



The Lighthouse



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

Leadership From a Veteran's Point of View



Chapter President Teresa Langer presents Shane Mark with a Certificate of Honor from the Columbus Public Service Chapter

At the November 13 breakfast event, held at Champps at Lennox Town Center, our veterans were honored for their service. Shane Mark, Transportation Operations Coordinator, presented a compelling collection of thoughts on leadership from a military perspective:

LEADERSHIP

- What is leadership? Compelling others to follow ...
- The process of influencing people by providing purpose, direction, and motivation.
- Set goals

Influencing is getting people-to do what is necessary. Influencing entails more than simply passing along orders. Personal examples are as important as spoken words. Leaders set that example, good or bad, with every action taken and word spoken, on or off duty. Through words and personal example, leaders communicate purpose, direction, and motivation.

Army leadership: An enduring expression for Army leadership has been BE-KNOW-DO.

Continued on Page 4



Member-veterans in attendance at the November meeting, from left to right: Jeff Emhuff, Hugh Williams, Scott Ward, Carlton Felton, Shane Mark, Bill Kessinger and Terrell Spenser.

November 2012

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

The latest issue of *Breaktime* can be found at: <http://bit.ly/breaktime0812>

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

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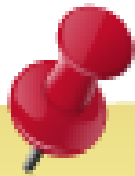


NMA Family Scrapbook

Get well wishes to Vonna



A special thanks to former member Donna Garland for her work on the Membership Committee and the best of luck to her.



Welcome to New Member Geneva Christensen and returning member LaVerne Freeman

Be Thankful for Problems

by Jennifer Ledet

At our Rotary meeting the other day I overheard a fellow Rotarian saying "Problems are a good thing! Solving problems is what I do. Without problems none of us would have a job."

How true! What problems do you solve? Regardless of your business, I'm willing to bet you're solving someone's problems. Well, maybe not a problem exactly, but if you're selling pizza, you're solving the problem of what people are going to eat for supper.

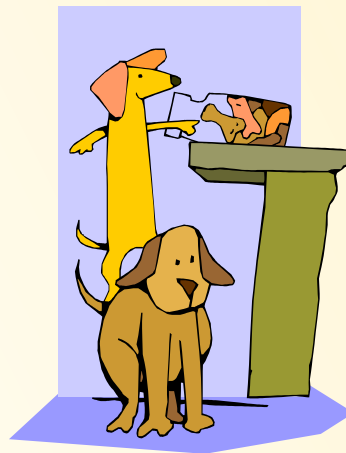
If you're an architect, (as was the person I just quoted), you're solving the problem of designing buildings and structures that can withstand hurricane winds or the tremors of an earthquake.

When you look at your business from this perspective, you will see that we can all be thankful for "problems". As a leader, it is ever more important that you share this perspective with your team members.

One of the biggest causes of

disengagement in employees is that they don't see how they contribute to the success of the business/organization. Not everybody gets the connection between solving customer problems and the continued success of the business and thus, employee jobs.

Of course, not everyone has direct contact with an external customer, but we all serve a customer in some way. Some "customers" are internal. Employees have a tougher time seeing internal colleagues as customers, so it's



up to you to point out this perspective to them.

Coach your people to welcome "problems". Teach team members to approach each situation as a challenge and an opportunity to earn their keep.

Employees who are thankful for problems are more engaged, and we all know that engaged employees provide the best customer service.

From Jennifer Ledet's blog at <http://www.ledetmanagement.com>

Help Wanted: Chairs needed for the Membership and Professional Development Committees.



Announcements

NMA Holiday Lunch Event

DATE: December 5, 2012
TIME: 11:15 AM-1:00 PM
LOCATION: 94th Aero Squadron
 5030 Sawyer Road
 Columbus, Ohio 43219

BUFFET MENU:

Sliced Sirloin Beef and Chicken Masala
 Garlic Mashed Potatoes
 Vegetable Medley
 Garden Salad
 Coffee, Juice, Pop, and Water
 Dessert



EVENT AGENDA:

11:15 Registration & Social Time
 11:45 Invocation and Pledge of Allegiance, Lunch
 12:15 Gift Give-Aways
 12:45 President: Teresa Langer,
 Committee Reports
 12:50 50/50 Raffle & Bonus Bucks Drawing
 1:00 Adjourned

Please make your reservations by
Wednesday, November 28th to:
 Lesley Carter, Department of Public Safety-
 License Section at LACarter@columbus.gov
 or 645-8313

Don't forget your canned goods for the Mid-Ohio
 Food Bank and/or a toy for Firefighters 4 Kids

If you are bringing a guest, the guest fee is \$11,
 please bring to the event; checks made payable
 to: **CPSC NMA**

The City of Columbus
 Community Relations
 Commission Presents:

Lunch & Learn Series
“Minority Health”
PEOPLE HELPING
PEOPLE

Panelists will present:
 Columbus Public Health,
 GLBT Community,
 African Americans dealing
 with Cancer,
 Mental Health,
 Aging

**Join our panel of
 experts as they discuss
 health outreach to
 minority communities.**

Please bring your lunch.

Friday, December 7, 2012
 11:00am-11:30am Networking
 11:30am-1:00pm Panel
 discussion

1111 East Broad St.
Columbus, Ohio 43205

For More Information:
 Call 645-1993



Shane L. Mark M.S.

Shane L. Mark, Transportation Operations Coordinator, Department of Public Service, Division of Planning and Operations, City of Columbus has over 17 years of experience within the field of Transportation Operations. Shane served in the United States Army Reserve for 20 years and recently retired as a Sergeant First Class/E-7. During his time in the Army, Shane served in the Transportation Corps as a Motor Transport Operator, most recently serving as the Assistant Operations Sergeant for his Battalion. Shane earned a Master of Science in Management from Ohio Dominican University in August of 2011. As the Transportation Operations Coordinator for the City of Columbus, Shane is the section head for Street Maintenance Operations and Traffic Maintenance



... From a Veteran's Point of View
Continued from Page 1

- Army leadership begins with what the leader must **BE**:
 The values and attributes that shape character. It may be helpful to think of these as internal and defining qualities possessed all the time. As defining qualities, they make up the identity of the leader.
- The knowledge that leaders use should come from what they **KNOW**:
 Leadership requires knowing about tactics, technical systems, organizations, management of resources, and the tendencies and needs of people. Knowledge shapes a leader's identity and is reinforced by a leader's actions.
- What leaders **DO**, or leader actions, is directly related to the influence they have on others and what is done.

Just as the diamond requires three properties for its formation-carbon, heat, and pressure-successful leaders require the interaction of three properties-character, knowledge, and application. Like carbon to the diamond, character is the basic quality of the leader But as carbon alone does not create a diamond, neither can character alone create a leader. The diamond needs heat. Man needs knowledge, study and preparation. ... The third property, pressure-acting in conjunction with carbon and heat-forms the diamond. Similarly, one's character attended by knowledge, blooms through application to produce a leader.- General Edward C. Meyer, Chief of Staff, Army (1979-1983)

ARMY CORE VALUES: Foundation for Army Leadership

Loyalty: Bear true faith and allegiance to the U.S. Constitution, The Army, your unit, and other Soldiers

- Belief in yourself, devoting yourself to someone or something

Loyalty is the big thing, the greatest battle asset of all. But no man ever wins the loyalty of troops by preaching loyalty.

It is given him by them as he proves his possession of the other virtues. - Brigadier General S. L. A. Marshall in Men Against Fire (1947)

Duty: Fulfill your Obligations

- Means more than carrying out your assigned tasks
- Accomplishing tasks as part of a Team

I go anywhere in the world they tell me to go, any time they tell me to, to fight anybody they want me to fight. I move my family anywhere they tell me to move, on a day's notice, and live in whatever quarters they assign me. I work whenever they tell me to work And I like it. —James H. Webb, former U.S. Marine and Secretary of the Navy (1987-1988)

Respect: Treat people as they should be treated

- Treat others with dignity and respect
- Platinum Rule (treat people as they want to be treated)
- Allows us to appreciate the best in others

Respect for the individual is the basis for the rule of law-the very essence of what the Nation stands for. This value reiterates that people are the most precious resource and that one is bound to treat others with dignity and respect.

Selfless Service: Put the welfare of the nation, the army, and subordinates before your own

- Doing your duty without thought of recognition or gain

The military is often referred to as "the Service." Members of the Army serve the United States of America. Selfless service means doing what is right for the Nation, the Army, the organization, and subordinates. While the needs of the Army and the Nation should come first, it does not imply family or self-neglect. To the contrary, such neglect weakens a leader and can cause the

Continued on Page 5

... From a Veteran's Point of View
Continued from Page 4

Army more harm than good.

Honor: Live up to the Army Values

- It's a matter of carrying out, acting, and living the values in all you do
War must be carried on systematically, and to do it you must have men of character activated by principles of honor.
- George Washington, Commander, Continental Army (1775-81) and President of the United States (1789-97)

Honor is the glue that holds the Army Values together. Honor requires a person to demonstrate continuously an understanding of what is right. It implies taking pride in the community's acknowledgment of that reputation.

Integrity: Do what's right-legally and morally

- Who you are when no one else is watching
- Quality you develop by adhering to moral principles (Moral Compass)

Personal Courage: face fear, danger, or adversity (physical, moral, mental)

- Continuing forward on the right path, even when it's unpopular

Courage is doing what you're afraid to do. There can be no courage unless you're scared.—Captain Eddie Rickenbacker, U.S. Army Air Corps, World War I

WARRIOR ETHOS

I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.

NCO CREED

No one is more professional than I. I am a noncommissioned officer, a leader of Soldiers. As a noncommissioned officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army". I am proud of the Corps of noncommissioned officers

and will at all times conduct myself so as to bring credit upon the Corps, the military service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind-accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, noncommissioned officers, leaders!

From Shane Mark's notes

Lucky Winners!

50/50: Lisa Landoll's ticket was drawn, and she is the winner of \$38.50.

Bonus Bucks: Bill Kessinger won the \$20 prize, so December's Bonus Bucks Drawing starts over again at \$10.00.



The sun room at Champps was an attractive setting for our November Breakfast event, and the food was tasty!



Community Service



Neighborhood Pride is looking for music and choral mentors who can assist with the Neighborhood Pride Talent Search rehearsals on Saturday mornings. If you are interested, please contact Beth Fairman Kinney, 645-7116.



Recreation & Parks Special Event Volunteer Opportunities at a Glance

Sept. 11 -May 2013	Boccia Tuesdays Franklin Park Adventure Center Contact: Luke Edelbrock, 645-0257
October-February	Adapted Swim Team Aquatics Center Contact; Rae Anne Nutter 645-5225
Nov. 29-Feb. 28	Four Foot Hoops Wheelchair Basketball Franklin Park Adventure Center Contact: Mary Beth Moore 645-5648
December 8 & 9	Buckeye Blitz Quad Rugby Tournament Franklin Park Adventure Center Contact: Mary Beth Moore 645-5648
December 27	13th Annual Street Hockey Tournament Carriage Place Recreation Center Contact: Kelly Hoffman 645-3715
Jan.-early March	Youth Basketball Officials and Coaches Needed at All centers Contact: volunteers@columbus.gov
March 2	Hoops Madness - 4ft Hoops Wheelchair Basketball Tournament Franklin Park Adventure Center Contact: Luke Edelbrock 645-0257

For further information on volunteer opportunities & events email volunteers@columbus.gov or call 645-3325.
Visit us at www.columbusrecparks.com

2012 Speech Contest Set for November 29

The Columbus Public Service Chapter of NMA Leadership Speech Contest is open to all students in grades 9 through 12 and living in the contiguous area of Franklin County. The speech must be the original work of the contestant. This is their opportunity to research, write, and present. The subject is Leadership – what it is, what comprises its attributes, who personifies your definition of a “leader”, or your understanding of the subject. The winner of the local chapter contest advances to the NMA Regional competition. The winner of the regional contest will advance to the National Conference to compete for a **\$4,000.00** top prize.

**Please join us as the contestants present their speeches
at the Columbus Fire Department Training Complex, 3639 Parsons Avenue
on Thursday, November 29, 2012 at 5:30pm**



Community Service

NMA's Helping Hands

November

Community Service Volunteers:

Sharon Bogdan assisted with a fund raiser for children's diabetes hosted by Bob Evans.

Jeff Emhuff assisted with the Neighborhood Talent Search program.

Bee Tolber volunteered as a mentor in the Alpha Minority Youth Engineering program..

Sima Gellman worked to organize a fundraiser for Firefighters 4 Kids.

Event Assistance:

Tami Peters, Terry Neal, Judy Johnson and **Cindy Fruth** assisted at the November breakfast event.

Speech Contest/Fundraising Assistance:

Bee Tolber coordinated the speech contest.

Teresa Langer, Cindy Fruth, Bee Tolber, Tami Peters and **Amy Ackerson** assisted with the table at the DPU craft bazaar.

Cindy Fruth coordinated the candle sale.

Other Assistance:

Kathy Spatz, Terrell Spencer and **Leo Ross** assisted at the citywide new employee orientation.



At the December Holiday Luncheon, the Columbus Public Service



Chapter of

NMA will be

supporting the

Firefighter's 4 Kids Toy Drive and the **Mid-Ohio Food Bank**.

Please remember to bring canned or non-perishable foods and/or a new, unwrapped toy to the event.

Thank You ...

...to **Amy Ackerson** for collecting and donating a HUGE bag of soda can tabs for Ronald McDonald House!

...to **Cindy Fruth** for coordinating the candle sale and raising over \$120 for the speech contest!



NMA has partnered with Business Training Experts (BTE) to offer it's members **The Leadership Journey!**

- * Practical skills training that is easy-to-use, affordable, and that minimize peoples' time away from the job!
- * Three delivery options - classroom discussion, blended learning (a mix of e-learning and classroom), and self-paced (e-learning).
- * All the materials you need including facilitator guides, 12 minute videos, and participant guides.
- * NMA will offer CEU and course completion certificates to members.

NMA chapters and members now have access to 44 dynamic management and leadership courses specially packaged for NMA. Together, they comprise two complete curriculums second to none!

View A Course! Get ALL the Facts!

[BTE/NMA WEBSITE](#)

LiveOnline Webinar notes:

Managing the Process of Change

On November 15th, a handful of CPSC members took advantage of a lunch-time NMA webinar that covered a topic everyone experiences in their life: change. Webinar leader Cheryl Gitlin guided participants on how to manage "The Process of Change."

It is said that the only things certain in life are death and taxes; however, we could add "change" to that cliché. Our lives are constantly changing, and rarely does anything stay the same for very long. This is especially true in the work environment and even more so when we're in a leadership position. Change affects us mentally, emotionally, and behaviorally. Significant change can lead to anxiety in our job because we often don't know where this change will take us.

In the webinar, Cheryl presented six stages that most people go through when presented with external change. As leaders, if we can recognize these stages in ourselves and in other people, we can help mitigate some of the anxiety that comes with change.

Stage one: LOSS. In this initial stage, there are feelings of denial and fear. People are self-focused, and their thoughts are cautious. Behavior can also become paralyzed, and the

feeling of "here we go again" is prevalent. The leader's challenge is to defeat the victim mentality atmosphere and to take the opportunity to channel this fear into a productive and appropriate action. We can help others by obtaining and communicating as much information as possible. Additionally, defining what the change is helps heighten our sense of safety and control.

Stage two: DOUBT. In this stage people are often skeptical and resistant to the idea of change. This often breeds resentment against the leader and the organization. This is also the time the rumors can get started because there is miscommunication and no one is certain where this change is going. As a leader we need to be open-minded and accept the change. We also need to continue to gather as much accurate information as possible and communicate that information to others around us.

Stage three: DISCOMFORT. In this stage people are anxious and have confused thoughts. Behavior often becomes unproductive. As leaders, our challenge is to keep ourselves and those in the organization from becoming lethargic. We need to prioritize and take

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Webinar Notes

Continued from Page 6

action, even if it is small steps. In this important stage, an organization can have a breakdown or a breakthrough.

Stage four: DISCOVERY. After the first three stages, people have begun to accept the change and are now trying to figure out how they fit in and how it will affect them. There is anticipation, creative thoughts, and energized behavior. Leaders need to identify strengths and to focus on solutions. We must develop a good decision making strategy and then act on those decisions. In this stage, leaders must also be willing to take risks to the process going.

Stage five: UNDERSTANDING. In understanding the change, people start gaining confidence and have pragmatic thoughts about where the organization is going. Their behavior also becomes more productive. As a leader, we need to keep pushing to complete the change cycle. We can do this by identifying the benefits of change, focus on accomplishments, and celebrate the progress made so far. It is important, though, that we do not become overconfident and possibly slow down or derail the change. Leaders should also accept any support and assistance provided to maintain momentum.

Stage six: INTEGRATION. In this

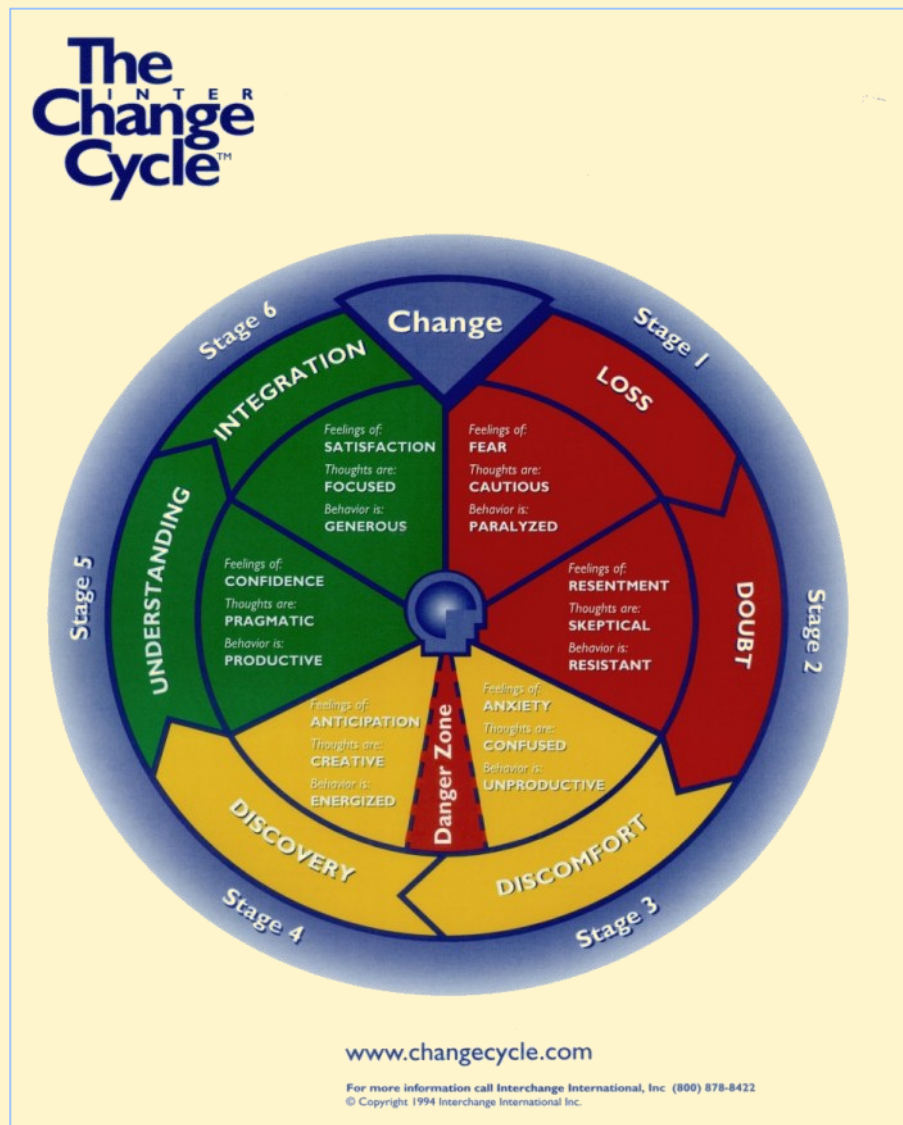
final stage, people's thoughts are focused, and they have a more generous behavior. As a result, they have more satisfaction with their job performance and feel like part of a team again. Leaders need to focus on expanding our knowledge base and keeping ourselves and others from getting complacent in this new environment. A leader definitely has to be the most flexible during this time.

Going through a major external change is never easy; however, if a leader understands these six

stages in ourselves, we are in a much better position to help others through it and make the transition as smooth as possible. We must also recognize that everyone goes through these stages at different rates, so we need to treat and work with each person individually.

In conclusion, leaders must constantly anticipate change (because it is inevitable!), move beyond our fears, take new actions, and most importantly, imagine success.

Submitted by Jeff Emhuff





Leader Profile: Terrell Spencer

Seven years ago, Terrell Spencer was visiting the Columbus.gov website, researching codes for his Civic association when he stumbled upon a test notification for Safety Technicians. He took the test and was hired by the Department of Public Utilities. Currently Terrell is the Safety Manager for our award winning Fleet Management Division and is responsible for developing and implementing strategies and procedures for the prevention of occupational injury and illness in the workplace.

“Terrell is a critical piece to the #2 Fleet Management Division in North America” endorses co-worker John King, “He has led a safety program for our division that has proven results. Terrell is involved in being pro-active with safety topics and training to our staff, he is re-active to any incident and searches diligently to determine the root cause of the incident. From the results Terrell will do additional trainings to prevent further incidents. Terrell is a leader—that daily demonstrates a great work ethic and an attitude of success. Terrell while all these things is a humble man of faith that daily lets His light shine.”

Terrell received his post-secondary education at Cuyahoga Community College and Cleveland State University and is a certified adult educational instructor for the Associated Builders and Contractors. Originally from Cleveland, Terrell has made Columbus his home. He has fallen in love with the “Big City with a small town feel” of Columbus. His favorite Columbus event is the Ohio State – Michigan game. Terrell is very active in his neighborhood Civic Association, and enjoys tinkering around the house, collecting Star Trek memorabilia, dining at the Cheesecake Factory and spending time with his wife Lynne, his three children and his shih-tsu, Sammy.

Terrell holds the Finance – Fleet position on the NMA Board of Directors. He has been a member for three years and enjoys the educational and networking opportunities that the association affords and especially enjoys the civic volunteerism that the NMA promotes.

Submitted by Beth Fairman Kinney

WANTED: NMA BOOSTERS

The Columbus Public Service Chapter is looking for members to represent NMA to their department. The roll of a booster is to:

- Reach out to new employees in their work areas to introduce them to NMA. Answer questions regarding the benefits of NMA.
- Recruit employees that express an interest in membership at the Booster’s work area.
- Facilitate membership through assisting Membership Chair. Verify that membership application is completed and forwarded to Membership Chair.
- Assist in identifying an NMA member to act as a membership mentor if the Booster is either not on site or cannot act as a membership mentor.
- Encourage members to identify individuals for recognition and to become actively involved in the Columbus Public Service Chapter.

For more information, contact Kathy Spatz at 645-0487 or KASpatz@Columbus.gov



Lighthouse Spotlight

Loling Marie Sawyer



Loling Marie Sawyer, known to friends as “Lo”, is a positive force in the City of Columbus’s Technology Department. Loling earned her AA and BA from Ohio Dominican University with a triple concentration in Computer Science, Business and Communications and has one year towards a Master of Education with a concentration in Technology. Loling is a member of the Order of Eastern Star and was just elected Grand Worthy Matron for the State of Ohio.

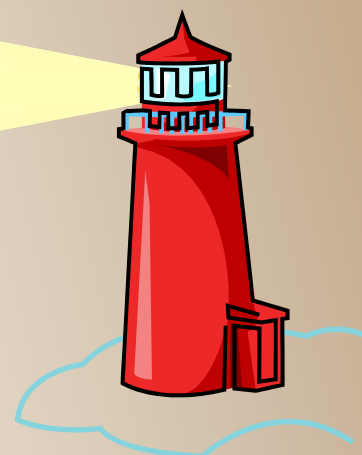
Loling is a sports fan, and grew up playing touch football with her brothers. She joined the high school Basketball team and enjoys to swim, bowl and play pool and ping pong. On the weekends, you may find her watching Buckeye Football or Basketball with her husband and daughters, Leah Marie (17) and Faith Ann (11). Loling also enjoys to travel, her last vacations were to Naples, Florida and Las Vegas. But her favorite vacation was her Honeymoon in Hawaii.

Growing up, Loling was quite the musician. She played piano, violin and trumpet. She began learning classical violin and piano, and then learned trumpet for football half time shows, competitions and concerts. Her husband also played trumpet in the marching band. They passed their love of music to their children, Leah plays the Cello and Faith plays the upright Bass in orchestra. Loling still plays trumpet, but only for the annual homecoming game.

Loling’s favorite workplace motto is “Get over it, learn from it and move on!” She is a woman who gets things done. The last movie she watched was the new James Bond movie, “Skyfall”. Loling enjoyed the movie, and thinks Daniel Craig is a good Bond, but is still partial to Sean Connery. Make sure you say hello to Loling at the next NMA gathering!

Submitted by Beth Fairman Kinney

Do you know an NMA member who should be spotlighted? Please contact Beth Fairman Kinney at bfkinney@columbus.gov if you would like to nominate a member or nominate yourself for an upcoming feature.



Profile:

Position: Information Technology Account Coordinator, Department of Technology

Years of City Service: 5 years and 3 months

Years of NMA membership: 5

What do you enjoy about being a NMA member? Programs, relations, opportunities, everything!

What motivates you each morning: Getting up breathing and being positive! How can I help somebody?

The greatest thing about Columbus is..... Being the crossroads to everything!



Professional Development

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



Workshop 2 December 11

The Art & Science of Self-Mastery

"Understanding your communication skills in order to build collaborative relationships."

Workshop 3 January 16

Transformational Leadership

"Developing an atmosphere of trust to stay on task, manage multiple personalities, and create a decision-making environment." Wednesday Jan 16

Workshop 4 TBD

Logistics and Process Dynamics

"Turning energy into synergy through problem solving and decision making"

For more information, contact:

Bill Mahaffey, CM

645-3765 or

WTMahaffey@Columbus.gov



Set, Sit:

Set is a transitive verb meaning to put or to place. Its principal parts are set, set, set.

Sit is an intransitive verb meaning to be seated. Its principal parts are sit, sat, sat.

Examples: She set the dough in a warm corner of the kitchen. The cat sat in the warmest part of the room.

The NMA Leadership Model



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



Make your holidays happier!

Save on Every Shipment you Send or Receive this Holiday Season with the NMA Shipping Program!

PartnerShip[®], the endorsed shipping management provider of NMA, is pleased to help all NMA members save on shipping – **just in time for the holiday season!** Through NMA's agreement with PartnerShip[®], members who enroll in the **free** NMA Shipping Program save significantly with **FedEx**, delivering expertise, great service and value for all your shipping needs – virtually anytime, anywhere.

✦ Save up to 26%* on select FedEx Express[®] services

✦ Save up to 12% on select FedEx Ground[®] services

Save up to 10% on select FedEx Home Delivery[®] services

Members also save on **LTL freight shipments** arranged through PartnerShip with leading national and regional freight carriers.

✦ Save at least 70% on LTL freight shipments

Special tradeshow shipment pricing available at Tradeselect.com/Quote

Visit PartnerShip.com/12NMA for more information and to enroll in this valuable member benefit! If you have any questions, please call PartnerShip at 800-599-2902, or email sales@PartnerShip.com.

* Includes a bonus 5% online processing discount. Full details available at www.PartnerShip.com/12NMA/FedExdiscounts.



NMA...THE Leadership Development Organization
2210 Arbor Boulevard | Dayton, OH 45439
nma1.org



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	NEW PENN
	PITTOHIO



NMA-Lighthouse Puzzles

NMA Calendar 2012-2013

November

29 Speech Contest



December

5 NMA Holiday Luncheon

7 Pearl Harbor Day

8 First Night of Hanukkah

11 Faciliskills #2
The Art & Science of Self Mastery

22 Winter Begins

25 Christmas Day

26 Kwanzaa Begins

31 New Year's Eve



January

1 New Year's Day

16 Faciliskills #3

Transformational Leadership

21 Martin Luther King Day



October Puzzle Solution

		1		2		
	B	E		T	H	A
	F	U	L		W	E
A	E		N	O	T	
	T	T	I	N	G	
	L		T	H	E	
	V	E	R	N	M	E
B	W	E		R	E	
	Y	I	N	G		

A-1	A-2	B-1	B-2
T	WER	TH	FOR
E	GE	L	MENT
TTIN	T	WER	PA
NO	AL	VERN	E
FUL	HANK	YING	GO
BE	G		E

The winner was Jan Reese. Correct answers were also received from Al Carmon, Stacey Cooperwood, Barb Crawford, Debbie Ioia, Melanie Mallett, Linda Rightor and Rita Stone.

November Puzzle

Solve the equations to find the hidden message. Replace numbers in box below with the letter corresponding to the value of the equations to discover a quote by Yogi Berra

$$2012/50.3(5) = B$$

$$((.5) .1)20 = W$$

$$4\pi r / 2\pi r = T$$

$$261/87 + 1988/497 = E$$

$$\sqrt{256/4} = I$$

$$((.75) 4) + 2 = D$$

$$21/3 - 28/7 = S$$

$$X(84/14X) = F$$

$$((144/6)/8)4 = P$$

$$79618/7238 = C$$

$$92/9.2 = N$$

$$32/8 + 81/9 = O$$

$$X(30/2X) = A$$

$$6(7)/3 = Y$$

$$48/4 + 187924/46981 = H$$

$$\sqrt{81} = R$$

4 10 2 16 7 13 9 14, 2 16 7 9 7 4 3
 10 13 5 4 6 6 7 9 7 10 11 7 8 7 2 1 7 7 10
 2 16 7 13 9 14 15 10 5 12 9 15 11 2 4 11 7.
 4 10 12 9 15 11 2 4 11 7 2 16 7 9 7 4 3.

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 December 4 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>
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National Director	Kathy Spatz	645-0487	kspatz@columbus.gov
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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. Jeff Emhuff, Beth Fairman Kinney, Teresa Langer, Bill Mahaffey, Shane Mark and Terry Neal contributed to this month's issue. Submit articles to: sngellman@columbus.gov or NMA-Lighthouse@columbus.gov.

