



Winner-Publications Contests: 1991—1995, 1998, 2000, 2001, 2003—2005

Volume XXII, Number 1 April - June, 2006

Southern California Area Council Newsletter

2006 SCAC AWARDS

2006 Gold Knight of Leadership

Jayne Schnaars Boeing Huntington Beach Site Executive

Jayne Schnaars is the Executive Advisor for the Boeing Aerospace Leadership Chapter (BALC) of NMA and she is also a member of the NMA Executive Advisory Board. Jayne has been instrumental in attaining commitments from Boeing corporate executives as BALC keynote speakers and creating executive leadership Lunch & Learn panels which has resulted in an increase of 70+ new BALC members in the last six months.



In her 20 year career with Boeing in Southern California, Jayne has held several executive leadership positions including VP of Boeing Launch Services and Director of Business Development for all Boeing human spaceflight programs. In her current role as the Boeing HB Site Executive, Jayne has responsibility for the health and welfare of over 6,500 personnel on the site. In this role, she is actively involved with every program, business unit and supporting site function on the campus. On March 14, Jayne led the 2006 Ethics Recommitment Day on the HB site where she personally trained over 1,600 employees. She strives for the highest level of ethics and integrity in her career and

published the HB Site Operating Principles against which her team is measured as part of their annual performance evaluations. She is also an advocate for the Boeing IDS Leadership Principles and recently invited NMA President Steve Bailey to speak at the HB site on how the NMA Leadership Model ties into these principles.

Jayne has spent most of her career in the business development arena working competitive proposals for space systems for DoD, NASA and commercial customers. She has worked extensively in the competitive proposal process for new business awards. Jayne is the primary interface with the



HB Mayor, City Council, and Chamber of Commerce on matters related to the Boeing HB site and its role in the community. She is also actively involved in promoting the math and sciences within our local K-12 schools to ensure that the next generation of aerospace engineers can continue the path forward for our company, our customers and our community.

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From the Desk of the President

By Mike Chaney, President



Why Have a Recognition Program?

As stated at the NMA Web site, public recognition given for a job well done stimulates members and improves individual performance and group performance alike. Awards are a

means to an end – recognition that tangible milestones have been reached as we strive to reach intangible goals and ideals.

From a personal and Council perspective, I see our recognition program as supporting my 2006 Goals and Objectives. The program supports two of my goals; to provided guidance and support to the Chapter Leaders in reaching their objectives and goals, and to promote growth and communication within the Council.

Each year SCAC sponsors awards that member chapter and individual members are eligible to win. For 2006, SCAC sponsored and awarded four recognition awards:

1. Gold Knight of Leadership (Previously Gold Knight of Management).
2. Member of the Year.
3. Manager of the Year.
4. Chapter Innovation.

The **Gold Knight of Leadership** is the highest award an NMA council can bestow upon an outstanding executive. The nominee must be an executive whose reputation for outstanding leadership

is well known in the area served by the council. The person should be one who has motivated other management people to practice the principles of the Association’s Code of Ethics and has encouraged others to contribute toward achievement of the objectives of the Association. The nominee should be one who is an outstanding influence for the preservation of the American Enterprise System among business, industrial, and community associates. One Gold Knight Award a year may be presented by each council to a senior executive of the council’s choice. The nomination must be sent through the council’s assigned director, who must concur and forward the nomination to the President at NMA Headquarters for approval by the Executive Board.

The **Member of the Year Award** is used to recognize an NMA member for his/her efforts during the past 12 months that enhanced the effectiveness of the Chapter or Council and advance the purpose and the image of the Association.

The **Manager of the Year Award** is used to recognize an NMA manager that has been a leader in their respective business, service, or industry. The manager has been identified as a leader in the community and takes an active part in civic activities. The manager must exemplify the NMA Code of Ethics, support the local NMA chapter, promote the American Enterprise System, and assist with the development of others for leadership and management roles.

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Chapter Presidents Directory

MEMBER CHAPTERS		MEMBER CHAPTERS (Continued)	
Boeing Anaheim Leadership Association	Bob Noel (714) 762-2724	San Luis Obispo City Employees	Rich Ogden (805) 781-7100
CANDIDATE CHAPTERS			
Boeing Aerospace Leadership Chapter	Bob DeVries (714) 934-0945	Tri-City Chapter	Kathryn Roberts (909) 395-2715
City of Orange	Julie McWhorter (714) 744-2219	San Luis Obispo County Chapter	Gina Nielsen (805) 781-1589
Harbor-UCLA Med Ctr	Mary Lee Ryba (310) 222-2207		

National Happenings

By Pete Kurzhals, Ph.D., National Director



Leadership is everyone's business!

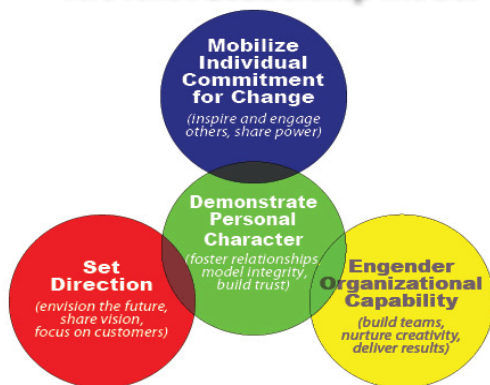
How often have you heard that? Whether it is Jim McNerney's leadership attributes for Boeing, namely:

1. Chart the Course
2. Set High Expectations
3. Inspire Others
4. Live the Boeing Values
5. Find a Way
6. Deliver Results or the results-based leadership model adopted by the NMA which addresses four basic elements:
 7. Set Direction
 8. Mobilize Individual Commitment for Change
 9. Engender Organizational Capability
 10. Demonstrate Personal Character

All of these leadership approaches have basic elements that can help us succeed in our professional and personal lives.

By adopting these in your daily activities, you too will become a leader – no matter what your experience or work level is.

The NMA Leadership Model



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

What are some of these behaviors? To Set Direction by envisioning the future, sharing your resultant vision and focusing on your internal and external customers, here's

what you can do:

- Drive performance through shared vision, values, and accountability
- Adapt to the accelerating pace of change
- Be forward thinking -- embrace change and transformation
- Set strategy and drive execution via supporting goals, tasks, & individual accountabilities
- Maintain an environment that supports risk taking
- Maintain customer focus; internal and external
- Limit personal bias or preferences when leading others
- Staff for effectiveness... and the future
- Remain consistent
- Communicate the vision
- Understand key political, economic, and social trends both domestically and globally

To Mobilize Individual Commitment for Change by inspiring and engaging others and sharing power, try the following:

- Lead by example
- Encourage others to model corporate values
- Build confidence and passion in others
- Energize the organization via a compelling picture of future opportunities
- Influence through win/win solutions
- Enable world class performance of tasks
- Partner to maximize results
- Listen attentively & articulate contributions of others
- Champion individual successes
- Inspire and motivate others
- Provide appropriate recognition, praise, and rewards
- Be approachable
- Develop other leaders in the organization
- Create a supportive culture with reward systems that reward leadership behaviors

To Engender Organization Capability by building teams, encouraging creativity and delivering results, you need to:

- Nurture creativity and innovation

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National Happenings (Continued)

(Continued from Page 3)

- Foster effective communications
- Mentor and coach for growth and success
- Promote collaboration and teamwork
- Attract, develop, and retain talent
- Value diversity
- Respect and capture collective knowledge
- Leverage cross-disciplinary knowledge to provide integrated solutions
- Provide a stretch orientation to assignments
- Solicit and provide feedback
- Lead efforts to streamline processes and adopt best practices
- Recruit effectively
- Implement succession planning/talent-pool planning processes
- Cultivate an active network of relationships inside and outside the organization
- Ensure that measurement systems are in place to track results
- Address career and work environment issues that affect retention, including physical and mental health

To Demonstrate Personal Character by fostering relationships, modeling integrity and building trust, you should:

- Model the ideals – including the values – of the organization
- Exercise sound judgment
- Adapt and perform under pressure
- Inspire trust through ethical behavior
- Sustain and build personal relationships with all constituencies, internal and external
- Lead courageously
- Assess self and embrace a personal philosophy of lifelong learning
- Stay on track and do not be deterred or compromised by negative pressure from others
- Accept full responsibility for actions taken and decisions made
- Appropriately question the actions and leadership of others
- Demonstrate sensitivity and respect for others

Diffuse conflict and accept criticism

While not all of these leadership behaviors may apply to your situation, try out the ones which do and you will be both more motivated and more effective.

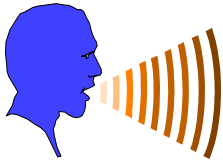
The NMA's LiveOnline and LeaderLab courses will explore many of these behaviors and will give you a chance to exercise your leadership skills and share your experiences in challenging but non-threatening scenarios; so take advantage of these new opportunities to expand your leadership capabilities.

Brisa Weaver wins 1st Place in the American Speech Contest at LDC!



Congratulations to Brisa Weaver, pictured, for winning the area level of the American Speech contest in Salt Lake City. She now goes to Nashville, Tennessee for the National Contest!

Chapter Chatter



City of Orange NMA Chapter Celebrates Accomplishments

By Avis French

At their final meeting on their administrative year on June 21, the City of Orange NMA Chapter celebrated the year's accomplishments, and inducted new chapter officers.

Julie McWhorter, outgoing chapter president, detailed the chapter's accomplishments during the 2005/2006 administrative year:

- Established a budget
- Increased dues which increased revenue 50%
- Updated Bylaws
- Made financial contributions to local Charities
- Strengthened ties with the NMA National organization
- Maintained membership and increased activities with SCAC
- Re-instated the STARR award (a monthly recognition program for city employees)



Debbie Ritchie receiving the STARR Award

The recipient in June for the STARR award was Debbie Ritchey from the Community Development department.

The award is presented monthly to a city employee who epitomizes **Service, Teamwork, Achievement,**

Responsibility, Recognition.

The chapter recognized the Manager of the Year: Nominees were Fire Chief Vince Bonacker, Lisa Kim, Rick Hurtado, Irma Hernandez and George Liang.

The recipient was Rick Hurtado from the Water Department. The award is presented to an employee who supervises at least one employee and be in a leadership role within the City of Orange, who exhibits *leadership* qualities, instills and maintains *teamwork* within their department, is a *role model* and *mentor*, who utilizes their *management skills* to communicate with employees, has made an outstanding *contribution* to the City of Orange, and has high *ethical* standards.



Professional of the Year

(Top row left-right): Jennifer Wilson-Charles, Jennifer Scudellari, Lisa Tamburelli, Neil Millward.

(Bottom row left-right): Wendy Saunders and Jennifer Le. Not pictured, Leila Hoopli.



Manager of the Year Nominees (left-right): Fire Chief Vince Bonacker. Lisa Kim, Rick Hurtado and Irma Hernandez. Not pictured is George Liang.

The chapter recognized the Professional of the Year. Nominees were Jennifer Wilson-Charles, Jennifer Scudellari, Lisa Tamburelli, Neil Millward, Wendy Saunders, Jennifer Le, and Leila Hoopii.

The recipient was Leila Hoopii from Finance, who was serving on jury duty and who will receive her award later.

The award is presented to an employee who exhibits outstanding *professional* qualities, who *stands out* among other employees, who *works well* with others within their department, who is an example of *positive* customer service, who displays *professional skills* and utilizes these skills to communicate with employees/public, and who has high *ethical* standards.

Chapter Chatter (Continued)

(Continued from Page 5)

Dr. Peter Kurzhals, the NMA National Director for the chapter, installed the officers for the 2006/2007 administrative year:

Patti van Voorst, President
 Ian MacDonald, Vice-President
 Virginia Miscione, Secretary
 Shawn Blackiston, Treasurer

In accepting the presidency, Patti reported her goals for the chapter, first by reflecting on the past year: "We provided inspiration to our membership with motivational speakers who were all *local success stories*."

"In the upcoming year we intend, in collaboration with the City, to provide tools to assist our members to reach their goals. The City Manager and Personnel Director have committed to providing our NMA Chapter with financial support as well as in-house and outside trainers to teach us how to compete for and achieve our goals. We will be presenting classes in:

- *Resume Writing
- *Preparing for Job Interviews
- *Dressing for Success
- *Management Rights
- *Writing Performance Evaluations.

With the help of an outstanding board and committees and by collaborating with the City Management, I believe that the City of Orange NMA Chapter can reach new levels.

We will continue our Starr Awards as well as our Manager of the Year and Professional of the Year recognition. All in all, we are looking forward to a great year."



**June, 2006 issue of "NMA
 Breaktime,":**

<http://nma1.us/breaktime/2006-06/>

**Please send any chapter/council
 activities and/or member profiles to
 Sue Kappeler - sue@nma1.org**

It's a Big Deal!

By Avis French

For the City of Orange Management Chapter, it's a big deal. What is? Achieving the NMA Superior Chapter Award and the NMA Growth Award in the same year.

In the chapter's 20-year history, this is only the second time that the chapter has achieved the Superior award, the first time was in 2003. The chapter awards were developed by NMA to recognize chapters for activities conducted during the administrative year. The chapter receives points for activities reported on their monthly report, based on the size group in which the chapter resides. The number of members in the chapter determines the chapter's size group. Garnering the minimum points earns the chapter the Excellent award, the mid-range of points achieves the Superior award, the maximum points receives the Outstanding award. The major areas of activities to be reported are Administration, Association Growth/Awareness, Member Services, and Community Services. To achieve the Superior Chapter Award is a big deal.

The Growth Award was developed by NMA to recognize chapters (by size group) for the greatest significant net increase in membership for the administrative year – provided that the chapter qualifies for the minimum of a Superior Chapter Award. A chapter's membership is determined by the number of members that have been reported to National and appears on the national Membership report for the chapter's first and last administrative months. Of the almost 100 chapters in NMA, only 8 chapters, one in each size group, receive the growth award. Julie McWhorter, chapter president for 2005/2006, together with a representative from each of the other honored chapters, will be seated at the head table during the Recognition Luncheon at the national NMA conference, to be held in 2006 in Nashville. To receive the Growth Award is a big deal.

Congratulations to the City of Orange Management Chapter and to its Board for a magnificent year!

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From the Desk of the President (Continued)

(Continued from Page 2)

The purpose of the **Chapter Innovation Award** is to recognize NMA chapters for the implementation of innovative programs that have resulted in any of the following:

1. Creative alternatives to common issues
2. Positive management/leadership outcomes
3. Staff satisfaction and/or morale improvement
4. Significant contributions to leadership knowledge in practice, education or research

The Innovation Award is open to all NMA chapters who have developed an innovative program within the last two (3) years.

The Innovative Award is evaluated according to the following criteria:

1. Description of the Program
2. Implementation of the Program
3. Evaluation of the Program
4. Summary/Conclusion

On the evening of May 24th, The Boeing Aerospace Leadership Chapter (BALC) was gracious enough to let us join them and present our SCAC awards during their Awards Night. By letting us participate and present the awards, we were doing our small part to recognize that tangible milestones had been reached as the winners strive to reach intangible goals and ideals. The presentation of the awards was also a great opportunity for the council to network with the chapters to exchange ideas and to meet new people. Award winners with specific achievements may be found elsewhere in this issue of the newsletter.

In addition to the above awards, we recognized two more individuals for their efforts and support of SCAC.

While she was unable to attend, it was my pleasure, on behalf of SCAC, to acknowledge that the SCAC Board of Directors unanimously voted to recognize **Sharon McCormack** for her many past contributions to SCAC operations and fund raising efforts. We presented the NMA Jade Crystal Award to Sharon for her valuable

contributions. Of interest may be the fact that Sharon is not a member of the BALC or SCAC, but she contributed to our causes through her tireless efforts and contributions.

Another well deserved recognition was presented to the 2005 SCAC President, and current National Director, **Dr. Pete Kurzhals**. The SCAC Board of Directors recognized Pete for all his tireless efforts and abundant energy by presenting him with the NMA Deluxe Desk Set. Many of the SCAC accomplishments Pete was responsible for were outlined in the Jan-Mar 2006 SCAC newsletter.

Please consider nominating someone from your chapter for a SCAC award next year. It is a great way to recognize them and reward them for their efforts in support of our common goals. It may also be a was to seize the opportunity to support The NMA Leadership Model, Mobilize Individual Commitment for Change competency by championing individual success.



From Left: SCAC President, Mike Chaney with Rick Baily, VP and General Manager, C³ Networks at the SCAC Awards.

2006 SCAC AWARDS (Continued)*(Continued from Page 1)***2006 Manager of the Year****Greg Ray**

**Deputy
Program
Director,
Space Shuttle
Development,
NASA
Systems**

Greg Ray is the Boeing Deputy Program Director for Space Shuttle development. His career spans almost three and a

half decades of aerospace experience. Greg began his career with Rockwell International in 1971 and progressed through engineering and project management assignments. From the development program of the B-1 Bomber to the development and operations of the Space Shuttle, Greg now works in program management for the Shuttle.

A significant portion of Mr. Ray's career has been devoted to the Space Shuttle program. He began this part of his career in the Shuttle's early stages, before its first flight in 1981. He held many management positions; he served as Program Director for Space Shuttle System Integration and Program Director for the Orbiter, and now serves as Deputy Program Director. The Shuttle Development team has managed and delivered over \$1 billion in modifications and upgrades to the Shuttle fleet since the program began. In addition to the Space Shuttle Program, Mr. Ray was active in the development and initial operations of the Sea Launch program in the late 1990's. This program involved the integration and installation of Russian and Ukrainian launch equipment on a converted oil drilling platform. Mr. Ray was Vice President of Program Integration during the program development phase in Oslo, Norway and then St. Petersburg, Russia. He became the Vice President of Home Port

operations at Long Beach, CA when the program transitioned to the operations phase.

Greg Ray received NASA's most distinguished service award, the Public Service Medal and was also awarded the Silver Knight of Management by the National Management Association in 2001.

Greg Ray has been an outstanding Boeing executive and leader of the Shuttle Return to Flight project which was recently recognized as the 2005 Project of the Year for Orange County. He was also instrumental in the implementation and deployment of Boeing's Sea Launch program.

Greg also formed and chaired an Executive Steering Group for Space Exploration which played a key role in obtaining budget and staffing support for continued NASA support in Huntington Beach. He is frequently called upon to lead internal review teams and advise other Boeing programs. His guidance has been sought after by many other Boeing business units. He published numerous articles and briefings about manned spaceflight and Shuttle development.

Exemplifying top leadership skills, Greg has served as a panel member on BALC executive sessions, as well as served as keynote speaker at many conferences. His most recent appearance was as keynote speaker at the Orange County Engineering Council Awards Banquet in February 2006. Greg further devotes his time as a mentor to many Space Exploration Project engineers, always willing to help educate and share knowledge with new employees.

Greg Ray exemplifies the NMA Code of Ethics by his actions. He has strongly supported the NMA leadership model and its relationship to Boeing's Leadership traits. He also continually advocates Boeing Aerospace Leadership Chapter (BALC) and recently sat with the Chapter's newest members to help them feel welcome and to give them a sense of the overall management support for the chapter. Greg Ray is a strong supporter of the American Enterprise System as evidenced by his guidance of many young professional and diversity group members.

As a dedicated manager, mentor and leader, Greg Ray exemplifies the integrity and professionalism toward which all NMA members strive. It is Greg Ray's ability to share knowledge and help others to do their best that earned him this award as Manager of the Year for both SCAC and BALC.

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SCAC AWARDS (Continued)*(Continued from Page 8)***2006 Member of the Year**

JoYvonne Bragg-Erickson and
Mike Chaney

**JoYvonne
Bragg-Erickson**
**Boeing
Aerospace
Leadership
Chapter
(BALC)
Vice President,
Member
Services**

JoYvonne Bragg has been distinguished for:

- a) "boosting" membership over 1,300
- b) enhancing NMA/chapter reputation
- c) strengthening the Booster network
- d) promoting leadership skills
- e) focusing on the value of cultural diversity.

Membership and chapter image have soared due to JoYvonne's foresight and organizational skills: social events highlighted NMA membership benefits; executive panels focused on leadership skills; publicity campaigns encompassed seven chapter sites; individual correspondence impressed potential members and retained wavering/transferring/retiring members; successful enlistment of executives enhanced chapter/NMA visibility.

JoYvonne increased chapter membership to over 1,300 with financial incentives, convincing publicity, awards to competing Boosters, and personal contact at membership events/drives. JoYvonne worked with the Site Executive to set up executive panels on leadership skills, diversity, and cultural understanding. Participants were encouraged to join the NMA as a place to witness this vision in action. New members were greeted personally by JoYvonne at dinner meetings and they were invited to sit at the New Member's Table hosted by company executives. Several new member events provided an "official" introduction to the BALC Board members and to the benefits of membership. Booster

meetings were organized to improve communication with over 50 Boosters at seven company sites and two credit unions. As the "face" of the chapter, Boosters maintain direct contact with individual members, report on concerns, recommend chapter improvements, and inform the VP of member changes. To award Boosters, monthly drawings are held for a complimentary guest GMM ticket. Boosters are recognized at an annual Booster Appreciation event and are featured at a GMM.

JoYvonne collaborated with the BALC WebMaster on the new member database that will fully integrate with the NMA database and serve as a model for other chapters. The database features electronic GMM reservations for members.

President of the Hispanic Employee Network, JoYvonne is a representative to the company Council on Diversity and Affinity groups. Embracing the company vision and NMA Leadership Model on diversity, JoYvonne actively joins cultural groups and inspires the large, culturally diverse chapter membership to develop their individual competencies.

A nonmanager, JoYvonne applies the leadership skills learned while serving on the chapter Board to other organizations. Selected to participate in the company Leadership Development Program, she disseminates knowledge about the chapter and NMA to recruit managers. In addition to her support for members, Boosters, and site executives, JoYvonne volunteers to assist other BALC Board officers. She scored over 100 student essays for the scholarship competition and Summer Science Camp, worked with program speakers, hosted special events, and encouraged members to network at pre-dinner social time. JoyVonne's enthusiastic endorsements of the NMA instill a belief that the NMA is the "place to be" for leadership development. With these many accomplishments to her credit, JoYvonne Bragg-Erickson is uniquely qualified for the 2006 SCAC Member of the Year and 2006 BALC Member of the Year honors.



QuickTools Web Page on :

<http://nma1.us/QuickTools/index.htm>

Chapter Chatter (Continued)

(Continued from Page 6)

Boeing Anaheim Leadership Association (BALA) By Bob Noel

Halfway through our year, the chapter at Anaheim is pausing to take a breath! We have started the year with many activities that continue to “draw from what works” while adding new initiatives. We focus in the areas of Professional Development, Programs and Community Outreach for our members.

In the area of Professional Development, we have sponsored six different series of seminars and classes for our members to help them develop their leadership knowledge and skills. Some of these are the old standards: 1) Supervisory Management Skills and 2) Certified Manager; while others include a partnership we have formed with 3) Dale Carnegie for short courses at lunch and new noontime 4) NMA LeaderLabs and 5) NMA Webinars. The Dale Carnegie series has been especially popular; we have hosted six classes so far this year with topics such as “Balance in Your Life” and “Dealing With the Inevitable” (presented on the day before Tax Day!). In the NMA LeaderLab and Webinar series, we have participated in apropos classes such as “VetoPower,” “Thinking Outside Your Inbox” and “More Ways to Tame the Paperless Tiger.” We have also been presenting 6) Harvard Mentor noontime seminars on the “softer side of management,” including topics such as “Setting Goals,” “Coaching,” and “Dealing with Difficult People.”

For our membership meetings, the last two have been especially significant. On May 17, our Site GM Rick Baily presented the membership with his vision for the site and what our chapter could do to help. Rick is reaching out to our chapter to help him provide opportunities for future leaders and we are happy to help! On that night, we also had the pleasure of presenting our Manager of the Year award to Joyce Neiman and a Silver Knight Award to Jim Gonzalez. Both were very deserving of these honors – Jim specifically was honored for all his devotion to the Boeing Employees Community Fund – a fund which helps improve the lives of others in the area around our site.

On June 8, we were happy to join with our local chapters in presenting a “Top Leadership Night”.

Unfortunately, our previous plan to have our CEO Jim Mc Nerney speak fell through, but we were able to get the Boeing execs responsible for Business Development (Shephard Hill) and Human Resources (Rick Stephens) to appear together in an entertaining and informative meeting. The Disneyland Hotel came through as well with excellent food and wonderful facilities.

We are also very proud of our many Community Outreach activities such as our Speech Contestant Brisa Weaver, our winner and the Pacific South representative at National in November!, our Scholarship Contest, and charitable activities like Working Wardrobes and Daffodil Days.

We also have entered the NMA Publications contest this year. We think we will do well, but it’s always exciting to see the final scoring.

In May, we also were able to have 7 of our 8 officers attend the NMA Leadership Development Conference in Salt Lake City. The meeting was great and we learned so much – again! Sue Kappeler really knows how to put on a show. We distributed our new pins with our new logo and collected many others.

We also have a lot going on for the *rest of the year!* One exciting event is the NMA National meeting in Nashville, Tennessee. We’ll be there with as many people as we can – should be outstanding! We plan to continue classes and offer exciting meetings to our members. We’ll continue with our push for community services as well.

Of course, our Board is doing all of this with our customers in mind – our members and our sponsor. Whatever we can do to make the lives of our members more rewarding and help Boeing realize its goals is the force that drives us in our initiatives and efforts.

Visit Important Web Pages:

SCAC’s Home Page:
<http://nma1.us/councils/index.htm>

NMA Home Page:
<http://nma1.org/>

Chapter Chatter (Continued)

(Continued from Page 9)

Harbor-UCLA Medical Center **By Stewart Laidlaw**

The Harbor-UCLA Chapter of the National Management Association held its annual Silver Knight Awards ceremony on June 6, 2006. This awards ceremony recognizes managers who have made a difference to the campus. The centerpiece of the ceremony is the Silver Knight of Management award; this year's recipient was Kenneth P. Trevett, JD, President and CEO of the Los Angeles Biomedical Research Institute at Harbor-UCLA Medical Center. His remarks upon receiving the award are shown below.

"I am extremely grateful to the Harbor-UCLA Chapter of the National Management Association for this extremely thoughtful award. I am honored by it, particularly in light of such past recipients as Dr. Tanaka, Dr. Kaplan, Dr. De Cristafaro, Dr. Sherman Mellinkoff, Mr. Ed Foley, Dr. Stabile, Mr. De Santis and Mr. Steers, Dr. Hockberger and so many others.

I want to thank Dr. Hockberger for his very kind remarks. It is gratifying to work with individuals such as him who exhibits the tenacity, courage, and vision to see beyond tomorrow, to promote the enhancement of the whole campus and not just individual groups within it, and to work for a better health care system in this region and beyond.

It is so exciting for me to share this day with the other award recipients, people for whom I have great respect and appreciation:

Wes Kamikawa who, in addition to his day job as Director of Pharmacy Services at the Medical Center, is Chair of the Handicap Committee for the DeSantis Golf Tournament in January.

Mary Lee Ryba, the Institute's Director of Annual Giving, who has creatively and enthusiastically made our Legends Event a truly inspirational occasion.

Cynthia Moore-Oliver, whose intelligence, dignity, professionalism, and respectful treatment of colleagues sets a standard for all of us to follow.

I want to recognize two very special leaders on the Institute's Board of Directors who took the time to join us today, Dee Hardison, our current Chair, and Carole Wagner Vallianos, our incoming Chair. Dee and

Carole both represent volunteerism at its best, and we are fortunate to have their active involvement.

It is with a great deal of respect, admiration and love that I recognize my wife, Barbara. She is not only my spouse...she is my partner in publicizing and promoting the work of LA BioMed. In spite of serious health issues, she has played an essential role in the successes we have achieved. I can't thank her enough for her strength and support. She is a real inspiration to me and to others with whom she comes in contact.

I want to take just a few minutes to describe the principles that are important to me in carrying out my responsibilities. To me, they are relevant irrespective of where or how one serves in an organization.

First and foremost, it is my belief that organizations succeed or fail because of the people who work in them—at every level. Vision, passion for the mission, sense of excitement, problem-solving rather than problem-creating, an appreciation that more is accomplished by utilizing the talents of the team than by promoting the skills of one person—these are qualities that must be demonstrated by top management, but also must be incorporated into the working lives of every individual within the organization.

Second, there must be an understanding and respect for the contributions of each member of the team. Yes, great science and life-changing community service programs are what LA BioMed is about. But those missions cannot be accomplished without the professional contributions of laboratory technicians, custodians, computer specialists, social workers, accountants, management assistants, purchasing staff, grants officers, shipping clerks, and on and on. If we do not appreciate this simple fact, we will fail in our missions, fail our colleagues, and fail as human beings.

Superiors must be respected, but no less so than subordinates. Every task that needs doing to fulfill an honorable mission is honorable in itself. And those who do such tasks well are deserving of appropriate respect and recognition.

Employees are not the instruments of the ambitions of their supervisors. There must be loyalty extending in both directions. While underperformance must be addressed, good performance must be acknowledged, rewarded and supported. We must stand up for our people. This is a duty managers owe both to their employees and to their institution.

(Continued on page 12)

Chapter Chatter (Continued)

(Continued from page 11)

On a related point, every manager and employee must take responsibility for mistakes. Casting about for scapegoats is cowardly and unfair to colleagues. Supervisors must understand that mistakes are inevitable, often when new approaches are used to address a problem. If we demand no mistakes, we are not only being unrealistic, we are stifling creativity.

And the reverse side of the coin are employees—often upper management—who take all the credit for a job well done. These credit hogs relish the word “I”, and that is not the eye with which you see. This attitude is demeaning and demoralizing to people who have played an important role in the success, and ultimately, undercuts the effectiveness of the organization.

Third, we must constantly challenge ourselves—because challenge represents the possibility of renewal. The successful approach to yesterday’s problem may be inadequate to the demands of today. Similarly, a skill that led to a solution in the past may be insufficient to the needs of the present. We do not live in a static society where repetition reinforces value. Personal growth may be painful, but it is painfully necessary.

Finally, we must take risks...we must have the courage to take action. Ignoring problems, burying our heads in the sand, staying under the radar screen may be tactics for organizational survival, but they are no way to

organizational success. Taking initiative, taking a stand inevitably mean there is the possibility of failure. But doing nothing, in the face of crisis, is far worse than failure. It is a dereliction of responsibility.



Kenneth Trevett joins the other awardees for a group photograph



Kenneth Trevett receives the Silver Knight Award from Robert Hockberger, M.D.

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Profits from this fundraiser will support the NMA Southern California Area Council (SCAC) Cash or make check out to “SCAC”.

SCAC AWARDS (Continued)

(Continued from page 9)

2006 Chapter Innovation Award



Victor Koman

Boeing Aerospace Leadership Chapter (BALC) Web Site

The BALC website already had a database of its members and of events such as GMM dinners and social gatherings. Reservations for the GMM dinners, however, were still being taken by phone and by e-mail. Each Booster would compile the reservations from their members and forward the list to the VP of Programs. The VP of Programs would then assemble a master list, usually in an Excel spreadsheet. Victor Koman, the BALC webmaster, determined that an online reservation system could be created by adding two new tables to the database: one for member reservations and one for their guests.

Keeping the BALC Board of Directors informed of his progress, Victor created the tables in Oracle and designed the ColdFusion code that enabled web pages on the site to interact with the database. He worked closely with Booster Manager Kathleen Andrews to ensure that Boosters would be able to monitor their own groups' reservations by creating a "drilldown" link for Boosters to see a view of only the reservations from their members. For vegetarian members, he included a checkbox to denote their dining preference.

Because Boeing management considers the work of BALC to mesh with its Vision 2016 values of Leadership ("developing our team leadership skills at every level"), People Working Together ("continually learn, and share ideas and knowledge; encourage cooperative efforts at every level and across all activities in our company") and Good Corporate Citizenship ("work with our communities by volunteering and financially supporting education and other worthy causes"), the webmaster ensured that neither BALC nor NMA funding was required for the

enhancement. The project began in early spring of 2005 and had its first trial run in August, 2005 for BALC's Luau GMM.

The innovation has allowed Boosters to concentrate on other aspects of their responsibilities rather than act as reservation-takers. Members now know within seconds whether they have actually reserved and if their guest has been included. The Reception Committee can consult the database to determine the number of meals to relay to the hotel, along with the number of vegetarian meals requested. Members' and guests' names are correct and alphabetized, which facilitates check-in.

With the system functioning superbly for half a year, the move is on to make the following enhancements in 2006:

- Individual member ability to cancel own reservation
- Individual member control over adding and deleting guests after the initial reservation has been made
- Booster ability to add, change, or delete reservation of that Booster's members
- Booster ability to add and delete guests of that Booster's members
- A "no-show" field to track members who routinely reserve and fail to show up without canceling, resulting in cost to the chapter
- Expand RSVP capability to include social events and Professional Development courses
- Addition of automatically generated e-mail to member upon entry of the reservation into database
- Addition of link in that email to add an appointment to member's Outlook Calendar with information about the event drawn from the database

In summary, the online reservation innovation has proven to be very successful. Member feedback has been overwhelmingly positive, with reduced workload for Boosters and the GMM Reception Committee. The cost of this innovation was minimal for its positive, timesaving impact on the reservation process and further enhancements are already in development.

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The train masthead was created by Anita Bauer of the Boeing Aerospace Leadership Chapter (BALC)

Articles contained herein may be reprinted in whole or in part in chapter publications.

Calendar of Events



June 4-10 Management Week in America
July 14-15, 21-22, 28-29 15th Annual Summer Science Camp
November 4-6, 2006..... National Conference
..... Nashville, Tennessee

NMA Statement of Principles

- ◆ 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.

Code of Ethics for Management

- ◆ 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 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.