



The Lighthouse



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

Power Distance: You Can't Lead Across Cultures Without Understanding It

This article is by Erin Meyer, a professor at INSEAD business school and the author of The Culture Map: Breaking Through the Invisible Boundaries of Global Business.



When you visit the headquarters of Heineken, in Amsterdam, you find a lot of tall blond Dutch people, and also a lot of Mexicans. In 2010 Heineken purchased a big operation in Monterrey, Mexico, and now a large number of head-office employees come from there.

Among them is Carlos Gomez, who described his experiences since moving to Amsterdam. "It is absolutely incredible to manage Dutch people, and nothing like my experience leading Mexican teams," he said, "because from my experience the Dutch do not care at all who is the boss in the room."

The degree of respect we show to authority is deeply rooted in the culture we are raised in. We begin as young children learning how much deference we should show to an older sibling, a parent, a teacher. Later, in business, these same ideas affect how we view our relationships with our bosses and subordinates.

Gomez learned to lead in a culture where deference to authority is relatively high. He found it both confusing and challenging to lead a team where the boss is seen as just one of the guys. The Netherlands is one of the most egalitarian cultures in the world. Gomez explained:

I will schedule a meeting in order to roll out a new process, and during the meeting my team starts challenging the process, taking the meeting in various unexpected

Continued on Page 6

September 2014

Visit the Columbus Public Service Chapter website:

<http://www.nma-cpsc.org>

Visit us on Facebook at

www.Facebook.com/NMACPSC

The latest issue of Breaktime

can be found at: [http://](http://www.nma1.org/Communications/Breaktime/2014-06/2014-06.pdf)

www.nma1.org/Communications/Breaktime/2014-06/2014-06.pdf

Inside this issue:

NMA Family Scrapbook	2
Announcements	2
Professional Development.....	4
September Event Notes	5
Power Distance continued.....	6
Helping Hands.....	7
NMA Calendar	8
NMA Lighthouse News	8
About NMA	9
Officer Directory	10





NMA Family Scrapbook



Our condolences to Past-President Stacey Cooperwood on the passing of her sister.



Announcements

NMA October Lunch Event

DATE: Wednesday, October 29, 2014

TIME: 11:15 AM to 1:00 PM

LOCATION: The Continental Room
1111 E. Broad Street, Lower Level
Columbus, Ohio 43205

PROGRAM: Columbus City Auditor Hugh Dorrian, recipient of the 2014 NMA National Hall of Fame Award.

MENU: Catered by Boston Market



Roasted chicken, Meatloaf, Mashed potatoes & gravy, Macaroni and cheese, Steamed mixed vegetables, Cornbread, Soda, Water and Cookies

EVENT AGENDA:

- 11:15 a.m. Registration & Social Time
- 11:30 a.m. Invocation and Pledge of Allegiance
- 11:35 a.m. Buffet Lunch
- 12:05 p.m. Speaker: City Auditor Hugh Dorrian
- 12:35 p.m. President Scott Ward, Committee Reports
- 12:45 p.m. Fundraising Report
- 12:50 p.m. Meeting Adjourned

Please make your reservation by Wednesday, October 22nd to: Judy Johnson, jajohnson@columbus.gov

Don't forget your canned goods for the Mid-Ohio Food Bank and your Pop Tabs for Ronald McDonald House

The guest fee is \$10.00, payable at the event
Checks payable to: CPSC NMA

Announcements

Kings Island



COLUMBUS EMPLOYEES ASSOCIATION

Saturday, October 11, 2014

\$30*
(ages 3 & up)

***\$30.00 for the first 100 tickets sold
\$33.00 for tickets 101 and after**

\$9
Souvenir Cup

\$11.50
Meal Voucher

Meal Vouchers - Your choice of 2 slices of cheese or pepperoni pizza w/ breadsticks & 20oz soft drink, or chicken tenders w/ fries & 20oz soft drink, or hamburger w/ fries & 20oz soft drink

\$2.50
Dinosaurs Alive!

\$12
Parking Fee

\$45
Fast Lane

**To purchase tickets, call Cindy Fruth at 614-645-7304 or email cmfruth@columbus.gov
All sales are final; tickets only valid 10/11/14**

\$60
Fast Lane PLUS



**Park Open
11:00 am - 1:00 am
Halloween Haunt
6:00 pm - 1:00 am**



www.visitkingsisland.com



Celebrate 26 Years of Wildlights at The Columbus Zoo and Aquarium!

Half-priced Wildlights tickets on sale now for Columbus Employees Association

Contact Cindy Fruth

At 645-7304 or cmfruth@columbus.gov

General Admission (ages 10-59) - \$7.50

Child/Senior (ages 2-9 & 60+) - \$5.00

Parking - \$8.00

Limited number of tickets available

Tickets valid any day November 17 - January 4

Tickets are non-refundable

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

2nd Thursdays

77 North Front Street,
Lower Level
Columbus Stat Room
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**



Who / Whom

WHO-used as a subject or as a subject complement .
ex: John is the man who can get the job done.

WHOM-used as an object
ex: Whom did Sarah choose as her replacement?

Announcing FACILSKILLS™

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 in the 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.

**All classes will be held From 8:00 am to 12:00 pm
at 1881 E 25th Ave, Training Facility Room A**

Fees: Members No Charge, Non Members \$95

Upcoming Faciliskills Class Schedule

Faciliskills #4- Logistics and Process Dynamics

October 15, 2014

**For more information or to register, contact Tami Peters,
Department of Public Service 645-2688 or visit**

[http://www.nma-cpsc.org/Assets/
FACILSKILLSRegistrationForm-4-2014.pdf](http://www.nma-cpsc.org/Assets/FACILSKILLSRegistrationForm-4-2014.pdf)

The NMA Leadership Model



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

September Event Notes

The September member meeting was held at one of our City of Columbus facilities located at 1881 E. 25th Avenue. Lunch was catered by Spinelli's Deli. Judy Johnson initiated the meeting with invocation and the pledge of allegiance.

Our special guest was the talented Robbie Banks, who shared valuable insight on the CTA Program. CTA stands for Certified Tourism Ambassador. Robbie is the *Senior Visitor Manager for Experience Columbus*. Robbie, a former employee of the City of Columbus, is no stranger to many members of NMA. We were ecstatic to have her join us to share yet another volunteer opportunity for us to embrace!

In Central Ohio, visitors spend \$7.8 billion each year, representing 10 percent of the local economy and supporting 61,000 plus jobs just like ours. A positive visitor experience is critical to increase the number of visitors to our city, how much they spend, and most importantly, their desire to come back. Experience Columbus and the Greater Columbus Sports Commission are pleased to offer the CTA

program, developed to foster a destination-wide culture of quality service and welcoming citizenry.

The Certified Tourism Ambassador program is a national certification and a respected professional achievement! Through this program, frontline employees, ambassadors and volunteers will improve their knowledge of the region, craft answers to frequently asked visitor questions, interact with peers, share best practices and develop a better understanding of their role in increasing tourism. CTA's will complete required reading and learning assignments, attend a half-day classroom session and pass an open-book examination. When completed, participants will be a Certified Tourism Ambassador and have the tools and knowledge to create a memorable visitor experience!

Congratulations to Beth Fairman-Kinney who is currently a CTA!

If you desire further program details or want to sign up for a CTA class, visit joinUScolumbus.com!

September Winners

50/50 Winner of \$47 Jay Gantzer, (NMA Board of Directors) Public Service

Bonus Bucks Winner of \$10 Elizabeth Jones, Public Service



Guest speaker distributes candy prizes to those who correctly answered her Columbus facts quiz



New Chapter President Scott Ward led the meeting

Morale is when your hands and feet keep on working when your head says it can't be done. - *Benjamin Morrell*

Power Distance: You Can't Lead Across Cultures Without Understanding It

Continued from Page 1

directions, ignoring my process altogether, and paying no attention to the fact that they work for me. Sometimes I just watch them astounded. But often I just feel like getting down on my knees and pleading with them, "Dear colleagues, in case you have forgotten I . . . am . . . the boss."

Geert Hofstede, one of the first researchers to examine what good leadership looks like in different countries, coined the term "power distance" and defined it as "the extent to which the less powerful members of organizations accept and expect that power is distributed unequally." As subsequent researchers have explored and researched this topic, we have looked at questions such as:

- How much respect or deference is shown to an authority figure in a given culture?
- If you want to communicate a message to someone two levels above or below you, do you go through the hierarchical chain?

When you are the boss, what gives you your aura of authority?

The answers to these questions vary dramatically by country. One of my INSEAD colleagues, Prof. André Laurent, polled hundreds of managers worldwide, asking, "Is it

important for a manager to have at hand answers for most of the questions subordinates may raise about their work?" Some 45% percent of Japanese claimed that was important, while only 7% of Swedes did.

One Swedish manager commented, "Even if I know the answer, I probably won't give it to my staff . . . because I want them to figure it out for themselves." Conversely, one Japanese said, "I would try not to ask my boss a question unless I was pretty sure he knew the answer."

Most East Asian countries are high-power-distance cultures. One of the many reasons for this is the influence of Confucianism. Confucius believed that mankind would harmonize with the universe if everyone understood their role in society and behaved accordingly. He devised a system of interdependent relationships, in which lower obeys higher and those who are higher protect and mentor the lower.

To understand many East Asian hierarchies, you must think not just about a lower level person's responsibility to follow, but also about a higher person's responsibility (whether father, boss, or elder) to protect and care for those lower down (whether sons, staff, or youth). Although Confucius has been dead for millennia, anyone leading a team in China can benefit from understanding these principles.

During a research project I conducted with my colleague Elsie Shen, we interviewed Steve

Henning, an Australian who had lived in China for many years. "In China, the boss is always right," Henning reflected, "and even when the boss is very wrong, he is still right." Gradually he had learned to understand and respect this system of reciprocal obligations. "Your team may follow your instructions to the letter, but in return you must understand your role to coach and take care of them," he explained.

In a hierarchical culture, protect your subordinates and mentor them, always look out for their interests, and you may reap many rewards. As Henning put it, "There is great beauty in giving a clear instruction and watching your competent and enthusiastic team willingly attack the project without challenging you every step of the way."

In today's global business environment it is not enough to be either a low-power-distance leader or a high-power-distance leader. You may find yourself leading a team with both Dutch and Chinese employees (as well as Italians, Swedes, and Mexicans). You need to develop the flexibility to manage up and down the cultural scale. Often this means going back to square one. It means watching what makes local leaders successful. It means frequently explaining your own style. It may even mean learning to laugh at yourself. But ultimately it means learning to lead in different ways in order to motivate and mobilize groups that follow in different ways from the folks back home.

NMA's Helping Hands

NMA believes in Community Service, and our members volunteer many hours of their time to help make a difference:

Bruce Black is currently President of the Berwick Civic Association, and mentors high school students.

Julia Carter is a volunteer at Big Brothers/Big Sisters at Eastmoor High School.

Jeff Emhuff volunteers at the Franklinton Tutoring Program at Avondale Elementary School.

LaVerne Freeman helps out with childcare at her church two Sundays each month.

Cindy Fruth continues to volunteer as the Treasurer of the Columbus Employees Association and is also the Treasurer of her church.

Beth Fairman Kinney is president of the United

Crestview Area Neighbors Civic Association, and mentors high school students. She was a volunteer for CRC Kids Club.

Judy Johnson volunteered at the Mid-Ohio Food Bank in Grove City.

Teresa Langer continues to sell candy bars to support the NMA speech contest.

Lisa Landoll volunteers at the information desk at Riverside Methodist Hospital.

Terry Neal volunteers on the Board of Directors for the Eastgate Garden Civic Association.

Tami Peters continues to volunteer for the Ginkaku-Ji Karate Dojo.



Jan Reese volunteers at Golden Endings Golden Retriever Rescue.

Kathy Spatz assisted with Imagine Westerville this month.

Terrell Spencer currently holds the office of President for The Livingston Heights Place Civic Association.

Marcellus Stewart is a volunteer for the America Men's Shelter .

Bee Tolber continues to volunteer as a mentor in the Alpha Minority Youth Engineering program.

Jeff Ushry is a Youth football Coach with the Columbus Ice and volunteers for the Eastmoor Academy Touchdown Club.

Scott Ward is an American Legion Executive Board Member and an AUSA Executive Board Member.

NMA-Lighthouse News



NMA Calendar

2014



October

- 4 Yom Kippur
- 9 Chapter Board Meeting
- 13 Columbus Day
- 18 Sweetest Day
- 29 Chapter Luncheon Event
- 31 Halloween



November

- 1 All Saints Day
- 2 Daylight Savings Time Ends
- 4 Election Day
- 11 Veterans Day
- 13 Chapter Board Meeting
- 19 Chapter Breakfast Event
- 27 Thanksgiving



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https://www.entertainment.com/coupon/fundraising_entry.cmd?linkName=CB15FRWEBLINK&FUNDRAISER_GROUP_ID=102054-831889790&redirectURL=fundraising.jsp

Support the Annual Speech Contest and Win This Beautiful Quilt!

This quilt was created and donated by Elaine Brunney to support the annual speech contest. It's a split-nine-patch pattern and both the fabric and batting are made of 100% cotton. It has a scroll quilting pattern, and was machine pieced, quilted, and bound with coordinating colors. Tickets will be on sale until the holiday event and cost \$2 each.



We are looking for additional options for Fundraising to support the Speech Contest and more. If you have ideas please be sure to let an officer or board member know so that it can 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.

NMA OFFICERS AND BOARD MEMBERS – JULY 2014-JUNE 2015

Officers/Term End	Name	Phone	Email
President	Scott Ward	645-1834	RSWard@columbus.gov
1st Vice President	Jeff Emhuff	645-3655	JTEmhuff@columbus.gov
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Board of Directors			
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SWACO/2014	Albert Iosue	871-5100	albert.iosue@swaco.org
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Committees			
Chapter Awards	Geneva Christensen	645-5384	gchristensen@columbus.gov
Community Service	Bee Tolber	645-7496	vvtolber@columbus.gov
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	Title	Agency	
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Dr. Richard Westerfield	Administrator	Public Utilities	RCWesterfield@columbus.gov
Terry Neal	Past President	Safety/Fire	TNeal@columbus.gov



The Lighthouse is published monthly by the Columbus Service Chapter of NMA, LaVerne Freeman, Editor; Sima Gellman, Geneva Christensen, Teresa Langer, Terry Neal and Kathy Spatz, Committee Members. Amy Ackerson, LaVerne Freeman, Cindy Fruth, Geneva Christensen, Beth Fairman Kinney, Teresa Langer, and Tami Peters contributed to this month's issue. Submit articles to: lafreeman@columbus.gov or NMA-Lighthouse@columbus.gov.