

Editorial Staff:

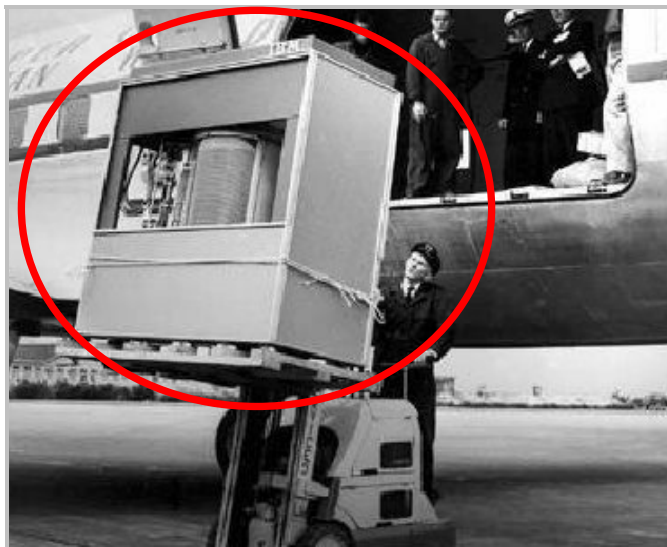
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 Susan Blair, Editor/Reporter
 Darlene Riley, Reporter
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Special thanks to **Amye Spradlin** for printing this newsletter!

For questions or comments regarding this newsletter, or to contribute an article, please contact Barb Wagner, at 281.280.6786, or Barb.Wagner@usa-spaceops.com.

Spring 2008 Puzzle

What is this?



Do you know what the object is (inside the red circle) that is being loaded on the airplane?

If so, send an e-mail to Barb Wagner at Barb.Wagner@usa-spaceops.com.

The first person to contact me with the correct answer will win a prize!

All entries must be sent via e-mail. Winner will be determined by the time stamp on the e-mail. In the event there are several correct entries with the same time stamp, one winner will be selected in a random drawing.

Bonus bragging rights if you can identify the year! The answer will be announced via e-mail, along with the winner's name and the prize they won.

Good Luck!



April Top Management Meeting

By Amye Spradlin



Jorge Hernandez (left) receives crystal shuttle gift from Fawn Nolen (Chapter President).

On April 24, BELA held its luncheon program at Chabuca's International Grill located on NASA Road 1. Our featured speaker was Jorge Hernandez, President of Bastion Technologies, Inc., who gave an overview regarding the current state of the company and our role in the Space Program, Department of Defense (DoD) environment, and the new expansion into the Oil, Gas, and Energy fields.

Jorge began his presentation by pointing out that company revenues, as well as the number of contracts, essentially doubled with the Hernandez Engineering, Inc. acquisition. Now, Bastion falls under the classification of a larger small business because we have grown to more than 600 employees nationwide. The new classification limits our opportunity to compete in some areas, but because Bastion is known for our select services, our customers continue to reach out to us for high-end engineering, information technology, and safety and mission assurance support.

Next, Jorge discussed future opportunities, including work in support of the Vision for Space Exploration (VSE) programs/projects. He briefly presented the information contained in the Bastion Capabilities Presentation, which is routinely given by our Business Development staff to prospective customers. Highlights of the presentation included Bastion's recognition as the 2008 JSC Minority Contractor of the Year, our drive to achieve CMMI maturity level 3, and an impressive variety of

specialty support provided to customers on each Bastion contract.

After the presentation, the floor was opened for questions. Several members asked specific questions about current work and the future space program environment. Jorge noted that he attended several meetings in D.C. where information was exchanged about which Centers would experience workforce reductions. He felt that work at JSC would virtually remain the same because the Shuttle decommissioning would be replaced by the design and development of the Lunar Lander, crew vehicles, and other VSE programs/projects. When asked whether Bastion would continue holding the Annual Astros event, Jorge replied, "Of course! It's on June 12, mark your calendars!"

The entire group seemed to enjoy the discussion, visiting with friends, and the awesome lunch buffet.

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A Note From the Editor

I hope the first quarter of 2008 has been a healthy and happy one for you and yours!



We have a lot in store for you this year, so hang on for all of the exciting and fun activities, not to mention informative and intriguing lunch meetings, and interesting and beneficial educational classes!

Coming soon: the new BELA Web site!!

- Barb Wagner

2007-2008 Officers & Directors

| | | |
|---|----------------------------------|--------------|
| President | Fawn Nolen | 281.280.6829 |
| Vice President | Susan Blair | 281.282.6898 |
| Treasurer | Connie Ischy | 281.280.6776 |
| Secretary | Connie Riley | 281.280.6734 |
| Member Relations | Donna Gillespie | 281.280.6761 |
| Programs, TGCC Secretary | Patricia Vergil | 281.282.4880 |
| Professional Development | Sandra Culpepper | 281.280.6791 |
| American Enterprise/Community Relations | Rick Dilworth | 281.280.3721 |
| Public Relations, Associate National Director | Barb Wagner | 281.280.6786 |

Membership Drive

BELA is having a membership drive from April 21 through May 16. If you have been waiting to join, now is the time!

The registration fee is only \$10.00. However, if you bring in a canned food donation for the Interfaith Caring Ministries, BELA will waive the registration fee! A win-win situation!!

Contact [Donna Gillespie](#), Member Relations Director, at 281.280.6761 for an application, or for additional information. ↩



Spring 2008 Calendar of Events

January

25 **Mike Coats, Director of NASA State of the Center** (joint chapter program with TGCC), Gilruth Center

February

5 **American Enterprise Speech Contest program**, 1150 Auditorium, 6:00p

March

Planning month

April

8 **How to Coach an Effective Team**, Sandra Culpepper, facilitator, 11:30a

21-30 **Membership Drive**; registration fee waived with donation of canned goods for Interfaith Caring Ministries

24 **Jorge Hernandez, President of Bastion Technologies, Inc., State of the Company**, lunch program at Chabuca's, 11:30a

28 **Fun night at the Main Event**, 5:00p - close

May

1-16 **Membership Drive (continued)**; registration fee waived with donation of canned goods

7 **Ice Cream Social**, 11:30a - 12:30p, 1150 Gemini Conf. Rm. #14

15 **Earning Trust**, 1150 Gemini Conf. Rm. #14, 12 - 1:00p, (Live Online), Karen Tobias, facilitator

22 **Managing your Energy, Not Your Time**, 1150 Gemini Conf. Rm. #14, 12 - 1:00p, (Live Online), Karen Tobias, facilitator

28 Brown Bag Lunch Program – TBD

TBD **Supreme Teams**, Linda Retherford, facilitator

June

TBD **Father's Day Basket Drawing**

How to Have a Productive Lunch

By Darlene Riley

Have you ever experienced a seminar or workshop where you were totally enthralled by the speaker's words? I did! It was great! It is a video workshop hosted by Sandra Culpepper as one of her Professional Development classes, held during an April lunchtime, entitled, "How to Coach an Effective Team" by Joe Gillian.

In the workshop, attended by a few NMA members and non-members, everyone felt that Coach Joe was actually talking to them. It was similar to passing the baton, trusting that other people employed the strategies that the team agreed upon to win the race. In order to make a team effective, Coach Joe gave some outstanding information every supervisor should employ, such as:

- ❖ **Coaching**
Take in new information; change your behavior by changing the way you think; change the way you see yourself; and share information with your team.
- ❖ **Mentoring**
Mentoring is instructing; mentoring is leading by example; mentoring is taking people to new levels; and mentoring is involvement.
- ❖ **Counseling**
Give information to get others on track giving them ownership of solutions; three essential parts to solving a problem (Knowledge, Skill, and Attitude); and the Battle of Respect vs. Like.

Everyone who attended the class agreed that Coach Joe was a great coach, mentor, and counselor. His workshop tied into what we do on a daily basis in the workplace, as well as in our daily lives. This was indeed a productive lunch! ↩

Would You Like to Participate on a Committee?

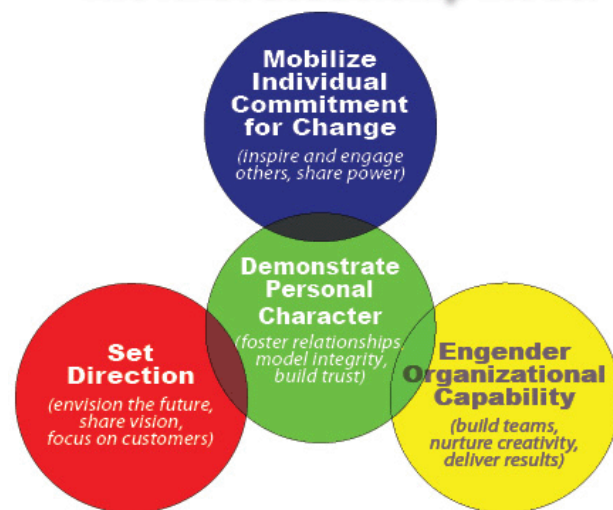
We have lots of opportunities for you! Please contact the director(s) below. Thank you!

| NMA Committee/Director | Duties of Committee Members |
|---|--|
| American Enterprise/Community Relations Susan Blair, 281.282.6898 Susan.K.Blair@usa-spaceops.com | <i>The American Enterprise Speech Contest is held once a year in March. The committee members help with setting up the contest, help during the contest, contact schools and students, etc., and whatever the director delegates. Community Relations involves food, clothing, and toy drives, and other activities.</i> |
| Member Relations Donna Gillespie, 281.280.6761 Donna.L.Gillespie@usa-spaceops.com | <i>Help with membership drive: recruit new members, post flyers, take new member applications. Along with the boosters, be a point of contact for member questions, taking reservations/collecting money from members for outside events. Help with the preparation for events, make phone calls, check the Internet, etc.</i> |
| Professional Development Sandra Culpepper, 281.280.6791 Sandra.L.Culpepper@usa-spaceops.com | <i>Help organize classes, select classes, work on a budget and goals, recruit facilitators, and facilitate courses. Fill out paperwork as needed, for requirements for nationals (such as requesting CEU credit for specific courses, sending class attendance information, etc.).</i> |
| Programs Patricia Vergil, 281.282.4880 Patricia.L.Vergil@usa-spaceops.com | <i>Locate and schedule the Program Speakers, make arrangements with restaurants for dates and reduced priced menus, take reservations, provide name tags and a drawing item, send out the Program Flyers, handle the program from a service aspect (lighting, seating, noise, food service), and provide any necessary equipment for the guest speakers.</i> |
| Public Relations Barb Wagner, 281.280.6786 Barb.Wagner@usa-spaceops.com | <i>Write and edit articles, create flyers and programs, be "reporters" (go to events and report what happened), take photographs, represent our NMA to media, request article subject material from other members and committee heads (act as contact person), and submit articles for the NMA newsletter.</i> |

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 my 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.

The NMA Leadership Model



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

When Gen-X is in Charge: How to Harness the Younger Leadership Style

(concluded from page 4)

So rather than view Gen-Xers negatively for going home at five o'clock, see if you or the older workers on staff can learn a faster way to do something from the new Gen-X leader. Look at the measurable results Gen-Xers produce and understand the processes they use to achieve them. You might just learn a faster way to do something, which would enable everyone to go home at five o'clock for once.

4. Focus on retention. In terms of retention, companies face two main challenges: 1) Older workers will leave, believing that the “young kids” have no idea how to lead, and 2) Gen-Xers will leave, feeling that no one at the company is taking them or their new leadership position seriously. Therefore, as the leadership transition emerges, companies need a retention program in place for both younger and older generations so they can keep the expertise in house and have future leaders. Remember that Boomers and Veterans have the knowledge and wisdom. They went through a lot of trial and error. Gen-Xers need these people as mentors. If turnover gets too high from either segment, you'll lose a lot of knowledge and many future leaders, and the company will suffer. That's why current leadership needs to understand what will keep people on board. For example, older workers tend to like monetary incentives, while younger workers tend to prefer time off. The more perks you can give people to stay with you, the stronger the company will be in the future.

The Next Generation...and Beyond.

Regardless of what happens, you and everyone on staff always need to come from a place of understanding and humor. Remember that you can't change people. Rather, you need to focus on what you can do to bring understanding to the workplace. When you concentrate on harnessing the strengths of everyone—especially the new Gen-X leaders—you are helping the company successfully navigate the upcoming leadership transition. And as one generation passes the reigns to the next, everyone in your organization will realize that we can all learn something from one another, regardless of age. ☞

Leadership Skills

By Linda Retherford, Program Manager, Integrated Documentation Services (IDS)

Have you ever heard of the saying, “He's a born leader?” We are born with many physical attributes and characteristics, but is leadership one of them? I think not. Good leadership skills must be developed. With the desire and will power, anyone can become a leader. Good leaders know that they never stop learning and developing. Leaders train, spend time on self-study, educate themselves, and take opportunities to gain experience to continually develop their weaknesses and enhance their strengths.

Leaders understand that it takes people to carry out the activities necessary to accomplish objectives, for without other people there is no reason to lead. Good leaders find competent people and develop them to perform at their best. With effective communication, the leader uses his beliefs, values, character, knowledge, and skills to carry out his plan. It might seem like you have to be all and know all, but that is not true. The people around you will compliment your strengths and augment any weaknesses if you let them.

Simply put, you can be a leader, if you want to be. How, you ask? There is a plethora of information that can be found on leadership. I believe in five simple things.

1. **Understand Yourself.** Know your beliefs and values and do not compromise them in your daily decisions. If you don't feel good about a decision, it might be because it conflicts with your values.
2. **Improve Yourself.** Set goals for yourself and follow up to accomplish them. Never stop learning. Seek self-improvement, spiritual growth, and technical knowledge. Take NMA classes; attend the meetings, and lunch learning sessions, read, research the Web, find seminars, attend college courses, listen to self-improvement CDs, and read more often.
3. **Gain Experience.** Find a mentor. Identify a person that can help you build your strengths. Open yourself up to take criticism and use it to your advantage. Find opportunities for leadership roles. Charity and professional organizational committees, such as NMA, are excellent opportunities to gain experience.
4. **Take Responsibility.** Take responsibility for your own actions. Admit when you are wrong, care about others, set the example, and make decisions. Change your attitude, if you only look

at the bad things that happen in life, you've overlooked success. Strike “It's not my job!” from your vocabulary, and make it your job!

5. **Communicate effectively.** There is always room for improvement in this area. Communicate the vision, direction, priorities, and feedback.

It takes time to develop leadership traits. Be patient. Above all, remember that position and authority only come with being a boss. Those two things aren't necessary to truly lead others. ☞

BELA American Enterprise Speech Contest Winner

Anita Asuquo, a sophomore from Elsie High School, took top honors in the BELA American Enterprise Speech Contest. She later went on to win first place in the Texas Gulf Coast Council (TGCC) Speech Contest. In Las Vegas, at the Leadership Development Conference, Anita won second place. Congratulations, Anita, for a job well-done! ☞



NMA Vision Statement

NMA is a worldwide partnership of people and businesses, inspiring outstanding leadership, and cultivating highly productive workplaces. ☞

Speech Contest Update

(From the NMA Breaktime April 08 issue)

Beginning with the '07-'08 school year, the **NMA Leadership Speech Contest** will replace the former *American Enterprise Speech Contest*. Students will research, write, and then deliver a speech based upon their interpretation of a variety of Leadership topics. Among a lengthy list of suggestions are Leadership in the modern world, its application to the free enterprise system, and what Leadership means to them personally. ☞

NMA Mission Statement

The mission of the NMA is to provide management and leadership development opportunities and related chapter activities which meet the needs of members and contribute to the effectiveness of sponsoring organizations. ☞

Spring has Sprung!



When Gen-X is in Charge: How to Harness the Younger Leadership Style

(From the NMA Breaktime February 2008 issue)
By Anne Houlihan, President of Satori Seal

For many years, those in the Baby Boomer generation have held the reins in most companies, leading the Generation X workers in the day-to-day activities. However, with the members of the Boomer generation ranging in age from forty-four to sixty-two now, in just three short years the oldest of the Boomers will start exiting the workforce. And as the years tick by, more and more Boomers will be retiring, leaving the leadership reins in many companies up for grabs. What does this mean for Gen-Xers? Namely that they'll be moving into leadership positions rapidly. In doing so, though, they'll not only be leading their fellow Gen-Xers and the younger Millennial workers, but they'll also be leading Baby Boomers and possibly some older workers from the Veteran generation who are still in the workplace. It's a leadership transition the likes of which corporate America has never seen before due to the stark differences in values between the two dominant generations. In order for this to be a successful transition, you need to understand both how the younger people lead and how to harness their natural leadership style for the company's best interests. After all, if these young leaders don't have the right leadership skills in place, then the whole company is affected. At the same time you need to remember that business and society in general are changing, so it's only natural that the next generation's leadership style will change as well. In other words, Gen-Xers are not going to lead the way the Boomers did. They're working in a different economy and business model, and they have different values and experiences that they bring to the table. So you need to look at the future leadership of corporate America in a different light. Whether you're in the position of grooming Gen-Xers for future leadership roles within your organization or you're suddenly being managed by a Gen-Xer, the following points will help you understand the younger leadership style, how to harness it, and how it impacts everyone in the company.

1. Mentoring matters. Gen-Xers are going to require mentoring before they even step into a leadership role. Aside from knowledge of how the company runs, they also need to understand what makes the people in the different generations tick and what is going to be most effective in terms of leading the various generations. Since many older

workers mistakenly believe that Gen-Xers are lazy and don't know what they're doing, you need to help the new young leaders learn to come from a place of commonality so they can bring everyone together. Therefore, in your mentoring process, be sure to go over people skills, not just business processes. Help the new leaders understand what environment the Boomers and Veterans grew up in and what values shape their world. This is important, because as the old saying goes, "You can't always teach an old dog new tricks." Gen-X leaders need to keep that in mind in their leadership approach. Truly great leaders know how to balance people and processes for the company's overall good.

2. Open dialog is key. Gen-Xers want to get fast results. They're focused on getting the job done, and to do that they rely heavily on technology and multi-tasking. They're self-starters who prefer a collaborative environment. Boomers, on the other hand, are used to the leader giving a directive and then focusing on that one task until it's done. Many still do tasks manually, or if they use technology, they don't use it very effectively. However, if a Gen-Xer were to start telling their older staff what to do, it probably wouldn't go over too well. The young leader would get a lot of resistance. Instead, Gen-Xers need to work on building trust. They need to come from a place of empowering the older worker by complimenting them on their knowledge and their past experience. Therefore, a good approach is to ask the older workers, "How do we want to handle this?" The new Gen-X leaders need to come from a place of "we" rather than "I." When young leaders are open and ask the older workers their opinions rather than be assertive and tell them what to do, Gen-Xers are seeking to understand rather than to be understood. With open communication, people can overcome most resistance.

3. Value their values. Gen-Xers are family oriented and place a high value on life balance. As such, they tend to get the job done and leave at five o'clock. Older workers, on the other hand, believe in working late. In their view, the more hours you put in, the more loyal and productive you are. The moral here is to not be surprised when the new Gen-X leader refuses to put in fifteen-hour days on a regular basis. And even though Gen-Xers tend to work only eight- or nine-hour days, they still get the job done because they value results rather than hours. Additionally, they grew up with technology and are comfortable using it. As such, they are always looking for the quickest way to do something.

(continued on page 6)

2007 – Year in Review

January

- 1-31 M.I. Lewis Food Drive
- 31 Officer Installation and Awards Program at the Olive Garden

February

- 14 Women, Wisdom, Wealth – Financial Planning
- 15 Interviewing Skills: Prep-up to Step-up Class
- 20 American Enterprise Speech Contest – Dinner Program
- 22 Execution – The Discipline of Getting Things Done (Live On-Line Class)

March

- 13 Get Motivated Seminar
- 14 Executive Lunch at Perry's Grille
- 21 Assertiveness for Today's Workplace
- 28 Organizing Your Office, Brown Bag Lunch
- 29 TGCC American Enterprise Speech Contest

April

- 1-30 Membership Drive - \$20.00 fee waived
- 4-5 Drawing for two Easter Baskets, Bake sale
- 26 Lunch Program with Jorge Hernandez at Chabuca's

May

- 22 USA Toastmasters, Candy Torres Brown Bag Lunch

June

- 27 Armand Bayou Nature Center, Lunch Program at Oriental Gourmet

July

- 12, 14 The Secret
- 23 Stuart Clements – History of Bagpipes and Demonstration, Brown Bag Lunch
- 24 Interpersonal Communication Skills

August

- 21 Motivation and Goal Setting
- 22-31 Community Offerings of Love
- 28 Financial Planning Lunch Program at Las Haciendas

September

- 1-9 Community Offerings of Love
- 20 Joint Chapter Meeting, Gilruth

October

- Halloween Bake Sale and Drawing

November

- Food Drive for local Food Pantries

December

- 10, 11 Holiday Bake Sale
- 10 Three Wishes Toy Drive
- 17 New Year's Basket Drawing
- 18 Bow Making Class

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 leadership is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.
- ❖ We believe that leadership development responsibility is shared among all individuals at all levels of the organization and that leadership is critical to any success.
- ❖ We believe that individuals and organizations have a community and civic responsibility.

