



Winner-Publications Contests: 1991—1995, 1998, 2000, 2001, 2003—2008

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## Southern California Area Council Newsletter

# A Challenge to Improve Leadership And Performance with LEADS

By Mike Chaney

Paragraph 601 of the NMA Policy and Procedure Manual states that one of the cornerstones of NMA is emphasis on managerial/leadership development, both professional and personal.

The NMA Leadership Model outlines the leadership attributes and related core competencies that are critical to successful organizational outcomes. The NMA Leadership Model may be seen at <http://www.nma1.org/>. The Leadership Model competencies are:

1. **Set Direction** – be clear about where the chapter is going.
2. **Mobilize Individual Commitment for Change** – be vigilant about involving and engaging others, build teams.
3. **Engender Organizational Capability** – be new and creative – deliver a return on people’s investment.
4. **Demonstrate Personal Character** – lead through the strength of your own personality and background, Show the Way.

Paragraph 801 of the NMA Policy and Procedure Manual identifies the policy for the model and states that no model and no list of leadership behaviors, traits, or competencies can ever fully capture all the critical components. Paragraph 802 says that the talent pool must grow to meet new challenges. The list of

### The NMA Leadership Model



leadership competencies reflects the appropriate list of skills, behaviors, and imperatives for the enterprise and the individual to thrive. Paragraph 803 says that success is realized when strategic leadership development efforts are proven to be linked to positive organizational outcomes which means that the competencies need to be linked to our NMA organization and also to our sponsoring organization to be successful.

So how can I improve my performance and the performance of my organization, and how do I assess

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# From the Desk of the President

By Mike Patricelli, President



As we enter Fall SCAC is on track to earn sufficient RC-1 points by the end of the year to receive the NMA National Award status of Outstanding Council. This year it was made extremely more of a challenge to receive the Outstanding status because NMA National increased the amount of points required to achieve the coveted status.

The only way a Council can receive such an esteemed ranking is through the hard work and dedication of the Chapter Members, Individual Members, Advisors, and SCAC Board of Directors. Below is a summary of the Council level RC-1 criteria.

| SUMMARY OF POINTS         |
|---------------------------|
| 1. Organization           |
| 2. Membership             |
| 3. Meetings               |
| 4. Attendance             |
| 5. Workshops (min 2/yr)   |
| 6. Annual Events          |
| 7. Affiliated Chapters    |
| 8. Chapter Serv. Coord.   |
| 9. Council Communications |
| 10. Optional Activities   |

There is not one criteria item listed above that can be accomplished by only one person. It takes many people to accomplish each and

every one listed. The minimum requirement for workshops is two per year. If a Council does not provide its members two workshops during the year then it is disqualified from receiving any awards that year. This year we conducted a workshop in May, and it was the communication and hard work between a Chapter Member, City of Orange, and the SCAC BOD that allowed the workshop to be presented and for its success. Subsequent to receiving the suggestion from the City of Orange Chapter, SCAC hosted an Identity Theft Development Workshop on Thursday evening, May 29, 2008. The objective of the workshop, based on the Federal Trade Commission Deter-Detect-Defend, Avoid ID Theft Program, was to help the audience develop or enhance their knowledge of Identity Theft to help manage the crime, take charge, and fight back. The workshop was held at the PJ's Abbey Restaurant in the heart of Old Town Orange. Dave Pasino from the City of Orange Police Department gave an outstanding presentation on the subject. Dave blended resources in an informative, enlightening fashion to reach the audience with his message.

Another excellent suggestion came from Jim Gonzalez, SCAC 2<sup>nd</sup> Vice President. Being proactive, Jim persistently pursued the

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## 2008 SCAC Member Chapters

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

**City of Orange (194)**  
Rosie Flores (714) 288-2561

**Harbor-UCLA Medical Center (402)**  
Bill Warren (310) 222-3711

## National Happenings

By Dr. Pete Kurzahls, CM, National Director

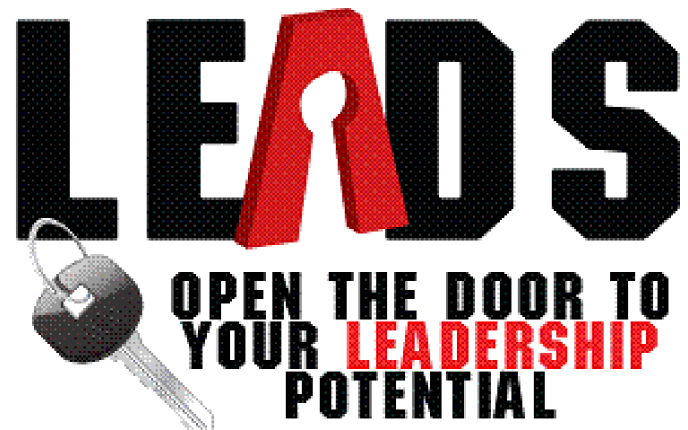


This year has been a banner year for SCAC and its chapters on the national front. SCAC once again earned the Outstanding rating; and its newsletter “On Track with SCAC” won first place in the Council newsletter competition. Not to be outdone, the City of Orange Chapter similarly earned first place in its size category for a truly exceptional newsletter. BALC continued its proud Outstanding Chapter tradition in the largest NMA chapter category. Driven by the successful BALA/BALC merger last year, BALC membership has now increased to over 1,550 – making BALC the fourth-largest chapter in the NMA and the largest chapter in the Pacific South area. Thanks to herculean efforts by Dave Andersen, the BALC newsletter New Horizons also placed third in the large-chapter newsletter competition – traditionally the toughest competition in the NMA.

BALC, under Joe Morano’s leadership, spearheaded the nomination of Jim McNerney for NMA 2008 Executive of the Year, a nomination supported by four current and former Boeing chapters and by SCAC. After a tight competition with nominations for top executives from Lockheed Martin, USA and Blue Cross Blue Shield, Jim McNerney was unanimously chosen for the NMA’s 2008 Executive of the Year Award, the top honor the NMA can bestow. While Jim will be unable to accept his award in person since he is scheduled to be in Asia on November 3, he has agreed to provide a special video with his remarks on leadership and to ask Rick Stephens, Boeing Executive VP for HR, to accept the award on Boeing’s behalf.

BALC has also had major impacts on NMA professional development products. Led by yours truly, Victor Koman and Gordon Nall, a Boeing Employee Involvement (EI) Team worked with 30 leadership experts from the NMA and Dale

Carnegie, Inc. to deploy two prototype versions of a unique new Leadership Evaluation And Development Systems (LEADS), which can extend leadership training to any interested individual. Designated NMA LEADS (<http://nma1.us/LEADS/>) and Boeing LEADS (<http://hbapp.web.boeing.com/boeing-leads/>), these prototypes (which focused on the NMA leadership model and the Boeing leadership attributes, respectively) were formally deployed in April 2008.



Since then, Boeing LEADS has been adopted by a pilot group at Boeing Fort Walton Beach, which is using LEADS to augment its Interim Performance Reviews; and by an IDS Puget Sound HIPO team, which is using LEADS as part of its three-year leadership-development program. Potential application of LEADS for local Leadership Development Teams (LDT) is also being considered. To date, over 300 Boeing participants from 39 sites across the country have signed up for LEADS; and interest is growing with over 100 employees now taking LEADS each month. Feedback has been overwhelmingly positive, with 87% of all respondents indicating that LEADS can help them in their job.

In parallel, Norm Bartlett, IDS VP for HR, and Julie Acosts, Boeing VP for Leadership

*(Continued on Page 4)*

## National Happenings (Continued)

(Continued from Page 3)

Development, are evaluating LEADS as a possible Boeing-wide leadership-learning tool for any interested Boeing employee." To support this effort, the BALC LEADS EI Team is investigating the feasibility of a LEADS Member Site which could recognize progress and achievements in leadership learning and application; could provide a venue for sharing assessment experiences, leadership applications and leadership issues/solutions; and could enable access to summary LEADS performance and membership metrics across Boeing. This capability, similar to a frequent-flyer program for leaders and potentially available in 2009, could significantly enhance Boeing-wide leadership learning.

NMA LEADS is also being considered by a number of chapters; and efforts to simplify chapter deployment of LEADS are underway. To help this

initiative, the NMA plans to roll out a chapter discount program under which a chapter will be able to purchase coupons for 10 or more LEADS assessments at significant savings in order to offer LEADS to its members and to other employees interested in leadership learning.

So we're on a roll...don't miss out! Sign up for Boeing LEADS, NMA LEADS or one of the other NMA professional development programs now to be the best you can be!!

*Pete Kurzhals, CM*

NMA National Director  
NMA Professional Development

## From the Desk of the President (Continued)

(Continued from Page 2)

opportunity to present to his Boeing Teammates and to SCAC Chapter members a workshop on the NMA Leadership Evaluation And Development System (LEADS). Due to Jim's perseverance, SCAC will hold a nationwide LEADS teleconference on December 10. Information will be provided on how LEADS allows participants to assess their leadership knowledge and to learn more about best industry practices which can help them improve their leadership skills. LEADS was implemented in two versions—the first focused on the NMA leadership model which is applicable to any organization, and the second focused on Boeing-specific leadership attributes. Participant

feedback has been uniformly positive, with over 88% of all respondents reporting that LEADS can help them in their job, and with several testimonials on the benefits and application of LEADS. You may read more about LEADS in Pete Kurzhals National Directors article.

During the year we have had excellent attendance from all three chapter members, City of Orange, Harbor/UCLA, and the BALC. Without the excellent support of all three chapters we would not have sufficient points to receive the Outstanding status, so our thanks go out to all of you.

## A Challenge to Improve Leadership And Performance with LEADS (Continued)

(Continued from Page 1)

my knowledge of the competencies? As Charles Kettering, NMA’s founder, said, one needs to participate in order to gain the opportunities. So let’s offer some ways to participate:

or council may already provide as part of their professional development (PD) program. Many resources are identified within the *Learning Center* section of the NMA site.

| NMA                                       | Company 1  | Company 2                                 |
|---|--|---|
| Set Direction                             | Shape the future   | Chart the Course<br>Set high expectations |
| Mobilize Individual Commitment For Change | Energize the team  | Inspire others                            |
| Engender Organizational Capability        | Deliver results  | Find a way<br>Deliver results             |
| Demonstrate Personal Character            | Integrity & accountability<br>Build effective relationships<br>Model personal excellence | Live the values                           |

Start with the NMA Leadership Model and define how those competencies relate to your organizational outcomes. Two major aerospace companies have done this and below is the relationship of the competencies:

Take the Leadership Evaluation and Development System (LEADS) assessment to assess your knowledge of the competencies. The assessment is available from NMA at <http://nma1.us/LEADS/>. Your sponsor may also have their own version of LEADS, such as Boeing does at <http://hbapp.web.boeing.com/boeing-leads/>.

Use your LEADS assessment report to identify the needed leadership development tasks. The tasks are broken into three major areas: reading, training, and work assignments or tasks. The assessment report identifies sources and recommendations for all areas of improvement. Many of the sources are NMA resources that the chapter

Consider volunteering for a project or position within your chapter or council for your work assignments or tasks; it will be a win-win situation for you as an individual, and for the organization.

Re-take the assessment periodically after you complete the tasks identified in the previous assessment.

So what do I get out of it? In addition to self-satisfaction, let me offer a couple of things I see:

I get an outstanding view and understanding of my sponsoring organization’s goals so that I may better serve them.

I get a career, or personal development plan from which to outline steps needed to enhance my career, and from which I can

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## A Challenge to Improve Leadership And Performance with LEADS (Continued)

*(Continued from Page 5)*

discuss my goals with supervision or management.

I can use the development plan created in # 2 above to conduct performance discussions with supervision or management.

I can use the LEADS assessment to:

Enhance my leadership competencies and thus improve my “career resiliency”, to use a phrase used by Steve Bailey, NMA President.

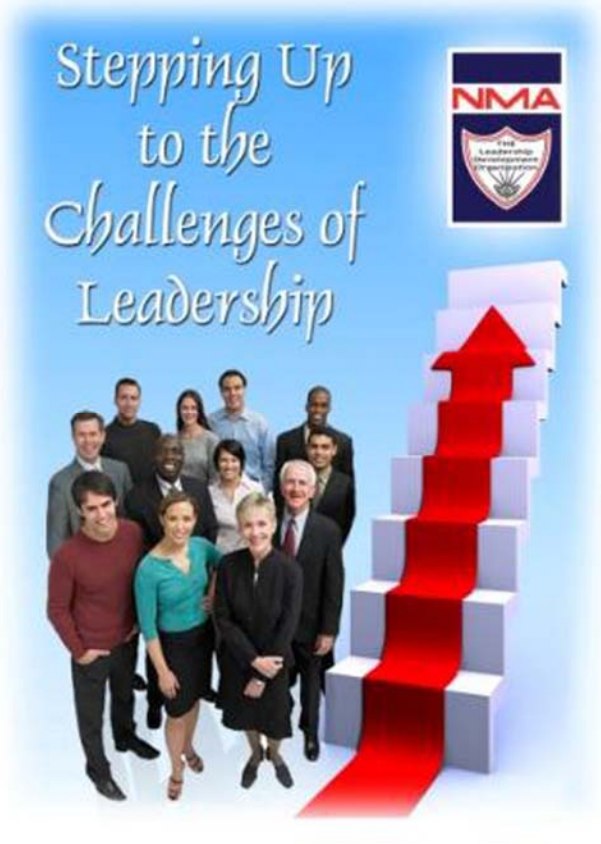
Leverage promotional or financial gain discussions with management.

Seek rewards or recognition for self-improvement.

Improve my organization training goals by sharing feedback in areas that need improvement.

So where do you start? Look in the mirror; leadership begins with you and me!

I challenge you to include LEADS as part of your development plan. You will appreciate the results. NMA is THE Leadership Development



## In A Nutshell— BE A LEADER!!

*By Dale Carnegie*

**A leader’s job often includes changing your people’s attitudes and behavior. Some suggestions to accomplish this:**

1. Begin with praise and honest appreciation.
2. Call attention to people’s mistakes indirectly.
3. Talk about your own mistakes before criticizing the other person.
4. Ask questions instead of giving direct orders.
5. Let the other person save face.
6. Praise the slightest improvement and praise every improvement. Be “hearty in your approbation and lavish in your praise.”
7. Give the other person a fine reputation to live up to.
8. Use encouragement. Make the fault seem easy to correct.
9. Make the other person happy about doing the thing you suggest.

## Presidents Profile

### City of Orange Chapter

#### Rosie Flores – City of Orange Chapter President



Nobody said that life was easy, especially when trying to understand what comprises all that it is. The same goes for grasping the intricacies of good leadership and management, and the people that do it. Rosie Flores, the president of the City of Orange Chapter, is a perfect example.

Rosie was born the youngest of eleven children. At an early age, she figured out that her older brothers and sisters had a leg up (or ten legs up, as the case may be) on her when it came to developing their personalities, as well as finding their respective places, in the society of the family. Rosie quickly learned how to defer to the established order of things, and how to fit in to an already-existing web of relationships. Even now, the social calendar is

full of family get-togethers, nieces' and nephews' birthdays, celebrations, and the day-to-day events that define the life of a large family tree. It is both who she is and where she came from, providing the strength, values and perspective she uses in her daily life and work. The evidence partly hangs around her neck – also daily – in the form of a small, silver family tree.

Working life arrived during high school, as did the rewards of forming solid relationships. After both enduring and enjoying the typical high school jobs, the benefit of forging relationships paid off. When she was a junior, the Director of the Buena Park Recreation Department asked Rosie's past ROP instructor if the instructor knew of any good employee prospects. The next thing she knew, Rosie was working for Buena Park as a "senior typist/clerk." It was in Norwalk, though, that she first tasted the responsibilities of management, with somewhere around twenty five crossing guards and additional office staff reporting to her at the tender age of 23. Several years later, she applied and secured a position at the City of Orange as a senior administrative clerk in 2002 to improve life for her and her two boys. Through hard work, dedication, and education, Rosie hired over laterally as a fire safety specialist in 2005.

Rosie "stepped in the breach" to fill the opening for Chapter Vice President in 2007 when she heard that the chapter needed nominations. Her choice of highlighting pride in leadership during her presidential year springs from her realization that, no matter whether she was dressed up in a rat suit during her "Chuck E. Cheese" days, or whether she is researching a fire life-safety issue at the fire department today, the level of job performance – and the enjoyment or safety that others derive from it – is dependent upon the pride that the worker takes in her job. "Pride in leadership" can translate into pride in leading one's own life, or leading other

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## Presidents Profile (Continued)

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people through establishing a high institutional work ethic and a common vision; in any case, pride is a common and important denominator in the business of serving others. Rosie attended the 2008 NMA National Convention in Mission Bay San Diego, this last Fall, where she expanded the visibility and relationships of the Orange Chapter. Rosie plans on accepting greater challenges for herself in the future, taking her pride in leadership, love of family, work ethic, and relationships with her to meet those challenges.

Through her reflections as they relate to NMA, though, Rosie seems to be more aware of the difficulty of talking about the subtleties of leadership than her highly successful term as leading the organization of president. As they say, however, the proof is in the pudding, and the taste of this pudding is something to take pride in.

### Harbor-UCLA Medical Center Chapter of NMA

#### Bill Warren – Harbor-UCLA Medical Center Chapter President



Bill Warren, the new president of the Harbor-UCLA Medical Center chapter, has been a board member for seven years. Before becoming President, he served as a member-at-large, headed up Professional Development, and was most recently Membership Secretary.

On campus, Bill is an Administrative Assistant at the Women's Health Care Clinic where his duties include financial reports, billing, payables, receivables, overseeing some staff members, and being liaison with Information Systems regarding computers and systems. Before arriving at Harbor-UCLA, Bill held a 20 year position in the same area with a life insurance general agency.

Personally, Bill is a real people person and really enjoys interacting with people from all walks of life and backgrounds. That may be one of the reasons he is such an avid globe trotter. Bill's travels include India, Egypt, Russia, Europe, the Nordic countries, the Caribbean and, of course, everyone's favorite, Hawaii. He has done over 14 cruises including the Panama Canal three times. Have bag, will travel!

Bill has a degree in Music and started out as a band and orchestra director before getting down to "business". Along these lines, Bill really enjoys music, plays the piano and sings a bit, theater – especially musicals – reading, and being active physically.

Bill's philosophy of life includes a very strong belief in positive thinking, a belief in focusing on results, a strong desire to be of service, attempting to treat others as he wishes to be treated, and a love of nature.

## Chapter Chatter

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

The chapter's theme for the 2008/2009 administrative year is Pride in What we Do!

The City of Orange began its new administrative year with an exciting program lead by Diane Peterson. Diane is a stunt woman and former president of the Stuntwomen's Association of Motion Pictures. She told of her many adventures as a stunt woman. Her's is a risky business, but she said she loved what she did, she took great responsibility for her own safety and that of her fellow actors, and she was committed to be the best that she could be. When asked what she was most proud of, she said "if you love what you do, you never have to "work" a day in your life."

The chapter welcomed two members to the Board: Virginia Miscione has volunteered to serve as Vice President, and Shawn Blackiston has volunteered to serve as Treasurer.

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

The first meeting of the Harbor-UCLA Medical Center chapter's 2008-2009 administrative year was their July meeting. Dr John Marshall, Professor of Obstetrics and Gynecology, presented his acclaimed talk "Life Lessons Learned While Hiking in Slot Canyons". The chapter was honored to have Dr. Marshall give this very inspirational talk. A beautiful and inspiring slide show with equally inspirational music accompanied his talk. For those of you who don't know what a "slot canyon" is, they have vertical walls and can be hundreds of feet deep but

only a few feet wide. They are usually remote, hidden and difficult to reach and explore, but this only adds to their charm. Hiking such canyons is much like lessons in life, hard to reach and explore but well worth the effort. Some of Dr. Marshall's lessons:

Life has meaning only in the struggle. Triumph or defeat is in the hands of the Gods. So let us celebrate the struggle (Swahili Warrior Song)

All men dream the same dreams and all men make the same promises. It's what they do that makes them different (Moliere)

If you want to fly first class, don't wait for your flight in the bus terminal (John R. Marshall)

A happy person is not a person in a certain set of circumstances, but rather a person with a certain set of attitudes (Hugh Downs)

It is one of the most beautiful compensations of this life that no man can sincerely try to help another without helping himself (Ralph Waldo Emerson)

You lead by building teams and placing others first. It's not about you. It's critical to understand people, to always be fair, and to want the best in them (Jeff Immelt)

In August, the chapter installed their new Board. Dana Denis is responsible for lunches this term, and she presented an attractive and healthy and filling lunch. I was privileged to install the new Board. They wanted a ceremony that was brief and light, and that is what I tried to give them.

The September meeting featured Don Johnson, a ToastMaster International World Champion of Public Speaking. He gave a refresher on the basics of public speaking, and how to add a creative flair to your presentation. Mr. Johnson followed his luncheon presentation with a 2-hour workshop "Speaking from the Right Side of your Brain." This

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## Chapter Chatter (Continued)

*(Continued from Page 9)*

workshop combined theory with practical application exercises including right brain/left brain applications, body language tips, using words and non-verbal communications.

The chapter held a successful “Book Drive” recently. Chapter members donated many books and magazines that will be distributed daily to patients by the Volunteer Services Office on campus.

Speaking of books, the chapter has provided \$1000 worth of management books and CDs to the “Management Reference” of the Parlow Library. I took a peek inside the library recently, and it is impressive.

### **Boeing Aerospace Leadership Chapter (BALC) Chapter of NMA**

In August, Boeing Aerospace Leadership Chapter had a very interesting speaker, Dr. Zahi Hawass is Egypt’s Secretary General of the Supreme Council of Antiquities and Director for the Giza Pyramids.

Dr. Hawass is a consultant for documentaries, films, television specials, and magazine stories, he has written extensively on Middle Eastern and Egyptian archeology.

The evening of Wednesday, August 27, 2008, Dr. Zahi Hawass pulled back the veil of secrets guarding the Egyptian tombs to the National Management Association (NMA) Boeing Aerospace Leadership Chapter (BALC) membership at the Lakewood Civic Center.

Dr. Hawass captivated the BALC audience as he described his adventures discovering and exploring ancient Egyptian secret passageways leading to crypts filled with Mummies.

One mummy in particular captured the attention of Dr. Hawass. That was the controversial female

pharaoh, Hatshepsut, who was erased from time until Dr. Hawass employed CSI-type detective work using modern DNA tests on the mummies from the Egyptian Valley of the Kings to trace their lineage and return her to her rightful place among the royal family.



*BALC Education & Community Outreach Pharaoh Dean  
Davis Walks Like and Egyptian*

BALC Mummies & Daddies alike enjoyed this entertaining and educational dinner program. Thus far, no curses have been reported as a result of this meeting.



*Dr. Zahi Hawass*

**NMA 12th ANNUAL  
FRANK J. DE SANTIS  
GOLF TOURNAMENT**



**California Country Club**  
 1509 So. Workman Mill Road  
 Whittier, California 90601  
  
 Golf Course Telephone:  
 (626) 333-4571  
  
 Directions to  
 California Country Club  
 From Downtown L.A., East  
 on 10 Fwy to 605 Fwy;  
 South on 605 Fwy to Peck  
 Road, Left on Peck Road to  
 Pellissier; Left on Pellissier  
 (becomes Workman Mill  
 Road). Approximately 1.5  
 miles to Coleford Avenue,  
 Left to Clubhouse.

Presented by the Harbor UCLA Medical Center Chapter  
 National Management Association

**Monday, January 19, 2009**

- ◆ Fee: **\$150** Per Golfer (if received before Dec 1, 2008)
- Fee: **\$160** Per Golfer (if received Dec 1, 2008 or after)
- ◆ Scramble Foursome Format, Shotgun Start
- ◆ Entry Fee includes: green fees, cart, continental breakfast, on course refreshments, lunch, raffle drawings and awards
- ◆ Deadline for entry: December 31, 2008  
 Limited space available, please register early!
- ◆ SPONSORSHIPS - Platinum, Gold, Silver and Bronze sponsorships available. Proceeds benefit the Harbor-UCLA Medical Center NMA Chapter.
- ◆ For questions and details, call: (310) 222-2359

| SCHEDULE |                                       |
|----------|---------------------------------------|
| Time     | Event                                 |
| 7:30 am  | Registration & Continental Breakfast  |
| 9:00 am  | Shotgun Start, On course Refreshments |
| 2:00 pm  | Lunch & Awards                        |

Sign -Up Form ● Please Cut Along Solid Line

Name, Address, Telephone Number, and Established Index or Approximate Handicap of all members of desired foursome.

|      |         |             |          |
|------|---------|-------------|----------|
| Name | Address | Telephone # | Handicap |
| Name | Address | Telephone # | Handicap |
| Name | Address | Telephone # | Handicap |
| Name | Address | Telephone # | Handicap |

Entry Fee(s)    \$ \_\_\_\_\_  
 Sponsorship    \$ \_\_\_\_\_  
 TOTAL            \$ \_\_\_\_\_



Return this portion with remittance to: Harbor-UCLA Medical Center NMA  
 c/o Wes Kamikawa  
 1000 W. Carson Street, Box 30  
 Torrance, California 90509  
*Make checks payable to NMA*

## Board of Directors

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(562) 797-7919  
2nd Vice President..... Jim Gonzalez  
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VP-Communication .....Dave Andersen  
(562) 593-9515  
VP-Fundraising.....Jocelyn Messina  
(714) 762-9102  
Treasurer.....Adam Wass  
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(714) 762-7676  
Bob DeVries  
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Avis French  
(949) 830-1167  
  
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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



July 2, 2008.....July Board Meeting  
August 13, 2008.....August Board Meeting  
September 10, 2008.....September Board Meeting  
October 1 2008.....October Board Meeting  
November 1-3, .....2008 NMA National Conference, San Diego, CA

### 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.