



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

Volume XXX, Number 8 October - December, 2008

Southern California Area Council Newsletter

NMA Conference in San Diego, November 1-3, 2008

By Avis French

And a Good Time Was had by All!



Once again, the National Management Association (NMA), in partnership with the Institute of Certified Professional Managers (ICPM) has put on a wonderful annual conference, this time in beautiful San Diego! We

had the sights and sounds of the bay and the waves, and the harbor seals playing in the Seal Pool to keep us company as we wended our way through workshops, recognition events, social events, and a (less than silent) silent auction. Imagine – a conference that starts on Halloween, goes through the change in time back to standard time, and ends on election day!

The conference began early for National Directors, with a variety of area and committee meetings on Friday, October 31. A big hit on Friday night was the fun "Halloween Bash" hosted by the Goodrich Chapter that included an evening of dining and dancing in your best Halloween costume. Those folks know how to party.

The conference began in earnest on Saturday morning, November 1, with a "Meet and Greet" sponsored by ICPM, followed by an update of the Certified Manager program.

The opening Keynote luncheon featured Scott Friedman, CSP, talking about "Using Humor for a Change." He had us rolling in the aisles with his anecdotes about situations when he used humor to survive. Using positive humor creates a bond between people, enabling them to work cooperatively together. Scott followed up his keynote address with a workshop entitled "Dealing with Change: If you can laugh at it, you can survive it!" This workshop provided more practical applications of using humor to handle situations.

The finals of the NMA speech contest for high school students were presented Saturday afternoon. Six young adults presented exciting and thought-provoking speeches on the American Free Enterprise system. Placing first and receiving a \$10,000 US Savings bond was Kyle Evora, now a freshman at the University of Texas in Austin. Kyle was sponsored by the Lockheed Martin Leadership Association in Fort Worth and the North Texas Council. In second place with a \$5,000 US Savings bond was Russell York, now a freshman at Patrick Henry College in Virginia, and sponsored by the Goodrich Chapter in Chula Vista and the San Diego Council. Receiving the third place award of a \$3,000 U.S. Savings bond was Matthew Camp, a 17-year old home-schooled junior from Richland, Washington, sponsored by the Energy Northwest Chapter and the Columbia Basin Area Council. Also participating and receiving a \$500 cash award were: Louis R. Saint-Felix, a 15-year old junior, sponsored by the

(Continued on Page 5)

**Inside
this
Issue**

NMA Conference in San Diego.....	1
President's Message.....	2
NMA Selects National Director	3

National Happenings	4
Chapter Chatter	8

From the Desk of the President

By Mike Patricelli, President



THANKS FOR THE MEMORIES!!

Two years has passed since I took office as President of SCAC. Those two years have passed so quickly that it's difficult to believe it has been two years.

During that time our Chapter

Members and SCAC have accomplished many firsts and received numerous accolades from NMA and the community. We had successful workshops and fundraisers.

As president of SCAC I was blessed with outstanding board members who embraced the spirit of NMA, board members who consistently supported the monthly BoD meetings and scheduled activities that allowed us to be so successful. We were also blessed with excellent advisors who provided guidance not only to me but the whole BoD. And of course, I cannot forget to mention Avis French, the person who always represented SCAC and NMA to our Chapter Members with such enthusiasm and tenacity. Avis is the driving force behind our last two holiday brunches where we not only had a magnificent time we also set records for attendance.

SCAC will continue this successful trend with the incoming President, Joe Morano at the helm. Joe has demonstrated exceptional leadership qualities not only in his job but also with all the various BALC chapter offices he has held including President. These excellent leadership skills along with the support he will receive from his own outstanding Board will allow SCAC and the Chapter Members continued success during the next two years.



2008 SCAC Member Chapters

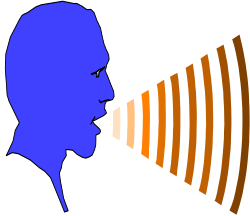
Boeing Aerospace Leadership Chapter (701)
Theresa DeLeon (714) 372-9378

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

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

NMA Selects New National Director, Bob Noel

By Avis French



NMA has selected a new National Director for SCAC and its affiliated chapters, effective January 1, Bob Noel. Bob replaces Dr. Pete Kurzhals, who will remain on the NMA Board of Directors as Chair for

Professional Development. Bob will be assisted in his activities by NMA Associate Director, Avis French. Bob and Avis will visit Bob's assigned chapters early in the year to introduce Bob to chapter officers and members.

Robert (Bob) Noel is an engineer at the Boeing Company in Huntington Beach, CA. He has worked at the company in excess of 23 years and is currently involved in teaching classes and supporting programs. Bob joined the National Management Association in 1993 and served four years as an officer of the now-defunct Boeing Anaheim Leadership Association in the offices of VP Professional Development and President. In 2007, Bob became an NMA Associate Director and (as of Jan. 2009) becomes the primary NMA National Director for the Orange County/Los Angeles area. Bob is married to his wife of 25 years, Leslie, and has two sons, Sean and Lance. Bob enjoys hiking in the Sierras and nearly any sport.

What is a National Director? The National Director has many responsibilities to the NMA national organization and to the NMA staff. However, for purposes of this article, we will concentrate on the director's responsibility to assigned chapters and councils. A National Director should:

Maintain monthly communication with assigned chapters and councils, visiting each chapter as often as they can

Assist chapter leaders in establishing annual

goals and objectives

Make chapters aware of NMA national organization and available programs

Install chapter officers

Participate in and contribute to local council program

Participate in chapter and council Board meetings

Contribute National Director articles to chapter and council newsletters



Bob Noel, NMA New National Director

The NMA Leadership Model



National Happenings

By Bob Noel, CM, National Director



This article is my first as your National Director. I have to fill some very large shoes. Pete Kurzhals was an exceptional Director and spearheaded many improvements for both SCAC and the NMA, particularly in the area of Professional Development. Pete was the driving force behind a very significant new leadership assessment, the “Leadership Evaluation and Development System” (LEADS). This package allows individuals to assess their knowledge of leadership principles and gives them resources and best practices from industry to improve their knowledge and implementation. LEADS also gives the NMA a unique package and helps the organization better implement the “Leadership Development” part of their vision. Pete went beyond the NMA version of LEADS, developing a tailored version of LEADS just for Boeing. To date, nearly 600 people have taken LEADS.

Pete also drove many other initiatives for the NMA, including QuickTools, LeaderLabs, Live Online classes and the like. Pete and the NMA staff introduced these courses to make them more available to people. This is a significant transformation from the older lecture-style SMS classes offered by NMA. While SMS still offers a significant amount of management and leadership ideas for students, the time investment in the ten courses may not be possible for everyone. Pete is so valuable that the NMA leadership has appointed him to a one-year term to follow up on his Professional Development activities.

As your National Director, one of my primary roles is serving the three chapters in our area and SCAC. The three chapters are the City of Orange, the Harbor/UCLA Medical Center and the Boeing Aerospace Leadership Chapter (BALC). “Serving” includes providing interpretation of NMA policies

and actions, providing information to NMA for chapters as required, working to share best practices and ideas between chapters and councils, and listening to the needs of leadership and members of the chapters and SCAC. We are fortunate to have a very experienced set of leaders for SCAC in the upcoming year, including Joe Morano serving as President. Joe was the President of BALC recently as well.

Directors also have a chance to hear (through other directors) from other chapters across the country and hear their ideas. I consider this an important duty and will share the ideas I hear with SCAC leadership.

As a BALC member, I look forward to the 2009 year as a part of SCAC! SCAC is a highly recognized council and despite a continual lacking of funding, remains strong and serves its chapters. I will attend all the SCAC meetings and ensure that SCAC’s progress and issues are a part of the NMA’s agenda.

My most important duty I have is to represent all of you as a voice in guiding NMA towards the future. This can be anything from the type of development activities they offer to how officers are chosen. NMA, headquartered in Dayton, Ohio, is run by seven staff members and four National Officers. The 2009 Chairman of the board is Phil Delia from the Blue Cross/Blue Shield Chapter in Michigan. The other National Officers are Bill Kitchen, Secretary; Christie Tuttle, treasurer, and John Kuntzmann, Vice President. Phil has determined the most important initiatives for 2009 (including getting LEADS distributed even more!). The details are up to the directors. I represent all of you in these decisions. I think NMA can provide significant leadership training and discussions for our members. It’s our organization if we drive it this way.

(Continued on Page 7)

NMA Conference in San Diego, November 1-3, 2008

By Avis French

(Continued from Page 1)

Lockheed Martin Leadership Association, Montgomery County/Rockville chapter; Sarah Maresh, now a freshman at the University of Nebraska in Lincoln, and sponsored by the Nebraska State Government Chapter; and Sam Strozso, a high school senior, sponsored by Gulfstream Management Association and the Peach Council. Congratulations to all these fine speakers.

Saturday evening featured the Member of the Year Presentation to Michael Dowding, from the Blue Cross Blue Shield of Michigan Leadership Development Association. Michael was recognized for his many activities for his chapter, but particularly to “honor the attitude and the warm sense of welcome he brings to each and every encounter.” We former Members of the Year privileged to sit at the table with Michael were treated to that very attitude. In his acceptance remarks, in which he was quite specific to say were “off the cuff,” he said he looked to others for guidance, that if no one follows you, you’re just out for a walk. It takes a team to get things done.

Sunday November 2 featured workshops:

“The Power of Four!!!! Harnessing Generational Perspectives,” led by Dr. Trudy Sopp and Dr. Sommer Kehril. This workshop discussed the values and perspectives of Generations X and Y and gave specific advice on how to communicate with those generations.

Trent Blanchard presented “The Psychology of Leadership.” This workshop focused on understanding and mastering your own emotions so that you feel comfortable and instill confidence in others.

ICPM Ethics Case Study Workshop lead

by Dr. Jack Cichy explored a variety of approaches to ethical problem solving. ICPM/CM Presentations lead by Cheryl Brown, CM, offered “best practices” in management.

A National/Associate Directors Workshop was offered for incoming directors.

The NMA Annual Meeting and Report was lead by Eddie Williams, 2008 Chairman of the Board, and Steve Bailey, NMA President. New National Directors were inducted, as were new area and committee chairs. Leading the 2009 NMA team will be Philip Delia, Jr., incoming Chairman of the Board, from Blue Cross Blue Shield of Michigan. More information about the 2009 leadership team will be available on the NMA website near the end of the year (www.nma1.org). Also at the annual meeting, the team announced changes in the way the speech contest will be conducted: the chapter level event and the council level event will not change. At the area event, only the top two speakers from each of the Leadership Development Conferences will go forward to the final competition, receiving cash prizes of \$1000 for first place and \$500 for second place. Thus there will be only four students at the final competition. The cash prizes at the final competition will be \$4000 for first place, \$1000 for second place, and \$500 each to the other two competitors.



Southern California Area Council (SCAC) receives awards at the NMA National Conference

(Continued on Page 6)

NMA Conference in San Diego, November 1-3, 2008

By Avis French

(Continued from Page 5)

Sunday also featured the always raucous Recognition Luncheon, where chapter and council awards were presented. Of special note for the Southern California Area Council (SCAC) and its associated chapters were the following awards: City of Orange, First Place Publications; Boeing Aerospace Leadership Chapter, Outstanding Chapter, 3rd Place Publications; SCAC, Outstanding Council, 1st Place Publications.



Boeing Aerospace Leadership Chapter (BALC) receives awards at the NMA National Conference

We were pleased to have the following first-time annual conference attendees joining us: Bill Warren from the Harbor-UCLA chapter, and from the City of Orange Chapter, Rosie Flores, Sandy Hayashigawa, and Ian MacDonald!

Sunday evening was the Harbor Cruise on the paddle wheeler "William D. Evans" and a Casino Night, which raised funds for the NMA speech contest.

Monday November 3 featured the McFeely award breakfast, with award recipient John Ryan from the Center for Creative Leadership. John was recognized for his focus on academics and leadership education. In accepting the award, he spoke of his years of Navy service and the needs for leadership, and how that need translated to the private sector. In this era of change, there are no easy solutions, and the need for leadership is greater than ever.

Monday also featured more workshops.

"A Model for Effective Leadership Development in Times of Transition" was lead by Dr. Renee Stewart and Debbie Zaleschuk. Using a creative partnership model with the Center for Creative Leadership, employers and employees can now achieve their mutual leadership development goals.

Steve Bailey, NMA President, presented the workshop "Conducting THE Difficult Conversation: Team Leadership Challenge," where he gave words of wisdom about using the right word at the right time with the right approach.

Aram M. Mika was posthumously inducted into the NMA Hall of Fame at the annual luncheon. Sponsored by Lockheed Martin, he was recognized for being a gifted leader with a common touch and an uncanny ability to mentor and to communicate. Among his 11 guidelines for leadership were such thoughts as practice a single standard of courtesy, treat every job as if you will be there the rest of your life, enjoy humanity.

The Executive of the Year Banquet featured the presentation of the award to W. James (Jim) McNerney, Chairman, President, and CEO of The



Boeing Vice President Rick Stephens accepting the 2008 Executive of the Year Award for Boeing CEO James McNerney

(Continued on Page 7)

NMA Conference in San Diego, November 1-3, 2008

By Avis French

(Continued from Page 6)

Boeing Company. He was recognized for his leadership abilities. Accepting for him was Rick Stephens, Senior Vice President of Human Resources and Administration, The Boeing Company. Rick talked about Mr. McNerney's ability to lead at a very personal level and thus was able to bring out the best in Boeing employees. In a video presentation, Mr. McNerney talked about his belief in people's capabilities, and his dedication to continuous improvement.

During the entire conference, the Silent Auction team was hard at work collecting over 120 items donated by NMA members and sponsoring organizations. Under the capable leadership of Cathy Longo, the auction raised funds to support the NMA

Leadership Speech Contest for high school students. Last-minute bidding was full of friendly competition. There were lots of "hoorah" and "groan" as folks learned the results. But the funds went to a good cause.

Watch for information about the NMA conferences in 2009. The Western Leadership Development Conference (LDC) will be held in San Jose, CA, in mid-May. The annual conference will be held in New Orleans, LA, in mid-September. The LDC is devoted to chapter and council training. The annual conference is devoted to recognition and networking. You can't go wrong in joining these events, and have some fun in the bargain!

National Happenings (Continued)

By Bob Noel, CM, National Director

(Continued from Page 4)

In closing, I want to invite your comments and ideas. I don't think there can be a better thing for a National Director to be armed with in shaping the NMA.

Thanks! *Bob Noel, CM*

NMA National Director
NMA Professional Development
Chairman

Visit Important Web Pages:

SCAC's Home Page:

<http://nma1.us/councils/scac/index.htm>

NMA Home Page:

<http://nma1.org/>December, 2008 issue of
"NMA Breaktime,":<http://nma1.us/breaktime/2008-12/>

If **YOU** have any chapter/council activities and/or member profiles that you would like to share

with other NMA chapters across the nation, please forward the information to Sue Kappeler - sue@nma1.org!!

QuickTools Web Page on :<http://nma1.us/QuickTools/index.htm>**NMA LiveOnline! Web Page on:**<http://nma1.us/lrc/online.htm>

Chapter Chatter

Harbor-UCLA Medical Center Chapter of NMA By Avis French

The Harbor-UCLA Medical Center Chapter continues to have interesting and well-attended member meetings. The October meeting featured the installation of 20 (count them, 20) new members! Avis French, NMA Associate Director, installed all these folks. She also presented a "Hierarchy of NMA" to apprise all the new members, and to remind existing members, of how all the levels of NMA work together. Many attendees said the presentation was "eye-opening."

At the November meeting, members learned about "Mixing Generations in the Workplace," presented by Lynn Woodhouse, MS, RD, SPHR. They discussed how to communicate with various age groups and how to navigate the waves of communication among:

- the Silent Generation, born prior to 1946
- the Boomers, born from 1946-1965
- the X-ers, born from 1965-1980
- the Y-ers, born after 1980

And they learned to which generation they belonged.

The December meeting was a food trip around the world. It was a first-ever holiday tasting event of foods from different cultures. At each food station, the sponsor shared history of the food they brought for sampling, and they wore original outfits from that country. It was a very tasty affair.

Bill Warren was a first-time attendee at the NMA annual conference in San Diego. He met many people from other chapters, NMA leaders at all levels of the organization, and he served as Avis' escort to the Member of the Year banquet (Avis is a past recipient). Bill said he was really impressed with the quality of experience, professionalism, and friendliness from everyone he met at the conference.

In January, the chapter will hold their major fundraising event for the year, the Frank J. De Santis golf tournament, to be held January 19, at the California Country Club in Whittier.

City of Orange Chapter By Avis French

The City of Orange NMA chapter continues to offer stimulating meetings to their chapter members. In October, the speaker was Cecilia Fannon. She is a published, multi-produced playwright and screenwriter. In her presentation, she talked about starting in her professional life as a Secretary. But she eventually embarked on a writing career, after being encouraged by her employer. She writes about what she knows best – she takes everyday experiences, examines them, and presents them in ways that enable us to examine our own experiences and thus grow in many ways. Rather than using the word "pride," Cecelia prefers to say that her goal is "personal satisfaction." Good words to live by.

The November meeting featured Lt. Dave Hill describing his "Thanksgiving in India." He and a group of fellow church members visited India to assist with medical care, dental care, and prayer. Their particular effort was with the Dalit's, the lowest of people in India's caste system. Dave displayed wonderful photos of his visit and had lots of stories to tell, some humorous, some sobering. But they emphasized that, even in the most difficult times, we have much to be thankful for.

The December meeting was the chapter's annual White Elephant gift exchange. There was certainly a wide variety of gifts, from nice crystal to joke gifts. The most hotly contested gift was a picture frame that contained a photo of Ian (some money actually changed hands for this gift).

STARR recipients continue to be recognized. In October, the award was presented to Capt. Steve

(Continued on page 9)

Chapter Chatter (Continued)

(Continued from Page 8)

Ames. Steve spends most of his valuable time mentoring, counseling, and guiding individuals within the Police Department and the community. As he retires after 31 years of service, he leaves a legacy of leadership, responsibility, teamwork, and accomplishment. The November recipient was Connie Rodriguez, who was lauded for consistently delivering an outstanding level of customer service to not only the community but to other city employees. She goes the distance to help out another department, while accomplishing her own tasks, and she has never made anyone feel as though it was an imposition of any kind. In December, Colleen Callahan was honored for being a dedicated employee who arrives early and leaves late, someone who makes any project a success by her teamwork, perseverance, and enthusiasm.

At the NMA National Conference in San Diego, several members had an opportunity mix and mingle with national officers, featured speakers, and chapter members from across the country. Sandy Hayashigawa “joyfully” accepted the NMA Publications Award for the chapter newsletter. Joining in her happiness were Rosie Flores and Ian MacDonald, as well as a slew of SCAC members.

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.

BALC assisted management with spreading the message on leadership development through our continued promotion and support of the Boeing Leadership Evaluation and Development System (LEADS) and also offered the NMA Supervisory and Management Series (SMS) courses, Institute of Certified Professional Management (CM) courses, Dale Carnegie Lunch and Learns and many financial seminars.

BALC members supported the annual Educator Enrichment Day (EED) and volunteered at the Summer Science Camp (SSC) during July. In 2008 we awarded \$12,000 to six very deserving students in the BALC scholarship contest competition and gave out stipends totaling \$1,100 to the BALC speech contest.

No organization can succeed until
The individuals within it succeed. No
Group can achieve its objectives until
Its team members achieve theirs

DO YOU KNOW A "REAL DEAL" WHEN IT COMES ALONG?



HOW ARE YOU
LOOKING OUT FOR
THE MOST
IMPORTANT
PERSON IN
THE
BUSINESS
WORLD...
YOU???

By taking a critical look at where you are and where you want to go, you start gaining an immediate competitive edge. By asking yourself, "What kind of leader am I?", you choose to take control of your future. By utilizing NMA LEADS, you take an important first step.

The comprehensive NMA LEADS system allows you to:

ASSESS – use the multiple choice

LEADS questionnaire to evaluate your understanding of industry best practices related to the NMA leadership competencies and attributes. The Leadership Analysis will identify areas of strength and potential areas for improvement.

LEARN – complete the suggested key reading, training, and work assignments found in the Leadership Analysis. They allow you to learn more about related industry best practices and are tailored to your needs.

ACHIEVE – once completed, the lessons derived from these assignments can be successfully applied in your work environment to help you more fully realize YOUR potential.



LEADS STANDS
FOR NMA'S
LEADERSHIP
EVALUATION
AND
DEVELOPMENT
SYSTEM

LEADS comprises:

- A confidential, online leadership tool - a complete personalized system. Available 24/7, it begins with a multiple choice, 120 question assessment based upon 30 critical contemporary workplace skills, as identified in the NMA Leadership Model.
- An electronic Leadership Analysis immediately after taking the assessment. It will identify areas of strength and potential areas for improvement
- Links to specific actions you can take to enhance your leadership skills
- To learn more, go to:

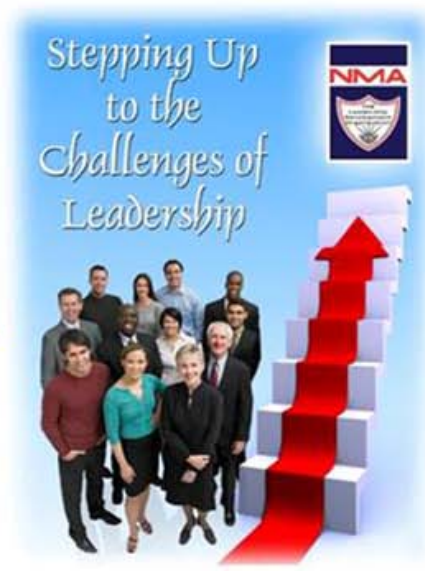
<http://nma1.us/LEADS/>

JOIN NMA TODAY!!

ALL THE RIGHT REASONS TO JOIN NMA...

10. Learn, Grow, Develop
9. Build Your Personal Network
8. Challenge Yourself
7. Be informed
6. Join a Committee
5. Serve Your Community
4. Connect with Other Motivated Employees
3. Celebrate our Diversity
2. Improve your Communication Skills
1. We are THE Leadership Development Organization – always strong and always growing

(from the Alcatel-Lucent Leadership Association)



JOIN NMA TODAY!



For a limited time, join NMA and receive **NMA LEADS**

absolutely free – it's a key that can open the door to showcasing your LEADERSHIP potential!! Yes, if you join NMA now, you will receive a **FREE LEADS** assessment... a \$35 value!

NMA's 2009 theme is "Stepping Up to the Challenges of Leadership". With **NMA LEADS** you will see the 30 competencies that a cross-section of affiliated NMA organizations has identified as critical in these uncertain times. By utilizing the **LEADS** assessment, you'll learn how you measure up... and can then set realistic goals and objectives for yourself. Take the first step... join NMA today! There has never been a better time!



NMA...THE LEADERSHIP DEVELOPMENT ORGANIZATION

2210 Arbor Boulevard
Dayton, OH 45429
Phone: 937-294-0421
<http://nma1.org>
E-mail: nma1@nma1.org

Board of Directors

President.....Mike Patricelli
 (714) 372-2620
 1st Vice President..... Joe Morano, CM
 (562) 797-7919
 2nd Vice President..... Jim Gonzalez
 (714) 762-4325
 VP-CommunicationDave Andersen
 (562) 593-9515
 VP-Fundraising.....Jocelyn Messina
 (714) 762-9102
 Treasurer.....Adam Wass
 (714) 237-7567
 Directors-at-Large.....Mike Chaney
 (714) 762-7676
 Bob DeVries
 (714) 896-1334
 Avis French
 (949) 830-1167
 Advisors.....Charles Duke, CM
 (562) 593-6814
 Gerald Blackburn, CM
 (562) 941-7735
 National DirectorDr. Pete Kurzhals, CM
 (714) 896-1123

**“On Track
 with SCAC”
 Staff**

Managing EditorDave 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



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.