



The Lighthouse



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

Message From Our New President: Teresa Langer

As many of you already know me, you know I like to be in the midst of what's going on, who's who, and where we are going. I guess with this being the second time around as President I am either a glutton for success, or I just really enjoy being a part of this organization. To be honest, it's both. With times changing as they do, people come and go, but one thing that remains the same - we are all civil servants, here to do a job serving the public, and it should be the best way we can.



When I first was introduced to NMA back in the 90's, I was really a shy person. As much as I wanted to be heard externally, I kept it all internal and just sat back as an observer. Now that's not a bad thing either, that's where you get to know the different personalities of who you are dealing with, and when and where to speak up. When asked to attend an NMA meeting, I was hesitant if I qualified, but as eloquently put, I didn't have to be a "manager" in title, I had the aspirations to be one and was already a "manger" of my time and responsibilities. What better explanation could I have been given? I didn't have to worry, as the members embraced me for what I had to offer, and oh how easy it was to be heard.

Continued on Page 4

August 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/2012-08/2012-08.pdf>

Visit The Columbus Public Service chapter website:

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

Inside this issue:

NMA Family Scrapbook.....	2
What Makes Great Projects..	2
Meeting Notes	4
Event Announcement.....	4
Annual Conference	5
Mayor's Block Party.....	6
Leader Profile	6
Lighthouse Spotlight.....	7
Professional Development...	8
NMA Calendar	10
NMA Leadership Model.....	10
Lighthouse Puzzles.....	10
About NMA	11
Officer Directory	12





NMA Family Scrapbook

Get well wishes to Vonna Hayes



Welcome New Member
Jeff Emhuff

What makes great projects? Curiosity will give you a clue.

No, not the character trait. The Mars rover. The Curiosity mission was successful because NASA learned from its mistakes. That isn't an easy process, but it's an essential one.

By Bob Lewis | IS Survivor Publishing
August 20, 2012

Imagine you're about to launch the biggest strategic program in your company's history. Who would you put in charge of it if you had your pick:

- The best project manager currently in your employ?
- The best project manager you could recruit using your usual internal and contract recruiters?
- NASA's David Lavery, the Mars Science Laboratory program executive?

Me too.

Why has NASA been able to deliver such a stunning stream of successful projects ... from the Spirit and Opportunity Mars rovers, to Cassini, to Chandra, to Odyssey, to, most recently, Curiosity?

Answer: It decided to learn from its failures rather than running from them by "holding people accountable", (ManagementSpeak for "finding a convenient scapegoat while making sure we never find out what's really going on").

In the late 1990s, the Mars Climate Orbiter, Polar Lander, and Deep Space 2 missions all went wrong due to easily prevented technical flubs. The Climate Orbiter mission, for example, used English units of

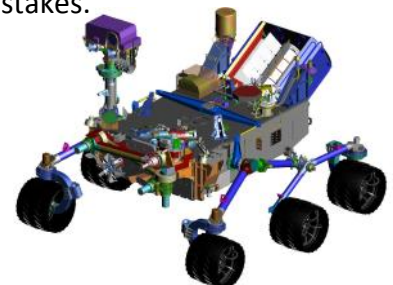
measure for some calculations, which other calculations that used the results assumed were in metric units. This led to its entering the Martian atmosphere at too steep an angle.

In hold-'em-accountable corporate cultures, company executives would do their best to find out who screwed up and fire the sorry SOBs before they could do any more damage.

They would, that is, ensure that a new set of sorry SOBs would screw up future projects in different but parallel ways.

NASA, to its credit, performed thorough post-mortem analyses instead. The first is titled, "Mars Climate Orbiter Mishap Investigation Board Phase I Report"; the second is titled, "Report on the Loss of the Mars Polar Lander and Deep Space 2 Missions."

While much in these reports is so deeply technical that only the nerdiest engineers would appreciate it, everyone involved in project management, sponsorship or governance in any organization should take the time to read Section 3 of the Polar Lander report, because that's the section that discusses the management failures that underlay the missions' technical mistakes.



Continued on Page 3

Continued from Page 2

The deep root cause turned out to be funding and schedule pressure: NASA tried to get these missions done quickly and on the cheap ... too quickly and too cheaply. This prime root cause led to a number of project management failures, the most important of which were:

Inadequate staffing: Not only was the project team too small, but critical JPL experts weren't part of the team – the project didn't have sufficient depth of highly knowledgeable staff.

Excessive overtime: 60 hour weeks were habitual and 80 hour weeks were common for extended periods of time, because there just weren't enough people on the team to get the job done on schedule any other way.

Insufficient communication and collaboration: Inadequate staffing and excessively long work weeks inevitably led to team members working heads-down and with blinders on. They weren't in a position to help each other out, check each others' work, or otherwise function as a team.

No system testing and validation, relying instead on analysis and modeling alone.

NASA isn't alone in having projects fail, although unlike, say, an automobile manufacturer that releases a design flaw into production, NASA can't issue a recall to fix the problem.

Still, just as recalls are more expensive than fixing a flaw during the design process (but less expensive than plowing into Mars



at high speeds instead of landing on it), it's a pretty good bet that your company would profit from managing its projects better, too.

So learn from NASA's mistakes, just as NASA did. That avoiding the project management mistakes listed above makes a difference is hard to deny, given the string of successes that's followed.

Even more important than learning from NASA's mistakes, though, is adopting its technique for learning from its mistakes. NASA invested heavily in an independent review, didn't duck its findings, and implemented serious changes in its procedures as a result.

I keep reading opinionators who extol the efficiency of private enterprise as compared to how gummint agencies do things. And yet, while I know of quite a few failed projects in private enterprise, I've yet to read of any companies that undertook equivalent attempts to understand how their management practices contributed to the failures.

It is, in the end, the difference between taking responsibility and holding people accountable. Because when executives hold people accountable, what they're really doing is failing to take responsibility – not only for hiring and retaining the people they now need to hold accountable, but, far more important, for creating the circumstances that led to the failure and allowing them to persist.

It's a great way to lose good employees while retaining bad managers.



**NMA FUN NIGHT
AUGUST 30!!!**



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

Message from the President

Continued from Page 1

This organization is not just for managers, it is for those of us who want to make things better, not only in the workplace, but in your personal life as well. Networking with other members in other departments can give you that inner perspective you may need at your workplace. Knowing that you can pick up the phone and call Susan in DPU, or email Elaine in Public Service not only makes your work life easier, your circle of knowledge broadens. You do a better job, your boss likes you, and you want to come to work. Building those working relationships goes a long way.

We have a good team this year, and I look forward to working with them my second time around. Most importantly, getting involved is key. More and more we are community service oriented, what we can do as a chapter to help out in the community, whether it be cleaning up the neighborhoods with the Mayor, or selling candy bars for added funds for our speech contestants, it's being involved. We are all busy, but sometimes these other things in life, whether they are big or small, can make the difference. Expect that call (or email) from me; I am looking to all of you to help make this Chapter the best in this great city of Columbus!

Breakfast Event Announcement

DATE: Wednesday, September 19, 2012
TIME: 7:15 am to 9:00 am
LOCATION: Public Service Training Facility
881 East 25th Avenue, Room A

BUFFET MENU:

Scrambled Eggs
Home Fries
Pork and Turkey Bacon
Fruit, Muffins and Biscuits
Juice and Coffee

EVENT AGENDA:

7:15 Registration & Social Time
7:45 Invocation and Pledge of Allegiance
7:50 Breakfast
8:15 Speaker:
Susan Stasiak, Trainer and Performance Improvement Practitioner: "Accelerating Your Professional Development" and "What is Faciliskills?"
8:35 President: Teresa Langer
Committee Reports
8:45 50/50 Raffle & Bonus Bucks Drawing
8:50 Meeting Adjourned

Please make your reservations by Thursday, September 13th to:
Lesley Carter, Department of Public Safety-License Section at
LACarter@columbus.gov or 645-8313



ANNUAL CONFERENCE

EARLY BIRD DEADLINE ONLY A FEW DAYS AWAY!

2012 NMA Annual Conference!

You have only 15 more days to register for this fantastic conference AND take advantage of NMA's "Early Bird" discount...\$100 off the regular registration fee!! **The deadline is September 4!!**

The following link will take you directly to all conference information including our official NMA registration form AND a direct link to make your online hotel reservations! Simply go to:

<http://nma1.org/conference12/index.html>

We have a special hotel rate of only \$139 per night for S/D which is phenomenal for this hotel AND for Seattle!! In order to receive this discounted rate, you must make your reservations NO LATER THAN SEPTEMBER 4!! Included in this rate for NMA attendees is complimentary high-speed Internet...for others, it's \$12.95 per night!! Make sure you register in our room block for this special offer!!

Our conference theme this year is:

The Spirit of Leadership...Changing the Tide and Moving Mountains!

We know you will enjoy all the activities planned for our attendees and encourage you to register and pay early so you can take advantage of the early bird savings!!

In addition, we're offering a "QUANTITY DISCOUNT." Yes, if your chapter registers and pays for more than 10 attendees prior to September 4, after the conference, NMA will send you a check for 10% of the Early Bird registration fees you paid!! Visit our website at nma1.org for complete information.

REMEMBER...REGISTER TODAY AND SAVE!

If you have any questions, please contact:

Sue Kappeler, CM

sue@nma1.org

OR

Robin Furlong

robin@nma1.org



OCTOBER 6-8, 2012

**Renaissance Hotel
Seattle, WA**

The NMA National Community and Communications Committee is pleased to select Northwest Harvest as the 2012 Annual Conference Sponsor Charity.

Northwest Harvest is a non-profit food bank distributor operating statewide in Washington, with a network of over 350 food banks meal programs. Last year they distributed over 26 million pounds of food, 1.7 million meals each month.

NMA will be collecting monetary donations and non-perishable food items during the annual conference.



NMA Members Help With Mayor Coleman's Block Party

Thank you to all the volunteers **Teresa Langer, Donna Garland, Leo Ross** and **Ron Stewart** who helped Neighborhood Pride during the weekend of August 18th. It was great to have some extra help for **Mayor Coleman's Block Party** and the **10tv Fitness Expo!**



Thank you for all the City departments and programs who participated with Mayor Coleman's Block Party. The event was a great success. CTV created a nice short about the event, and there is also video of the flash mob at www.facebook.com/NeighborhoodPride. Who knows, you may see somebody you know!

Photo – NMA Members Donna Garland and Bruce Black dancing with the flash mob at Mayor Coleman's Block Party.

Submitted by Beth Fairman Kinney

Leader Profile

Leo Ross has taken a leadership roll as chair of the Awards Committee. He is currently assigned to the Central Outpost as a Street Maintenance Assistant Manager in charge of first shift. He started working for the City in August of 2004 as an equipment operator II, and was promoted to Assistant Manager in December, 2009. He is responsible for the downtown area, which includes State Route 315 and parts of State Route 33. His responsibilities include patching, cleaning and snow removal.

Leo is single, and has a 17 year old son who is a senior in high school. His hobbies include bowling, NASCAR and spending time with grandkids.



Lighthouse Spotlight

Bruce T. Black



To catch up with Bruce Black, you best be wearing your running shoes! From managing the Neighborhood Pride program, to teaching spinning and fitness classes on nights and weekends, Bruce is full of the energy and desire to make the whole City of Columbus the best place to live, work and raise a family.

Bruce graduated from Eastmoor High School in 1974 and went onto a career in law enforcement, graduating from the Reynoldsburg Police Academy and Ohio Peace Officer Training. After several years as a State Police Officer, Bruce changed his career path by working in

one of his hobbies, home construction and remodeling. In 1998, he had the desire to return to work for government and started work with the City of Columbus in the Housing division. In 2002, Mayor Coleman gave Bruce the opportunity to manage the Neighborhood Pride program. Under his management, the Neighborhood Pride program has blossomed into an award winning program. Bruce developed the Neighborhood Pride partners program in 2003 which is the fundamental base to the other programs he initiated including the Bicycle Safety Festival, Beautiful Home Awards, and Talent Search. Bruce is also known for his work with the program, that Mayor Coleman likes to introduce him as "Mr. Pride".

When Bruce isn't working, he enjoys spending time in his basement with his 3 grandchildren, and his dogs Prince and Mo. Bruce also loves fitness training. Bruce is a Certified Spinning Instructor, Certified Bootcamp Trainer, and is Certified in Senior Fitness Instructor and working with those with disabilities. Bruce also enjoys home remodeling, shopping at IKEA and eating and cooking. Just ask him for the recipe for his famous "Garbage Bag Salad".

By Beth Fairman Kinney



Bruce T. Black

**Neighborhood Pride
Program Manager,
Development
Department**

Years of City Service: 14

**Years of NMA
membership: 1**

**What do you enjoy about
being a NMA member?**

The opportunity to meet other members who are working with other departments.

**How do you show your
swagger: Just Being Me!**

**What motivates you each
morning: Giving my life
to Christ and doing what
he wants me to do.**



Professional Development



You Don't Say!

Regardless of what you've heard, "**irregardless**" is a redundancy. The suffix "-less" on the end of the word already makes the word negative. It doesn't need the negative prefix "ir-" added to make it even more negative.

- From *Common Errors in English Usage* by Paul Brians

Per *Wiktionary.org*, "Although well attested, this term is widely regarded as nonstandard and an illiteracy for regardless or irrespective, and is probably inappropriate in virtually any formal setting, except quoted dialog."

WebEx FREE On-Demand Leadership Development Webinars Archive

<http://nma1.org/Education/Education-Free-Webinars.html>

Cisco WebEx is a terrific site for accessing pre-recorded quality business, management, and leadership webinars. Hear first-rate topics presented by speakers, educators, and consultants such as experts from The Ken Blanchard Companies and other thought leaders. Find them at: <http://www.webex.com/webinars/>

American Management Association, <http://www.amanet.org>

Go to "web events" on their drop-down menu, or :

[http://www.amanet.org/individualsolutions/parameters-solution1.aspx?](http://www.amanet.org/individualsolutions/parameters-solution1.aspx?SelectedSolution-Type=Web+Events&SelectedSubSolutionType=Webcasts)

[SelectedSolution-Type=Web+Events&SelectedSubSolutionType=Webcasts](http://www.amanet.org/individualsolutions/parameters-solution1.aspx?SelectedSolution-Type=Web+Events&SelectedSubSolutionType=Webcasts)

For podcasts:

<http://www.amanet.org/individualsolutions/parameters-solution1.aspx?SelectedSolutionType=Podcasts>

MyEntre.net, <http://myentre.net>

This is a free online community for small business owners offering assistance via free business webinars, business blog, and other items of interest. Simply click on "webinars" and be able to access archived webinars.

ASTD- American Society for Training and Development, <http://www.astd.org/Digital-Resources.aspx>

The Digital Resources section of the ASTD website contains hundreds of hours of webcasts and podcasts for you to browse and enjoy. Much of the content, such as the T+D Podcasts are open to all. Other items are premium, member-only content.

Free Project Management Webinars from TenStep Inc., <http://www.projectmanagementwebinars.com/>

Continued on Next Page



Professional Development

Continued from Previous Page

TenStep, Inc., is a global leader in project management training, consulting, and methodology. Anyone can link to their webinars but we recommend that they be viewed online. It is possible to download them, but they are around 80Meg which is very large.

TED.com, <http://www.ted.com>

TED is a nonprofit devoted to "Ideas Worth Spreading". It started out (in 1984) as a conference bringing together people from three worlds: Technology, Entertainment, Design. Since then its scope has become ever broader. Their mission: spreading ideas. On TED.com they "make the best talks and performances from TED and partners available to the world, for free".

From their website: "We believe passionately in the power of ideas to change attitudes, lives and ultimately, the world. So we're building here a clearinghouse that offers free knowledge and inspiration from the world's most inspired thinkers, and also a community of curious souls to engage with ideas and each other."

Suggested Meeting Openers

Two 15-minute free videos from management expert Marcus Buckingham would make a great "Meeting Opener" or Spotlight Presentation at a chapter meeting.

Marcus Buckingham is a British-American New York Times bestselling author, researcher, motivational speaker, and business consultant best known for promoting "strengths-based leadership." Basing most of his writing on extensive survey data from interviews with workers in countries around the world, he promotes the idea that people will get the best results by making the most of their strengths rather than by putting too much emphasis on weaknesses or perceived deficiencies.

Chapters 1 & 2 from "Trombone Player Wanted" are available through two links:

www.simplystrengths.com or

Part 1: http://www.youtube.com/watch?v=4GGB_d8FZig&feature=channel&list=UL

Part 2: <http://www.youtube.com/watch?v=Nfkc-yj4yq4&feature=channel&list=UL>

All are welcome to attend:

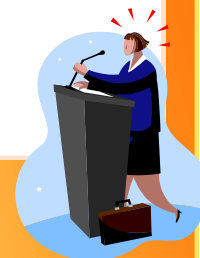
City of Columbus Toastmasters

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



NMA Calendar 2012

August

30 Family Fun Night
Columbus Bowl



September

3 Labor Day
11 NMA Board Meeting
17 Rosh HaShanna (*Jewish New Year*)
19 NMA Breakfast Meeting
1881 25th Ave.
25 Faciliskills #4 *Logistics and Process Dynamics*
26 Yom Kippur (*Jewish Day of Atonement*)



October

6-9 NMA National Conference
8 Columbus Day
31 Halloween



NMA-Lighthouse Puzzles

July Puzzle Solution

- | | | |
|----------|------------|--------------|
| 1. HERE | 6. WHOLE | 11. FOOLISH |
| 2. START | 7. TRUTH | 12. MIRROR |
| 3. PEACE | 8. FEAST | 13. PROMISE |
| 4. TRUST | 9. TWILL | 14. EPISODE |
| 5. FENCE | 10. METHOD | 15. DONATION |

I START WITH THE PREMISE THAT THE FUNCTION OF LEADERSHIP IS TO PRODUCE MORE LEADERS, NOT MORE FOLLOWERS. - Ralph Nader

Correct answers were submitted by **Mark Calvert, Al Carmon and Linda Rightor**. The name of the winner will be drawn at the next member meeting.



August Puzzle

Instead of numbers, this puzzle contains nine letters. All 9 letters appear in each 9-box square and each horizontal vertical row and also the two shaded diagonal rows. Once the puzzle is solved, a commonly-used, 9-letter word will appear somewhere in the grid.

		T						R
			C	E				
	S				R		T	
			K	T			U	
		U				W		
	C			U	W			
	A		T					C
				A	K			
K						A		

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 September 14 to be considered.

The NMA Leadership Model



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



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	tlanger@columbus.gov
1st Vice President	Terry Neal	221-3132x5480	tneal@columbus.gov
2nd Vice President	Tami Peters	645-2688	tlpeters@columbus.gov
Secretary	Amy Ackerson	645-8119	aackerson@columbus.gov
Treasurer	Elaine Brunney	645-5705	embrunney@columbus.gov
Immediate Past President	Bee Tolber	645-7496	vytolber@columbus.gov
National Director	Bill Mahaffey	645-3765	wtmahaffey@columbus.gov
National Director	Kathy Spatz	645-0487	kaspatz@columbus.gov
<u>Board of Directors</u>			
At Large/2014	Barb Crawford	645-8248	bcrawford1@columbus.gov
Development/2014	Beth Fairman Kinney	645-7116	bfkinney@columbus.gov
Finance-Fleet/2014	Terrell Spencer	645-6133	tlspencer@columbus.gov
Public Safety	Vacant		
Public Service/2014	Randy McMillin	645-3187	rdmcmillin@columbus.gov
Public Utilities/2013	Cindy Fruth	645-7304	cmfruth@columbus.gov
SWACO/2014	Albert Iosue	871-5100	albert.iosue@swaco.org
Technology/2013	Greg Dukes	645-6124	gadukes@columbus.gov
<u>Committees</u>			
Chapter Awards	Leo Ross	645-7258	lross@columbus.gov
Community Service	Bee Tolber	645-7496	vytolber@columbus.gov
Membership	Donna M. Garland	645-2217	dmgarland@columbus.gov
Programs	Lesley Carter	645-8313	lacarter@columbus.gov
Professional Development	Kathy Spatz TEMP	645-0487	kaspatz@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, Teresa Langer, Terry Neal, Kathy Spatz, Committee Members. Beth Fairman Kinney, Teresa Langer, Terry Neal and Leo Ross contributed to this month's issue. Submit articles to: sngellman@columbus.gov or NMA-Lighthouse@columbus.gov.

