



The Lighthouse



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

Message from President Bee Tolber

Greetings to the members of the Columbus Public Service Chapter of NMA. It's both an honor and a challenge to step into this leadership role. It's an honor because you have put your faith in my leadership capabilities, and a challenge to live up to the high quality of leadership expected by this organization. I trust that whatever the outcome, I will learn and grow from my experience.

I would like to invite all chapter members to join me in this challenge by taking advantage of the many benefits of NMA membership. Learn something new by registering for some of the many leadership seminars that NMA provides free of charge to members. Try out a new role by volunteering to help out on a committee. Practice your leadership skills by chairing a committee. Take advantage of the opportunity to network with peers and City leaders by regularly participating in monthly membership meetings and other activities. Become an ambassador by inviting a guest to a monthly meeting.

I'm excited to begin this adventure as Chapter President, and look forward to the opportunity of working together with all of you as we learn and grow as leaders!



Immediate Past President Vonna Hayes, NMA National President Steve Bailey and newly installed Chapter President Bee Tolber.

- Photo provided by Bee Tolber

August 2011

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

The August 2011 issue of *Breaktime* can be found at:
<http://nma1.org/Communications/Breaktime/2011-08/2011-08.pdf>

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

Inside this issue:

NMA Family Scrapbook.....	2
How's Your "Court Vision'?".....	2
Community Service	4
September Meeting	5
IvyExec.....	6
Where Have You Been?.....	7
Speech Contest Information.....	7
NMA Calendar.....	8
NMA Leadership Model.....	8
Lighthouse Puzzles.....	8
About NMA.....	9
Officer Directory	10





NMA Family Scrapbook

Our sincere condolences to Cindy Fruth who's father George William Fruth passed away on July 30.



Congratulations to Phillip Needham, son of Fred Needham and member Sima Gellman, who received his MBA from the Max Fisher School of Business at OSU on Sunday, August 28. (His mother is so proud!)

How's Your 'Court Vision'?

Effective leaders know the importance of focusing not only on the things they can control, but on the larger picture.

Here's a humorous story that has floated around the Internet for years:

A large U.S. ship is cruising in the North Atlantic. A blip on its radar reveals what seems to be a ship in its path. The ship's captain exchanges messages with the person responsible for the other vessel:

Captain: "Please change course 15 degrees to the north. Over."

Response: "Change your course 15 degrees to the south. Over."

Captain: "I repeat, change your course 15 degrees! Over!"

Response: "Negative captain, I'm not changing anything!"

Captain: "Sir, this is the U.S.S. Montana, the second largest vessel in the North Atlantic fleet. You WILL change course 15 degrees, or I will be forced to take measures to ensure the safety of this ship. OVER!"

Response: "This is a lighthouse, mate. It's your call!"

When a navy captain is given command of a ship, he is told in no uncertain terms that it is his ship (the great majority of captains are still males). He is responsible for whatever happens to the ship, and he has full authority to make all decisions. However, while it is his ship, it's most definitely not his ocean!

Why do some leaders act like this captain, and get trapped in tunnel vision? How can they develop the ability to see the larger picture?

Many leaders find it appealing to focus only on what they can control (or

think they can control). It's far more comfortable to do so than to think about those factors that we can't direct, such as what our customers and stakeholders want, how much our funders will give us, and what challenges we'll be facing in the future. Paying attention to the issues at our command gives us a sense of security, albeit a false one. And in a chaotic organizational environment, a little security is welcomed.

But effective leaders understand the importance of seeing the larger picture, of focusing on items that may affect us whether we can control them, influence them or only monitor for them. They know the power of "court vision."

A college basketball coach gave a talk to one of my classes some years ago. He was asked what he looks for when recruiting high-school players. "Court



vision is one of the key skills," he said. "What's that?" we asked. "It's the ability to see the whole court, to use peripheral vision in order to anticipate scoring opportunities, and to see what the other team is about to do."

Continued on Page 3



'Court Vision' Continued from Page 2

Court vision is equally important for managers and leaders. It helps them spot early indicators that their customers and stakeholders may be upset about something. It gives them insights into the expectations and needs of the 20-somethings entering the workforce. Court vision can also help us think broadly when we're given a big task. Rather than ask, "How am I going to get this done?", we're more likely to ask, "Who else has the skills and expertise to help accomplish this?"

But what if this kind of thinking doesn't come naturally? What if we sometimes succumb to tunnel vision? Here some steps that have helped others:

"Get up on the balcony." This is a term from the fine book *Leadership on the Line*, by Ronald A. Heifetz and Marty Linsky. They urge leaders to periodically leave the "dance floor" (where daily operations occur) and get up on the balcony, where they can better view what's happening. The "balcony" might involve visiting other organizations that have similar functions or it might mean conducting a retreat with your team where you gain some perspective on the unit. Other "balcony" activities include having a long conversation with your manager to learn how your unit fits into the larger scheme of things, or periodically working from home where you have time to think and reflect.

Conduct exit interviews with those leaving your unit. It often amazes me how much street wisdom people carry around in their minds — wisdom that's not usually shared with others unless we ask. However, most people feel free to share their

views on an organization when they're getting ready to leave it.

Meet with managers and staff in units that interact with yours. Find out how your work affects them, and vice versa. Find out what pressures and opportunities they're encountering. Ask what you could do to make their work easier/better.

Think carefully about the questions you ask your staff. When someone proposes a new idea for a program or service, ask: Have we (or others) tried that before? If so, how did it work? What might be some unanticipated consequences?

Finally, spend time with others who have good court vision. It's smart to learn from the best. Ask them what steps they take to scan the internal and external environment. Find out what helps them anticipate future trends and challenges, and what keeps them up at night.

The environment surrounding most government agencies today is increasingly complex and turbulent. Court vision can help us make sense out of the chaos. It might even help navy captains avoid confrontations with lighthouses.

From Governing <http://www.governing.com/columns/mgmt-insights/ffective-leader-court-vision.html>



Are you "career resilient"? Self-reliant? Ready for your next career move?

Check out the NMA Career Counseling Catalog at:

[http://nma1.org/
Education/CCC.pdf](http://nma1.org/Education/CCC.pdf)



Find information on:

- ✓ Alternate Occupations
- ✓ Career Exploration
- ✓ Resume Writing
- ✓ Interview Skills
- ✓ Networking
- ✓ Job Searches
- ✓ Alternate Occupations

Each area contains links to:

- ✓ Articles/Briefings
- ✓ Books
- ✓ Webinars
- ✓ Blogs
- ✓ Podcasts (Coming Soon)

Community Service

NMA Board Member Leads Successful Blood Drive

Fleet Management Division has had another successful Blood Drive!

Terrell L. Spencer, Finance Dept. Safety Program Manager, Coordinated a very successful American Red Cross Blood Drive. The Blood Drive was held August 10, 2011 at Fleet Management Groves Rd. Location. The goal of the drive was to collect 20 pints of bloods. The final total of successful donations yielded 25 pints.

During the Blood Drive, each donor was given a pint of ice cream, donated by Kroger, in a PINT for a PINT promotion.

- Submitted by Terrell Spencer



Space Day 2011

**Lockheed Martin-SWFLANT
Lockheed Martin SSC Leadership Association #542
Kings Bay, SC**

Lockheed Martin employees sponsored "Space Day" at Emma Love Hardee Elementary School on May 20, 2011. Approximately 180 third grade students participated in various hands-on and visual



demonstrations of Space related material. The students rotated through various stations which included a raffle and picture as an astronaut, clothing in space, teamwork in space,



demonstration of a space shuttle tile's heat dissipating properties and building a satellite where each class had the opportunity to add sections to a mock satellite. The completed satellite was donated to the school for future use. The program, sponsored by Lockheed Martin Leadership Association, is an ongoing effort to promote math, science, technology and engineering education by nurturing young peoples' enthusiasm for the wonders of the universe and inspire them to continue the stellar work of today's space explorers.

- From August 2011 *Breaktime*

Right: Pictured from Left to Right: Dave Yokum, Chad Watt, Robert Spann, Michelle Rowland, Shawna Spann, Dave Plews, and Katie Murry



Meeting Announcement

September Meeting

DATE: Wednesday, September 14, 2011

TIME: 11:30 am to 1:10 pm

LOCATION: Jerry Hammond Government Center
Continental Room
1111 E. Broad St.
Columbus, Ohio 43205

MENU:

BBQ Pulled Pork
BBQ Pulled Chicken Brisket
Macaroni & Cheese
Pasta Salad
Fresh Tossed Salad
Cookies & Brownies
Soft Drinks & Water

AGENDA:

11:30 Registration & Social Time
11:45 Invocation, Pledge of Allegiance
11:55 Lunch
12:15 Speaker: *Ryan Wilkins,*
Ronald McDonald House
12:50 President Bee Tolber
Committee Updates
1:00 50/50 Raffle & Bonus Bucks Drawing
1:10 Meeting Adjourned

Please make email reservations by September 9 to Laurie Richards, lirichards@columbus.gov.

Guest Fee: \$13

Note: Employee ID is needed for building entry

Help Keep NMA Luncheon & Dinner Costs Affordable

Members: Please remember to cancel your luncheon or dinner reservation with NMA if you find that you can't attend. Meal orders are made based on the number of reservations we receive, and the vendor must charge us for all the meals they prepare. When members make a reservation but don't attend, we must still pay for their meal. This additional expense can be avoided by contacting Laurie Richards at least 48 hours in advance, if possible, to cancel your reservation.

She can be reached at 645-1769, or by email her at lirichards@columbus.gov.

Thanks!





Become a Certified Manager! Visit the Certified Manager Online Learning Center at:

<http://www.certification-partners.com/ccivv/ICPM/index.html>

If you are interested in becoming involved with the CM® certification as a CM instructor, facilitator or applicant, contact Melody Branner, ICPM Manager of Customer Relations at 800-568-4120 or email her at icpmcm@jmu.edu.



Dear NMA Members,

In challenging economic times, NMA is continuing to look for ways to assist our members who are in the midst of career transition. To assist you in leveraging relevant career resources, we are pleased to announce a special partnership with Ivy Exec, a highly selective, pre-screened career site for over 90,000 professional men and women around the globe.

Ivy Exec is a trusted recruiting tool used by companies such as JPMorgan, Deutsche Bank, Ernst & Young, Google, GE, LVMH, and other top firms looking to hire high-caliber individuals. [Ivy Exec](http://www.ivyexec.com) also has partnerships with schools, programs, and groups associated with leading institutions around the world, including Harvard, Stanford, MIT, London Business School, UMich, and many others.

Recently recognized on CNBC and voted Top Emerging Company in America, [Ivy Exec](http://www.ivyexec.com) was founded in 2006 specifically to address the career needs of top performers. (Learn more at: <https://www.ivyexec.com/> but apply/register via the link below in order to receive a free one-month membership for NMA members.)

Basic membership to Ivy Exec is at no cost. [Ivy Exec](http://www.ivyexec.com) has also agreed to provide our members with 1 month of complimentary All-Access membership should you choose to upload your resume and be approved to join. As an All-Access member, you will have access to over 16,000 international job listings, industry intelligence reports, and the ability to build a profile searchable by leading companies.

1. [Click here to enjoy Ivy Exec All-Access membership FREE for one month.](#)
2. Use promotion code NMA2011 for your 1-month All-Access membership.

Upon expiration of the complimentary month of All-Access membership, NMA member accounts will auto-renew and be charged for All-Access Membership. NMA members may cancel the auto-renew option in their accounts before the end of the free trial in order to downgrade to Basic membership, which has no associated cost, or, as active job seekers, choose to continue with All Access membership, for which there will be an appropriate charge.

The goal of Ivy Exec is to give you resources to do more with your job search...AND a different kind of network. We invite you to consider joining that strong network which unites exceptional talent with the most sought after employers globally.

Sincerely,

Steve
Steve Bailey, CM
 President
 NMA... THE Leadership Development Organization



Looking for the latest leadership trends?
Need some fast facts on current labor stats?
Want to connect with Leadership bloggers?



The NMA Virtual Reading Room provides a collection of links to articles, blogs, resources and other libraries that contain leadership and business information, ideas and the latest innovations.

Find it at

<http://nma1.org/Education/NMA-Virtual-Library.htm>

Where Have You Been?

Cape Hatteras Lighthouse is the tallest in the nation and a famous symbol of North Carolina. The beacon from the light can be seen 20 miles out to sea and has warned sailors for more than 100 years of the treacherous Diamond Shoals, the shallow sandbars, which extend some 14 miles out into the ocean off Cape Hatteras.

It was built with 1,250,000 bricks baked in kilns along the James River in Virginia and brought in scows into Cape Creek where it was hauled by oxen one mile to the building site in Buxton. Towering 196 feet from the base to the top brick and then topped with an iron superstructure, it stands at 208 feet and cost \$155,000.00 to construct.

Please submit your pictures and information for **Where Have You Been** to: NMA-Lighthouse@columbus.gov



From left to right: Kaitlyn Spatz, Dan Spatz, Nags Head lighthouse, Danielle Spatz

2011 Speech Contest Set for October 26

The Columbus Public Service Chapter of NMA is seeking high school students who are interested in developing their public-speaking skills. The **NMA Leadership Speech Contest** is open to students in grades 9-12 and is a unique opportunity to research, write, and present a 4-6 minute address to an NMA audience.

The speech topic is Leadership – what it is, what comprises its attributes, who personifies the definition of a “leader”, or whatever else works its way into the students’ understanding of the subject. Winners advance through regional competitions, and four finalists have their expenses paid to the NMA Annual Conference to compete for a \$4,000 top prize.

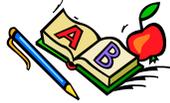
By researching, writing, and delivering a speech on Leadership, the young men and women, and their audiences, acquire a greater understanding of the role that Leadership plays. The contest also provides an incentive for the development of communication skills that will be so vital to them upon entering the workforce or furthering their education.

Contact Jacqueline Kelley at jkkelley@columbus.gov or 645-5824 for more information or to register a student.



NMA Calendar 2011

September



- 5 Labor Day
- 10 NMA National Conference Begins
- 14 Lunch Meeting (*Ronald McDonald House*)
- 20 Board Meeting (*Tentative*)
- 28 First Day Rosh HaShanna (*Jewish New Year*)

October



- 8 Yom Kippur (*Jewish Day of Atonement*)
- 10 Columbus Day
- 18 Board Meeting (*Tentative*)
- 26 Speech Contest
- 31 Halloween

November



- 15 Board Meeting (*Tentative*)
- 24 Thanksgiving

The NMA Leadership Model



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

NMA-Lighthouse Puzzles

July Puzzle Solution

This cryptogram uses symbols instead of letters, and contains a famous quote from a beloved children's fairytale.



All you need is trust and a little bit of pixie dust - Peter Pan

Kathy Spatz submitted the only correct entry.



August Puzzle

Instead of numbers, this puzzle contains nine letters. All 9 letters appear in each 9-box square and each horizontal and vertical row. Once the puzzle is solved, a commonly-used, 9-letter word will appear in the far right vertical column.

	D		U		O			
E								R
U	W		F			D		
		R			E			
N		W	D		R	L		E
			O			W		
		D			N		O	F
	N							U
			E	U			D	

To enter the contest, solve the puzzle and email the 9-letter word to: NMA-Lighthouse@columbus.gov. The contest winner will be selected by random drawing from all correct entries at the next NMA meeting. Entries must be received by 5 PM on September 13 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 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.



Chapter Leader Directory

NMA OFFICERS AND BOARD MEMBERS – JULY 2011-JUNE 2012

Officers	Name	Office Phone	Email
President	Bee Tolber	645-7496	vtolber@columbus.gov
1st Vice President	Teresa Langer	645-4128	tlanger@columbus.gov
2nd Vice President	Jacqueline Kelley	645-5824	jkkelley@columbus.gov
Secretary	Amy Ackerson	645-8119	aackerson@columbus.gov
Treasurer	Debbie Ioia	645-6276	daioia@columbus.gov
Immediate Past President	Vonna Hayes	645-7505	vshayes@columbus.gov
National Director	Bill Mahaffey	645-7100	wtmahaffey@columbus.gov
Board of Directors			
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
Committees			
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, Kathy Spatz and Bee Tolber Committee Members. Steve Bailey, Laurie Richards, Kathy Spatz Terrell Spencer and Bee Tolber contributed to this month's issue. Submit articles to: sngellman@columbus.gov or NMA-Lighthouse@columbus.gov.

