



Feature Article

Manager or Leader – Which Are You? Which Do You Want to Be?

**By: Carol Choksy, Ph.D., CRM, PMP
President, ARMA International**

"Success is often the result of taking a misstep in the right direction."

~ Al Bernstein



Many of us have worked hard to make the transition from supervisor to manager, yet now we are being asked to be leaders as well. As managers, we know we are responsible for the day-to-day activities of our departments and for ensuring our department's activities and goals are in line with those of the organization.

How is being a leader different?

We often think of executives as the leaders of our organizations. In his book *The Effective Executive*, Peter Drucker defines an executive as someone who has an impact on the bottom line of the company. He advises executives to worry most about managing time, finding that one thing they can contribute that will truly make a difference, ensuring they understand they are hiring the whole person and helping their employees work from their strengths, focusing on the main task by halting non-productive activities and learning effective decision-making.

Stephen Covey contends in *The 7 Habits of Highly Effective People* that any effective person is also a leader. Covey's 8th Habit adds that an effective person is an exemplary leader. As an exemplary leader, Covey writes, our responsibility is to develop those around us, not just our employees, but our bosses and our families. We do this through our own modeling of good listening and consensual decision-making.

John Kotter's influential 1990 *Harvard Business Review* article, "What Leaders Really Do," is a more direct comparison of leadership and management. According to Kotter, management is about coping with complexity, whereas leadership is about coping with change. Kotter states that these two activities are both necessary for success, but that each requires a different set of skills. The manager plans and budgets, organizes and staffs, controls and problem solves. The leader sets direction, aligns people, and motivates and inspires.

As records and information managers, I believe we are all familiar with both complexity and change. The basis of our work is managing conflicting requirements our organizations place on information, yet the organizations in which we work appear to be in a constant state of flux. Many of our organizations have come to us asking for direction. We have been asked to whom we should report, as well as for what we should be accountable and responsible. We have found ourselves motivating and inspiring because we know the task at hand, though daunting, is doable and that the results will not only

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remediate the problem, but lead our organizations to a new level of productivity and customer responsiveness.

Being a records and information manager today means we must master not only the skills of management but also the skills of leadership. Volunteering for ARMA International at either the chapter or international level is a great place to get quality leadership experience and training. Much of the formal training our association leaders receive is provided by nationally recognized experts and is free if you can make the time. So, what are you waiting for?

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President's Message

Our spring seminar is just around the corner! Your Central Kansas leadership and volunteers have worked hard to provide a full conference lineup geared towards a variety of RIM, Legal, IT and Compliance attendees at all stages of implementing Records & Information Management (RIM) within the organization. Make sure to check out this newsletter and also our webpage for more information on the seminar.

Several of you may not know, but I have accepted a RIM position with the Walt Disney Company in Burbank, CA. As this newsletter is published, I'll be in my second week on the job. I'm working with a great team there and am looking forward to the chance to help promote the RIM cause. So far, there has been rain 4 days in the last week here in "sunny" Southern California!

I am sad to be parting geographically from my Kansas colleagues and friends. You have been a great group of people to get to know. It is exciting to be part of such a great chapter where we've come so far in such a short time.

But with today's technology, I am only an email away! You may continue to contact me through the Central Kansas email address: president@arma-ck.org

I plan to continue with my duties as President of the chapter and look forward to seeing you at the March seminar!

Laurie

ARMA-CK News

Volunteer Update:

Thank you to Judy Crawford, Records Program Administrator, Invista for volunteering for the Central Kansas ARMA Treasurer position.

Congratulations:

Congratulations to our Central Kansas ARMA President, Laurie Carpenter, CRM for her recent acceptance of a RIM role for the Walt Disney Company.

Job Posting:

Director of Records

Polsinelli Shalton Flanigan Suelthaus PC (PSFS) is an innovative 300+ attorney full-service law firm with offices in Chicago, D.C., New York, Illinois, Kansas and Missouri. We are seeking a Director of Records in our Kansas City, Missouri office. The dynamic candidate will lead the firm's overall records management operations.

Essential functions:

- Develop and implement the firm's long-term strategy for managing all records, whether digital or hardcopy;
- Review existing departmental procedures and recommend improvements and/or changes
- Oversee records operations for all firm offices; manage workload and flow of projects, ensure quality control through continuous proofing and auditing of Records work product.
- Supervise Records Center staff; recruit, hire, and train Records personnel; develop and implement progressive staff training; conduct performance evaluations; monitor attendance; day-to-day problem solving.
- Develop, implement and enforce firm records retention scheduling, policies and compliance procedures.
- Oversee client services including file creation services for all firm offices; internal and external file transfers; attorney arrival and departures; new employee orientations.
- Prepare and administer annual Records Center budget.

Skills:

- Must possess excellent analytical, interpersonal and organizational skills.
- Proven ability to work self-directed with other members of a management team.
- Problem solving skills to anticipate and meet client and attorney needs.
- Ability to prioritize multiple projects and deadlines and complete them on time.
- Proven track record of ability to work effectively with records management software/database systems.
- Ability to work under stress associated with fast-paced work environment.
- Make judgment decisions and adapt to changing work situations.

Requirements:

This position requires a B.S. or Masters in Records Management, Business Administration or Technology and three years supervisory/management experience.

CRM credential or candidacy preferred with at least 5 years experience managing a Records and/or Conflicts department.

PSFS offers an exciting work environment, business casual dress code and a total compensation package that includes a competitive salary and benefits. Please e-mail or fax resume and cover letter, including salary requirements to:

Human Resources Department
(f) 816-572-4444
careers@polsinelli.com

EOE

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Chapter, ARMA
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Visit us on the web!

www.arma-ck.org



Calendar of Events

Tuesday, March 11, 2008

Central Kansas Chapter Spring Seminar

8:00am – 5:00pm

Crestview Country Club

1000 N. 127th Street East

Wichita, KS 67206

[Map](#)

The Central Kansas Chapter is pleased to bring you the 2008 Spring Seminar. This full day seminar has two tracks with program topics relevant to all levels of the records and information management profession. Attendees will be entered to win one of our fabulous door prizes, including a **Digital Photo Frame!!**

*** CRM Credit Available**

*** CLE Credit Available**

Menu

Breakfast:

Cinnamon rolls and mini muffins

Lunch:

Baked Chicken Buffet - Baked Chicken, Mashed Potatoes and Gravy, Country Style Green Beans, Tossed Salad, Biscuits and Corn Bread (Vegetarian meal available upon request.)

Break:

Assorted cookies

REGISTER TODAY! Deadline to register is **Tuesday, March 6, 2008**

[Register for meeting and pay via cash/check](#)

[Register for meeting and pay via credit card/PayPal](#)

Full seminar schedule on following page...

2008 SEMINAR SCHEDULE

	Track 1	Track 2
7:45-8:15	Registration	
8:15-9:30	Keynote: "Strategic Planning: your work, your chapter, your life" - Carol E.B. Choksy, Ph.D., CRM, PMP, President - ARMA International	
9:30 - 9:45	Break – Visit with Sponsors	
9:45 - 11:00	"Getting Started: Building A RIM Program - Part I" - Laurie Carpenter, CRM, Koch Industries	"Law Firm Case Study: Building an Electronic Records Environment" - David Steward, CRM, Blackwell Sanders Law Firm
11:00 - 12:15	"Getting Started: Building A RIM Program - Part II" - Peggy Nikkel, CRM, Underground Vaults & Storage, Inc.	"The 2006 Federal Rules Amendments and the Sedona Conference - Separating Fact From Fiction" - Peter Sloan, Blackwell Sanders
12:15 - 1:30	Lunch "Information Security - The Lighter Side" - Abbe Murdock, Shredit Inc.	
1:30 - 2:45	"Energizing Your Career With ARMA's Competencies" - Carol Choksy	
2:45 - 3:00	Break – Visit with Sponsors	
3:00 - 4:00	"Extreme Makeover: Outlook Edition" - Jeff Mosch, Koch Industries	"Effective Business Communication, Using Communication to Take Your Teams to the Next Level" - David J. Thorne, Boeing Toastmasters Club
4:00 - 4:45	Hot Topics Discussion	

[View Speaker Bios](#)

Tuesday, May 13, 2008

Central Kansas Chapter Meeting

Topic: TBD

Registration: 11:15 AM – 11:30 AM

Lunch: 11:30 AM – 12:00 PM

Presentation: 12:00 PM – 1:00 PM

Hinkle Elkouri Law Firm L.L.C.

2000 Epic Center – 301 North Main**

Wichita, KS 67202

**This meeting will be held in a conference room on the 22nd floor, take elevator to the 20th floor, then 2nd elevator to 22nd floor. The parking lot is \$2 a day, \$1 half a day. The parking garage is 75 cents for each half hour up to \$4.00 all day. There are also meters on the street. There is plenty of parking in the area; however, we are unaware of any close free parking.

REGISTER TODAY! Deadline to register is **Tuesday, May 6, 2008**

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[Register for meeting and pay via credit card/PayPal](#)

Membership Information

Why become a member of the Central Kansas ARMA Chapter and ARMA International?

EXPERTISE

- ARMA Bookstore with more than 200 member-discounted RIM resources, including books, software, and videos
- Annual conference and Expo provides dozens of educational sessions
- The Information Management Journal featuring in-depth articles by leading RIM and Knowledge Management experts.

CONNECTION TO A GLOBAL NETWORK

- Local chapters to connect you to professionals in your area
- International chapters and members connect you to a global perspective on RIM
- Online member search to provide you with a global connection to your colleagues
Electronic access to information, tips, and guidance from the ARMA member forum

PROFESSIONAL DEVELOPMENT

- Online courses and web seminars
- Career search and resume posting services
- Leadership opportunities at the chapter and international levels

Membership Options	Annual Fee
Central Kansas Chapter and ARMA International	\$205
ARMA International Only	\$175
ARMA-CK Student Membership	\$10



Join on-line through ARMA International!

<http://www.arma.org/join/apply.cfm>

If you are already an ARMA member and want to join the chapter prior to your annual renewal, please contact our Membership Chair, Abbe Murdock, at (316) 305-8286 for pro-rated membership rates.

Advertising Rates

The Central Kansas Chapter of ARMA International has excellent advertising opportunities; the chart below outlines the pricing structure. To advertise in the newsletter or for more information, please email **Sheri Naegele**.

Full Page (Platinum)	\$250/yr
1/2 Page (Gold)	\$150/yr
1/4 Page (Silver)	\$100/yr
1/8 Page (Bronze)	\$50/yr

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