



June 2009



[HTTP://WWW.NMA-SANDIEGO.ORG](http://www.nma-sandiego.org)

# CITY SCENE

## Message from the President By Mary Lewis

I am honored to be selected to serve as President of the City of San Diego's chapter of the National Management Association for the upcoming year. I'm looking forward to an exciting and eventful year and working with an enthusiastic and committed board.

As I've said before, my goals for developing leaders within our organization align with the goals of NMA. While the board does an excellent job providing opportunities for you, the member, we want to do more and we need your assistance. We need your ideas, your enthusiasm and your participation. This organization is filled with talented individuals with great ideas and we need those ideas more than ever. I call upon you as a member to get involved.

There are several ways you can support the City's NMA chapter. Volunteer to participate on a committee or simply communicate your ideas to any of the board members. Whatever level of participation you choose reassures that we're providing the membership with programs and opportunities that are pertinent to you.

The Board's focus for the upcoming year will be to re-instill value to the member by providing outstanding opportunities for professional development and



networking and grow the membership. For the calendar of upcoming events, please check out our chapter's website at [nma-sandiego.org](http://nma-sandiego.org) for all the details.

In closing I'd like to personally thank outgoing board members Dannell Scarborough, Diana Rhodes, Hana Hanigan, and Ann Sasaki for their service and commitment to NMA. Their service and contributions over the years has greatly enhanced our chapter and their involvement is greatly appreciated. I'd also like to welcome

incoming board members Beverly Barr, Lewis Higgins, and Gabriel Rubi. I look forward to working with you to continue the successes of our chapter while developing new programs and opportunities for our valued members.

### Inside This Issue

- **Message from the President**
- **About NMA**
- **NMA Principles and Code of Ethics**
- **Helping the Families of Our Fallen Military**
- **Jack Zenger's Leadership Assessment Model**
- **Noteworthy Items**

## :: ABOUT ::

The National Management Association (NMA) is a professional leadership development association headquartered in Dayton, Ohio. The Association is a national, not-for-profit organization serving over 25,000 members nationwide. Members belong to company-based, in-house chapters, or are members of community chapters. An Individual Membership Program is also available.

NMA's founder, Charles Kettering became a pioneer in human resource development when he introduced the idea of professional development for first line supervisors in Dayton in 1919. That idea was so significant that it rapidly spread across the nation, and the National

Association of Foremen was formed in 1925. In the late '50s, the Association adopted a broader mission to include all levels of management. In today's team environment, we have many chapters that operate as employee organizations open to all employees and others that operate as community organizations open to all professionals within the local community. Consequently, the professional development of individuals, central to the founding of NMA, can now reach all levels of the organization!

Through the chapter-based experience, NMA provides management and leadership development opportunities to

help sponsoring organizations discover, develop, and showcase leadership talent. NMA's customers span the entire United States. Most are from over 120 affiliated chapters representing nearly 1,000 organizations and include healthcare, utilities, manufacturing, communications, government, aerospace, and defense.



[WWW.NMA1.ORG](http://WWW.NMA1.ORG)

### :: NMA PRINCIPLES ::

**NMA** is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify core beliefs and provide the basis for the Association's Mission Statement:

- **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.

### :: 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.

# :: VOLUNTEERING/GIVING BACK ::

## Helping the Families of Our Fallen Military

By Maureen Halll, NMA Board Secretary

Every Memorial Weekend hundreds of families of fallen military gather in Washington DC for TAPS. No, not the haunting military bugle cry performed at Arlington Cemetery, but the Tragedy Assistance Program for Survivors (TAPS) Seminar, a place for those who lost loved ones in the military to come together to grieve and to heal. Founded in 1994 by a young military widow TAPS prides itself as a front line resource to families and loved ones of military who were killed in action or who died while in service to their country, whether by accident, illness or suicide. TAPS provides comfort and care 24 hours a day, 7 days a week, through comprehensive services and programs including peer based emotional support, case worker assistance, crisis intervention and grief and trauma resources. TAPS has assisted over 25,000 families and their National Military Survivor Seminars and Good Grief Camps for children are now being held not only nationally in Washington DC over Memorial Weekend, but regionally in military bases across the country. Adults attend seminars on grief, learning about military benefits etc while the children attend the “Good Grief Camp” where they are assigned a mentor, a military member who is with the child one on one throughout the whole weekend. The kids tour DC, play games and make crafts, all the while learning how to cope with their loss. Every year the children are treated to something special. One year Ringling Brothers Circus came in and trained all the kids to become circus performers and they then performed a circus for their families on the last day of the TAPS Seminar.



Writing a love note to dad to be released in a balloon up to heaven.



TAPS Volunteers and Staff

I can never begin to imagine what these families are going through, but I know just a touch, a smile, a hug and a tear is what these families want and need. I know it isn't much, but I believe in my own small way that I am able to touch their hearts and to help in the healing process, a small part of the healing process that is TAPS. For more information go to [www.taps.org](http://www.taps.org).

Photo on right: The Hall Kids who lost their daddy in an Army plane crash. Maureen has adopted this whole family and has them out to San Diego from Georgia at least once a year.



# :: PROFESSIONAL DEVELOPMENT ::

## Jack Zenger's Leadership Assessment Model

By Diana Rhodes, Professional Development Committee Co-Chair



On October 20, 2008, Susan Curtin, Leadership Coach of Insights4Results, presented Jack Zenger's Leadership Assessment model at a Brown Bag Presentation during the noon hour in Civic Centre Plaza's 10<sup>th</sup> Floor Large Conference Room.

In the short time that Susan met with our group, she covered a lot of territory managing to help attendees identify some of their competencies and clarify some critical false assumptions that we all make in assessing our leadership strengths and weaknesses. Susan presented Jack Zenger's Leadership Assessment Model which grouped competencies into five (5) clusters as well as helping members to self-assess their leadership abilities. During the hour, Susan touched on the competencies and behaviors of high performers. There is a recognizable common thread that each high performing leader exemplifies. Susan wrapped up the hour presentation by speaking about the powerful culmination of strengths, individual

passion and organizational needs that meet to form the Leadership Sweet Spot. If you did not get an opportunity to take advantage of this opportunity, all is not lost. Read through this small article and then take the time to visit Susan's website at <http://insights4results.com>. Good luck with your personal professional journey.

Assumptions are such powerful creatures. However, we all know that more times than not, assumptions end up being false. Susan presented several statements that we all think are factual and later we find out that there is no basis for them. Take for example this statement: ***"Some people have distinct advantages of intellect, personality, experiences, or connections with influential people. Leaders, therefore, are more often "born," not "made."*** Whether or not you know it, this is definitely a false statement. It has been proven that people can be trained to be great leaders. One of the truisms presented turned out to be true and I wanted to share this one with you. The statement was made that, "In order to become a great leader, you should pay more attention to improving your strengths than in fixing your weaknesses." What an eye opener that turned out to be. I have since read other articles that provide some foundation for the basis of this statement. Has anyone out there read, ***"The Secret"*** by Rhonda Byrne? If you have the time, read ***Whale Done!*** by Ken Blanchard. This book explores how positive reinforcement technique can have a dramatic effect on human relationships both at work and at home. It is not only an easy read but also goes a long way to reinforce what Susan talked about in her presentation. And let me be perfectly clear, this is a recommendation of mine, not Susan's necessarily.

Susan also presented five fatal flaws that must be fixed. I cannot say enough about this information because it turns up time and time again and is repeated by other professionals here at the City and others in the private and public sector alike. If you do nothing else but attend to these areas, you will come out way ahead in your efforts on becoming a great leader.

1. Inability to learn from mistakes.
2. Lack of core interpersonal skills and competencies.
3. Lack of openness to new or different ideas.
4. Lack of accountability.
5. Lack of initiative.

These five fatal flaws are covered in more detail in ***"The Extraordinary Leader: Going from Good to Great"*** by Jack Zenger.

What was so profound about the entire exercise presented during this hour was that everything seemed to culminate and depend upon personal "Character". As a man/woman thinks so is he or she. How many times have we heard that? The five clusters are Character, Personal Capability, Focus on Results, Interpersonal Skills, and Leading Organizational Change (see bottom of page 5). In all, there were 16 competencies of High Performers. These were presented in matrix form. The 16 Competencies were grouped under the five Clusters. For a great leader to epitomize Character, the individual had to display high integrity and honesty. High Performers practice self-development, can problem solve and have the ability to analyze issues. Many have technical & professional expertise.



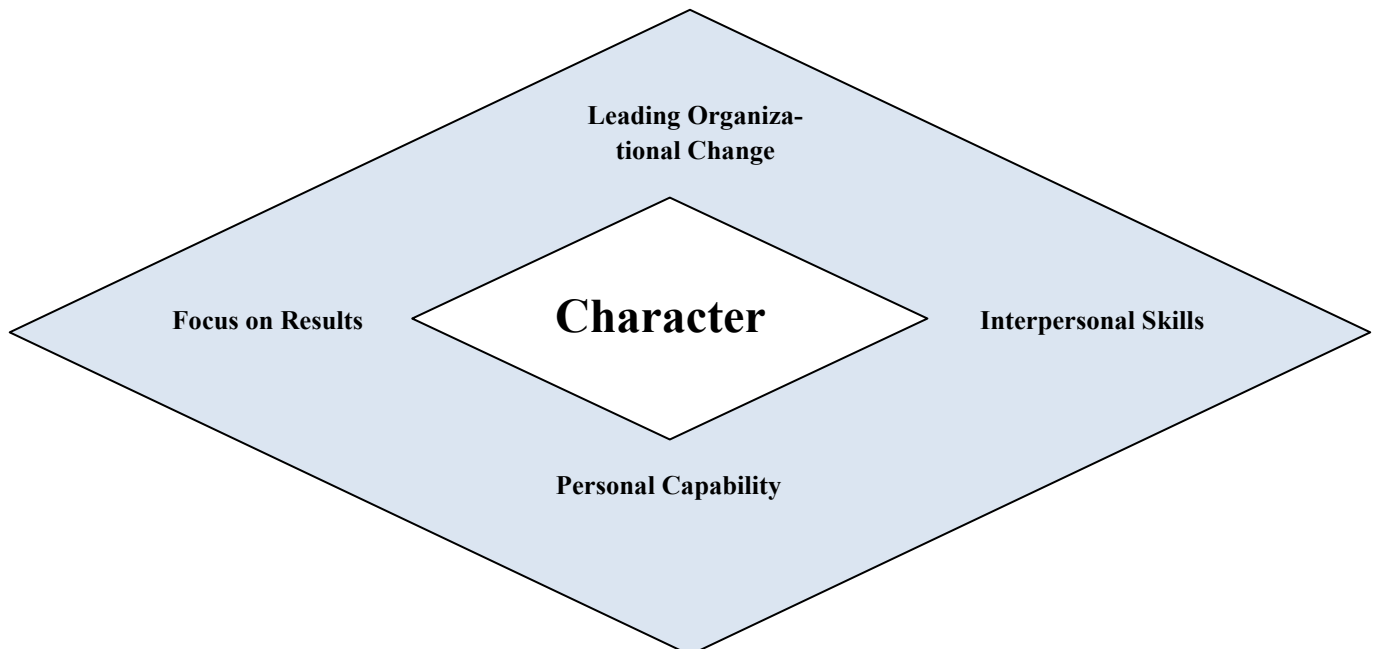
# :: PROFESSIONAL DEVELOPMENT (cont.) ::

Higher Performers develop strategic perspective, champion change and connect internal groups with the outside world. High Performers communicate powerfully and prolifically, inspire and motivate others to high performance and are constantly working to develop others and build collaborations & foster teamwork. High Performers take the steps to establish stretch goals for themselves and take responsibility for outcomes as well as taking initiative to accomplish tasks and goals. The amazing thing about all of this is that these goals are within reach for all of us, no matter where we are located along the continuum of any organization. The matrix is provided below:

Character	Personal Capability	Focus on Results	Interpersonal Skills	Leading Organizational Change
Displaying High Integrity & honesty	Technical & professional expertise	Drive Results	Communicating powerfully & prolifically	Developing Strategic perspective
	Solving problems & analyzing issues	Establish stretch goals	Inspiring & motivating others to high performance	Championing Change
	Innovation	Take responsibility for outcomes/ initiative	Developing others	Connect internal groups with the outside world
	Practicing Self-development		Collaborations & teamwork	
			Building relationships	

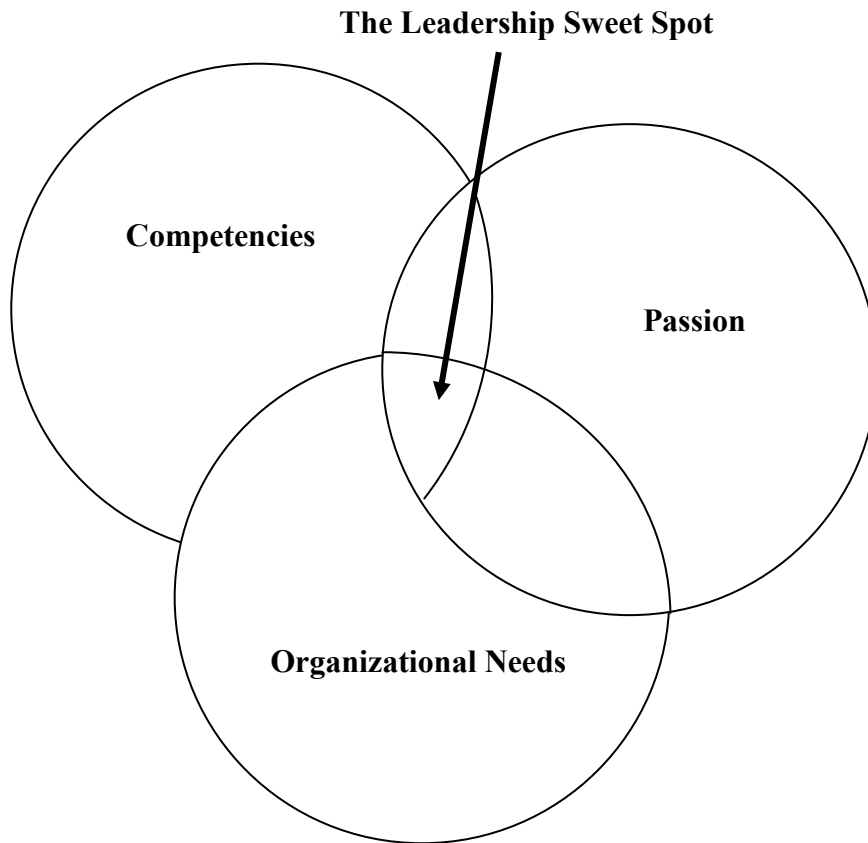
Susan has spent a career lifetime helping individuals attain their full potential through her coaching work, by assisting individuals in identifying and utilizing their strengths in becoming better leaders while addressing any “blind spots” that may prevent their effectiveness and success as leaders. Susan wrapped up her presentation by talking about the concept of Powerful Combinations of Strengths and their importance to leadership effectiveness. What’s more important, Susan provided us with a version of the assessment tool that she used and it is available for your use. Just contact Hana Hanigan at [HHanigan@sandiego.gov](mailto:HHanigan@sandiego.gov) and she will be able to provide you with a scanned copy.

### Model of the Five Clusters



## :: PROFESSIONAL DEVELOPMENT (cont.) ::

What's the "Leadership Sweet Spot"? It is when the competencies of high performing leaders are met with passion and come together to meet organizational needs. This is something, I know we all aspire to.



## :: NOTEWORTHY ITEMS ::



“At the Retired and Senior Volunteer Program brunch on May 12, 2009, Lewis Higgins was given a Congressional Award for outstanding and invaluable service to the community from Congressman Bob Filner. Lewis is Recreation Specialist who coordinates Volunteer Services for Seniors for the City.”  
*Rimah Khouri*

**If you are one of the many retirees, please keep in mind that you can maintain NMA membership by paying via check for FY 2010.** If you have any questions, please contact any NMA Board Member listed on the last page of this newsletter.

**ICPM (Institute of Certified Professional Managers) is offering a \$50 discount on the Certified Manager Program.** This discount is only available from June 1 through June 30, 2009. To take advantage of this offer, call Melody Branner at 800-568-4120 or email [brannemh@jmu.edu](mailto:brannemh@jmu.edu). Be sure to request the 2009 Summer Sale pricing. For more information on the program, visit [www.icpm.biz](http://www.icpm.biz).

## NMA Membership Application

Name \_\_\_\_\_ Job Title \_\_\_\_\_  
Department \_\_\_\_\_ Work Phone \_\_\_\_\_  
Work Address \_\_\_\_\_  
Work Fax No. \_\_\_\_\_ Mail Station \_\_\_\_\_ Email: \_\_\_\_\_  
Home Phone \_\_\_\_\_  
Home Address \_\_\_\_\_

Membership Information (Membership runs July through June annually)

\_\_\_\_\_ New Member \$78 (payable by check)

Payroll Deduction \$3/pay period (with a pledge of \$35 minimum via payroll deductions)

Download the form at [http://www.nma-sandiego.org/docs/sitedocs/NMA\\_application.pdf](http://www.nma-sandiego.org/docs/sitedocs/NMA_application.pdf)

Please select a committee of interest

\_\_\_ Programs

\_\_\_ Professional Development

\_\_\_ Sponsorship

\_\_\_ Awards & Recognition

\_\_\_ Membership

\_\_\_ Community Involvement

\_\_\_ Newsletter

Please enclose check payable to National Management Association (NMA) and mail this form to:  
Rimah Khouri, MS 8A.

### 2008-2009 Board Officers

Mary Lewis  
President  
Mayor's Office  
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Maureen Hall  
Secretary  
Water Department  
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Matthew Cleary  
Vice President  
Environmental Services Department  
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Rimah Khouri  
Treasurer  
Financial Management Department  
rkhouri@sandiego.gov

### 2008-2009 Board Members

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**Awards and Recognition Committee**

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**Certified Manager Program Committee**

John Vogel  
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**Membership Committee**

John O'Neill  
Environmental Services Department  
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**Programs Committee**

Danell Scarborough  
Comptroller's Office  
and  
Diana Rhodes  
Debt Management  
dscarborough@sandiego.gov & drhodes@sandiego.gov  
**Professional Development Committee Co-Chairs**

Ann Sasaki  
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**Community Involvement Committee**

Daniel Boone Brabon / Hana Hanigan  
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**Web Site and Newsletter Committee Co-Chairs**