



# NMA

**THE** Leadership Development Organization

## President's Message Brad Thavenet

Building that Unbeatable Team Below is the first in a two part series from an instructor of mine.

Building Unbeatable Teams – Part 1  
Mark Devine, Lt Commander (U.S. Navy Seal *ret.*)

*If you have been on a team that was firing on all cylinders and performing at an elite level, then you have experienced something magical. The level of output and synergy is through the roof. Everyone is happy, healthy and motivated, while working twice as hard as less developed teams. The elite team conquers seemingly insurmountable tasks with apparent ease. Life is good.*

### **Why is this so UNCOMMON?**

*Conventional wisdom tells us that great teams exist as the result of an **Awesome Leader**. Whether born or bread, the awesome leader is a forceful personality. He or she defines a powerful **Vision** for the team, establishes a **Smart Mission**, and develops a set of sound **Team Values**. Then he or she implements important **Team Objectives** and a compelling **Strategic Plan**. All this activity is destined to take the team to the top.*

*Up go the Vision, Mission Statement and Values on the wall in the Team Room. Into the file goes the Strategic Plan, where it starts to collect dust. The team, full of optimism after forming, now starts storming and blundering along, never making it to the top. The awesome leader is deemed a failure, and a new leader is selected.*

*Rinse, repeat and this scenario is played over and over. What is missing? Just two thirds of reality, that's all.*

*If the leader represents one third of a team's reality (self), then the followers represent a second third (team) and the organization (system) represents the final third. The integration and development of all three of these crucial elements will propel a team to the top.*

*Let's look at how we can integrate these three "spheres" of **Self, Team and Organization** into an **Unbeatable***

## **Team.**

We will start with an overview of **Integral Theory** as it pertains to teams.

### **Integral Teams**

Reality occurs simultaneously in 3 key dimensions: the “I” dimension, the “we” dimension and the “it” dimension. For purposes of this discussion, we will refer to each dimension as a sphere. Each sphere represents a distinct perspective that maps our sense of who we are at any given time. For example, if we are sitting alone in deep contemplation, our internal experience represents the “I” sphere, where we are alone with our thoughts, wishes and eternal witness.

When we later show up at work, we are immediately thrust into the “we” sphere, where we are co-located, co-operating (or not) and co-creating with others. Our internal experience is dramatically affected by our relationships and reactions to this shared experience. And so it is with the internal experience of our teammates.

Finally, we cannot ignore the impact of the organizational sphere and its impact on our personal and collective experience. The “it” of our social systems – our organizations, schools, societies, etc. – has a broad and not always apparent impact on the “I” and “we” spheres. The organizational sphere is the result of rigid rules, regulations, norms, systems, and the like.

Imagine the experience you would have living a day in the U.S. Navy. You know what to wear, where to go, what to do, norms for communicating (hand salute!), how much money you will make, and on and on. Fast forward to your first day of retirement. You are out. Your experience is radically different. The organization of the Navy, which somehow helped define who you were for 20 years, now has no impact on your internal experience besides lingering beliefs and habits. Chances are you will still wake up, but you may not know what to do with yourself!

Hang with me while I peel the onion a few more layers.

The “**I**” sphere is the world of the interior-individual. This is where you reside inside your head and heart. This sphere is the hearts and minds of the team leader’s and the teammates, or followers, if you will. In this sphere, the individual consciousness and world view are the driving force. From inside each of us, informed by our level of awareness and consciousness, comes:

- **Trustworthiness** – powered by our virtuous behavior
- **Self-Leadership** – we must lead ourselves before leading others
- **Personal Mastery** – as discussed in the 5 Mountains of SEALFIT articles, the journey of personal mastery is a necessary journey on the warrior’s path

The “**WE**” sphere is the interior-collective. Here “I” joins with “you” (and “you too”) to become “we.” In “we” there must be:

- **Trust** – powered by the trustworthiness of the individuals
- **Shared Experience** – we must experience enough in common to relate
- **Shared Risk** – doesn’t work if I take all the credit while you take all the risk
- **Service** – toward your teammates

▪ **Supportive Following**

Finally, the “IT” sphere is the world of the exterior collective. In “IT” we find various forms of:

- **Rank & positional authority**
- **Command, control & org charts**
- **Rules and regulations**
- **Support structures & resource allocation**

*Elite teams focus on understanding (with a collective world view), developing (active growth of “I” and “We” in a healthy “IT”) and balancing (ensuring that one of the spheres does not stifle or poison the others) all three spheres.*

*Ultimately, for a team to operate at an elite level, then the three spheres must also be operating at an elite level. Each teammate seeks a strong body, mind and spirit individually while simultaneously seeking a strong collective “body, mind and spirit” of the team. The actions of the leader, followers (supporters) and the systems of the organization must align to make this a reality.*

Let’s all continue to grow together to develop our own “Elite Teams” within our organization.

Brad Thavenet  
Leadership Link President

## Happy Thanksgiving



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# National Management Association

## National Director's Corner

Do you every feel like you are boxed in a corner? You come to the end of the hallway and find the door locked. Even worse is the when your life turns into a horror movie where you're being chased by a chain-saw carrying, hockey masked wearing, serial killer. Why is it they always pick the alley that has a dead end or the room with no exit? It doesn't need to be that way. Ask John Maxwell.

John C. Maxwell is the renowned author and speaker on leadership and I along with fellow NMA members had the privilege of hearing him speak in person at the NMA Annual Conference in New Orleans. If you are into bucket lists, it should be on your bucket list to hear him speak in person.

His talk was about his latest book, "Intentional Living" and it really hit home. We all have a story. Our life is a story but is it the best story, one of significance? John stated that "leadership is about influence". We need to ask ourselves what are we doing that is influential or impactful on others. Do we know how?

You can buy John's book(s) and read about it or you can join NMA and learn with others. The NMA is about growing leaders, working together to make your life significant. Others can assist you write the story of your life and help you will grow into that influential leader you can be. Be an active NMA member. You can learn how not to be boxed into the corner or be the one with the key which opens the door at the end of the hallway. Better yet. You can keep your friends from going into that dead end alley when you find you are being chased by a chain-saw carrying, hockey masked wearing, serial killer.

As always, thankful for the opportunity to be a part of Lennox LDO and the NMA...The Leadership Development Organization.

David Hanson  
NMA National Director



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# Highlights from the National Management Association's Annual Conference in New Orleans

**25 Years!**  
*Savannah River Site Leadership Association*  
*Aiken, SC*  
*Chartered: 2/19/1991*

**20 Years!**  
*Lockheed Martin Rocky Mountain Leadership Association*  
*Littleton, CO*  
*Chartered: 5/23/1996*

*Leadership Link*  
*Lincoln, NE*  
*Chartered: 10/1/1996*

**FUTURE**  
Building a sustainable future for the next 90 years!!!

**NMA**  
THE Leadership Development Organization



## 2016 Annual Conference



### Chapter Awards

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#### *Columbus Public Service Chapter (220)*

*Columbus, OH*

Chartered: 9/17/1981

*Outstanding Award*

*1st Place Publications / The Lighthouse*

*Community Services Award*

*35th Anniversary!*

25 Outstanding Awards

30 Superior Awards

33 Excellent Awards

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#### *Lockheed Martin Leadership Assoc. (249)*

*Fort Worth, TX*

Chartered: 7/15/1942

*Outstanding Award*

*3rd Place Publications / e-Courier*

*Community Services Award*

*Professional Development Award*

30 Outstanding Awards

37 Superior Awards

43 Excellent Awards

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#### *Nokia Leadership Assoc. (280)*

*Plano, TX*

Chartered: 5/10/1984

*Outstanding Award*

*Community Services Award*

*Growth Award*

22 Outstanding Awards

22 Superior Awards

23 Excellent Awards

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#### *Wyle Leadership Assoc. (492)*

*Houston, TX*

Chartered: 1/30/1989

*Outstanding Award*

*Community Services Award*

*Professional Development Award*

17 Outstanding Awards

21 Superior Awards

24 Excellent Awards

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#### *Lennox Leadership Development Organization(514)*

*Marshalltown, IA*

Chartered: 2/5/1964

*Outstanding Award*

*2nd Place Publications / Bootstrap*

*Community Services Award*

30 Outstanding Awards

39 Superior Awards

49 Excellent Awards

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#### *Leadership Link (517)*

*Lincoln, NE*

Chartered: 10/1/1996

*Outstanding Award*

*Community Services Award*

*20th Anniversary!*

14 Outstanding Awards

16 Superior Awards

16 Excellent Awards

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**Leadership Link Chapter #517 received the following awards at the National Convention in New Orleans in September:**

**Outstanding Chapter Award  
&  
Community Service Award**

**Fantastic Job Everyone!**

**Mike Davis, Leadership Link Past President,  
accepted the awards on  
behalf of Leadership Link**



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**20<sup>th</sup> Anniversary of Leadership Link’s Charter  
with the National Management Association**

*Leadership Link Chapter*

***Historical Background***

The Nebraska State Government Chapter of the National Management Association (NMA) approached the City of Lincoln and Lancaster County with the idea of sponsoring a new County/City Chapter.

A steering committee comprised of twenty City representatives, two County representatives, six State representatives and one National NMA representative was formed. Leadership Link was chartered on September 24, 1996. The following people were named to the steering committee:

**Original Steering Committee**

Darla Atkinson, NMA  
Larry Bare, City Finance  
Fred Briggs, City Real Estate  
Joe Botsford, State Motor Vehicles  
Barb Boggs, Personnel Department  
Bonnie Coffey, Women’s Commission  
Sue Eckley, County Safety & Training  
Helen Griffin, State Insurance  
George Howard, Public Work & Utilities  
Kent Imig, City Risk Management  
Becky James, Information Services  
Tom Jensen, State Agriculture  
Pat Kant, Personnel Department  
Bill Kostner, City Risk Management  
Bob Lundberg, State Education  
Deanna Zimmer, Area Agency on Aging

Terri Marreel, City Attorney  
Wilma McCamley, Building & Safety  
Lori McClurg, Mayor’s Office  
Mike Merwick, Lincoln Fire Department  
Bill Nass, Public Works & Utilities  
Deb Nerud, Library  
Elaine Severe, City-County Health Department  
Gerardo Talero, Public Works & Utilities  
Liz Thanel, County Corrections  
Ron Todd, Personnel Department  
Lee Wagner, Lincoln Police Department  
Cathy Wann, State Fire Marshall  
Harold Wheeler, State Social Services  
Ed Wimes, Mayor’s Office  
Sandy Yost, Lincoln Fire Department

The steering committee meetings began in January, 1996. At these meetings, committee members developed Leadership Link's Bylaws and Articles of Incorporation. The steering committee also established the chapter's tax identification status, bank account, organizational chart, committees and logo. Additionally, organizational materials for the first meeting were prepared as were informational packets, flyers, visual aids, registration rosters and member surveys. Speakers were located and catering services were arranged. This culminated with Leadership Link's kickoff meeting held on October 1, 1996.

### Charter Members

|                  |                |                      |                       |
|------------------|----------------|----------------------|-----------------------|
| Mark Bauer       | Peggy Hielen   | Steve Owen           | Myrna Tewes           |
| Trudy Bennett    | Kent Imig      | Ron Peery            | Liz Thanel            |
| Barb Boggs       | Carol Jackson  | John Reid            | Kathleen Thomsen      |
| Peg Brady        | Becky James    | Deb Rogers-Early     | Bonnie Jo Trahan-True |
| Jody Brott       | Pat Kant       | Pat Saldana-Neumann  | Terry Weber           |
| Carol Connor     | Bill Kostner   | Mary Schneider       | Karla Welding         |
| John Dale        | Harry Kroos    | Bruce Sellon         | Dorothy Westphal      |
| Joyce Davidson   | Cindy Luga     | Elaine Severe        | Mark Weiting          |
| Sue Eckley       | Cathy Marsh    | Kathy Smith          | Ed Wimes              |
| Scott Frogge     | Gary Meier     | Dean Staberg         | Sandra Yost           |
| Kent Griffith    | Mike Merwick   | Catherine Steinweis  | Cori Zavodny          |
| Donna Gustafson  | Carol Mitchell | Terri Marreel Storer | Deanna Zimmer         |
| Dennis Haakenson | Dustin Morton  | Nichole Svik         | Jodi Zimmerman        |
| George Hanigan   | Deb Nerud      | Gerardo Talero       | Scott Zimmerman       |
| Cari Henning     | Lois Osburn    | Anne Tapley-Gasper   |                       |

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## Awards Committee Charlotte Burke, Chair

### Customer Service Award Nominations Needed

Do you know someone who you would like to recognize or their superior customer service? Please submit a nominations for the Annual Leadership Link Customer Service Award.

Nominations should be forwarded to Charlotte Burke, Awards Committee,  
[cburke@lincoln.ne.gov](mailto:cburke@lincoln.ne.gov)  
by November 16<sup>th</sup>!

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## Programs Committee

### **LEADERSHIP LINK NOVEMBER PROGRAM LUNCHEON:**



## **Customer Expectations and Performance Management in Government With Jason Jackson, Chief Human Resources Officer for the State of Nebraska**

**PRESENTER:** Jason Jackson, Chief Human Resource Officer for the State of Nebraska

**TOPIC:** Customer Expectations and Performance Management in Government

Jason is an attorney and United States Naval Academy graduate serving in the administration of Nebraska Governor Pete Ricketts as Chief Human Resources Officer. In this capacity Jason acts as executive coach to cabinet officers and leads strategic talent initiatives focused on making the state workforce more customer focused and efficient.

Prior to joining the Ricketts' Administration Jason worked in HR in the software industry, where over a six year

period he led the transformation of a "start up" HR shared services organization into an industry leader in employee satisfaction.

Before beginning his HR career Jason served for 5 years as a Navy officer, earning the Navy Achievement Medal and Navy Commendation Medal for his service in the War on Terrorism. He is a contributing author to the LA Times best seller, In the Shadow of Greatness, a memoir on the experiences of young military leaders in armed conflict.

Jason is a member of the Nebraska and California Bar, and in addition to his undergraduate degree from the Naval Academy he holds a J.D. from Thomas Jefferson School of Law and an MA in political science from San Diego State University.

**WHEN:** Tuesday, November 29, 2016 at 11:30 AM

**WHERE:** Lincoln/Lancaster County Health Department- Lower Level Training Center

**NOTES:** \$5 for Leadership Link and State Chapter members & \$10 for non-members (payable at the door). Menu - Assorted Sandwiches, Chips, Fruit, Dessert & Beverages

**RSVP:** By Noon Tuesday, November 22<sup>th</sup>, 2016 to Kari Foote at [kfoote@lincoln.ne.gov](mailto:kfoote@lincoln.ne.gov)

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## WELCOME TO OUR NEW MEMBERS

Dorothy Skorupa – Parks & Recreation Department



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## Board of Directors 2015-2016

|                            |                                    |                                |                                   |                              |
|----------------------------|------------------------------------|--------------------------------|-----------------------------------|------------------------------|
| Brad Thavenet<br>President | Kendall Warnock<br>President-Elect | Kari Foote<br>Secretary        | Ben Higgins<br>Treasurer          | Mike Davis<br>Past-President |
| Charlotte Burke<br>Awards  | Elaine Walsh<br>Public Relations   | Heather Sullivan<br>Membership | Pat Borer<br>Nebraskaland Council |                              |

## Executive Advisors

|                           |                                  |  |
|---------------------------|----------------------------------|--|
| Judith Halstead<br>Health | Doug McDaniel<br>Human Resources | Pam Dingman<br>County Engineer             |
| Pat Leach<br>Library      | Chad Blahak<br>Building & Safety | Linda Zabel<br>Retired – State of Nebraska |

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### NMA 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.

### 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.

I will support efforts to strengthen the management professional through training and education.

I will help my associates reach personal and professional fulfillment.

Contribute to the effectiveness of sponsoring organizations.

I will earn and carefully guard my reputation for good moral character and good citizenship.

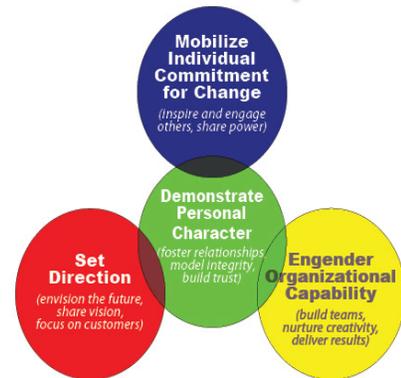
I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.

I will recognize that leadership is a call to service.

## NMA Mission Statement

NMA offers leadership development products and creates opportunities that maximize the potential of our members, sponsoring organizations, and communities.

### The NMA Leadership Model



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