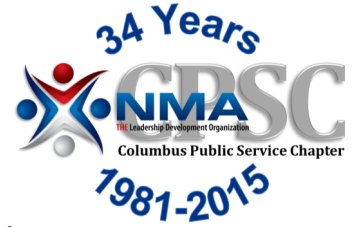




# The Lighthouse



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

## Good Mentors Are Precious Resources

by [Rik Nemanick, Ph.D.](#)

In Barney's (1991) classic article, a company's competitive advantage comes from how it uses its distinctive resources. To be valuable to a company, a resource needs to be valuable, rare, inimitable, and not easily substituted. These precious resources may take different forms. A consumer products company invests in building and maintaining its brand image and identity; think of the lengths [Apple](#) goes to protect its logo and unique design. A retail establishment uses its location to offer convenience to customers that its competitors cannot; think about [Walgreens](#) and [CVS](#) fighting for every busy intersection they can find. A hospital invests in attracting and retaining top flight medical talent to defend its space in the competitive health care market; think of [Barnes-Jewish Hospital](#) allying itself with [Washington University Medical School](#) to recruit the top physicians.

In all of these instances, companies succeed because they recognize the value their precious resources deliver and take steps to make sure the resources are used to their advantage. It is with this idea in mind that I suggest that mentors are equally precious resources to an organization. Mentors carry an organization's culture and values, sharing them with the next generation of talent. They can accelerate growth and development of

Continued on Page 3

January 2015

## December- January

Visit the Columbus  
Public Service Chapter  
website:

[www.nma-cpsc.org](http://www.nma-cpsc.org)

Visit us on Facebook at  
[www.Facebook.com/  
NMACPSC](http://www.Facebook.com/NMACPSC)

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# NMA Family Scrapbook



Get Well wishes to Carnell Felton!

## 2014 Neighborhood Pride Talent Show

by Beth Fairman Kinney, Photos by Dave Paul

On December 17<sup>th</sup>, thirty-seven Middle School students had the opportunity to perform in front of a packed house at the King Arts Complex as part of the 9<sup>th</sup> annual Neighborhood Pride Talent Show. Mayor Michael B. Coleman, Development Director Steve Schoeny and Karina Nova of WBNS 10-TV took turns as emcee to introduce these talented Middle School Students.

At the finale, all of the students took to the stage for a group dance choreographed by Pride Partner XClaim!

Dance, and closed with singing "Lean On Me" as the crowd joined in.

For five weeks the Neighborhood Pride team worked with the sixth, seventh and eighth graders from Fairwood Elementary, Johnson Park Middle, Linden McKinley High, South High, Starling Middle and Windsor Elementary Schools. Over 300 students auditioned in October to be a part of the Neighborhood Pride Talent Show.

The 37 students who made it to the final show came to a series of Saturday morning rehearsals, held at the King Arts Complex, and worked with arts mentors in rehearsing their performances. These students also pledged to be good citizens and to give back five community service hours to their neighborhoods.

The Neighborhood Pride Talent Show was created in 2006 as a way to get Columbus area Middle School students involved with their neighborhoods and the Columbus arts community.



The exciting finale



Karina Nova With Mayor Coleman and the guy in the red hat

## Good Mentors Are Precious Resources

Continued from Page 1

rising stars by sharing their experience and shortening learning curves. They are also scarce resources. Since they tend to have longer tenures in their organizations and industries and have ascended to management roles, they are necessarily in limited supply. Companies who use mentors to their advantage are the ones who use this limited resource strategically.

Think about what would happen if Apple decided to design a toaster. It would doubtless be have beautiful design, with intuitive controls and features you didn't know that you wanted. Ask yourself: is that the best way for Apple to devote its precious design and brand capital resources? I would imagine that the market for feature-rich, artfully crafted toasters is a lot smaller than the resources it would take for Apple to design such a product. The time and expense spent on that toaster would have been much better devoted to designing and producing the next iDevice that you didn't know you couldn't live without.

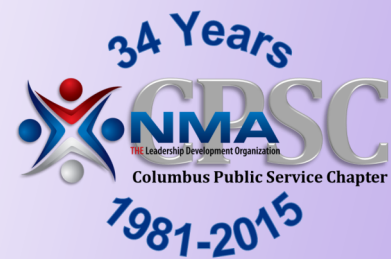
The best use of a company's mentoring resources is to direct them toward where they will have the greatest impact. I've written in the past how mentoring isn't for all people at every stage in their careers. My best advice to clients is to make mentoring both *voluntary* and *selective*. Open the process up to those who *want* mentoring, and direct mentoring to those from whom the company will get its greatest return on the mentoring investment. Just as Apple wants [Jony Ive](#) devoting his time to designing the best products, your company should have its mentors working with your best talent.

*Barney, J. (1991). Firm resources and sustained competitive advantage.*

*Journal of Management, 17, 99-120.*

If you cannot  
see where  
you are  
going, ask  
someone  
who has  
been there  
before.

— J Loren Norris



## Announcements

Management is doing things right; leadership is doing the right things.

- Peter Drucker

Members are invited to like our Facebook page, which can be found at [www.facebook.com/NMACPSC](http://www.facebook.com/NMACPSC). There is a link to the page from our website, which can be found at [www.nma-cpsc.org](http://www.nma-cpsc.org).



### ANNOUNCING

Columbus Public Service Chapter of the NATIONAL MANAGEMENT ASSOCIATION Chapter 220

### Annual Speech Competition

### CALL FOR ENTRIES

**WHAT:** Chapter 220 Annual Speech Contest

**WHO:** Open to all High School Students in Grades 9-12 and Home Schoolers

**WHEN:** 6:00 PM, Wednesday, March 11, 2015

**WHERE:** Columbus Division of Fire Administration and Training Complex, 3639 Parsons Avenue, Columbus, OH 43207

**CONTACT:** Bee Tolber at [bvtolber@columbus.gov](mailto:bvtolber@columbus.gov) or Teresa Langer at 645-4128 or [tlanger@columbus.gov](mailto:tlanger@columbus.gov)

**HOW TO ENTER:** Candidates must write a speech on the subject of *Leadership*, timed to four to six minutes in length, and submit it by email along with an entry form to Bee Tolber or Teresa Langer by Friday, February 27, 2015.

**PRIZES:** First Place winner will receive \$200 and advance to the next level (\$1000 prize). Second place \$100, Third Place \$50, and Fourth Place \$25.

To download and print the entry form, go to [www.nma-cpsc.org/Assets/NMASpeechContestForm.pdf](http://www.nma-cpsc.org/Assets/NMASpeechContestForm.pdf).



## Announcements

# February NMA Luncheon Event

**DATE/TIME:** Tuesday, February 24, 2015  
11:15 AM to 1:00 PM

**LOCATION:** 757 Carolyn Avenue  
Hearing Room (Lower Level)  
(Please Park on South Side of Building)

**PROGRAM:** Jeff Emhuff will present "Code Enforcement's role in Improving Columbus Neighborhoods"

**MENU:** Noodles, Inc.  
A variety of delicious dishes,  
beverages and deserts.



### AGENDA:

- 11:15 a.m. Registration and Social Time
- 11:40 a.m. Pledge of Allegiance and Invocation
- 11:45 a.m. Lunch is Served
- 12:15 p.m. Program: Jeff Emhuff from Columbus Code Enforcement
- 12:40 p.m. President Scott Ward, Committee Reports
- 12:50 p.m. Adjourned

Please make your reservations  
by Friday, February 20 to:  
Judy Johnson, [jajohnson@columbus.gov](mailto:jajohnson@columbus.gov)  
or 645-0526

Let us know if you are bringing a guest :  
The guest fee is \$12.00, payable at the event.  
Checks payable to: CPSC NMA

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

If you are  
what you  
eat, you are  
what you see  
and hear.

— E.A. Bucchianeri

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

## Event Notes

# NMA Holiday Luncheon



The December NMA event was held at Ms. Vikki's Restaurant



another stepping up to take the gavel, but we made it through as a team!

Every member should be proud to be associated with NMA-CPSC! We are truly making a difference in our community!

Congratulations to the winners who walked away with some lovely the prizes! A good time



Selecting prizes

and Banquet Hall located at 2167 E. Livingston Avenue. Members gathered in a room filled with holiday lights and tables filled with gifts and prizes they could win. As always, spirits and energy were high for the holiday season, and the great food was literally the icing on the cake! We are very appreciative of Ms. Vikki and her outstanding staff for hosting the event!



was had by all!

Karla Short, Public Safety Department, was the raffle winner of the Quilt made and donated by Elaine Brunney! Congratulations Karla! Quilt proceeds were \$131.00 and will go toward the 2015 speech contest.



Ms. Vikki cuts the holiday cake



A welcome by President Scott Ward opened the event, followed by the pledge of allegiance. Judy Johnson led the invocation. Though there was no guest speaker, the gathering was a time of reflection on the awesome year we had as a NMA chapter. 2014 yielded a lot of twists and turns, with one great leader moving away and

Bill Mahaffey, Public Utilities Department, won the 50/50 Raffle. Nobody won Bonus Bucks, so January's total was increased to \$40.00



Ms. Vikki and her crew are ready!



Items donated for Firefighters 4 Kids and Mid Ohio Food Bank

## Event Notes

# NMA Welcomes Public Safety to January Event

The NMA-CPSC kicked off the January Member luncheon with a Public Safety dynamic duo! Speakers for this event were none other than Sargent Kenneth Tischler, with the Columbus Police Department, and Lieutenant David Sawyer with Columbus Fire! Both speakers enlightened the audience with key points to ponder as we live and work in the greater Columbus area.

Sergeant Tischler began by explaining the mission of Block Watch. Block Watch is an official organization of police officers who work closely with community member to increase the quality of life, as well as discourage crime on the streets of Columbus. The involvement from the community working with officers is what makes this organization effective.

Lastly, there is a call to get involved and to be aware of your surroundings. The community is truly the eyes and ears for the police. When something or someone doesn't look right, make mental notes or write everything down that

you observe. Mental notes of the height, weight, the color of clothes, or distinguishing tattoos, and the like are all things that help officers when they arrive to the location.

Officers working with the community and the community working with officers' results in a productive and effective Block Watch organization!

Lieutenant Sawyer graced the platform with profound information that could truly save lives if taken heed!

Lieutenant Sawyer is committed to getting the message out, "A fire emergency can happen to you!" We should never be complacent or deceived by thinking a safety emergency could never happen to us! It can and we should be prepared at all times! Recently, there was a terrorist attack in Paris! That exact scenario could happen at any time in Columbus. We are called to be observant and start making notes, mental or written, to help authorities. The more good information provided the better chance of survival when faced with an emergency!



**Sgt. Kenneth Tischler discusses neighborhood Block Watch programs.**



**CFD Lt. David Sawyer, Scott Ward, CPD Sgt. Kenneth Tichler**

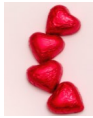


**CFD Lt. David Sawyer discusses fire safety.**

## January Winners

**Terrell Spencer** won \$46 in the 50/50 raffle. The Bonus Bucks winner was **Bill Mahaffey** in the amount of \$40. The amount will return to \$10 for February. Congratulations to our winners!

# NMA Calendar 2015



## February

- 2 Groundhog Day
- 12 Chapter Board Meeting
- 14 Valentine's Day
- 16 Presidents Day
- 18 Ash Wednesday
- 19 Chinese New Year
- 24 Chapter Luncheon Event



## March

- 5 Purim (Feast of Esther)
- 8 Daylight Savings Time Begins
- 11 Speech Contest (New Date)
- 12 Chapter Board Meeting
- 17 St. Patrick's Day
- 20 Spring Equinox
- 29 Palm Sunday

### The NMA Leadership Model



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

## NMA's Helping Hands

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

**Amy Ackerson** volunteered at the Christmas Dinner for the Homeless

**Yvette Aniagolu** is the Chair of Weavers of Nigeria Charitable Donations Committee, and volunteers at the Community Outreach with the Center for Healthy Families.

**Bruce Black** is currently President of the Berwick Civic Association, and mentors students from OSU, CAHS and The Graham Schools.

**Leslie Carter** volunteered at the Near East Co-op.

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

**John Fiore** was a volunteer Officiate at Newark Elk's District Hoop Shoot Contest.

**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.

**Sima Gellman** volunteered in January with the Marion Franklin Community Opportunity Center.

**Debbie Ioia** is Secretary of the Executive Board at Central Ohio Chapter of Huntington's Disease Society of America (HDSA).

**Beth Fairman Kinney** is president of the United Crestview Area Neighbors Civic Association; mentors students from OSU, CAHS and The Graham School; volunteered at CRC Kids Club and volunteered for Columbus Beer Fest.

**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.

**Kasia Richey** volunteers with the Project Mentor Program at South High School with Big Brothers, Big Sisters of Central Ohio.

**Kathy Spatz** volunteers on the Westerville Shade Tree Commission.

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

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

**Jeff Ushry** is a tutor at Eastmoor Academy where he also volunteers for the Touchdown Club.

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





## 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

<b><u>Officers/Term End</u></b>	<b><u>Name</u></b>	<b><u>Phone</u></b>	<b><u>Email</u></b>
President	Scott Ward	645-1834	<a href="mailto:RSWard@columbus.gov">RSWard@columbus.gov</a>
1st Vice President	Jeff Emhuff	645-3655	<a href="mailto:JTEmhuff@columbus.gov">JTEmhuff@columbus.gov</a>
2nd Vice President	<b>Vacant</b>		
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	Terry Neal	221-3132x75480	<a href="mailto:tneal@columbus.gov">tneal@columbus.gov</a>
National Director	Kathy Spatz	645-0487	<a href="mailto:kaspatz@columbus.gov">kaspatz@columbus.gov</a>
National Director (Retired)	Bill Mahaffey	795-1582	<a href="mailto:Billm4715@sbcglobal.net">Billm4715@sbcglobal.net</a>
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At Large/2015	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	Teresa Langer	645-4128	<a href="mailto:tlanger@columbus.gov">tlanger@columbus.gov</a>
Public Service/2015	Ray Gantzer	645-0413	<a href="mailto:RJGantzer@columbus.gov">RJGantzer@columbus.gov</a>
Public Utilities/2015	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/2014	LaVerne Freeman	645-0550	<a href="mailto:lafreeman@columbus.gov">lafreeman@columbus.gov</a>
<b><u>Committees</u></b>			
Chapter Awards	Geneva Christensen	645-5384	<a href="mailto:gchristensen@columbus.gov">gchristensen@columbus.gov</a>
Community Service	Bee Tolber	645-7496	<a href="mailto:vvtolber@columbus.gov">vvtolber@columbus.gov</a>
Membership	Carnell Felton	645-3138x1202	<a href="mailto:cbfelton@columbus.gov">cbfelton@columbus.gov</a>
Programs (Co-Chair)	Judy Johnson	645-0526	<a href="mailto:JAJohnson@columbus.gov">JAJohnson@columbus.gov</a>
Professional Development	Tami Peters	645-2688	<a href="mailto:tlpeters@columbus.gov">tlpeters@columbus.gov</a>
Public Relations	Sima Gellman	563-1389	<a href="mailto:sima@columbus.rr.com">sima@columbus.rr.com</a>
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	<b><u>Title</u></b>	<b><u>Agency</u></b>	
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Gary R. Cavin	Director	Technology	<a href="mailto:GRCavin@columbus.gov">GRCavin@columbus.gov</a>
Sherry Kish	Deputy Chief of Staff	Mayor's Office	<a href="mailto:SRKish@columbus.gov">SRKish@columbus.gov</a>
Dr. Richard Westerfield	Administrator	Public Utilities	<a href="mailto:RCWesterfield@columbus.gov">RCWesterfield@columbus.gov</a>
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*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, Geneva Christensen, Beth Fairman Kinney, Teresa Langer and Bee Tolber contributed to this month's issue. Submit articles to: [lafreeman@columbus.gov](mailto:lafreeman@columbus.gov) or [NMA-Lighthouse@columbus.gov](mailto:NMA-Lighthouse@columbus.gov).*