



# The Lighthouse



NMA...The Leadership Development Organization  
Columbus Public Service Chapter

## NMA's New Membership Committee Chair: Donna Garland

I have been employed with the City of Columbus for over eight years. Prior to my three year tenure in contractor reg-



istrations and licensing with Building Services, I worked with the plumbing, structural, electrical, and heating and air conditioning inspection department. Being involved with the building and expansion of our city has been a rewarding venture for me.

I have been a member of NMA for two won-

derful years. Not only has it been a learning experience for me, it has also been fun! We have breakfasts, luncheons, dinners, sport outings, along with many other activities that are paid for with our small membership dues.

Becoming the Membership Chairperson is a gratifying and challenging process for me. During my reign, I hope to encourage others to become a part of a "Learning Organization" that aims to build personal networks, learn, grow, and develop leadership skills, be connected, serve the community, and much more. With continued support from management, I'm confident NMA's membership will continue to grow!

I currently reside in Columbus with my Husband of 28 years, three children and 3 grandchildren. In my free time, I like to read, listen to music and enjoy my family. I also serve on the Usher Board at my local congregation.

## March 2011

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

The February 2011 issue of *Breaktime* can be found at: <http://nma1.org/Communications/Breaktime/2011-02/2011-02.pdf>

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

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## The 6 Golden Rules of Meeting Management

Meetings are unpopular because they take up time--usually that of many people. However, there are good meetings and there are bad meetings. Meetings can be an excellent use of time when they are well-run. Unfortunately, the converse is also true, and it seems that time-wasting, poorly run meetings are far too common.

This article describes 6 rules of meeting management that can help make meeting more productive and less frustrating. Each of the rules requires commitment from all participants.

**Golden Rule #1: *Run your meetings as you would have others run the meetings that you attend.***

This is the most fundamental Golden Rule of Meeting Management. Running an effective meeting--or being a good meeting participant--is all about being considerate of others. All the other Golden Rules of meeting management flow from this principle.

**Golden Rule #2: *Be prepared and ensure that all the participants can be as well.***

Distribute the meeting agenda a day before the meeting and make sure everyone has access to any relevant background materials. Participants, of course, have the obligation of reviewing the agenda and background materials and arriving at the meeting prepared. If the meeting organizer has not provided adequate information about the objectives of the meeting, the participants should take the initiative to ask. No one should arrive at a meeting not knowing why they are there--and what is supposed to be accomplished.

If there is nothing to put on the agenda, the organizer should ask him/herself whether there really needs to be a meeting.

**Golden Rule #3: *Stick to a schedule.***

Start the meeting on time and end it on time (or even early). Starting on time requires discipline by the organizer and the participants. Arriving late shows a lack of consideration for all those who were on time. But if all participants know that the organizer is going

to start the meeting right on time, there is a much greater likelihood that everyone else will make the effort to be punctual.

Finishing in a timely manner is also crucial. If everyone agreed that the meeting would last an hour, the meeting should not run any longer than that. Keeping the agenda realistic is important, of course. Finally, if only 20 minutes are required to accomplish the meeting objectives, the meeting should end after only 20 minutes. It would be a waste of everyone's time to let it go on any longer than that.

The time for which the meeting is scheduled is also important. Scheduling regular meetings for inconvenient times (e.g. after the end of the official work day) can have a very negative impact on morale. Emer-

gencies are a reality for most organizations and may necessitate meetings at odd times, but routine meetings should be scheduled at a time that is reasonably convenient for the participants.

**Golden Rule #4: *Stay on topic.***

Most groups have at least one person who tends to go off on a tangent or tell stories during meetings. Whether this is the organizer or one of the participants, all meeting participants have the responsibility of gently guiding the meeting back to the substantive agenda items. This should not be done at the expense of all levity, of course, as that is an important ingredient for esprit de corps. Also, storytelling can be very useful if it is being used deliberately as a coaching or teaching tool. As a rule, however, someone needs to guide the discussion back to the agenda if the meeting becomes clearly off track.

**Golden Rule #5: *Don't hold unnecessary meetings.***

Carefully assess how often routine meetings really need to be held. For example, if you have daily staff meetings, how productive are they? Can they be held less frequently? Or, perhaps, can they be held standing up someplace and kept to a few minutes? Staff meetings are crucial vehicles for maintaining good communication in the office, but it is important to find the right balance between good communication and productive uses of time.

*Continued on next page*



*Golden Rules of Meeting Management  
Continued from page 2*

**Golden Rule #6: *Wrap up meetings with a clear statement of the next steps and who is to take them.***

If any decisions were made at the meeting (even if the decision was to "study the issue more") the meeting organizer should clearly summarize what needs to be done and who is going to do it. If the organizer fails to do this, one of the participants needs to speak up and request clarification of the next steps. This is crucial. If the participants leave the meeting and no one is accountable for taking action on the decisions that were made, then the meeting will have been a waste of everyone's time.

These simple rules can go a long way in making meetings more productive. Implementing them is not always easy, as they require preparation and discipline, but doing so can make a huge difference to the productivity of your organization.

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## Election Results

Officers:

- President: .....Bee Tolber
- 1<sup>st</sup> Vice President: .....Teresa Langer
- 2<sup>nd</sup> Vice President: .....Jacqueline Kelly
- Secretary: .....Amy Ackerson
- Treasurer: .....Debbie Ioia

Board Members:

- Public Service: .....Vacant
- Public Utilities: .....Cindy Fruth

Committee Chairs

Awards:

- Membership: .....Donna Garland
- Professional Development: .....Vacant
- Programs: .....Laurie Richards
- Community Service: .....Jacque Kelley
- Public Relations: .....Sima Gellman



## March Meeting Notes

Members gathered at the Florentine on March 24 for a delicious Italian dinner and an opportunity to network. Because of schedule conflicts, neither of this year's speech contest winners were able to attend. Fortunately, Laurie Richards' son Alex Schmitz, who is a Junior in high school, was in attendance and agreed to give an impromptu speech on "Leadership". After taking a few minutes to research the topic on his handy netbook, he made his presentation.

Giving impromptu speeches is not a new endeavor for Alex, since he has entered and done well in several high school impromptu speech contests. After his experience at the NMA meeting, he promised to consider entering this year's NMA speech contest.

We thank Alex for his presentation and wish him well in his future competitions!



Alex Schmitz, son of Programming Chair Laurie Richards, treats attendees to an impromptu speech on "Leadership" at the March dinner Meeting

## April Breakfast Meeting

**DATE:** Wednesday, April 13, 2011

**TIME:** 7:15 am to 9:00 am

**LOCATION:** Champps Americana, Lennox Center

**MENU:**

- Scrambled Eggs
- Sausage
- Bacon
- Toast
- Fruit & Dip
- Hash Browns
- Orange Juice and Coffee

**AGENDA:**

- 7:15 Registration
- 7:30 Invocation, Pledge of Allegiance
- 7:40 Breakfast
- 8:10 Presentation: *Collaboration by Gale Gray, Community Relations*
- 8:40 President: Vonna Hayes  
Committee Updates
- 8:50 50/50 Raffle & Bonus Bucks Drawing
- 9:00 Meeting Adjourned

**Send Reservations by Friday, April 8, 2011 to:**

Laurie Richards  
Public Utilities Permit Office  
919 Dublin Rd., 3rd Floor  
[lrichards@columbus.gov](mailto:lrichards@columbus.gov) or 645-1769

**Guest Fee: \$12**

NMA Family Scrapbook

### Lawanda Moose Retires

Long time NMA member LaWanda Moose is retiring from the Department of Public Utilities. She started with the City of Columbus in October of 1987. She worked in the Water Inspection office at 109 N Front Street. She answered phones and set up water inspector field service requests. Beginning in February of 1990, she was promoted to the Accounts Payable office until she retired March 18, 2011.



LaWanda had 24 years with The City of Columbus. She was married until August of 2009, when her husband lost his battle with cancer. She has 2 grown kids plus 4 grandchildren she enjoys. She lives in Galloway with her son, his girlfriend and their on (LaWanda's 3rd grandson KYLE).

LaWanda was a GREAT worker and friend. We congratulate her on her retirement and wish her all the best.

*Submitted by Cyndi Fruth and Jan Reese*



## NMA Members Receive 2011 Mayor's Awards

On March 24, several NMA members received recognition at the annual Mayor's Awards ceremony, held at the Columbus Fire Academy

### Trailblazers for Leadership

*Individuals recognized for completing the Frontline Supervision Series:*

- Missy Brewer—Technology
- Cindy Fruth—Public Utilities
- Sharon Gadd—Safety
- Cindy Miracle—Public Service
- Ken Rau—Public Utilities

### SML Academy

*Individuals recognized for completing a skill development program through the Citywide Training and Development program:*

- Daryl Gibson—Public Utilities

### Mayor's Award of Excellence Candidates

- Timothy Baker—Public Service
- James Bell—Public Service
- Pamela Jansons—Public Service

### 35Years of Service

- Margaret Henry—Building & Zoning Services
- Deputy Chief Robert Coles—Fire
- Assistant Chief Jerry Mason—Fire
- Bill Mahaffey—Pubic Utilities

### 30 Years of Service

- Kevin Burgoon—Public Service
- William Knott—Public Service
- Wayne Swaney—Pubic Utilities
- Michael Vance—Public Utilities

### 25 Years of Service

- Lt. Terry Neal—Fire
- Lynn Kelly—Public Utilities

### 20 Years of Service

- Don White—Civil Service

**Congratulations to All!**



## Professional Development

### April NMA LiveOnline Classes

#### Getting Feedback on Your Performance

- Learn techniques for asking for feedback on a project or task.
- Find help in making specific requests for challenging opportunities.
- Getting input when you need it from a busy person

4/08/2010, 2:30 PM EDT

#### Developing Your Elevator Speech

- Learn that Less is More
- Develop Your Own Value Proposition
- Sell Yourself & Have Others Want to Hear More... about YOU

4/14/2010, 2:30 PM EDT

#### Creating Cover Letters that WORK

- Start with the Power Impact Technique
- Develop your own templates for the 3 types of cover letters
- The "Must Do's," versus the "Don't EVER Do's."

4/22/2010, 11:30 AM EDT

#### Risk Management

- Use a Reasonable Approach toward Risk
- Implementing detective, preventive and protective systems for keeping risks under control
- Classifying and assessing risks for decision making

4/29/2010, 2:30 PM EDT

Each class lasts approximately 1 hour. There is a \$25 charge per telephone link. More information can be found at

[http://nma1.org/Education/NMA\\_Educational\\_Online\\_Opportunities.html](http://nma1.org/Education/NMA_Educational_Online_Opportunities.html)

#### SMS Class Offered:

### Business Concepts

*Part IX of the  
Supervisory and Management Skills Program*

This course covers business concepts and practices that have proved their value over the years. The basic principles of business apply to all enterprises and to all management levels. By understanding the nature of your business and how information flows through it, you increase your effectiveness as a supervisor. Knowing about the economic system enables you to comprehend and handle issues that arise.

#### Topics and Dates:

Wednesday, April 13, 2011:

#### Understanding Your Economic System

Wednesday, April 20, 2011:

#### Knowing Your Business

Wednesday, April 27, 2011:

#### Knowing Your Management Information System

Wednesday, May 4, 2011:

#### Knowing Your Financial Management System

Wednesday, May 11, 2011:

#### Improving Quality and Productivity

Wednesday, May 18, 2011:

#### Working with Other Parts of Your Organization

Wednesday, May 25, 2011:

#### Dealing with a Changing World

#### Location:

Department of Public Service Training Center  
1881 E. 25th Avenue  
11:00 a.m. to 1:00 p.m.

#### BRING YOUR LUNCH

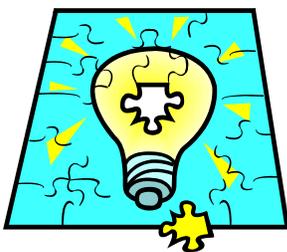
You do not have to take the 10 courses in order; however, you must attend at least six of the seven class times listed above to receive CEU credit.

### The NMA Leadership Model



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





# NMA-Lighthouse Puzzles

## February Puzzle

$\sqrt{16} = G$	$(.25)4 = A$	$X12/2X = I$
$32/8+81/9 = Y$	$\sqrt{81} = S$	$261/87+1988/497 = N$
$\sqrt{144} = V$	$2\pi\pi/\pi\pi = E$	$1480952/134632 = U$
$21/3-28/7 = F$	$((.75)4) + 2 = H$	
$25/2.5 = T$	$1776/(3(74)) = O$	

If you have nothing to say, say nothing. - Mark Twain  
**The winner was Bill Kessinger**



## March Puzzle

Fill in the diagram with the five-letter answers to the clues. The numbers before the clues tell you where each word begins and ends. Note that not all words go in the same direction. When completed, the center column will contain the puzzle's solution.

1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			

**Clues**

3-1 Paying attention

4-2 It plays in theatres

4-6 The opposite of micro

5-7 Bet

7-9 Refresh

8-10 An instrument you hum into

10-12 A mountain in Alabama

13-11 Something sweet

## NMA Calendar 2011



### April

- 13 Breakfast Meeting: *Collaboration*
- 13 SMS Session 1
- 15 Lighthouse articles due
- 18 Passover—First Seder
- 19 Board Meeting
- 20 SMS Session 2
- 24 Easter
- 27 SMS Session 3



### May

- 4 SMS Session 4
- 5 Fun Night: *Columbus Clippers*
- 8 Mothers Day
- 11 SMS Session 5
- 13 Lighthouse articles due
- 17 Board Meeting
- 18 SMS Session 6
- 25 SMS Session 7
- 30 Memorial Day



### June

- 6 Management Week in America begins
- 7 Lunch Meeting (*Tentative*)
- 14 Flag Day
- 19 Fathers Day
- 17 Lighthouse articles due

To enter the contest, solve the puzzle and send the puzzle solution to: [NMA-Lighthouse@columbus.gov](mailto:NMA-Lighthouse@columbus.gov). The contest winner will be selected by random drawing from all correct entries at the March NMA meeting. Entries must be received by 5 PM on April 12 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 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 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 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 2010-JUNE 2011

<b>Officers</b>	<b>Name</b>	<b>Office Phone</b>	<b>Email</b>
President	Vonna Hayes	645-7505	<a href="mailto:vshayes@columbus.gov">vshayes@columbus.gov</a>
1st Vice President	Bee Tolber	645-7496	<a href="mailto:vvtolber@columbus.gov">vvtolber@columbus.gov</a>
2nd Vice President	Teresa Langer	645-4128	<a href="mailto:tlanger@columbus.gov">tlanger@columbus.gov</a>
Secretary	Amy Ackerson	645-8119	<a href="mailto:aackerson@columbus.gov">aackerson@columbus.gov</a>
Treasurer	Debbie Ioia	645-6276	<a href="mailto:daioia@columbus.gov">daioia@columbus.gov</a>
Past President	Kathy Spatz	645-0487	<a href="mailto:kaspatz@columbus.gov">kaspatz@columbus.gov</a>
National Director	Bill Mahaffey	645-7100	<a href="mailto:wtmahaffey@columbus.gov">wtmahaffey@columbus.gov</a>
<b>Board of Directors</b>			
At Large	Barb Crawford	645-8248	<a href="mailto:bcrawford1@columbus.gov">bcrawford1@columbus.gov</a>
Development	VACANT		
Finance-Fleet	Terrell Spencer/2012	645-6133	<a href="mailto:tlspencer@columbus.gov">tlspencer@columbus.gov</a>
Public Safety - Chair	Lt. Terry Neal/2012	221-3132 x5480	<a href="mailto:tneal@columbus.gov">tneal@columbus.gov</a>
Public Service	Linda Rightor/2011	645-0436	<a href="mailto:lvrightor@columbus.gov">lvrightor@columbus.gov</a>
Public Utilities	Cindy Fruth/2011	645-7304	<a href="mailto:cmfruth@columbus.gov">cmfruth@columbus.gov</a>
SWACO	Albert Iosue/2010	871-5100	<a href="mailto:albert.iosue@swaco.org">albert.iosue@swaco.org</a>
Technology	Greg Dukes/2011	645-6124	<a href="mailto:gadukes@columbus.gov">gadukes@columbus.gov</a>
<b>Committees</b>			
Chapter Awards	VACANT		
Community Service	Jacqueline Kelley	645-5824	<a href="mailto:jkkelley@columbus.gov">jkkelley@columbus.gov</a>
Membership	Donna M. Garland	645-2217	<a href="mailto:dmgarland@columbus.gov">dmgarland@columbus.gov</a>
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The Lighthouse is published monthly by the Columbus Service Chapter of NMA, Sima Gellman, Editor, JP Blackwood and Kathy Spatz, Committee Members. Laurie Richards, Tina Szmania-Defluter, Donna Garland, Bee Tolber, Bill Mahaffey, Jan Reese and Cyndi Furth contributed to this month's issue. Submit articles to: [snqellman@columbus.gov](mailto:snqellman@columbus.gov) or [NMA-Lighthouse@columbus.gov](mailto:NMA-Lighthouse@columbus.gov).

