



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

Volume XXII, Number 3 July-September, 2006

## Southern California Area Council Newsletter

# 2006 National Conference Sheraton Music City Hotel Nashville, Tennessee November 4-6, 2006

We're singing a new song in 2006 - NMA...THE Leadership Development Organization. Nowhere is that exciting new tune more prevalent than Music City, USA -- Nashville, Tennessee! Come join us for a GREAT learning experience with a NEW format, MORE workshops than ever before, and SPECIAL guests and presenters.

Come grab the new songbook, learn the new lyrics and be ready to go home singing a "new number" --equipped with new tools to be a LEADER in everything you do... at work, at home, and in your community. This year, for the FIRST time, we will kick off our National Conference with an exciting Keynote CEU Session, "The Splendid Seven," by Mr. Lee Rhyant, Executive Vice President and General Manager for Lockheed Martin Aeronautics



Company in Marietta, Georgia.

In addition, we will be honoring Dr. John P. Kotter, one of the world's leading experts on leadership from the Harvard Business School and the premier voice on how the best organizations actually "do" change. His international bestseller *Leading Change* -- which outlined an actionable, 8-step process for implementing successful transformations -- became the change bible for managers around the world.

On Saturday afternoon, six outstanding students from across the country will compete for a \$10,000 first prize savings bond. At that time, NMA will proudly showcase its

American Enterprise Speech Contest -- one of the nation's leading competitions among high school students. Its primary purpose is to promote better understanding of competitive enterprise and its role in today's worldwide economy.

The contest involves young men and women in grades 9-12. They research, write, and deliver a speech based upon their interpretation of our economic system -- its history, its application to daily life, their own hopes and dreams, and the ever-changing nature of the global marketplace. In short, the students are limited only by their imagination and drive. Participation in this contest increases students' awareness and understanding of free enterprise and its connections to a free society. The contest provides an incentive for the development of communication skills--vital to those preparing to enter the workforce.

Come and see SCAC Contestant, Brisa Weaver!



Sheraton Music City Hotel

You won't want to miss any part of our National Conference in Music City USA!

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## From the Desk of the President

By Mike Chaney, President



### Welcome to 2006!

#### The NMA Leadership Model

I was home watching television on July 4<sup>th</sup>, the birthday of this great nation of ours. While watching the launch of the Space Shuttle Discovery, leadership kept coming to mind. The leadership of the greatest nation on Earth, leadership in NASA (National Aeronautics and Space Administration), and leadership within the organizations that make the successful launch, and mission of the shuttle possible.

Thanks to leadership, the outcome was a successful launch that supported national, NASA, and organizational goals, or outcomes. I read and re-read the [NMA Leadership Model](#) page at the NMA Web site and thought of the model competencies that may have been applied for the shuttle launch. I then tried to visually see how a specific competency might have a positive, or negative impact on the launch. I didn't see any competencies that would have a negative impact, but what I did see was that if the opposite of a competency was applied, it might have a negative impact on an individual, or team.

In the article below, taken from the February 2006 issue of [NMA Breaktime](#), our NMA President Steve Bailey stated that the ultimate goal...and why the NMA Leadership Model is front and center in 2006, is to link our business/ organization's leadership development efforts to

organizational outcome. Many of us know the shuttle program has many ties to the Southern California region, and some reading this may work for an organization that is responsible for a portion of the success of the program.

I see a challenge for our council and chapters to help place the NMA Leadership Model front and center in 2006. Let's accept the challenge and use the model to develop our members and us. After all, if our NMA organizational goals don't link to our sponsor organization outcomes, we need to make the appropriate changes to ensure they do.

### Why Do We Have a Leadership Model... and Who Cares?

Steve Bailey, CM  
NMA President  
Dayton, Ohio

Clothing designers use live models... humans who walk the runway to display the latest in fashion and showcase the talents of the designer. Engineers build models to create a three-dimensional representation of their latest buildings or other projects. NMA and virtually every Fortune 100 company have a leadership model. Why? Because most of us are visual learners and we tend to remember that which we can "see".

Our model was developed with the input of a broad cross-section of our affiliated organizations as

*(Continued on page 7)*

## SCAC Member Chapters

### Boeing Anaheim Leadership Association

Bob Noel (714) 762-2724

### Boeing Aerospace Leadership Chapter

Bob DeVries (714) 934-0945

### City of Orange

Patti van Voorst (714) 288-2531

### Harbor-UCLA Medical Center

Calvin Kwan (310) 222-2155

Cynthia Moore Oliver (310) 222-4027

## National Happenings

By Dr. Pete Kurzhals, CM, National Director



I just returned from the NMA Board of Directors meeting, held in Dayton, Ohio on July 14-16, 2006. So, what's happening on the national front?

Overall NMA membership at the end of June is 21,222 members, down about 2.4% over the past 12 months as member organizations continue to merge or restructure. The NMA has identified some 53 potential contacts for new chapters; and has set a goal of a 5% membership increase by 2008. BALC led the way by recruiting 162 new members (13% net growth) over the past year to become the fastest growing chapter in the NMA and the lead candidate for the NMA Size Group 1 GROWTH award – the best of the best!

The NMA has also developed new marketing materials focused on leadership development; and has put together a booklet on “Top 10 Reasons to Join the NMA Chapter.” Both will be available from the NMA, and can be customized to meet the needs of individual chapters.

A search-engine-submission company has been engaged to submit the NMA website to all major national search engines in order to increase NMA visibility on the web; and a new site map and key words are being developed for the NMA website to improve its effectiveness and usability.

Several customer surveys are planned to allow the NMA to better address chapter needs. These include a survey on chapter Professional Development activities and requirements due August 15; and a survey of best practices and benefits of other professional organizations our members are affiliated with. The latter survey will be administered during the 2006 NMA National Conference.

Our local chapters again did great during this year's national awards program. JoYvonne Bragg was elected as the 2006 NMA Member of the Year in recognition of her many contributions to the NMA and to Boeing...a well deserved honor! BALC won the national newsletter competition, with “New Horizons” by placing 1<sup>st</sup> in Size Group 1; and SCAC continued its run of newsletter wins with “On Track with SCAC” placing 1<sup>st</sup> in the Council competition. The Boeing Anaheim Leadership Association (BALA) newsletter “Communique” won 2<sup>nd</sup> place for Size Group 2.

Other national recognition included the selection of Ken Asbury, President of Lockheed Martin Technical Operations, as 2006 NMA Executive of the Year; and of Tony Fillipis, Sr. as 2006 Hall of Fame recipient. Dr. John

Kotter, Harvard professor and author of over 15 books on leadership and change, will receive the 2006 McFeeley award and will unveil his latest book “Our Iceberg is Melting” at the 2006 National Conference.

The Board also voted to accept new criteria for chapter Community Service awards, similar to those adopted last year for the chapter Professional Development award. Any chapter which accumulates a minimum number of points based on its size (namely  $0.2 \times \text{membership} + 35$ ) will receive this award in the future. This change is intended to better recognize the important role of community services in chapter activities; and should make many SCAC chapters eligible for this award next year.

In professional development, a number of new NMA LiveOnline and NMA LeaderLab courses have been developed, and many new and exciting leadership topics for future courses have been identified. However, national deployment of the additional courses, including the new NMA LeaderLabs, had to be delayed pending recruitment of additional volunteer facilitators who can present these new courses during lunch-time seminars in the East, Central and Pacific time zones. A request for such volunteers to help with both the facilitation and the required research of future leadership topics will be sent to all NMA members shortly. This is a great chance to learn more about these leadership areas and to interact with members from other chapters with minimal time investments, so I urge you to join this national leadership team.

Other professional development activities have included mapping of the Supervisory and Management Skills (SMS) course chapters against the competencies required for the NMA Leadership Model. That effort will be completed by September, and similar mapping is planned for all other NMA courses. Attendant updates of the SMS courses have also been initiated, with SMS 10: Law for the Layman completed and SMS 9: Business Concepts scheduled for September.

The new NMA Leadership Development Advisory Panel (LDAP), composed of HR executives from NMA member organizations, will

*(Continued on page 4)*

## National Happenings

(Continued from Page 3)

meet at the Double Tree Houston Intercontinental Hotel in Houston, TX on September 20-22 to review current NMA leadership training and to identify areas where the NMA can support related member-organization. A meeting of the NMA Executive Board will follow on September 22-23, to focus on integrating results into our future training plans prior to the 2006 National Conference.

That conference, scheduled to be held in Nashville, TN on November 4-6, promises to be our most important leadership event ever, with a plethora of special events and CEU leadership workshops. Our annual Recognition

Lunch will feature a country-music theme, and participants will be asked to dress up as their favorite country-music singer. So make your plans now to come and join us in the capital of country music.

*Pete Kurzhals*

NMA National Director  
NMA Leadership QuickTools Coordinator

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

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Other areas available

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Sharon McCormack (714) 896-4743	Huntington Beach, Bldg 12-3, Executive Area
Bonnie Haynie (714) 896-2751	Huntington Beach, Bldg 14-1, Office 1D76 (1-D3-75)
Victor Koman (714) 896-3353	Huntington Beach, Bldg 19-2, Office 2B75
Elaine Fafilek (714) 896-3665	Huntington Beach, Bldg 21-1, Office 1B69
Liz Varela (714) 934-0248	Huntington Beach, Bldg 22-3, Office 3A035
Diana Kellstrom (562) 797-2050	Seal Beach, B/80 7 <sup>th</sup> Flr, Office 7J8
Charles Duke (562) 593-6814	Long Beach, B/801, 2 <sup>nd</sup> Flr, Between Col W2 & E3
Kim Talor (714) 762-0602	Anaheim, B/235, 1 <sup>st</sup> Flr, Column E14
Karen Jeffries (714) 762-1371	Anaheim, B/235, 1 <sup>st</sup> Flr, Column G15, Office 18-23
Richard Walker (562) 951-7545	Sea Launch, Bldg 3, 2 <sup>nd</sup> Flr

Your purchase supports the NMA American Enterprise Speech Contest

## Taking the CM Journey

*By Dr. Pete Kurzhals, CM, Boeing Aerospace Leadership Chapter*

So you've always wanted to be a Certified Manager (CM), but don't know how to start...perhaps my related experience will help. Back in March 2006, I joined a group of fellow chapter members who were going to study together to prepare for the three, two-hour CM exams (120 multiple-choice questions each) which an applicant must pass to become certified.

But first we had to submit an application (<http://www.icpm.biz/>) to the Institute of Certified Professional Managers (ICPM) to prove that each of us had the education and experience to be eligible for these exams. What does that take? You need a minimum of 10 eligibility points, determined as follows:

### Education

High School Diploma	1 point
Associate Degree	2 points
Bachelor's Degree	4 points
Master's Degree/Doctorate	5 points

### Experience

Non-Management Experience	0.5 points/year
Management Experience	1 point/year

You count the points for your highest level of education plus your experience points to get your eligibility rating. Thus, if you have a Master's Degree with five years of management or ten years of non-management experience (or any other combination of points adding up to 10), you can apply for the exams. You also need to provide a transcript (or other substantiation) for your college courses, and to have your manager or HR sign a form to validate your experience.

In addition, you may have to pay for the exams (\$100 each) and application processing (\$75) yourself unless your chapter or organization covers these certification costs. Your chapter should have a limited number of CM study manuals available for study. You can use these to prepare for the exams, and your application – once approved by ICPM – also gives you access to a series of online study aids and practice quizzes (one for each of the 28 chapters that make up the three CM manuals).

The first manual provides a comprehensive overview of the Foundations of Management, and covers such topics as the management process, manager and entrepreneur characteristics, diverse employees and environments, global environment, ethical behavior and social responsibility, communication, information

systems and economics. The second manual focuses on Planning and Organizing skills and addresses strategy, operations and project management, decision-making, work and structure organization, effective team management, effective meetings, HR and feedback. The third manual on Leading and Controlling skills includes leadership and management, motivation, empowerment and effective delegation, managing change and culture, conflict resolution and solutions, time and stress management, controlling, operations control, financial information and accounting, and financial planning and budgeting. All manuals are augmented by excellent real-world examples and exercises to test your skills.

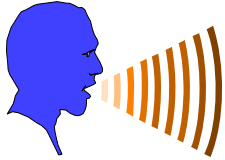
By mid-July 2006, we had all submitted our applications and received the CM manuals, so we were ready for the fun to start. Each of us read and made notes on 3 or more of the CM manual chapters and took the associated practice questions in the manual, before meeting for a joint after-work session to review and discuss the online training material (<http://icpm.pageout.net/>) and to jointly take the corresponding online quizzes. After completing a manual, we then met again to take all the manual and online quizzes before moving on to the related CM exam. When you are ready to test, you can request an exam passcode from ICPM. You then have several days to take the actual exam online. You can, of course, also take paper exams as a group, but we decided to go with the online version since that was easier and more flexible than trying to get everyone together for a paper exam.

The exams are tough and you really have to read the questions carefully to make sure you don't pick the wrong answer. You also need to have a good understanding of the manual contents and terminology, some of which I had not seen before in other sources. I found it very useful to go through each manual page-by-page, and to extract all the key terms, definitions, breakouts and examples as a set of crib notes. That reduced the amount of information I needed to recall from more than 200 pages to fewer than 20 typed pages...much easier to review, comprehend and remember, and good enough to pass the exam.

After you complete the online exam, you can get an immediate Pass (P) or Fail (F) grade and the total number of questions you answered correctly. ICPM processes the online exams once a month (on the 15<sup>th</sup> day), so you want to plan your test taking accordingly.

*(Continued on page 9)*

## Chapter Chatter



### City of Orange Chapter

By Avis French

At their first NMA meeting of the year, the City of Orange chapter had an exciting time! They thought they were going to hear about Homeland Security from their Emergency Services Coordinators, Sgt. Jeff Bird of the Orange Police Department and Captain Doug Weeks of the Orange Fire Department. Well, that's how the meeting began, but that's not how it ended! It ended in the folks participating in the NMA "Survivor" Leader Lab. This lab was a simulated plane crash. It was interesting to see how the various groups worked together while practicing leadership skills to make decisions necessary to survive the crash. All the groups did quite well, placing fairly high in the count of correct decisions.

The chapter's STARR award recipient for September was Beth Irish, a long-time employee at the library. Beth is such a long-time employee that she is retiring, and she said that receiving the award was fitting recognition of her accomplishments.

The chapter's speaker for October will be Mike Harary, manager of the City's recruitment and selection process. He will share his expertise on the art of resume writing, creating an impressive cover letter, and selling yourself during interviews. His message is in keeping with the chapter's theme for the new year, which is to teach members how to compete for and achieve their goals.

Also in keeping with this theme, check out the new shirts being sported by club members, with the logo: "Got Skills? NMA...helping you reach your goals."



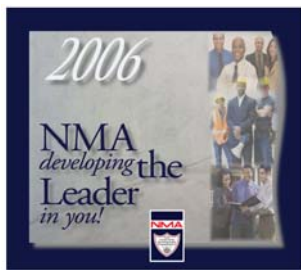
"Got Skills? NMA...helping you reach your goals."

*(Continued on page 8)*

# From the Desk of the President

*(Continued from Page 2)*

well as non-affiliated businesses. The advantage of a model is that you can look at it and begin to see how it can be aligned and integrated throughout the organization. A model is not a process; rather, it visually sets or depicts standards. In our case, we are promoting the NMA Leadership Model as establishing behavioral expectations for leaders at all levels – in your place of business as well as within your NMA chapter.



The 2006 NMA theme is “Developing The Leader in You”. The core competencies for you to become a leader are contained within these four circles... you know how to set direction, mobilize others, and engender organizational capabilities, and do so while

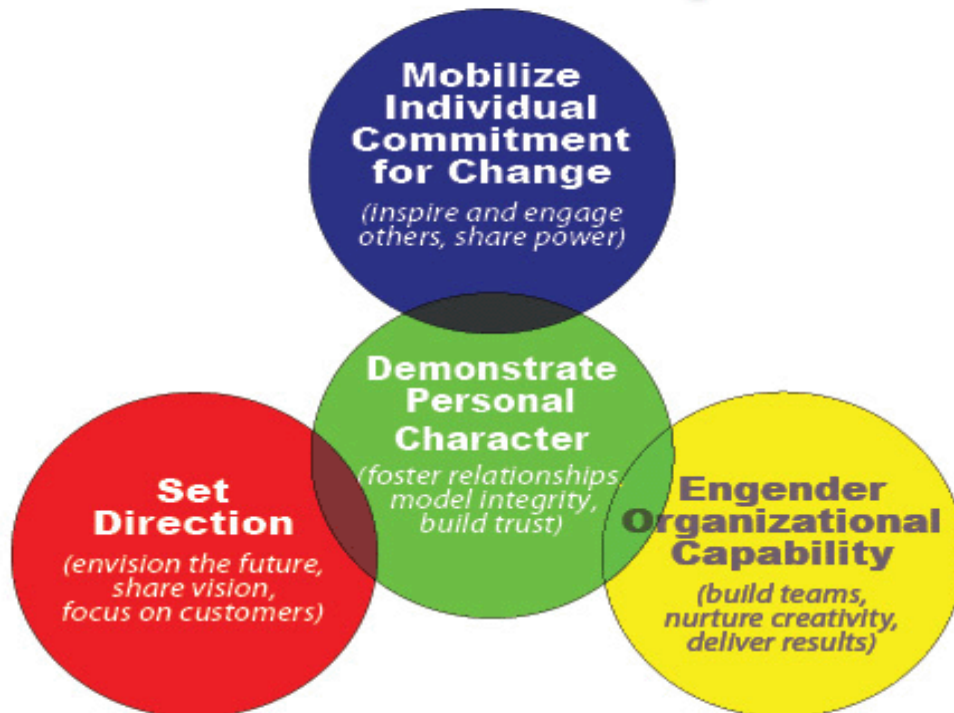
of a leader.

You’ll be seeing a lot of this model in 2006... by design. Leadership traits must mirror and keep pace with the strategic challenges of your business. This is where the chapter fits in. Your assignment? To sit down with your executive management, human resources people, and chapter leaders and ask, “How can our chapter set an agenda of activities and programs that addresses the four areas of leadership development within these four circles?”

An understanding of what we’re trying to do... and a truly collaborative effort... will ultimately link all of your business/organization’s leadership development efforts to organizational outcomes. That is the ultimate goal... and that’s why the NMA Leadership Model is out there, front and center, in 2006. History will not reward us for developing the Model. History will reward us only for driving it all the way through our chapters and our parents companies and helping grow the appropriate leadership competencies in our leaders.

demonstrating the personal characteristics (and character)

## The NMA Leadership Model



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

## Chapter Chatter

(Continued from Page 6)

### Boeing Aerospace Leadership Chapter (BALC) Spotlight Member By Dave Andersen



Meet **Debora Compean-Zrinski**, who is a Procurement Agent with Supplier Management and Procurement and works in the Outside Manufacturing Department in Huntington Beach. Debora was hired on March 10, 1980 in Human Resources at McDonnell Douglas Automation Company which was located in the

Long Beach Facility. She was involved with hiring new employees and recruiting from Colleges all over the United States.

In August of 1982, Debora decided she needed a change and came to work for the Operations Department in Huntington Beach as an Operations Control Analyst. In that job she kept statistics of all jobs that Operations were doing in the shop. She really enjoyed her job and working around the large machines. Debora went to Long Beach and Torrance to transfer work to Huntington Beach so there would not be a break in production and to keep a steady flow of work. In 1985, Debora was offered a job as a Buyer and has been in Procurement ever since.

Debora joined the Huntington Beach Management Association (HBMA/predecessor of BALC) in 1985 and has been a booster most of that time. She has been the Dinner Count Manager, Booster Manager and now Vice President of Operations, and will reside on the Board in 2007. She enjoys the interaction of people and networking during General Membership meetings and getting to know who our members and Executives are.

Debora's passion is volunteering with *Project Love* and working with Indian children. She has been involved with this non-profit organization since starting with McDonnell Douglas, now Boeing. She volunteers for numerous events inside and outside of Boeing like *Habitat for Humanity*, and the winter and summer *Special Olympics*, just to name a few.

### Island Breezes — the August Luau GMM Report by Victor Koman

Palm trees swaying in the breeze like willowy hula dancers. Blue

waters in the swimming pool calm as a lagoon. Two bartenders at dual bars — no waiting. As the musicians from P u a l a n i ' s P o l y n e s i a n Paradise played Hawaiian tunes on ukulele and steel, electric, and rhythm guitar,

BALC members received traditional island greetings of a lei and an "Aloha" and settled in for an evening of dance and entertainment.

BALC President Bob DeVries opened the ceremonies with a rousing "Aloha!" and introduced Past President Joe Morano, who spoke about the nomination process for the upcoming Board of Directors election. Nominations closed that night and voting would begin on September 18<sup>th</sup>.

Bob then introduced Debora Compean-Zrinski, VP of Operations, who gave the invocation and led the pledge of allegiance. The band resumed playing and the hotel staff served dinner.

As sunset approached, the dancers conducted an island-to-island revue, first stepping out to represent the island of Tahiti. Clad in bright red *pāreu* skirts rolled at the waist, coconut brassieres, and headdresses of deep-green leaves, four female Pualani dancers delivered a hip-swinging, high-octane performance.

Next, shaking the `uli`uli (a feathered gourd rattle), two members of the troupe appeared in strapless, long green floral dresses to dance a traditional Hawaiian dance of greeting to the shores of Hale`iwa beach in O`ahu. They smoothly transitioned to the Hawaiian War Chant, which the narrator described as "very upbeat for a war chant." Their warm smiles added to the energy of the dance, and the audience responded with applause and cheers.



(Continued on page 10)

## Taking the CM Journey

By Dr. Pete Kurzhals, CM, Boeing Aerospace Leadership Chapter

(Continued from page 5)

About a week after that, you will receive a written evaluation which provides you with a score (1-5) for each manual chapter, along with your overall grade. While ICPM does not reveal their scoring criteria, a score of 4 or 5 per chapter indicates a good understanding of chapter contents; and a 3 indicates marginal understanding. A score of 1 or 2 means that you need much or moderately-more training, respectively, and – if you get several of these – you will probably have to retake the exam. You can do so by paying \$50 for each retest.

Why go through all that trouble and expense? The CM is an internationally-recognized credential that certifies you have all the management skills needed to be an effective manager in a broad range of business situations. Many companies, such as Lockheed Martin, are also citing the CM as proof of relevant experience in their proposals where it can help in the evaluation of their key personnel. And, within the NMA, the CM is displayed on all badges and programs to recognize your accomplishment of this key milestone. Beyond that, I believe that you will truly be better prepared to tackle any leadership challenge in your work, once you have completed this training.

So, if you aspire to be a leader and manager in the future or want to validate your current management skills, I would strongly recommend that you consider taking the CM journey...

### Visit Important Web Pages:

SCAC's Home Page:

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

NMA Home Page:

<http://nma1.org/>

September, 2006 issue of  
"NMA Breaktime,":

<http://nma1.us/breaktime/2006-08/>

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](mailto:sue@nma1.org)!!

**QuickTools Web Page on :**

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

**NMA LiveOnline! Web Page on:**

<http://nma1.us/lrc/online.htm>

### **Bearonauts on Sale Now!**

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- [sharon.m.mccormack@boeing.com](mailto:sharon.m.mccormack@boeing.com) in Huntington Beach, California
- [karen.e.jeffries@boeing.com](mailto:karen.e.jeffries@boeing.com) in Anaheim, California.

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



## Chapter Chatter

(Continued from Page 6)

A single dancer — musical *ipu* gourd in hand — took the stage in a long, light-green dress and performed a graceful dance from the island of Maui. Joined by a young man, they danced a romantic celebration of young love.

As the sun faded behind clouds gathering around Palos Verdes, Pualani — in a black-and-white print dress with a garland of white flowers in her hair and strands of hibiscus draped across her shoulders — dedicated a lush, languid dance from the shores of Hanalei in Kauai to our own Jason Monroy.

A male member of the troupe, in green Hawaiian shirt and navy shorts, danced the fun-loving and justly famous Hukilau, pulling two brightly garbed ladies from the audience to dance with him.

Leaving the islands of Hawaii, the dancers transported us to New Zealand. A solo dancer in red print skirt peeking out from beneath knee-length strings of white beads performed a dynamic dance to a Maori action song. Her red flower lei and matching hair garland lent the dance a fiery look. Three dancers succeeded her, wearing long black dresses and swinging *poi* balls (two tennis-ball-sized spheres of white yarn connected to red, white, and black woven cords). Their very soothing dance was followed by an energetic “long *poi*” dance by a muscular young man who managed to swing four *poi* balls like counter-rotating bolos.



With night descended, the time grew nigh for the highlight of the evening: the fire dance, which the older male trouper performed with madcap glee. Looking battle-ready in a yellow breechclout with *ti*-leaf anklets and neckwear, he swung a lighted staff with skill and precision. Whether clasped comically between his thighs or twirling like a flaming shield, the searing

devil stick lit up the poolside night air to the delight of the audience.

Following that show stopper, the ladies returned in Tahitian outfits consisting of white skirts rolled at the



hip, white shell necklaces, and white feathered headdresses. This time, it was the men's turn to be embarrassed as photographer Joe Olmos and three others were pulled onstage and compelled to perform. At the end of the dance, Joe was surrounded by the four lovelies — what a Kodak moment!

After the last dance — from Bora Bora — Pualani's Polynesian Paradise closed its evening of entertainment with an audience-participation rendition of the classic *Aloha 'Oe* and a thank you to Jason for inviting them back.



Bob DeVries closed the ceremonies by announcing that astronaut James Kelly would speak at the September meeting.

We thank Pualani's Polynesian Paradise, too, for putting on a thrilling and fun performance and wish them a fond *aloha*.

**Board of Directors**

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 (714) 372-2620  
 2nd Vice President.....Felie Beaty  
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 Gerald Blackburn, CM  
 (562) 941-7735  
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 with SCAC”  
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 ..... Laura Swinth, Mike Patricelli  
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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**



October 4, 2006..... October Board Meeting  
 October 5, 2006..... So That’s How You Do That! MS excel 2003  
 ..... NMA LIVEOnline!  
 November 1, 2006..... November Board Meeting  
 November 4-6, 2006 ..... National Conference  
 ..... Nashville, Tennessee  
 December 6, 2006 ..... December Board Meeting

**NMA Statement of Principles**

- ◆ We believe in the highest standards of personal and organizational integrity and respect for the individual.
- ◆ We believe in lifelong learning, continuous improvement, and the development of a workforce capable of sustaining a competitive posture in the global economy.
- ◆ We believe management is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.
- ◆ We believe that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.
- ◆ We believe that individuals and organizations have a community and civic responsibility.

**Code of Ethics for Management**

- ◆ I will recognize that all individuals inherently desire to practice their occupations to the best of their ability.
- ◆ I will assume that all individuals want to do their best.
- ◆ I will 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.