



900 Spring Street, Silver Spring, MD 20910 USA/(301) 587-1400/888-84NRMCA/ FAX: (301) 587-1605

June 23, 2011

Dear Industry Representative:

The purpose of this letter is to personally invite you to nominate a middle manager from your company to participate in an exciting leadership development program offered by the National Ready Mixed Concrete Association.

The association initiated *The Developing Industry Leader (DIL) Program* in 2004. This program provides for a limited number of middle managers from various companies to come together to challenge themselves to strategically address issues facing our industry.

This program differs from other association programs in that individuals participating in this program will form teams, each choosing a separate industry issue, and then work together over several months through conference calls and perhaps face-to-face meetings (all with support from association personnel) to develop recommendations for addressing their selected issue. We believe that this experience will broaden participants' understanding of their industry while giving them the opportunity to work on a team with other developing leaders across the country.

The 2011-2012 group, for which I'm soliciting your interest, will be limited to 24 individuals. Beginning in mid-July, conference calls will be used to allow the individuals to select their project and make progress in developing their strategies throughout the next seven months. Each team will present their recommendations during the March 2012 NRMCA Convention in Savannah, Georgia. The individuals will then be asked to join the previous DIL groups as a 'shadow' board to the full NRMCA board. This 'shadow' board will be invited to join the full board in deliberations and to move their team's initiative(s) forward by participating in and working through the existing committees of NRMCA.

Applications are now being accepted for this 8th Annual Developing Industry Leaders Program for the year 2011-2012. Please read the accompanying application materials carefully. It is an exciting development opportunity for your middle managers—to meet other industry leaders, advance their leadership skills and network with other individuals at the same career development levels. If you find the industry as gratifying and rewarding as I do, I hope the opportunity will interest you to nominate someone in your organization.

Please have your nominations in no later than **Friday, July 8th, 2011** so that the groups' work can begin on time.

Don't forget, individuals completing the Developing Industry Leaders program may also submit this activity for 12 hours of elective credit toward NRMCA STEPS® certification.

If you have questions about the program, please contact me at (240) 485-1139. You may also call Nicole Maher, NRMCA's Senior Vice President of Industry Relations and Special Programs, at (240) 485-1158 or nmaher@nrmca.org for further details.

Personal Regards,

A handwritten signature in blue ink that reads "Robert A. Garbini". The signature is written in a cursive style with a large initial 'R'.

Robert A. Garbini, P.E.
President

NRMCA 2011-2012

Developing Industry Leaders APPLICATION

A letter of reference from the sponsoring executive must be attached to this 2-page application.

Postmarked no later than July 8, 2011

(Use Additional Paper if Necessary)

NAME: _____

TITLE: _____

COMPANY: _____

STREET ADDRESS: _____

CITY, STATE, ZIP: _____

PHONE: _____ FAX: _____ EMAIL _____

JOB RESPONSIBILITIES: _____

YEARS WITH YOUR COMPANY: _____ YEARS IN CURRENT ROLE: _____

YEARS IN THE INDUSTRY _____ AREA(S) OF EXPERTISE _____

OTHER LEADERSHIP TRAINING YOU HAVE RECEIVED

LIST OUTSIDE INTERESTS, COMMUNITY ACTIVITIES AND AWARDS:

WHAT DO YOU EXPECT TO GAIN FROM THIS PROGRAM?

SPONSORING EXECUTIVE & TITLE: _____

COMPANY _____

ADDRESS _____

PHONE _____ FAX _____ EMAIL _____

Signature of Sponsor (Date)

Signature of Applicant (Date)

WHAT IS A LEADER?

Name _____

Company _____

In approximately 250 words, briefly answer the question "What is a Leader?"
Please submit your essay with your completed application and sponsoring executive's recommendation letter.

**Please return your
(1) Completed Application, (2) Leadership Essay, and (3) Sponsoring Executive letter of reference,
by mail, fax, or as an attachment to an e-mail, to:**

Nicole Maher, Senior VP of Industry Relations & Special Programs
NRMCA
900 Spring Street
Silver Spring, MD 20910

Phone: 240-485-1158 ** FAX: 301-587-1605 ** email: nmaher@nrmca.org