



# BOOTSTRAP



## President's Message

By Kim Barnes

I can't believe it is April already! The weather is getting warmer, the kids are starting to see the light at the end of the tunnel for the end of the school year and I only have a few months left as President.

But, just like I told my kids after conferences last week, "Just because it's getting nice and summer will soon be here, you can't stop making school a priority." The same goes with LLDO; we still have so much left to do so we can't lose momentum!

We still have quite a few community service opportunities with BINGO night with the vets, Special Olympics, and the spring bike path cleanup. We also have our speech contest winner going to the East LDC to compete at the regional level and we need to focus on helping to prepare him for the fierce competition that awaits him.

And, we have a fundraiser with very high goals that we are determined to meet! If you are asked to help in any way in the next few months, please consider doing so, I know you'll get a lot out of it and *your* chapter will benefit. And, in the words of Theodore Roosevelt, "Do what you can, with what you have, where you are." Most of us won't be rich or famous but we can each do our own good right where we're at.

Bootstrap is a monthly publication  
for members of the  
Lennox Leadership Development Organization

Copies may be accessed online at:  
<http://mtnsrv07/lldo> - or -  
<http://nma1.us/chapters/lennox>

Publishers: Teri Wilson and Sandy Holubar

## INSIDE THIS ISSUE

President's Message / Director's Corner	1
Community Services	2
Lennox Fundraiser Announcement / Membership Programs	3
April LLDO meeting / You've done what?	4
NMA Dates to Remember / New Training Solutions	5
Events Calendar / Professional Development	6
Blasts from the Past	7
Trivia / Did You Know.... / LLDO Next Month	8-9
Interview with a Past President	10
NMA Leadership Model	11
Officers & Committee Chairs / Mission Statement	12
	13



## Director's Corner

By David Hanson

There in the middle of the NMA Website, [www.nma1.org](http://www.nma1.org) is this heading:

*LEADERSHIP ...everyone is talking about it, but NMA is doing something about it. Leadership Skills are Survival Skills.*

NMA is doing something. The NMA staff is putting together two great LDC conferences for your chapter leaders. Registration for the East and West LDC's is taking place right now. Those that attend will come back fired up with new leadership skills, ready to lead their chapters to new heights. There are workshops for each chapter officer, first time attendees and a workshop on sustainability of your chapter and how to engage your executive management.

The regional speech contest is Saturday night which is an event I am always impressed with; Jordan Weber will be representing our chapter. Lennox LDO is also sending Bruce Martin, next year's President. Speaking to the other chapters is a rewarding experience; don't miss this opportunity if you can attend.

As always I am proud to represent Lennox LDO, Iowa, and the Central Area.

## Community Services

### Bowl for Kids' Sake

By Teri Wilson

Bowl for Kids' Sake was held Saturday, March 5<sup>th</sup> at Totem Bowl. This is a yearly fundraiser for Big Brothers/Big Sisters. This year 11 bowling teams associated with Lennox brought in \$3,925 in donations. Lennox is also donating another \$1,000. Pictured below are participants Tina Bizios, former Lennox employee along with Lennox employees Kim Meyer and Jeff Stowe.



Photo by Michelle Burgess

### Bingo at the Vet's Home

By Teri Wilson

LLDO will be sponsoring **BINGO** night at the Veteran's Home on Tuesday, April 5<sup>th</sup>.

Meet at 6:15 p.m. to help take residents to the game area. BINGO starts at 7:00 p.m. and ends at 8:00 p.m. This event is open to all Lennox employees. Bring the kids and make it a family night! Quakerdale youth will again participate with Lennox volunteers.

**Sign up in H. R. to help with this fun event!  
Contact Toby Brimmer at #4458 with questions.**

Volunteers will enter the Home using the far west drive off Summit Street, and park in the first parking lot they come to (just west of the Malloy Building). They can enter through the West Door, directly across from the parking lot. Enter and turn left at the first hall to the elevator doors. The cafeteria is located there, where the event will take place.

### Reach Out & Read Book Fair

By Ben Franzon

On Tuesday, March 15 the LLDO community service committee hosted a book and gift fair in the Lennox auditorium to raise money for charity. Those who stopped by enjoyed a wide selection of books on display at heavily discounted prices as well as free popcorn. From your purchases, around \$120 was donated to the Reach out and Read Program, a nonprofit organization that promotes early literacy by partnering with doctors at the McFarland Clinic in Marshalltown. Those who made purchases at the book fair were entered into a drawing for three Lennox hats. The three recipients were Bill Overman, Mike Smith, and Pam Riemenschneider. Thank you to all who visited the book fair and made this event a success.



Photo by Trisha Miller

### Don't Forget!

*Please clip and save Box Tops for our area schools. A collection box is located in the 2<sup>nd</sup> floor break room.*

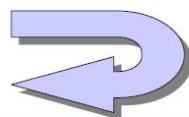


#### Box Tops Really Count!

Thanks to supporters like you, America's schools have earned over \$250 million in 12 years.

#### DO YOU CONSUME CAMPBELL'S BRAND PRODUCTS?

If you do, please take the extra time to remove the label that looks like this



Bring the clipped labels in and put them in the collection box. Each label earns the school points and the earned points go toward great products for our school!

## FUNDRAISER

By Michelle Burgess

### Win a Lennox Complete Home Comfort System

Lennox employees may purchase tickets in HR.

Announced at the last LDO meeting was a Fundraiser sponsored by the Lennox Leadership Development Organization (LLDO). Lennox will provide a Dave Lennox Signature Collection High Efficiency Furnace and Air Conditioner for a single family dwelling to one lucky winner. This is an \$8,500 value which includes an installation allowance of up to \$4,000. Installation costs vary depending on home construction and existing air distribution system. Any installation cost over \$4,000 will be the responsibility of the homeowner. The prize is transferable, and the winner has one year in which to claim the prize (June 1, 2012). The drawing to name the lucky winner will be held on June 1, 2011.



Shane Jacobson purchases the first raffle ticket from Michelle Burgess.

Ticket prices are \$5 each, or three (3) for \$10. Tickets are available in Human Resources, at the Lennox Employees Credit Union, Hy-Vee, The UPS Store and Great Western Bank (both locations). The raffle is open to the general public, not just Lennox employees or pensioners.

Proceeds from the fundraiser go to Iowa Care Package, Inc. and ARC Camp Marshalltown. Iowa Care Package is a local organization who package and ship care packages to deployed soldiers in combat zones or in hospitals recovering from combat injuries. ARC provides advocacy and referral services for people with intellectual and developmental disabilities and their families. Camp Marshalltown is a special day camp program for school age kids in the Marshall County area who have all levels of mental and physical disabilities.

How do you know what furnace and air conditioner you need for your home? When you contact an independent Lennox Dealer, they will come to your home and size your house. They will give you a recommendation of the highest quality unit to meet your needs. You win one furnace and one air conditioner, sized to fit **your** home.

The contest is handled by LLDO under authorization of Iowa gaming license #5-00-000023-457. The prize is non-refundable.

More activities are planned for June 1, the day of the drawing.  
Details for the **FUN** day will be featured in the May issue.

---

## Membership

Our current membership count is at 95. Please invite non-members to attend meetings with you, and please be sure to welcome and introduce yourself to our new members.



## In Case You Missed It

By Phillip Grandt

With our great meal from Country House Family Restaurant out of the way, our March speaker was announced. This month we had Christy Johnson-Lynch, who is the women's volleyball coach at Iowa State University. Her speech was on lessons in leadership. As Christy talked, she shared personal stories about becoming a leader and how to motivate a team. She should know how to do this; she has taken the ISU girls volleyball team from being last in the Big 12 to being ranked eleventh in the nation! Christy had eight points that she covered and had a personal story to go with each one.

1. **“People will follow you if they believe in your motivations”** In her first lesson, she told a story of her senior year playing volleyball for Nebraska. She was so driven to win a national championship that she was very hard on fellow teammates when they were not trying as hard as she thought they should. She explained how she would yell at them and even kick them out of drills, but it wasn't until she sat them down and explained why she was being so hard on them that they finally understood where she was coming from.
2. **“Leaders take responsibility”** Christy explained how she had lost the game her junior year with Nebraska for the national championship. As a leader of the team, she knew that it was up to her to take the responsibility and not blame others. This helped her prepare for the next season and helped her understand what she needed to improve.
3. **“Your influences can help another person reach their potential”** When Christy was coaching for ISU, she had a very important game that they needed to win, but her best player was sick. Christy knew that without her they probably would not win, so she had to motivate this player. She went up to the player and said, “Great players will find a way to have an impact no matter what.” They ended up winning the game.
4. **“People need to know you have faith in them”** After a bad game or failure, motivation may be better than getting yelled at.
5. **“Be willing to make tough decisions for the good of the program”** As a leader/coach, it is up to you to make those tough decisions and be willing to suffer the consequences if you are wrong. Christy told a story about having to bench one of her best players for breaking team policies.
6. **“Have a vision”** Mapping out a plan for success is critical so you have something to strive for. She did this with the women's volleyball team. She knew that she might not reach all of them, but without a plan you have nothing to achieve.
7. **“Tough times are a great opportunity to demonstrate leadership”** As most of us know, you can only prepare for so much as a lot of people from Ames found out last year with the floods. One week before the women's volleyball season started, the floods hit and destroyed everything they had from the volleyballs to scouting tapes, everything was destroyed. It was up to the coaches and team leaders to show everyone else how a leader should react. Even though they were upset and frustrated, they did not complain, they just got the job done.
8. **“Leaders take risks”** You have to be willing to take some risks as a leader, otherwise you will not grow. Christy explained how she was not a very outgoing person, so it was hard for her to connect with the girls on the team. She took a risk though and now sits down with every girl on the team to talk. With the sophomores, she talks about stress and how to deal with it. With juniors, she talks about how to become a leader, and the seniors read a book called Man Searching for Meaning by Viktor E. Frankl. Spending that time together has brought the team together and has made her players trust and respect her more.

Christy's stories were very inspirational and motivating. She left us with her final entry in a diary she started keeping after she won a national championship. She was so happy that they won and she knew how devastated she would have been losing like she had done the year before, but she said, “No matter what, you have to give it all, even if you fall.”

## Coming in April

### *LLDO Social*

April 21, 2011

4:00 – 6:00 pm Knights of Columbus Hall

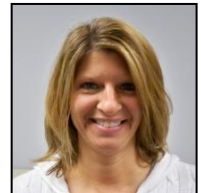
Meal provided by Taylor's Maid-Rite

***Relax, socialize and maybe win a door prize!***

***All Fun....No Games!***

Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work.....Vincent Lombardi

## You've Done What????



Trisha Miller

Because I was involved in a lot of sports while I was growing up, it made it difficult for me to have a job in high school. I grew up on a farm, so I walked beans every summer for my dad and since my poor dad wasn't lucky enough to get a boy, my sisters and I helped him with the chores around the farm as well as baling hay in the summer. One time, he was desperate enough to ask me to rake hay, which was an adventure since I had never driven a tractor before. I also did a lot of babysitting for several families that lived in our area.

I worked at a lawyer's office for a short time filling in for someone on maternity leave. That was an interesting job and a little difficult as well since I had to learn all of the legal terminology.

In 1987, I was hired at Lennox in the Stenography Department where I spent 8 hours of my day typing dictation for the Credit Department. Wow, I don't think I could do that today. A few years later, I moved to the Purchasing Department where I basically supported the buyers.

Next, I moved to the Maintenance Department and stayed there for 12 years. That's where I really learned how to multi-task, as the phone never stopped ringing and people were in and out of the office non-stop all day long.

My next move was to the Tool & Die Department where my job responsibilities were very similar to the Maintenance Department and I learned a lot about tooling.

My last move at Lennox was to the Inventory Control Department as a cycle counter. This was a completely new experience for me as I had never worked so closely with inventory. In all of the jobs that I have had at Lennox, I have probably learned the most in this department and I don't think I have even scratched the surface.

My next move will be actually leaving Lennox and going to Emerson where I will be an Administrative Assistant. I'm pretty excited about it, as well as a little nervous!

I feel very fortunate to have worked at Lennox for the past 24 years and the knowledge that I have gained. I have enjoyed being a member of the Lennox LDO and have been able to serve on several committees. I think it's a good organization and it gives people the opportunity to work with someone they may never work with otherwise. I have also been blessed with many wonderful friendships here and that is something I will cherish forever.

*"You've done what????" is a new article started in March. If you know someone interesting who would be a good person to feature, please contact Teri Wilson or Sandy Holubar.*

## From National



### We HEARD You!!!!

#### NMA Announces its NEW and IMPROVED introductory NMA LEADS Assessment!

Now, a shortened "introductory" 60-question version is available as well as the full 120-question standard assessment. As the expression goes, for only \$35, you can get a quick assessment of your understanding of the leadership attributes and competencies as presented in the NMA Leadership Model "in about an hour!" Find complete details at <http://nmaleads.org>

## 2011 NMA Dates to Remember

*April 28-30 2011, West LDC, Sheraton Anaheim*

*June 2-4 2011, East LDC, Hilton DeSoto, Savannah, GA 31401*

*July 16 2011, July Board of Directors Meeting, NMA Headquarters, Dayton, OH 45439*

*September 8-10 2011, NMA Board of Directors Meeting, Hyatt Regency St. Louis Riverfront*

*September 10-12 2011, NMA Annual Conference in Partnership with ICPM*



## New Training Solutions from NMA

**SHORT COURSES FROM NMA  
AND CRISP FIFTY MINUTE SERIES™**

<http://nma1.org/Crisp.html>

- Timely and relevant topics linked to our NMA Leadership Model
- Affordable training specially discounted 25% for NMA affiliates
- Short formats that fit your training parameters
- Both Self-Study & Instructor Led Training
- Online Support for Instructors
- Most Materials Only \$13.95 before discount

Over 300 short, easy-to-read, easy-to-understand books that cover the most critical aspects of business topics in a minimum amount of time. Crisp Fifty-Minute books are designed to be used for self-study or for classroom training.

## Calendar of Events

Event	Date	Time	Location	Contact
Bingo	April 5	6:15-9:00 pm	Veterans' Home	Toby Brimmer 4458
Book Review	April 6,13,20,27	12:00-1:00 pm	Auditorium	Paul VanderKley 4401
Special Olympics	April 16	9:00 am- 3:00 pm	MHS	Mike Bair 4472
LLDO Social	April 21	4:00-6:00 pm	KC Hall	John Schuler 4060
Fundraiser Ticket Sales	April - May	7:30-3:30 pm	HR	HR personnel
Mini LDC	May 19	9:00 am-3:00 pm	Omaha, NE	Kim Barnes 4007
FUNd Raiser Fun Day	June 1	noon – 1:00 pm	Auditorium	Sandy Holubar 4270

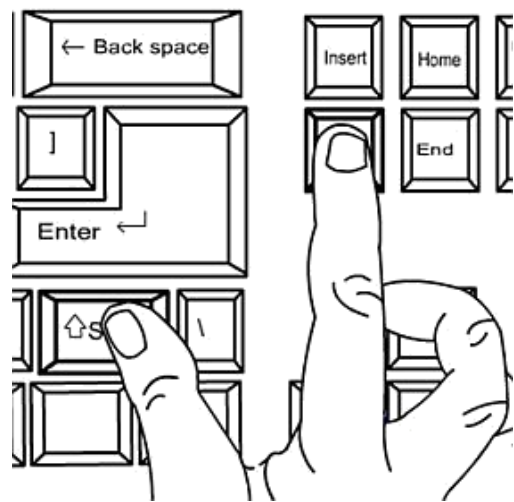
The very essence of leadership is its purpose. And the purpose of leadership is to accomplish a task. That is what leadership does—and what it does is more important than what it is or how it works.  
 ~Colonel Dandridge M. Malone

# Shortcuts

## Professional Development

As a monthly feature, the Professional Development Committee will contribute several keyboard shortcuts for compiling information faster in Excel. Be sure to try them out!

Keystroke	Function
[Shift][F3]	Display the Insert Function Dialog box (Paste Function in Excel 97)
[F3]	Paste a defined name into a formula
[Alt]=	Insert a SUM AutoSum formula
Type a function in the Formula bar & press [Ctrl]A	Display the Function Arguments dialog box
[Ctrl][Shift] and “	Copy the value from the cell above the current cell into the current cell
[Ctrl] and ‘	Copy a formula from the cell above the current cell into the current cell



## Blast from the Past

### FEEDBACK CAN NOURISH YOUR BUSINESS

From the March, 1986 edition

Suppose you go bowling. How long – and how well – will you bowl if you can neither hear nor see how many pins you knock down? If you are, in other words, cut off from information about how well you are bowling?

That is a question Robert C. Dorn likes to ask in management seminars when he discusses the importance of giving feedback to subordinates – providing them with information necessary to help them to continue doing a good job or to improve their performance.

Without such information – whether we are bowling or at work – we lose our motivation or we score poorly, according to Dorn, director of training at the Center for Creative Leadership in Greensboro, North Carolina.

Management experts agree that frequent feedback is essential. Yet many bosses find it difficult to give, even when the feedback is positive. Some of their resistance to giving feedback goes back to patterns set when they were growing up, says San Francisco management consultant Barbara Felton. “I remember my father having difficulty complimenting me on the A’s that I got. It was a lot easier for him to say, ‘How come you got one B?’ “

Much of our reluctance also results from not knowing how to articulate feedback in a tactful way, Felton says. Instead of learning how to articulate it, we just avoid it.

But, when managers fail to give feedback, Felton says, subordinates are unlikely to reach their potential. Furthermore, there is frustration on both sides. The employee feels he is not valued, and the boss wonders, “Why can’t this person ever do anything right?”

Effective feedback tells an employee what your expectations are, says Felton. “He knows precisely what you want done and the way you want it done. Most employees are very willing to accommodate themselves to that and, in fact, are looking for that kind of structure.”

Only a small portion of feedback should be critical, advises Dorn. “People should be doing things right about 80 percent of the time, so most feedback should be positive. Twenty percent or less should be negative.”

Do not save feedback for periodic performance appraisals, Felton says. “As soon as somebody has done a terrific job, he needs to be patted on the back and reinforced. As soon as somebody has behaved or performed unacceptably, he needs to get that feedback immediately.”

The tricky part is giving criticism in such a way that you avoid defensive or emotional reactions on the part of the receiver. If you are nasty, calling the employee stupid or incompetent, he can no longer “hear” what you have to say, warns Dorn. “When you get a person aroused, it prevents additional information from being processed in the brain,” he says. If the subordinate becomes angry or weepy, break off the discussion and try again later.

Likewise, Dorn suggests, do not give feedback when you are angry, because you may not be able to be accurate or goal-oriented. “Only give feedback when your intention is to be helpful.”

## Blast from the Past (Continued)

### **FEEDBACK CAN NOURISH YOUR BUSINESS** (continued)

Your own attitude is crucial. "Feedback given in an atmosphere of openness, mutual respect and support can help powerfully to encourage improved performance," says Wayne L. Strom, professor of behavioral science at Pepperdine University. "But when the executive's attitude is clearly one of 'you dummy' or worse, he or she succeeds in eroding the quality of relationships – usually without enhancing product outcomes."

An executive who chastises with sarcasm and then excuses himself as "only trying to lighten things with a joke" magnifies the problem, says Strom. How, then, can you give feedback? Here are some guidelines:

- Keep in mind that feedback should be helpful to the person receiving it. According to Dorn's organization, the subordinate should be able to understand the information, to accept it and to do something about it. Do not give feedback if its only purpose is to make you feel better.
- Be specific and accurate. State what is factual and observable. If you say, "you're always late," notes Felton, an employee can easily shoot back, "That's not true. Tuesday I was here on time." It is preferable to say, "Three times last week, you were 20 minutes late." It is more difficult for the employee to debate that and become defensive.
- Positive feedback should also be specific. Instead of saying, "You're doing a great job," say something like, "Your report on the Hobbs project was on the mark. It gave our client just what he needed, and he is really impressed with what we can do for him."
- Feedback should be given in a way that communicates acceptance of the recipient as a worthwhile person. However, it should focus not on the individual as a person, but on job performance, behavior or results.
- Encourage the subordinate to talk. "Attempt to reach an agreement on the cause of the problem," write Felton and Sue Ries Lamb, a San Francisco human resources consultant, in a recent trade journal. "An employee must first accept the existence of a problem before he can be motivated to correct it."
- Pick only one to three specific behaviors for the employee to work on (for example, "Greet clients in a courteous and pleasant manner"). Do not overwhelm the employee with too many different issues at one time, Felton and Lamb advise. Select a few priorities, and when improvements are made, give positive feedback.
- Let the employee know what the consequences will be if there is no improvement. Will you dock his pay? Demote him? Fire him? Then, says Felton, "the employee has a choice to make – take the consequences or change the behavior."

Some managers like to give compliments along with negative criticism, but this may make the employee suspicious of the sincerity of the compliment. If a compliment is really sincere, Felton says, go ahead and offer it. "But if your motivation is just to couch the negative feedback, then resist it." What should you do when you have done the best you can in giving feedback and the employee becomes antagonistic and defensive and blames you instead of taking responsibility for his own performance? Then, answers Dorn, give the subordinate some feedback about the way he handles feedback.

### March Trivia Winner!

**Last month's trivia winner was John Ernat.**

What current military was a corps of only 50 soldiers when World War I broke out?

**The correct answer: The U.S. Air Force**

John's prize was a \$5.00 Canteen punch card.

### April Trivia Question

By Bradley Westendorf

**Earth Day was founded on what date, and by whom?**

Please email your answers to Bradley Westendorf

You can't win if you don't play!

### DID YOU KNOW ..... by Jacob Thilges

April Fools' Day is the first day of April. No one knows where the custom began, but some historians believe it started in France. They had a New Year's festival that was celebrated from March 25 to April 1, and they would then exchange gifts. But, later, King James IV changed the holiday to January 1 for New Years. The people that still celebrated it April 1 were called 'April fish' and sent mock presents.

Did you know it takes 90% less energy to recycle aluminum cans than to make new ones?

---

## Mark Your Calendars for May 5



Featured Speaker

Pip Gordon

Director of the Marshalltown Orpheum Theatre



## Interview with a Past President

By Kim Barnes

This month's Past President interview is with **Bob Buresh**.

**Kim:** What year were you president of LMC (now LLDO)?

**Bob:** 2007 – 2008

**Kim:** Who was your vice president?

**Bob:** Shane Jacobson

**Kim:** Who mentored you through your presidency?

**Bob:** David Hanson.

**Kim:** You moved to Texas, is there anything down there similar to LLDO?

**Bob:** Not at the lab but at corporate they have an organization called "LWBC" that has speakers and they have an organization called LInk that works with Communication and there is a newsletter that they produce called "The Link." There is also another organization called LEAO (Lennox Employees Activity Organization) that coordinates most of the Lennox activities for the employees on the corporate campus and PD&R. The organization is made up of people that are elected by employees and they coordinate many activities such as the Annual Company Picnic and the Annual Christmas Party, along with some other events.

**Kim:** Do you have a favorite program that was held the year you were president?

**Bob:** I would say it is the fundraising event to support the improvements to the House of Compassion. It was a lot of fun to actually hold the fundraiser and to do the demolition and help with the kitchen. It's very rewarding. \$23,000 will be a record that will never be surpassed. (A challenge has been laid out!)

**Kim:** Did you attend any NMA conferences?

**Bob:** Yes, I went to one in Nashville, one in Portland and one in San Diego. And, of course, the "flights" to Omaha.

**Kim:** They aren't "flights" now that you're not driving there.

**Kim:** What do you miss about LLDO?

**Bob:** The opportunity to work with others in the organization in a different environment other than just doing your job to build your leadership skills, your community and the organization. Another thing I miss is BBQ Billy, "smokin' BBQ out of the back of his pickup truck." He hasn't been back since I left, has he?

**Kim:** No, he hasn't.

**Kim:** What advice do you have for me as current president?

**Bob:** Make sure you delegate and follow up. Don't try to do it all yourself. Engage the other members of the organization. Make sure you have committees. Delegate, properly organize and staff. Don't get roped into doing the interviews and typing it up. ☺

**Kim:** Is there anything else you would like to say?

**Bob:** I just miss the people, the organization and I wish you guys the best.

**Kim:** Thank you.



# NMA Leadership Model

## NMA The Leadership Development Organization

**Mobilize Individual Commitment for Change  
(inspire and engage others, share power)**

- Stress open and honest communications
- Energize, excite & motivate others
- Lead by example with high expectations
- Convey purpose & mission to motivate others
- Celebrate successes & learn from disappointments
- Implement continuous improvement aimed at world-class performance
- Build teams to maximize success
- Inspire in ways consistent with the organization values



**Demonstrate Personal Character  
(foster relationships, model integrity, build trust)**

- Model the organization values
- Earn trust & respect
- Promote integrity & ethical behavior
- Meet your commitments
- Be accountable for your actions & decisions
- Keep promises under pressure
- Marshall all leadership attributes

**Engender Organizational Capacity  
(build teams, nurture creativity, deliver results)**






- Take advantage of diversity
- Provide effective controls/metrics
- Mentor and coach for growth & success
- Maintain an effective customer network to spot issues
- Demonstrate strong operational skills
- Use complexity as leverage
- Ensure operational performance
- Capitalize on unanticipated opportunities

**Set Direction  
(envision the future, share vision, focus on customer)**

- Maintain internal & external customer focus
- Translate strategy into actionable objectives & plans
- Share vision, values & accountability at all levels
- Maintain direction & consistency in big-picture & daily challenge
- Create a win-win atmosphere
- Create an environment where all can stretch, take risks, create, contribute & learn
- Seize changes as opportunities

## Officers & Committee Chairs



	President: Kim Barnes x4007
	Vice President: Bruce Martin x4576
	Secretary: Sandy Holubar x4270
	Treasurer: Joyce Wilson x4337
	Programs: John Schuler x4060
	Community Services: Mike Bair x4472
	Professional Development: Paul VanderKley x4401
	Member Relations: Deb Kerr x4528
	Awards: Bruce Martin x4211
	Public Relations: Teri Wilson x4008
	Director: Linda Andrews x4275
	Director: Dane Wills x4367
	Director: John Fink x4301
	Director: Bob Oetker x4097

### 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 Free Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.
- I will recognize that leadership is a call to service.