



# The Lighthouse



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

## You Make the Difference

A message from National Director Bill Mahaffey



We are coming to the end of another year, our 30<sup>th</sup> in fact. Over those 30 years the Chapter has received 29 Excellent, 24 Superior, and 19 Outstanding Awards. This year we should receive all 3 once again. These awards are in indication of membership participation in a number of areas.

The four main areas are:

- Leadership, Officers, Board members, Committee Chair and committee Members
- Chapter Community activities like the Speech contest, Collecting tabs for Ronald McDonald, participation in Toys for Tot, and collecting food for the food pantries
- Communications which involves notification of meetings, professional development, course offerings and our award winning Newsletter
- Professional Development offerings and attendance – this year we offered 9 seminars and have had 3 members complete the four-part Faciliskills series and 3 completed the 10 part SMS Series

You the members have made this possible through your involvement. As we begin a new year your newly elected officers will be looking for your help once again. They will need committee members and leaders for those committee's, your attendance at meetings and professional development seminars.

This is your chapter and your involvement is key. If you have a recommendation for a speaker, a seminar or course you would like to have, or simply want to submit an article for the Newsletter, let us know.

Remember, YOU make the difference.

## April 2011

Check out NMA's group on  
[LinkedIn](#) at [www.nma1.org](http://www.nma1.org)

The April 2011 issue of *Breaktime*  
can be found at: <http://www.nma1.org/Communications/Breaktime/2011-04/2011-04.pdf>

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

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## NMA Family Scrapbook

A big GET WELL SOON to our NMA Board Chair LT. TERRY NEAL, who is recovering at home from the injuries he received in an auto accident on his way back to work after receiving his 20-Year Service award from Mayor Coleman on March 24.

*Our heartfelt condolences to Mary Lu English on the loss of her husband, Dale, who passed away on April 15.*

# Transparency: The Path to Leadership Credibility

by Karen Walker, PhD  
and Barbara Pagano, EdS

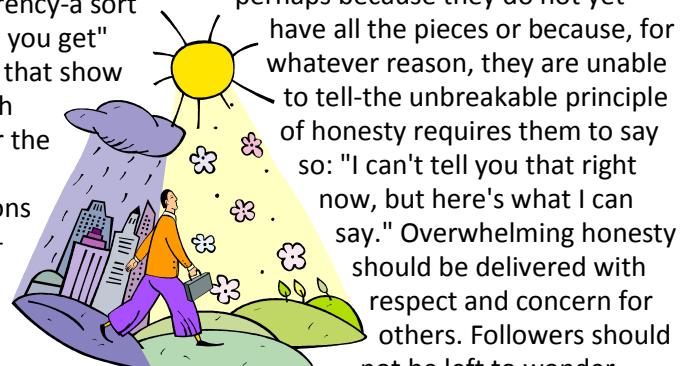
Through 30+ combined years in leadership development and coaching, we have learned that what distinguishes outstanding leaders - the ones who inspire followers to dig deep and commit to the cause - always comes back to nine specific behaviors. These behaviors are the framework for transparent leadership that builds credibility. When leaders practice transparency-a sort of "what you see is what you get" code of conduct-in ways that show respect and concern both for the individual and for the common good, amazing things occur. Organizations benefit from a more efficient process of decision making and tactical execution, as players are more informed, operations speed up, and problems are identified more readily along the way. Leaders build trust and experience more finely tuned collaboration with their peers and followers. And both the organization as a whole and the individual leader are perceived as having a higher level of credibility.

A crucial element of transparency is figuring out just how open to be, for while there can be too little transparency, there also can be too much. When transparency is employed without a keen understanding of the potential effects of revealed information, it can be unfair and irresponsible both to the organization and to its individual members. Leaders have to have a firm finger on the pulse of their organization and its culture, knowing people's capacity to absorb information and anticipating how it might be interpreted and used. It is in part an artful use of intuition. Yet the nine behaviors which follow offer practical guidelines that can

help leaders wrestle with decisions around transparency.

### 1. Being Overwhelmingly Honest

Leaders think they're overwhelmingly honest, but many followers say otherwise. In leadership assessments, over 50% of almost 13,000 peers and direct reports felt their leaders could improve in being honest and ethical. When transparent leaders decide not to share certain information with their followers -perhaps because they do not yet



have all the pieces or because, for whatever reason, they are unable to tell-the unbreakable principle of honesty requires them to say so: "I can't tell you that right now, but here's what I can say." Overwhelming honesty should be delivered with respect and concern for others. Followers should not be left to wonder about hidden agendas. When leaders drive this core value down through their team, not only is trust built, but another fantastic result also can occur-followers become tolerant of not having all the facts.

### 2. Gathering Intelligence

In surveys, 95% of leaders were unable to give themselves the highest rating at demonstrating an understanding of their own strengths and weaknesses. Asking others for their opinions about something conveys respect and shows that they are valued. It also promotes transparency as a reciprocal agreement. When leaders ask for feedback about their own performance and discover how others perceive them, they are better able to align their intentions with reality and develop a plan for improvement. In order to learn and grow, leaders must have self-awareness, which, ironically, requires input from others.

*Continued on Page 3*



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### **3. Being Composed**

Effective and admirable leadership requires composure. Challenges, stressors, and obstacles are inherent in any organization and in any leader's path; how leaders conduct themselves during the good times and the bad can be indicative of their character, competence, and ultimately, credibility. While the call for transparency that builds credibility urges leaders to reveal their true opinions and emotions regarding relevant business issues, it does not allow for leaders to irresponsibly let it all hang out. Followers expect their leaders to be composed. And they are always watching. Also, a certain level of predictability builds trust.

### **4. Letting Your Guard Down**

Leaders who keep in mind the spirit of authenticity while working hard to create meaningful connections with their followers, demonstrating sincerity of being, and revealing personal information that adds value to the context of work, will be practicing an important part of leadership transparency that builds credibility. Doing so, however, requires a certain level of maturity and self-awareness and a heightened sense of how people might perceive, dissect, and disseminate the information that is revealed. And because authenticity or personal transparency ultimately describes the quality of a relationship, leaders must create opportunities in which to engage with their followers, allowing the followers to know them.

### **5. Keeping Promises**

When leaders match their words and actions and do what they say they will do, they place a high value on their commitments. Promise keeping in leadership is not always clear-cut. Sometimes leaders are forced to reconsider promises and disappoint followers. Those are the times when transparency is particularly important,

because followers who understand the reasoning behind broken promises may be more accepting of the consequences.

### **6. Properly Handling Mistakes**

How leaders handle mistakes actually may be more important than getting things right the first time. Even with its inherent risks-such as appearing weak, incompetent, or otherwise less than perfect-confessing mistakes signals courage, accountability, and humility. Indeed, mistakes are an opportunity to visibly demonstrate a commitment to honesty.

### **7. Delivering Bad News Well**

Delivering bad news can be tricky business, yet doing it well is essential. When sensitive, controversial, or potentially hurtful information is not delivered well, people can feel betrayed, angry, and indignant. Trust is destroyed and relationships suffer. For most leaders, delivering bad news is hard, and some even opt for silence. Those on the receiving end usually appreciate bad news that is delivered promptly and with honesty, directness, care, and concern.

### **8. Avoiding Destructive Comments**

In developmental assessments, 88% of leaders admitted they could improve in avoiding destructive comments, and 83% of their bosses agreed. Language that divides or is otherwise destructive can undermine the whole reasoning behind leadership transparency-to improve relationships, increase trust, and build a credible reputation. Leaders must model and reward language that does not employ inappropriate blame or criticism, us-versus-them attitudes, or talking down.

### **9. Showing Others That You Care**

In order for leaders to be successful at influencing and motivating people, their followers must have a solid answer to the question: Do you care

*Continued on Page 4*

## **Announcements**

### **Family Fun Night**



**May 19**

**Watch your email for details**

### **East LDC Leadership Development Conference**

**June 2-4 2011**

NMA's 2011 East LDC will be held in beautiful Savannah, Georgia! Meetings will take place at the historic Hilton Desoto Hotel which borders the Victorian District, one of two Savannah neighborhoods listed in the National Register of Historic Places.

Go to [www.nma1.org](http://www.nma1.org) for more information



***Continued from Page 3***

about me? Leaders must visibly show their followers that they care, and this is done by developing followers, recognizing them, and seeking to know and understand them. While showing value for employees has lasting, bottom-line benefits in morale, quality, and productivity, a leader should not be motivated to demonstrate care and value for the organization's benefit alone. Such a narrow view undermines the formula and ultimately devalues the individual players in an organization. True leadership is built on a kind of social contract that says, "Follow me, and I promise that I will help you succeed." When this contract is not honored, the motivation behind a leader's strategy of transparency is put into question, and followers are led to wonder about hidden agendas.

**THE PAYOFFS**

What people expect from leaders is usually rooted in the basic interpersonal operation of the leader-follower relationship, where personal connections are made through trust, reliability, care, and appreciation. Once this platform is built and maintained, leaders can deliver their talents and business flourishes. However, when leaders do not succeed in building this platform, the connection with followers is weak, and there is little chance to move to a higher level of effectiveness and success.

As organizations seek to be more credible and implement strategies to become more transparent, there likely will be some discomfort. Companies and leaders will be forced to address their deficiencies and learn to embrace the nine expected behaviors of credibility. In so doing, they will reap benefits for both the organization and its leaders of increased trust, effective collaboration, and better organizational health.

*From the Link&Learn Newsletter, January 2005, by Linkage, Inc. (<http://www.linkageinc.com>).*

This article and many other excellent articles can be found at Management World @ [http://cob.jmu.edu/icpm/management\\_world/mwhome.htm](http://cob.jmu.edu/icpm/management_world/mwhome.htm).

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Gale Gray  
Photo by Bee Tolber

**April Meeting Notes**

On April 13, NMA members met for breakfast at Champps Americana. After a delightful breakfast buffet, Gale Gray from the Columbus Community Relations Commissions spoke about Collaboration. A handout provided by Gale contained several famous quotes on Collaboration:

"Teamwork divides the task and multiplies the success." - Author Unknown

"Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work." - Vince Lombardi

"Alone we can do so little; together we can do so much." - Helen Keller

"Strength is derived from unity. The range of our collective vision is far greater when individual insights become one." - Andrew Carnegie

"Teamwork is the ability to work together toward a common vision; the ability to direct individual accomplishment toward organizational objectives. It is the fuel that allows common people to attain uncommon results." - Andrew Carnegie



Members enjoyed breakfast and conversation in the sunroom at Champps

"The secret is to gang up on the problem, rather than each other." - Thomas Stallkamp

"No one can whistle a symphony. It takes a whole orchestra to play it." - H.E. Luccock

**Community Service**

Terrell Spencer participated and led Fleet Management's team in Mayor Coleman's South Linden 2011 Cleanup effort on March 26, 2011. This event was hosted by Keep Columbus Beautiful.



## Professional Development

### NMA FACILISKILLS™

#### Fostering a Culture of Participation Getting people to work together isn't always easy...

**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.

#### Workshop 4: Logistics and Process Dynamics

*"There are critical steps and key issues to address in the facilitation process and participants will leave with a Checklist for Success."*

**Learn that most meetings are really exercises in implementing change and:**

- Discover how to relate the task to existing visions and missions
- See the value in "checking for understanding" both within and outside the group
- Examine an Organizational & Process Transformational Model as the centerpiece of team thinking

**Learn how to truly "build" consensus as you go along by:**

- Taking charge with agendas that provide direction and flow
- Designing a process and rules for virtual meetings
- Understanding how to maintain clear focus on goal achievement

**Learn key negotiating strategies to "stay on task" through:**

- Seeking support and handling different kinds of feedback, or NO feedback
- Establishing performance standards and measures
- Utilizing decision-making models effectively
- Harnessing "outside" influences to advance your mission

**Location:** Utilities Complex Auditorium  
910 Dublin Rd.

**Date/Time:** May 24, 2011 8:00 am to 12:00 pm

**Contact:** Bill Mahaffey, CM  
Division of Power & Water  
Tel: 645-3765 Fax: 645-6165

**Fees:** Members N/C Non Members \$95

### Reduce, Reuse, Recycle



**What happens when we do not recycle:**

- One plastic bottle takes anywhere from 100 to 1000 years to decompose in a landfill.
- It takes 80-100 years for an aluminum can to decompose in a landfill.
- Mount Rumpke is the highest point in Ohio at 1000 feet. It is a mountain of trash located in the Rumpke landfill.
- 100 acres of rain forests are being cut down every minute!
- The United States is the world's largest trash producing country at 1,609 pounds of trash per person per year.
- Glass takes up to 4000 years to decompose in a landfill yet it can be recycled.
- When we do not recycle at least our glass or aluminum, we cost the earth in power, water, oil and landfill usage.
- Just one quart of motor oil that is disposed of improperly can contaminate up to 2,000,000 gallons of fresh water.
- In 3 months, Americans throw away enough aluminum to rebuild the commercial air fleet.

**What happens when we do recycle:**

- For every 1 ton of plastic that is recycled, we save two people's energy for a year, the amount of water used by one person in two month's time and almost 2000 pounds of oil.
- In 2006, 53.4 % of the paper being consumed in the United States was recovered for recycling
- Many scrap yards pay for scrap metal including the soda cans and soup cans we use every day.
- Motor oil gets dirty but does not wear out. Oil too can be recycled by refining it. Oil can be used again and again while helping to reduce our dependence on foreign oil.
- The United States recycles about 28% of its waste today, which is doubled from what it was a decade ago.
- Aluminum cans can be recycled into soda cans, pie plates, license plates, thumbtacks, aluminum foil and many other items.
- Recycling one aluminum can can save enough energy to power a TV for up to 3 hours.
- PET plastic can be recycled into clothing, fiberfill for sleeping bags, toys, stuffed animals, rulers and more.



**Interesting Fact:** The Hershey Company in the United States produces about 20,000,000 kisses each day using 133 square miles of aluminum to wrap them in. This material is recyclable but most of it ends up in the trash rather than the recycle bin.

From HR CONNECTIONS, December 2010



## Are You Connected? NMA Is!

By Susan Butler  
Harbor UCLA Med Center Chapter #402, Torrance, CA

NMA members are encouraged to join the business oriented social networking site! In the December issue of NMA Breaktime, our National Chairman, Philip Delia, Jr., urged everyone to join the NMA group on LinkedIn. LinkedIn is an interconnected network of experienced professionals from around the world, representing 150 industries and 200 countries. You can find, be introduced to, and collaborate with qualified professionals that you need to work with to accomplish your goals.

I have created my profile, and joined a few groups, but find my favorite feature is LinkedIn Answers. It is similar to Google Answers or Yahoo! Answers, as it allows users to ask questions for the community to answer. This feature is free and the main differences from the latter two services are that questions are potentially more business-oriented, and the identity of the people asking and answering questions is known. If you do not know specifically what question to ask, simply type in a key word and several previously asked/answered questions appear. Scroll down to see if your question is there. I typed in "Gantt Chart" and there were over 200 results. I didn't need to look far as my questions were answered on the first page.

Rosemary Madnick, Assistant Vice President and Director of Research Administration at LA BioMed, is a member [of Harbor-UCLA Medical Center Chapter 402]. Here's what she has to say:

Do you want to build relationships, meet new contacts and market yourself? If you answered yes to any of these questions, the answer is LinkedIn. Joining LinkedIn is simple and it can be a powerful networking tool for your pro-

fessional life. The steps are as follows to create your profile and build up a network:

### Create a Compelling Profile

**Define Yourself** Make it clear what you *have done* in your career and what you *want* to do with your career

### Build your Network

Connect with other professionals who share your professional interests and can help you meet your goals

### Maximize on your Connections

Answer business related questions Make recommendations and introductions Provide information

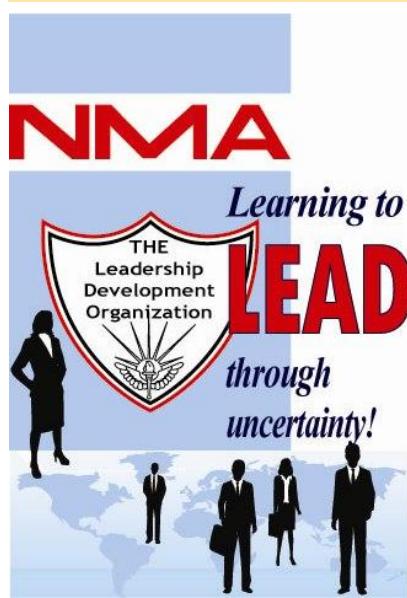
### Manage your LinkedIn Network

Update your profile once a month Reach out to your connections (new and current) Now go forward and build a Profile so that you can foster a network that can support your career moving ahead. This portion was copied directly from the previous Breaktime article:

#### Here is how to join:

- Go to: [www.linkedin.com](http://www.linkedin.com)
- Enter first name, last name, email and password
- You will receive confirmation email.
- Click on confirmation link to confirm email address and confirm.
- Enter password.
- You may continue or skip the next 5 steps.
- To find the NMA group go to "Groups" and search for NMA.
- Once you see the NMA logo, simply select "Join this group."

**From the April 2010 issue of *Breaktime***



## SMS - Business Concepts

### Part IX of the Supervisory and Management Skills Program

- |                |   |
|----------------|---|
| April 27, 2011 | • Understanding Your Economic System            |
| May 4, 2011    | • Knowing Your Business                         |
| May 11, 2011   | • Knowing Your Management Information System    |
| May 18, 2011   | • Knowing Your Financial Management System      |
| May 25, 2011   | • Improving Quality and Productivity            |
| June 1, 2011   | • Working with Other Parts of Your Organization |
| June 8, 2011   | • Dealing with a Changing World                 |

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



## Podcasts Available

### **How Podcasts Work:**

Podcasts are available 24/7 for viewing or listening; all you need to do is click on the link and play. They can earn CEUs and can be accessed by a group in a conference room or on your desktop or home computer.

More information can be found at [http://nma1.org/Education/NMA\\_Educational\\_Online\\_Opportunities.html](http://nma1.org/Education/NMA_Educational_Online_Opportunities.html)

### **Leading Through a Major Crisis**

Featured Guest: **Adm. Thad Allen, USCG (Ret.)**

Recorded October 14, 2010

**16 minutes, .05 CEU, CEU Code: 11001pc**

<http://blogs.hbr.org/ideacast/2010/10/leading-through-a-major-crisis.html>

### **The Persuasive Power of Uncertainty**

Featured Guest: **Zakary Tormala**, associate professor of marketing at Stanford's Graduate School of Business. Recorded January 27, 2011

**14 minutes, .05 CEU, CEU Code: 11002pc**

<http://blogs.hbr.org/ideacast/2011/01/the-persuasive-power-ofuncert.Html>

### **The Coherence Premium**

Featured Guest: **Paul Leinwand**, partner in Booz & Company's global consumer, media, and retail practice. He is the coauthor of *The Essential Advantage: How to Win with a Capabilities-Driven Strategy*. Recorded February 10, 2011

**11 minutes, .05 CEU, CEU Code: 11003pc**

<http://blogs.hbr.org/ideacast/2011/02/the-coherence-premium.html>

### **Why a Happy Brain Performs Better**

Featured Guest: **Shawn Achor**, CEO of Aspirant and author of *The Happiness Advantage: The Seven Principles of Positive Psychology That Fuel Success and Performance at Work*. Recorded November 10, 2010

**15 minutes, .05 CEU, CEU Code: 11004pc**

<http://blogs.hbr.org/ideacast/2010/11/why-a-happy-brain-performs-bet.html>

### **The NMA Leadership Model**



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

### **The Most Influential Management Ideas of the Decade**

Featured Guest: **Julia Kirby**, HBR editor at large and author of the blog post *The Decade in Management Ideas*. Recorded January 14, 2010

**13 minutes, .05 CEU, CEU Code: 11005pc**

<http://blogs.hbr.org/ideacast/2010/01/the-most-influential-managemen.html>

### **Values-Based Leadership**

MIT Sloan School of Management, Dean's Innovative Leader series—presents **Robert (Bob) McDonald**. He feels that “leading a life driven by purpose leads to a more meaningful and rewarding life than meandering without direction.” This has meshed nicely, he says, with P&G’s statement of purpose: to improve the lives of the world’s consumers. Recorded March 3, 2009

**56 minutes, .1 CEU, CEU Code: 1006pc**

<http://mitworld.mit.edu/video/664>

### **Leadership Amidst Crisis**

**S. D. Shibulal** sets out to share his experience and wisdom on this issue with hopes of inspiring the next generation of leaders to not fear crises, but to embrace them and use them to learn and grow. Recorded October 27, 2009

**49 minutes, .1 CEU, CEU Code: 11007pc**

<http://mitworld.mit.edu/video/738>

### **"Systems Thinking, Complexity Theory and Management --**

#### **Panacea? Snake Oil? Or something in between?"**

Weatherhead School of Management Presentation by **David C. Aron, M.D., M.S.**, Associate Chief of Staff/Education, Louis Stokes Cleveland Department of Veterans Affairs Medical Center. In his presentation he uses the treatment of diabetes in the United States to demonstrate systems thinking and complexity theory. Recorded April 9, 2010

**142 minutes, .25 CEU, CEU Code: 11008pc**

<http://www.youtube.com/watch?v=OqWJPSpWGyg>

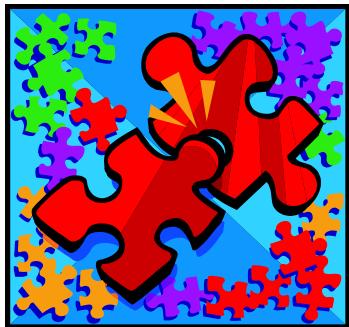
## **April NMA LiveOnline Class**

### **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)



## NMA Calendar 2011

**May**



- 4 SMS Session 2
- 8 Mothers' Day
- 11 SMS Session 3
- 13 Lighthouse articles due
- 17 Board Meeting
- 18 SMS Session 4
- 19 Fun Night *Funny Bone*
- 25 SMS Session 5
- 30 Memorial Day

**June**



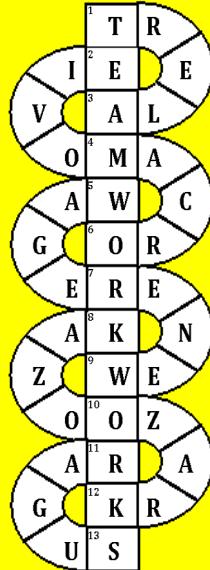
- 1 SMS Session 6
- 2 LDC East Begins
- 6 Management Week in America begins
- 7 Lunch Meeting (*Tentative*)
- 8 SMS Session 7
- 14 Flag Day
- 19 Fathers Day
- 17 Lighthouse articles due
- 19 Fathers' Day
- 21 Summer Begins

## NMA-Lighthouse Puzzles

### March Puzzle Solution

#### 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



**The winner was Barb Crawford**

Correct answers also submitted by Al Carmon, Cyndi Fruth, Jan Reese and Kathy Spatz.



### April Puzzle

- Print UP IN THE AIR without spaces
- Add the word meaning "small city" to the end
- Remove the word PIN
- Add a word meaning "highway" to the end
- Remove the 9th letter of the alphabet
- Move HEART to the beginning
- Remove the second A
- Move the D to after the E
- Reverse the word TRADE
- Move the D to the end
- Remove the 21st letter of the Alphabet
- Reverse the T and O
- Reverse the N and W
- Remove the second R
- Reverse all the letters (Solution)

**UPINTHEAIR**

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To enter the contest, solve the puzzle and send the 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 May 18 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

<u>Officers</u>	<u>Name</u>	<u>Office Phone</u>	<u>Email</u>
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><u>Board of Directors</u></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>
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