Frostline™ MR-16s feature a Halogen capsule surrounded by a frosted reflector and frosted glass cover. The Frostline™ series was designed to fit into pendant glass fixtures and eliminate the backspill of “dichroic color”.

- Diffused light
- Crisp Halogen color
- 2900K color temperature
- 4000 hours average life
- Dimmable
- A-line type light profile

www.ushio.com
800.838.7446
## Table of Contents

- President’s Message, *By Clay Otto* .................................................................................. 4
- Calendar of Events ................................................................................................................. 6
- Member Updates ...................................................................................................................... 6
- Members On The Move ........................................................................................................... 7
- Member News ......................................................................................................................... 8
- New Member Profile .............................................................................................................. 8
- Industry Updates ................................................................................................................... 10
- New Product Updates ............................................................................................................ 11
- LightFair International 2003 ................................................................................................. 14
- NAILD Lending Library Book Reviews ............................................................................... 18
- Lead Like the Greats - 40 Things You Can Do ....................................................................... 19
- Discovering the Real Dollar Value of Association Membership ........................................ 20

## Advertiser Index

- Broadwings ............................................................................................................................... 16
- Bulbtronics ............................................................................................................................... 7
- EiKO Limited ............................................................................................................................ back cover
- Kleinhuis North America, Inc. ................................................................................................. 15
- Osram Sylvania ....................................................................................................................... 9
- Panasonic ................................................................................................................................... 12-13
- Philips Lighting Company ........................................................................................................ .inside back cover
- Premium Quality Lighting .......................................................................................................... 5
- Technology Consumer Products, Inc. ..................................................................................... 21
- Universal Lighting Technologies .............................................................................................. 17
- Ushio America, Inc ................................................................................................................... inside front cover
A Hodge-podge of Thoughts….

For the December newsletter I suggested that everyone save a little of the holiday spirit for a time of need later in the year. As we stand today, on the brink of war, with a floundering economy, fighting the terrorism battle/war, I hope everyone saved a ton of spirit to help make it through today’s trials. It's time to use some.

My term as your beloved President is nearing its end. I am anxiously awaiting the convention as the culmination of the very special assignment you have given me the opportunity to undertake. I feel very fortunate to have had the opportunity to serve our organization, my sincerest thanks to all of you. I would also like to take this opportunity to give special thanks to the Board, Cathy, and especially Linda. Without your help, guidance, and support I couldn't have made it through the year . . . Thank you very much. For those gamblers in our organization, the odds of seeing your beloved President shed some tears during his farewell address are running 5 to 1 against.

I would also like to take this opportunity to encourage everyone to take a few moments to support our family and friends that are serving in our military forces. Regardless of the politics involved, these brave men and women are risking their lives for our country. Please review the following links and take a few moments to show your support.

1. Donate a calling card to help keep service members in touch with their families at Operation Uplink at http://www.operationuplink.org/

2. Send a greeting via e-mail through Operation Dear Abby at http://anyservicemember.navy.mil/ or www.OperationDearAbby.net


I look forward to seeing everyone at the upcoming convention. We can rejuvenate each other's spirit.

Very truly yours,
W. Clay Otto

NAILD Mission Statement:
To enhance the value of the specialized lighting distributor by creating opportunities for business development and growth through education and member interaction.
Choose from our COMPLETE SELECTION of quality lighting products and INCREASE your PROFITABILITY. Call us today for a free catalog.

TRY OUR NEOLEST SELECTION OF P.Q.L. PREMIUM LIFE™ LAMPS

BR38 AND BR30 SKY-BRITE™ PREMIUM DISPLAY LAMPS
Revolutionize your display lighting!

- Brighter and Whiter Light
- Enhances Product Color, Quality & Clarity
- Longer Life
- Energy Efficient

Unmatched in providing brighter and whiter lighting that enhances product color, quality and clarity. Outperforms and outlasts standard display lamps 4 to 1 — 10,000 hour user life compared to 2500 hour user life of halogen lamps. Engineered to last longer, therefore reducing your maintenance costs. Energy Efficient to reduce your energy costs.

P.Q.L. PREMIUM PET LAMPS
The best choice in quality lighting for enjoying your pet!

- Nite-Brite™ — Subtle red light and heat source for nocturnal viewing.
- Day-Brite™ — Color enhancing Neodymium natural light simulation and heat source.
- Solar-Brite™ — Ideal heat & light source for reptiles.

PAR 36 INCANDESCENT & HALOGEN LAMPS

PREMIUM QUALITY LIGHTING
FAST SERVICE • COLOR CATALOG AVAILABLE
(800) 323-8107 • FAX (877) 619-7053 • sales@pqlighting.com
www.pqlighting.com
### Calendar of Events

#### 2003

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>May 5 - 8</td>
<td>LIGHTFAIR International</td>
<td>New York</td>
</tr>
<tr>
<td>May 17 - 21</td>
<td>NAED</td>
<td>Atlanta Marriott Marquis, Atlanta, GA</td>
</tr>
<tr>
<td>May 18 - 21</td>
<td>NALMCO</td>
<td>Fort Meyers, FL</td>
</tr>
<tr>
<td>September 10 - 13</td>
<td>Affiliated Distributors' North American Meeting.</td>
<td>For more information call Karen Lindley, (610) 278-6421</td>
</tr>
<tr>
<td>October 24</td>
<td>NAILD Executive Committee Meeting</td>
<td>Rancho Las Palmas Marriott Resort &amp; Spa, Rancho Mirage, CA</td>
</tr>
<tr>
<td>October 25</td>
<td>NAILD Fall Board Meeting</td>
<td>Rancho Las Palmas Marriott Resort &amp; Spa, Rancho Mirage, CA</td>
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#### 2004

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>March 30 - April 2</td>
<td>LIGHTFAIR International</td>
<td>Las Vegas Convention Center, Las Vegas</td>
</tr>
<tr>
<td>April 15 - 18</td>
<td>Equity Annual Meeting</td>
<td>Chicago, IL</td>
</tr>
<tr>
<td>April 21 - 24</td>
<td>NAILD Annual Convention, Trade Show &amp; Organized Casual Conference (OCC)</td>
<td>Rancho Las Palmas Marriott Resort &amp; Spa, Rancho Mirage, CA</td>
</tr>
<tr>
<td>May 2 - 5</td>
<td>NALMCO</td>
<td>Palm Springs, CA</td>
</tr>
<tr>
<td>May 15 - 19</td>
<td>NAED</td>
<td>San Francisco Marriott, San Francisco, CA</td>
</tr>
<tr>
<td>September 8 - 11</td>
<td>Affiliated Distributors' North American Meeting.</td>
<td>For more information call Karen Lindley, (610) 278-6421</td>
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#### 2005

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</tr>
</tbody>
</table>

### Member Updates

#### Company Name Change
Effective January 1, 2003:
Angelo Brothers Company has changed to:
**Westinghouse Lighting Corporation**
(All other information remains the same)

#### New Distributor Members
**Star Lighting and Supply**
Steve Dixon, Manager
1201 W. Reno Avenue
Oklahoma City, OK 73106
(405) 236-1519
(405) 236-1531 fax
steve@starelec.com

**Coastal Lighting and Supply**
John Fisher, Jr., President
1020 Executive Blvd.
Chesapeake, VA 23320
(757) 436-7595
(754) 436-7398 fax
johnfisher@coastallighting.com
www.coastallighting.com

#### New Vendor Members
**American Commercial Lighting**
James Coleman, Vice President/Sales
1890 Mira Loma Avenue, Suite B
Placentia, CA 92870
(588) 658-3000
(714) 577-0633 fax
jmc@americancl.com
Energy efficient lighting

**Prelude Systems Inc.**
Don Webb, President
Michele Cobb
mcobb@prelude.com
16901 Dallas Parkway
Addison, TX 75001
(972) 931-9005
(972) 931-8310 fax
Consortia software

**Radionic Industries, Inc.**
Frank Dillenburg
Vice President/Operations
6625 West Diversey
Chicago, IL 60707
(773) 804-0100
(773) 804-0180 fax
fdillenburg@radionic.net
Ballasts, electronic and magnetic

**U. S. Miniature Lamps, Inc.**
Noah Stodghill, President
9955 Westpoint Drive, Suite 120
Indianapolis, IN 46256
(317) 577-4003
(317) 577-4010 fax
www.usminiaturelamps.com
Incandescent sub-miniature, miniature, line voltage, lampholders and value added assemblies
Members on the Move

Bob Murphy Joins A.L.P. Lighting
As Western Regional Sales Manager

A.L.P. Lighting Components, Inc., of Niles, IL, a leading manufacturer of parabolic louvers and components for the lighting OEM and aftermarket, announces that Bob Murphy has joined the company as the Western Regional Sales Manager.

Bob’s background is especially strong in energy management in the lighting industry. At Sun Industries, Inc., he designed projects for energy reduction measures for commercial, industrial and multi-family residential customers. Prior to that, at SLi Lighting Solutions, Bob established maintenance and retrofit upgrade programs for a variety of facilities, from major supermarket chains to contract energy service providers.

As the Western Regional Sales Manager at A.L.P., Bob will be responsible for promoting sales to Plastic, HVAC, Acoustical and Electrical distributors throughout 14 states in the Western region, including Alaska and Hawaii. While maintaining a thorough knowledge of all products, applications, services and capabilities, Bob will provide the necessary training and guidance to agents and customers to optimize visibility for the company. In addition, he will work closely with the marketing team to execute and maintain distributor programs.

“Bob will be a strengthening force on our sales team as he draws on his extensive knowledge and experience in mechanical and lighting energy management to implement our sales and marketing initiatives in the western distribution market,” said Dallas Buchanan, VP of Sales and Marketing.

For more information, contact Pamela Stowers at (773) 792-5648, or visit the A.L.P. Lighting web site at www.alplighting.com.

Adventures Lighting Supply Co.
Has New Ownership

NAILD past president, Ed McCollom of Adventure Lighting Supply Co. in Des Moines, Iowa has ended a 22-year career in the lighting business as of January 31, 2003. Ed and his wife Deanne, have both retired and are enjoying the “good life.” They will most likely be spending more time at their home on Lake Panorama, golfing, traveling and enjoying their grandchildren.

As of February 1, 2003, Adventure Lighting, Inc. is now owned and operated by Jack and Sue Huff. Jack has been Vice President of Sales with the company for the past 14 years. “Under Ed’s expert training, I have been working for Adventure Lighting since mid-November in the afternoons to learn the administrative side of the business. (My years of sales and customer service experience will not be of much help here, I’m afraid.)” Ed has, however, made himself available for assistance with problems or concerns. He will most likely unplug his phone soon forcing us to be ‘on our own.’ At some point in the near future I will become a full-time employee and whip the place into shape.”

We will be looking to the organization for help and support as we undertake this ‘adventure’ and we look forward to seeing all of our NAILD friends in Ft. Lauderdale in April.

- Jack and Sue Huff

Do you stock specialty bulbs and batteries?

If you don’t call Bulbtronics.

- Specialty bulbs for med/surg, scientific, industrial, manufacturing, STTV, graphic arts.
- All battery brands including Duracell, Eveready, Panasonic, Rayovac, Saft, etc.
- All battery chemistries for all applications from rechargeables to sealed lead acid & more.
- 20,000 line items in East and West coast stocking locations.
- Experts on call to ID the bulb or battery for the application.
- Check our stock and order on-line @ Bulbtronics.com.

Don’t lose the sale
Call for dealer pricing
1-800-624-2852

Bulbtronics
The Brightest Name in Earth

45 Banfi Plaza
Farmingdale, NY, 11735
Fax: 631-249-6066
Email: bulbs@bulbtronics.com

On-line @ bulbtronics.com
**Member News**

**Yusen and Associates Named New Sales Agent for Universal Lighting Technologies**

Universal Lighting Technologies has announced the appointment of Yusen and Associates as its sales agent in Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island and Vermont. This appointment is effective immediately. Contact information for Yusen and Associates is: 16 Everberg Road, Woburn, MA 01801-1019; (781) 933-7763; www.yusen.com.

**Monarch Sales Associates Named New Sales Agent for Universal Lighting Technologies**

Universal Lighting Technologies has announced the appointment of Monarch Sales Associates as its sales agent in New York and upstate New York, which includes Buffalo, Rochester, Syracuse and Albany. This appointment is effective immediately. Contact information for Monarch Sales Associates is: 108 Monarch Drive, PO Box 615, Liverpool, NY 13088; (800) 962-5100; www.monarchsalesassociates.com.

**Siemens Energy & Automation Joins Trading Partner Connect**

Prophet 21 Internet Trading Network Helps Lower the Cost of Doing Business

In a push to offer customers more flexibility and drive down the cost of doing business, Siemens Energy & Automation, Inc. (SE&A), a manufacturer of electrical, engineering, and automation solutions and products, has partnered with Prophet 21 to become a member of Trading Partner Connect.

"Prophet 21 is thrilled to welcome Siemens as a member of Trading Partner Connect," said Chuck Boyle, president and CEO of Prophet 21. "We are confident that as they look to streamline their processes with distributors, Siemens will find Trading Partner Connect and their partnership with Prophet 21 to be invaluable resources."

For more information about Prophet 21, please visit www.p21.com or call 1-800-PROPHET, ext. 3120.

**New Member Profile**

**American Commercial Lighting**

American Commercial Lighting (ACL), the exclusive marketing arm for Lights of America, was developed to service the specific needs of the commercial and industrial marketplaces.

ACL knows how to go to market. We are committed to the growth and success of our commercial, industrial, institutional, and government customers. Utilizing energy efficient lighting products manufactured by Lights of America, ACL markets through professionally trained sales agents who sell ACL products through value added distribution.

ACL will promote its product to end users in order to gain brand equity and to create demand for its product. However, rest assured that all ACL business will be transacted through select value added distribution channels.

American Commercial Lighting will introduce the most innovative, technologically advanced product available anywhere in the industry. And, ACL features product manufactured by Lights of American right here in the USA!

For further information, or to request a brochure describing many of its products now available, please contact David in Customer Service at toll free (888) 658-3000.
These days, your lighting has to deliver consistent color for retail displays and other color-critical applications. The SYLVANIA TRU-COLOR® line features METALARC® POWERBALL™ CERAMIC metal halide lamps, CAPSYLITE® halogen PAR lamps and TRU-AIM® halogen MR16 lamps, all of which provide excellent color rendering and stable, reliable color properties over their full service life.

Call 1/800-LIGHTBULB, your SYLVANIA representative, or visit www.sylvania.com.
New Product Literature
Highlights Universal Lighting Technologies Triad, Brand

Universal Lighting Technologies has introduced three new product fliers highlighting the Triad® brand High Efficiency and AccuStart® ballasts.

The new product literature provides easy-to-understand specification information, catalog numbers, wiring diagrams and appropriate lamp applications.

Universal's High Efficiency ballast families are the biggest energy-saving breakthrough in linear fluorescent lighting in more than 25 years. When pared with energy-saving T8 lamps, these high-efficiency ballasts cost up to 40 percent less to operate than T12 energy-saving systems and up to 6 percent less than standard electronic T8 systems.

Universal Lighting Technologies’ AccuStart electronic ballast design incorporates Programmed Rapid Start technology. AccuStart is the industry’s leading technology for frequently switched and short-cycle applications, including classrooms, restrooms, occupancy sensor applications and copier/file storage rooms. AccuStart ballasts are ideal for energy-conscious installations.

For more information on Universal Lighting’s new product literature call 800-BALLAST or visit the web site at www.universalballast.com.

National Lighting Bureau Elects Chair

James M. “Jim” Yorgey, P.E., L.C. has been elected chair of the National Lighting Bureau, a not-for-profit lighting education organization sponsored by professional societies, trade associations, manufacturers, utilities, and agencies of the federal government. Mr. Yorgey is Technical Applications Manager of Lutron Electronics Company’s Professional Audio/Visual (ProA/V) channel. The ProA/V channel supplies lighting, lighting control, and motorized window treatment products and support to audio/visual dealers, systems integrators, and audio/visual consultants.

Douglass M. “Doug” Baillie (Lithonia Lighting division of Acuity Lighting Group) was elected Vice Chair. Robert “Rob” Colgan (National Electrical Contractors Association) was elected Secretary/Treasurer.

Mr. Yorgey has been with Lutron since 1970, working in the quality control, engineering, marketing, and sales departments. He also helped develop Lutron’s export business, spending three years in the company’s London office and on assignments in the Pacific Rim. In his current role, he provides the technical support audio/visual dealers and consultants need to help ensure proper integration of lighting, lighting controls, and window treatments into presentation spaces.

In addition to his service to the Bureau, Mr. Yorgey is an active member of the Illuminating Engineering Society of North America (IESNA), having served on its Multimedia and Videoconference Lighting, Energy Management, and Residence Lighting Committees, as well as the ASHRAE/IESNA Standard 90.1 Project Committee, Energy Efficient Design of New Buildings. Mr. Yorgey is also a member of the Institute of Electrical and Electronics Engineers (IEEE) and the International Communications Industries Association (ICIA). He is involved in lighting education at the Parsons School of Architecture in New York and the ICIA Institute for Professional Development.

Mr. Yorgey earned his Bachelor of Engineering Technology Degree from Penn State University. He is licensed as a professional engineer in Pennsylvania and obtained his “lighting certified” (L.C.) designation from the National Council for Qualifications in the Lighting Professions (NCQLP).

Others elected to serve on the National Lighting Bureau Executive Committee are listed on page 18.
Another Innovation from EiKO, EiKO Supreme Lamps

EiKO is proud to announce the introduction of the EiKO Supreme Series of premium quality lamps. EiKO Supreme Lamps, in stock now, push the envelope of performance to appeal to the discriminating consumer. Features include extended life hours, high color rendition and superior construction quality.

The first lamps in the EiKO Supreme lineup are the MR reflector lamps. Manufactured in Japan, these lamps feature high lumen output, longer life, superior color, and low color shift over life.

Lamps are offered in MR8, MR11 and MR16 covered glass formats with a wide variety of beam spreads. The MR16 lamps are available in both 6000 and 10,000 hour versions.

The Supreme line now offers EiKO customers a good, better and best choice in MR reflector lamps. Good is our standard line. Better is EiKO Supreme. Best is SoLux Natural Daylight lamps.

Call and order yours today. 1-800-852-2217 or fax 1-800-492-8975.

Replacement Capacitors and Starters New 12-Pak Makes Sense

Howard Industries has developed a new package for the purchase of replacement HID Capacitors and Starters. Our new 12-Pack carton is conveniently designed to be the same size as our standard HID Kit pack boxes to allow for a common SKU sizing. This common cube size makes it easier to manage the material.

The new 12-Pack carton utilizes an individual cell (egg-crate) concept to ensure product protection during shipping and handling, and to simplify inventory counting. For your convenience, we have included the proper capacitor and starter model numbers for each Howard Industries HID ballast in the general information tables of our Ballast Products Catalog. A more detailed technical reference can be found in the HID Technical Notes section. It is important to use these references when selecting replacement parts for Howard Industries HID ballast products. As with all ballast manufactures, the specific performance of each HID ballast design is dependent upon the proper capacitor and starter selection. Our catalog for these products and all of the Howard Industries Ballast products can be referenced on the web at www.howard-ballast.com

HID replacement Capacitor and Starter 12-Packs can be purchased at your local Howard Industries distributor. For the dealer nearest you please contact us at 1-800-956-3456.
Homes and hotels. Restaurants and railroad stations. Offices and arenas. People turn to Panasonic for long-term lighting solutions. Maybe it’s because of the wide range of ENERGY STAR® qualified, premium lamps. Or the high-quality components found throughout our lineup. Whatever the reason, it’s just good to know that they last and last. Which means you’ll save on purchasing, energy costs, and maintenance.

All good reasons to shine on.

For more information: 1-866-292-7292 or www.panasonic.com/lighting
Glass Diffuser Helps prevent discoloration with age

Bulb Shape Works with standard bulb changers

Decorative Styles A variety of pleasing shapes

Tri-Color Phosphor CRI 84 (2800K warm) or CRI 88 (5000K daylight)

Amalgam Technology Steady output in any position

Phosphor Tube Ensures high-grade illumination in a compact bulb

Durable Components Instant on and flicker free

Base Nickel-plated brass prevents corrosion

Operating Temperature Indoor/outdoor use from –22°F to 122°F

Ballast Shielding Prevents disruption of other equipment

Panasonic ideas for life
Just Consider the Facts . . .
Lightfair International 2003

Executive Summary:
• Over 19,000 architectural, engineering, design and end user professionals will attend, representing the top firms in the industry.

• Over 550 leading domestic and international manufacturers will occupy over 1,460 booths.

• Exhibit Halls 3B, D & E with over 146,000 net square feet will present the newest products, latest technology, and most up to-date information in the following architectural and commercial lighting product categories:
  — Commercial Lighting
  — Components
  — Controls
  — Decorative & Custom Fixtures
  — Emergency Lighting
  — Industrial Lighting
  — Lamps & Ballasts
  — Outdoor Lighting
  — Recessed Lighting
  — Retail Lighting
  — Specialty Fixtures & Equipment
  — Theatrical & Entertainment Lighting

• The world’s largest architectural and commercial lighting conference has been expanded and will take place over six days.

• The multi-media New Product Showcase & Awards Presentation will showcase more exhibitor product introductions than ever.

• Exciting awards ceremonies and the BEST industry association events coincide with the largest event to date!

Knowledge Is Power. Enlighten Yourself.
In today’s economy, understanding the key indicators of your industry is no longer an option. There’s only one way to get ahead – with knowledge. That’s why LIGHTFAIR INTERNATIONAL, the world’s largest annual architectural and commercial lighting trade show and conference is a must attend event. At LIGHTFAIR INTERNATIONAL you’ll experience new products, technology, services, product applications, design solutions and world-class education, and hear the top names in the business predict the trends that will affect your industry and the way you do business. You’ll learn how to market more effectively. You’ll network and make new contacts.

LIGHTFAIR INTERNATIONAL 2003 will feature the world’s largest and most comprehensive architectural and commercial lighting conference, providing 6 total days and over 105 hours of educational options. With course levels ranging from Basic to Intermediate to Masters, the program is the most technically challenging lighting education source available.

LIGHTFAIR Institute (2 days of intensive training), Workshops (Half Day & Full Day) and 27 seminars, providing AIA, ASID, IESNA, IFMA, IIDA accreditation and registered with NCQLP for LEU credit.

Many national, state and local licensing boards and professional organizations will grant Continuing Education Credit for conference attendance when you submit the course outline and proof of attendance. You may want to contact your own board or organization to find out the requirements.
Seminar Tracks for the 2003 Conference will include:

- LIGHTFAIR Institute Courses
- Workshops
- Commerce Track
- Technology Track
- Design Track
- Management Track


Save time and money by registering at www.lightfair.com. Everything you will need to plan for your LFI 2003 experience is available to you online:

- Registration online: Register in Advance at www.lightfair.com by April 9, 2003 to save time and money by receiving your badge in advance!
- Attendee Information including Schedule at-a-Glance and Special Events
- Exhibitor Information
- Conference Information including LIGHTFAIR Institute Courses, Workshops, Seminars, and Speakers
- Travel Information including Hotel and Airfare Reservations
- Frequently Asked Questions
- Hot Topics
- And More!

Continued on page 17
As a valued member of the National Association of Independent Lighting Distributors, Inc., receive extremely competitive rates and dedicated customer support when you choose Broadwing as your communications provider.

You receive great rates – We make it easy for you to keep in touch with our Anytime Long Distance Plans that include all in-state and out-of-state calls*.  
- 6.9 cents per minute for $6.95/month  
- 300 minutes for $19.95/month**  
- 500 minutes for $29.95/month**

Other programs available for customers using more than 1,000 minutes a month. Rates as low as .056 cents per minute inter-state.

We make doing business easy – To learn more about Broadwing and how our communications solutions will benefit you, visit us on the Web at broadwing.com, call 866.JOIN BRW (564 6279) or email us at AssociationMembers@broadwing.com and specify that you are a member of the National Association of Independent Lighting Distributors, Inc.

Focused on our customers and our community, Broadwing is a nationally recognized provider of integrated communications services. Broadwing offers a full suite of data, Internet and voice solutions. Contact us today.

* Rates subject to change.  
** Additional minutes charged at 6.9 cents per minute.
Recognizing Brilliance . . . The Only Architectural And Commercial Lighting Manufacturer Awards Programs

Experience the latest in new product development at the New Product Showcase & Awards Presentation, sponsored by Architectural Lighting Magazine and Lightsearch. This informative and entertaining multi-media presentation kicks off the 2003 event with an exciting preview of what you will see on the Exhibit floor. A panel of renowned lighting professionals will serve as Judges and will present The Best New Product of the Year Award, along with The Technical Innovation Award, The Energy Award, The Design Excellence Award, Best of Category Awards, and at their discretion, The Judges’ Citation Award and The Roeder Award to manufacturers whose product entries truly meet and exceed the current challenges of the built environment marketplace.

Special Events Will Illuminate the New York Event Experience

Annual industry special events will take on the excitement of New York, highlighting the event experience and providing an opportunity for architectural, engineering, design and end user professionals to support industry associations and educational efforts.

• IESNA and IALD Gallery of Awards
• Appreciation Celebration Cocktail Receptions
• The Richard Kelly Grant Welcome Cocktail Reception
• The IALD 20th Annual International Lighting Design Awards Presentation
• The Nuckolls Fund for Lighting Education Luncheon/Seminar
• The City Walk in memory of Craig A. Roeder Benefiting the Nuckolls Fund for Lighting Education, sponsored by Belfer Lighting
• The NCQLP LC Luncheon
• The IALD/LIRC Semi-Annual Luncheon Meeting
• And much more!!!

NAILD will have a booth (#2005) at LightFair. For those attending and would like to volunteer to help out in the booth, contact Linda.

HID Solutions and Universal Lighting.

▶ It’s A Slam Dunk.

From gymnasiums to industrial applications, we offer one-stop shopping for HID ballasts.

You can find all your HID solutions in one handy spot when you visit your authorized Universal Lighting distributor.

Universal pulse start ballasts offer high efficiency, energy savings and outstanding reliability. Our industry first F-Can pulse start models operate either 120 or 277 volts and are ideal for high recessed fixtures like those in airports and atriums. And our Multi-5™ is the first HID ballast that incorporates five taps in one (120, 208, 240, 277, 480 volt)— ensuring that you always have the right ballast for every application.

To learn more about why Universal’s HID line is a slam dunk, visit our Web site or call us today.
NAILD Lending Library Book Reviews

Facing the Forces of Change - Future Scenarios

The information provided some good insight on possibilities of where the markets could evolve into over the next several years and the methods on how to prepare. To take full advantage of the material, significant time should be set aside to work through the study guides as you would for Strategic Planning Sessions.

Review submitted by Randy Johnson

NAILD offers the Lending Library to members FREE of charge. Simply call Linda in the Buffalo office to check them out.

Book Rating:

- beneficial/pertinent information
- fair amount of beneficial information
- good amount of beneficial information
- very helpful and great information

A little bit of light trivia for you . . .

When in outer space, there are only two things identifiable to man from space

- The Great Wall in China
- The light at the top of the Luxor in Las Vegas.

More information about the National Lighting Bureau is available on its website (www.nlb.org) or by contacting the National Lighting Bureau Communications Office, 8811 Colesville Road, Suite G106, Silver Spring, MD 20910; tel. 301/587-9572; fax 301/589-2017; e-mail info@nlb.org.

Others elected to serve on the National Lighting Bureau Executive Committee are:

- John Attanasio • Advance Transformer
- Jon A. DiGesu • OSRAM Sylvania, Inc.,
- Mary Beth Gotti • GE Lighting
- Mary Jane Kolar • National Council for Qualifications in the Lighting Professions
- Paul Lienesch • Philips Lighting Company
- Terry McGowan • International Dark-sky Association
- Cary S. Mendelsohn • InterNational Association of Lighting Management Companies
- Scott Watson • International Association of Lighting Designers
- David Weems • U.S. General Services Administration
Solid leadership is a combination of instinct and education. It is born of the inherent versus environment precept. It is never all of one and none of another, but a balance. Great leaders carry a charisma: some of it inborn, some of it through the development of skills that bring with them confidence. That charisma, or as we call it, that “It” encompasses more than sheer charisma. “It” is the magic that causes people to follow when it doesn’t make logical sense to do so. “It” enables groups of followers to weather storms, fight uphill battles, stretch their own limits beyond what was once thought possible, and live on long after the leader is gone. (By studying the greatest leaders in history, such as Genghis Kahn, Atilla the Hun and Winston Churchill, we can get an education in the secrets of “It.”)

Any great leader has an “It” checklist that looks like this:

1. There is a difference between leaders and managers. Managers make sure that things are running smoothly, leaders create change and followings through vision.
2. Leaders create visions in which others can believe. Leaders enable followers to buy in to decisions by giving them clear objectives and expectations and then leaving them to use their talents and strengths to do the work.
3. Leaders understand and honor the words autonomy and empowerment. Leaders know not to do too much, but to supply their people with the resources and guidance they need to follow through on their own. Outstanding leaders lead the charge, riding on their horses with the troops, but they allow each soldier to draw their “bayonettes” as conditions necessitate.
4. Leaders see the totality of their company. Their cross-functional teams know how to work as a whole enterprise. The best of leaders teach their teams how they are interwoven, and how each team carries a vital purpose to the whole, and how they fit into the interwoven mesh of the corporate blanket.
5. Leaders understand the necessity of key subordinate leaders. They know how to hire based on unique valuable talents and remember to let those talents work for the group. They know that it is the weak leader who allows his own fears about loss of control to cloud his memory in regard to why those special talents were brought on board to begin with.
6. Leaders have followers who not only believe in the mission of the organization, but have followers who are accustomed to winning. Winners believe that goals and objectives can actually be captured. Leaders hire people who know how to win and thrive on the energy generated by winning.
7. Leaders are curious. Usually they are curious by nature. They want to know why and how things are done. They ask questions and aren’t afraid to probe into unknown areas to find solutions.
8. Leaders are instinctual. They follow their gut. Their curiosity drives them to accumulate the necessary information they need so that when decision time comes, it is the gut that has the final say.
9. Leaders understand the saying that a rolling stone carries no moss. Their organizations are not mossy. They do not know that the key to success is continual momentum. Momentum breeds momentum. They carry this forward from product development and reward programs that boost morale, to customer satisfaction efforts.
10. Leaders reside in the moment of today and tomorrow simultaneously. They are not short sighted, developing systems and institutionalizing their best strengths in order to succeed today and in the future.
11. Leaders plan. They know that 90% of their time is best spent planning and 10% is spent on administrative work.
12. Leaders form partnerships. They don’t pretend to be lone rangers. They know that their success hinges upon their ability to use other people strategically. The partnerships of successful leaders are win-win partnerships. They ally themselves with anyone from customers, competitors, vendors and whatever sources bring the results their organizations need.
13. Leaders are not incremental. They transform. They welcome change and use change to keep on top of their industries.
14. Leaders admit their mistakes. They know how blame casts a fatal blow to morale and trust. They do not, however, grumble and seek pity. They acknowledge, learn, and move on.
15. Leaders are masters of observation. They listen, watch, and detect what others overlook. They use the subtle cues or observations to give them the upper hand when needed.
16. Leaders institutionalize their values, visions, accomplishments and strengths. They know how, through procedures and systems, to filter their strengths through the organization.
17. Leaders may leave physically, but not spiritually. Their legacies live on long after they have exited their employment.
18. Leaders don’t hold hands, they shape their organizations through shaping minds. They provide direction and guide. They do not believe in making decisions for their key subordinate right hands.
19. Leaders give credit where credit is due. They acknowledge and reward achievement and use the momentum from the accomplishments to fuel further success in their followers.
20. Leaders don’t provide positions out of the goodness of their hearts. They create positions and fill them based on the objectives and the vision of the company.
21. Leaders remain focused on the company
The Member Valuation Process — Discovering the Real Dollar Value of Association Membership
By Ed Rigsbee, CSP

When a tree falls in the forest and nobody is around to hear it; did it make a sound? Most would say, “Yes.” But, when an association offers value to its members and the members do not take advantage; did the association deliver value? Many would say, “No.”

Gone are the days where professionals and business owners would simply belong to their association for “networking” opportunities. Today, more than ever before, it is crucial that trade and professional associations deliver high-level and usable value to their entire membership. I’m talking about the value that individual members want rather than the value that the leadership, knowing better, thinks they need.

Frequently, when association members are asked about the value they receive from their membership they stumble. How would you, as an executive director or volunteer leader, feel if all the members of your association said, “I’d be foolish NOT to belong to my industry’s association and attend its annual meeting?” You would feel fabulous!

Unfortunately, published in the November 2001 issue of Association Management magazine, there was an article about why members do not renew. The article stated that American Society of Association Executives’ research revealed the following reasons for association members not renewing:

- Business closed/merged—12%
- Change of profession—15%
- Cannot determine—16%
- Due to high—17%
- Not enough time to use member benefits—7%
- Services no longer relevant—17%
- Other—16%

In my opinion, the only “non-value” issue is the business closing or change of profession. All the remaining reasons loudly say, “Not enough perceived value!” Over 73% of the non-renewing members said, “Not enough perceived value.”

Today, there are basically two categories of association members: The first is the most desirable by many leaders. They will belong to their industry’s association and support it with attendance—no matter what. These “jewels” are dying off. The second is a more challenging type. They say, “I’ll come and play in your sandbox if you can show me that I will get more out of it through synergies and economies of scale than by not participating.” The latter, generally are younger and many times have taken over the business from a parent. Their life is busy and they do not want to waste their time just “networking.”

Why are association executive directors and volunteer leadership not listening? Perhaps, it is because it’s generally easier to blame the member reduction problem on industry consolidation, an area of no control, rather than on lack of member perceived value, an area over which leadership does have control. Even with consolidations, if the involved parties really believed in the value of membership in their industry’s association, they would find the time and dollars for multiple executives, or subsidiaries to hold membership.

Now that an enormous problem has been unearthed, let’s look at one possible solution: A process for helping members to determine the real dollar value of their association membership. This will help your members in having an emotional ownership in their membership. Additionally, this process will empower and encourage members to talk to non-members about membership in your association.

I discovered this process due to association member request. It is truly fulfilling to see people make a shift when they understand and work collectively to discover answers. I believe if you look at this with an open mind, you too, will absolutely want to take your association membership through this valuation process. While I have helped a number of associations with this process, I will detail my work with one such association.

Frequently, when association members are asked about the value they receive from their membership, they stumble.

Initially, ask the members what they get out of belonging to their association. Every item they mention, list on a flip chart or enter into PowerPoint with the image projected on a screen.

- Next, after each item is listed, conduct a discussion on the real, honest and yearly sustainable dollar value they received through their association membership and attending their conference. This can be difficult, as people will argue incessantly about the numbers. Hang in there and gently force them to come to some kind of agreement on the value of each item listed.

- When the group seems to have exhausted the line items, push them to explore further, many times more valuable items will be discovered. Below is an example of the association membership value that one group determined:

  1. $1,000 for industry specific technical training offered twice a year.
2. $1,000 for business, management and marketing training twice a year.

3. $300 for monthly legislative updates.

4. $1,000 for coupons for goods and services offered by the national organization with national and regional membership.

5. $600 for legal seminars offered twice a year.

6. $200 networking value at semi-annual meetings.

7. $300 tax savings on income spent attending vacations (meetings).

8. $500 for mentoring opportunities available through meeting attendance.

9. $200 for product knowledge gained at meetings.

10. $200 for company credibility and image associated with membership.

11. $300 for education in accessing local publicity.

12. $200 for publicity and exposure through association membership.

• Now ask the group how much it costs them to both belong to the association and attend the association’s annual or semi-annual meetings. Put that number on the flip chart.

• Next, add up the dollar amount of all the line items on the board and show the two numbers to the group. For the above-mentioned association, the cost of membership and attendance at the two semi-annual meetings was pegged at approximately $1,600. After less than an hour (session time expired), the group came up with membership value in real dollars at $5,800.

• With numbers like the ones above, it is easy for one to justify the time and dollars necessary to take advantage of membership in their industry’s association. It is possible for your members to say, “I’d be foolish NOT to belong to my industry’s association and attend its annual meeting?”

• The last thing is for the association leadership to produce a Member Value brochure; in which are listed the actual services and yearly sustainable real dollar values offered by the organization.

I believe one of the best ways for any association to grow its membership is through a membership participation process like the one I’ve outlined for you. This will help your current members to truly become active advocates for the association rather than just passive members. Realistically, not all members will do this, but many will. Give them the right tools, and people will amaze you with their results.

Ed Rigsbee, CSP is the author of PartnerShift, Developing Strategic Alliances and The Art of Partnering. Rigsbee has nearly 1,000 published articles to his credit and is a regular keynote presenter at corporate and trade association conferences across North America. He can be reached at 800-839-1520 or EdRigsbee@aol.com. For a treasure trove of additional information and ideas, visit his Partnering University Web Site at www.rigsbee.com.
22. Leaders are global thinkers. They don’t underestimate the power of the global economy. They constantly search for ways in which they can expand or benefit upon the global and they are keenly aware of the pitfalls of turning a blind eye to the global business markets.

23. Leaders know communication. They’re savvy interpersonal and technological communicators. They know the ins and outs of dealing with various personalities as well as they know how e-mail connects them to their front line staff.

24. Leaders think outside the box, inside the box and all around the box.

25. Leaders are not afraid to take an unorthodox approach. You’ll never hear one say, “We don’t/can’t do it that way.” They go beyond the “That’s the way we always do it” mentality to the “That’s the best way to do it.”

26. Leaders learn from leaders. They look to history, competitors and mentors. They are not too proud to always learn from those they admire.

27. Leaders know that there is always something more to learn. They are constantly feeding their minds. They know that the key to progressive transformation is found in ideas. They realize that success isn’t going to happen. They have to seek new ways in which to make it happen.

28. Leaders give ownership when it is strategically advantageous to do so. They give rewards and incentives, such as stock options, in order to keep key employees. They understand that rewards give birth to new successes.

29. Leaders create teams to achieve goals. They know that the meeting of two minds can develop opportunities that only one mind may miss. They successfully manage the interactions of their teams in order to meet desired ends.

30. Leaders develop creative ways to cut through unnecessary bureaucracy or eliminate hindering bureaucratic practices in order to expedite vital activities.

31. Leaders know that in order to keep pace and be innovative, they need to educate and empower their staffs. They provide training, education, and workshops to keep the minds they lead in top, competitive shape.

32. Leaders focus their people’s efforts on the customer.

33. Leaders understand that key employees are assets. They are careful about who is hired and appointed, understanding the ripple effects of putting the wrong people in the wrong places. Gary DiCamillo, Polaroid’s Chief Executive since 1995, has suffered the woes of poor employee retention, losing key people in sales and product development. It’s reported that most of these human resource assets were lost when DiCamillo filled his executive vice-president position with Judith Boynton, previous controller for Amoco. Key employees were baffled by the appointment and lost faith in DiCamillo after hearing what they thought, was an unqualified sub-leader in such a high-ranking position. Polaroid steadily lost $166 million since DiCamillo’s reign, from 1995 through 2000. [Source: Forbes 1-22-01 p. 69.]

34. Leaders know how to eliminate the wrong people.

35. Leaders are decisive.

36. Leaders have the courage to live with their decisions.*

37. Leaders work it out when things go wrong. They face problems head on and deal with the issues at hand quickly and effectively.

38. Leaders charge forward with urgency.

39. Leaders guard all assets that give them an edge. They are careful to set in place confidentiality systems and to properly license and trademark intellectual property, inventions and groundbreaking concepts.

40. Leaders know that even the greatest product is not enough. Often criticized for not acting quickly enough to develop spin-off products from its PT Cruiser, DaimlerChrysler recently revealed concept cars based on the blockbuster success of the PT Cruiser. Why? The market will always demand something new, better, more versatile, etc. The GT Cruiser Concept has a larger engine, the PT Cruiser Convertible Concept offers a sporty, fun twist, and the Panel Cruiser Concept is offered as a light cargo vehicle with its 119.8 cubic feet and wood base floor. The original PT Cruiser is one of the most sought out vehicles by buyers today; it’s sold at full list price and backordered for months at a time. DaimlerChrysler’s possibilities are endless. What are they doing with the product to renew it, to increase demand, and to prepare to fill that demand?

Look at the list again. How can you better motivate your staff to perform at higher levels? Do you see what might be slowing down progress? What might you need to improve upon in your quest to run uphill and seize the flags of victory? Chances are you’re doing a good job already. The question becomes, what can you do to convert from good to great? Prosper and enjoy!

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