



# The Lighthouse



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

## Judy Johnson Receives “Member of the Year” Award

At the September 14 member meeting, the Columbus Service Chapter expressed appreciation to a member who deserves recognition for her tireless dedication, by naming her “Member of the Year”.

Judy Johnson is a person who is always there to help with whatever needs to be done. She has served as President of the Local for two terms straight, 2007-2008 and 2008-2009, stepping up and staying at the plate when no one else was available. In those two years, the Chapter earned the rank of Excellent, Superior and Outstanding, a ranking this Chapter is long standing in achievement.

Judy facilitates modules in the Supervisory Management Skills program, which is offered twice a year, and assists the Programs Committee at the sign-in table, ensuring everyone has a name badge. She also helps out with anything else that’s needed.

We congratulate Judy on her achievements, and thank her for all she has done to help make our NMA chapter great.

Submitted by Teresa Langer



Judy Johnson (center) receives her award from President Bee Tolber (left) and 1st Vice President Teresa Langer (right)

## September 2011

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

The latest issue of *Breaktime*  
can be found at: [http://  
nma1.org/Communications/  
Breaktime/2011-08/2011-08.pdf](http://nma1.org/Communications/Breaktime/2011-08/2011-08.pdf)

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

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## NMA Family Scrapbook

Congratulations to Terry Neal, Charlene Brown and Leslie Mohamand on the marriage of daughter Terryel Neal to Mike Krug, son of Nancy and Karl Krug. The happy couple will reside in Merrillville, Indiana.



**Get well wishes to Donna Garland and to Barbara Mahaffey, wife of Bill Mahaffey**

## 5 Leadership Lessons: Good Strategy, Bad Strategy

Richard Rumelt has written an insightful book on developing the ability to identify and develop good strategy. *Good Strategy, Bad Strategy* is obviously the result of decades of practice developing strategy and the many case studies and classroom interactions made it personal and very readable.

We've all been there. The big conference room as the lights dim and the Power Point slides begin. We sit attentively as the leader steps to the podium to tell us something like: "Going forward we will attain global leadership in our markets, increase revenues and profits ten percent, rationalize our supply chain and eat the competition's lunch by taking huge chunks of market share—all based on one of the world's most highly talented work forces for whom success never quitting until you win."

Cue the Chariots of Fire soundtrack, roll the reel of the good-looking diverse people of the company, and unleash the balloons.

There's a lot going on here: This leader is visionary, ambitious, goal-oriented, and motivational. Whether it is putting a man on the moon, fighting a war, launching a new product or responding to changing market dynamics such as the publishing industry's transition from paper to pixels, what he or she is articulating is NOT a strategy for overcoming obstacles to progress.

When it comes to strategy, we have gotten off-track into thinking that fluffy platitudes, goals, motivational slogans, and wishful thinking are the same thing as strategy. As a result, we don't get the intended results. "Bad strategy," says Rumelt, occurs when there is bad doctrine, when hard choices are avoided, and/or when leaders are unwilling or unable to define and explain the nature of the challenge. Here are some key ideas from this classic on strategy:



1. A great deal of strategy work is trying to figure out what is going on. Not just deciding what to do, but the more fundamental problem of comprehending the situation. A good strategy honestly acknowledges the challenges being faced and provides an approach to overcoming them. Strategy must contain action. Winging it is not a strategy.

2. A talented leader identifies the one or two critical issues in the situation—the pivot points that can multiply the effectiveness of effort—and then focuses and concentrates action and resources on them.

3. Organizations experience significant entropy—the continual drift towards disorganization. Much of the useful work of managers and consultants is maintenance—the constant battle against entropy. Strategists must battle this never-ending drift towards disarray within their own organization. And they must try to exploit the disarray of their rivals.

4. Every organization faces a situation where the full complexity and ambiguity of the situation is daunting. An important duty of any leader is to absorb a large part of that complexity and ambiguity, passing on to the organization a simpler problem—one that is solvable.

5. A good strategy has, at a minimum, three essential components: a diagnosis of the situation, the choice of an overall guiding policy, and the design of coherent action. Many attempts at strategy lack a good diagnosis. At the start of most consulting engagements, the client wants an appraisal of a particular course of action or wants advice on what to do. I almost always back up and try to create a better diagnosis of the situation before getting into recommendations.

From *LeadershipNow* 9/22/2011

Of Related Interest:

[The Four Hallmarks of Bad Strategy](#)



## Get More Involved with NMA

Find out how much more you can get out of your NMA membership—join a committee. All Committees are looking for a few new, bright people to help make the 2011-2012 year a Good One!

### Membership:

- Process New Member Paperwork
- Recruit Potential New Members
- Implement New Member Orientation
- Develop New Member Information Packets

### Programs:

- Determine Schedule of Meetings: Dates, Times, Menus & Places
- Coordinate Meeting Set-up
- Choose Speakers/Meeting Program
- Facilitate Program Registration, Develop Monthly Flyers

### Community Service / Student Leadership Speech Contest:

- Contact Students/Teachers/Schools Regarding Leadership Speech Contest
- Facilitate Students and National Office Distribute Paperwork
- Secure and Coordinate Judges for Speech Contest
- Log Common Service Projects/Organize Fund Raisers

### Professional Development:

- Coordinate Trainers for Seminars
- Organize Chapter Training Seminars and Webinars

### Public Relations:

- Produce Monthly Newsletter
- Take Pictures of Chapter Events
- Conduct Media Coverage/ Write News Release
- Write Articles

### Chapter Awards:

- Coordinate and Print Recognition Certificates
- Purchase & Coordinate Chapter and Buckeye Council Awards
- Promote Chapter Officer Nominations

Contact any of this year's officers to become a part of the team!

## 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 are its attributes, who personifies the definition of a “leader”, or whatever else develops from 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 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 when entering the workforce or pursuing advanced education.

Contact Jacqueline Kelley at [jjkelley@columbus.gov](mailto:jjkelley@columbus.gov) or 645-5824 for more information or to register a student.



## Meeting Notes

### TOP 10 Needs Wish List

1. Magic Erasers
2. Steel SOS pads
3. Dryer sheets
4. Shampoo and conditioner (hotel size)
5. Dishwashing soap
6. Laundry detergent
7. Combs and brushes (hair)
8. Female sanitary products
9. Breakfast items (cereals, oat-meal, granola bars)
10. Lysol disinfectant

### Additional Needs

- Disinfectant floor cleaner (Pine Sol)
- Gasoline gift certificates
- Scrubbing bubbles for bath tub
- CVS/WalMart gift certificates
- Double scrubber bowl brushes
- Toys (New) all ages
- Toilet plungers
- 60 watt light bulbs, also Globe style
- White bath towels, hand towels
- 30 gallon plastic tubs with lids
- White/beige blankets (double bed)
- Feminine hygiene items
- Pillow covers (standard size)
- Diapers
- Zip Lock quart and gallon bags
- 8x11 office copy paper
- Tall kitchen trash cans
- Postage stamps
- Small boxes of cereal
- Duracell AA batteries
- Fresh fruit (call 227-3700 first)
- Fresh milk products and yogurt (call 227-3700)
- Fresh bread (call 227-3700 first)
- Dry food items (soups, salt, pepper, sugar, flour)
- Pack and Plays and sheets to fit
- PAM spray, chili, spaghetti and sauce

Contact Lisa Repaske with questions about this list. She can be reached at (614)227-3700 or by email at [Lisa.Repaske@RMHC-CentralOhio.org](mailto:Lisa.Repaske@RMHC-CentralOhio.org)

## September Meeting Spotlights Ronald McDonald House Charities

By 1st Vice President Teresa Langer

This past summer, President Bee Tolber and I took a tour of the newly built Ronald McDonald House located at 711 East Livingston Avenue. This was the first time I had been in it and was quite impressed. It was bustling with people from top to bottom. Volunteers at the front desk directing people to their quarters, parents and siblings of children in the hospital going here and there, and volunteers performing their humanitarian deeds throughout the whole building.

The Ronald McDonald program has provided a "home away from home" for millions of families since its inception in 1974. It allows families to stay together, which helps aid in the healing process. This year will mark a milestone with the opening of

the 300th Ronald McDonald House in St. Louis. The Ronald McDonald House Charities, as it is formally called, is a non-profit, 501(c)(3) corporation which creates, funds and supports programs that directly improve the health and well being of children. Right where it is needed most, in the community, makes an immediate, positive impact on children's lives in Columbus and through their global network of local chapters in 52 countries, and three core programs, the Ronald McDonald House, the Ronald McDonald Family Room. And the Ronald McDonald Care Mobile, Ronald McDonald House Charities of Central Ohio have awarded more than \$460 million dollars in grants and program services to children's programs around the world. These programs and grants provide a bridge to accessible health care and allow a family more time together, which helps in the healing process.

Continued on Page 5

## Yankee Candle Fundraiser

Once again, the Columbus Public Service Chapter of NMA is selling beautiful Yankee Candle products to benefit the Speech Contest. Orders between now and October 7, and receive your candles in time for the holidays. Contact Jacque Kelley at 645-5824 or [jkkelly@columbus.gov](mailto:jkkelly@columbus.gov) for more information., or to place an order.



## Meeting Notes

### Continued from Page 4

Walking from floor to floor we saw the rooms decorated in different themes based on the donations provided for that particular room. There was the OSU room, the Jim Tressel and Wife room, the Blue Jackets hallway and multiple rooms, all decorated in the team colors. What was really interesting were the eating areas; separate kitchen areas for the different families to store and share any food they had along with what the Volunteers were bringing in. There is a schedule of Volunteers as to who is cooking what on each day so at least the families know they are going to be fed. The food we had left over from our last member meeting on Wednesday September 14th, catered by Hoggy's, was donated to the House via our speaker that day, Megan Koester, Development Officer.

Megan showed a presenta-

tion of the new House, describing its mission and core programs, the history of the Pop Can Tabs with the Tab-Ulations, and a wish list of the Top 10 Needs. Here is a little bit on the pop can tabs.

The tabs on aluminum cans can be easily removed by twisting them back and forth until they break off. They can also be collected from vegetable and soup cans, pet food cans, and even the recently new tops off of tennis ball cans. Because the tabs are so small they can be collected in many types of containers; however, the small red, white and blue RMHC houses provided make it easy and fun to collect. The small houses can hold up to 850 tabs at \$.15 each, and the much larger house can hold up to 10 pounds at \$1.25 each. Megan was gracious enough to bring us a supply to the meeting.

### Fun Tab-ulations:

1280 pop tabs = 1 lb.  
2560 pop tabs = 2 lbs.  
3840 pop tabs = 3 lbs.  
5120 pop tabs = 4 lbs.  
6400 pop tabs = 5 lbs.  
1,000,000 = 781.25 lbs.

1 inch = 1 pop tab  
1 foot = 12 pop tabs  
1 yard = 36 pop tabs  
1 meter = 40 pop tabs  
1 kilometer = 40,000  
1 mile = 63,360 pop tabs



## October Meeting

The next meeting will be a lunch meeting at 1881 25th Ave., and the topic will be Taking a management roll with the City. Watch your email for details.



Megan Koester talks to the members about Ronald McDonald House Charities.

## Professional Development Opportunities



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

<http://www.certification-partners.com/cciivv/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](mailto:icpmcm@jmu.edu).**

**SMS Course Announcement:**

### **“Law for the Layman”** Part X of the Supervisory and Management Skills Program

**When:** Wednesday, October 12, 2011  
Wednesday, October 19, 2011  
Wednesday, October 26, 2011  
Wednesday, November 2, 2011  
Wednesday, November 9, 2011  
Wednesday, November 16, 2011  
Wednesday, November 30, 2011

**1:00 a.m. to 1:00 p.m. – BRING YOUR LUNCH**

**Location:** Department of Public Service Training Center  
1881 E. 25th Avenue

This is Part X of the 10-course program that provides a brief overview of law believed to be pertinent to the business structure. Although the course may be termed introductory, it contains considerable emphasis on government laws and regulations that are difficult due to both complexity and number. The foundations provided in the early modules will allow for a better understanding of this material covering topics such as "Law and the Legal Process" and "Criminal and Tort Law and Contract Law".

**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.**

Return your reservation by Monday, October 3, 2011 to:

**Teresa Langer, Division of Fire**

**Phone: 645-4128**

**E-mail: [tlanger@columbus.gov](mailto:tlanger@columbus.gov) or fax: 645-4204**

Fees: NMA Member: FREE; Non Members \$95

Make checks payable to NMA (if you are a non-NMA member)

Mail to: **NMA c/o Debbie Ioia**  
**910 Dublin Road**  
**Columbus, OH 43215**



Dear, NMA Columbus Public Serv. Chapter,  
 Thank you so much for your donation  
 to our organization. We greatly appreciate  
 your generosity. It enables us to continue  
 our programs so that we may help  
 serve those who sacrifice so much  
 in our behalf. Gratefully,  
 Susan Heimann and Carol Watnabe  
 Program Director Executive Director



## Where Have You Been?

Wine, Airplane Museums, Quaint shops and paddleboat adventures abound in Keuka Lake, NY. Located in the Fingerlakes region of NY, about 7 ½ hours from Columbus, this is a great destination if you just want to get away. Many award winning wineries (and some great breweries) are along the Keuka Lake Wine Trail. There was plenty of family fun; putt-putt courses, swimming, movies, bike rides, hikes and museums. The Glenn H. Curtiss Museum featured aircrafts, and had a flight simulator for the little one, and a collection of Indiana Jones movie props. If you visit - The beach in Penn Yan (where we stayed) is a grassy beach and the lake bed is very muddy, so make sure to buy a pair of water-shoes! Also, on your drive up - make sure you stop by the Cuba cheese shop in Cuba, NY. Trust me you won't regret the cheddar!



Right: Beth Fairman Kinney and Ethan at Keuka Lake Vineyards

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

## NMA Receives Thank You Card

The Little Patriots Embraced, a non-profit organization based in Chesterfield MO, received a \$25 donation from the Columbus Public Service Chapter of NMA. This donation was used to supply a family package to the spouses and children of our deployed military.



# 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

## August Puzzle Solution

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

The winner was  
**Barb Crawford**

Correct answers were also received from:  
**Albert Iosue**  
**Jan Reese**  
**Linda Rightor**  
**Kathy Spatz.**



## September Puzzle

**Crossfigure:** All the clues are simple numerical expressions. For solving the puzzle, logic and ingenuity are more important than mathematical skill.

1		2		3		4		5
		6						
7						8	9	
				10		11		
12	13					14		
				15	16			
17		18				19		20
				21				
22						23		

### Across

- 1 12 across divided by eleven
- 4 19 down plus twenty-three
- 6 5 down minus four
- 7 4 down times five
- 8 19 across minus thirty-five
- 10 4 across times three
- 12 Seven times 10 down
- 14 A cube
- 15 17 down minus fifty-seven
- 17 11 down minus 126
- 19 19 down plus fifty-three
- 21 17 across minus seventy
- 22 15 across plus twenty-three
- 23 16 down divided by nine

### Down

- 1 21 across plus fifteen
- 2 7 across plus 250
- 3 13 down times twelve
- 4 A square number
- 5 Five times 19 down
- 9 10 across minus sixty-six
- 10 Four times 4 down
- 11 6 across minus twenty-nine
- 13 8 across times three
- 16 Six times 9 down
- 17 12 across divided by seven
- 18 A square number
- 19 4 down minus nine
- 20 7 across minus nine

To enter the contest, solve the puzzle and email the solution to: [NMA-Lighthouse@columbus.gov](mailto:NMA-Lighthouse@columbus.gov), or fax it to 645-2400. 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 October 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 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

<b>Officers</b>	<b>Name</b>	<b>Office Phone</b>	<b>Email</b>
President	Bee Tolber	645-7496	<a href="mailto:vtolber@columbus.gov">vtolber@columbus.gov</a>
1st Vice President	Teresa Langer	645-4128	<a href="mailto:tlanger@columbus.gov">tlanger@columbus.gov</a>
2nd Vice President	Jacqueline Kelley	645-5824	<a href="mailto:jkkelley@columbus.gov">jkkelley@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>
Immediate Past President	Vonna Hayes	645-7505	<a href="mailto:vshayes@columbus.gov">vshayes@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	VACANT		
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>
Programs	Laurie Richards	645-7330	<a href="mailto:lirichards@columbus.gov">lirichards@columbus.gov</a>
Professional Development	Kathy Spatz	645-0487	<a href="mailto:kaspatz@columbus.gov">kaspatz@columbus.gov</a>
Public Relations	Sima Gellman	645-6161	<a href="mailto:sngellman@columbus.gov">sngellman@columbus.gov</a>



The Lighthouse is published monthly by the Columbus Service Chapter of NMA, Sima Gellman, Editor, JP Blackwood, Jacque Kelley, Teresa Langer, Terry Neal, Kathy Spatz Committee Members. Laurie Richards, Terry Neal, Teresa Langer and Jacque Kelley contributed to this month's issue. Submit articles to: [sngellman@columbus.gov](mailto:sngellman@columbus.gov) or [NMA-Lighthouse@columbus.gov](mailto:NMA-Lighthouse@columbus.gov).

