

THE PORTAL

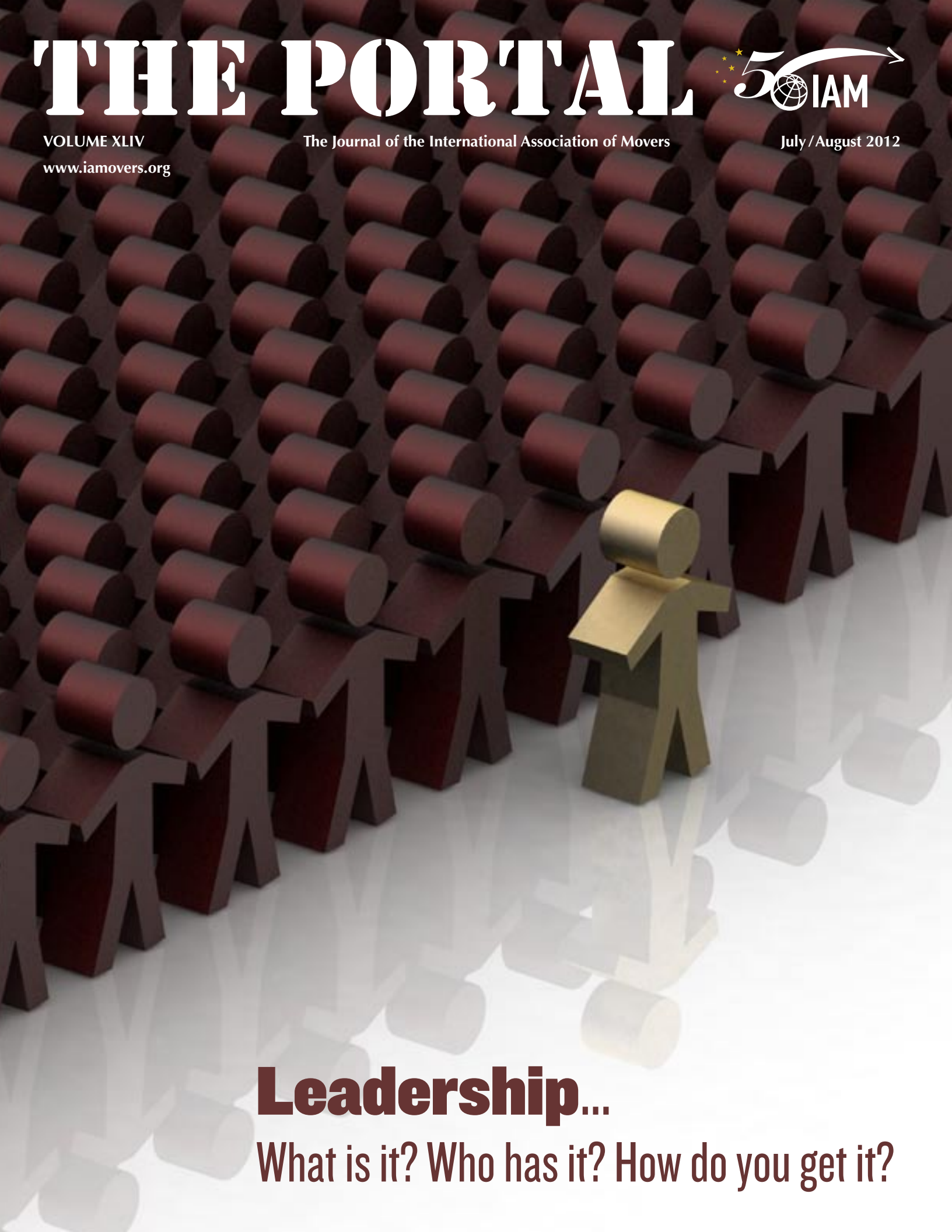


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July / August 2012

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Leadership...

What is it? Who has it? How do you get it?

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So, How Do You Know?



TERRY R. HEAD
IAM President

It is often said, “If you want to know if you’re a leader, then look over your shoulder behind you—see whether anyone is following.”

That’s concise and a pretty good barometer, but in my experience people often follow for a number of reasons—but not necessarily because they are being properly led.

People will follow because they grasp and buy into the vision or goals articulated by their leaders. Sometimes people will follow out of fear. Often people will simply follow out of loyalty, well-placed or otherwise. Sometimes they follow because they believe—or have been “led” to believe—that is what is expected of them.

All of the above are viable reasons for people to follow a leader; however, it doesn’t suggest that the person who’s being followed is a *good* leader, or exhibiting the talents and attributes of good leadership.

So, how do you know when you are a good leader?

Is a good manager always a good leader, or vice versa? There’s some truth to the saying, “A manager does a thing right; a leader does the right thing.”

Are leaders born to lead? Or can you be trained, or educate yourself, on how to become a good leader?

Is the leader the one who is in charge? Or is that person simply the one with the vision, who generates or promotes an environment in which others are inspired to achieve the goal or objective?

Ask anyone to identify the qualities of a good leader and you’re likely to hear terms like integrity, honesty, wisdom, common sense, compassion, perseverance, and even a propensity and willingness to accept risk. All are good attributes for anyone to possess; however, they are not necessarily what will ensure good leadership or a good leader.

Is leadership an individually based skill or trait? Isn’t it possible for a country, a government, a company, organization or even an association to exhibit good leadership?

At this point you’re probably thinking, “He’s asking more questions than he’s giving the answers!” If that is the case, my message has done its job to pique your interest and stimulate you to review this issue of *The Portal* focused on Leadership.

I would encourage you to review the various articles herein, many of which have been submitted by your fellow IAM members and the Association’s volunteer leaders.

After you have finished, ask yourself a few more questions:

- Do people see me as a good leader?
- What do I need to do or learn in order to become a better leader?
- When and how will I know whether I’ve attained that objective?

Whatever your own answers to those questions, asking them is a good starting point on your journey to become a more powerful and effective leader who inspires others to do great things.

Perspectives on Leaders: What Sets Them Apart?

By Joyce Dexter, Portal Editor

Just about everyone seems to have an opinion on what leadership entails. Motivational writer and speaker Stephen Covey stressed that there is a difference between a leader and a manager—something too many businesspeople tend to forget. “Effective leadership is putting first things first,” said Covey. “Effective management is discipline, carrying it out.”

Are leaders born, or made? That depends on whom you ask. IAM members weighed in on this topic for this issue of *The Portal* have varying views, influenced in large part, no doubt, by those whom they have both served and observed. One thing we can all agree on, however, is that regardless of whether they wield their talent on the battlefield, in the halls of government, or in the boardroom, great leaders have the ability to inspire colleagues and subordinates to reach toward a common and significant goal.

Strength of personality and charisma are a plus. Although warm-and-fuzzy types certainly enjoy their share of successes, you can bet that generals win battles and wars by exercising discipline, not TLC. As the celebrated World War II Allied Commander and later U.S. President Dwight D. Eisenhower once observed, “Leadership is the art of getting someone else to do something you want done because he wants to do it.”

Philosophers, writers, and thinkers have pondered the attributes of effective leaders for centuries, and throughout this issue you’ll find kernels of wisdom that are reflected in the leadership and management styles of our contributors.

IAM members have their own ideas about what constitutes and builds leaders in our industry. For **John Seal**, vice president, international at **Hilldrup International**, the strongest influences were the lessons he learned from his father, a career Marine Corps officer, and during his own service in the Corps. “I strongly believe in one of the first lessons I learned about leadership in the Marine Corps—that leaders are made, not born,” he says.

Thoughtful mentoring—by his father and then by senior managers in the corporate world—has played a big role in Seal’s success, and he strives to follow that example. “I do my best to lead my team to find resolutions to problems rather than spoon-feeding answers to them,” he says. “This gives them a sense of being in control instead of micromanaged. It is important that

those in charge truly feel as though they are in charge.” Seal argues that there is no real difference in the qualities that make good managers and good leaders. “In order to be an effective manager, I believe that you must be a strong leader as well.”

Seal has come to look for early signs in potential leaders. They are “positive in difficult situations. Those who have the ability to keep their head under pressure, and smile at rather than complain about their problems have excellent potential to be leaders.” They also are “calm, fair, judicious, morally courageous (important in the corporate world), decisive, and inclusive.”

He considers himself fortunate to have served under many outstanding leaders in the Marines, as well as senior management at Hilldrup. “My father is hands-down the best leader I’ve ever known,” he says. “He has always been calm, fair, stern and compassionate. At Hilldrup, the most effective leader I’ve worked for is Randy Rantz, senior vice president of operations. He is an excellent decision maker, and I have never seen him rattled.”

Seal believes that the common attributes of strong leaders are portable. “If a leader is in tune with those who work with him or her, and understands the direction of the organization, then the leadership skills developed over time should apply across the board.”

At Hilldrup, managers have benefited from a six-part leadership course organized by the Human Resources department. “Even those with years of leadership experience learned something from it,” he says.



“In order to be an effective manager, I believe that you must be a strong leader as well.”

*—John Seal
Vice President International
Hilldrup International*



“Inspiring others to do better work is the accomplishment of a great leader.”

*—Jeff Coleman
IAM Chairman*

IAM Chairman **Jeff Coleman**, president and CEO of **Coleman World Group**, takes a decidedly people-centered and collegial approach to the issue of leadership. “I feel strongly that the growth and development of people is the highest calling of a servant leader,” he says. “I believe that a great leader must be an effective influencer and must have great ability to obtain followers. I think that the key to success in any endeavor is the ability to lead others successfully, and inspiring others to do better work is the accomplishment of a great leader.”

A leader should always follow the Golden Rule—to do unto others as you would have them do unto you—he adds. “I strongly believe that a great leader must have a servant heart, head, and hands. Effective leadership starts on the inside with a servant heart and then moves outward to serve others. Real change in behavior requires a transformation of the heart and it begins with leadership character. Leaders with servant hearts care about those they lead. They want to be held accountable; they are willing to listen by taking in feedback and advice to serve better. Their paramount aim is the best interest of those they lead, and they have their ego under control. They do not think less of themselves, they just think about themselves less.

“Effective leadership,” says Coleman, “begins with a clear vision which is doing the right thing and then doing things right with purpose, values and goals. Servant leadership has a focus on spiritual significance more than earthly success, and it is more concerned about service than recognition. Dr. Martin Luther King, Jr., said that ‘a genuine leader is not a searcher for consensus but a molder of consensus,’ which is an excellent statement about leadership. I believe great leaders are called to serve others with an attitude of gratitude.”

Elad Gur-Arie, relocation manager at Israel-based **Transclal Fine Arts Ltd.**, sees leaders as individuals who were born with the essential qualities defining them as such, but who also need the flexibility to adapt to new circumstances in order to be effective. “An army veteran with vast experience commanding platoons and a variety of operations with great success may find himself unable to manage a crew at his new workplace due to differences in attitude, work behavior, and the quality of the personnel,” he says.

Aspiring leaders, Gur-Arie adds, should remember two things:

- Asking for advice is not a weakness; it’s leading your colleagues to assist you.
- Fulfilling your big ambitions begins with small actions.

He is mindful that even at the upper levels of management, learning never stops. Moreover, ensuring future generations of qualified leaders requires leaders who are willing to share their knowledge and nurture employees and colleagues. “I was mentored and continued to increase my knowledge and skills with personal experience and professional studies,” Gur-Arie explains. “When I need to nurture someone, I don’t teach just the principles of the industry. I also teach him to use the tools to continue learning on his own when I’m not around.”

One important trait of a successful leader, he believes, is a willingness to relinquish control, giving employees free rein to do their job without being micromanaged. He distinguishes between managers and leaders, saying, “Good managers follow and accomplish the goals assigned to them by their bosses. Good leaders focus on their goal, and with their crew score 110 percent, not 100 percent.”



“I was mentored and continued to increase my knowledge and skills with personal experience and professional studies.”

*—Elad Gur-Arie
Relocation Manager
Transclal Fine Arts Ltd.*

Gur-Arie has found shining examples in unusual places. “I have a good friend who has been a flight attendant for El-Al Israeli Airlines,” he says. “He is one of the most esteemed crewmembers in the airline, and his colleagues are always happy to fly with him. He has taught me a few things about how to combine teamwork with customer service at a high level.”

As for building the stock of leaders at his own company, Gur-Arie begins with the initial interview session. “When I interview potential new employees,” he says, “I take them into the meeting room and instruct them to sit next to a computer, which is hooked up to the Internet. I then give them a short questionnaire asking for the kind of personal details we all provide when going to a job interview, and also add a short trivia quiz about our industry—airport codes, geographical knowledge, and so on. I then tell them to take 20 minutes to fill out the forms and quiz while I go and make us some coffee.”

How applicants handle the quiz is a good indicator of their resourcefulness and thus their potential value to the company. “If they fill out only what they know and leave the rest blank, it’s a minus for me,” Gur-Arie explains. “These people choose the easy way and avoid trying to overcome their lack of knowledge. But if they use the Internet to get the answers, it’s a plus for me. Such people will work hard to get the information they need and present themselves to the client as a walking database.”

Reflections on Leadership



“I have learned that as a manager or leader, if you are doing your job correctly, there will always be someone unhappy. In other words, a leader can’t make everyone happy all the time!”

*—Mike Richardson
Senate Forwarding, Inc.*

IAM Takes the Lead in Protecting Members

By Brian Limperopulos, IAM Programs Manager

Throughout much of its history, IAM's primary focus has centered on our members who were forwarders of U.S. military service members' household goods and personal effects to and from the United States. The Association could reasonably rely on the U.S. military or the U.S. justice system to resolve disputes between members. Therefore, there was no need for the Association to become involved in member-to-member disputes.

During the past decade, however, the composition of our membership has changed to a great degree. Roughly 1,500 IAM members are now located outside of the United States; as a result, our focus has had to shift to address the needs of commercial and international companies.

One of those needs is for IAM to provide stronger protections for members from all sectors of the industry. Unfortunately, there is a persistent belief among our members that IAM falls short in providing security for its members. So this is a good time to provide an update on what has been done during the past two years to strengthen the ways IAM protects you:

- **Augmentation of the Receivable Protection Program (RPP)**

This is the most critical piece of IAM advocacy in resolving payment issues between members. By joining the RPP, your company will receive coverage on all commercial shipments with other IAM members, along with the ability to request IAM intervention on all debts with other IAM members (Invoice Dispute Resolution Process). In addition, you will receive the IAM Alleged Debtor List each month.

- **Formalization of Invoice Dispute Resolution Process**

This process was incorporated into the Receivable Protection Program (RPP) so that IAM staff could more closely track and intervene on payment issues between members. We now have greater insight into payment disputes and an enhanced ability to intercede with member companies who are having financial difficulties in order to minimize the potential impact on the rest of our membership and the RPP.

- **Distribution of an Alleged Debtor List to RPP participating companies**

Through the Invoice Dispute Resolution Process, all member companies who do not resolve payment issues with other IAM members in a reasonable amount of time are published on the IAM Alleged Debtor List. This list is circulated once each month only to RPP participating companies.

- **Development of Code of Ethics enforcement procedures and establishment of Members' Ethics Council**

Although IAM has had a Code of Ethics for several years, no enforcement procedures or process existed to enable the Association to adjudicate on breaches of the Code. On January 1, 2012, IAM instituted enforcement procedures and established a Members' Ethics Council to provide a framework through which ethics complaints could be brought before the Association and reviewed by a group of member peers, and judgments could be issued.

- **Immediate intervention with companies who are not authorized to use the IAM brand name or trademark**
Some companies in our industry who are not members use the IAM name and logo to lend their enterprise legitimacy and increase their sales. This is not fair to our members who support the Association each year through their annual dues and by volunteering their time. As a result, IAM staff has begun to promptly confront firms when we become aware of their inappropriate use of our name and logo. We cannot possibly monitor all of the companies in our industry so it is important for IAM members to notify the Association if you believe a non-IAM member is wrongfully using our trademark or claiming affiliation.
- **Increased expulsion rate of IAM member companies**
Associations are only as strong as their weakest links. That is why we have taken a more assertive position on member companies who have persistent payment disputes or ethics issues with other members.
- **Expanded membership requirements**
In the near future, we will be updating our membership application to require additional qualifying information from prospective members, including:
 1. Photo identification of the company principal and all points of contact listed on the application
 2. A business license or other proof of business registration/incorporation
 3. Acknowledgment of and agreement to abide by IAM's Code of Ethics and By-LawsThese requirements will strengthen the Association's capacity to review and certify the legitimacy of a prospective member.
- **Closer collaboration with the Federal Maritime Commission (FMC) and the Federal Motor Carrier Safety Administration (FMCSA) to identify bad actors in our industry**
This is a U.S.-centric initiative but affects our entire membership. Both of these government agencies are trying to better protect United States consumers from fraud and rogue operators in our industry. Given that we share these goals, IAM has been working with both entities to share information and establish a closer working relationship to accomplish them.
- **Expanded IAM membership department and the implementation of a new Association Management System to enable staff to more closely track and record information about members**
IAM has invested resources in additional staff members and a new Association Management System. The result is a greater capability to track, examine, and evaluate the application of a prospective member.

Taken together, these initiatives will help to strengthen bonds between members and increase the trust necessary to do business in these challenging economic times. As the common bond

among our members, it is incumbent upon IAM to take a leadership role in this area and help to provide a secure business environment for them.

Remember, however, that the Association needs your help too. In particular, all members should examine the Receivable Protection Program (RPP) as a powerful tool that can benefit your business. This is the best means available to support good conduct and provide financial security for your company.

For more information about the RPP and related initiatives, please contact rpp@iamovers.org. All membership inquiries may be sent to membership@iamovers.org.

Reflections on Leadership



"Everyone who's ever taken a shower has an idea. It's the person who gets out of the shower, dries off and does something about it who makes a difference."

*—Nolan Bushnell,
founder of Atari, Inc. and
Chuck E. Cheese's Pizza*

"The speed of the leader is the speed of the gang."

*—Mary Kay Ash, Founder,
Mary Kay Cosmetics*



Receivable Protection Program

The Receivable Protection Program: Enhanced Financial Security for Your Company

You do your best to protect your company, and then the unexpected happens: Your partners or clients – your fellow IAM members – are having difficulty paying their bills and you're left holding the invoices.

What do you do?

Now in its fourth year, IAM's Receivable Protection Program (RPP) safeguards companies like yours from IAM members in financial difficulty. Much like an insurance program, the RPP protects IAM members in their business dealings with other members. You need only join the program to be covered.



File a Claim through the Receivable Protection Program to Recoup Lost Revenue

As an RPP member, if you think another IAM member might declare bankruptcy or go out of business, you can file a claim through the program and receive reimbursement for unpaid commercial invoices.

Do you currently have an invoice dispute with a fellow IAM member? Contact IAM Programs Manager Brian Limperopulos at brianl@IAMovers.org to see if IAM can assist in recovering money owed from another IAM member.

Enhanced Dispute Resolution Process... Including Notification of Alleged Debtors

IAM takes an active role in mediating and resolving payment issues between members, contacting the slow payer and negotiating a payment timeline. Through the RPP, IAM will also work with the slow payer if they too have outstanding invoices with IAM members. Only after mediation is exhausted, the slow payer is added to a list of alleged debtors.

As an RPP participant, each month you will receive a list of alleged debtors who have cases pending with the Association.

Stop the bad debt before it starts. Join RPP to receive the list of debtors and to use IAM's mediation services to solve your slow-pay problems. For added security, seek out other RPP members as business partners. RPP members are designated in the IAM Membership Directory with a special RPP logo.

For more information on the IAM Receivable Protection Program,
address specific questions to rpp@iamovers.org
To join RPP, visit the RPP website (www.iamovers.org/rpp.html) for an application.

Exercising Leadership Through Teamwork and Trust

By Brandon Day, President, Daycos

“The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it.”
—Theodore Roosevelt, 26th U.S. President

Leadership is often thought of in terms of an individual, a singular person—a military general, a business executive, or a prominent politician. However, in my experience, the most important determinant of successful leadership is the people surrounding the leader.

When I think about the businesses in our industry that I consider well-run organizations, they all have one common trait: They have good people working at all levels of the company. I know that when I contact one of these companies, I am going to get someone who will have the willingness and ability to assist me, whether I am calling the owner or a customer support person.

Early on at **Daycos**, I realized that I was never going to be an “expert” at everything we do for our customers. Daycos needs to have deep expertise in multiple tariffs, the electronic billing process, working with different PPSOs and military services, protesting GSA Notices of Overcharge, and the list goes on and on. It is impossible for one person to know enough about all of those things to provide the level of service we expect. So I had to realize that for the company to continue to be successful, it would be less important what I knew, and more important about bringing in people who had the ability to become experts in those different areas.

Surrounding yourself with good people is important for a leader, but it is only the first step toward successful leadership. As Theodore Roosevelt astutely said, a leader must exercise the “self-restraint to keep from meddling.” Too many good employees have been chased away by a boss who can’t or won’t relinquish the control to allow them to do their jobs.

“A good leader is a person who takes a little more than his share of the blame and a little less than his share of the credit.”

—John C. Maxwell, author, speaker, and pastor

One of the reasons it is challenging for a business leader to give up control of parts of their business is that they know they are ultimately responsible for every mistake that happens in their company. When a mistake is made on any one of the approximately 350,000 invoices we process each year, I know that ultimately the failure is mine, whether or not I had anything directly to do with that particular invoice.

It is natural, if you must accept most of the responsibility for the bad things that happen, that you feel entitled to claim most of



Brandon Day is a Governing Member at Large on the IAM Executive Committee.

the credit as well. And by virtue of spearheading the organization, leaders will get a lot of credit if the organization does well. However, my experience is that while it is fun to get praise, the best thing leaders can do for the long-term health of their company is to deflect that credit to where it truly belongs, to the people doing the work that brought the praise.

“The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already.”

—John Buchan, Governor General of Canada, 1935-1940

We are very blessed at Daycos to have a great team that has brought us great success over our 33 years in business. We know that leadership at Daycos is not, and has never been, an individual role, but rather a great group of people working together to serve our customers. Without all of these talented people working together, we could not have success no matter who the “leader” of our organization might be.

Brandon Day is a Governing Member at Large on the IAM Executive Committee.

Reflections on Leadership



“Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them.”

—Paul Hawken, Environmentalist, Entrepreneur, and Author

The Art of Leadership

By Tim Helenthal, Vice President, Agency Services, National Forwarding Co., Inc.

Leadership is such a difficult thing to define. It is different things at different times. However, good leadership usually manifests in a way that puts the health of the organization first. It is something that no one can bestow on an employee. It is one of the two things that people in a workplace are encouraged to “take.” The other one is “initiative,” which I suppose is really leadership’s little sister.

I’ve been extremely fortunate in my 18-year career to have been surrounded by some great leaders. These are definitely folks who lead by example and have provided me with a wealth of lessons. These are just a few of the many here at **National Forwarding Co.**

Eileen Sherman, our vice president of military operations, has worked at National for more than 30 years. She has two sayings that really speak to who she is and how she operates. Eileen wants the truth from everyone and often says, “I can fix the truth” or “The truth will still be the truth tomorrow.” I think these are great phrases and they really speak to the heart of her leadership skills because she will tell you the truth too, even though sometimes it may be painful. People respect that honesty and it enables her, and her staff, to do a great volume of work in a high-quality way.

Pat Johnson, president of National Forwarding, which is our military division, has taught me a great deal as well and most of it, on reflection, seems centered on the Golden Rule. Pat always has time for everyone and really leads by example.

Here are four of the many examples of leadership I’ve seen from Pat. First is to “never burn a bridge.” While that might be a cliché, it is so important in our “small” industry and it always sets the tone to treat our customers and agents with the respect they deserve even when we disagree. The second is that you can usually find a true “third way” when you are negotiating on something—however, it requires you to step back and drop your preconceived notion of what you expect the outcome to be. A third is that when someone is wrong it is a good idea to give them an “out” rather than just rubbing their face in it. Too often people say “I’m right” and beat their chest, forgetting that it’s only a matter of time before they’re the ones who are wrong. The fourth is that Pat never misses an opportunity to recognize the contributions of his employees. Whether it’s to a group of visiting agents or at company meeting, he always takes the time to note their role in our success.

Maureen Beal is the president and CEO of National, and I’ve learned from her that our business works best when we remember that we are in this together, as a family—although, that sometimes means taking the bad with good.

One of my favorite memories about Maureen occurred once when I was giving a presentation on military business at our agent convention during the afternoon session. As I looked around the room at my audience, I saw the usual collection of people—some paying attention, some looking at their phones, and the one or two nodding off. And then I saw Maureen, who



Tim Helenthal is a Governing Member at Large on the IAM Executive Committee

was sitting there just absolutely beaming at me. I don’t what kind of leadership you call this, but I will say it was the kind of smile I’d expect from my mom if she had been in the audience. Talk about making you feeling like part of the family!

Maureen is the real deal when it comes to an open-door policy, too. She always has time for everyone and really does believe we are family. In fact, she believes that to such a degree that she and her brother, Ron, recently gave the company to the employees, making us 100 percent employee-owned.

These things, and so many other lessons I’ve learned from the time-tested leaders at National, have shaped me in many positive ways. My thoughts are that as an organization we should be the “tortoise” and not the “hare.” We should prefer long-term relationships over speed dating. We need act like who we say we are. These things all require commitment and principle. Profit without principle isn’t success, and as we’ve seen recently with other business models, it isn’t a workable long-term strategy either.

All of these leadership qualities come together to form the soul of our organization and portray the true vision of any company. No matter what your corporate vision statement says, it is the qualities portrayed by your senior leaders that set the tone.

Reflections on Leadership



"Don't tell me what to do. Lead my heart. Connect with the emotional and I am yours forever."

—Todd Putman,
Founder, Future Pull Group;
Former Marketing Executive, Coca-Cola

The Natural-Born Leader

By Edgar Jose Prates, Director of Corporate Communications, Felix Relocations, Malaysia & Singapore

Leaders are definitely born to lead. If you encounter someone with tremendous drive and energy, it is more likely that you are meeting a leader, not a manager. The true leader does not stand up to say he is the manager. Leaders are not appointed or selected; they stand out naturally and are the ones who point the way for managers to follow.

University, training, internships and following someone influential can be a source of knowledge and inspiration to an aspiring leader. But the tools that build a person's talent for leadership can be quite diverse, and may involve background, education, family ties, values, lifestyle, work experiences, and legacy. Ninety-five percent of the time leadership is a quality that comes naturally to the individual, and cannot be taught or copied.

The natural born leader could be someone like **Steven Raj** or **Albert Perianayagam**. At **Felix Relocations** in Malaysia and Singapore, they have been setting the ground for change and improvement, leading by example and showing openness for staff contributions. Regrettably, in today's work environment, Generation Y cannot be bothered... under even minimum pressure, young professionals easily run out of motivation. No wonder that in recent years turnover levels have been quite high in the relocation industry, and others as well. Compounding this issue is that we find ourselves at a unique time of financial instability within important regional markets. Effective leaders are particularly important to demonstrate stability regardless of whether they are a constant physical presence; their influence in the organization is enough to send a clear message of unification. This principle is similar to that of a kingdom, where many subjects have never seen a king in front of them, but the mere fact the people are aware that the king exists can alleviate any sense of instability.

If a company has too many managers, and none or few leaders, that company will go nowhere, since the driving force of the organization becomes purely technical, which is based on power, rather than inspirational, which is based on drive.

At the same time, leaders are not necessarily good managers. Some leaders



Steven Raj

can reach high levels of popularity and yet fail as managers of people, services, or processes because subordinates resent the status gap. Not everyone can be a leader. Leaders are able to take others' issues into account and point toward solutions. Others may struggle to live with their successes and are unable to cope with personal frustration that emerges. Some have it, others don't, but everyone must focus on the same goals, keeping natural differences aside, however difficult that might be among leaders and managers due to ego and cultural differences, among other factors.

Leaders who succeed in one industry rarely fail in other industries. Their focus is on winning. Regardless of circumstances or new situations, leaders distinguish themselves sooner or later, almost subconsciously. Conversely, successful managers who change their career path very often encounter a roadblock: A lack of leadership skills can sink a manager, especially if the environment or conditions change, while the leader demonstrates natural skills that allow him/her to reinvent solutions and adapt to the new challenges ahead. Leaders are more open to change than managers because the mindset of leaders is creative and based on a vision, whereas managers are usually more static and focused on a mission.



Albert Perianayagam

It is no coincidence that companies undergoing transformation usually recruit leaders to deliver new energy, especially with respect to business development and marketing activity, as opposed to more conservative companies that keep managers who feel more comfortable performing under strict guidelines.

At Felix Relocations all our staff are encouraged to keep lines of communication open and to stay focused on their daily tasks, setting aside personal differences when dealing internally or when liaising with partners and clients. Each customer service and sales representative, every admin, accounting, operations staff, and manager is somehow a leader in his own field.

Steven and Albert head up a team of leaders who are self-sufficient and know exactly what to do. The structure is quite flat and horizontal, allowing all leaders to interact closely, without hierarchies to obstruct the decision-making process and consequent implementation.

Felix Relocations took leadership into consideration when making important changes to ensure success, and will continue to pay attention to it, adapting to the rules of the game and focusing on maximizing leadership potential across the board throughout all levels of the organization.

Leading with a Purpose to Achieve Business Success

By Stan Florer, President, S F Dynamic Solutions, LLC

“I suppose dozens of operations orders have gone out in my name, but I never, throughout the war, actually wrote one myself ... one part of the order I did, however, draft myself – the intention. It is always the most important, because it states ... just what the commander intends to achieve. It is the overriding expression of the will by which everything in the order and every action by every commander and every soldier in the army must be dominated.”

—Field Marshal William Slim,
British Commander in Burma, World War II

Field Marshal William Slim knew the value of empowering his command and so should you. In today’s uncertain business environment innovation is key. “Leader’s Intent” drives innovation and makes you successful. This article will show you how to develop it and use it.

Successful growth demands innovating and adapting to ever-changing circumstances by perceptive and flexible leadership. Many corporate leaders earn their way to key decision making positions by hard work and innovative management techniques. Yet, today’s leaders must take on the additional and essential responsibility of driving innovation in order to successfully adapt to the changing dynamics of their business environment. The use of the concept of Leader’s Intent as a daily tool to inspire and empower their employees will give leaders a huge advantage in effective adaptation required for success.

The nature of leadership includes the critical responsibility to envision how the company or organization should change to meet the requirements of the future. The leader uses all his assets and talented subordinates to help him form the best vision, but ultimately, he makes the decision on what the vision says. His critical role becomes communicating that vision to the organization and any outside organizations that will help the company attain the vision of the future. The Leader’s Intent becomes the tool that best helps the leader affect this communication for the success of his company.

Leader’s Intent succinctly describes what constitutes success for the organization. This idea can be used by the company president for the lofty goals of a company’s five-year business plan and just as appropriately by the packing team leader for the daily and routine tasks as they deal with customers. The Leader’s Intent is a clear and concise statement of what the organization must do and the conditions it must establish with respect to its business requirements (customer satisfaction, meeting business standards, profit/loss) to meet the successful end-state. The end-state may be meeting long-term growth targets in the company’s yearly plan or it may be the successful delivery of 20,000 pounds of household goods from coast to coast with no claims of loss or damage.

The leader spends the time to craft his vision of the company’s operation and the desired end-state. He uses his experience, research and judgment in order to be creative. His description of the desired end-state allows his subordinates to act quickly as opportunities appear, because they have a shared understanding of the purpose and the goal of the operation. Subordinates know their leadership will back them, because they understand where the leader wants the organization to go. The leader must throw his energy into communicating the intent to the organization once he has crafted it.

Creating the Leader’s Intent requires imagination from the leader to determine the purpose, method and end-state for the organization’s task. These elements should be concise enough for

the members of the organization to remember. Long paragraphs of details will not help. During the Civil War, Gen. Ulysses S. Grant sent his subordinate, Gen. William Tecumseh Sherman, his intent for Sherman’s operations through Georgia in April 1864, which exemplifies an appropriate Leader’s Intent:

“It is my design to work all parts of the Army together and, somewhat towards a common center... You I propose to move against Johnston’s army, to break it up and to get into the interior of the enemy’s country as far as you can, inflicting all the damage you can against their war resources. I do not propose to lay down for you a plan of campaign, but simply lay down the work it is desirable to have done and leave you free to execute it in your own way. Submit to me, however, as early as you can, your plan of operations.”

Grant states the purpose and end-state of breaking up Confederate Gen. Joseph Johnston’s army and the method by inflicting damage to the resources of the Confederacy. Grant empowered Gen. Sherman to use his imagination to carry out Grant’s intent. The United States Army uses this technique to ensure subordinate commanders can act rapidly on a fluid battlefield to take advantage of fleeting opportunities to achieve success. The Army calls this “Commander’s Intent.”

An ideal Commander’s Intent for an Army operation will be a clear and concise statement that is three to five sentences long in the form of:

- Purpose
- Method
- End-state

The purpose states the ultimate goal of the task. The method may list several essential tasks that the organization must accomplish to create the right conditions for the end-state. The end-state defines success in terms of friendly forces, the enemy, terrain and civil considerations. The equivalent business end-state defines success in terms of your organization and the competition, profit and loss, the satisfaction of clients and/or business partners. The key is to create a clear intent that your subordinates will understand and can use to make decisions on their own.

This very practical tool for leaders is a method to set the conditions for a desired future end-state. Because the leaders at all levels focus on communicating the intent, it empowers the organization to take action. This opportunity for communication gives leaders at all levels the platform to motivate and inspire the whole organization. This spirit gives the organization a common purpose as the employees accomplish their daily tasks. It allows subordinates to work toward the future without specific instructions and allows them to take appropriate fast action when time is essential.

Just as Sir William Slim wanted his soldiers to know their part in combat, the leaders of any organization can use Leader's Intent to give their organization a common purpose for every task. Then, the leaders can tap into the creativity and new ideas generated by a motivated organization. It will also allow leaders to probe the work force to identify the degree of common understanding and help the leadership continuously redefine and better direct the company into a successful future. Inspired, motivated, knowledgeable, and empowered employees will carry businesses to success.

Stan Florer, Colonel U. S. Army (Ret.), is president of S F Dynamic Solutions, LLC, which supports organizations to help them more effectively develop their leadership and management teams. He brings to his clients a 28-year career in the Army and 10 years of business consulting. His Special Forces leadership positions in wartime command as well as education and training development give him the insight needed in today's education-, business-, and defense-related government organizations.

Reflections on Leadership



"High expectations are the key to everything."

*—Sam Walton
Founder, Walmart*

Jack Welch's Definition of Leadership

Jack Welch, former CEO and chairman of General Electric, is probably the best known “big-businessman” of his generation. The Welch leadership way is typified by clarity of thought and forthrightness of direction. B.W. (Before Welch) big American business was all about big bureaucracies, layers of command-and-control management, and jobs-for-life.

Welch's leadership legacy is that he destroyed these shibboleths and delivered enormous shareholder value in the process. Today the bureaucratic-stifled mega companies are gone or going, managers delegate far greater responsibility to their workers than ever before and a job for life is a thing of the past with a more flexible and responsive leaner workplace. Studying Welch and his leadership of General Electric is to study this evolution.

Change before it's too late!

For Welch, business leaders who treat change as an enemy will fail. They need to be aware that the very survival of their corporation rests with their ability to change—this is the reality they are working in—and to prepare their workers for change. The faster this can be accomplished the better.

Get out of the way!

Managers need to manage less. Once the vision is established, the right resources are in place and confidence is on a crest of a wave, managers need to get out of the way and let the workers get on with it. For Welch, leadership is about vision, not supervision. The leaders should set a general framework for their team, the vision should be congruent with the overall goals of the organization but they should avoid too-detailed (and therefore restrictive) plans: this can stifle the ability to change. Trying to keep tabs on detailed plans is not the best use of time: Control slows you down! If an employee can't live up to the values, get rid of them.

Downsize before it's too late!

Welch's leadership will be forever linked to “downsizing”: He was referred to by the nickname “Neutron Jack” (as in a lethal neutron bomb) due to his ruthless culling of employees and managerial layers. This all started in the early 1980s just as U.S. firms came under tougher competition from the far East. In fact GE was doing well—but that didn't stop Welch downsizing before it was too late. He was

incredibly controversial back then. But for Welch business leadership wasn't a popularity contest—he did what he believed was right for the long-term health of his company.

Look outside

GE under Welch developed the reputation for incredible and audacious acquisitions. Often these would appear to be of corporations that were outside GE's sphere of expertise. Exceptional business nous [philosophy] played a part in their successes and this was augmented by a passion for sharing best-practice and for breaking down “silo-mentalities.” Searching for the very best ideas, wherever they come from (including globally), was a key element of Welch's leadership. Creativity and idea-sharing sessions between departments and businesses were seen as essential.

Speed, Simplicity and Self-confidence

The 3 S's built the whole organization. A simple vision, speedily implemented by self-confident managers and employees. In a way it was like creating a small-company feel within a giant multi-national. Welch compared his company frequently to a small corner grocer's shop. Everyone knew their customer (or should), com-

munications within the organization were simple and everyone was involved. This turned ordinary workers into productive, passionate “owners” of their part of the business. Welch put in place feedback models so that everyone could effectively have their say—any manager who could not deal with his team candidly having their say was waved bye-bye to! Any practice that no longer made sense was also waved bye-bye to.

Stretch

Welch believed in setting goals that stretch employees to the absolute maximum... right on the brink of impossible. This got the best from his people. This leadership concept of stretching targets is illustrated by GE's embracing of the six Sigma standard (that is only 3.4 defects per million outputs from a process). At the start of this program GE had about 35,000 defects per million, in other words they needed to get about 10,000 times better! This process had taken quality-obsessed Motorola 10 years to achieve. Welch set the target at 5 years. The story of GE's adoption of Six Sigma can be read in many of Welch's books—it's worth reading!

—SOURCE: www.Winston-Churchill-Leadership.com

Six Sigma is a business management strategy originally developed by Motorola in 1986. Six Sigma became well known after Jack Welch made it a central focus of his business strategy at General Electric in 1995, and today it is widely used in many sectors of industry.

6σ

Six Sigma seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in manufacturing and business processes. It uses a set of quality management methods, including statistical methods, and creates a special infrastructure of people within the organization (“Black Belts,” “Green Belts,” etc.) who are experts in these methods. Each Six Sigma project carried out within an organization follows a defined sequence of steps and has quantified financial targets (cost reduction and/or profit increase).

The term Six Sigma originated from terminology associated with manufacturing, specifically terms associated with statistical modeling of manufacturing processes. The maturity of a manufacturing process can be described by a sigma rating indicating its yield, or the percentage of defect-free products it creates. A six sigma process is one in which 99.99966% of the products manufactured are statistically expected to be free of defects (3.4 defects per million). Motorola set a goal of “six sigma” for all of its manufacturing operations, and this goal became a byword for the management and engineering practices used to achieve it.

SOURCE: Wikipedia

Leadertips

Is performance appraisal time one of your favorite times of the year? Do you enjoy giving feedback or does it make you anxious? Do you get nervous when it is time to receive feedback? Is your team on edge when it is time to give and receive feedback? In organizations, feedback is a process of sharing observations, concerns and suggestions between persons or divisions of the organization with an intention of improving both personal and organizational performance.

Here are a few thoughts to consider when giving feedback to your staff and receiving feedback from others. When receiving feedback...

- **Listen carefully.** Don't interrupt.
- **Ask questions for clarity.** Ask for specific examples. ("Can you describe what I do or say that makes me appear aggressive to you?")
- **Acknowledge the feedback.** Paraphrase the message in your own words to let the other person know you heard and understood what was said.
- **Acknowledge valid points.** Agree with what is true. Agree with what is possible. Acknowledge the other person's point of view and try to understand the person's reactions.
- **Take time to sort out what you heard.** You may need time to sort out or check with others before responding to the feedback. It is reasonable to ask the feedback-giver for time to think about what was said and how you feel about it. Make a specific appointment to review feedback.

SOURCE: Acuity Insights

Reflections on Leadership



"Leadership provides a convincing vision, and an invitation to join the excursion."

*—Doug Finke, Sterling International
IAM Core Members
Representative at Large*

Good Managers Lead through a Team

By Linda Hill and Kent Lineback

We consider the ability to manage a team so important that, in a recent book, we made it one of the “3 Imperatives for Becoming a Great Leader:” Manage Your Team—the first imperative—is about creating a real team and managing through it. For the record, the other two imperatives are Manage Yourself—which is about building relationships based on trust, not authority—and Manage Your Network, which is about connecting and collaborating with those you don’t control.

“Manage your team” might seem clear and straightforward. Yet when we talk about it, we often find it’s not an intuitive concept for many managers and for some it even cuts against the grain of what they think they should do as bosses.

Perhaps the easiest way to explain the problem, as we’ve come to understand it, is through the phrase we used above—manage “through the team.” By that we mean you should use the social dynamics of the team to manage individual members, rather than managing members primarily one-by-one. This is a critical distinction that many managers miss. Though they extol the benefits of teamwork, they insist on managing their teams individual by individual. Thus, they virtually ensure that their groups will never become true teams.

Every group is not a team. Most are not, in fact, and so it’s good to start with a definition: A team is a group of people who do collective work and are mutually committed to a common team purpose and challenging goals related to that purpose.

Teams are more productive and innovative than mere work groups. They produce results that exceed what groups of individuals can do through simple cooperation and coordination. Such results reflect a “team effect”: members perform better when they feel they’re part of a team. The root of this benefit is members’ strong mutual commitment to their joint work. This commitment creates compelling social and emotional bonds among members, who come to believe that “we” will all succeed or fail together and that no one can succeed if the team fails. In every team, “we” trumps “I.” Unless you’ve been part of a team yourself, it’s hard to understand the exhilaration produced by this sense of what “we” can accomplish together.

This mutual commitment, this “we,” the potent interpersonal bonds among team members, spring from two related sources:

1. **A mutual sense of purpose.** Every high-performing team believes it exists for a compelling reason and that the world will be better for what it does. Its purpose is not the task or work it does but the benefit it delivers. It’s the difference between “We scrub hospital floors” and “We prevent the spread of deadly infections.” This is what pulls people together and makes them feel part of something bigger than themselves.
2. **Tangible goals based on that purpose.** Purpose must be made concrete or it will quickly wither. To sustain its sense of purpose, every team needs to strive toward specific, real achievements that will fulfill that purpose.

In short, purpose and related goals are the glue that holds a team together. Purpose without concrete goals is just a dream. Goals without purpose are aimless activity. But although they are critical, purpose and goals are not enough. A team also needs clarity. In particular, team members need clarity about:

- Members’ roles and responsibilities—not everyone can do everything
- Important work processes—the way the team does its work, such as making decisions
- Values, norms, and standards that define what members expect of each other—how conflict, for example, may and may not be expressed
- The kinds of feedback and metrics needed to measure progress.

These may be the more nitty-gritty aspects of team infrastructure but they’re needed to keep the team’s work flowing smoothly and to minimize destructive conflict. And when all these conditions are present and a group becomes a true team, members perform at a high level not because the boss demands it but because their team colleagues expect it. Members work hard so as to support each other and not let the team down. In effect, then, the team manages itself. If a team member fails to perform, other members will let him know. In this way, performance is guided by the social and emotional bonds among members, not the expectations of the boss. When this occurs, the manager is managing through the team by using the social bonds among members to shape behavior.

It’s a more effective way to manage because it elicits more commitment and effort from the individuals involved. But it’s obviously not a comfortable approach for those bosses who need to be “in charge” and want to believe that their team will succeed because of their direct influence. They dislike, in particular, the fact that creating a team requires such an indirect approach, like a pool player making a bank shot off the side rather than straight into a pocket. They don’t realize that the more direct approach they prefer will most likely prevent their group from becoming a real team. Real teams emerge spontaneously when the right conditions are present; a team can’t be created by decree. The boss cannot dictate a compelling purpose; the team members must choose one, though it certainly can be one the boss has suggested and the team discussed.

Thus, instead of imposing and directing, you as group leader must suggest, support, focus on, talk about, expect, hire for, lead discussions about, and evaluate performance against the conditions that foster the spontaneous formation of a team. Your formal authority can be useful for directing people’s time and attention to the right issues and conditions. That’s far from nothing, but in the end only your group’s members can make themselves into a team by freely committing themselves to a mutual purpose. Your job as team leader is to foster and then sustain the conditions that help them do that. You may not feel completely comfortable with such an indirect approach, but that’s how teams work.

Linda A. Hill is the Wallace Brett Donham Professor, Business Administration at Harvard Business School. Kent Lineback spent many years as a manager and an executive in business and government. They are the coauthors of Being the Boss: The 3 Imperatives for Becoming a Great Leader (HBR Press, 2011).

Coming Up Next Time in **THE PORTAL**

Did Your Company Reach a Milestone Year in 2012?

The September/October issue of *The Portal* is all about milestones. As IAM celebrates its 50th Anniversary, it is fitting for the Annual Meeting issue of the magazine to recognize members who are also marking important milestones.

If you are celebrating an anniversary of 20 years or more in 2012, please send us a brief history of your company (200-300 words) and, if possible, then-and-now photos that illustrate how far you've come since you began. Please don't forget to include the name and title of a contact person at your company, and send your submission to

janet.seely@iamovers.org

AND

joycedexter47@comcast.net

DEADLINE: August 28, 2012



Get an Early Start on Your *Portal* Submission

You will be among the first to know about the themes of upcoming issues of *The Portal* and have more time to provide a submission if you subscribe to the ePortal. It's easy and it's free! Request that you be added to our ePortal distribution list by e-mailing

membership@iamovers.org

Reflections on Leadership



"The task of the leader is to get his people from where they are to where they have not been."

—Henry A. Kissinger, former U.S. Secretary of State

"I look for what needs to be done. After all, that's how the universe designs itself."

—R. Buckminster Fuller, Architect

"If you care enough for a result, you will most certainly attain it."

—William James, American Psychologist and Philosopher

Just for Laughs ...



—Pat Belson, moving division manager,
Bridge Worldwide Relocations, Shanghai, China

Reflections on Leadership



"Leadership cannot really be taught. It can only be learned."

—Harold S. Geneen, Management Guru

"Leaders grasp nettles."

—David Ogilvy, Advertising Guru and Author

"No person will make a great business who wants to do it all himself or get all the credit."

—Andrew Carnegie, American Industrialist

Would You Know a Leader if You Saw One?

By Tom Stevens

What is a leader? And how is a leader different from a manager?

Pose these questions to any group of executives who have been employed long enough to attend a couple seminars and someone will inevitably pipe up with “A manager does a thing right, a leader does the right thing.” Then almost everyone else will nod their head knowingly.

Not me. I believe it suggests a misguided view of leadership, and there is a more useful perspective.

“A leader does the right thing” is a poor test of leadership. It accurately tells us what we want and hope of leaders—that they lead down the right path. But what is the right path? What about situations where we are facing the unknown, exploring new territory, seeking untried new opportunities, or any other circumstance where responsive actions are not pre-established? Choices still have to be made, and we go forward based on the best we know and faith in our ability to handle what comes up. Isn’t this what leadership is all about?

Our “does the right thing” definition will identify a leader only after the fact, once history has shown that their choices were right and led to success. Limiting ourselves to this definition would mean you could never observe leadership as it happens but only in hindsight, a retrospective view that offers little guidance for someone seeking what to do as a leader NOW.

A more useful definition of leaders and leadership would give us a prospective view, and provide guidance about what to do now and in the future. The most useful definition of leadership I know is this: leadership is the act of gaining willing followers for a course of action when the way is uncertain or not yet defined.

Our definition of leadership does three things: It tells us how to observe leadership in action, helps us distinguish leadership from other processes, and informs us of what one needs to do to become a leader. That’s what I call useful.

Before exploring usefulness further let’s note what this definition of leadership does not include:

- * Leadership does not require being the head or in charge—i.e., director, team leader, captain, boss, or “Chief of...” anything. Anyone can initiate an act of leadership.
- Leadership does not require any special qualities, such as integrity, wisdom, perseverance, compassion, or common sense. I happen to highly value these, and they may indeed contribute to gaining followers, but understand there is no particular quality singular to leadership.
- Leadership is not defined by outcomes, nor is it synonymous with success. The way chosen may not be the right way. No wonder leadership is associated with risk.

Let’s look at the usefulness of this definition of leadership more closely, how we observe, distinguish, and find guidance for leadership.

Leadership can be observed because it is an act, one that starts when “followers” adopt the course initiated by the leader, and ends when they stop doing so. Leadership is only present in the behavioral interaction between leader and follower. We can watch it in real time, even videotape it if we wanted.

Further, this definition distinguishes leadership from other processes (like management or professionalism) when we determine that three important components are present:

- willing action of followers in response to the leader,
- the course of action by the leader and followers, and
- a context where the choices for a course of action are uncertain or not previously established.

These components must all be present for real leadership to exist, which becomes evident when we consider what happens if any are missing.

1. If there are no followers, all that we are left with is an individual response. It may be a critical or important or world changing act, but no leadership is involved if the act involves only one person. Above all else, leadership is about gaining followers.
2. If there is no course of action you might have a shared concern but no leading or following and therefore no leadership.
3. If there are followers who are influenced to move or change in a particular direction, but only within the context of an established set of procedures and relationships, then what we have is an act of management, not leadership.

I define management as the act of aligning resources by established means for established goals. Management shares with leadership the fact that there are followers and a course of action. Management is distinguished from leadership when the followers are simply compliant because of established relationships or the courses of action from which to choose are predetermined. A parade does not need a leader, but can usually benefit from a good manager. Getting a town to organize a parade for the first time or redirect it along a different route in an emergency, however, requires an act of leadership.

Finally, our definition implies two strategies about how to improve and develop leadership. One way is anything that enhances the ability to discern a path or a course of action—think vision, knowledge, creativity, having an eye for opportunities. The other way is anything that helps one to gain willing followers—think influence, passion, interpersonal skills, even getting people to laugh. Far too many “leadership” programs simply focus on a specific set of qualities, with little on the actual practice of leadership. Formal activities such as seminars, training programs, and coaching can only rightly be called “leadership development” when the learner can apply acquired knowledge and skills to discerning a course of action or gaining willing followers.

Leadership and management are both too important to be sloppy in our understanding of them. It may not be as elegant a sound bite, but instead of “a manager does a thing right, a leader does the right thing,” a more useful saying would go as follows: Managers influence others to do known things right. Leaders gain followers for their choices when the right thing is still unknown.

Tom Stevens, a consultant, coach, facilitator, and speaker, is president of Esquare Leadership LLC. Website: www.esquare-leadership.com



CELEBRATING THE PAST...

50 Years of HHGFAA / IAM History 1962–2012

The first members of the Household Goods Forwarders Association of America (HHGFAA) were U.S. companies involved in moving U.S. military service members and government employees within the United States and overseas via the door-to-door through container movement of household effects.

Within seven months of HHGFAA's incorporation in 1962, the Active members voted in a second membership category. On June 23, 1963, the by-laws were amended to add Associate (now Core) membership, open to those "not engaged, as a carrier or forwarder, in the movement of household goods in the door-to-door through container method," but with an interest in such movement. The first two Associate members, according to one historical document, were the steamship lines States Marine-Isthmian Agency, Inc., and Waterman Steamship Corporation.

Quickly, companies from the U.S. and overseas signed on with HHGFAA. By September 1, 1965 there were 16 Associate members; eight months later, Associate members outnumbered Active members 48 to 44. Fifteen of the 48 Associate members were located overseas.

The first Associate Members Representative (AMR) was Frank R. Bailey, who served from 1967 through 1970. Following Mr. Bailey was Joan Pascavage, the first woman to serve as

AMR. It was under the leadership of Curt Haller, elected in 1974, that the Associate Members Management Board was formed. Volunteering his time, Jay Goldberg was instrumental in drafting the plan for the AMMB and in identifying the regions and their boundaries. Mr. Goldberg subsequently served as Associate Members Representative from 1980 to 1984, and he was recognized posthumously for his contributions to HHGFAA and the Industry in 2009, as an inductee into the Association's Hall of Honor.



Curt Haller

The continued growth of the Associate membership brought with it the need for a second representative, and the Associate Members Representative at Large position was approved in 1993. Terry R. Head, the first to occupy the post, was elected in 1994; he left to become HHGFAA's president in February 1997. During his first year as president, Mr. Head expanded the AMMB to include two representatives from each of seven regions.



Jay Goldberg

Associate Members Representatives

Frank R. Bailey, Vanguard Shipping, Co., Inc. 1967–1970
 Joan Pascavage, Systematic Service, Inc. 1970–1972
 Alan Weil, Weil & Associates 1972–1974
 Curt Haller, American Export Lines, Inc. 1974–1977
 Jay Meyers, New Jersey International Movers 1977–1978
 Bernice Rogan, Coastal Forwarders, Inc. 1978–1980
 Jay Goldberg, Eastern Forwarding International 1980–1984
 John Day, John Day & Associates 1984–1990
 Jim Wagar, Tri-Way International Movers 1990–1992
 Donald L. Collins, The Viking Corporation 1992–2005
 Jackie Agner, Farwest Freight Systems, Inc. 2005–Present

Associate Members Representatives at Large

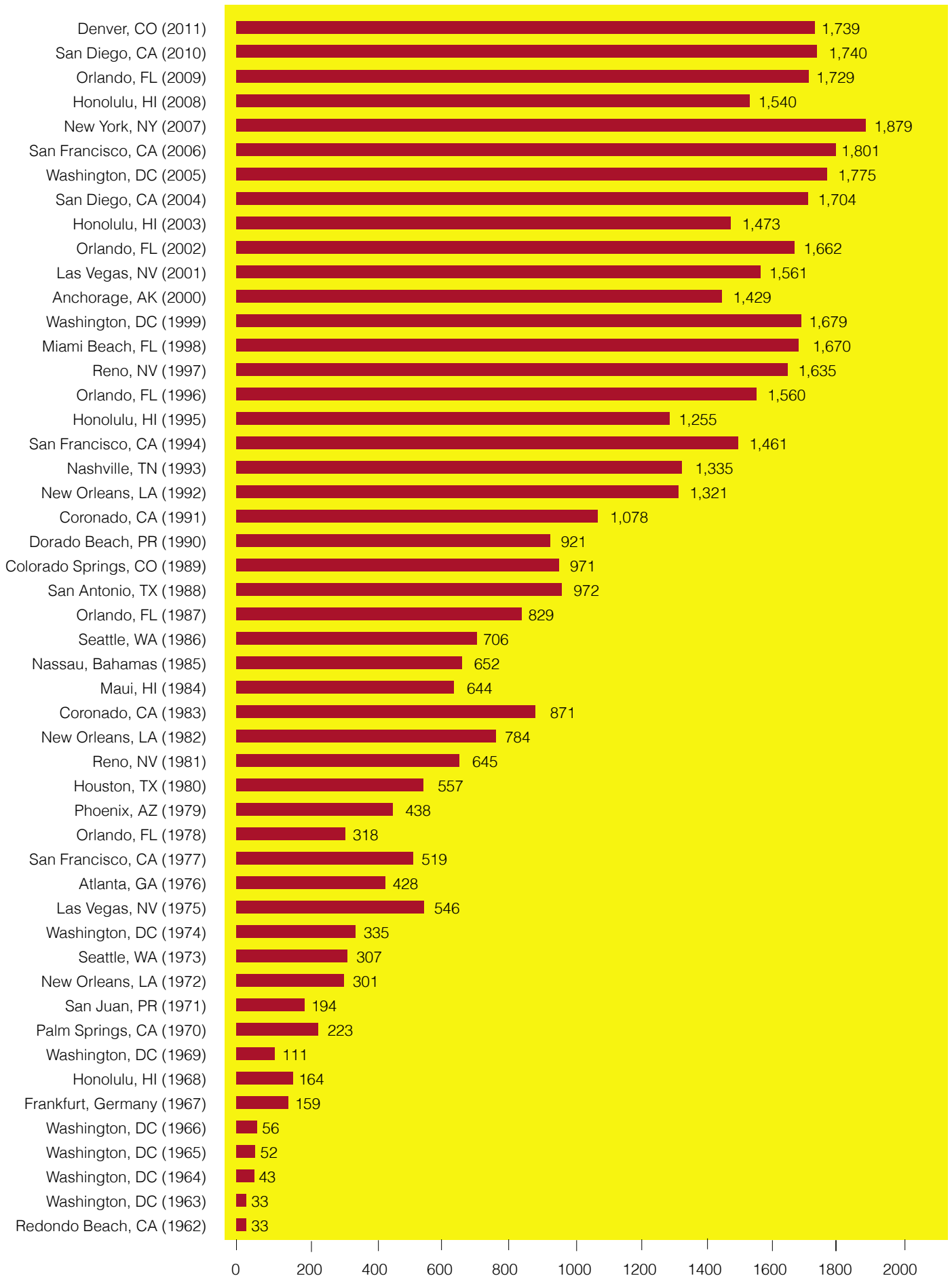
Terry R. Head, Victory Van International 1994–1996
 Joel Summer, Pacific Moving & Storage Corp. 1997–1998
 Karen Randle, The Guardian Service Group, Ltd. 1998–2000
 Charles L. White, Executive Moving Systems 2000–2005
 Douglas Finke, Sterling International 2005–Present



Cover of The Portal announcing the formation of the AMMB




In celebration of the 50th anniversary of the Association, each issue of The Portal will look back at an event in HHGFAA / IAM history. We will feature a photo from the archives, and invite you to submit your favorite photo or memories as well, helping us create a timeline of the organization's 50-year history. To send your memories or photos to IAM, please contact janet.seely@IAMovers.com.

IAM Annual Meetings: A Year-By-Year Comparison





50TH ANNUAL MEETING – TENTATIVE SCHEDULE-AT-A-GLANCE

Wednesday October 10, 2012	Thursday October 11, 2012	Friday October 12, 2012	Saturday October 13, 2012
<p>1:00pm–6:00pm Registration Open</p> <p>2:00pm–5:00pm Network Central and Exhibits Open</p>	<p>7:30am–5:00pm Registration Open</p> <p>10:00am–5:00pm Network Central and Exhibits Open</p>	<p>7:30am–5:00pm Registration Open</p> <p>9:00am–5:00pm Network Central and Exhibits Open</p>	<p>7:30am–12:00 Noon Registration Open</p> <p>8:00am–2:00pm Network Central and Exhibits Open</p>
<p>7:30am–11:30am Exhibitor Set-up</p> <p>8:30am–10:30am CMMB/YPMB/EXCOM Breakfast Meeting</p> <p>11:00am–1:00pm Executive Committee Meeting</p> <p> 11:00am–2:00pm "IAM – YP Cup" YP-Membership Soccer Tournament LOCATED –Offsite</p> <p>1:00pm–2:30pm Executive Committee Meeting Luncheon</p> <p>2:30pm–4:30pm Executive Committee Meeting</p> <p>3:00pm–4:00pm IAM-YP Board Meeting</p> <p>3:00pm–4:00pm Knowledge Lab First Time Attendees-Maximize Your Conference Time</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>5:30pm–7:00pm IAM-YP Welcome Reception</p> <p>6:00pm–7:00pm New Members, First Time Attendees & Special Guests Reception</p> <p>7:00pm–9:00pm Opening Reception</p> </div> <p>9:00pm–12:00 Midnight AFW Casino Night Additional Ticket Required</p>	<p> 8:00am–10:00am IAM Membership Breakfast</p> <p>Hall of Honor Inductions AFW Scholarship Fund Recognitions Terry Head: State of IAM Address</p> <p>10:30am–11:30am Hall of Honor Selection Committee Business Session</p> <p>10:30am–11:30am Knowledge Lab Speakers- Federal Maritime Commission</p> <p>11:30am–1:00pm ISA Board Meeting and Luncheon</p> <p>11:30am–12:30pm Exhibitors' Cocktail Reception</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>1:00pm–3:00pm Core Membership Meeting</p> </div> <p>3:00pm–4:00pm Knowledge Lab</p> <p>3:15pm–4:30pm IAM-YP Members Meeting</p> <p><i>Free Evening- There will be no scheduled IAM events this evening</i></p>	<p>7:30am–8:30am AFW Scholarship Board Breakfast</p> <p>7:30am–9:30am Buffet Breakfast</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>8:30am–10:30am Claims Panel</p> </div> <p>10:30am–12:00 NOON Knowledge Lab Panel- Social Media/Mobile Strategy</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>11:00am–12:00 NOON ISA Membership Meeting</p> </div> <p>12:00 NOON-12:30pm ISA Board Meeting</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>1:30pm–3:30pm Military and Government Affairs Panel</p> </div> <p>4:00pm–5:00pm Knowledge Lab Speaker-US Bank Expanded Services</p> <p> 4:00pm–5:30pm IAM Logistics Network Organizing Meeting</p> <p>9:00pm–11:30pm IAM-YP Social Mixer IAM-YP Members Only</p> <p><i>Free Evening- There will be no scheduled IAM events this evening</i></p>	<p>7:30am–9:00am Buffet Breakfast</p> <p>8:30am–11:30am Governing Membership Meeting</p> <p>11:30am –1:30pm Farewell Exhibit Lunch</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>12:30pm–3:00pm Special Session Speakers and Panelists - TBD</p> </div> <p>2:00pm –5:00pm Exhibit Teardown</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>7:00pm–7:45pm Closing Reception</p> <p>7:45pm–9:30pm Closing Dinner and Entertainment</p> <p>9:30pm–11:30pm Post Dinner Entertainment & Dancing</p> </div>

In October, more than 2,000 attendees are expected at IAM's 50th Annual Meeting in National Harbor, Maryland (Washington, DC). While we are "blowing a lot of smoke" at the meetings and events and "blowing off steam" at the receptions, we are also emitting a lot of carbon dioxide—through the electricity that lights our meeting and hotel rooms, and the fuels that help transport us and from to the conference.

IAM is Going Green in Washington, DC... and You Can Too!

For the third year, IAM has made a commitment to offset the Association's carbon footprint by donating to Carbonfund.org, and we are asking you to join us.

To calculate your carbon footprint and make a donation to fund projects that promote energy efficiency, assist in reforestation and help save our planet, go to www.carbonfund.org/individuals

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Alan F. Wohlstetter Scholarship Fund

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- Mention in Annual Meeting Program Book
- Mention at Annual Meeting IAM Breakfast

Craps & Roulette Table Sponsor: \$1,300

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Sponsor will receive the following:

- One (1) 22" x 28" custom sign with corporate logo displayed on an easel
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- Two tickets to the Casino Night*
- Mention in Annual Meeting Program Book
- Mention at Annual Meeting IAM Breakfast

Bar Sponsor: \$1,500

Total Number of Bars: 3

Sponsor will receive the following:

- Two (2) 22" x 28" custom signs with corporate logo displayed on an easel
- 1000 customized cocktail napkins
- Two tickets to the Casino Night*
- Mention in Annual Meeting Program Book
- Mention at Annual Meeting IAM Breakfast

Texas Hold 'Em Table Sponsor: \$1,500

Total Number of Tables: 3

Sponsor will receive the following:

- One (1) 22" x 28" custom sign with corporate logo displayed on an easel
- Six (6) decks of playing cards customized with your logo (see sample)
- Two tickets to the Casino Night*
- Mention in Annual Meeting Program Book
- Mention at Annual Meeting IAM Breakfast

Notes to our sponsors:

- All AFW Gold level contributors (\$2500 and above) have the option of adding a table sponsorship at no additional cost
- Sponsorship opportunities are limited and are on a first come basis
- All artwork for playing cards, napkins, and signage must be provided by the sponsor in print ready format.
- Tickets provided to the Casino Night do not include entry into the Texas Hold'Em Tournament.



Meditations on Leadership

By Barbara Savelli, International Sales Manager, Italian Moving Network

Leaders are those who determine the direction of a company by creating and focusing on unique aims. To lead successfully, they have to create and maintain an internal environment that encourages staff involvement and commitment to achieving objectives.

Leading and motivating staff is a difficult task that requires creativity, the ability to listen and to communicate, and paying close attention to the problems expressed by colleagues.

Training is one of the most valuable tools for anyone who wants to become a better leader and to improve and share not only technical information, but also expertise in other fields, like statistical and social disciplines.

The leader is engaged in a supporting role, in that he or she must be able to delegate powers so that the staff and collaborators can gain a deeper awareness of their role and of their true contribution to the company's success—or, conversely, its failure to succeed.

A leader's ability to communicate effectively can instill a common sense of belonging to the company as well as the motivation to give the best from oneself in order to contribute to the mission and goals of the organization.

A true leader can manage the flow of information in both directions—that is, to inform everyone about the objectives to be achieved, the results of their efforts, the level of service provided, and the reaction and feedback from clients. He or she must verify that the messages and communications sent out are clear, concise, and understood by everyone.

It is one thing for team members and staff to recognize that in order to accomplish goals one must be dedicated to those objectives and have the knowledge and tools to reach them. More important, however, is the influence of a leader who knows how

to motivate and create a climate conducive to success.

A true leader must be attuned not only to the satisfaction of external customers, but also of the internal customers—the staff. Familiarity with the principles and theory of leadership is well and good, but it's not enough if the leader is unable to relate with colleagues.

Over the years there has been an evolution in the way we view company structures. From the old-style top-down hierarchy based on power and control, enlightened companies are now moving toward a style that is more flexible and responsive to the volatile market that is characterized by increasingly demanding customers and fierce competition.

For this reason decisions are now more collegial, taken by leaders in collaboration with resources inside the company, with an emphasis on the human capital. Those leaders value continuous learning, and as a result encourage the involvement of all levels of the company into an integrated form of management that has virtually eliminated centralized control in favor of an increasingly participatory approach.

Are leaders born, or made? I personally feel that one can certainly build upon a person's inherent talent for leadership, but in order to do so that individual must have certain natural predispositions and skills.

I have known several leaders during my 20 years in this business, and I have always tried to “capture” their secrets, even if in some cases they had a personal magnetism that cannot be copied and which automatically established them as leaders. I don't know whether I was born a leader or not, but I am studying hard to improve my knowledge and sharpen my skills to build on my opportunities for success.

Young Movers Conference 2012

The Young Movers of the Federation of European Mover Associations (FEDEMAC) held their annual conference in Budapest, Hungary May 24-27. As FEDEMAC's partner in the global moving community, the International Association of Movers was proud to participate and sponsor part of the conference for the third consecutive year. IAM was represented by IAM-YP Chair Amy Nilson and IAM Programs Manager Brian Limperopulos.

The Hungarian Organizing Committee was led by Andrea Muller of Euromove & Relocation, Eszter Pechmann of Move One, and Csaba Varsch of Herber Hausner. They provided the Young Movers with a compelling program for the three-day conference. The first education session was led by Gerald Geijtenbeek of Roldorent who discussed the myriad crises affecting our world today. Although it can sometimes seem simpler to sit passively by while these crises unfold, he closed by imploring the Young Movers to take chances and mold their own futures by diversifying their businesses and taking advantage of new opportunities. Mr. Geijtenbeek's presentation was followed by an exercise on teambuilding and accommodating different personalities, which is essential for any workplace environment.

That afternoon, after a relaxing cruise up the Danube River, the Young Movers were treated to a rich cultural experience at a



Hungarian horse ranch. At the ranch, a troupe of Magyar horsemen entertained the crowd with equestrian maneuvers used throughout history by their Hungarian ancestors. Following the show, the group was treated to a delicious meal of goulash and traditional dancing.

The next day, IAM Programs Manager Brian Limperopulos addressed the Young Movers about IAM's digital strategy and plans to enhance our online presence. This examination was used as a case study to demonstrate how the Young Movers could implement new technologies like social media and mobile technology into their business operation in order to promote efficiency and streamline their communications with potential customers.

Next on the agenda, Faruk Berberovic of G.K. Airfreight Service provided very useful information for successfully transporting pets. The education sessions were concluded by



The Young Movers took time to visit historic Heroes' Square in Budapest.

FEDEMAC President Arnaldo Righetti, who discussed the current predicament facing the European Union. He argued that the Young Movers must act and make their voices heard by the politicians in Brussels in order to save the European Project.

During the final afternoon, Young Movers Conference attendees boarded a bus to Heroes' Square and the Budapest Zoo. At the zoo, the group was split up into different teams and asked to move angry cockroaches from one side of the room to another for a teambuilding event. One enterprising contestant felt it necessary to transport the hissing insect using his mouth! After finishing up at the zoo, the group convened one last time for a group picture at the impressive Heroes' Square.

The program concluded with the closing dinner at the posh Symbol nightclub in Budapest, where participants were able to dine and dance before returning back home.

Next year, the Young Movers will travel to Amsterdam for the 2013 Young Movers Conference. Already, there is a palpable sense of excitement among the participants, so it will be no surprise if there are record numbers next year.



At left: A display of logos of sponsoring organizations.



At right, IAM Programs Manager Brian Limperopulos discusses digital strategy to boost IAM's online presence.

ALAN F. WOHLSTETTER SCHOLARSHIP UPDATE

The Alan F. Wohlstetter Scholarship Fund is the cornerstone of the IAM Scholastic Assistance Program, which is aimed at pro-
□
annual giving levels) to the Alan F. Wohlstetter Scholarship Fund received during the last 12 months are as follows:

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Wagler Integrated Logistics, LLC

Silver (\$1,000–\$2,499)

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The Board of Directors of the Alan F. Wohlstetter Scholarship Fund urges you to consider a contribution or donation to the Scholarship Fund as part of your year-end tax strategy or as you formulate your company budget. Please advise your employees that scholarships are available to qualified candidates of any IAM company worldwide. For further information, visit www.afwscholarship.org

Going to University?

Apply to IAM for tuition assistance anywhere in the world!

Scholarship applications are now being accepted from qualified individuals enrolled at an accredited college or university worldwide.

This year, the Alan F. Wohlstetter Scholarship Fund will celebrate its **10th anniversary by providing TEN scholarships of \$5,000 each** to assist the employees of IAM member companies and their dependents with college tuition.

This benefit is also available to Student Members of IAM.

The deadline for submitting applications is May 1, 2013.

Supporting documents are required, so start early.
All application materials must be submitted together.

The AFWSF board selects recipients based on the merit of each applicant.

For more information on eligibility, requirements,
and application instructions, go to

www.afwscholarship.org



ALAN F. WOHLSTETTER
Scholarship Fund



New CMMB Representative Named for Region 4—Europe

Barbara Savelli, international sales manager at **Italian Moving Network** (IMNI) in Rome, Italy, recently was appointed the CMMB's newest representative. She will represent Region 4—Europe, along with **Marc Smet** of **Gosselin**.

Savelli has been in the moving industry for two decades, beginning her career at her current company when she was 20 years old and investing her savings to make it successful and to purchase shares in the firm. She began in the operations department, where she gained expertise in logistics and worldwide customs regulations. After a few years, she moved into the rates department, dealing daily with international bids for agents and corporate accounts. She is currently responsible for developing global networks and relations with agents.

Throughout her tenure she has been selected to represent IMNI at every conference abroad (e.g., IAM, LACMA, EURA, FEDEMAC, Young Movers Conference, AITI) because of her professional approach to clients and agents and her ability to build long-lasting relationships worldwide.

In 2009 she was elected to the board of AITI, the Italian Association of Movers, headquartered in Rome. The organization's purpose is to closely monitor the market and try to understand moving industry problems from the "inside" and from the institutional perspective, confronting situations with competitors, and gaining knowledge of business trends and aims. AITI also elected Savelli this year as its delegate for the FEDEMAC General Assembly.

Savelli notes that, having turned 40 this year, she is one of the oldest IAM-YP members. She also received tuition assistance from the Alan F. Wohlstetter Scholarship Fund in 2009 and 2010, which helped to defray her university expenses as she worked toward her degree.

Her goal as a Region 4 CMMB Representative is to bring what she learns from successful companies in all the organizations in which she participates to leverage their collective experience in a way that benefits IAM members.



Barbara Savelli, international sales manager for Italian Moving Network, is a new Region 4 CMMB Representative.

TSA Sets Deadline for 100% Air Cargo Screening of International U.S-bound Flights

By Jeff Berman

The Department of Homeland Security's Transportation Security Administration (TSA) has set a December 3, 2012, deadline requiring passenger air carriers to conduct 100 percent cargo screening on international inbound flights.

The initiative is mandated as part of the Implementing Recommendations of the 9/11 Commission Act, which was put forth when former President George W. Bush signed "H.R. 1 Implementing Recommendations of the 9/11 Commission Act of 2007" into law in 2007. It required the Secretary of Homeland Security to establish a system to enable the airline industry to establish a system to screen 100 percent of cargo transported on passenger aircraft commensurate with the level of security used for checked baggage.

All air cargo must be screened at the piece level prior to transport on a passenger aircraft for flights originating in the United States, according to TSA. Included in this endeavor is TSA's Certified Cargo Screening Program (CCSP), which enables Indirect Air Carriers (IACs), shippers, and Independent Cargo Screening Facilities (ICSFs) to screen cargo for flights originating

in the United States. According to TSA, most shippers involved in CCSP have readily incorporated physical searches into their packing/shipping operation at minimal cost without needing to invest in screening equipment.

This has already been done on the passenger aircraft side for domestic aircraft since August 2010, when TSA announced the airline industry met a key requirement of the 9/11 Act by screening 100 percent of air cargo on domestic aircraft and is continuing to utilize a multilayered approach to air cargo security, including procedures for known and established shippers to ship cargo on domestic passenger aircraft, deploying explosive detection canine teams, and conducting covert tests and no-notice inspections of cargo operations.

TSA officials said recently that the screening requirement "builds additional risk-based, intelligence-driven procedures into the prescreening process to determine screening protocols on a per-shipment basis [and] requires enhanced screening for shipments designated as higher risk, while lower risk shipments will undergo other physical screening protocols."

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• For membership information and an application, go to <http://www.isaship.org/membership.html> •

“Harmonizing security efforts with our international and industry partners is a vital step in securing the global supply chain,” said TSA Administrator John S. Pistole in a statement. “By making greater use of intelligence, TSA can strengthen screening processes and ensure the screening of all cargo shipments without impeding the flow of commerce.”

TSA’s efforts were applauded by Brandon Fried, executive director of the Washington, DC-based Airforwarders Association (AfA), who described it as an enormous undertaking that requires agreements to be harmonized between the U.S. Department of State and nearly 200 countries.

“TSA is starting with the low-hanging fruit and dealing with the countries that ship most of the freight into the U.S.,” said Fried. “It won’t disclose which countries there are agreements with, but we have been told there are four of them, with another 20 in the pipeline and those 20 comprise approximately 80 percent of the cargo coming into the U.S.”

AfA’s primary concern with this effort is that there is a supply chain solution, akin to what is being done in the U.S. with a supply chain solution that allows these countries to conduct screening off airport, coupled with airline partners not being overly burdened with screening tasks.

That is a big concern as freight tender times are increased with airlines forced to do screening, but in the U.S. Fried said a vast majority of screening is done off airport by parties not associated with carriers at forwarders’ warehouses.

“When I ask TSA what percentage of freight is arriving at airports pre-screened before departure, I am told it is in excess of 60 percent,” said Fried. “That is an enormous number. If a country is not going to permit a supply chain screening solution like we have here, that means that burden is going to shift to the airlines and be problematic for us. We will see that in the form of missed flights and delayed shipments, which are our biggest concerns at this point.”

And Fried added that the AfA is pushing hard for a trusted shipper concept in which data is collected prior to flight departure, which is something it has been calling for well before the UPS Yemen incident in 2010, when terrorists tried to send explosives originating from Yemen to the United States on cargo and passenger planes.

Leveraging solely on technology for 100 percent screening is a big mistake, he said, and now the onus is on looking at cargo in terms of who is shipping it and where it is headed. But from that data comes the ability to start trusting shippers who are frequent senders that are known to be safe and not be subjected to the same screening levels as someone who shows up occasionally at the airport and wants to ship a box.

“We are really pushing for TSA to expedite the trusted shipper process—whatever that might be—and get definitions going and working with other countries and start harmonizing our standards for trusted shippers,” he said. “We are very encouraged by how the U.S. and the European Union are going to be sharing known shipper data, because we all need to be on the same page.”

TSA officials were not available for comment at press time.

Jeff Berman is Group News Editor for Logistics Management, Modern Materials Handling, and Supply Chain Management Review, which is the source of this article.

CBP Tests Streamlined Cargo Security Procedure

U.S. Customs & Border Protection’s (CBP) launched Simplified Entry Pilot, which allows participants to file a streamlined data set much earlier in the import process, thus providing more time to identify security threats

Descartes Systems Group of Waterloo, Ontario, announced that F. H. Kaysing Company (FHK), a U.S. customs broker, is using Descartes’ certified Automated Commercial Environment (ACE) solution to participate in U.S. Customs & Border Protection’s (CBP) Simplified Entry Pilot. The Pilot enables participants to file a streamlined data set much earlier in the import process, thus providing more time to identify security threats.

FHK was one of only nine brokers selected by CBP in December 2011 to participate in the pilot. Pilot participants submit a reduced amount of information consisting of 12 required, and three optional, elements to CBP before the arrival of air cargo. This pilot eliminates the current entry, CBP form 3461, which requires 27 data elements. The Simplified Entry process also provides pilot participants with the capability to update entry information after the original submission, which was not previously possible. This provides CBP more accurate data and enhances cargo security while simplifying the merchandise release process and reducing costs for the trade.

“FHK is committed to maintaining our distinctive identity as a proven leader in compliance and operational efficiency, and we are pleased to be participating in CBP’s Simplified Entry Pilot,” said Jeanie Metzen, president of FHK. “We have been using Descartes to file ACE entries since 2009 and recognized the high quality of their solutions and the service. We believe our ongoing positive relationship with Descartes was a key element in our selection for the Pilot and we look forward to continuing to drive innovation in the brokerage industry together.”

“Our Customs & Regulatory Compliance suite is built on years of experience working with regulatory authorities and customers,” said Cindy Yamamoto, senior vice president product strategy at Descartes. “We are excited to be working with FHK on this pilot and pleased that Descartes’ Logistics Technology Platform enables the brokerage industry to address a broad spectrum of filing requirements across transportation modes as new regulations evolve.”

Reflections on Leadership



"Hold yourself responsible for a higher standard than anybody expects of you. Never excuse yourself."

*—Henry Ward Beecher,
19th Century Clergyman*



"Get the best people and train them well."

*—Scott McNealy, Founder
Sun Microsystems*

Party Ending for Asia-Europe Carriers

Freight rates in the key Asia-to-Europe container trades appear to have peaked after a nearly fourfold increase since December, according to Alphaliner.

After carriers successfully pushed through four increases in the first four months of this year—spot pricing reached \$1,934 per 20-foot equivalent unit in late April from \$490 in December—forward rates traded on the Shanghai Shipping Exchange dipped recently.

It's just one sign that the truce in the rate war between ocean carriers could be coming to an end, the Paris-based analyst said, as cracks begin to show in carriers' united front to control capacity. New ships are entering the market, despite no clear signs that demand is recovering strongly in the world's second-largest trade lane.

Carriers can't seem to agree even on the state of the market. Zim Integrated Shipping Services, for example, on May 1 said there were positive developments in the market to justify the relaunch of its joint AEX2/CES2 Far East-Europe service with Evergreen and China Shipping. A day later, however, the G6 alliance—APL, Hapag-Lloyd, Hyundai Merchant Marine, MOL, NYK Line and OOCL—said it would not relaunch one of its seven Far East-Europe loops because its members haven't seen any improvements in the current market environment.

Carriers are under pressure to deploy their new 10,000-plus-TEU ships, most of which would enter the Far East-Europe trade. Carriers took delivery of 26 new ships of this size during the first four months of this year, with 29 more due in the next eight months.

In addition, two idled 10,000-TEU ships are being reactivated. Altogether, this will add 280,000 TEUs of capacity to the trade at a time when weak demand resulting from the European recession is eroding westbound vessel utilization rates.

SOURCE: JOC.com

Canada, U.S. Collaborate for Cargo Security

The U.S. and Canadian governments have agreed to mutually recognize each other's airfreight screening protocols. Under a new agreement, belly-hold cargo screened in either the U.S. or Canada won't have to be re-screened once it's uploaded on a passenger aircraft in the other nation.

According to a press release issued by Canadian authorities, this initiative will reduce delays and lower costs associated with screening. After all, the press release explained, nearly half of airfreight flown in Canada is transported on passenger craft.

Canada's Minister of Transport, Infrastructure and Communities Denis Lebel, who announced the initiative along with Deputy Chief of Mission at the U.S. Embassy James Nealon, believes the new program will have a strong impact on North American trade.

"With our vast geography, Canada's economy relies on the safe and efficient movement of goods by air," Lebel said in a statement. "Mutual recognition of air cargo security programs will improve efficiency and cut costs for businesses and consumers on both sides of the border."

Nealon, who spoke on behalf of Transportation Security Administration Administrator John Pistole, concurred, remarking that Canadian Prime Minister Stephen Harper and U.S. President Barack Obama endorsed mutual recognition of airfreight screening protocols in their Beyond the Border Perimeter Security and Economic Competitiveness Action Plan. "Through this program, we will be able to move goods between the U.S. and Canada faster, more efficiently, and most securely," he said in a statement.

This agreement comes on the heels of the U.S. and EU's decision in early May to mutually recognize each other's known shippers, a resolution that will go into effect on July 1. These companies will now experience faster Customs clearance, among other benefits, while ensuring the security standards of both countries are met, according to a press release.

Tony Tyler, director general and CEO of the International Air Transport Association, lauded the agreement, calling it "a great example of what can be achieved when stakeholders cooperate as partners with a common purpose." After all, he explained, regulators and industry leaders have worked together for more than seven years to harmonize and establish better security practices.

"We hope that this agreement is the cornerstone for further alignment, especially for passenger security," Tyler said in a statement. "This partnership model should serve as a template for other national regulators moving toward risk-based security regimes.

"Air cargo is vital to the global economy," Tyler added. "The US-EU Cargo Security Agreement marks a major step forward in one of the most important air cargo markets."

SOURCE: Air Cargo World



Travel and Tourism Plan for the U.S.

The Obama Administration has announced a National Travel and Tourism Strategy acknowledging the value and contribution of the travel and tourism industry to our economy. The goal is to attract 100 million international visitors a year by:

- using technology to facilitate the entrance of foreign tourists,
- expanding the Trusted Traveler Program
- improving customs staffing, and
- expanding open skies agreements.

The strength and growth of this sector drives job creation and has the potential to realize from visitors double their current spend of \$125 billion annually.

SOURCE: TravelMarketReport.com

Editor's note: IAM aims to do its part to meet the goal this October 10-13 when it holds its 50th Annual Meeting here in Washington, DC. The milestone event is expected to draw close to 2000 participants from over 175 countries.

Open Your Ears to Your Quiet Employees

By David Tobenkin

A silent power lies under-recognized and under-utilized in many organizations: the power of the introvert.

That's the message in Susan Cain's new book, *Quiet: The Power of Introverts in a World That Can't Stop Talking* [Random House, 2012]. Cain, a former corporate attorney and negotiations consultant, says many U.S. employers promote outspoken extroverts and ignore the workplace strengths of introverts—those who prefer listening to speaking, reading to partying, innovation and creation over self-promotion, and working on their own over working in teams.

"If leaders [managers and executives] want to get the best of their people's brains and create organizations with the best morale, they need to know what the introverts are thinking," says Cain. "Don't fool yourself that they are a small part of the population. Instead, they represent one-third to one-half of the population. You may not realize that, because many introverts act like extroverts because they know that's what's expected of them."

Supervisors and executives who fail to recognize introverted employees and manage them appropriately, says Cain, will be less adept at tapping their strengths in the workplace, including thinking deeply and carefully, strategizing, solving complex problems, and functioning as contrarians who can detect flaws in the conventional wisdom.

Cain, who calls herself a classic introvert, opens *Quiet* with her own experience as a junior associate at a Wall Street law firm who is unexpectedly forced to take an unfamiliar role as a lead negotiator facing off against table-pounding opposing counsel. By focusing on the facts, relying on her own rigorous analysis, and questioning her adversaries' assumptions—all strengths of an introvert—Cain says she turned the tables on them, secured a favorable resolution for her client, and was later offered a job by the law firm representing her opponent.

Questioning managerial assumptions about introverts can be a first step toward better managing these employees, Cain

says. For example, while successful salespeople are often assumed to be extroverts, some introverts excel at sales because they listen and react well to their clients' needs. "In the book, I profile Jon Berghoff, a salesperson with an astronomical record who does well in part because he follows the maxim 'We have two ears and one mouth, and we should use them proportionately,'" Cain says.

Managers may have to make an effort to draw out introverts' strengths and ensure that their contributions don't get crowded out by more outspoken colleagues, she says.

For example, managers seeking creative approaches to problems, an area where introverts typically shine, may wish to ask their employees to devise possible solutions alone before sharing their ideas. Similarly, when seeking the wisdom of the crowd, managers should gather it electronically or in writing, and make sure employees can't see each other's ideas until everyone has had a chance to contribute.

"Face-to-face contact is important because it builds trust, but group dynamics contain unavoidable impediments to creative thinking," Cain says. "Arrange for people to interact one-on-one and in small, casual groups."

Tapping introverts' strengths may require managers to check their own tendency to favor extroverts and look objectively at the value of their contributions. "Don't mistake assertiveness or eloquence for good ideas," writes Cain.

And don't underestimate introverts' leadership potential. Cain notes that employers with proactive workforces may perform better under an introverted leader than under an extroverted one.

"Extroverts tend to get very excited about things, but are less likely [than introverts] to let people run with their ideas," she says.

SOURCE: *Associations Now*

Reflections on Leadership



"Don't find fault, find a remedy."

— Henry Ford, American Industrialist
Founder, Ford Motor Co.

IAM Executive Committee Visits Capitol Hill

By Charles L. White, IAM Director of Government & Military Relations

The IAM Executive Committee met in the Washington, DC, area May 8-10 at the Gaylord National Resort and Convention Center. The Gaylord is the site for the 50th Anniversary IAM Annual Meeting, which will be held October 10-13, 2012.

The Executive Committee met for two days, spending much of that time focusing on the critical issues currently facing IAM members and to plot the course for the Association as it moves forward into the next 50 years.

One of the major issues facing members involved in the U.S. Department of Defense Personal Property Program (DP3) is the Office of the Secretary of Defense's (OSD) initiative to examine the feasibility of outsourcing DP3 to a single contractor. OSD contracted with Logistics Management Institute (LMI) in the summer of 2011 to conduct a Business Case Analysis (BCA) to examine whether an outsourced model was a viable alternative to the current Department of Defense (DoD) program. The report was finalized and submitted to OSD for review in late March 2012. OSD is holding the report very close to the vest and as of mid-June it has not been released publicly.

IAM has been told by OSD that they are now in a "quiet period" where the BCA recommendations will be vetted internally by all of the DoD stakeholders: OSD, U.S. Transportation Command, the Surface Deployment & Distribution Command (SDDC) and all of the individual military services. That quiet period of internal discussion will last approximately three to four months, and from those deliberations a decision will be made as to any possible go-forward actions.

The IAM Executive Committee took advantage of the fact that their most recent meeting would be held very near Washington, DC, and scheduled meetings with a number of key U.S. congressional offices. The message of these visits was to



Members of the IAM Executive Committee visited more than 20 Congressional offices in May.

educate lawmakers about the significant risks and potential harm an outsourced DOD personal property program would have on the moving industry and in particular on IAM members.

On May 10 the Executive Committee descended as a group on Capitol Hill. They, along with IAM staff and our government relations team, visited more than 20 congressional offices. In a number of cases the IAM committee members were



IAM President Terry R. Head (left) and Chairman Jeff Coleman called on U.S. Representative Martha Roby (R-AL).



Above and at left: Executive Committee members and staff strategize over breakfast at the Capitol Hill Club before visiting lawmakers.

able to meet with the Member of Congress representing their district or a Senator from their state. The group also concentrated on visits to key offices with ties to the either the House or Senate Armed Services Committees.

Since the final decision on whether or not DoD will move forward with outsourcing has not been made, these meetings were not focused on asking the congressional offices to do anything at this point. The goal, as previously stated, was to educate and inform. Nonetheless, a strong message was conveyed to each congressional office that if a decision were made to outsource the program the Association and the industry as a whole would be back on the Hill in force. Should the need arise, we would ask Congress to intervene and help us push back against a decision that could destroy the infrastructure of the entire DoD moving industry.

Our message seemed to be well received and many of the officials and staff expressed their gratitude that we took the time to come in and inform them before action was necessary. Now, only time will determine what the Association's next step will need to be.



Fireworks lit up the night sky above National Harbor, site of IAM's 2012 Annual Meeting in October.



IAM-YP Chair Amy Nilson at the office of U.S. Senator Lindsey Graham (R-SC)

IAM Staff Meet with SDDC CG

On May 24 IAM had its first introduction to Major General Thomas Richardson, the new Commanding General of the (Military) Surface Deployment and Distribution Command (SDDC). General Richardson took over command of SDDC in late March of this year.

The meeting was hosted in Alexandria, Virginia, by the American Moving and Storage Association (AMSA), and included representatives from AMSA, IAM, and the California Moving and Storage Association (CMSA).

The discussion covered a wide variety of topics and issues aimed at informing the General on items that are currently of importance to transportation service providers, agents, and other third-party service providers who support the Department of Defense Personal Property Program.



Pictured, left to right: John Johnson (SDDC), Terry Head (IAM), Major General Richardson CG-SDDC, Linda Darr (AMSA), Steve Weitekamp (CMSA), Scott Michael (AMSA), and Charles White (IAM). [Photo courtesy of AMSA]

Reflections on Leadership



*"Without initiative, leaders are simply workers in leadership positions."
—Bo Bennett, Founder, Adgrafix*

TRANSLOG Now for Android, Apple Devices

By Mark Diamond, Hq. SDDC Public Affairs

TRANSLOG, Military Surface Deployment and Distribution Command's official online magazine, is now available on both Android and Apple mobile devices. Using the "Google Currents" application, anyone can view SDDC news, features, photos, videos and social media content from their Android or Apple device.

SDDD content includes articles and imagery from *TRANSLOG* online magazine, as well as content from SDDC social media services, including photos and video from hqSDDC's Flickr and YouTube pages, and the command's most recent Facebook and Twitter posts.

An easy way to subscribe to *TRANSLOG* online: Use your smartphone's barcode reader app to scan this QR code! Through Google Currents, SDDC content is presented in a clean, magazine-style format on your tablet or smartphone, and setting up the app and subscribing to *TRANSLOG* on your mobile device is as easy as 1-2-3.



QR CODE Caption: To subscribe to TRANSLOG Online, use your smartphone's barcode reader app to scan this QR code.

(TIP: If you're comfortable using your mobile device, simply install the Google Currents app and then scan the QR Code above to subscribe to *TRANSLOG* online.)

Senate Panel Approves Leaders for Key DoD Posts

The U.S. Senate Armed Services Committee voted recently to confirm the nominations of three undersecretaries of defense—for acquisition, policy and personnel within the US Department of Defense.

The committee approved Frank Kendall III to be undersecretary of defense for acquisition, technology and logistics; James Miller Jr. to be undersecretary of defense for policy; and Erin Conaton to be undersecretary of defense for personnel and readiness.

Kendall, Miller, and Conaton appeared before the Armed Services Committee in March to answer questions, but the three nominees are all well known in defense circles.

For two years, Kendall has been the principal deputy undersecretary of defense for acquisition and technology, and is credited with working to improve some of the military's worst performing weapons programs. Miller served as principal deputy undersecretary of defense for policy under Michele Flournoy, whose position he would fill if confirmed. Conaton is the Air Force undersecretary who served as staff director of the House Armed Services Committee.

SOURCE: Army Times

Editor's Note: In his role, Kendall oversees the activities of the Office of the Secretary of Defense for Transportation Policy (OSD-TP). Transportation Policy is managed by Deputy Assistant Secretary of Defense Donald Stanton, who is directly responsible for coordinating with U.S. Congress and the industry on the DoD Personal Property Program for the movement of household goods.

Reflections on Leadership



"Anyone can steer the ship when the sea is calm."

*—Publilius Syrus
Roman Writer,
1st Century BC*

Be Smarter than Your Phone: Protect Your Wireless Devices from Theft

By Janet Cave Seely, IAM Director, Communications & Member Engagement

Over the last several months I've read multiple news accounts of smart-phone and tablet thefts in my local area, and apparently such thefts are escalating in large cities in the U.S. and beyond. When searching the Web for "cell phone thefts," I found that robbery of wireless devices is "soaring" in Los Angeles, is the "fastest growing crime" in New York City, and constitutes "an epidemic" in Toronto high schools, according to one police chief. In the latest *Washington Post* newspaper story, I read that a 6-year-old boy was told by his mother to snatch a cellphone from a man on the street "who wasn't paying attention." The cell phone was recovered, the mother arrested, and the boy sent to a protective services agency: a cautionary tale for modern times.

The growing black market for smartphones and wireless devices is behind the surge in these often violent crimes. The devices are attractive to thieves in part because they can be readily resold. Typically, the phone's SIM card is removed and the phone is offered on the black market. (The SIM card, a portable memory chip, holds your personal information, such as phone number, address book, and text messages.) The purchaser of a stolen phone pops in his or her own SIM card and instantly becomes the owner of an expensive high-tech mobile device.

Cities, carriers commit to action

Cities are deploying plainclothes officers in an effort to curb the robberies, which often occur at train stations or bus stops, coffee cafes and restaurants—anywhere the thief can quickly "grab and go." On a larger scale, and under intense pressure from local governments, the U.S. Federal Communications Commission and four



major wireless providers—Verizon, Sprint Nextel, AT&T, and T-Mobile—have announced a plan to help prevent theft and reactivation of stolen or lost devices.

Central to the plan, unveiled in April, is creating a database that will store the unique ID numbers (International Mobile Equipment Identity numbers, or IMEIs), of every smartphone and tablet legally purchased. If a wireless device on that list is reported stolen, the owner's carrier will immediately deny the phone or tablet access to the providers' voice and data networks, rendering the device useless—and dealing a blow to the resale market.

According to the FCC, the database will be up and running in the U.S. in six months and the carriers plan to expand it globally over 18 months. Success is all but ensured abroad, since similar stolen-phone databases have already been implemented in Australia, France, Germany, and the U.K., according to a report in *The Atlantic* magazine. Over the decade or so that the databases have been operating, theft of wireless devices has dramatically declined.

Prevent loss before it happens

Losing a \$500 iPhone or an \$800 tablet is difficult enough to swallow, but if the loss is compounded by identity theft, the stakes rise considerably. What can you do to protect your device and your personal data? These simple steps are the first line of defense.

- 1. Password protect your devices.** A study by mobile security company Confident Technologies found that 50 percent of all smartphone users do not password protect their phone or tablet, leaving their personal information—including log-in information or even credit card numbers—open to a thief.

When choosing a password or PIN make sure it is not obvious or overly simple; for example, do not use your birth date or house number, or a sequence such as ABCD or 1234.
- 2. Do not share the password or PIN number or lock number with anyone.**
- 3. Keep your phone's details in a safe place:** phone number, make and model of phone, color and other appearance details, PIN or security lock code, and the phone's unique IMEI identification number.
- 4. Install an app that will let you remotely locate, lock, and wipe your device.** Free and/or low-cost apps are available for iPhone (Find My iPhone), BlackBerry (BlackBerry Protect), and Android (SeekDroid) phones. Check online for information specific to your device.
- 5. When in public, keep the phone out of sight.** Put it away after using it, rather than leaving it on a table or seat. Add a clip inside your bag or

backpack and attach the phone to it.

6. **Do not store personal information on your phone or tablet.** Do not save log-in information (you can disable this feature in your device's browser options) and credit card numbers, and never store driver's license or Social Security numbers.
7. **Do not store your contacts online.** This may be impractical since many of us use our devices for business, but there have been instances when carrier providers' websites have been hacked and users' contact information has been stolen.
8. **Disable geotagging.** Smart phones and digital cameras featuring GPS mark a video, photo, or other media with an embedded location of where it was taken. Anyone with access to your phone has access to this information, which could include your home address if that's where a photo was taken.
9. **Keep track of your device when traveling,** especially when using charging stations. Don't leave your hotel room with the phone charging.
10. **Don't loan your tablet or phone.** Even people you trust may be tempted to log in to your personal accounts.
If your best efforts fail and the phone or tablet is lost or stolen, do not try to confront the thief yourself. Call your wireless provider as soon as possible to report the loss, and file a report with the police. In most cases the provider can disable your phone, ensuring that you have no liability for charges incurred by the thief. The police may be able to recover your device, especially if you have an app for that.

The PROTECT Initiative

On April 10, 2012, U.S. Federal Communications Commission Chairman Julius Genachowski announced the PROTECT Initiative, "a series of practical, meaningful solutions to combat cell phone theft." These steps, he said, "will reduce the value of stolen smartphones and tablets, and better protect consumer data mobile devices."

The PROTECT Initiative consists of three key pieces.

1. Creating a database to prevent use of stolen smartphones and tablets. This database will enable carriers to disable stolen smartphones and tablets, dramatically reducing their value on the black market.
2. Putting in place automatic prompts on smartphones and tablets for consumers to set up passwords and take steps to secure their devices
3. Launching a public education campaign urging consumers to use applications that increase security and reducing the value of stolen devices, including apps that enable consumers to locate, lock and wipe missing smartphones and tablets.

Under this announcement, the wireless industry will submit quarterly updates to the FCC detailing its progress on these initiatives.

SOURCE: U.S. Federal Communications Commission

For Social Media, Timing Is Key

By Aine Creedon

Timing is an essential aspect of social media strategizing today, and the betaworks company Bitly has released some noteworthy metrics on social media timing. The Bitly study compares Twitter, Facebook and Tumblr postings based on the time of day (presented in U.S. Eastern Standard Time below). The data collected suggests what may be the optimal times to post on these three top social networking sites in terms of maximizing click-throughs and also points to times when each social network has the highest overall activity. The results may surprise you:

- **Twitter:** Similar to Facebook, tweeting between 1 p.m. and 3 p.m. Monday through Thursday will give your tweets the highest chance of click-through. Twitter activity is at its highest from 9 a.m. through 3 p.m. Monday through Thursday. Bitly's data also suggest that even though posting on Twitter during optimum times does help raise clicks, your strategy should also examine the amount of people paying attention against the number of posts competing for that attention.
- **Facebook:** The optimal time to post on Facebook in order to receive the highest average click-through rate, according to Bitly, is between 1 p.m. and 4 p.m. Monday through Friday, with the peak time being Wednesday at 3 p.m.
- **Tumblr:** Tumblr has a significantly different pattern of traffic when compared to Twitter and Facebook. Waiting until after 4 p.m. to post is suggested, and posting after 7 p.m. should "receive more clicks over 24 hours than content posted mid-day during the week," according to Bitly's report. And unlike other social networks, Friday evening is one of the peak times to post on Tumblr for click-throughs.

Submitting your content at just the right time to reach the widest audience could give your organization the upper hand in creating viral content. These statistics should help nonprofits actively using any of these social media outlets (which you should indeed be doing!) decide on when and where their posts will be most effective.

SOURCE: Nonprofit Quarterly, reprinted from Los Angeles Times

U.S. Bank, Conferma Announce Global Partnership

U.S. Bank and Conferma, an expert in travel and expense (T&E) settlement and reconciliation technology, have announced a global partnership agreement. The agreement will enable U.S. Bank to offer its corporate customers an alternative to manual billing and reconciliation of certain travel expenses, extending the benefits of electronic payment to situations where placing transactions on individual travel cards may not be desired.

“There are times when using a physical plastic card may not be practical, such as with infrequent travelers or job applicants, or when purchasing items for unaffiliated entities,” said Ralph Bernstein, emerging strategies and innovation officer for U.S. Bank Corporate Payment Systems. “Yet card networks provide secure and timely authorization, settlement and transaction data. We wanted an electronic solution that retains control, visibility and efficiency even when travel cards are not used.”

Using Conferma’s reconciliation solution, U.S. Bank can now create a virtual account number to track an individual travel booking. When the travel supplier charges the virtual account, it triggers an automated payment and reconciliation process that

accurately matches traveler and transaction activity to produce a complete view of travel spend data.

Through these single-use accounts, U.S. Bank customers can identify and track a booking from reservation through final settlement and audit. Customers benefit from an enhanced automated booking, settlement and reconciliation process that dramatically reduces paperwork, potential errors and the cost of labor, while seamlessly integrating into back office systems.

This partnership marks the first time Conferma’s capability will be offered to corporate customers in the United States. It follows similar agreements between Conferma and selected commercial payment providers in Europe.

The Conferma solution is available to U.S. Bank customers effective immediately. Travel agencies and travel management companies who make travel bookings through global travel technology company Sabre also benefit, as Sabre’s Travel Settlement Services offering, which is also powered by Conferma, is a fully-automated process integrated into the Sabre Red Workspace, making reconciliation and settlement easier and faster for agencies to process.

On the Job

By Anita Bruzzese

You don't have to conquer the entire world of social media to be successful. Get a following in a small corner of it. You may feel uncomfortable with the thought of calling attention to yourself by blogging or jumping onto Twitter. Who cares, after all, about what you had for lunch?

But Michael Hyatt says it's not about ego or being the center of attention when you direct notice your way. It's more about finding ways to add value for others. As the author of the popular blog *Intentional Leadership* and chairman of Thomas Nelson Publishers, Hyatt says many authors have been turned down for publication because they didn't have a "platform." He says that got him to thinking about the lack of online presence and personal brand many people lack in the workplace today and how that can affect a person's ability to succeed overall.

Still, he acknowledges it can seem difficult to get attention with all the different communications channels. Many people try to write a blog and give up after a while because they fail to garner any attention. Or they don't know how to participate in online conversations and soon feel discouraged and quit using Facebook or Twitter when no one responds. The result is that they've lost the chance to become a voice in their industry or make valuable connections that can help them find a new job or sell their product, he says.

In his new book, *Platform: Get Noticed in a Noisy World* (Thomas Nelson, \$24.99), Hyatt says he tries to break down the idea of participating online into smaller parts so it doesn't seem so overwhelming. Among his suggestions:

- **Give 30 minutes a day.** You may believe you don't have time to chat on Twitter or Facebook, or comment on other blogs. But just a half hour a day is enough to devote to this effort and can reap rewards over time with critical connections. "Success today is not so much about what you know. It's about who you know," he says.
- **Blog.** Hyatt says his blog has more than 400,000 visitors a month, and while not everyone may be able to see even a fraction of that, he says a blog is the only way that you have complete control over your brand and your message. That can be especially important if you are criticized online or in other forums, he says. Your blog can be a way to directly defend yourself or communicate your message.
- **Participate in Twitter.** Don't use this 140-character medium to post inane comments like what kind of coffee you're drinking, but rather as a way to engage others in a conversation or promote a product. A note of caution: People will quickly unfollow you if you over-promote a product or post when you're angry or frustrated. As many celebrities have learned, posting emotional responses before thinking them through can garner an immediate backlash.
- **Set up a Facebook fan page.** These public pages enable you to keep your Facebook profile pages private and still have a way to interact with others on a professional level. Hyatt says at least 5 percent of his blog traffic comes from Facebook.
- **Write guest posts.** Maybe you're not ready to launch a website and blog with your name attached, but you admire others' blogs. Study the content and look for a way to contribute. Maybe you start out commenting on a blog post. In time, you can approach the blog author with an offer to submit a post. Then help promote the post through your networks and let it build your connections.

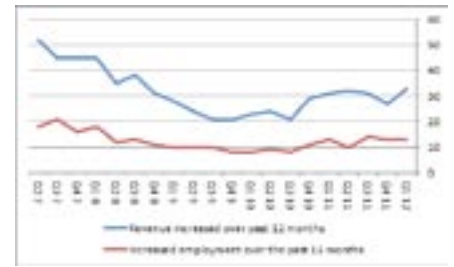
Any platform has to begin with taking personal responsibility for it, Hyatt says. No one knows your product better than you do or has more passion for it, whether it's a book or a blog. It's your job to become chief marketing officer of your brand.

Anita Bruzzese is author of "45 Things You Do That Drive Your Boss Crazy ... and How to Avoid Them," www.45things.com.



"If you command wisely, you'll be obeyed cheerfully."

—Thomas Fuller, 17th Century English Clergyman and Historian



Share of Small Businesses with Rising Revenue and Employment [Source: Created from data from the Wells Fargo Small Business Survey]

Small Businesses Hire When Revenues Rise

By Scott Shane

In the discussion of why small businesses are not creating as many jobs in the current recovery as they have in past economic expansions, one simple fact has been missed by many observers: small businesses create jobs when they need more employees. And companies need more employees when they sell more products and services.

Data from the recent Wells Fargo Small Business Survey, a quarterly survey of small businesses with no more than \$20 million in annual sales, illustrates this pattern clearly. Since Wells Fargo began collecting their data quarterly in the second three months of 2007, the correlation between the percentage of owners who indicated that their business's revenue increased over the previous 12 months and the percentage who indicated that their business's employment went up over the same period, has been 0.9. (A correlation of 1.0 means that two numbers move together perfectly, while a correlation of 0.0 means that there is no relationship in the movement of the two numbers.)

Although fewer small companies decrease employment than suffer revenue declines and fewer small businesses increase employment than experience revenue increases, the two numbers clearly move in concert. Therefore, if we want small businesses to hire more, we need to help them boost their revenues.

Scott Shane is A. Malachi Mixon III Professor of Entrepreneurial Studies at Case Western Reserve University.

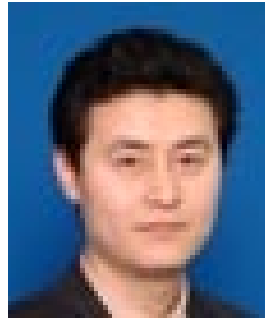
A look at people and events shaping IAM member companies



Andrew Hopgood



Connie Zhou



Golden Zhang



Nicola Digby



Susan Staszewski

Interdean London has appointed **Andrew Hopgood** as UK relocation director. Hopgood joined the company in April 2012, heading up its destination services team based in London. He has more than 20 years of experience within the relocation and property sectors, having begun his career in a real estate agency in 1991.

In 2002, Hopgood joined Phoenix ARC, a UK-based relocation company, where he subsequently rose to the position of operations director with overall responsibility for domestic and international service delivery for a range of blue-chip clients. He moved to Pricoa Relocation in London in 2006 as international operations manager. There, he managed a multi-national team, delivering international assignment services across the region to clients including American Express, Nortel, and JP Morgan.

Hopgood joined Icon Relocation, an independent UK relocation destination services provider, in May 2009. He was involved in all aspects of the business, from the development of new clients through to the account management of key customers and marketing activities to build the awareness of Icon within the relocation marketplace as well as establishing third-party supplier relationships to widen the service offering.

At Interdean, Hopgood will be responsible for the continued growth of the UK destination services team and the continuous enhancement of the service provided to clients.

Santa Fe Group has announced several appointments.

Connie Zhou has been named Record Management China manager. She started

her relocation career in 1998 as sales executive in household goods and record management for Crown Worldwide Group Shanghai Branch and has held the position of sales manager in records management at Crown (China) Worldwide Co., Ltd. Prior to joining Santa Fe she worked as Shanghai Branch Manager of OTTO Packing & Transport Co., Ltd.

Golden Zhang is Office Move China Manager based in Shanghai. He joined the Shanghai office in 2001 as household goods supervisor, and he was promoted to office move sales consultant in 2002, when he began to focus on office move business.

In 2008, Zhang was promoted to the position of Office Move Division Manager. The following year he was appointed to manage China's records management and office move services since the two divisions merged.

Nicola Digby has been named business immigration manager. She will be based in the London Office. For the past five years, Digby had worked as an immigration consultant at an immigration law practice, where she specialized in assisting clients in making U.K. visa applications for entry clearance and leave to remain.

National Van Lines, Inc. has named **Susan Staszewski** vice president of international. She was hired as a dispatcher by National Forwarding Co. in 1989, and as the company grew, so did her responsibilities. She served as NFC's operations manager and its manager of billing and settlement.

In 2000, National Forwarding Co., Inc. assumed responsibility for the operation of the International Division of National Van Lines. Staszewski played an instrumental role in that transition and was

Reflections on Leadership



"The very exercise of leadership fosters capacity for it."

—Cyril Falls, Military Historian

"Today a reader, tomorrow a leader."

—Margaret Fuller, American Journalist



Donald Frazier

promoted to managing director and later to vice president.

Arpin Group, Inc., recently announced that **Donald Frazier** has been promoted to senior vice president, information technologies. In his new role, Frazier will manage both the Arpin Van Lines and Arpin International Group IT departments. He will be responsible for the management, development and support of hardware and software systems and solutions, as well as secured websites and mobile applications.

Frazier joined Arpin in 1988 to assist in a major upgrade of Arpin's internal hardware and software systems. As vice president of information systems, he has overseen three major upgrades to the company's information technology, as well as the development, support and management of the company's in-house systems and secured agent website, several mobile applications, and upgrades to internal communication programs. Frazier is also a member of the American Moving & Storage Association's Data Collection and Reporting Committee.

Arpin International Group in New York has hired **Curt Smigel** as director of business development. Smigel has more than 20 years of successful sales and operations experience in the relocation and logistics industry. In his new role, Smigel will be responsible for obtaining and managing commercial accounts in New York, New Jersey, and Connecticut.

Arpin International Group's Boston office announced that **Jessica Cavallaro** has been promoted from international relocation coordinator to international manager. In that role, Cavallaro will oversee and manage the service delivery of household goods for international transferees and clients. Her responsibilities will also include day-to-day management of the Arpin



Curt Smigel

Boston international coordinator team.

Cavallaro has more than 20 years of experience in the industry. Her family owned a moving company, Gordon Moving & Storage, where she received her first work experience. She took a break from moving for several years while she pursued a career in early childhood and special education. Cavallaro returned to the family business full-time in 2000 and joined Arpin International Group in 2008.

UniGroup Worldwide UTS (UniGroup UTS) announced that **Simon Cook** joined its team as a move coordinator. Since trends are showing a larger number of shipments to, from, and within Europe, Cook is based in London to assist the European Regional Manager in day-to-day move coordination responsibilities. Cook previously helped coordinate logistics for several television and film studios in the United Kingdom.

Arpin America Moving Systems, one of Arpin Van Lines' largest agents, has added a new relocation and sales team comprised of seasoned moving industry veterans.

Robert Sullivan, formerly of Atlas Van Lines, joined Relocation Express in New York. He has 20 years of industry experience.

Jim Swallow, who joined Arpin America Houston, has 18 years of industry experience and is CMC certified.

Mat Senatore has relocated to Arpin America Dallas. He has 16 years of industry experience and is CMC certified.



Jessica Cavallaro



Simon Cook

Greg Biasatti, who remains in Dallas, has 22 years of industry experience.

Alchemy Recruitment has hired **Laura Edgell**, a new consultant to its removals and relocations team.

Edgell will be recruiting for the industry in the U.K. and overseas.

EXPANSIONS

Arpin International Group has opened a new branch office in Phoenix, the company's first in Arizona, to accommodate its growing operation in the Southwest.

Arpin International Group has other U.S. locations in Boston, New York, Seattle, and Rhode Island. Since the company's founding in 1989, it has grown worldwide with offices being established in Canada, China, Germany, Ireland, Singapore and the United Kingdom.

U-Storage, established 14 years ago in Bogotá, Colombia, started as a local moving and self-storage company. Over the years it has expanded into national and international moving, as well as into records storage.

In 2011 Conconcreto, one of the top three construction companies in Colombia, acquired 60 percent of U-Storage. As a result of this, U-Storage is going through an expansion phase, involving construction of three new self-storage facilities, two office buildings, and a renovation of moving vehicles. Being a part of Concon-

Reflections on Leadership



*"The employer generally gets the employees he deserves."
—J. Paul Getty, Founder, Getty Oil Company*

creto will allow U-Storage to strengthen its infrastructure, as well as its capabilities to service clients around the world.

The company currently is in the process of building new facilities in Medellín and Bogotá, which will start operations in the fourth quarter 2012. Also on the horizon is the opening of an office in Cartagena/Barranquilla soon. With these new facilities, U-Storage will have 98,000 square feet available to its clients in Colombia and the world. The new facilities comply with high international standards to ensure the safety of clients' household goods and personal effects.

Crown Relocations recently announced the relocation of a branch to new facilities better located within São Paulo, Brazil. This improved branch will help maximize the opportunities in the São Paulo market. Crown Relocations occupies three of Brazil's major markets, with facilities



Crown's new facility in São Paulo, Brazil

located in Rio de Janeiro, Curitiba, and São Paulo.

The new facility is a gated complex with 24-hour security. It consists of a 4,500-square-meter warehouse, spacious office space, and state-of-the-art training and conference facilities. The enclosed weatherproof dock helps Crown staff

safely load and unload clients' precious belongings. The facility's location provides access to main highways connecting the major ports, airports and downtown São Paulo.

Bill Whaley, country manager Brazil, called the new facility "a showcase for Crown and to corporate clients."



Boonma Thailand gave a one-day lecture and packing demonstration to ITBS trainees.

Boonma Provides Training for Business School in Bangkok

Boonma Moving & Mobility received an honor from International Transport & Business School (ITBS) in cooperation with ESCAP to organize a training program for their trainees and officers. ITBS' objective is to create qualified personnel in the field of international transport and business for over 20 years.

A group of 37 people from ITBS attended the one-day training program on "International Packing & Loading Operations" at Boonma headquarters in Bangkok on April 4. The topics included packing and loading of household goods, pets and live animals, fine arts, and industrial projects.

BAR Vehicle Exhibition & Competition 2012

The **British Association of Removers** held its most successful conference and exhibition in recent years. This year's event was held in the beautiful town of Royal Windsor. Set in the heart of the Thames Valley, this picturesque and historical town is brimming with popular attractions, stunning countryside and unrivalled royal heritage.

A full range of high-quality business sessions was enhanced by a fun social schedule, culminating with the gala dinner and awards evening where the Commercial Mover of the Year, Specialized Movers and Domestic Mover of the Year, MJ Christophers & Son, were announced.

This year's Vehicle Exhibition and Competition, sponsored by Volvo Trucks, was one of the highlights of the BAR Annual Conference 2012, with a stunning display of vehicles, and good weather to make the drive-by a pleasure for all.

The exhibition was like a tour of the Industrial Revolution from the perspective of the removals business, starting with a horse-drawn tunnel van from White and Co. and a pair of pan-technicons (Fox and J&H Friend), followed by an amazing Foden steam van from Bishop's Move and then a wonderful array of vans from the 1940s through to the present day.

Vehicle competition winners 2012

Best Horse/Steam Drawn: J & H Friend

Best Mechanical–Vintage: Fox Moving & Storage

Best Mechanical Modern: Kilmarnock Removals

Best Bespoke/Innovative: Britannia Reeves

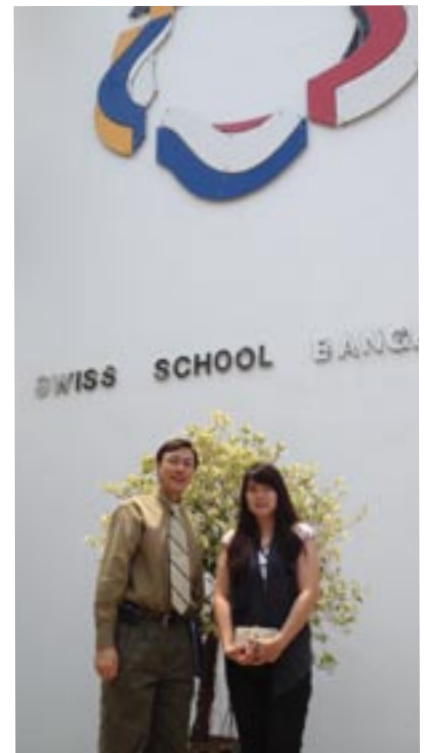
For full details of the conference, including photographs, visit <http://www.bar.co.uk/conference2012.aspx>



The BAR event included a vehicle procession.

Swiss School Bangkok Partners with Boonma Moving & Mobility

Effectively, all Boonma customers moving into Thailand will receive a one-week opportunity to study and learn in the Swiss School Bangkok. For 48 years, Swiss School Bangkok has been committed to multiculturalism and multilingualism, given that these qualities have become a *sine qua non* in our constantly and rapidly changing world. The goal is to offer students a happy and interesting school career and to fully prepare them for the world of today and tomorrow. For more information about this unique program, e-mail tiddy@boonma.com.



Tiddy S. Teerawit, Executive Director at Boonma, with Ms. Sutassanee Prajitranon, moving and storage executive, Swiss School Bangkok.



Don Johnson (left) and Don Hindman with Emily at Heritage Center



Hindman and Johnson in front of Round Nose at Heritage Center

Johnson Storage & Moving Provides Vintage Trucks to UniGroup Heritage Center

Johnson Storage & Moving Co., an agent of United Van Lines and Mayflower Transit, recently contributed two vintage trucks for display at the UniGroup Heritage Center.

UniGroup—the parent company of United Van Lines and Mayflower Transit—in celebration of United Van Lines’ 65th anniversary and Mayflower Transit’s 85th anniversary, has opened the 25,000-square foot Center, located at UniGroup’s Fenton, Missouri, headquarters, as a permanent exhibit of the company’s history.

Johnson provided the following equipment for the dedication ceremony on May 2:

- 1953 International Fageol van known as “Round Nose”
- 1965 International Emeryville tractor and 1970 Fruehauf van known as “Emily”

The Fagol van originated from the Johnson headquarters in Centennial, Colorado and took a load along the 850-mile trip to the Heritage Center in Fenton.

“We were proud to support the opening of UniGroup’s Heritage Center with our two “Old Timers” (trucks). United and Mayflower are terrific institutions and it was a great day to celebrate,” said **Don Hindman**, executive vice president, Johnson Storage & Moving Co.



Asiatic Relocation Association (ARA) recently held its annual congress in Ho Chi Minh City, Vietnam. **Boonma Moving & Mobility**, Thailand, Managing Director **Chaivudhi Pungthong** (center) and Executive Director **Tiddy S. Teerawit** (right) presented updates on the association’s growth, activities, and country situations to the attendees. The meetings concluded with a proactive marketing plan and strategies for 2012–2013. During the congress, Chaivudhi and Tiddy were presented a certificate by ARA President **Sudeep Shah** (left).

BAR Celebrates with Royalty at the Queen's Diamond Jubilee at the Surrey County Show

The **British Association of Removers (BAR)** and a few of its members, including **Bray & Son Removals**, **Fox Moving and Storage**, and **Specialised Movers**, on June 4 celebrated Her Majesty The Queen's Diamond Jubilee at the Surrey County Show, in Guildford, where they exhibited for the first time a unique collection of impressive vintage removals vehicles, ranging from horse drawn pantechnicons and vintage commercial vans, to early-modern removal vehicles, that were used by BAR members. This exhibition was a fantastic opportunity for any vehicle and history enthusiast to take a trip back to the good old days of motoring to see how removal vehicles evolved from 1890 through to 1971.

BAR and its members were delighted to be invited to attend this show to display their historic vintage vehicles for the pleasure of every generation.

With more than 500 stands at the Show, the very special visit of HRH The Earl and Countess of Wessex, and a wide range of demonstrations and exhibitions, the biggest agricultural show in the UK attracted about 40,000 visitors, and the BAR display received what BAR Director General **Stephen Vickers** called a "spectacular foot fall."



Attendees check out the vintage vehicles at the BAR event.



BAR members' old trucks conjured up the "good old days" for visitors.

For every BAR member that participated and exhibited vehicles at the Show, it was a fantastic opportunity to promote themselves to the public and meet their potential customers of the future. The BAR and all members present got a huge amount of publicity as their vehicles received a half-page promotion in the County Show program, and were displayed and presented twice in the Grand Arena as part of one of the main attractions receiving excellent media coverage, as there was real interest in this very niche display, open to the public for the first time. Local reporters to the BBC Surrey Radio also did a special feature about the display and interviewed Vickers and ex-BAR President **Paul Fox**. It was a "great opportunity to display our history and heritage as a trade association and as an industry," Fox told the BBC.

HONORS AND AWARDS

EUROMOVERS International has honored the UK's largest specialist removals insurance broker, **Reason Global**, with an Award of Excellence at their annual global conference in Nice, France. The award—created especially for Reason Global—recognizes the company for its outstanding services toward the Group's growth.

EUROMOVERS International comprises more than 70 experienced and reliable moving companies located across the globe. The conference, held in April, drew 96 delegates from all over the world.

Reason Global's **Graham Puddephatt** collected the award in recognition of his work creating special insurance packages promoting EUROMOVERS.

EUROMOVERS Managing Director **Thomas Juchum** said, "Reason Global has always been a valuable and faithful

supplier. However, during their last two years as a cooperative partner with Euromovers, Graham Puddephatt has truly gone the 'extra mile' to support our Group, as well as to deliver dedicated services to all individual partners."

Denis Zonneveld, chairman of the board, **Euromovers International S.A.**, presents the Certificate of Excellence to Reason Global's **Graham Puddephatt** (left). Reason Global also achieved preferred supplier status at last year's EUROMOVERS conference.



Denali Earns Salute from Maj. Gen. Palumbo

When **Denali Group** moved Major General Ray Palumbo, base commander at Fort Richardson, Alaska, and his wife recently, the general followed up with this letter offering kudos for the crew's "mission-focused" professionalism. "I thought it would be very uplifting for the industry to see," wrote Denali's director of carrier and agent relations, **Barb Hawes**.



15 May 2012

Dear Denali Group,

Just a note to thank you for the outstanding job helping us move out of our house at Fort Rich. I had to be out of town the entire time you packed and picked-up our goods. What I heard each night from my wife was just how mission-focused and professional your team was. Please pass along my thanks to your awesome team.

Respectfully,

Ray Palumbo
Major General, US Army Alaska



Robert Fletcher, Santa Fe Group Director of Relocation, on behalf of Interdean Relocation Services, accepts the award from Re:Locate Managing Director and BBC favorite Adrian Mills.



Left to right: Andy Elson, Julia Day, Robert Fletcher, Heather Hodge, Andrew Hopgood, and Bettina Zboray

Interdean Azerbaijan and **Interdean Germany** recently won FIDI-FAIM accreditation as international movers.

The award for Relocation Service Provider of the Year was presented to **Interdean Relocation Services**, part of the **Santa Fe Group**, at the prestigious Re:Locate Awards on May 10 at the Institute of Directors in Pall Mall, U.K. This is the second accolade Interdean has received during the past year. The Re:Locate award for Relocation Service Provider complements Interdean's Relocation Management Company of the Year Award from the Forum for Expatriate Management, presented in November 2011.

Interdean was praised by the judging panel for its holistic and tailored approach to providing clients with innovative solutions to their global mobility needs, as well as for its customer retention rate of 99.8 percent.

TopMovers Van der Ent Kuster Koot, with main offices in Rotterdam and The Hague, recently announced that it has achieved AEO certification.

AEO stands for "Authorised Economic Operator" and is audited by the European Customs Authorities, which in The Netherlands is the Dutch Ministry of Finance. AEO is the European counterpart of the US C-TPAT program and recognizes the reliability, financial stability, and legal compliance of the company. The certification signifies that a company can facilitate a smooth relocation through close cooperation with the Dutch customs organization.



"I am thrilled to accept this award on behalf of everyone at Interdean. We all work so hard to provide our clients with relocation services of the highest quality so it is fantastic to know that our efforts are being recognised. I am proud of what we have achieved as a company and Interdean will continue to grow and develop... it's an exciting time for us!" —Robert Fletcher, accepting award



The evening at the Institute of Directors in London was popular with relocation professionals.

IN MEMORIAM

Editor's note: As this issue of The Portal went to press, news had reached IAM in recent weeks that the industry has lost five of its long-time members, including three luminaries who have been inducted into the Association's Hall of Honor.

Richard F. B. Goates

Richard F.B. Goates, a founding member of the Household Goods Forwarders Association (now IAM) and a long-time industry leader, passed away on May 15 in Southern California.

At the 46th Annual Meeting of HHGFAA (now IAM) in Honolulu, Hawaii, in 2008, 16 members were inducted into the Association's inaugural Hall of Honor. Among them was Mr. Goates (known as Dick), who was honored with a Founder and Lifetime Achievement Award, accepted on his behalf by his son, Brian Goates, of Pasha Relocation Services.

Mr. Goates was born in 1925 in Salt Lake City, Utah, where he grew up and attended the University of Utah. After the United States entered World War II, Mr. Goates enlisted in the Army, where he served behind enemy lines in Burma with a special operations unit that came to be known as Merrill's Marauders. He distinguished himself in his service and was awarded the Bronze Star, along with many other medals and recognitions.

Following the war he was stationed in Shanghai, China. He left the Army to go back to school to earn a bachelor's degree and an MBA from Stanford University. He worked for Southern Pacific Railways and Consolidated Freightways. Mr. Goates then moved out on his own to launch a worldwide freight forwarding organization.

In 1962 Mr. Goates was selected, along with Jerome Slater, as co-president of the Association's pro-tem Executive Committee. Calvin Stein was Executive Director of the Association. IAM General Counsel Emeritus Alan F. Wohlstetter said, "My recollection of Dick was his early presidency of the Association and his ability to meet and overcome the many problems we faced in the beginning."



Great American Forwarders' Jack Kagan, who also was inducted into the Hall of Honor in 2008, said, "Dick Goates was the visionary who had much to do with the posture of our industry in the early years. To me, time spent with him was memorable to the degree on which his judgment and vision lit up the path on which our industry would grow. The industry felt different to me when he decided to seek other challenges." Today the Association has more than 2,000 active members, from all parts of the world. Dick would be very proud.

In Richard Goates' honor, donations to the Wounded Warriors Project are appreciated.



Billy Arch Carlyle



Billy A. Carlyle, 81, founder of Carlyle Van Lines, passed away on May 20, in Kansas City, Missouri.

After a stint in the Air Force and a few years driving a truck, Billy Carlyle bought his first truck and in 1958 opened Atlas Transfer in Kansas City. In 1961, he renamed his business Safeway Van Lines, where he was as an agent for a major van line that serviced a variety of customers. His company expanded in 1981 when he received his own nationwide Interstate Commerce Commission (ICC) authority. He once again renamed his firm, to Carlyle Van Lines. In 1994 the company was authorized to operate worldwide, and it continued to grow and expand. It currently has more than 900 agents that represent Carlyle companies throughout the United States.

In 1991 Mr. Carlyle, known as Bill Sr., received the Area Small Business Person of the Year Award because of his great success in the moving and storage business. He grew what began as a two-person operation into a company that today employs more than 100 people. He retired in 1992.

Mr. Carlyle is survived by his wife, Barbara, to whom he was married for 53 years; five children, all of whom are active in the business; nine grandchildren; and two great-grandchildren. Colleagues recall that he never forgot the "little guy" in business and continually credited his family and employees for the success of Carlyle Van Lines.

IN MEMORIAM

Richard L. DeWitt



Richard Lee DeWitt passed away on May 22, 2012, following a five-month battle with cancer. He was 71.

Mr. DeWitt was the owner of Approved Forwarders, Approved Freight Forwarders, Royal Hawaiian Movers, DeWitt Moving and Storage Guam, DeWitt Companies, and Royal Alaskan Movers. He was the son of Woodrow “Woody” DeWitt, one of the founding members of the International Association of Movers and an inductee into the IAM Hall of Honor in 2008; Richard, too, was inducted into the Hall of Honor, in 2011, for his service and contributions to the Industry.

Mr. DeWitt is survived by his six children—John, Nannette, Suzanne, Jeannette, Michael, and Jacqueline—and his wife, Annalee.



Moving Along: A Tribute to Richard Lee DeWitt

By Mike DeWitt

I find it hard to start writing about the loss of a boss and a father I loved so much, but I know my dad, and he would not want me to procrastinate; I can hear his voice now telling me to get it done. As we packed up his home office and I shut down his computer one last time, I could not stop thinking of him sitting there watching all of his companies via the cameras installed in all his offices. I am sure that he is still looking down on all of his family and employees with the same passion as he did when he was alive.

Richard DeWitt was a true mover. He started out in the industry at the young age of 14. To secure funds for weekend fun at the neighborhood cinemas, Richard would wash trucks for his father’s moving company in Los Angeles. From those humble beginnings to the time of his passing, he had accomplished a great deal. With transportation companies in California, Hawaii, Guam, and Alaska, he loved what he did very much.

Richard loved his family. His father, Woodrow “Woody” DeWitt, was a founding member of the Household Goods Forwarders Association of America (now the International Association of Movers), and as was the case with my brother John and me, his father was his first boss in the industry. As the third generation mover in his family, Richard took what his father taught him and expanded into the Hawaii market with Royal Hawaiian Movers. From a single location in 1982 Royal Hawaiian Movers has extended to all the major Hawaiian Islands and is one of the largest movers/transportation companies in the State of Hawaii, offering both military and commercial moving as well as trucking services.

Soon after opening Royal Hawaiian Movers, Richard would continue his expansion efforts in the Pacific, opening up a moving operation in Guam. DeWitt Moving and Storage Guam was launched in 1983 and has since diversified from military moving into commercial moving services, recycling, trucking, warehousing and distribution, office and industrial moving, hotel renovations, document management services, and document destruction.

With physical operations in the Pacific and years of transportation experience,

freight seemed like a natural fit. Richard diversified into the commercial freight business with Approved Freight Forwarders in 1991 and provided consolidated freight services to Guam. Since then, the freight company has expanded in the Hawaii market with a large warehouse in the Los Angeles area and physical operations in both Hawaii and Guam.

Richard continued his expansion efforts in military forwarding in 1987 with Approved Forwarders. This led to many opportunities in international travel and business relationships. He loved travel both for business and pleasure and had mentioned often the prospect of retiring and increasing his personal travel. But the truth is, he never stopped thinking about how to improve and expand transportation services, and he even opened up a moving operation in Alaska. Royal Alaskan Movers opened its doors in 2010 and was another shining example of his talent for recognizing business opportunities in the transportation industry and seeing them to fruition.

Being a true mover and operator, Richard never let you forget how much the small stuff mattered. No matter how busy my father was, when walking around the yard he would always bend down to pick up what he called “\$500 nails.” As a kid this always perplexed me, but as I grew older I began to understand that the simple act of picking up a two-cent nail in the yard could prevent the need for a \$500 tire repair caused by that nail. To this day, I make it a point to pick up any nails I see when walking through the yard and make sure all of our terminals are in order. As he would say, “everything has its place.” He had no patience for sloppiness or complacency—and he built a great transportation legacy on his passion for perfection. It is with great honor that my brother John and I follow his lead and build upon the legacy handed down to us by Richard, Woody, and Robert DeWitt.

Richard Lee DeWitt passed away in Newport Beach, California, on May 22 after a five-month battle with cancer. My father was such a strong man, but even with his iron will he was unable to win this fight. He was surrounded and supported by his family and I consider myself



Richard Lee DeWitt

very fortunate to have spent the last two months with my father as he went through his final treatments; I will cherish that time for the rest of my life. In addition to a successful businessman and strong leader, Richard was an outstanding husband, father, brother, uncle, and friend. His wife, six children, 11 grandchildren, sister, niece, nephew, and many personal and professional friends will miss him dearly.

Mike DeWitt, an IAM-YP member, is with Royal Hawaiian Movers Inc., Honolulu, Hawaii.

Reflections on Leadership



"Innovation distinguishes between a leader and a follower."

— Steve Jobs, Founder, Apple

IN MEMORIAM

Frank Borta

Allied International recently announced the passing of the former managing director of Allied Van Lines International, Frank Borta.

Born in Chicago in 1927, Mr. Borta enlisted in the United States Marine Corps at 16 by lying about his age, according to a gripping oral history he contributed to the 2002 book, *Saipan: Oral Histories of the Pacific War*, by Bruce M. Petty.

His service began with the Second Marine Division at Camp Tarawa in Hawaii. Soon he was assigned to a new infantry battalion that was to become part of the force to attack Saipan in the Mariana Islands.

On D-Day Mr. Borta's platoon participated in a landing where they encountered Japanese artillery fire near a sugar factory. He and his sergeant spent a night in a ditch with several other soldiers, while bullets from machine guns from both sides sailed over their heads. The next morning, they prepared for a dawn attack and worked their way back to the Americans but found dozens of Marines—many from their own platoon—lying dead or wounded.

An advancing enemy attack was thwarted by shells fired from U.S. ships. Mr. Borta recalled, "The shock wave from the explosion ... shattered my wristwatch, which was supposed to be shockproof. It even knocked our helmets off."

The next day, he and another Marine were assigned to return to the



beach to retrieve boxes of hand grenades amid enemy sniper fire. After making their harrowing way back to their platoon, they discovered half the men dead or wounded. The survivors were assigned to other platoons and Mr. Borta, a scout/runner, was sent to company headquarters. "I lost count of the days," he said, in the succession of battles to secure ridges and hills and nights spent in foxholes. He learned never to share a foxhole with anyone who smoked, as the smoke and coughing made it easier for the enemy to find them.

Weeks later, Saipan was declared "secure," but the victory was hard won, with horrific battles in which many lives were lost. Ultimately he was sent to anti-tank school at Camp Pendleton, and then returned to the Pacific, where he found himself on Iwo Jima the day after the raising of the American flag on Mt. Suribachi. There, he was sent to a POW dugout, where he became acquainted with Japa-

nese prisoners. He said in the oral history that at the end of his tour of duty in 1946, he was just 19 years old and had seen a great deal of carnage. It was difficult to get letters from home with articles enclosed that condemned the U.S. bombings that ended the war. "We had been in foxholes fighting hand-to-hand," he said. "We wanted this sort of thing to end in a hurry, which it did thanks to the two atomic bombs dropped on Japan."

Mr. Borta joined Allied in the mid-1970s as the vice president of sales and marketing. In 1978 he was promoted to Managing Director, a role he held until 1990. Frank is remembered as a charismatic "old school" leader, who worked hard to maintain agent ad account relationships both in the United States and around the world. Under his leadership Allied became the largest international forwarding company in the United States, laying a foundation and a legacy that endure to this day.

In 2008, Mr. Borta was among the first group of industry veterans to be inducted into IAM's Hall of Honor.

He is survived by his wife, Fran; seven children; and 19 grandchildren.



Reflections on Leadership



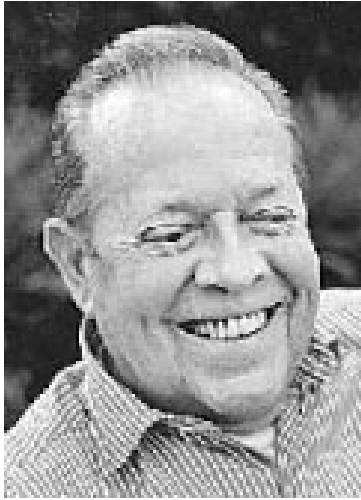
"A man who wants to lead the orchestra must turn his back on the crowd."

—Max Lucado,
Writer and Preacher

AROUND THE STATES

IN MEMORIAM

H. Robert Duross



H. Robert (Bob) Duross passed away at the age of 75 on May 28 in Jacksonville, Florida.

Born in Gross Point Woods, Michigan, in 1958, Mr. Duross relocated to Corona Del Mar, California, where he worked in the design and construction industry.

In 1973 he was recruited by his lifelong friend, Quinn Bell, to relocate to Orlando, Florida, and join the Suddath Companies. Eventually settling in Jacksonville in 1976, Mr. Duross pioneered in the international side of the relocation business, retiring in 2001 as president and CEO of Suddath Internationals World Wide Relocations. Among his many accomplishments, he was responsible for the Disney companies' Euro Disney move from the United States to France.

The international business took Mr. Duross to every corner of the globe. An avid skier, tennis player, and golfer, he maintained many close relationships with his friends throughout the world. He is survived by his wife, Elicia; a son; and two grandchildren.

Donations in Mr. Duross's honor may be made to Metro Kids Konnection, 5010 Cleveland Road, Jacksonville, FL 32209.

Rick Hosea, president of domestic services at **Crown Worldwide Moving & Storage** (an agent for United Van Lines) of San Leandro, California, was named Chairman of the California Moving & Storage Association (CMSA) on April 14 during the CMSA 94th Annual Convention held in Sparks, Nevada.

Hosea started his career at Crown Worldwide Moving & Storage, and over the years moved up in the ranks to President of Domestic Services. Hosea's strong work ethic and positive attitude within the industry has made him an obvious choice for this leadership role.

Crown Worldwide Moving & Storage has been an active member in CMSA since 1972. For many years, Hosea voiced his opinions for several industry matters and has shown a strong commitment to the industry and to the CMSA.

Tori Ferrante, President of the International Division at Crown Worldwide Moving & Storage, introduced Hosea as the newly installed CMSA Chairman. Hosea gave his acceptance speech in front of his family and CMSA-member colleagues.



2012-2013 CMSA Chairman Rick Hosea (left) accepts the ceremonial gavel from 2011-2012 CMSA Chairman Dennis Doody following Hosea's acceptance speech.

He promised to focus on expanding the membership and continuing to make CMSA an influential voice in the moving and storage industry. Hosea officially accepted the chairmanship with the passing of the CMSA ceremonial gavel from Senior Chairman Dennis Doody, president of Blue Chip Moving & Storage, Inc.



Among the attendees at the CMSA Annual Convention in April were (left to right) Anthony Waugh, AGS Movers; Terry Head, President, IAM; Steve Weitekamp, CMSA President; Sherry Williams, Executive Director, PAIMA; Edward Wong, Royal Hawaiian Movers.

Industry Scribe Colin Quarrington Honored by Those He Chronicles

By Joyce Dexter, Portal Editor

One of the most highly anticipated events at the IAM Annual Meeting during the past few years has been the session at which several individuals are recognized for distinguished service to the industry and inducted into the association's Hall of Honor. This year was no exception, and although all the acceptance speeches were characteristically moving and warmly received, **Colin Quarrington's** acknowledgment will be remembered for his homage to a lowly breakfast food.

When Quarrington began by attributing his success as a longtime chronicler of the industry to an unlikely source, audience members exchanged puzzled glances as he withdrew a plastic baggie and unwrapped a donut—a circle of fried dough that is very familiar to all Americans who indulge in guilty pleasures.

As a youth at an English boarding school, he explained, he once found himself in the library searching for something to read. He was hoping to score a copy of *Lolita*, but being in high demand among boys of a certain age it was, alas, not available. Quite by accident, he came across a book that would change the direction of his life.

The story of William Rosenberg, who founded the first Dunkin' Donuts in 1950, described Rosenberg's struggle to make his fledgling company a success. The account of how clever marketing and precise, well-chosen words struck a chord with consumers and helped turn the company around in a poor economy was compelling enough to present young Colin with a serendipitous "Eureka!" moment. If words could wield such power as to make or break a business, he thought, he wanted to learn how to use them well.

After apprenticeship on a newspaper, Quarrington worked for public relations companies, handling PR in the drinks, food, automobile, and construction industries. At one stage, he also did some work for the UK mover White & Co., a relationship that led to his going to work for the British Association of Removers in 1973, by which time he had formed his own PR agency.

FIDI, the Brussels-based industry organization, hired his company in 1982 to help modernize its magazine, *FIDI Focus*. "It was a big magazine," Quarrington recalled at an interview following his Hall of Honor induction, "mainly because we used three languages—French, German, and English—for everything. But eventually, we decided that English was the language we would use, since it's the international language of the business."

During his three decades working with the moving and storage industry, Quarrington has witnessed quite an evolution. One big milestone was the advent of relocation companies. "I can remember them coming in quite strongly in the mid-1980s," he said, "and the industry was very nervous about it. It receded for a few years later on the grounds of rising costs, but the industry still didn't respond. And now of course, it is back with a force, in a dominant role.



Colin Quarrington (left), pictured with Rolf Lamers, covered and photographed events at the IAM Annual Meeting in Denver last fall for *FIDI Focus*, which he edits.

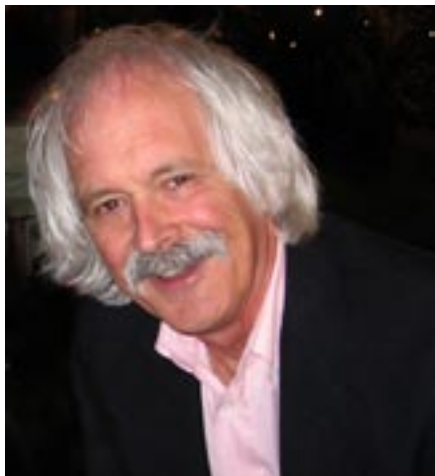
"I think this is the biggest change we have seen—the separation of moving company from customer. The relocation companies have been very adroit and put themselves in front of the customer as the one-stop-shop provider, so that the vendors don't talk directly to the customer so much.

"And even where there is no relocation company involved, globalization has often meant that the moving company that has enjoyed a strong working relationship with a regional branch of a global corporation, has often lost the business through centralization.

"However, all businesses tend to be cyclical and already we have seen at least one major global company decide to bring everything back in-house and who knows, others could follow."

A very welcome development, said Quarrington, has been the industry's greater acceptance and recognition of women. "The industry is more equal in terms of gender," he noted. "When I was at BAR there were very few women. But now we seem to have moved away from being a male-dominated industry and it's very refreshing. It's a more rounded industry and we've at last come to realize that women often empathize with the transferee's problems better than men. I also love the fact that the industry still seems to attract young people—they keep the industry alive and bring a whole new perspective to it. And they certainly maintain the tradition of this being an industry that likes to work hard, play hard!"

It will surprise no one that rapid developments in communications technologies have impressed Quarrington, for whom



Colin Quarrington has been covering the moving industry for three decades.

exchanging information efficiently is part of the daily routine. He has fond recollections of his first telex. “I adored it,” he said. “It was my little god in the corner.” Although some trade groups these days are abandoning printed publications in favor of blogs or Web-based magazines and newsletters, Quarrington believes that magazines will be around for some time to come.

“I had my own PR company until 2001 but closed it,” he explained. “I got tired of the restraints of owning a business. Now I work on a freelance basis and still keep a few clients.”

Despite the jokes about gentle nudges in the direction of a front porch rocking chair, he’d like to continue what he’s doing for a little while because he still enjoys the work. It’s hard to imagine an IAM meeting without his familiar presence and the click of his camera. Even moments before his Hall of Honor induction, he was taking care of business as usual, snapping photos of his fellow honorees.

Quarrington has enjoyed a close relationship with IAM, particularly over the past decade and a half. “When I first came across HHGFAA,” he recalled, “it was a very parochial organization. I made contact, but was told I couldn’t come to the meetings. Then Terry Head came, and he has opened so many doors and let so much light in. It’s become dynamic and progressive and I’m very proud to be associated with it. It’s a great organization and getting this award is very special.”

WELCOME NEW MEMBERS



Jeffrey Coleman
Coleman World Group
IAM Chair

CORE MEMBERS

Agility GRMS

66-68 St. Mary Butts
Reading, RG1 2LG United Kingdom
Tel: 44 (0) 844 282 1465
Fax: 44 (0) 844 282 1467
skirby@agilitylogistics.com
P.O.C. Simon Kirby / Anne Bradley

Armstrong Moving (m) SDN BHD

2, Jalan 5/149H
Taman Sri Endah, Seri Petaling
Kuala Lumpur, 57000, Malaysia
Tel: 603 9059 5595 • Fax: 603 9058 5595
jason@armstrongmoving.com.my
P.O.C. Jason Yap / Mayz Chan
Sponsors: Safeway Relocations, Indonesia
JVK Magellan International Movers Ltd.,
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Asian Tigers Mobility Ltd

Rm 504, M.M.G. Tower, #44/56
Kannar Road, 41st-42nd Street,
Botataung Township, Yangon, Myanmar
Tel: 95 (1) 250 290 • Fax: 95 (1) 252 313
rudd.vmartels@asiantigers-myanmar.com
P.O.C. Rudd J M Von Martels
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Paramount Transportation Systems, California

Besto Relocations

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00613 Warsaw, Poland
Tel: 48228478878 • Fax: 48228478890
zacharski.w@bestorelocations.com
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DOM Transport Ltd., Malta

Dragonsea Logistics

Room 2710, A Block, Renfeng Tower, NO.
490, Tianhe Road, Tian He District
Guang Zhou City, China (PRC)
Tel: 020-38888886 • Fax: 020-38888881
dragonsea-china@vip.163.com
P.O.C. Steven Tang / Tony Wang
Sponsors: Geometra Worldwide Movers Pte
Ltd, Singapore
Hiboo International Logistics Co. Ltd., China

E2E Global Lines (Q) Packers & Movers WLL

P.O. Box: 23563
OPP. LuLu Hyper Market, Dring Rd.
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Tel: 974 4451 6688 • Fax: 974 4468 8631
zafar@e2eqatar.com
P.O.C. Muhammed Safarullah / Saril Nair
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Emerald Relocation Services

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Near Sivan Koil • Chennai, 600044 India
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info@emeraldrelocations.com
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Sponsors: Servile Relocations Pvt. Ltd., India
Total Moving and Storage LLC, Dubai

GAC-India

31, Manohardas Street, Badheka Chambers
Fort Mumbai, 400 001 India
Tel: 91 22 4030 7800 • Fax: 91 22 40307800
rashid.batliwalla@gac.com
P.O.C. Rashid Batliwalla / Paul Haegeman

InHouse Relocation

AngelStr. 64 • 68199 Mannheim, Germany
Tel: 49 (0) 621-86 25 76 92
os@inhouserelocation.com
P.O.C. Oliver Schilling / Kim Ratzel
Sponsors: Asian Tigers, Singapore
Wickman Worldwide Services, Inc., Indiana

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Jacksonville, FL 32207-9050 USA
Tel: 1-800-387-8242
cdonovan@lexiconrelocation.com
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Sponsors: Suddath International, Florida
Senate Forwarding, Inc., Florida

M & M Logistics & Aviation Services

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Sanaa, Republic of Yemen
Tel: 00967 1 531221/231
Fax: 00967 1 531130
maher@mmllogisticsyemen.com
P.O.C. Maher Nasser
P.O.C. Mahmood Al Harazi
Sponsors: Elite World Wide Movers, UAE
Heinrich Klingenberg GmbH, Germany

Pegasus Moving Oy

Hiekkakuopantie 3 C-D
04300 Tuusula, Finland
Tel: 358103204240
juhana.eskela@pegasusmoving.fi
P.O.C. Juhana Eskela
P.O.C. Bernd Wiksten
Sponsors: Q-Transport, Denmark
AIM International Moving Ltd, Ireland

P.M. Relocations Pvt. Ltd.

No. 305, Lloyd Chambers
Pune Station Road
Pune, 411001 India
Tel: 91-20-41267770
Fax: 91-20-41267771
aakanksha@pmrelocations.com
P.O.C. Aakanksha Bhargava
P.O.C. Navratna Mahlawat

Premier Moving and Relocations

A.V. Rio Blanco 18-9 Andar Parte
Centro Rio de Janeiro, 20090-000 Brazil
Tel: 55-21-2441-4040
rita.capella.premierrelo.com
P.O.C. Rita Capella
P.O.C. Alex Rosa
Sponsors: Transworld Mudancas, Brazil
Transworld Mudancas, Brazil

Reads Moving Systems, Inc.

2600 Turnpike Dr.
Hatboro, PA 19040-4221 USA
Tel: 215-443-2770
Fax: 215-443-2782
bcoc@readsmoving.com
P.O.C. Robert Cox / Nick Luczyszyn
Sponsors: Rainier Overseas Movers, Inc.,
Washington
True North Relocation, LLC, Washington

Rodi Cargo Intl. Group

P.O. Box 12191
San Juan, PR 00914-0191 USA
Tel: 787-647-1892
Fax: 787-776-7878
aida@rodicargo.com
P.O.C. Aida Robles / Lisandra Humbeck

Salam Logistics

Um Uthaina, Sa'ad Bin Abi Waqqas St.
Bldg. No. 29
Amman, Jordan
Tel: 962 6 500 4008
Fax: 962 6 500 4009
yanal.kabrtai@naouri.com
P.O.C. Yanal Kabrtai / Marwan Oweiss
Sponsors: A.Kasidiaris & Co—Intermove,
Greece
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Osaka, 590-0814 Japan
Tel: 81 (0) 72-244-1109
Fax: 81 (0) 72-244-1251
nakajim.nozomu@hikkoshi-saki.co.jp
P.O.C. Nozomu Nakajima / Shinji Hanano
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Seoul, Korea
Tel: 822-363-1144
Fax: 822-362-3534
eakwon@semilk.co.kr
P.O.C. E.A. Kwon / M.J. Kang
Sponsors: Calspress, Korea
Tom & Logistics Korea Co., Ltd., Korea

SFL Worldwide
14818 Venture Dr
Farmers Branch, TX 75234-2426 USA
Tel: 972-255-7447
p.shah@sflworldwide.com
P.O.C. Purveen Shah / Anna Shah
Sponsors: Universal Relocations LLC,
California
Universal Relocations India Pvt Ltd, India

Tresor Transportes
Avenida Jose Cesar De Oliveira 181 CO 402
Vila Leopoldina
São Paulo, 05317-000 Brazil
Tel: 55 11 36443091 • Fax: 55 11 78086266
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GOVERNING MEMBERS

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Inc., Maryland
Southern Winds International Inc., California

Waterlink Pakistan (Pvt) Ltd
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Karachi, 75600 Pakistan
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P.O.C. Ghulam Mustafa / Asher Ali Khan
Sponsors: A-Marshall Packers & Movers,
Pakistan
AA-Quick Packers & Movers, Pakistan

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Fairfax, VA 22033-4055 USA
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Washington, DC
Executive Relocation International, Inc.,
Washington, DC

Reflections on Leadership



"Leadership is the capacity to translate vision into reality."
— Warren G. Bennis,
American Scholar

"Leaders must be close enough to relate to others, but far enough ahead to motivate them."
— John C. Maxwell, Author and Speaker on Leadership

"Leadership is practiced not so much in words as in attitude and in actions."
— Harold S. Geneen,
Management Guru

"Leadership is the art of getting someone else to do something you want done because he wants to do it."
— Dwight D. Eisenhower,
WWII Allied Commander,
34th U.S. President

"Effective leadership is putting first things first. Effective management is discipline, carrying it out."
— Stephen Covey
Motivational Writer and Speaker



IAM Executive Committee Goes to Capitol Hill

When the IAM Executive Committee gathered for their semiannual meeting in Washington, DC, they deliberately built into their schedule an extra day to walk the halls of Congress on an issue of great importance to all members of the organization. That issue, the Business Case Analysis (BCA) of the Defense Personal Property Program (DP3), may not be well understood by all members of IAM but its potential consequences could be devastating.

As most IAM members are aware, the Department of Defense has been taking a look at the DP3 administered by the Surface Deployment and Distribution Command (SDDC) under the Transportation Command for over a decade. Responding to pressures to find economies in all areas of defense spending and program administration, DoD has dedicated significant resources in an attempt to reengineer the DP3 program. We have witnessed numerous working groups, pilot programs, and changes in the administration of the program as the agency tries to respond to these pressures. Currently, we are working our way through the new iteration of the program change with the continued development of the DP3 software systems.

The DoD decided to provide a deep and objective study of the DP3 program. They hired an outside firm, LMI Government Consulting, to develop a BCA for the DoD to examine the program and report back to the DoD with possible options for continued re-engineering of the program. While there are many options that the LMI report can make, the one possibility that most concerns the IAM Executive Committee would be a recommendation to completely outsource the DP3 program simply because there may be some marginal cost savings in the administration of the program.

There is one element of the BCA that we want to ensure remains a focus and that is the perceived risk assessment associated with any recommendations contained in the report. The DP3 is a defense

program that has always been handled by the Armed Services Subcommittee on Readiness. Any changes in the program must be assessed for their implications on the readiness of our military families to engage. Disruptions in this program could have significant implications of our military readiness and this must remain as important a consideration as concerns about the costs of the DP3.

A completely outsourced program was one of the pilot programs that DoD developed as part of this reengineering effort. That pilot program, the Full Service Moving Program in 2001, proved to be such a failure that two service branches were compelled to pull out of the pilot program in less than 100 days of implementation. The cost of the Full Service Moving Program and concerns about what the financial pressures of the program could do to the quality of services provided were two elements that the Navy and Air Force found unacceptable.

Recently, in conjunction with the IAM Executive Committee meetings in Washington, the committee and IAM staff coordinated a number of visits with key Congressional offices to discuss ramifications of what the various BCA recommendations could mean. We focused on the lawmakers who serve on the Armed Services committees in an effort to educate them and pave the way for possible Congressional intervention should the BCA for completely outsourcing the DP3 gain any steam.

Although we believe that there is little support for outsourcing within the services, and within TRANSCOMM, we are very concerned about the pressures that will surely build as Congress and the Pentagon look for any and all cost-cutting efforts. The IAM team fanned out across both the House and Senate to deliver our message. We were able to meet with over 20 Congressional offices, including a personal meeting with Rep. Joe Wilson, Chairman of the House Armed Services Subcommittee on Personnel.

Our message in each of these offices was well received. Members of Congress and their staffs were told that the movement of our military's household goods is a readiness issue. These shipments are not just commodities—they are the lives of warfighters that must be handled with care to ensure that readiness is never an issue. In addition, we explained how the reengineering of the DP3 over the past decade has created turmoil for military families and for our industry. We stressed that all long-term commitments by industry to invest in infrastructure that the military vitally needs for this program is always compromised by uncertainty of changes to the program. We underscored that once again we face such uncertainty now.

The services have always been protective of the ability of military families to access military personnel in the administration of the DP3. The empathy that exists for those families experiencing multiple deployments can never be recaptured in an outsourced program. This value and importance of this military-to-military relationship is impossible to overstate. This dynamic must be protected.

Finally, we pointed out that DoD has invested hundreds of millions of dollars in DPS software that is only now beginning to function effectively. This software could not be provided to any private entity that would be awarded an outsourced contract. An outsourced program would negate any benefit and comprehensive investment that has been generated by this in-house DoD software program.

As the pressure for defense cuts builds, the challenge for IAM members will be to ensure that the stability that we have sought in the DP3 program is protected. An outsourced program will harm our industry, the thousands of small businesses that comprise our industry, and the military families we serve. We will continue these efforts.

Members Only | IAM Store

Price List for Selected IAM Publications, Miscellaneous Items

	CONUS MEMBERS	OVERSEAS MEMBERS
2012–2013 IAM Membership Directory	95.00	110.00
Additional 1-year subscriptions to <i>The Portal</i>	120.00	145.00
Governing Members Mailing Labels	25.00	30.00
U.S. Core Members Mailing Labels	30.00	35.00
Overseas Core Members Mailing Labels	50.00	60.00
Additional IAM Membership Certificates	55.00	65.00

To receive an order form and payment information, please email info@iamovers.org

IAM Offers Volume Discount Pricing for Metal Seals

IAM continues to offer special member pricing on metal security seals for liftvans. Seals must be ordered in sets of 400. The rates are as follows:

	IAM Members	Nonmembers
Under 10,000	.08 each + shipping	.12 each + shipping
Over 10,000	.07 each + shipping	.10 each + shipping

Send all orders to Bel Carrington by fax (703) 317-9960 or via e-mail to Bel.Carrington@IAMovers.org.

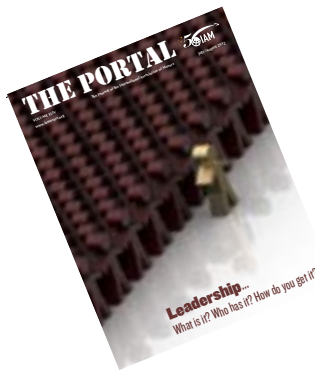
THE PORTAL

ADVERTISING RATES, DIMENSIONS, AND DEADLINES

The Portal accepts only computer-generated files, graphics, and ads. (If you plan to submit your ad on CD-ROM, please contact IAM for requirements.) **ADS SENT BY E-MAIL MUST BE HIGH-RESOLUTION PDFs.**

Prices shown are the total cost for six insertions (one year). **All new ads must be in color.**

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Full page bleed (add 1/8 at each edge)	8-1/2"	11"	
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1/2 page vertical	3-3/4"	10"	US\$1,687.50
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1/3 page vertical	3-3/4"	5"	US\$1,187.50
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1/4 page horizontal	4-3/4"	4"	US\$875.00
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1/6 page vertical	2-1/4"	4-3/4"	US\$531.25
1/8 page	3-1/2"	2-1/2"	US\$437.50



Deadlines to receive new artwork:

September/October Issue	August 28, 2012
(ANNUAL MEETING ISSUE)	
November/December Issue	October 20, 2012
January/February 2013 Issue	December 2, 2012
March/April Issue	January 27, 2013
May/June Issue	March 23, 2013
July/August Issue	May 18, 2013

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Industry Calendar

August 23–25, 2012

Australian Furniture Removers Association
20th Anniversary Conference
Queenstown, New Zealand

September 28–30, 2012

FEDEMAC General Assembly
Innsbruck, Austria

October 7–9, 2012

CPPC Fall Convention
San Antonio, Texas, USA

October 7–9, 2012

PAIMA Annual Convention
National Harbor, Maryland
(Washington, DC)

October 10–13, 2012

IAM 50th Anniversary Meeting
National Harbor, Maryland
(Washington, DC)

October 28–November 1, 2012

SDDC Pacific Workshop
Honolulu (Waikiki), Hawaii

March 9–13, 2013

LACMA Annual Convention
Quito, Ecuador

May 12–16, 2013

FIDI Annual Conference
Athens, Greece

October 7–10, 2013

IAM 51st Annual Meeting
Vancouver, BC, Canada

October 7–10, 2014

IAM 52nd Annual Meeting
Orlando, Florida, USA

EDITOR'S NOTE:

Visit www.iamovers.org/calendar.html
for an expanded list of meetings and
events of interest to IAM members.

Portal Editorial Calendar

September/October 2012

Celebrating Member Milestone
Anniversaries

November/December 2012

Annual Meeting Recap