



Winner-Publications Contests: 1991—1995, 1998, 2000, 2001, 2003—2007,

Volume XXVII, Number 5 January - March, 2008

## Southern California Area Council Newsletter

# BALC American Enterprise Speech Contest

By Dave Andersen

On March 5th the Boeing Aerospace Leadership Chapter sponsored the 20th Annual American Enterprise Speech Contest held at the Huntington Beach Conference Center. There were 10 contestants representing 6 schools. The audience took in the talents of these young people. Anurag Pandey, a Junior at Cerritos High School, was the 1<sup>st</sup> Place winner. He will present his speech at the BALC March General Membership meeting on March 19th and will go on to the National competition.

2nd Place was Janini Arangan, Freshman, Aliso



1st Place speech contest winner, Anurag Pandey, (left) and 2nd place winner, Janini Arangan, (right) with Dean Davis, BALC VP-Community Education Services

Niguel High School and 3rd Place was Jason Wilkie, Senior, Lutheran High School of Orange County.

This is the 20th year for audiences to be treated to the best of local students and their abilities to communicate. NMA's objective in this annual contest is primarily fourfold:

1. To promote a better understanding of American free enterprise.
2. To actively involve youth in researching and

writing. Then delivering their own original thoughts on economic system.

3. To provide incentives for, and to develop, communication skills so vital for American business and for young people soon to enter its workforce.

4. To further the higher education of worthy youths like these as they win US Savings Bonds that earn interest over the years, while supporting national needs.

By participating in this contest, each youth



(left) 3rd Place speech contest winner, Jason Wilkie, (right) Speech contest participants, Dean Davis (center) Avis French, Speech Contest MC (right)

enhances a skill they will use for the rest of their lives—and a skill that is particularly important for the success of American business and enterprise everywhere!

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## From the Desk of the President

By Mike Patricelli, President



### A look at the Year Ahead

I mentioned in my last article that we are looking forward to a great 2008. We started the year off supporting the Boeing Aerospace Leadership Chapter (BALC) Speech Contest; you will read more about the speech contest elsewhere in the newsletter.

SCAC only has two means of support, Chapter Member dues and fundraising activities. Last year we were successful in our fundraising activities and this year we plan to exceed what we raised last year. Our goal is to increase our fundraising total for the year by 20 percent. We have some new and exciting ideas for fundraising in 2008 and look forward to implementing the plans during the year.

Our newest adventure is teaming with the BALC to sell Cookie Lee Jewelry at their monthly General Membership Meetings. March was the first meeting and even without advanced advertising we received a generous check from the seller. We want to thank Deneva Henry and Theresa DeLeon for implementing the monthly fundraising event.

SCAC is dedicated to providing it's Chapter Members with opportunities to network with

other chapters and to attend SCAC Professional Development Workshops. Last year we provided a few workshops and other opportunities for networking and this year we expect to exceed last year's list of activities. We will collaborate with our Member Chapters this year to allow our members to network and attend some great workshops. If you have any suggestions for additional events or workshops or fundraisers please let me know.

We are currently working with the City of Orange Chapter to develop an excellent workshop in May. Mike Chaney and Patti Van Voorst are coordinating the evening at PJ's Abbey Restaurant in the City of Orange.

Also in May, we will join the BALC Chapter at their annual Awards Night to present SCAC awards. This has proven to be very successful in the past and we look forward to another great evening this year.

We are delighted to be working with the City of Orange Chapter and the BALC to acknowledge Management Week in America at the BALC Top Leadership Night meeting in June.

The year has just begun and it is promising to be one of the best. I want to thank all of you who are helping to make this a great 2008.

## 2008 SCAC Member Chapters

**Boeing Aerospace Leadership Chapter (701)**  
Theresa DeLeon (714) 372-9378

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

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

## National Happenings

By Dr. Pete Kurzahls, CM, National Director



### NMA LEADS Test Drive – A Great Learning Experience!!!

NMA's new Leadership Evaluation And Development System (LEADS) was rolled out for a free one-month test run just before Christmas 2007 – a present intended to acquaint NMA members and their organizations with the many capabilities offered by this valuable learning tool and to solicit feedback on improvements that could make this tool even more valuable.

After a relatively slow start since many NMA members were on vacation during the holiday break, things really took off. By the time the test run was closed down on January 24, 2008, over 440 NMA members and associate employees from 42 chapters (almost half of all NMA chapters) had signed up for NMA LEADS. Participants covered the range of NMA organizations from small community chapters to city and county governments to small and large companies; and hailed from 20 states.

Some 259 of these applicants (over 60 per week) completed the LEADS assessment; and 26 of these came back for a second try. Scores for the initial assessment averaged 72%, and scores for the repeat assessment increased to 76%.

Test takers ranged from young employees with minimal experience to Senior VPs with 30 or more years experience. As expected, assessment scores increased significantly for highly experienced participants, but even young employees posted respectable scores and were able to improve with repeat assessments.

Educational levels of test takers also covered a broad range. Some 30% had high school or associate degrees, 40% had bachelors degrees and

30 percent had masters or doctorate degrees. Once again, participants with higher education scored higher, but the difference was not major.

Overall experience by LEADS participants averaged 11 years in non-leadership roles and 9 years in leadership roles. NMA members comprised 325 of all participants, but 118 non-members also signed up for LEADS.

Although only about 22% of the test takers filled out the LEADS feedback form, their response was overwhelmingly supportive. Specific positive responses (in %) are shown below:

1. The LEADS questionnaire provided an effective learning experience. **77%**
2. The LEADS questionnaire was relevant to my job and needs. **80%**
3. The LEADS questionnaire helped me assess a range of scenarios. **90%**
4. The LEADS scoring summary was helpful to me. **80%**
5. The LEADS reading references were useful and easy to access. **87%**
6. The LEADS training suggestions were of interest to me. **88%**
7. The LEADS work assignment suggestions were worthwhile. **83%**
8. The LEADS approach was instructive and informative. **79%**
9. The LEADS steps were easy to follow and execute. **89%**
10. LEADS participation can help me in my job. **87%**

As you can see, these ranged from 77 to 90 percent and confirmed the value of LEADS.

Other interesting results from the test run were the most frequently-missed competencies which could be improved by additional reading, training and work assignments.

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## National Happenings (Continued)

(Continued from Page 3)

These were:

1. Create an environment where all can stretch, take sides, create, contribute and learn
2. Capitalize on unanticipated opportunities
3. Implement continuous improvement aimed at world-class performance
4. Promote integrity and ethical behavior
5. Be accountable for your actions and decisions
6. Inspire in ways consistent with the organization values
7. Translate strategy into actionable objectives and plans
8. Create a win/win atmosphere
9. Convey purpose and mission to motivate others
10. Stress open and honest communications and feedback

All of these reflected 300 or more missed

questions and opportunities for improvement.

Still, most important of all were the specific recommendations the NMA received from the LEADS test takers. These included the need to add a stop and resume capability in case of unexpected interruptions during the actual assessment the need to eliminate duplicate reading recommendations, and suggestions for improvements in several of the assessment questions and assignments. The NMA has taken these to heart, and has spent the last two months on development of associated LEADS improvements. The resultant new and improved NMA LEADS will be deployed in early April 2008; and we hope that you, your chapter and your organization will take advantage of this unique leadership learning experience. Just go to the <http://nma1.us/LEADS/> to log on and take the first step towards becoming the leader you always wanted to be!

*Pete Kurzhals, CM*

NMA National Director  
NMA Professional Development

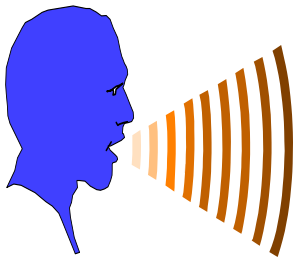
## Join your NMA Chapter today!!

The Month of April the NMA registration fee of \$20 is reduced to only \$10 if you join in April

*So... why not  
"Spring into NMA"  
Today*



## Chapter Chatter



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

The Harbor-UCLA chapter of NMA began 2008 with a presentation by Dennis Campos, Co-Vice President for Professional Development, on “Dealing with Difficult People.” He identified several types of difficult people (imagine “The Sherman Tank” or “The Sniper”). He offered suggestions and tactics with dealing with such people. He asked everyone to examine their own behavior for signs of “difficult” behavior, and reminded them that they can all project a positive attitude. February’s speaker was timely – Jack Miles of H&R Block discussed recent changes to the tax code and suggested ways to avoid raising “red flags” with IRS auditors. The featured speaker for March was Dorothy Breininger who talked about “Organizing Your Life.” She was just full of helpful hints on how to organize your life, how to not feel guilty when you don’t have everything neatly filed away, how to take charge and not be a victim.

The highlight of January’s activities was the very successful Frank DeSantos Golf Tournament. Vince Ferragamo, former L.A. Ram quarterback, was a highly-visible participant at the event, as were many of the hospital staff. As always, such an event could not be a success without all the effort of the volunteers who put together the event.

In February, the chapter sponsored a blood drive. The drive resulted in 63 units of packed red cells and fresh frozen plasma. If the hospital were to purchase these products from outside vendors, they would have cost of \$18,500.

Chapter Member of the Month for February was Annie McCary. She is one of three nurses who

oversees Infection Control for the entire facility, helping to develop policies and procedures, and provide in-services and education to all departments.

The chapter also congratulated Nettie Nelms on her appointment to the newly-created Sponsored Programs Accounting Office. Nettie is committed to running a user-friendly operation with close coordination to staff in Research Administration (she has a new organization within which to practice her NMA skills).

### **City of Orange Chapter By Avis French**

#### **Chapter Meetings**

The City of Orange NMA chapter has begun 2008 with a series of interesting speakers for their General Membership Meetings. The January meeting featured UCI medical Center Fire Marshal John Donelan. His presentation centered on his experiences during and after the Coalinga Earthquake of 1983 and the leadership applications he drew from it. He had wonderful photographs to show what the town was like before the earthquake and after. His bottom line: during a devastating emergency there is no job too small or too big that has to be accomplished as a public servant. In February, the chapter heard the “State of the City Address” from Mayor Carolyn Cavecche. Her address was a recap of her annual presentation to the city, pared down to address a record crowd of chapter members. The Mayor focused on the goals that she had set during her first state of the city address, the success that she has had in achieving them, and her plans for the upcoming year. The speaker at the March meeting was Jenni Prisk talking about “Taking the Risk Out of Public Speaking.” She is an award-winning, international motivational speaker, and a

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## Chapter Chatter (Continued)

*(Continued from Page 5)*

communication coach and trainer. She discussed tricks of the trade, how to control breathing, how to use movements and body language to make a point, how to use vocal variety to keep your presentation interesting, how to get away from behind the lectern and interact with your audience. With her delightful New Zealand accent, she made everyone sit up and take notice.

The chapter's April meeting will be the annual day-long Professional Development Day, sponsored by the chapter. It will feature morning sessions on building positive relations and trust with coworkers, and afternoon sessions on learning what skills and talents you need to reach the next level of promotion. The workshop series is free to all city employees.

### **STARR Recipients**

The STARR Award program is designed to recognize excellence in the workplace, and to honor employees who maintain a high standard of excellence. In January, Jan Reichert of the Orange Public Library was honored for being a great team member (both as a leader and as a follower), for being positive, proactive, and solution-oriented. She is a wonderful ambassador for the library. February's recipient was Val Chavez of ACS. This means he takes your call/request and in many cases, he walks over to fix the problem himself. He is the perfect example of customer service. Diane Perry of the Community Development Department was

recognized in March for her excellent rapport with staff members and the public, dependability, work ethic, and general contributions to the city. Congratulations to Diane!

### **Boeing Aerospace Leadership Chapter Chapter of NMA By Dave Andersen**

BALC began its 2008 administrative year under the leadership of Theresa De Leon. Her supporting Board members are: Cindy Tran, Professional Development; Judi Carlson-Seymore, Finance, Dave Andersen, Alumni/Retiree; Dean Davis, Community/Education Services; Dee Thomas, Programs; Jennifer Garrett, Communications; Mary Kosalka, Operations; Deborah Barchichat, Member Services; and JoYvonne Bragg, Special Events.

On January 23, Roger Krone, President, Network and Space Systems Integrated Defense Systems was BALC's featured speaker when the new 2008 Board was installed. At the February 21 dinner meeting John P. Strelecky, a Leadership expert and best selling author was the guest speaker. The March dinner meeting featured Roger Crawford, an internationally renowned inspirational public speaker. The April dinner meeting will feature Dr. Phil Borges who will talk about visiting and documenting indigenous and tribal cultures around the world. The May dinner meeting is Award night and murder mysteries.

**Check out "NMA Breaktime," an Electronic Newsletter for NMA members!**

<http://nma1.us/breaktime/2008-04/2008-04.pdf>

***If YOU have any chapter/council activities and/or member profiles that you would like to share with other NMA affiliates across the nation, please forward the information to Sue Kappeler!!***

## Presidents Profile



*Ian MacDonald*

Ian MacDonald is the 2007/2008 President of the City of Orange NMA Chapter. Ian brings to the organization a broad spectrum of knowledge, keen sensibilities, and a delightful sense of humor. Regardless of where he has lived, Ian has always been a part of the community with a huge commitment to volunteerism and community service. As a youth, he started an Explorer Scout Post at the County Fire Station near John Wayne Airport. It was through this involvement that Ian discovered that a career in fire fighting was where he belonged. He obtained an AA degree from Santa Ana College, then became an Emergency Medical Technician in Pasadena. In 1989, he became a City of Orange Firefighter. In 1998, he was promoted to Engineer, adding the additional responsibilities of driving and maintaining the fire engines. In 2000, he was promoted to Captain, and then assigned to Deputy Fire Marshal in 2003.

In the community, Ian has been recognized by the NMA as Professional of the Year for the chapter, and by the Masons in Orange for "Community Service." He serves on the executive board of the Orange YMCA as secretary. He enjoys volunteering as referee for the American Youth Soccer Organization, and participates in the "City of Orange 4 x 100 Relay Event" on the fire department relay team which competes with the police relay team. Professionally,

Ian serves on the board of the Southern California Fire Prevention Officers, a division of the California Fire Chiefs' Association, and the Southern California Fire Prevention Officers Fire Code Committee for national fire and code development.

Ian and his wife, Lorena, have two daughters – Lillie, 15, and Dorothy, 13, as well as their yellow labrador retriever, Bodie. Ian loves camping in the Mojave Desert, the Sierras, and various other places in Southern California. He seems to enjoy telling stories, as well. His greatest pleasure comes from spending leisure time with family and friends.

The City of Orange NMA chapter is pleased and proud to claim Ian MacDonald as their 2007/2008 chapter president.



*Calvin Kwan*

Calvin Kwan, Co-president of the Harbor-UCLA Medical Center NMA Chapter is currently serving his second term in this capacity. He has been affiliated with the NMA for over 20 years and has served on the chapter Board of Directors in multiple capacities, including Member-at-Large, Corresponding Secretary, Membership Chair, and 1<sup>st</sup> Vice-President – Programs. One unique feature of the Harbor-UCLA chapter is that its membership is actually comprised from 3 separate

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## Presidents Profile (Continued)

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organizations that share its 72-acre campus: Los Angeles County/Harbor UCLA Medical Center; the Los Angeles Biomedical Research Institute, and the Harbor-UCLA Medical Foundation, Inc., each with a different mission, but jointly support patient care, research and medical education/training.

Calvin has a bachelor's and master's degree in Gerontology and Public Administration from respectively from USC and completed a fellowship with the National Association of Public Hospitals through NYU.

Harbor-UCLA Medical Center, located in Torrance is a 570 bed general acute care teaching hospital and serves as a Level I Trauma Center. At Harbor-UCLA Medical Center, Calvin is the Administrator of Acute Services and serves as the administrative liaison to eight medical departments (i.e., Medicine, Surgery, OB/GYN, Pediatrics, Neurology, Orthopedic Surgery, Anesthesia and Psychiatry) providing guidance in areas related to resource utilization, human resources, policies/procedures, and budgeting. In addition he also has operational responsibility for several hospital support services, including Radiation Safety, Hazardous Materials, Environmental Services, and the Office of Public Safety.



*Theresa De Leon*

Theresa De Leon, who is President of the Boeing Aerospace Leadership Chapter (BALC), is a Lead Engineering Staff Analyst for Network & Information Systems (N&IS) business. She is staff to the Chief Segment Engineer of N&IS and provides support with Engineering operations and resources. Theresa joined N&IS in 2002. Prior to that, she spent most of her career supporting the Shuttle program in both Palmdale (1995-2002) and Downey (1980-1995). She has worked in the Engineering, Quality and Finance Functions

She joined the National Management Association in the early 90's and while in Palmdale she served on the Antelope Valley Chapter Board of Directors for 4 years as VP of Finance, VP of Membership and President. In 2002 she joined the Boeing Anaheim Leadership Association (BALA) and served as VP of Finance in 2005-2006 and currently is President.

What she enjoys mostly about NMA is the opportunity to network, to pursue professional development and to be involved with the community.

She earned a Bachelor of Arts degree in Business Administration from the University of La Verne in 2005 and completed the Institute of Certified Professional Managers (ICPM) Certified Manager program in 2007. Her free time is spent with her two children and her grand-daughter. She enjoys being involved in youth sports, camping, dirt-bike riding and having fun in the sun in any capacity.

## How Can You Effectively Use the Many NMA Professional Development Recourse

By Mike Chaney

Have you heard the terms Continuing Education, Life Long Learning, Personal Development, or Professional Development? NMA is involved with all these terms and they employ them to support the 2008 NMA Theme of Cultivating a Community of Leaders and to be THE Leadership Development Organization.

Previous articles have mentioned the numerous professional development resources NMA has to offer. Let's see how we might use those resources to cultivate our community of leaders with the help of THE Leadership Development Organization to provide management and leadership development opportunities that meet the needs of our members and contributes to our sponsoring organizations.

Let's discuss two existing tools to help us. The first tool is the NMA Leadership Model. Many of us recognize the model as that icon with four circles on the NMA Home Page but we don't always take time to consider how the application and use of the model enhances our personal worth and the worth



of our sponsoring organizations. In his President's Corner article of the February 2006 NMA Breaktime, NMA President Steve Bailey stated the core competencies for us to become a Leader are contained within these four circles. Steve also said that the model was being promoted to establish behavioral expectations for leaders at all levels – in our place of business as well as within our NMA Chapter or Council.

We know our personal goals should align with and support the goals of our sponsoring organizations and that any desired personal growth should align with organizational goals. With any goal setting we should be aware of our strengths as well as our weaknesses, or put another way, those weaker strengths that are in need of improvement. If you suffer through a self-assessment every year to determine your strengths or weaknesses, has NMA got a deal for you!

The second existing tool to help us is in fact a self-assessment tool just released in 2008. The tool is LEADS, Leadership Evaluation and Development System. LEADS uses the NMA Model as a guideline to assess our leadership capabilities. LEADS is a complete online personal leadership assessment system available from the NMA Home Page. The self-assessment LEADS provides can help us determine which of the many professional development resources we may want to use to

### The NMA Leadership Model



(Continued on page 10)

## How Can You Effectively Use the Many NMA Professional Development Recourse (Continued)

By Mike Chaney

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enhance our individual leadership traits to increase our value to our sponsoring organization and community. The assessment recommends reading assignments of appropriate material from the references used to develop missed competency questions; training recommendations for appropriate training courses; and suggestion of appropriate work assignments or tasks to help us improve. Many of the recommended resources come from the available professional development resources. Several of the recommendations are active links to bookstores, libraries, abstract book summaries, or online courses. The assessment is divided into the four NMA Leadership Model core competencies; Set Direction, Mobilize Individual Commitment for Change, Engender Organizational Capability, and Demonstrate Personal Character. LEADS provides an extensive assessment report which you and a mentor or coach can use for development planning.

Let's take another look at the NMA Leadership Model and challenge ourselves to see how to best

apply it to enhance our leadership traits, and to see how to apply the model to our sponsoring organization and community to increase their leadership capabilities.

Many SCAC members have contributed to the development of LEADS. Special recognition is given to Dr. Peter Kurzhals, CM and the Boeing Aerospace Leadership Chapter (BALC). Dr. Kurzhals led the development team as the Chairman, NMA Professional Development, and the BALC donated \$10,000.00 to the development of the product. Dr. Kurzhals' efforts helped him capture the 2007 NMA Chairman's Award. Many other SCAC members devoted time and efforts to support the hosted web site, development of course materials, and other associated tasks.

Let's use LEADS to make our job easier and consider using LEADS to provide a very valuable self-assessment of our leadership traits that we can use to guide our personal growth path. More on LEADS can be seen at <http://nma1.us/LEADS>. Please check it out.

**NMA...  
THE Leadership Development Organization**

*NMA Developing the LEADER in You!*

### NMA Vision Statement

NMA is a worldwide partnership of people and businesses, inspiring outstanding leadership, and cultivating highly productive workplaces.



### NMA Mission Statement

The mission of the NMA is to provide management and leadership development opportunities and related chapter activities which meet the needs of members and contribute to the effectiveness of sponsoring organizations.

NMA  
2210 Arbor Blvd.  
Dayton, OH 45439  
Phone: 937-294-0421  
Web site: <http://www.nma1.org>



## NMA's Learning Resource Center

### NMA's Live Online Schedule

Internet-based sessions have been designed to tap into the real life work experiences of the NMA member network. For one hour each week, a leadership topic is introduced and participants from different disciplines learn how individuals and their organizations are addressing contemporary workplace issues.

April 3 Thursday	<p><b>E-Mail 2 - Enhancing your performance with technology</b></p> <ul style="list-style-type: none"> <li>● Learn to lead via your email practices</li> <li>● Recognize “what’s REALLY important”</li> <li>● Manage the daily blizzard of e-information</li> </ul>
April 10 Thursday	<p><b>E-Mail 3 - More ways to tame the paperless tiger</b></p> <ul style="list-style-type: none"> <li>● Find it fast with arrangements and search folders</li> <li>● Use flags as the basis for your automatic “To Do” list</li> <li>● Create a Favorite List that makes you look so organized</li> </ul>
April 17 Thursday	<p><b>E-Mail 4 - Become a top gun at multi-tasking</b></p> <ul style="list-style-type: none"> <li>● Keeping straight what you need to do in a multi-task environment</li> <li>● Managing your desktop and your desk</li> </ul>
April 24 Thursday	<p><b>Faux pas - Keeping on your toes to avoid stepping on someone else’s</b></p> <ul style="list-style-type: none"> <li>● Practice good business behaviors that keep your peers in your court</li> <li>● Know when to keep your boss in the loop without being overwhelming</li> <li>● Thinking ahead and avoiding uncomfortable situations</li> </ul>
May 1 Thursday	<p><b>Storyboarding - A presentation with message</b></p> <p>This technique can help you</p> <ul style="list-style-type: none"> <li>● Focus ideas</li> <li>● Coordinate words and images</li> <li>● Create an engaging narrative - all without the use of a single bullet point</li> </ul>
May 8 Thursday	<p><b>So That’s How You Do That! MS PowerPoint - Quick tips for making PowerPoint work for you</b></p> <ul style="list-style-type: none"> <li>● Pulling a presentation together in record time</li> <li>● Creating great looking templates</li> <li>● Adding in transitions/animations, video clips and sound</li> <li>● Looking like a professional</li> </ul>
May 15 Thursday	<p><b>Earning Trust</b></p> <ul style="list-style-type: none"> <li>● Trust - what is it... and how do you earn it each and every day?</li> <li>● Trust - the last hurdle to teambuilding</li> </ul>
May 22 Thursday	<p><b>Managing Your Energy, Not Your Time</b></p> <ul style="list-style-type: none"> <li>● Establishing rituals and behaviors to better manage all your energies; your body, mind emotions and your spirit</li> <li>● Learn the latest research on energy depleting behaviors and taking responsibility for changing those behaviors</li> </ul>

## Board of Directors

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VP-Fundraising.....Elaine Fafilek  
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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



April 2, 2008 ..... April Board Meeting  
April 10-11, 2008..... Leadership Conference, Las Vegas, Nevada  
May 7, 2008 ..... May Board Meeting  
May 29, 2008 ..... Professional Development Workshop, Identity Theft

### 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.