



# The Lighthouse



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

## Veterans Honored at November Meeting



Honored veterans, from left to right: R. Scott Ward, Army; Denver Collier, Army, Carnell Felton, Marine; Mike Vance, Army; Henry Mackey, Marine; Jesse Mackey, Army; Bill Mahaffey, Army; Terrell Spencer, Air Force and seated is Oliver Mitchell, Army. Not pictured: Edwina Gregory, Army and Al Bohanan, Army Reserve and National Guard.

The 94th Aero Squadron was the setting for the November meeting, which featured a presentation by representatives from Honor Flight, and a special presentation to several generations of veterans. Members were encouraged to invite a veteran to the meeting.

Honor Flight's moving and informative presentation described their mission, which is to honor veterans from the second world war, and thank them for their service. The Honor Flight is a one-day trip to Washington DC with a group of veterans, which includes visits to memorials and other landmarks that honor veterans of the Second World War. Over the last five years, the local group has taken 2200 veterans on the trip. Their mission to honor this group of veterans is almost complete, and they plan to begin Honor Flights for veterans of the Korean War.

After the presentation, certificates of appreciation were presented to the veterans who attended the meeting, and NMA gave a donation of \$300 to Honor Flight.

## November 2011

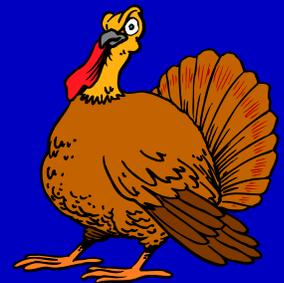
Check out NMA's group on  
LinkedIn at [NMA1.org](http://NMA1.org)

The latest issue of *Breaktime*  
can be found at: [http://  
nma1.org/Communications/  
Breaktime/2011-12/2011-12.pdf](http://nma1.org/Communications/Breaktime/2011-12/2011-12.pdf)

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

### Inside this issue:

NMA Family Scrapbook .....	2
Communicating Appreciation .....	2
Virtual Library Information ....	3
Meeting Announcement .....	4
Fundraiser .....	5
Where Have You Been .....	5
Thanks for HOBY .....	6
Professional Development.....	7
NMA Calendar .....	8
NMA Leadership Model .....	8
Lighthouse Puzzles .....	8
About NMA .....	9
Officer Directory .....	10





## NMA Family Scrapbook

Congratulations to "New Grandma" Teresa Langer on the birth of her first granddaughter, Victoria vanAlmen on November 16th! New mother, Jennifer vanAlmen, former member (and former Programs Chair) resides in Brandon Florida with her husband Philip. Guess we know where Teresa will be spending a lot more time!

**Get well wishes to Membership Chair Donna Garland**

## 5 Keys to Effectively Communicating Appreciation in the Workplace

by Paul White:

As I travel around the country to consult for businesses and organizations, I hear the same message over and over—both from leaders and from their employees:

"People are getting burned out. We have to do more work with less people, making do with the budget that we have," or, "We need to do something to show our workers appreciation but funds are tight." Burn-out is the common theme, as people in the workplace express that they are becoming more negative, cynical, and discouraged.

Research confirms that there are serious problems developing in the workplace today:

- 65% of workers say they have received no recognition or appreciation in the past 12 months.
- While 80% of large corporations have employee recognition programs, only 31% of their employees say they feel valued for doing good quality work.
- The #1 reason for recognition in most workplaces is longevity (how motivating is that?).
- Only 8% of employees feel their top management cares about them personally.
- 70% of employees are either

disengaged or under engaged in their work.

- Yet only 21% of these workers are looking for work elsewhere, meaning approximately 50 % of the workforce are just passively enduring work they don't enjoy.

The workplace environment needs to change for the better, and leaders can change the course. Unfortunately, many managers' efforts to appreciate their staff are misguided and wind up being a waste of time and effort. Why? Because they are not built upon the core principles necessary for appreciation to be communicated effectively.

Make your praise specific and personal. The most common mistake organizations and supervisors make is communicating appreciation that is general and impersonal. Sending blast emails

with the message, "Good job. Way to go, team!" has no specific significance for the individual who stayed late to get the project completed. Use your col-

league's name and state specifically what he or she does that makes your job easier.

Realize that action can be more impactful than words for some employees. Some people (seemingly, often men) do not value verbal praise, holding to the mentality that words are cheap.



For these people, compliments are viewed with disbelief and skepticism, and sometimes verbal praise is understood as an act of manipulation. Actions are more effective to show appreciation for these individuals, such as spending time with them at the office or helping to get a task done.

Use the language of appreciation valued by the recipient. Not everyone likes public recognition or social events. One leader told me, "You can give me an award but you'll have to shoot me first before I'll go up and get it in front of a crowd." And for many introverts, an invitation to attend a staff appreciation dinner is more like torture than a reward for doing a good job. They may prefer getting a gift card for a bookstore and staying at home and reading. Find out what your co-workers or employees value and communicate in that language.

Separate affirmation from constructive criticism or instruction. If you want the positive message to be heard loud and clear, don't follow your affirmation with a "Now, if you would only..." message.

Don't offer a compliment followed by a criticism of how the individual could do better. They will only remember the constructive criticism, and may not even hear the positive.

Be genuine. Don't try to fake it or overstate your appreciation ("You are the best administrative assistant in the free world!"). People can sense when appreciation is obligatory or contrived.

In my business consulting practice, I have seen these simple principles of appreciation successfully improve workplace environments previously suffering from a bad case of burn-out. Appreciation has the ability to transform any team—whether in public schools, medical facilities, manufacturing firms, universities, restaurants or financial firms. Give it a go – it is worth it!

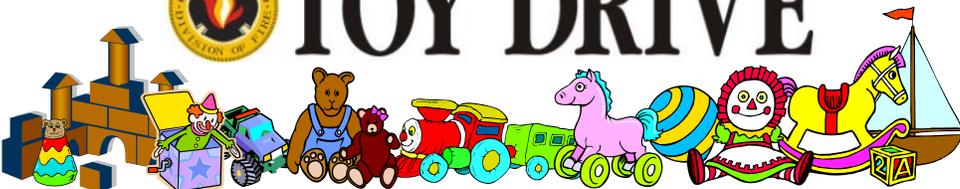
From the [Great Leadership](#) blog of Dan McCarthy, found at [www.greatleadershipbydan.com](http://www.greatleadershipbydan.com). Guest post by Dr. Paul White, a business consultant and psychologist, who is the coauthor of *The 5 Languages of Appreciation in the Workplace* with Dr. Gary Chapman. For more information, go to <http://www.appreciationatwork.com/>.



# Firefighters 4 Kids



## TOY DRIVE



### Check out the



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

### Free Libraries

[Harvard Kennedy School](#)  
[Harvard Entrepreneurship](#)  
[Wall Street Executive Library](#)  
[Free Management Library](#)  
[The Free Library](#)  
[USASBE](#)  
[USDOL](#)

### eBooks

[Netlibrary](#)

### Resources

[Federal Business Opportunities](#)  
[U.S. Small Business Administration](#)

### Blogs and Podcasts

[Top 50 Up and Coming Leadership Blogs](#)  
[Leadership Podcasts and Events from TED](#)

### Project Management

[Project Management Institute \(PMI\)](#)  
[PM Certification Tool](#)  
[PM Exam Prep Book \(Amazon\)](#)  
[Project Management Preicast](#)  
[PM Zilla-Project Management Tips and Tests](#)  
[PMI PMStudy](#)  
[Project Management Leadership Group](#)  
[Certified Associate in Project Mgmt. \(CAPM\)](#)  
[Project Management Professional \(PMP\)](#)  
[IQShare and MindEdge-Partners with NMA](#)

## Meeting Announcement



### Help Keep NMA Luncheon & Dinner Costs Affordable

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](mailto:lirichards@columbus.gov).

Thanks!



## December Holiday Luncheon

**DATE:** Tuesday December 13, 2011

**TIME:** 11:15 am to 1:00 pm

**LOCATION:** Berwick Manor  
3250 Refugee Rd.  
Columbus, Oh 43232

### MENU: Holiday Lunch Buffett

Assorted Salads  
Assorted Pasta  
Assorted Meat Dishes  
Assorted Vegetables  
Assorted Potatoes  
Hot Rolls & Butter  
Assorted Desserts  
Hot Coffee, Tea, Iced Tea, Water or Soda



**Please make your reservation by December 8, 2011!!**

**Please support Columbus' hungry during this holiday season and donate a canned food at the meeting for an extra raffle ticket! Please also remember your toy to help support Columbus' kids in need through Firefighters For Kids and receive a free raffle ticket! And bring extra \$\$\$\$\$\$! There will be special raffles for holiday gifts!**

**NMA Chapter President Bee Tolber will be handing out extra tickets for those who bring a canned food for a special prized every meeting.**

**To make, cancel or add a reservation, e-mail Laurie Richards, Public Utilities at [lirichards@columbus.gov](mailto:lirichards@columbus.gov), or call 645-1769.**

**If you are bringing a guest, send guest fee with reservation to Laurie Richards at Public Utilities Permit Office, 910 Dublin Rd. 3rd Floor, or bring to the meeting.**

**Guest Fee: \$15.00**

## Fundraiser at DPU

Friday, November 18th marked the 12th annual Division of Power and Water Christmas Craft Bazaar, which benefits their "Adopt a Family" fund. This year, NMA participated with a "Make An Offer" table containing a variety of items from DVDs to many interesting odds and ends that had been donated by members. Proceeds going to the Speech Contest expenses for the upcoming LDC in April, 2012. Thanks to NMA members Kathy Spatz, Teresa Langer and Terry Neal for their contributions! Along with the sale of some "new" Yankee Candles, the profit made for the day was \$130!!!! Thanks to all who helped out that day, Teresa Langer, Cindy Fruth, and Jacque Kelley.

Submitted by Teresa Langer  
Photo by Terry Neal



Teresa Langer, working the table at the Craft Bazaar.



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

<http://www.certification-partners.com/ccii/vv/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).

## Where Have You Been?

The Cirasol gift shop gets ready for the Day of the Dead in Old Mesilla, the original Mexican Village that became the city of Las Cruces, New Mexico. Mrs. Bunny is displaying the October, 2011 issue of The Lighthouse.

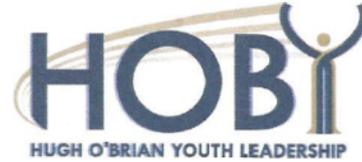
Submitted by Sima Gellman



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

## Public Service

### Another Thanks from HOBY



Dear Friends of HOBY:

The 2011 Ohio South Hugh O'Brien Youth Leadership Seminar was outstanding. The seminar hosted in May at Denison University, Granville, drew 212 high school sophomores from 32 counties in Ohio. These young people participated and left with a new set of experiences which will help shape their perspective as well as giving them the inspiration to be strong leaders.

Many thanks to you and your willingness to be supportive of such a great educational opportunity. HOBY can continue to provide quality service and programming at our seminar.

The 2011-2012 President of Kiwanis International, A. Alan Penn, has been at the Ohio South Seminar several times.

Travis Hammock of Northridge High School said, "One of my favorite experiences from ROBY was our group reflection and hearing all of my group what they thought. Since we were so close we did not argue with each other, even though we had different views. On top of reflecting with my group, just knowing that I am going to keep in contact with my new group of friends is exciting."

Tim Ney of Licking Heights High School had this to say, "The best part of the whole seminar has been all the leadership games and fun ways HOBY brings current events to our attention. No matter how good or bad, these different events need to be explained and the speakers did a wonderful job. I loved each speaker and they furthered my knowledge on many topics."

Chad Stramine of Westerville North High School said, "Throughout my time at ROBY, I have had a blast and done so much. There has been something new each day and I always look forward to another. One personal experience that was really exhilarating happened to be at our pep rally. I was chosen to compete in a relay for the blue team and they all counted on me to do my best. This was so much fun and a great time."

In August the Kiwanis Club of Granville had a HOBY night. There were 13 ambassadors and 12 parents present. Each ambassador talked about their experiences at HOBY and a couple parents said they could see a difference in their son or daughter since they attended HOBY and they felt it would carry over to school and the community. I was very proud of these students.

Enclosed is a sponsor patch. Again, thanks to you for your support. Hopefully you will include HOBY in your 2011-2012 budget. Should you have any questions, please do not hesitate to call me at 1-740-587-2295.

Sincerely,

A handwritten signature in black ink that reads "Baird A. Krueger". The signature is written in a cursive style with a large, sweeping flourish at the end.

Baird A. Krueger

## Professional Development Opportunities

### NEW Project Management Professional (PMP®) Certification Training For NMA Members

The PMP® credential recognizes demonstrated competence in leading and directing project teams in all businesses and industries. If you're an experienced project manager looking to solidify your skills, stand out to employers, and maximize your earning potential, the PMP® credential may be of interest to you. Our national NMA organization is poised to help you reach your goal via two new opportunities.

The NMA Virtual Classroom through  **IQ Share**

**WHAT?** A new online environment created especially for NMA members (chapters and companies) through a special relationship with IQShare, a PMP® Exam Prep education provider, well known for already providing after hours training to NMA's largest affiliate. Classes are "live over the Internet" in Web-Ex fashion. You may take the 40-hour class at home, from your office, or as a group of colleagues in a conference room. IQ Share also provides on-site PMP® training as well.

**WHEN?** NMA members may take these virtual classes on Sundays...or Monday & Wednesday nights...or on Saturdays. The Sunday classes begin January 15th and the Monday/Wednesday night option starts January 16th. Saturday classes commence March 3rd. A total of six options are presented in the handout referenced at the bottom of this article.

**HOW DO I REGISTER?** Bryan VanSickle, IQShare President (or his assistant Michele Winters) will personally answer curriculum and delivery questions, then walk you through the registration process over the phone (303/503-9212). They'll then send you a registration form and an invoice. Not 100% sure? Talk with Bryan about "auditing" the first class for free.

**What IS THE COST?** IQ Share is offering a 50% discount to NMA members for this 40-hour virtual classroom opportunity. Only \$1295

#### Self Study Courses, Programs, and Simulations through



**WHAT?** MindEdge, a Project Management Institute (PMI) Registered Education Provider is making its complete library of PMP self-study materials available to NMA members through the NMA website. You can find them at [www.nma1.org](http://www.nma1.org) under the Education tab as well as in the NMA Virtual Library, under the Project Management Tab. This particular group of materials are in addition to several other PMP self-study programs already posted on the Virtual Library portion of the NMA website.

**WHEN?** Being self study, you may take them at your leisure. On-line support for most of these courses is available as well.

**WHAT IS THE COST?** Prices start at \$79 for a single self-study course.

**For a complete packet of information on both programs, go to:**

<http://nma1.org/Education/pmpinfo.pdf>



# NMA Calendar

## 2011

### December



- 13 Holiday Lunch
- 15 Board Meeting
- 20 Hanukkah (First Night)
- 21 Winter Solstice
- 25 Christmas
- 26 Kwanzaa begins
- 31 New Year's Eve

## 2012

### January



- 1 New Years Day
- 16 MLK Day
- 19 Board Meeting

### The NMA Leadership Model



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

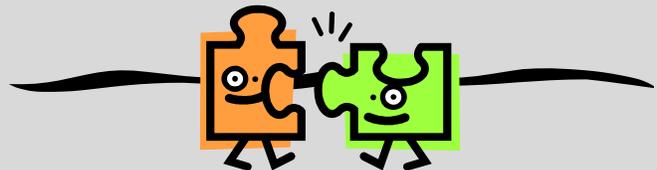
# NMA-Lighthouse Puzzles

## October Puzzle Solution

T	N	S	H	T	H	P	T	O	N	R	S	T	B	R
O	U	G	A	W	G	A	L	D	Y	H	Y	S	I	H
I	C	G		T	O	E	R	O	H	A	T		T	T
	H	H		N	H	E			G	E	E		E	S
	I	E		T		R				L	A		S	
T	H	E		W	O	R	L	D		H	A	T	E	S
	C	H	A	N	G	E			Y	E	T		I	T
	I	S		T	H	E		O	N	L	Y		T	H
I	N	G		T	H	A	T		H	A	S		B	R
O	U	G	H	T		P	R	O	G	R	E	S	S	

Correct answers were received from Al Carmon, Al Iosue, Kathy Spatz, Bill Kessinger, John Chilton, Linda Rightor and Debbie Iola.

The winner was Al Carmon.



## November Puzzle

If a pyramid of golf balls has 12 balls on the bottom layer, how many balls are in the entire pyramid?



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 December 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	Vonna Hayes	645-7505	<a href="mailto:vshayes@columbus.gov">vshayes@columbus.gov</a>
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>
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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 and Teresa Langer 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).

