 24, 2012

*Dates subject to change

Location: Department of Public Service Training Center
1881 E. 25th Avenue
11:00 a.m. to 1:00 p.m. – BRING YOUR LUNCH

This is Part VIII of the 10-course program that speaks to the “art and science” of leadership – the problems, concepts, and techniques of leading people. The leader must understand both internal and external influences and realize that he or she does not operate in a vacuum. There are “basics” to learning how to truly work with others.

Topics covered: “Choosing the Best Leadership, Innovative Leadership and Decision Making”, “The Interpersonally-Effective Leader”, “Leading Yourself and Following Your Leader”.

You do not have to take the 10 courses in order; however, you must attend at least six of the seven class times listed above to receive CEU credit.

For more information contact:

Teresa Langer, Division of Fire

Phone: 645-4128, e-mail: tlanger@columbus.gov or fax: 645-4204

Fees: NMA Member: FREE; Non Members \$95
Make checks payable to NMA (if you are a non-NMA member)

Mail to: NMA c/o Debbie Ioia, 910 Dublin Road, Columbus, OH 43215

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.

A major FaciliSkills™ focus is on creating an environment where better results are achieved, where people grow personally, where trust develops and there is enthusiastic commitment to resultant decisions.

Learn the preferred methods for developing group consensus by—

- Understanding how different personalities affect meetings
- Handling people who are not of the same mindset
- Negotiating group "Mind Fields"

Learn creative ways to build momentum and affect decision-making from—

- Clearly understanding others' needs, wants, interests and backgrounds
- Creating the right "decision network"
- Utilizing self-motivating strategies

Date: Tuesday June 19

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: NMA Member: FREE; Non Members \$95

All are welcome to attend:

City of Columbus Toastmasters

Meetings:

1st Thursdays
Citywide Training Center
750 Piedmont Rd.
Training Room C
12:00 to 1:00 PM

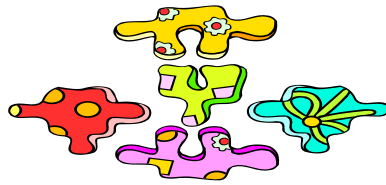
3rd Thursdays
Columbus Public Health
240 Parson Ave.
Room 119-C
6:00 to 7:00 PM

For more information, call
614-645-6032 or
614 216 8988



Watch your email for on a half-day seminar later this summer with Jan Lyddon and Bruce McComb, who were presenters at the January breakfast meeting.





NMA Calendar 2012

June



- 3-9 Management Week
- 6 Management Week Luncheon
- *Sherry Kish*
- 7 Toastmasters at Piedmont
- 7 SMS Session 1
- 14 Flag Day
- 14 SMS Session 2
- 17 Toastmasters at Health
- 21 SMS Session 3
- 28 SMS Session 4

July



- 4 Independence Day
- 10 SMS Session 5
- 17 SMS Session 6
- 24 SMS Session 7

The NMA Leadership Model



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

NMA-Lighthouse Puzzles

April Puzzle Solution

D	A	N	E	G	P	L	I	U
E	L	U	I	N	D	A	P	G
P	G	I	L	A	U	N	D	E
G	I	P	U	L	A	E	N	D
L	E	A	D	I	N	G	U	P
U	N	D	P	E	G	I	A	L
N	U	E	G	D	I	P	L	A
A	D	G	N	P	L	U	E	I
I	P	L	A	U	E	D	G	N

There were no winners this month!



May Puzzle

The letters in each column go into the squares directly below them, but not necessarily in the order they appear. A space or blank is indicated by a blue square. When all the letters are in the correct squares, they will form a quote by **Yogi Berra**

		E	F		N				U	R									
B	O	T	L		I			H	E	C	R	E	R	E	N	O	T		
D	A	F	T	I	S	H	T	A	S	V	A	S	E	G	I	E			
L	K	L	H	L	T	G	E	B	E	T	P	A	Y	T	S	S			

To enter the contest, solve the puzzle and email the solution to: NMA-Lighthouse@columbus.gov. The contest winner will be selected by random drawing from all correct entries at the next NMA meeting. Entries must be received by 5 PM June 5 to be considered.

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
2nd Vice President	Jacqueline Kelley	645-5824	jkkelley@columbus.gov
Secretary	Amy Ackerson	645-8119	aackerson@columbus.gov
Treasurer	Debbie Ioia	645-6276	daioia@columbus.gov
Immediate Past President	Vonna Hayes	645-7505	vshayes@columbus.gov
National Director	Bill Mahaffey	645-7100	wtmahaffey@columbus.gov
Board of Directors			
At Large	Barb Crawford	645-8248	bcrawford1@columbus.gov
Development	VACANT		
Finance-Fleet	Terrell Spencer/2012	645-6133	tlspencer@columbus.gov
Public Safety - Chair	Lt. Terry Neal/2012	221-3132 x5480	tneal@columbus.gov
Public Service	VACANT		
Public Utilities	Cindy Fruth/2011	645-7304	cmfruth@columbus.gov
SWACO	Albert Iosue/2010	871-5100	albert.iosue@swaco.org
Technology	Greg Dukes/2011	645-6124	gadukes@columbus.gov
Committees			
Chapter Awards	Vonna Hayes	645-7505	vshayes@columbus.gov
Community Service	Jacqueline Kelley	645-5824	jkkelley@columbus.gov
Membership	Donna M. Garland	645-2217	dmgarland@columbus.gov
Programs	Laurie Richards	645-7330	lirichards@columbus.gov
Professional Development	Kathy Spatz	645-0487	kspatz@columbus.gov
Public Relations	Sima Gellman	645-6161	sngellman@columbus.gov



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. Donna Garland, Beth Fairman Kinney, Teresa Langer, Bill Mahaffey, Terry Neal, Kathy Spatz and Bee Tolber contributed to this month's issue. Submit articles to: sngellman@columbus.gov or NMA-Lighthouse@columbus.gov.

