



March 2019

Inside This Issue

From the Desk of Our President	2
New Member Corner	3
New Member Spotlight Jonathan So	4
April BlueNights Mixer Executive Guest: Aaron Friedkin Vice President Clinical Strategy HPB	5
Calendar of Events	6
NMA Membership Meeting Executive Guest: James Kallas VP of Finance & Treasurer BCN	7
NMA Leader of the Year and Community Involvement Event: Ronald McDonald House Charities	9
Asking the Right Questions – A Key Attribute of a Leader	10
Professional Development	11

EMPOWERING YOURSELF

Performance, Image, & Exposure



Tory Niceswander
NMA President, 2018-2019

From the Desk of Our President

Greetings NMA Members:

March brought us Spring and another month of dynamic programming. We heard one of our executive advisors, Jim Kallas, VP Finance and Treasurer BCN speak about situational leadership. Jim presented a very insightful and thought-provoking topic regarding the developmental levels of leadership. If you missed it, make sure to check out the recording on the NMA SharePoint site. March also brought us board elections. Please join me in congratulating our newly elected board members. A special thanks to board members Karema Bobbitt and Lisa Drayton who championed the elections committee. If you have any feedback regarding the process, please reach out to us.

I want to highlight upcoming events as we move into the month of April. Mark your calendars for the next Monthly Member Meeting scheduled for April 11 at the Detroit Athletic Club. Guest speaker Jocelyn Giangrade will be discussing the power of networking. Bowl for Kids' Sake will be April 13 at Thunderbowl Lanes. There is still time to donate to the [NMA Pin Droppers](#). We hope to see you there, supporting this wonderful cause. As promised, the April BlueNightsSM Mixer will be held on April 25 with our executive host Aaron Friedkin, M.D., VP of Clinical Strategies.

Marschelle Drake, VP Professional Development and her team have been hard at work to provide an action-packed month of programming. To kick it off, there will be a Certified Manager roadshow beginning April 15. Be sure to sit in on a session to see if this is the right certification for you. Then, "Cost to Zero: The Pursuit of Affordability" will be facilitated by Steve Anderson, VP Hospital Contracting & Network Administration on April 18. To close out the month, on April 25, we will hear Shawn Fair deliver a presentation on "Seeing Yourself in the Company's Vision Inspires Great Performance" and Sharri Watkins' presentation, "Social Media at Work" on the 26. Check your email for registration information for these upcoming events. Don't miss out on opportunities to get involved in the community and to enhance your professional development.

Finally, we are still looking to expand our planning committee teams. If you (or a friend) are looking to develop new skills, this is a great opportunity. NMA committee work allows you to gain firsthand experience with roles and responsibilities that you may not have in your current work position. There are several opportunities on each of the VP teams to get involved. Act Now and Reach Out.

Best Wishes,

Tory Niceswander

New Member Corner

OUR NEW TEAM MEMBERS
Welcome

*Kelly Campbell
Susan Cleary
Garyn Davis
Susan Dowd
Kaley Hall
Chantay Marshall
Danielle Peters
Walter Ward*

As a member of NMA, you are now a part of a great group of leaders, striving to live out our theme, "Cultivating the Passion of Leadership." We encourage you to connect with our members and learn something new about the organization. For more information, you can always go to our [SharePoint](#) site



Member Benefits

- Networking through monthly meetings and mixers
- Professional development through workshops and "lunch and learn" sessions
- Community involvement through events like Bowl for Kids' Sake, walks for cures and causes, Adopt-a-Highway and more!

We have many upcoming events to begin networking and meeting other NMA members. Check them out on the *Upcoming Events* page.

We also perform various community involvement services throughout the year. We'd love for you to take part.

For more information about all other upcoming events, please visit [NMA's SharePoint](#) site.

We look forward to seeing you at the next event!

Get Acquainted

New Member Spotlight

Written by Dana Bell, senior analyst, Pharmacy Operations

Our newest member, Jonathan So, is a Manager in the HPB Strategy area. He was encouraged by his friend Alisa Armstrong to join the National Management Association. He's an alumnus of Wayne State University where he studied Finance. When asked why Finance was his choice, he shared: *"I wish there was an inspiring, uplifting answer here but unfortunately there isn't. I did it because finance had the best earning potential and career placement opportunities of any major I was considering. Now, the adult version of me is so happy I chose finance. It gave me the ability to understand all parts of an organization and see how everything flows together."* Jonathan started with Blue Cross and Blue Shield in October 2018, making him a newbie. He loves meeting new people and making new friends; that's why joining NMA was a win-win for him.

Although we celebrated Black History month in February, three African Americans who inspire him are:

1. **Martin Luther King Jr.:** every day, he tries to remind himself of this quote – *"If you can't fly then run, if you can't run then walk, if you can't walk then crawl, but whatever you do you have to keep moving forward."*
2. **Serena Williams:** she pushes the boundaries of what her job and society expect of her; I think we should all do that.
3. **Chris Abani:** he's a writer, poet and the most inspiring speaker Jonathan has ever seen. *He said, "To be human is to accept that there will never be world peace, but to live life as though it is possible."*



Jonathan So

I asked Jonathan if he thought Diversity and Inclusion were important and why. He responded, *"Absolutely! Diversity is critical to introducing new ideas, innovations and perspectives. Diversity can create natural tension between people who are different, and this tension produces outstanding results. Inclusion ensures that everyone feels respected and valued in a diverse environment. Inclusion allows all of us to feel empowered to share our unique perspectives and gifts without feeling marginalized."*

Here are some "fun facts" about Jonathan: His favorite ice cream flavor is cookie dough, even though he has never turned down any flavor. It also helped that his sister used to own a Cold Stone Creamery. Jonathan describes himself a people person. He really doesn't have a preference between cats or dogs; but, being a good boyfriend means he occasionally walks his girlfriend's chihuahua. The household chore that he avoids at all costs is unloading the utensils part of the dishwasher; he doesn't mind putting the glasses and plates, though.

Take time and introduce yourself to Jonathan. You might want to consider bringing ice cream to the meet and greet!

April BlueNights Mixer



Whirlyball is the BEST group activity around! It is something that most folks have never done, and even if they have, they are not very good at it. This means there's a level playing field for ALL! Whirlyball is perfect for athletes, couch potatoes, kids and adults.

We have been in the party business in Metro Detroit for over 25 years. You can trust our party planning experience, ensuring you and your guests a party to remember!



Executive Host

Aaron Friedkin
Vice President Clinical Strategy
Health Plan Business

Date: Thursday, April 25th | Time: 5:00 p.m. - 8:00 p.m.
Whirlyball Novi | 41500 Grand River Ave. | Novi, MI 48375



CALENDAR of EVENTS

APRIL

11

Jocelyn Giangrande
SASHE – Founder & CEO
'Power of Networking'
Detroit Athletic Club

13

Community Involvement
Bowl for Kids' Sake
Big Brothers Big Sisters
Thunderbowl Lanes – Allen Park

15

Professional Development
Certified Manager Intro
Web Ex

18

Professional Development
"Cost to Zero: The Pursuit
of Affordability"
BCN Commons, Detroit Tower, RenCen

25

Professional Development
"Seeing Yourself in the
Company's Vision"
Whitmer Auditorium and Web Ex

25

BlueNights Mixer
Aaron Friedkin
VP, Clinical Strategy HPB
Whirlyball Novi

26

Professional Development
Social Media at Work: Reap
the Rewards and Avoid Risk
Detroit Tower Dining Rm E/Web Ex

MAY

15

Tiffany Albert
Blue Care Network
CEO & President
Westin - Southfield

JUNE

4

Dan Loepp
Blue Cross Blue Shield of Michigan
President & CEO
The Fillmore

NMA March Membership Meeting “Situational Leadership II: an executive overview” Hosted by Jim Kallas, VP Finance & Treasurer at BCN

Written by Christina M. Frison, senior analyst, Provider Outreach

Continuing our NMA journey of “Empowering Yourself”, NMA Executive Advisor, Jim Kallas, spoke to a packed room of listeners at the fabulous Skyline Club in Southfield on Thursday, March 21. Jim engaged us with quips about accountants throughout the night, citing that “a lot of accountants graduate with the knowledge of managing money; managing people is totally different.” Before launching into his presentation, Jim mentioned notable author Ken Blanchard’s best seller *The One Minute Manager*. Blanchard researched, developed and designed the concepts known as situational leadership today.

Jim began his presentation by defining the situational leadership style – it’s agile leadership in which a leader doesn’t have to treat the members of a team the same. “Situational” is the realization that every member (or follower) has different strengths and weaknesses; to understand the mechanisms of your staff, you meet them on the level they are on and adapt to them where they are.

Jim polled attendees and asked which characteristics a leader must embody to lead others. Throughout the room, responses were heard such as empathy, compassion, communication, and the ability to listen. These are all necessary qualities that will aid a leader’s situational style.

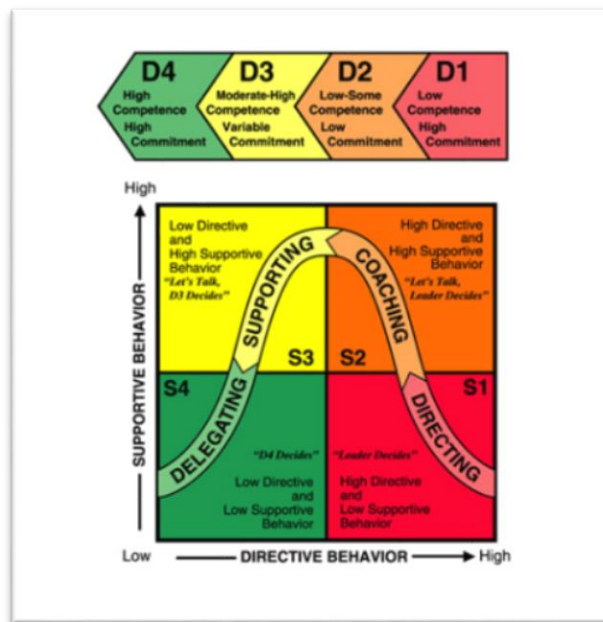
As Jim progressed into his topic, he presented several slides which further defined and detailed the four development stages of individual contributors on a team:

D1 – Enthusiastic Beginner (10% of the workforce): excited, enthusiastic, full of energy, but doesn’t know what they’re doing; they are eager to learn and are new to the company or department. Has a “guide” who will help them navigate their day until they get the hang of the new position.

D2 – Disillusioned Learner (25% of the workforce): usually 3-6 months in the new position, this person no longer needs a daily guide, but now needs coaching. May have less energy and feel more overwhelmed; afraid to make mistakes and would prefer to have a direct outlet to management.



VP Jim Kallas at Skyline Club



Situational Leadership Grid

(continued on page 8)

“Situational Leadership II: an executive overview”

(continued from page 7)



BCN CEO Tiffany Albert and others listen to Jim’s dynamic presentation



NMA members Carlton King, Donita Hill and Jcynthia Tory

D3 – Capable (50% of the workforce): a cautious contributor who can handle the job, but if there’s a situation that is outside of their control, would like to be able to contact management for assistance.

D4 – Self-reliant Achiever (15% of the workforce): this person has pretty much mastered their responsibilities and can organize/manage their day without direct supervision. Confident and knows who to contact based on the network they have built.

While many attendees identified with the ‘capable’ workforce, Jim encouraged those who may feel as if they fall in the D1 or D2 category: “I believe in failing forward; you never grow until you learn from your mistakes.”

For leaders, matching conversations that will engage your workforce at their different levels begins with identifying a supportive behavior design. Managers can be “low directional” or “high directional” depending on individual followers. Below are situational behaviors utilized by most managers:

- S1** – “I’ll decide” (directing)
- S2** – “Let’s talk; I’ll decide” (coaching)
- S3** – “Let’s talk; you decide” (supporting)
- S4** – “You decide” (delegating)

Jim cited findings from a study which emphasized the level of engagement a manager practices using the situational leadership diagram (S1 – S4): 54% of managers use one style naturally; 34% use two or more styles naturally; 11% use three styles naturally and 19% of all managers can use all four styles naturally.

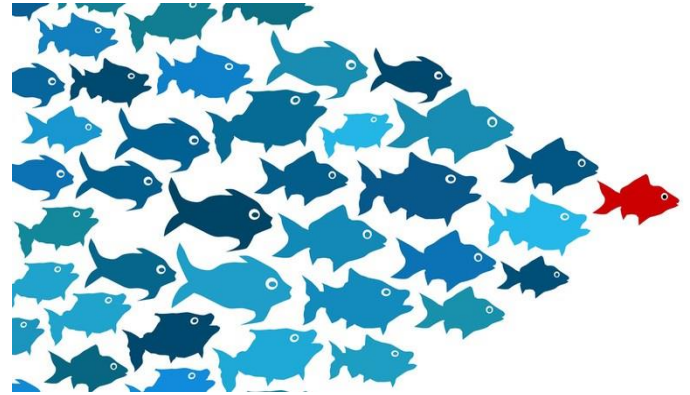
Keep in mind that, at different times within an organization, leaders may have to choose any number of leadership styles they’ve acquired over the years. If a leader can guide others to a style that’s beneficial to their personal and professional growth while instilling a sense of competency, there is a win-win paradigm between the leader and the follower. Jim pointed out the key take-away is to “observe and learn.”

Jim likened situational leadership to portfolio management: the ultimate end-goal is to “...optimize your portfolio and decide how you can get the best returns out of your investment (your employees).” To diversify your investment, a leader must listen to, understand and read the signals of each individual team member. Be available and openly communicate your goals to reap the highest dividend of your return on investment.

National Management Association Leader of the Year

Accepting Nominations Soon!

BCBSM NMA Chapter 141 would like to recognize a person in our organization for outstanding leadership. Someone who has gained significant recognition for managerial and leadership accomplishments. We want to hear from you! Start thinking of a leader you feel deserves to be honored – perhaps a person who is a current or previous leader that you admire. NMA will begin accepting nominations for the Art Seidler Memorial Leader of the Year award in the month of April.



Watch for more details to come in NMA communications.

Community Involvement Event Ronald McDonald House Charities

Written by Monique Shoulders, Team Leader II

On Saturday March 2, NMA volunteers arrived early to prepare lunch for residents at Ronald McDonald House in Detroit. A scrumptious taco bar was arranged with a choice of ground beef, turkey or chicken, pico de gallo, fresh diced vine tomatoes, shredded cheeses, sour cream and guacamole. Residents had a choice of soft tacos or a nacho bar while watching morning cartoons.

A tenet of Ronald McDonald House Charities is “Keeping families with sick children together and near the care and resources they need.” Across the country, this charity provides a cozy home environment to residents who want to stay near their loved ones while they are receiving medical care.

NMA loves lending a helping hand. We’d like to send a heartfelt “thank you” to our volunteers who were able to make it out and serve in the community with us. We’d love to see you at our next event.



The community involvement team strikes a pose with family members staying at the Ronald McDonald house (back row, L to R) Ebony Young, LaShaunda Webb, Monique Shoulders, Mia Harris and Candice Brock



Community Involvement members, Monique Shoulders (Co-Chair) and Cristina Frison (Vice President) are finishing up the last minute details for the taco bar

Asking the Right Questions - A Key Attribute of a Leader

Written by Robert Noel 2018 NMA National Recognition
Chair Boeing Leadership Association of Southern California
(BLASC) / Seal Beach, CA



Quite often, people who become leaders exchange their detailed understanding of their products for a more strategic view of the mission and vision for their company or city. What this can mean is that the leader is not the right person to really review the technical solutions developed, yet they are the ones that need to approve of these products.

In recent management and leadership books, writers have suggested that the decisions be passed to “where the work is done”, empowering those who do understand the details of the processes and products. While this approach is admirable and does involve those most affected by decisions, it also removes the vast experience and viewpoint of the leader from the decision process.

Another and better way to be involved as a leader that has less technical knowledge than others is to be the one that brings in the right questions to help focus the team toward strategic goals and more useful products. As an example, consider a situation where a team is designing a car. While those experienced with automobile design will likely know the right way to develop the parts and integrate the full car, the leader can ask questions about what market they are attempting to reach and whether this car will be one that leads the company forward into new markets.

Questions like these help others to understand the big picture of the development, i.e., the reason the product is really being developed. These questions can range from a sense of purpose (“Why are we here? How does our product lead us forward?”) to adjusting the vision to understand the marketplace (“What does our likely customer struggle with? How can we become the provider of choice?). Leaders have a unique view of the overall process that can be likened to watching a dance from a balcony instead of being on the dance floor. This perspective not only helps to focus the effort on the right product but also helps mature future leaders for the company or city while defining the vision of the future.

This type of thinking can be called visionary. Lofty goals that seem to be of little tactical value usually result from visionary thinking. In the early 1960s, President John F. Kennedy famously challenged the scientific community to put a “man on the moon before the end of the decade”. When looked at from a detailed sense, this represented nothing practical. Still, Kennedy knew there was a tremendous benefit to the country from doing this. People were inspired to study science (resulting in other historic achievements in successive years), new products were developed to allow for space travel that also benefitted people on earth, and the country had an amazing achievement to serve as a symbol of American pride. The country came together nearly as one to celebrate the amazing achievement.

None of this would have taken place without someone seeing greater benefits to space travel. But Kennedy was able to see all of this and mandate the development of the space program. A more tactical person may have taken the resources involved and done something far more “useful” (though mundane). Leaders can demonstrate their vision to help others think more strategically. When mixed with the detailed knowledge of subject matter experts, great things can happen.

The PD Exchange...

Written by Mariah Manuel, Team Leader | **Developing Your LANGUAGE**

Have you heard? Sign Language, Colleges and Professional Development, oh my!

In this month's PD Exchange, we will discuss how to develop your language. Whether you decide to take up an English class while obtaining your degree or getting involved with our new sign language program, there is something available to help every employee develop their language skills.

Check out all of the Professional Development opportunities coming this month!

The Development Corner

Have you taken advantage of any of the continuing education opportunities Blue Cross offers?

I have taken some online training courses through BlueTalent and am planning to go back to school to get my Master's degree and use the tuition assistance program from BCBSM.

For those who may be thinking about helping other young adults transition into the workforce from college, what encouraging words should they use?

- ✓ Take your time; you aren't going to be the best at everything right away.
- ✓ Pay attention to everything and learn as much as you can.

What plans do you have for the sign language class coming to BCBSM/BCN? Can anyone participate? What can employees expect? When will it begin?

- ✓ The plans for the American Sign Language (ASL) class coming to BCBSM/BCN is similar to the conversational Spanish class. We plan to hold meetings once a month and learn some basic ASL that you could use to have a simple conversation with a Deaf individual.
- ✓ Anyone is welcome and encouraged to participate. Employees who are interested may reach out to me.
- ✓ Employees can expect to learn some background information on ASL and useful tips and tricks to signing, in addition to learning the basic signs.
- ✓ The class is scheduled to begin April 4 and will be every 2nd Thursday of the month starting in May.

How helpful is it for employees to learn sign language, personally and professionally?

ASL is a beautiful language with a very rich culture that may be different than most think. ASL is not "signed English", but a stand-alone language and culture, similar to Spanish or German. Learning ASL would be an additional skill that can enrich your life.

What is the most unique experience you have been able to use sign language?

I recently went on a vacation and there was a group of Deaf individuals that I was able to use the ASL skills I learned in school and have simple conversations with them.



Katie Barrett

*Analyst, IBU Operations
Intern 2016-2018*

*Bachelor in Health Administration
with minors in Professional Sales
and American Sign Language from
Central Michigan University*

**Marschelle Drake – VP, Professional Development
Tia Heilig – Chair, Professional Development
Mariah Manuel – Chair, Continuing Education
Edward Lanigan – Chair, Certified Manager**

The PD Exchange...

Opportunities to Develop



BCN Commons Wed, April 24: 11:00 a.m.- 2:00 p.m.

BCN Omni Wed, May 1: 11:00 a.m. - 2:00 p.m.

Detroit Tower Thurs, May 2: 11:00 a.m. - 1:30 p.m.

Detroit Ren Cen Wed, May 8: 11:00 a.m. - 1:30 p.m.

Come and learn more about how to take advantage of continuing education opportunities

Blue Cross Blue Shield of Michigan and Blue Care Network have to offer.

Meet with recruiters from the following colleges and universities:



Ashford University

Central Michigan University

Concordia University

Davenport University

Eastern Michigan University

Madonna University

Marygrove College

Northwood University

Oakland University

Siena Heights University

State of Michigan – Michigan Education Trust

University of Michigan, Law

University of Michigan – Flint

Walsh College

Wayne State University – Engineering

Wayne State University: Mike Ilitch School of Business



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 process. 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.

Statement of Principles

NMA is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify NMA's 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.
- We believe that individuals and organizations have a community and civic responsibility.

March blueprint Team

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Website: <http://sps-corp/nma/default.aspx>

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