



# The Lighthouse



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

## NMA Officers Installed at July Event

Hickory house of Gahanna was the setting for this year's installation event. NMA National President Steve Baily was on hand to install the new officers.

Prior to installing the officers, Steve shared some thoughts on the new HR buzz-word, "engagement". All organizations are trying to figure out how to get employees engaged. Engaged employees choose to go to work every day and make a difference.

As leaders, it's important to reach out and keep people engaged. For somebody to feel engaged, they need to have a say, have self-esteem and feel proud of the organization. What we can do is let people know we believe in them, trust them to do a good job and give them all the information we can. Let them know how their contribution leads to the organization's overall success. Always make sure they understand what the goals are, and explain why you do what you do.

Our new officers are **Amy Ackerson**, Secretary; **Elaine Brunney**, Treasurer; **Tami Peters**, 2nd Vice President; **Lt. Terry Neal**, 1st Vice President, **Teresa Langer**, President and **Bee Tolber**, Immediate Past President.

**We congratulate our new officers and look forward to an exciting year!**



National NMA  
President Steve Baily



New officers installed by Steve Baily l to r: Amy Ackerson, Elaine Brunney, Tami Peters, Lt. Terry Neal, Teresa Langer and Bee Tolber.

# July 2012

Check out NMA's group on  
LinkedIn at [NMA1.org](http://NMA1.org)

The latest issue of *Breaktime*  
can be found at: [http://  
nma1.org/Communications/  
Breaktime/2012-08/2012-  
08.pdf](http://nma1.org/Communications/Breaktime/2012-08/2012-08.pdf)

Visit The Columbus  
Public Service chapter  
website:

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

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## NMA Family Scrapbook

Get well wishes to Vonna Hayes

Welcome back Judy Johnson!



We welcome new members James Nichols II and Stacy Cooperwood.

# How to Explain Leadership Development to a 5th Grader (A Leadership Development Glossary)

Posted by Dan McCarthy 6/26/2012

All occupations will develop their own special jargon. It's one of the ways we "professionalize" the unique work that we do in order to sound and feel important. That's all well and good, except when:

1. You're new in the field and don't yet understand the jargon;
2. You're not new in the field, but you still don't know the jargon, and you find yourself pretending that you do;
3. You need to work with someone outside of your profession and explain things to them in everyday language.

To help with each of these scenarios, I've created a handy guide to the most common leadership development jargon using everyday language. I'm sure I missed a lot of important terms, so please add your own in the comments.

**Assessment:** As a verb, it's some way of measuring the ability, personality, potential, motivation, or some other aspect of an individual. As a noun, it's often some kind of instrument, or

test.

**Action Learning:** A type of leadership development program where participants work on real projects and learn at the same time.

**Bench Strength:** Used in succession planning, a measure of how strong or weak an organization's succession plans or talent pool is.

**Blind Spots:** weaknesses that an individual is not aware of.

**Competencies:** Knowledge, skills, and abilities (KSAs).

**Competency Model:** A collection of competencies that describe what it takes to be successful in

a specific role – i.e., the "right stuff".

**Coaching:** A way to help someone learn and develop by asking questions that provide insight and help them come up with their own answers.

**Executive Coach:** Someone who specializes in coaching executives.

**Feedback:** Information about someone's performance or behaviors that they get from others.



**360 Degree Feedback:** Feedback from an individual's manager, employees, and peers.

**High Potential (HIPO):** Someone who has been identified as having potential to be successful in a larger role, usually a senior management role.

**Individual Development Plan (IDP):** A plan on how someone is going to learn new skills in order to be better at what they do or get ready for a future role.

**Multi-rater Feedback:** Feedback from more than one person.

**Nine-box Matrix:** Also referred to as a Performance and Potential Matrix, it's a 3x3 grid used to assess individuals on their performance and potential. It's often used as a part of a talent review meeting.

**Organizational Development (OD):** Sorry, there is no way to explain OD in simple terms. In fact, OD professionals usually can't agree on what it really means. (-:

**Pipeline:** Same as "Bench Strength", i.e., "we have a weak leadership pipeline and need to do some leadership development".

**Stretch Assignment:** Giving an individual something important to do that they've not done before as a way to develop them.

**Subject Matter Expert (SME, or "Smee"):** Someone who knows a lot about something, i.e., "we need to find some smeeze to help us develop this leadership training program".

**Succession Planning:** Figuring out which positions are critical to the success of an organization and identifying individuals who are ready or could be prepared to fill those roles. Sometimes referred to "hit by a bus" planning.

**Succession Planning and Development:** Once those individuals are identified, actually doing something to get them ready. The development part is often overlooked.

**Talent Management:** How an organization goes about hiring, developing, and retaining great employees.

**Talent Profile:** An internal resume used in succession planning.

**Talent Review Meeting:** A meeting where a leadership team discusses the strengths and weaknesses of individuals within their organization. Usually done within succession planning to identify high potentials, using a performance and potential matrix or other assessments.

You pass the test if you can explain that entire last sentence to a fifth grade class. Or a CEO.

## Meeting Notes

The following individuals were winner's at our July installation event:

The 50/50 Drawing of \$54.00 was won by **Lisa Landoll**. This is Lisa's first 50/50 win. Congratulations!

This month's Monthly Bonus Bucks Prize amount was \$10.00. **Lynn Kelly's** name was drawn, but Lynn wasn't in attendance, so \$10.00 will be added to the pot, making next month's Bonus Bucks Prize \$20.00.

The June Newsletter Puzzle Winner was **Al Carmon**.  
- Submitted by Terry Neal



## Announcements

### Kathy Spatz Installed as National Director



On Saturday, July 21, Our own **Kathy Spatz** became NMA's newest member of the national board of directors.

Kathy has been a member of NMA since 1998, and has held the chapter positions of 2nd Vice President, 1st Vice President, President and Board Chair and filled in for the Professional Development Chair for the last 2 years. She was the recipient of the Gold Knight award in 2008. She has completed her facilitation "Faciliskills" certificate and Supervisory Management Series and serves as a facilitator teaching the program to other City of Columbus employees.

Kathy is a Parks Development Specialist for the Columbus Recreation & Parks Department and has been with the City since 1997. She is responsible for the design, facilitation and project management of park properties and facilities including the playgrounds and dog parks. Kathy is a Landscape Architect earning her degree from The Ohio State University and a Masters of Administration degree from Central Michigan University. Kathy gives back to the community as a Shade Tree Commissioner for the City of Westerville and on the leadership team for the Columbus Ice Hockey Club. She enjoys time with her husband, Dan, Danielle (Bowling Green State University student) and Kaitlyn (Westerville Wildcat).

**Congratulations Kathy!**

**Watch your email for news about the August Family Fun Night**

**We are pleased to announce that the Lighthouse is a first place winner in the 2012 NMA Publications Contest! Thanks to the Public Relations Committee and all who helped to make this win possible!**

### Lighthouse Spotlight

Starting next month, we are starting a new column, "Lighthouse Spotlight". This column will spotlight on an NMA member's history with the City, their hobbies, favorite movies, and workplace motto. At the next monthly meeting we will randomly select a member in attendance, conduct a short interview and take their photograph. The article will appear in the next monthly *Lighthouse*. We hope that you will enjoy this new column!

- Submitted by Beth Fairman Kinney



**The Spirit of Columbus**  
**DANCE PROJECT**  
200 COLUMBUS

**A Flash Mob celebrating Columbus' Bicentennial & Neighborhood Pride**  
Directed by Xclaim's professional dancers and danced by YOU!

Rehearsals: 6/10, 7/15, 8/12 • Register for location information  
Performance: Mayor Coleman's Neighborhood Pride Block Party August 18 at the Columbus Commons

Register by email or on Facebook:  
info@xclaimdance.com or  
facebook.com/xclaimdances/events

COLUMBUS  
Columbus  
Xclaim

## Community Service

### Bee Tolber Honored at Award Ceremony

On June 28, 2012 the John E. Foster Minority Engineering Scholarship Award ceremony was held for those participants in the Alpha Minority Youth Engineering Program. This scholarship is named in honor of the late John E. Foster who once owned the largest minority run engineering firm in the Columbus area and the state of Ohio. The program



awards two or three full tuition scholarships to student majoring in engineering and who plan on attending either The Ohio State University or Columbus State Community College.

Our own **Bee Tolber**, mentor and one of the event planners made this program a success and was also honored that night at the Point of Pride in Columbus. Members of the engineering community, Public Utilities Greg Davies, Deputy Director Mark Kouns and a spokesperson from Mayor Coleman's office were also in attendance. Comments from Mayor Coleman - "I salute the Alpha Minority Youth Engineering program for providing another avenue to success for our young people. The students who participate in this program today will be the innovators of tomorrow."



If you have a high school student with aspirations of becoming an engineer and are interested in finding more about this program, contact Bee Tolber.

- Submitted by Teresa Langer



### Bears for Kids

**BOX 15**, an organization that provides support to fire departments and the community in times of fire and disasters, is offering the opportunity to help support the Firefighters4Kids program.

As a Community Service effort, our NMA Chapter would like to participate in this endeavor and we are asking your help by pledging \$5 for a Teddy Bear that will be added to the gift packages made for this year's program.

The deadline for our chapter to participate has been extended to August 15, and now anyone purchasing a bear for Firefighters4Kids will also have the opportunity to purchase one for themselves. These adorable bears come in white or brown, and will make wonderful holiday gifts. We are asking your support as soon as possible, but no later than Monday, August 13.

Pledge your \$5 now by calling or emailing President **Teresa Langer** at 645-4128 or [tlanger@columbus.gov](mailto:tlanger@columbus.gov), or Vice President **Terry Neal** at [tneal@columbus.gov](mailto:tneal@columbus.gov).



## Professional Development

### You Don't Say!

Is it an idea or is it ideal?  
Or is it an ideal idea?  
According to Merriam  
Webster's online student  
dictionary:

**idea** *noun*, ī-'dē-ə, -'dēə  
1 : a plan of action :  
INTENTION <my idea is to  
study law>  
2 : something imagined or  
pictured in the mind :  
NOTION <form an idea of  
a place from reading>  
3 : a central meaning or  
purpose <the idea of the  
game is to keep from  
getting caught>

**ideal** *adj*, ī-'dē(-ə)l  
1 : existing only in the  
mind : not real <a purely  
ideal conception of  
society>  
2 : having no flaw:  
PERFECT <ideal weather>

#### The NMA Leadership Model



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



**What is networking?** Networking is the building and nurturing of personal and professional relationships to create a chain of information, contacts, and support. In the business world, the goal of networking is to develop and maintain relationships with people who can be helpful to you and your organization. By building a network of contacts, you can keep current with industry trends and expedite career advancement—either within your organization or by transitioning to another one.

Networking while on the job increases your access to available resources and information. Networking is essential when taking on a new assignment or project in order to collect thoughts and ideas from a diverse group of stakeholders. It is a good habit to get to know others, both inside and outside your department, and at all levels -- peer, subordinate, and superior. This allows you to learn about the broader business in which your organization is involved, as well as the challenges and opportunities that lie ahead.

You can learn more about networking and other management topics from the CM® certification. For information on how to get started, contact Melody Branner by calling 540-5568-3247 or emailing [icpmcm@jmu.edu](mailto:icpmcm@jmu.edu).

\*Excerpt from Management Skills II, 3<sup>rd</sup> edition; Page 274-275

**Melody**  
Melody Branner, Manager  
Customer Relations  
Institute of Certified Professional  
Managers  
James Madison University  
MSC 5504  
Harrisonburg, VA 22807  
540-568-3247  
[brannemh@jmu.edu](mailto:brannemh@jmu.edu)  
[www.icpm.biz](http://www.icpm.biz)



## 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.

### Workshop #3: Transformational Leadership

**Location: Utilities Complex, Auditorium  
910 Dublin Rd.**

**Date: Tuesday, August 21**

**Time: 8:00 am to 12:00 pm**

Make reservation by **August 14, 2012** to:

**Bill Mahaffey, CM**

Division of Power & Water. Tel: 645-3765 Fax 645-6165

**Fees: Members N/C , 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 645-6032 or 216 8988



*"What chance gathers she easily scatters. A great person attracts great people and knows how to hold them together."*

—Johann Wolfgang Von Goethe

Find these words of wisdom and a great deal more in the August issue of Breaktime. Go to <http://nma1.org/Communications/Breaktime/2012-08/2012-08.pdf>



# NMA Calendar 2012

## August

- 14 NMA Board Meeting
- 18 Mayor Coleman's Block Party  
*Columbus Commons*



- 19 Eid ul-Fitr (End of Ramadan)
- 21 Faciliskills Part 3

## September

- 3 Labor Day
- 11 NMA Board Meeting
- 17 Rosh HaShanna (Jewish New Year)
- 26 Yom Kippur (Jewish Day of Atonement)



# NMA-Lighthouse Puzzles

## June Puzzle Solution

POLITICS IS THE ART OF LOOKING FOR TROUBLE, FINDING IT EVERYWHERE, DIAGNOSING IT INCORRECTLY AND APPLYING THE WRONG REMEDIES. -GROUCHO MARX

One correct answer was received, and the winner is:  
**Al Carmon.**



## July Puzzle

1. This place 1 2 3 4
2. Begin 5 6 7 8 9
3. Serenity 10 11 12 13 14
4. Confidence 15 16 17 18 19
5. Barrier 20 21 22 23 24
6. Entire 25 26 27 28 29
7. Verity 30 31 32 33 34
8. Banquet 35 36 37 38 39
9. Denim 40 41 42 43 44
10. Technique 45 46 47 48 49 50
11. Silly 51 52 53 54 55 56 57
12. Looking glass 58 59 60 61 62 63
13. Avow 64 65 66 67 68 69 70
14. Chapter 71 72 73 74 75 76 77
15. Gift to Charity 78 79 80 81 82 83 84 85

Instructions Fill in the answers to the clues, then transfer the letters to the corresponding numbered square in the diagram. The completed diagram will contain a quotation by Ralph Nader

42		38	15	81	16	9		41	55	33	48		82	34	21	
10	3	70	58	73	69	36		30	1	12	19		39	26	4	
51	32	22	13	6	83	75	80		62	35		54	46	37	76	-
2	31	56	57	59	72		68	74		47	52		64	60	49	-
78	17	23	14		67	53	65	24		44	29	7	50	11	61	18
	85	27	40		45	66	8	77		20	79	43	28	84	25	-
71	63	5														

To enter the contest, solve the puzzle and email the solution to: [NMA-Lighthouse@columbus.gov](mailto: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 August 10 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 2012-JUNE 2013

<u>Officers/Term End</u>	<u>Name</u>	<u>Office Phone</u>	<u>Email</u>
President	Teresa Langer	645-4128	<a href="mailto:tlanger@columbus.gov">tlanger@columbus.gov</a>
1st Vice President	Terry Neal	221-3132x5480	<a href="mailto:tneal@columbus.gov">tneal@columbus.gov</a>
2nd Vice President	Tami Peters	645-2688	<a href="mailto:tlpeters@columbus.gov">tlpeters@columbus.gov</a>
Secretary	Amy Ackerson	645-8119	<a href="mailto:aackerson@columbus.gov">aackerson@columbus.gov</a>
Treasurer	Elaine Brunney	645-5705	<a href="mailto:embrunney@columbus.gov">embrunney@columbus.gov</a>
Immediate Past President	Bee Tolber	645-7496	<a href="mailto:vvtolber@columbus.gov">vvtolber@columbus.gov</a>
National Director	Bill Mahaffey	645-3765	<a href="mailto:wtmahaffey@columbus.gov">wtmahaffey@columbus.gov</a>
<b><u>Board of Directors</u></b>			
At Large/2014	Barb Crawford	645-8248	<a href="mailto:bcrawford1@columbus.gov">bcrawford1@columbus.gov</a>
Development/2014	Beth Fairman Kinney	645-7116	<a href="mailto:bfkinney@columbus.gov">bfkinney@columbus.gov</a>
Finance-Fleet/2014	Terrell Spencer	645-6133	<a href="mailto:tlspencer@columbus.gov">tlspencer@columbus.gov</a>
Public Safety	Vacant		
Public Service/2014	Randy McMillin	645-3187	<a href="mailto:rdmcmillin@columbus.gov">rdmcmillin@columbus.gov</a>
Public Utilities/2013	Cindy Fruth	645-7304	<a href="mailto:cmfruth@columbus.gov">cmfruth@columbus.gov</a>
SWACO/2014	Albert Iosue	871-5100	<a href="mailto:albert.iosue@swaco.org">albert.iosue@swaco.org</a>
Technology/2013	Greg Dukes	645-6124	<a href="mailto:gadukes@columbus.gov">gadukes@columbus.gov</a>
<b><u>Committees</u></b>			
Chapter Awards	Leo Ross	645-7258	<a href="mailto:leross@columbus.gov">leross@columbus.gov</a>
Community Service	Bee Tolber	645-7496	<a href="mailto:vvtolber@columbus.gov">vvtolber@columbus.gov</a>
Membership	Donna M. Garland	645-2217	<a href="mailto:dmgarland@columbus.gov">dmgarland@columbus.gov</a>
Programs	Lesley Carter	645-8313	<a href="mailto:lacarter@columbus.gov">lacarter@columbus.gov</a>
Professional Development	Kathy Spatz <b>TEMP</b>	645-0487	<a href="mailto:kaspatz@columbus.gov">kaspatz@columbus.gov</a>
Public Relations	Sima Gellman	645-6161	<a href="mailto:sngellman@columbus.gov">sngellman@columbus.gov</a>



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