



LEADERSHIP AND DIVERSITY

INFORMATIONAL WISDOM FROM THE HRA AND CCM COMMUNITY



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Significant Quotes

To enhance your personal and professional growth

"Every thought is a seed. If you plant crab apples, don't count on harvesting Golden Delicious." ~Bill Meyer

"Imagination is everything. It is the preview of life's coming attractions."
~Albert Einstein

NG/ANG Highlights

"Missouri National Guard hosts Central American visitors"

By Nathan Dampf
Missouri National Guard

The Missouri National Guard's State Partnership Program and the Missouri Highway Patrol hosted five Panamanians and five Costa Ricans for a vehicle operation course at the Ike Skelton Training Site in Jefferson City this week.

The driving course taught law enforcement driving fundamentals, defensive driving techniques, evasive maneuvers and highway emergency management response techniques that the international participants will be able to take back and implement in their own countries. "Costa Rica wants to develop a course similar to this one," said Francisco Vargas, an officer with the Costa Rican National Police. "Going through this course will be a pillar to construct this type of course in Costa Rica. It's important to emphasize the need for a course like this, and how it will better the towns we serve."



Costa Rica National Police Officer Francisco Vargas prepares for the Missouri Highway Patrol driving course as part of a Missouri National Guard State Partnership Program event May 8, 2013. Guiding Vargas through the course is Missouri State Trooper Bruce Baker and Air National Guard 1st Lt. Todd Cantwell who served as the interpreter (Missouri National Guard photo by Nathan Dampf).

Panamanian and Costa Rican National Police connected with the Missouri Highway Patrol through the Missouri National Guard's State Partnership Program. The state partnership prides itself on making the connection and allowing the international partners to work with Missouri resources, like the Highway Patrol, said Lt. Col. Rebecca Segovia, the program director. The

Airman's Creed

I am an American
Airman.
I am a warrior.
I have answered my
nation's call.

I am an American
Airman.
My mission is to fly,
fight, and win.
I am faithful to a
proud heritage,
A tradition of honor,
And a legacy of valor.

I am an American
Airman,
Guardian of freedom
and justice,
My nation's sword and
shield,
Its sentry and avenger.
I defend my country
with my life.

I am an American
Airman:
Wingman, Leader,
Warrior.
I will never leave an
airman behind,
I will never falter,
And I will not fail.

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Guard's State Partnership provided translators to work with the Highway Patrol instructors and the international students.

The Missouri National Guard officially became Panama's state partner in 1996 and has since conducted more than 26 overseas deployments for collaborative missions and more than 67 State Partnership Program events.

"Treat people as if they were what they ought to be and you help them become what they are capable of becoming" – Goethe

Feature Article

"4 Ways to Be a Force for Good in the World"

By Dr. Shelley Prevost



You're in a position to do more good than you think; starting right inside your own company. Like many of you, I am still reeling from the events in Connecticut a few weeks ago. What I saw unfold was almost enough to turn this Director of Happiness into a nihilist. Rather than choose nihilism, however, I feel convinced, stronger than ever, to do good in this world. And as this personal commitment is reaffirmed, I have a charge for business leaders everywhere.

You are in a unique position to affect many lives--lives that you don't even know you impact. When you treat an employee with respect and kindness, you are empowering her to parent her children with respect, or to be a little kinder to her spouse or neighbor. It pays forward, so *use your power for good*. Here's how:

1. Give others something to believe in. Inspiring others is not magic, but it's also not easy. To inspire others, *you* must first believe in something. Talk about your life's calling. What is your purpose, cause, or belief? The more you talk about it, the more you will inspire others to find theirs. When they do, be among their biggest champions.

2. Build a community that cares. Don't just build a "company culture." Build a community where relationships are formed and people genuinely care about each other. You *will* make an impact if you are serious about honoring the humanity of your employees. When you believe that people are human beings first and worker bees second, you say something about their worth. Consequently, they will sign up to be in your army and smash through walls for you.

3. Say "thank you" and mean it. Gratitude is one of the most powerful yet underestimated aspects of leadership. In fact, employees rank appreciation extremely high among incentives.

- Appreciate someone working consecutive 16-hour days? Tell her.
- Love someone's idea and how it helped break through some barriers? Say so.
- Thankful that someone believes in your dream? Say "thank you."

Air Force Core Values

Integrity first

*Service before
self*

*Excellence in
all we do*

Important Dates to Remember

June 3: Cancer
Survivor's Day

June 6: D-Day
(Display U.S. Flag)

June 12: Philippines
Independence Day

June 14: Flag Day
(Display the U.S.
Flag)

Father's Day
(Observed the third
Sunday in June)

June 28: Gettysburg
Civil War Heritage
Day

The key with gratitude is to keep it specific and heartfelt. People are adept at smelling a phony thank you. Unlike the proverbial "good job" to a toddler for simply peeing *in* the toilet, appreciation should *actually* be about something remarkable.

4. Find the good. Tony Tjan, CEO of venture capital firm Cueball, recently spoke about optimism in an interview with the *New York Times*. He said: When someone gives you an idea, try to wait just 24 seconds before criticizing it. If you can do that, wait 24 minutes. Then if you become a Zen master of optimism, you

could wait a day, and spend that time thinking about why something actually might work.

Finding the good in something is not always easy--some ideas are bad, some jobs are bad, some people are bad--but there is usually a shred of good in everything. Notice it and then speak up about it. It's amazing how quickly this reframe--to see the possibility instead of the liability--will go viral, prompting others around you to see the good, too. Give it a try.

Ethics & Character

"Check BEFORE you act!"

By Eric Harvey

Check decisions and planned activities for "rightness" before implementing them. Use the questions below (or similar ones supplied by your organization) as your litmus test. Answering "no" to one or more of the following would suggest the need to either develop an alternative strategy or to seek counsel and advice from appropriate sources:

THE ETHICAL ACTION TEST

- A. Is it legal?
- B. Does it comply with our rules and guidelines?
- C. Is it in sync with our organizational values?
- D. Will I be comfortable and guilt-free if I do it?
- E. Does it match our stated commitments and guarantees?
- F. Would I do it to my family or friends?
- G. Would I be perfectly okay with someone doing it to me?
- H. Would the most ethical person I know do it?

Lead Well ... Lead Right,

"You must never be fearful about what you are doing when it is right"

-Rosa Parks

Mentoring

Model – must lead by example

Empathize – a measure of interpersonal involvement and caring

Nurture – caring attitude with an emphasis on development and understanding

Teach – step-by-step learning and correcting mistakes

Organize – sequential plan of lessons with a defined target of learning

Respond – developing a communicative process between the two

Inspire – motivating a person to be better than before

Network – introduce to others that can also provide support, info and resources

Goal-set – set realistic and attainable goals

Leadership

“Turn a Good Worker into a Great Manager: 6 Steps”

by Paul Spiegelman

It's noble to promote from within, but irresponsible if it's without preparation. Here's what you should do.

I'm sure this is familiar. You have a great employee, who does strong work, and is ready for more responsibility. So you make him or her a supervisor, manager, or leader of others, and you're happy you did. "Congratulations, you're now a manager," you say, with all sincerity.

But then, you live to regret it. And you realize, it wasn't that the individual did something wrong. *You're* the one who forgot something: to help lay the foundation for that newly-crowned supervisor to succeed. You didn't train him or her to become a manager. I remember a number of years ago when my team and I were looking for supervisors for Beryl's call center. Naturally, I thought, we found people who had been great at answering phones and handling customers, and so we promoted them into the new advisor positions. A couple of years later, when productivity was suffering, I heard a common refrain from senior leaders: the problem lay in the call-center supervisors. They thought I should get rid of the existing group, and start fresh.

While a new group sure sounded good, I knew that wasn't the answer. The supervisors weren't the problem; it was me. I failed to give those promoted employees the tools and training they needed to be successful. Rather than looking at them, I needed to look in the mirror, and so did the whole senior leadership team. So I challenged leadership to invest the necessary time and energy to give the call-center supervisors the training they needed--and we got great results. It's noble to try to "promote from within," but irresponsible to promote without preparation. In some cases, you may not have the resources available to train your next leaders, and when that happens, it may of course be necessary to look outside. Or maybe you hire someone who can train your next generation of leaders.

If you're going to commit to advancing the careers of your best workers, and one of those opportunities moves them into a leadership position for the first time, always do the following:

- Give them a mentor for a period of time.
- Invest in either internal or external training.
- Guide them in how to be an example to others.
- Teach the difference between management and leadership.
- Check in often to help them with new issues they'll deal with.
- Make sure they enjoy the new role.

Remember middle managers or supervisors have tremendous influence, and you



Gen Frank J. Grass
Chief of the National
Guard Bureau

The Seven C's of character:

Conscience
Compassion
Consideration
Confidence
Control
Courage
Competency

The Six Pillars of Character

Trustworthiness
Respect
Responsibility
Fairness
Caring
Citizenship

can't underestimate the importance of their roles. Equip and empower the employees you promote, and it will pay big dividends down the road.

Mentoring & Force Development

“Secrets to Highly Effective Teamwork”

By Manny Ramos

Want to know the secret to creating an effective business team — one that is all about teamwork? The most effective teams tap into what makes each member unique and what motivates them, according to Cathy Rodgers, a corporate consultant on teamwork in business and area chair of the University of Phoenix College of Social Sciences at the Jersey City Campus.

Here are her suggestions on how to improve your results when working in a group:

1. Make an effort to communicate better. The most productive members of an effective team do a lot of listening. “Really listening,” Rodgers says, “so you are really hearing what [people] are saying as opposed to thinking of a thousand other things and not fully paying attention.” Improved communication is helpful when conflicts arise and need to be resolved among team members.
2. Look for what motivates each person. When delegating or discussing work one-on-one, it's important to find connections between tasks and team members' personal goals. “The mistake that we make as human beings is assuming that what drives us drives everybody else,” Rodgers says, “and it's not true.” One team member's motivation, for example, could be to complete a project under budget. Another team member may want to make a difference in the company or for a client.
3. Tap into individual assets. If you assign tasks according to personality and strengths, you'll end up with better results than if you assign based on other factors. Think about each team member's “strong points as far as personality and how their minds work, not necessarily how good they are at say, programming or some other skill,” Rodgers advises. Some people are visionaries and full of ideas but not good at focusing on the details to make things happen. Others are good at putting one foot in front of the other until a job is done. You need both types, Rodgers explains, and they need to be assigned tasks that play to their strengths.
4. Do your part to raise morale. Rodgers believes that team members work better when they are acknowledged, especially by the leader. However, it is also good if co-workers are generous with compliments, since just about everyone works harder when they feel their efforts are noticed and appreciated.

“Don't let your mistakes define you, let them guide you.

Tomorrow is a new day” -Michael Josephson

Diversity

“Diversity Management Exposes Employees’ Hidden Intelligence” By: James Surowiecki



Lieutenant General
Lt. Gen. Stanley E.
Clarke III, Director Air
National Guard

Reflection of the Month

“Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around.”

~Leo F. Buscaglia

Diversity management, according to “The Wisdom of Crowds” author James Surowiecki, has two main hurdles: overcoming a natural tendency to associate with similar people and the need to develop trust. That’s why it’s so hard to get different ways of thinking in organizations. Surowiecki presented these key insights on diversity management from his book at Diversity Inc’s Innovation Fest. The audience noted the relationship between innovation, business success and cultures that encourage opinions and ideas from people from different backgrounds. He discussed how the collective intelligence from a diverse group of individuals more frequently delivers a more viable and innovative solution than from an individual or group of homogenous individuals, even those with higher IQs.

For example, he noted that when a game-show contestant is given an opportunity to poll the audience for a correct answer, the audience gets it right 91 percent of the time. The reason the wisdom of crowds works—and why it’s especially valuable in a large organization—is because it provides access to an unspoken diverse knowledge base and bypasses bureaucratic obstacles, such as information hoarding and a disrupted flow of information.

But Surowiecki did have a stipulation: The group must be diverse so everyone can make different kinds of mistakes. “Problems arise when the group is homogeneous—that’s when you make poor decisions. Diversity is fundamental in that sense.”

Going Against the Crowd; Actually achieving this diversity, however, is a challenge for diversity-management leaders, as it goes against human nature, Surowiecki said. “We like to work with people who are like us and who we agree with. It’s easier; it’s smoother and runs well,” he said, noting that “we need to get over that. The best decisions don’t emerge out of a quick consensus.”

The fundamental key, he said, is finding comfort in that disagreement. There needs to be an established trust between individuals—i.e., between company leaders and their employees—so that people can have candid conversations and voice their opinions. “It’s not easy to get people to say what they think,” said Surowiecki. “We are worried about what others think of us. We don’t want to appear too far from the center.” “Diversity makes it easier for people to think for themselves,” said Surowiecki. He pointed out that crowds are wisest when people act as much like individuals as possible, as independence is fostered by having diverse points of view.

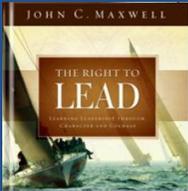
“This is why having diversity advocates really matters. We need people who can really push for it, who can foreground the benefits of diversity and remind us why it matters,” said Surowiecki.

Recommended Reading

The Right To Lead
Learning Leadership
Through Character and
Courage

by John C Maxwell

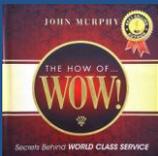
<http://www.walkthetalk.com/the-right-to-lead.html>



The How of Wow

by John Murphy

<http://www.walkthetalk.com/the-how-of-wow.html>

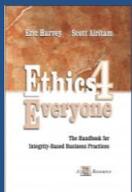


Ethics4Everyone

The Handbook for
Integrity-Based Business
Practices

by Eric Harvey and Scott Airitam

<http://www.walkthetalk.com/ethics4everyone.html>



Best Practice

“Community Service: Adding Value to the Younger Generations Through Interactive Activities”

One of the most important tasks for the ANG and all Airmen is to do community outreach activities to add value to our citizens. It is an organizational must and a personal necessity, and such is the case of Chief Jorge Mustafa.

Chief Mustafa, the State Command Chief for Puerto Rico, a traditional Airman and a retired Junior Executive from the Power and Light Industry in the island, has been mentoring and adding value to younger generations while pursuing his life-long hobby and passion—scale modeling.

Chief Mustafa is a very talented and experienced Master Modeler with over 45 years of experience. He has been building scale replicas of airplanes, ships, cars and everything that can be built since early childhood. *“I build and super-detail anything that lands in my bench”*, he said. *“It is an enjoyable and stress soothing activity that allows me to maintain my skills sharp, while producing amazing accurate replicas of the real thing”*, he added. In 2003 Chief Mustafa founded the local chapter of the International Plastic Modelers Society, (IPMS), in Puerto Rico. This organization embraces scale modeling around the world and fosters this form of plastic art. Chief Mustafa led his local chapter for five years before he became the national organization’s Regional Coordinator for all US affiliated chapters outside CONUS. The local chapter does several model shows and exhibitions throughout the year where he instituted an IPMS program called Make-N Take.

With this program the chapter sets up a special table during their activities to mentor children and young adults, under the tutelage of their parents, in a hands-on, mind-on workshop on how to build a scale model the organization provides free of cost. They give an easy to build, snap in place glue-less model and an experienced modeler seats with the children and teach them the basics of this hobby. At the end of the day the children take home their finished model. *“It is a wonderful and enjoyable experience to be able to coach these children in something that they have never done before and to see how they start to develop those so much needed skills that are being lost amidst the flow of the information superhighway”*, said Chief Mustafa. *“This is an important value-added activity to*



Chief Jorge Mustafa at his home model shop.



Award winning model; 1/24 scale DeHavilland Beaver diorama with prop spin, lights and special effects, that won first place at the IPMS Nationals in Virginia Beach in 2008.



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a community of children and young adults that so much need coaching and mentoring on these essential skills and the associated moral/ethical values we pass on to them”, he added. “I believe that each and every one of us in the ANG have unique and special talents and skills that can be, and should be taught to the younger generations”, he said, “It is the right thing to do and provides us a great door to embrace the diversity of people and of thoughts”, commented the Chief.

Chief Mustafa has won numerous awards with his scale masterpieces, and to this day has won ten National Awards that has gained him National and International recognition. His work has been published in different scale modeling magazines and web based webzines in the U.S., Great Britain, and other European countries, where he is widely known and highly respected. “It is a humbling honor to be known and respected in the scale modeling world”, said the Chief.



One of the younger members of the group, teaching a visiting boy the art of scale modeling under the IPMS Make 'N Take program, during an exhibition in 2012.

Adding value by reaching out to our local communities in any way we possibly can is not only a rewarding task, but also a mentoring must. We mentor our younger generations by leading by example, and it only takes to reach out to them with skill and character forming activities, and like the Chief, with educational programs and hands-on activities of time tested hobbies directed to interact, coach and educate a younger generation of children and young adults as well.

As Airmen and Citizen Soldiers we are tasked to reach out to our communities and do so in positive, value added educational activities, serving as examples and helping promote better relationships embracing the diversity all around us. We must continue to develop best practice activities that positively impact the community we serve.

“No one can do EVERYTHING; but everyone can do SOMETHING. Are you doing what you can? The world needs everyone to do their share”

-Michael Josephson

Better Workplace

“Timely Tips for Effective Communication”

By Eric Harvey

For Leaders ...

Don't kill the messengers. If you want a healthy organization with open communication, it's important that you reward people for keeping you in the loop. You want to encourage others to bring you bad news because you can't fix

Your Values Define Your Character...

what you don't know is broken. Smart bosses like LOTS of information – the good, the bad, and the ugly. The more people are communicating well with you – and with one another – the more you can stay ahead of the curve.

For everyone ...

Don't gossip. Every organization has its informal communication network – often referred to as “the grapevine.” It can be very useful to listen in on the grapevine to find out what others are up to, but try your very best to refrain from putting information out there on the grapevine yourself. It can come back to haunt you – big time.

Don't say anything you don't want repeated. It doesn't matter if you swear someone to secrecy – invariably they will think, “oh, it won't hurt if I just tell my best friend,” and breach confidentiality. It's just human nature. So before you share your thoughts, feelings, or sensitive information with others, just assume that it will be repeated sooner or later.

Added Value & Wisdom

“Giving Advice”

by Michael Josephson

Observations about advice: 1) Proverb: “To be successful is to follow the advice you give to others.” Why are we so much smarter, more sensible, and stronger when we are dealing with problems of others?

2) Samuel Coleridge: “Advice is like snow; the softer it falls, the longer it dwells upon, and the deeper it sinks into the mind.”

Giving advice that isn't received as criticism takes tact, timing, and a supportive tone.

3) Samuel Coleridge: “Most people who ask for advice from others have already resolved to act as it pleases them.” Many people are not really seeking advice; they want affirmation. They want you to approve of what they did or want to do. Saul Bellow said, “When we ask for advice we are usually looking for an accomplice.”

What's your best advice about advice? When has it worked and when has it backfired? Think about that.

“Optimism is the faith that leads to achievement, nothing can be done without hope and confidence” – Helen Keller



Insight, Food for Thought

“Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around” ~Leo F. Buscaglia

“It takes courage to push yourself to places that you have never been before ... to test your limits ...to break through barriers. And the day came when the risk it took to remain tight inside a bud was more painful than the risk it to blossom” ~Anais Nin

“Don’t let others DEFINE YOU. Don’t let the past CONFINE YOU. Take charge Of your life With CONFIDENCE And DETERMINATION And there are NO LIMITS On what you can do or be” -Michael Josephson

“People of character do the right thing even if no one else does, not because they think it will change the world but because they refuse to be changed by the world.” -Michael Josephson

“Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen” – Winston Churchill

***“Leaders establish the vision for the future and set the strategy for getting there; they cause change. They motivate and inspire others to go in the right direction, and they, along with everyone else, sacrifice to get there”
— John Kotter***

***“You must never be fearful about what you are doing when it is right”
-Rosa Parks***

“People grow through experience if they meet life honestly and courageously. This is how character is built” — Eleanor Roosevelt

“The end for a caterpillar is the beginning of the butterfly.” With or without your consent, everything changes. Go with it! Make the best of it! And always remember, the best is yet to come” — Michael Josephson

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others” — Jack Welch

***“Forgiveness does not change the past, but it does enlarge the future”
~Paul Boese***

“It takes a disciplined person to listen to convictions which are different from their own” ~Dorothy Fuldheim

The Value of Diversity?
Priceless...