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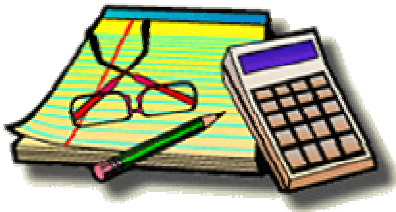
Rockwell Collins Leadership Association Newsletter

Published periodically for the members of the Rockwell Collins Leadership Association, a chapter of the National Management Association. Views and opinions expressed herein are those of the staff and contributing writers, and do not necessarily reflect the policy of Rockwell Collins. Any publication may use articles in *Management Signals*. However, *Management Signals* and the Rockwell Collins Leadership Association must be acknowledged as the source.

Management Signals is available on the Rockwell Collins Leadership Association website at lonestar.rcclub.org/nma/. This site can be accessed from anywhere on the Internet. Many back issues are also available on the web.

Management Signals Staff:

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Annual Audit Completed

The financial audit of the RCLA books for the 2002-2003 chapter year was successfully completed by Joan Mendoza with assistance from Linda Dobbs, and the results were briefed to members of the RCLA leadership team. The briefing was attended by Linda Bunch, Marion Sowka, Mario Vasquez and Ken Winkenwerder. Joan identified a number of areas for process improvement, and these improvements are being implemented. The RCLA leadership team thanks Joan and Linda for their diligence.



The 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 work force 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.

Richardson Police Chief Talks about Management Philosophy and Changing with the Times



Larry Zacharias has been with the Richardson Police Department since 1977, working his way up through the ranks to become Chief of Police on July 1, 2002. On November 6 he spoke to the Chapter on his management philosophy and the evolution of law enforcement techniques over the years.

Chief Zacharias was accompanied by Officer La' Evening Jones, and both talked to a receptive audience about their approach to their work, answering many questions during and after the meeting.

The long-standing philosophy of police work mirrored that of many other service organizations: the needs of the customer (citizen) came first, followed by the organization (city and police department) and the employee, in that order. Chief Zacharias saw this as counter-productive, often leading to dissatisfied officers and other employees who reflected their unhappiness in reduced efficiency and poorer service to the external customer. He

consulted with upper management at Southwest Airlines, a notably-successful local service organization, and found support for his theories. The culture at Southwest Airlines places the needs of the employee first, followed in turn by the passengers and the stockholders.

Other key points from the chief's talk:

- Most employees liked to be challenged to perform better, and to work with others who are also challenged.
- It is better to hire officers with a good attitude and train them in police skills than to hire highly-skilled officers without the needed attitude.
- A reduction in residential burglaries comes at the cost of a dramatic increase in auto burglaries since the Texas Legislature reclassified this crime from a felony to a misdemeanor. A vehicle burglary results in no prison time, while the equivalent theft from an open garage is a felony with a possible sentence of up to 20 years.
- About half of all residential burglaries occur through open garages.
- A formal volunteer program is helping the Richardson Police Department maintain a high level of service in the face of early retirements and other reductions. Uniformed volunteers perform many duties including radar traffic surveys to provide a police presence and assess the need for additional enforcement actions.

The chief closed by encouraging Richardson residents to volunteer their services.



Comments from the November Meeting

The Programs committee gains useful information after each meeting from members' comment cards. Comments from the November 6 meeting featuring Chief Zacharias suggest that the committee is doing a great job. Results are tabulated below, followed by a few of the many positive comments.

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>
<i>Meal:</i>				
<i>Service</i>	34	7	2	
<i>Food</i>	38	5		
<i>Speaker:</i>				
<i>Style</i>	34	9		
<i>Topic</i>	34	9		

Sample comments:

- “Keep up the good location – Café Max. We love this place.”
- “Food service line better”
- “Always excellent food”
- “Very professional speaker! Most interesting and informative.”
- “Thanks for giving us a look at how others are performing customer service.”
- “You guys are very organized and professional. Great job!”

The only negative comment concerned the limited parking at Café Max.

Comments were submitted by 43 of the 66 attendees. The Programs committee appreciates and responds to your comments, both positive and negative; keep them coming.



Holiday Event Scheduled for December

The RRFT and the RCLA are sponsoring a holiday party on Thursday, December 11. This event, open to all Rockwell Collins employees and retirees and their guests, will be held at the Southfork Hotel (formerly the Harvey Hotel) in Plano.

See member flyer for details. Attendance is limited to 150, so get your tickets early.



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 dealings, 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 education.

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.



Merry Christmas

from the staff of

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