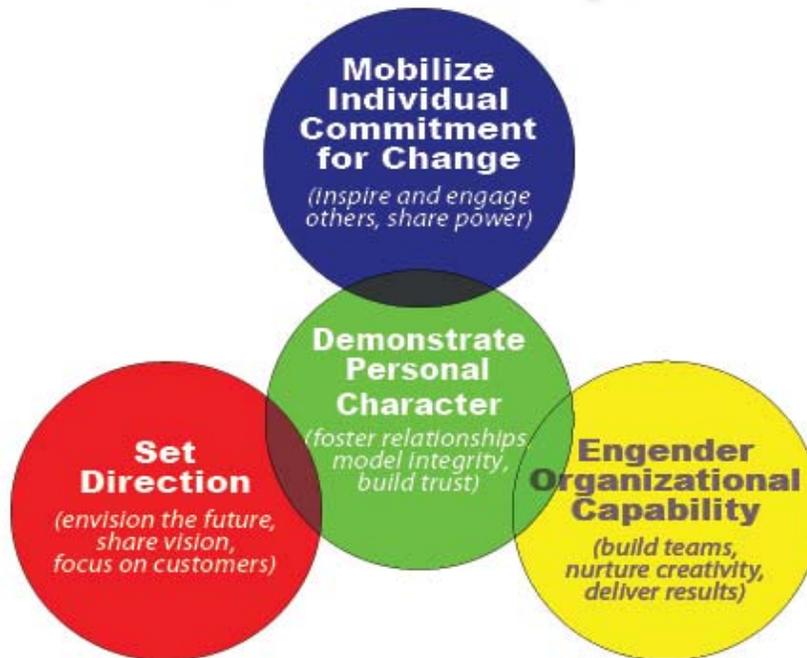


The NMA Leadership Model



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

The demands of leadership are such that business leaders must develop an amazingly broad range of personal and professional competencies in order to meet the challenges coming their way. Tomorrow's leaders must get ahead of the curve. While no model and no list of leadership behaviors, traits, or competencies can ever fully capture all the critical components, NMA has chosen a results-oriented model to embrace. Why? Performance-rated evaluations by boards, stockholders, employees, and the general public are increasingly the norm. Results matter. Culture matters. They are not the complete picture, but they are a reality of the contemporary workplace.

Therefore, NMA and its affiliated chapters encourage systemic leadership development programming at all levels of the organization. Change is everywhere. The talent pool must grow to meet new challenges. Every employee can be a leader and be imbued with a sense of entrepreneurship. Our list of leadership competencies reflects the appropriate list of skills, behaviors, and imperatives for the enterprise and the individual to thrive. They must be aligned and integrated throughout.

Setting direction, mobilizing individual commitment for change, and engendering organizational capability comprise three of the four core competencies. Yet, they will not be fully realized unless the leader demonstrates the personal character that fosters the necessary relationships and creates an atmosphere of trust. Success is realized when strategic leadership development efforts are proven to be linked to positive organizational outcomes.

NMA... Developing the LEADER in You!



Mobilize Individual Commitment for Change

- Lead by example
- Encourage others to model corporate values
- Energize the organization via a compelling picture of future opportunities
- Create a supportive culture with reward systems that reward leadership behaviors
- Inspire and motivate others
- Listen attentively & articulate contributions of others
- Champion individual successes
- Provide appropriate recognition, praise, and rewards
- Build confidence and passion in others
- Be approachable
- Partner to maximize results
- Develop other leaders in the organization
- Influence through win/win solutions
- Enable world class performance of tasks

Set Direction

- Communicate the vision
- Set strategy and drive execution via supporting goals, tasks, & individual accountabilities
- Maintain an environment that supports risk taking and innovation
- Maintain customer focus; internal and external
- Limit personal bias or preferences when leading others
- Staff for effectiveness... and the future
- Drive performance through shared vision, values, and accountability
- Adapt to the accelerating pace of change
- Be forward thinking -- embrace change and transformation
- Remain consistent
- Understand key political, economic, and social trends both domestically and globally

Engender Organizational Capability

- Foster effective communications
- Attract, develop, and retain talent
- Respect and capture collective knowledge
- Value diversity
- Leverage cross-disciplinary knowledge to provide integrated solutions
- Nurture creativity and innovation
- Mentor and coach for growth and success
- Promote collaboration and teamwork
- Provide a stretch orientation to assignments
- Solicit and provide feedback
- Lead efforts to streamline processes and adopt best practices
- Recruit effectively
- Implement succession planning/talent-pool planning
- Cultivate an active network of relationships inside and outside the organization
- Install measurement systems to track results
- Address career and work environment issues that affect retention, including physical and mental health

Demonstrate Personal Character

- Model the ideals – including the values – of the organization
- Assess self and embrace a personal philosophy of lifelong learning
- Inspire trust through ethical behavior
- Accept full responsibility for actions and decisions
- Demonstrate respect for others
- Sustain and build personal relationships with all constituencies, internal and external
- Lead courageously
- Exercise sound judgment
- Adapt and perform under pressure
- Stay on track and do not be deterred or compromised by negative pressure from others
- Appropriately question the actions and leadership of others
- Diffuse conflict and accept criticism