



The Lighthouse



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

Having Fun at the Funny Bone



The food was good, the comedians
were funny, the conversation was
warm, and everyone had a great time
at NMA Fun Night on May 19.

Member photos submitted by Sally Pauley

May 2011

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

The June 2011 issue of *Breaktime*
can be found at: [http://nma1.org/
Communications/Breaktime/2011
-06/2011-06.pdf](http://nma1.org/Communications/Breaktime/2011-06/2011-06.pdf)

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

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Leadership and Listening

By Jeffrey and Laurie Ford

Overview

Leadership is one of the most studied subjects in business. Much of this research is based on a "great man" or "hero" perspective, which focuses on an individual's characteristics and behaviors. More recent work, however, calls this approach into question. That's good, because leadership will be more accessible to all of us if we can get out of the characteristics-and-behaviors trap.

The Leader as Hero

According to the Leader-As-Hero point of view, the unique qualities or attributes of a person are what makes them effective leaders. This belief has produced two results:

1. A lot of research and attention has been given to identifying which qualities and attributes differentiate effective leaders from the not-so-hot ones. This has been called the "trait theory" of leadership, and you may have seen it in such books as "The Leadership Secrets of Attila the Hun", "The Leadership Secrets of Colin Powell", or "The Leadership Secrets of Jesus".
2. The focus on individual traits has also cemented the idea that great leadership depends on the one who is leading, rather than having something to do with the followers, or the relationship between the leader and the follower. So leadership has been perceived as an individual phenomenon, and not so much about groups, relationships, or communications.

The view that leadership is a matter of individual traits and behaviors has another hidden aspect: it is all about the way someone expresses themselves with others. In the world of communication, expression is another way of saying "speaking". So we could say that effective leaders are good at speaking and expressing themselves and their commitments, visions, and ideas for the future.

Leaders speak in a way that is engaging, and their speaking often gains good participation from their followers. But what about listening? Are leaders good at that too?

Listening Shapes Our World

Jeffrey's recent review of the leadership literature has zeroed in on finding what is involved in leading change - he's looking for how to have change leaders be more effective. One thing that has popped out of this research is especially interesting: the leadership literature doesn't give any attention to the idea of "leader listening". The subject focuses on what leaders express and do - their actions and behaviors - and doesn't consider how leaders listen to their followers, or what they listen for in their conversations with them.

Psychology and neuroscience both tell us that we are always engaged in selective perception. What this means is that we are not really very "open minded", however much we might like to think we are. Our listening is like a set of filters or perspectives that influence what we pay attention to, and the ways we interpret whatever we hear, observe, or notice. Our prejudices and biases - positive and negative - give each one of us our unique view of the world. And each of us interacts with the world we perceive - the world that is consistent with our listening.

What if a person you do not like or respect wants to sell you something at a very beneficial price? The odds are that you will not see the proposal in a favorable light, even if it really is a good proposal, because of your judgments about this person. Your co-worker, however, who has a more favorable impression - a different listening - of this person, may hear the proposal as a good one and offer support for its adoption.

Continued on Page 3



NMA Family Scrapbook

Another 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 March 24.

Stay Tuned...

Family Fun Night is still to come!

Watch your email for more information.



Leadership and Listening *Continued from Page 2*

We Can Change Our Listening

The reason listening is so important in leadership is that the "trait theory" gives us a relatively fixed way of being, while listening can be changed. If I have a good set of leadership behaviors and qualities, it is because I inherited some of them and the others have been developed over a fairly long period of time. Individual traits can be slow to evolve and difficult to change. But we can change our listening much more easily.

Experiments have been done with people who have a deep prejudice against other people of different cultures, races, or religions. The prejudiced people scored high on bias tests against certain traits or characteristics of cultures, and agreed to be part of an experiment to study prejudice. The prejudiced people were put into a discussion-group setting with people of the culture they disliked, and kept there for a full day, taking breaks for snacks whenever they chose. Everyone was encouraged to have conversations with one another, and to talk about their family, work, health, and personal interests throughout the day.

The results showed that the prejudiced people changed their listening regarding people from the other culture. The personal interaction gave them a familiarity that they had not had before, and they came away from their experimental day with a different perspective. Their scores on the bias test dropped dramatically after this personal encounter.

Jeffrey also produced a change in his listening a few years ago. He was co-leading a six-session program with Annette, a woman he did not much like or respect. After the first session, he could see that his relationship with Annette was likely to affect the course participants, perhaps even preventing them from getting the full value of the program. So, he decided he would deliberately begin to listen to her as a valuable and respected person. He intentionally started listening to her in a new way.

The result was that Jeffrey found himself interacting with her in totally new ways. First, he started to do whatever Annette asked, without objecting or challenging her - he just did what she wanted. Second, if she didn't ask him to do anything, he would ask her what she wanted, and then he would do whatever it was: sometimes it was reviewing materials with her, other times it was making a phone call or preparing meeting agendas. He was looking for new ways to interact with her. One other change was a by-product of his new attention to Annette: Jeffrey stopped talking whenever Annette spoke. Even if he was in the middle of saying something to her or to the program participants, he stopped talking.

In short, Jeffrey chose to change his way of listening to Annette from being antagonistic to being of service. The result was that the program went very well and Jeffrey found his regard and appreciation for Annette became more genuine and heartfelt every day they worked together. They remain close friends to this day.

Listening for Leadership

There is no question that leadership involves speaking. But our ways of listening give us our perception of other people and events, which shapes and informs our speaking as well as our other expressions and actions. Since listening is a source of our perceptions and communications, we can turn our attention to exploring different types and aspects of listening, and learning more about ways to change our listening.

Listening gives us a new access to learning about personal leadership effectiveness. It is possible that if people can learn more about how to identify and shift their listening, they will become more effective leaders.

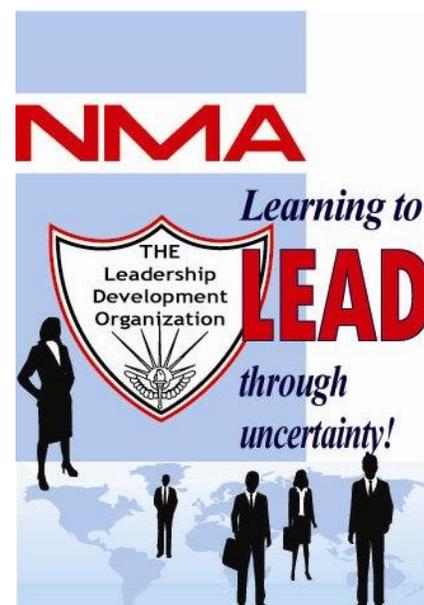
*From the final issue of **Great Managing Newsletter**, April 2011. Jeffrey and Laurie Ford continue to blog, and be found at www.professorford.com.*

NMA HEARD You!!!

Now available: A NEW and IMPROVED introductory **NMA LEADS** Assessment!



Now, a shortened introductory" 60-question version is available as well as the full 120-question standard assessment. As the expression goes, for only \$35, you can get a quick assessment of your understanding of the leadership attributes and competencies as presented in the NMA Leadership Model "in about an hour!" Find complete details at <http://nmaleads.org>



Promoting a Safe Workplace

Ten Things Supervisors can do:

1. Supervisors can lead by example, following safe work practices
 - a. Supervisors constantly communicate priorities and strategies to their workers, whether they intend to or not. With training/experience/knowledge, supervisors can take active control of the messages they send to promote safety as an organizational value. They can set levels of expectation that point everyone in the direction of safety excellence and exert a positive influence on the formation of safety culture.
 - b. New supervisors could attend applicable Supervisor training offered by Human Resources.
2. Regularly communicate that safety can't be sacrificed and getting the job done means getting it done safely.
3. Ensure adequate safety equipment and tools for the job are provided to employees.
4. Discuss how to get each job done safely while setting up work.
5. Periodically Inspect the work site for safety hazards and your employee safe work practices.
6. Convey interest in understanding and addressing problems identified by employees.
7. Address any safety concern raised by employees.
8. Get actively involved in solving safety issues as they arise on the job.
9. Be receptive to changes in safety programs and safe work practices.

10. If an injury occurs, take control immediately of the scene and assure safety of all involved. Then, gather facts related to injury and complete injury paperwork & communications. Be sure to including corrective actions to prevent future injuries.

Ten Things Employees can do:

1. Always follow safe work rules and procedures
2. Mentally go over safety hazards and requirements at the start of every job. Ask Supervisors questions if unclear about job duties. Limit distractions and focus on the plant and field hazards presented by the work task. Failure to pay attention is one of our leading causes of injuries.
3. Wear appropriate PPE for the work task and any hazards presented
4. Alert your co-worker if you notice them putting themselves at -risk of injury by not following procedures.
5. Don't sacrifice safety just to get the job done sooner.
6. Communicate safety concerns to supervisors.
7. Get actively involved in solving safety problems that arise on the job.
8. Be a good team member in your work group.
9. Be receptive to changes in safety programs and safe work practices.
10. Actively participate in safety training opportunities.



Announcement

June Lunch Meeting

DATE: Wednesday, June 8, 2011

TIME: 11:15 pm to 1:00 pm

LOCATION: 94th Aero Squadron
5030 Sawyer Road
Columbus, Ohio 43219

MENU:

Fresh Garden Salad

Sirloin Tips Rosenthal

Meat Lasagna

Vegetable Medley

Garlic Mashed Potatoes

Cake

Water, Coffee, Tea, & Soft Drinks

LUNCH MEETING AGENDA

11:15 Registration

11:30 Invocation

Pledge of Allegiance

11:40 Lunch

12:10 **Speaker: Councilmember Klein for Management Week**

12:40 **President: Vonna Hayes Committee Updates**

12:50 **50/50 Raffle Bonus Bucks Drawing**

1:00 Meeting Adjourned

Send Reservations by June 6 to:

Laurie Richards

Public Utilities Permit Office

919 Dublin Rd., 3rd Floor

lrichards@columbus.gov

or call 645-1769

Guest Fee: \$12

Please join us as we celebrate Management Week with speaker Council Member Klein!



Professional Development Opportunities

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: June 22, 2011 8:00 am to 11:45 pm

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

Fees: Members N/C Non Members \$95

The NMA Leadership Model



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

Seminar:

Working and Harmonizing with Different Personalities

Presented by Susan Stasiak

Location: Utilities Complex, Auditorium
910 Dublin Rd.

Date/Time: June 28, 8:00 am to 11:45 pm

Course Description: Interpersonal skills in the workplace is one of the top success factors in today's workplace environment. The course focuses on assessing and identifying participants' own work styles, preferences, and modified personality factors. A comparison with one's own and others' styles and preferences, along with communication techniques to bridge the gap of differences will be presented and practiced.

Course Objectives: Participants will be able to:

- Assess own and others differences, preferences, styles and value differences
- Discover and appreciate differences in coworkers and customers
- Assess and apply work style and learning differences
- Discuss and design strategies to communicate within the differences in case studies and design
- Learn and practice appreciation of value differences

Course Outline:

- The importance of differences
- Assessing and discovering our own preferences and styles – work styles, learning styles
- Communications techniques to assist with being aware of differences
- Applying communications techniques in practices and simulations
- Applying differences and communications techniques to workplace challenges – discussion, action planning



NMA-Lighthouse Puzzles



April Puzzle - Up In The Air

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

UPINTHEAIRTOWN

UTHEAIRTOWN

UTHEAIRTOWNROAD

UTHEARTOWNROAD

HEARTUTOWNROAD

HEARTUTOWNROD

HEDARTUTOWNRO

HTRADEUTOWNRO

HTRAETOWNROD

HTRAETOWNROD

HTRAETOWNROD

HTRAETOWNROD

HTRAETOWNROD

DOWNTOEARTH

Nine correct entries have been received. The winner will be selected by random drawing at the June meeting.

NMA Calendar

2011



June

- 1 SMS Session 6
- 2 LDC East Begins
- 6 Management Week in America begins
- 8 Lunch Meeting
- 8 SMS Session 7
- 14 Flag Day
- 19 Fathers Day
- 17 Lighthouse articles due
- 19 Fathers' Day
- 21 Summer Begins
- 22 Faciliskills 4
- 28 Seminar - *Harmonizing with Different Personalities*



July

- 4 Independence Day
- 19 Dinner Meeting (Tentative)

May Puzzle - Wacko Sudoku

Fill in the squares so that each of the letters (G I T J S Y N U R) appear exactly once each row, in each column, and in each irregularly shaped box. (Marked by a heavy line). The 2-word puzzle solution will appear in the shaded yellow box. Hint: Word 1 ends with T and word 2 begins with T.

	G			J	S			
Y			R			U		
			J					
		U						Y
			Y				R	
		G			R	S		
U	N							
	U				T		1	
T				N		J		

To enter the contest, solve the puzzle and send the puzzle solution to: NMA-Lighthouse@columbus.gov. The contest winner will be selected by random drawing from all correct entries at the June NMA meeting. Entries must be received by 5 PM on June 7 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	vshayes@columbus.gov
1st Vice President	Bee Tolber	645-7496	vvtolber@columbus.gov
2nd Vice President	Teresa Langer	645-4128	tlanger@columbus.gov
Secretary	Amy Ackerson	645-8119	aackerson@columbus.gov
Treasurer	Debbie Ioia	645-6276	daioia@columbus.gov
Past President	Kathy Spatz	645-0487	kaspatz@columbus.gov
National Director	Bill Mahaffey	645-7100	wtmahaffey@columbus.gov
<u>Board of Directors</u>			
At Large	Barb Crawford	645-8248	bcrawford1@columbus.gov
Development	VACANT		
Finance-Fleet	Terrell Spencer/2012	645-6133	tlspencer@columbus.gov
Public Safety - Chair	Lt. Terry Neal/2012	221-3132 x5480	tneal@columbus.gov
Public Service	Linda Rightor/2011	645-0436	lvrightor@columbus.gov
Public Utilities	Cindy Fruth/2011	645-7304	cmfruth@columbus.gov
SWACO	Albert Iosue/2010	871-5100	albert.iosue@swaco.org
Technology	Greg Dukes/2011	645-6124	gadukes@columbus.gov
<u>Committees</u>			
Chapter Awards	VACANT		
Community Service	Jacqueline Kelley	645-5824	jkkelley@columbus.gov
Membership	Donna M. Garland	645-2217	dmgarland@columbus.gov
Programs	Laurie Richards	645-7330	lirichards@columbus.gov
Professional Development	Kathy Spatz	645-0487	kaspatz@columbus.gov
Public Relations	Sima Gellman	645-6161	sngellman@columbus.gov



The Lighthouse is published monthly by the Columbus Service Chapter of NMA, Sima Gellman, Editor, JP Blackwood and Kathy Spatz, Committee Members. Laurie Richards, Bill Mahaffey and Sally Pauley contributed to this month's issue. Submit articles to: sngellman@columbus.gov or NMA-Lighthouse@columbus.gov.

