



Winner-Publications Contests: 1991—1995, 1998, 2000, 2001, 2003—2006,

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July - September, 2007

## Southern California Area Council Newsletter

# The SCAC Dorothy Breininger Workshop

By Dave Andersen

On Wednesday, October 3rd, the Southern California Area Council hosted a workshop by a nationally recognized organizational expert, Dorothy Breininger at the Marie Callender's restaurant in Garden Grove. Dorothy is a specialist on the subjects of home and office organization, clutter prevention, pack rat safety hazards, hoarding, time management, medical dangers of disorganization for seniors. There were about 50 people in attendance. Dorothy arrived just in time to quickly set up her projector and a makeshift white sheet for a screen.

lower stress and improve quality of life. She is the owner and executive director of the Center for Organization and Goal Planning, coaches CEO's high profile celebrities, business entrepreneurs and homemakers on how to conquer procrastination while developing a fulfilling work and home life. Also, a sought-after international speaker, Dorothy serves as board director for the National Association of Professional Organizers, is a member of the National Association of Female Executives and has appeared on NBC's "Today Show," the "Dr. Phil" show and has



SCAC Board member attending Dorothy's Workshop are (left to right) Pete Kurzhals, Dave Andersen, Mike Patricelli, Adam Wass, Mike Chaney, and Joe Morano

She taught us always to be prepared for problems when they arise because it's not a perfect world.

Dorothy taught us how to enhance productivity,



Dorothy selling and signing her books



Dorothy presents an outstanding workshop on organizing

been featured in the Los Angeles Times, Forbes Magazine and Better Homes and Gardens.

Several weeks after Dorothy presented her Organizing Workshop she sent out to all who attended an invitation to a PBS taping about getting your vital life information organized—this is a PBS special which will air in March of 2008.

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# From the Desk of the President

By Mike Patricelli, President



Why did you join the NMA?

I am a member of the Boeing Aerospace Leadership Chapter (BALC) and every year the chapter has a membership drive. Probably the same as all of the SCAC member chapters do each year.

During these membership drives, we talk to potential members about the benefits of being an NMA member. Usually, during these conversations our intent is to sell the many benefits of NMA membership to the potential member and we forget what was so important to us when we joined.

When I was asked that question recently, I had to think back to remember what was my motivation for joining the NMA. In the late 1980's or early 1990's I was not eligible to join the local NMA chapter at my place of employment. At that time, to join the local NMA chapter you had to be at a certain management level. I did not have a management position and therefore could not be a member.

However, at that time, I thought that NMA membership was synonymous with opportunity. I saw that most of the managers I admired were

members of the NMA. This was before being a leader and networking were the "hot" words that they are today.

I thought that if I could attend the monthly dinner meetings I would have an opportunity to rub elbows with members of management. My original reason for attending the meetings was for selfish reasons. I wanted a promotion and thought this was the way to get one.

However, I learned so much more by attending these meetings. I learned about having a mentor if you want to learn about being in management, how to deal with people and how others deal with problems they encountered daily on the job.

Since I was not a member, I had to pay to attend the monthly dinner meetings which indicated to others that I was serious about learning and improving myself both personally and professionally. It was suggested that I attend the NMA Supervisory and Management Skills (SMS) classes to further my learning experience.

Eventually I was able to join the local NMA chapter and have been an active member since. However, the one constant that has not changed is why I joined the NMA. To use today's

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## 2007 SCAC Member Chapters

**Boeing Anaheim Leadership Association (703)**  
Theresa DeLeon (714) 762-0165

**Boeing Aerospace Leadership Chapter (701)**  
Debora Compean-Zrinski (714) 896-3479

**City of Orange (194)**  
Ian MacDonald (714) 288-2550

**Harbor-UCLA Medical Center (402)**  
Calvin Kwan (310) 222-2155

## National Happenings

By Dr. Pete Kurzhals, CM, National Director



What does leadership mean to you? To me, it has meant the ability to make meaningful contributions, to take on and succeed or fail in a broad range of challenges, to learn from others and from yourself and to not give up no matter how difficult your current situation seems to be.

Along the way, I had some great teachers and role models, and thought I'd share some of these experiences with you. As a co-op student in the late 1950s, I saw the value of early practical experience while working in eight different job assignments at NASA Langley, which was then leading the transformation from NACA to NASA. These ranged from wind tunnel testing to fatigue-crack evaluations on aircraft to launching sub-orbital payloads from Wallops Island.

As a young NASA Langley engineer, I learned the value of short meetings from Hack Wilson, then Chief of the Pilotless Aircraft Research Division (PARD...think rockets). His staff meetings were standup only, and limited to 15 minutes – 5 minutes to flow down information and actions and two minutes for each of Hack's direct reports to cover their progress and issues. Any issue that could not be immediately resolved was scheduled for a follow-on meeting of the concerned parties before we left the staff meeting.

PARD also taught me the value of standing up for your beliefs. John Houboult, then a branch head and a friend, proposed a lunar orbit rendezvous approach as far more efficient than the direct lander approach favored by everyone else. It took him almost two years to sell his idea despite strong opposition, but his approach finally became the baseline for all Apollo missions and our current manned lunar landing plans.

George Mueller, then NASA Associate

Administrator for Manned Space Flight, taught me the value of effective decision making. I had just given him an information briefing on a new double-gimbaled Control Moment Gyro (CMG) system, which could provide precise spacecraft attitude control instead of using reaction jets and could recover its launch weight in propellant savings in less than two months. George decided on the spot that he wanted this system for Skylab, and the next week I received budget authorization for \$50M to put together a team of several hundred engineers to build a flight prototype system and associated testing facilities. When I reported that to Hewitt Phillips, then the Chief of the Guidance and Control Division, he almost had a heart attack since that was more money than his whole division had received for the past five years, but I told him not to worry about it and we successfully built and tested the system in less than three years.

During that time, I also had the opportunity to meet and work with Wernher Von Braun, then Director of NASA Marshall and the greatest rocket scientist I have ever known. From Wernher, I learned the value of listening and sharing. Even though I was only a lowly Section Head at the time, he treated me as an equal and was always willing to listen to my ideas, and to share his beliefs on the future and importance of manned space flight. On one of our frequent flights to Teterboro to review Bendix progress on the CMG builds, he even let me fly his NASA airplane (a DC-6) as co-pilot, but that was not repeated since my rather abrupt takeoff caused most of the folks in the main cabin to spill their drinks.

After the Skylab days, I was assigned to NASA HQ in the early 1970s as a Branch Chief in the Electronics Division, working for Frank Sullivan, then Director of that division, whom I was later to succeed. Those were exciting days, and we kicked off many new programs which still continue today.

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## From the Desk of the President

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terminology I joined and remain in the NMA to be able to network. My network of friends has grown over the years and that has helped me personally and professionally.

Even though my original intention for joining the NMA was the awesome networking opportunities, I found out that there is so much more I could receive from my NMA membership. Over the years I have had many opportunities to develop my leadership skills by being involved with the numerous chapter projects and from my years of being on the chapter and SCAC Board of Directors. It would have been very difficult to duplicate these circumstances on the job unless you are already in a leadership role.

There have also been countless occasions to participate in leadership learning. I have had the opportunity to attend numerous NMA courses and chapter sponsored courses that allowed me to significantly increase my leadership skills over the years.

When I joined the NMA in 1995, I never imagined that I would be the President of the local chapter, the President of SCAC, or would travel the country attending the NMA Leadership Development Conferences (LDC) or National Conferences. These conferences have allowed me to meet NMA members from across the country and from a very diverse background. I have met members from the Health Care industry, City and County Government, Aerospace and many others.

Attending the conferences has allowed me to create a network of friends from coast-to-coast and it has also given me the opportunity to attend some outstanding training sessions that I could never afford on my own. Through my NMA membership I have been afforded so many opportunities over the years that probably never would have happened had I not joined my local NMA chapter.

So, I ask you, why did you join the NMA? There are so many tremendous benefits of being a member; I challenge you to ask yourself - which of them is the most important to me? The next time you're asked, why did you join the NMA - you will have the answer ready for that potential new member. Similar to all the volunteer efforts mentioned above, there are just too many to list in this article.

The one constant for all of the awards presented is persistence. None of the awards - - whether they were for individual or Chapter efforts -- were won on the achievements of one day, one week or even one month. They were bestowed to the winners for their consistent and outstanding accomplishments performed over a long time period.

Persistence is the key for continued personal and professional improvement for all of us and together we can keep on track for a successful future.

### Entertainment Book

Southern California Area Council (SCAC)  
National Management Association (NMA)

\*Books regularly retail for \$25 \$45 USD (depending on city).

**Get your books today!**

Inland Empire	\$20.00
LA/Long Beach/South Bay	\$25.00
Orange County	\$35.00
Make checks payable to SCAC	

**Sale ends  
12/14/07**

To view books and make a purchase, contact the local Entertainment Book seller nearest you:

Karen Jeffries	(714) 762-1371	Anaheim, B/235, 1 <sup>st</sup> Floor, Column G15, Office 18-23
Kim Talor	(714) 762-0602	Anaheim, B/235, 1 <sup>st</sup> Floor, Column E14
Judy Ross	(310) 416-2408	El Segundo, building S10 9th Floor
Norma Wagner	(310) 416-2762	El Segundo, building S10 10th Floor
Sharon McCormack	(714) 896-4743	Huntington Beach, Bldg 12, 3 <sup>rd</sup> Floor, Executive Area
Nancy Levesque	(714) 372-1829	Huntington Beach, Bldg 21, 1 <sup>st</sup> Floor, Column G2-33
Liz Varela	(714) 934-0248	Huntington Beach, Bldg 19, 1 <sup>st</sup> Floor
Bonnie Haynie	(714) 896-2751	Huntington Beach, Bldg 45, 2nd Floor, Executive Area
Charles Duke	(562) 593-6814	Long Beach, Bldg 801, 2 <sup>nd</sup> Floor, Office D3-2
Diana Kellstrom	(562) 797-2050	Seal Beach, Bldg 80, 7 <sup>th</sup> Floor, Office 7J8
Deborah Barchichat	(562) 797-1232	Seal Beach, Bldg 81, 2 <sup>nd</sup> Floor, Office H27

**Your purchase supports the Local NMA American Enterprise Speech Contest**

## National Happenings (Continued)

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These included NASA's Artificial Intelligence and Robotics program where we first demonstrated autonomous rovers, the precursors of today's Lunar and Mars rovers, on the Smithsonian grounds. Another interesting program was the Search for Extraterrestrial Intelligence (SETI) where NASA used radiotelescopes to search for intelligent signals from the Cosmos, an approach advocated by Carl Sagan. Along the way, I managed NASA's Electronic Research Center in Boston, a bold NASA initiative that was ahead of its time but later had to be closed when none of the other Centers were willing to give up their own electronics research.

One of my most interesting projects was the first-ever all fly-by-wire system test in the world. Here we replaced the hydraulic system on an F-8 research aircraft at Edwards with digital avionics using Apollo 4 Pi computers to validate this technology for the Space Shuttle. Subsequently, fly-by-wire became standard equipment on most commercial and military aircraft, and ushered in other major performance advances like control-configured vehicles, such as the F-16, which I also worked on.

Another breakthrough project was the Global Positioning System (GPS) where I served as the NASA contact for Col. Brad Parkinson who led that effort. At the time, we were forecasting a portable version of GPS for the soldier in the field – a backpack weighing about 80 pounds and costing \$10,000, and a far cry from today's pocket-size GPS units costing less than \$200.

I also led an effort to put together a 25-

year NASA electronic technology plan and, much later, worked with Ann Bradley, then NASA Associate Administrator for Information Systems, to put together an office automation plan for NASA – complete with email, calendar, online meetings, teleconferencing and other capabilities which in the early 1980s provided most of the features now offered by Outlook.

In all these activities, it was a true privilege to work with many experts from the NASA Centers and contractors as we, together, forged the future for NASA electronics.

After my NASA-HQ stint, I took on a new job as Assistant Director at NASA Goddard, where my primary responsibility was oversight of a major Mission Control Center upgrade which significantly reduced operations response time and costs. And, while LEAN was not formally defined then, much of what we did followed the LEAN principles.

But after over 25 years with NASA, I was anxious to return to my beginnings and thus took an early-out from NASA to join McDonnell Douglas which was then competing with Rockwell for Work Package 2 (WP-2) of the Space Station Freedom program. Interestingly enough, my boss there was Bob Thompson, VP of Space Station, who was also my first boss at NASA Langley when I started my co-op program. Bob was a great mentor and, under his guidance, I took on a broad succession of director-level jobs managing utilization, operations, international integration and, eventually, all P-2 subcontracts. Here again, there were many opportunities to introduce new tools

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## National Happenings (Continued)

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and procedures in Houston, and I was able to interact with such Apollo 13 legends as Gene Kranz and John Aaron. When Boeing took on the station integration role and SSF became the International Space Station, I moved on to ISS Product Support in Huntington Beach where I was fortunate enough to work for Rich Clifford as manager of the \$700M Spares program for ISS.

When Station and Shuttle management subsequently consolidated in Huntington Beach, I survived the resultant 50% management scrub and was selected as Director of Systems Engineering, with

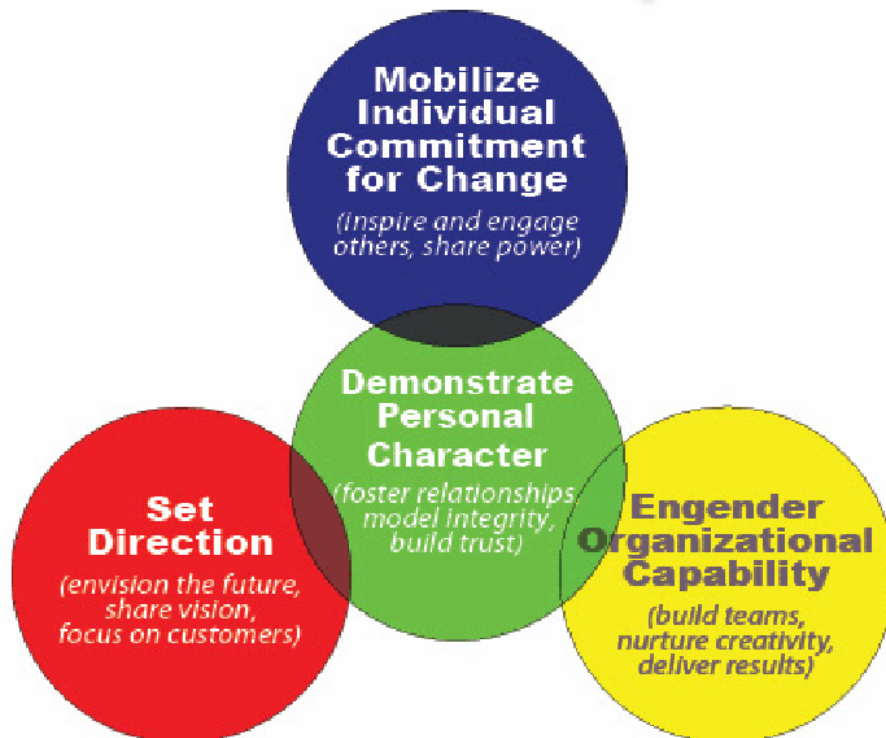
Software later added to my responsibilities. McDonnell Douglas and Boeing also gave me the opportunity to serve on AIAA committees and as an International Space University trustee, as well as supporting my NMA National Director and Orange County Engineering Council activities, so I've had a chance to give back to the community.

All in all, it's been a great ride with many experiences and acquaintances whom I shall always treasure...and the journey is still ongoing.

*Pete Kurzhals, CM*

NMA National Director  
NMA Professional Development Chairman

## The NMA Leadership Model



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

## Chapter Chatter

### Harbor-UCLA Medical Center Chapter of NMA By Avis French

The Harbor-UCLA Medical Center Chapter has been busy since putting together a new chapter Board. In August, their monthly membership meeting featured “*Organizing Your Life*” presented by Dorothy Breininger, Co-Author of *Chicken Soup for the Soul: Life Lessons for Busy Moms*. In September Dr. Robert Bates presented “*Nutrition & Weight Loss – Eating for Maximum Performance.*” The keynote speaker for the chapter’s October meeting will be Miguel Ortiz-Marroquin, Interim Chief Executive Officer, Harbor-UCLA Medical Center.

The chapter has planned two Professional Development Programs tentatively titled:

- Turning Whining Employees into Winning Employees (October 2007)
- Managing Multiple Demands, Beyond Problem Solving (Spring 2008)

Both programs will be facilitated by Roz Tyler, Center for Non-Profit Management

The chapter has planned the following community activities:

- Harbor-UCLA NMA Chapter Blood Drive (October/November)
- Adopt-A-Family Program (both Thanksgiving and Christmas)

The chapter has recognized the following Members of the Month:

- In August, Mary Ann Berliner, Senior Medical Librarian for A.F. Parlow Library of Health Sciences. She has been with Harbor for 20 years,

and an active NMA member for 10 years.

- In September, Christopher Eke, a Controller in the Professional Building. He joined Harbor in 1995 and has been an active NMA member for 10 years.

### City of Orange Chapter By Avis French

Over the summer, Ian McDonald, President of the City of Orange Management Chapter, has been busy putting together a new chapter Board. The Board is planning meetings, preparing budgets, and working on community service programs. Virginia Miscione will represent the chapter at the NMA National Conference in Portland and will accept the Chapter Outstanding Award and the Chapter Publications Award on behalf of the chapter’s members.

At the September meeting, Ian highlighted some of the chapter’s recent accomplishments. His focus this year will be to maintain that excellence and strengthen the foundation established in prior years. He also discussed the NMA Leadership Model and how that model can be applied in personal growth as well as inspiring others. The chapter’s October meeting will feature City Manager John Sibley, who will share his definition of Leadership.

As the Holiday season approaches, chapter members will be participating with other city employees in such programs as Second Harvest Food Bank, Thanksgiving Day Baskets, Working Wardrobes, and other community events.

The chapter will resume presenting their STARR awards in October.

## Chapter Chatter (Continued)

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### Boeing Aerospace Leadership Chapter Chapter of NMA By Stan Barauskas

#### Insights and Career of the Son of Buzz Aldrin, Second Man on the Moon

Dr. Andrew Aldrin, Buzz Aldrin's son, was the guest speaker at the BALC Space Night dinner meeting on September 19, 2007. Mike Patricelli introduced Andy Aldrin with a question: "Can you remember where you were when Neil Armstrong stepped on the moon?" I'm sure the memory of that amazing event is imbedded in everyone's mind and can easily recall where they were in that instant. It is especially easy for me. My good neighbor, Ken Wingert, invited my wife Elke and me to celebrate her birthday anniversary. So, on July 20<sup>th</sup> 1969, we toasted both my wife's 25<sup>th</sup> birthday anniversary and Neil's incredible "small step for man".

In referring to an oft-heard question "what was it like to grow up as an astronaut's son?" Andy was accustomed to providing a flip answer by saying he had no basis for comparison—"I don't know what was it like to grow up as the son of an engineer, what was it like to grow up like a son of a doctor or lawyer or truck driver, truth is, I believe I grew up having a more or less normal childhood". Dr. Aldrin lived in a "normal" neighborhood where three out of five families were with astronauts. "There were astronauts all over the place where I grew up" Andy said, so it did not seem like a very unusual environment to grow up in. Andy's family moved to California and only when he started high school it finally dawned on him that maybe he wasn't all that normal. There were a lot of moon man jokes but that was about it. From his perspective, his life was more or less normal except for the period surrounding the first moon landing. Up until that time, his dad was just going off to Cape Canaveral and the family occasionally went out there to visit—it was a normal job.

Mike mentioned that we all probably remember those moments when Buzz and Neil landed on the moon. But Andy was more worried about the ascent, the departure from the moon. His memories of them walking on the moon are very vivid but with a slightly different perspective as an 11-year old. He said "Dad's bouncing around on the moon; why is he hopping around? He's actually come up with the optimal form of transportation with a heavy back pack on his back in 1/6th gravity". Andy's biggest concern was that Buzz would trip over one of the cables and be stuck on his back, "if only he would just walk around like a normal astronaut", he complained back then.



*Dr. Aldrin described his father's moon landing from a young boy's perspective.*

The message here is something like this: Andy and his close friends thought he was normal. It was just everyone else who may have thought he was different. In our professional lives we all have the opportunity to sit with people that are really important. Andy's experience with these people is that many of them are a lot more normal than you think. Andy said his dad is actually one of the most approachable and engaging people to have a

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## Chapter Chatter (Continued)

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conversation with, if you are a “space cadet”. He’s about the most normal “space cadet” you’ll ever run across.

We sometimes say there are no stupid questions and if there are a million questions out there that’s probably 99.9999% true. But there is **one** dumb question. It is “Did your dad really go to the moon?” How does Andy answer that? His flip answer is “I don’t know” but for a more thoughtful response he says “How is it possible that we spent something around 30 billion dollars in 1960’s era taxpayer money, built and launched seven Saturn V vehicles and hid the spacecrafts in orbit from the very capable Soviet intelligence agency?. Additionally, all of the hundreds of thousands of people that were involved with this program shared in this secret without a single disclosure”. Some may recall that Andy’s father did answer this question once fairly directly; with a left hook to the chin. For another frequently asked question as to why he didn’t follow in his father’s footsteps Andy’s simple answer is “It never occurred to me that I was or wasn’t following my father’s footsteps, I just did what I wanted to do. I ended up in aerospace because it’s a fantastic place to work. It’s incredibly interesting, rewarding and has wonderful people to work with”.

Andy came out of high school with a full scholarship to UCLA, and dropped out after a year to customize vans in San Fernando Valley, much to the chagrin of his parents. After a couple of years he returned to school and was a little bit more serious. He pursued Sovietology, started learning Russian, went to Washington D.C. and got a job at a think tank while working on his Masters Degree. Later he earned his PhD at UCLA studying defense policy, Soviet studies and politics. He worked at the Rand Corporation where most of the leading Sovietologists also happened to work. He had ready access to the Soviet Union. There was one incident where Andy had a brush with history. Andy and a friend set up an interview with Oleg Baklanov, who was one of the 5 top officials in the Soviet government. They interviewed him for about 2

hours and later invited him out to dinner. He declined, saying he was too busy. As it turns out, two weeks later, Baklanov led an unsuccessful coup to oust Mikhail Gorbachev, General Secretary of the



*Andy Aldrin does a fit check of his father Buzz’ space suit helmet and gloves*

Communist Party. Andy knew then what was keeping him so busy.

After a few years at TRW beginning in 1997, where Andy adjusted to the pace of business in career No. 3, he was drawn to the Boeing Company’s Reusable Space Systems in 2001 as a Level 5 analyst in a group called Strategic Architectures and New Initiatives. He was charged with the responsibility for Strategic Planning and Business Development for Space Exploration, then later to run Business Development, Launch Systems, which was followed by a move to United Launch Alliance. There is probably the makings of a 4<sup>th</sup> career there.

Andy’s relationship to his famous father did occasionally arise. There was at least one interesting conversation in the Soviet Union in which Buzz’s name came up. The conversation turned to the possibility that there may be CIA operatives within the groups that visited the Soviet Union on business. At one point

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## Chapter Chatter (Continued)

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Andy asked “What about me?” His Russian friend Victor put his hand on Andy’s shoulder and said “Andy we know a lot about your background and we’ve decided that if growing up as the 2nd son of the 2nd man who went to the moon is your cover story it’s the worst one we’ve ever come across”. His friend, a bonafide party apparatchik, without missing a beat, added “or the best cover story”. That’s at least one instance where Andy benefited from his father’s background.

On a more serious note though, the one benefit Andy clearly received from growing up with his father is the tremendous exposure to the space community. He was given an informal education, not just from the people he met but the conversations and thoughts that have been driving the industry for the past 50 years.

Among some positive developments in the space industry was the recently awarded X-prize that may attract capital investment to support development of the sub-orbital tourism market. A “rock star” airline entrepreneur is already financing the world’s first extra-terrestrial airline in concert with the only true “rock star” in aviation design, Burt Rutan. There’s a great deal that’s going on that’s very positive in space today. Our economy, national security, science are totally dependent upon space-based systems, which are functioning with extraordinary effectiveness. As an example, Andy mentioned that we’ve just developed and fielded two entirely new launch systems for 5 billion dollars in 4 years which is a fraction of the cost of providing launch capability to the nation previously. The fact that for the first time in probably a decade we have a clear direction from the national government is also a very positive development.

“Let’s look at the commercial space passenger market”, Andy said. The Futron consulting service said that by 2020 the sub-orbital market may be as large as a billion dollars. That same billion dollar

market would probably be served by a fleet of about 10 vehicles. The figures that Scaled Composites is putting out say these vehicle will go for about 50 million dollars a copy. For a manufacturer, this is not a very substantial market. There is a lot of money going to the operator who is getting all of the benefits but taking few of the risks which are primarily absorbed by the manufacturer.

At the conclusion of his formal presentation Dr. Aldrin fielded a few questions. One of the questions was regarding the reaction of the astronaut community when the Apollo Program was abruptly stopped. Andy stated that the halt was hugely disappointing to the astronauts but, as far as the effect on his father, Buzz had previously accepted a position as head of the test pilot’s school and was also working on shuttle concepts so he was not so much personally involved. The final question was intriguing since it dealt with the selection of the man to actually be first to step on the moon. Andy said that according to tradition the commander (Neil Armstrong) should have remained in the spacecraft to “run the ship” while the pilot stepped out. But, NASA broke with tradition primarily because Buzz was military (Air Force) while Neil was a civilian. Presumably NASA did not want the connotation of the landing contributing to creating a military base on the moon.



*Christina Barauskas, Stan and Andy sharing the fun time*



*Debora Compean-Zrinski, President of BALC and Theresa Deleon, President of BALA enjoying the festivities*

## Professional Development Resources Available from NMA

By Mike Chaney

NMA... The Leadership Development Organization.

To help achieve the vision statement, mission, and member benefits, NMA provides several cost effective professional development (PD) resources to members. These resources contribute to NMA being The Leadership Development Organization.

Since listing and describing all available resources would take more space than desired for a newsletter, let me attempt to whet your appetite and provide a shorter list of four specific resources and links to introduce, or refresh your memory, of the resources.

First would be the [Learning Resource Center](http://nma1.us/lrc/index.htm) page that includes the Professional Development Resources Guide. The page is available at <http://nma1.us/lrc/index.htm>. The guide is a comprehensive guide to establishing a complete PD program for your Chapter. Goal setting suggestions are provided as well as how-to's for determining a PD plan of action. Course descriptions, key terminology and other information is also available. The page is a must for any people in the chapter with Professional Development responsibilities. It helps to determine if CEU (Continuing Education Units) are available for NMA courses, and if so, how to obtain them. Links are also available from the page for the Online Catalog, NMA Live Online Workshops, FaciliSkills™ Information, and the NMA Supervisory and Management Skills Program (SMS). The page also answers many other PD questions.

The second resource is the Supervisory and Management Skills (SMS) Program. This program is a series of 10 coordinated 14-hour courses providing an interactive learning experience geared to assisting each participant in becoming a better leader, supervisor, or manager. Each of the 10 courses is designed to be facilitated in seven, 2-hour discussion sessions. 1.4 CEU are granted for

each of the 10 courses. Each course comes with a participant manual, leader guide, and videotape. See the [Learning Resource Center](#) page above for complete details on SMS.

Leadership [QuickTools](#) (QTs) are the third resource. The list of currently available QTs is available at <http://nma1.us/QuickTools/index.htm>. QTs represent an NMA initiative designed to bring leadership capabilities to all members in any chapter. They comprise a set of web-based aids designed to help a chapter or council operate more effectively and to promote member participation in national activities. Core set QTs are two-page guides. As of November 15, 2007, there were 21 QT's posted at the site. Some titles are: Run a Successful Speech Contest, Provide Cost-Effective PD Courses, Produce an Award-Winning Newsletter, Plan and Submit Effective R1 Reports, Run a Successful Chapter, as well as others. Check the QTs for resources to help run your chapter.

The [NMA LiveOnline](#) courses are the fourth available resource to mention. These are web-based, facilitator led, courses with a very wide variety of topics covered. The process for participating is to sit at your desk or in a conference room, make a phone call to join others "live", and log on via the web to view the materials. The Facilitator uses PowerPoint charts to view the sessions. All classes are currently held on Thursdays. See the page for exact dates and topics. Topic availability changes based on the calendar schedule so check the site frequently to see if any courses of interest are coming.

Finally, check out NMA's great new online leadership learning tool, the Leadership Evaluation And Development System(LEADS), which will allow you to better understand and use the NMA leadership model. NMA LEADS is now available for a free 30-day trial, and can be accessed directly from <http://nma1.org>.

## Board of Directors

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(714) 372-2620  
1st Vice President..... Joe Morano, CM  
(562) 797-7919  
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(562) 593-6814  
Gerald Blackburn, CM  
(562) 941-7735  
National Director .....Dr. Pete Kurzhals, CM  
(714) 896-1123

## “On Track with SCAC” Staff

Managing Editor .....Dave Andersen  
Copy Editor.....Avis French  
Proofreaders..... Mike Chaney, Joe Morano,  
..... Pete Kurzhals, Bob DeVries,  
..... Jim Gonzalez, Mike Patricelli  
Graphics & Layout.....Dave Andersen

## Submissions

Comments or submissions may be addressed to

David P Andersen  
2401 E. Wardlow Road  
Long Beach, California 90807  
MailCode: C054-0068  
Phone (562) 593-9515

Email: david.p.andersen@boeing.com

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



January 9, 2008 .....January Board Meeting  
April 10-11, 2008..... Leadership Conference, Las Vegas, Nevada

### 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

- ◆ 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.