



LEADERSHIP AND DIVERSITY

INFORMATIONAL WISDOM FROM THE HRA AND CCM COMMUNITY



CCM Jorge Mustafa & Ms. Cynthia Perez

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Significant Quotes

To enhance your personal and professional growth

"Enthusiasm is the fuel that drives innovation and inclusion the lubricant that smoothes the gears of productivity" – G. Mustafa

"By being yourself, you put something wonderful in the world that was not there before." ~Edwin Elliot

NG/ANG Highlights

"Bulgarian Students Among TEC's Latest Graduates"

By: Master Sgt. Mike R. Smith, I.G. Brown Training and Education Center

The Paul H. Lankford EPME Center, a division of The I.G. Brown Training and Education Center graduated its first Bulgarian students in a ceremony attended by Tennessee National Guard senior leaders and international guests.

Two Bulgarian air force members completed leadership education here through the Tennessee National Guard's State Partnership Program. Officials credited the efforts between the Lankford EPME Center and the office of the Secretary of the Air Force (International Affairs), and State Partnership Program officers from Joint Forces Headquarters, Tennessee National Guard to invite the first students in what officials from both countries hope will be a sustained effort.



Chief Master Sgt. Ronald C. Anderson, command chief master sergeant, Continental U.S. North American Aerospace Defense Command Region, and 1st Air Force (Air Forces Northern), Tyndall Air Force Base, Fla., congratulates Sergeant Yordanka S. Petrova-Angelova with the Bulgarian air force during a graduation ceremony here for U.S. Air Force Noncommissioned Officer Academy and Airman Leadership School, instructed by the Paul H. Lankford Enlisted PME Center.

"The TEC's host wing, the 134th Air Refueling Wing, Tennessee Air National Guard, played a key role in making this a success," said Chief Master Sgt. Donald E. Felch, commandant of the Lankford EPME Center. Sergeant Yordanka S. Petrova-Angelova attended six weeks of Noncommissioned Officer Academy and Corporal Stoyko V. Stoykov attended five weeks of Airman Leadership School.

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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"If I had the chance, I would do this again," said Stoykov. "Those things we learn here are not just written words, but things that are beneficial to our lives."

The two Bulgarian students graduated with 334 U.S. service members from across the Air Force, the Air National Guard, the Air Force Reserve Command, and the Coast Guard. The Defense Attaché, Embassy of the Republic of Bulgaria, Brig. Gen. Stefan Yanev, attended the ceremony. Stoykov was thankful to both militaries for allowing him the opportunity to attend the training and represent his country.

The partnership between Tennessee and Bulgaria began more than 20 years ago. Governors and adjutants general in all 54 states and territories use their National Guards to build relationships in various corners of the world through the program. "It started with a handshake and hopefully it will not end for a very long time," said Army Maj. Gen. Terry Haston, Tennessee's adjutant general, who has travelled to Bulgaria more than two dozen times.

The Lankford EPME Center holds the largest volume of enlisted professional military education in the U.S. Air Force. Thousands of service members - including those from Canada - arrive on the campus annually to study and practice Air Force heritage, leadership, management and communication skills. "It's really good that they got to come here, because they got to start at the top," said Haston. "I know the quality that this academy provides."

Editor's comments: Having had the opportunity to witness this event and to meet with and talk to the Bulgarian students in person, as well as many other of the Active AF, ANG, AFRES and Coast Guard, I can guarantee that the job being done at the TEC is marvelous. Their professionalism is second to none and speaks volumes about them and the ANG. I strongly recommend all Airmen and NCO's to attend PME in residence. It is a unique experience. I want to thank Col Tim Cathcart, Chief Donald Felch and all the staff for their kindness and warm welcome I received during my visit. *Chief J. Mustafa.*



State Command Chief Jorge Mustafa, from PR, (center), met with Bulgarian air force Sergeant Yordanka S. Petrova-Angelova, (right) and Cpl. Stoyko V. Stoykov (left), during the NCOA/ALS graduation ceremony on August 15, 2013, at McGhee Tyson Air National Guard Base, Tenn.



Diversity Moment:

Bulgarian air force Sergeant Yordanka S. Petrova-Angelova with U.S. Airmen and classmates, during the NCOA/ALS graduation ceremony at McGhee Tyson Air National Guard Base, Tenn. On August 15, 2013.

Contributed Article

Air Force Core Values

Integrity first

*Service before
self*

*Excellence in
all we do*

Important Dates to Remember

Labor Day (Observed
the first Monday in
September)

National
Grandparent's Day
(Observed the first
Sunday after Labor
Day)

Sept 11: Patriot Day
(In honor of those who
lost their lives in the
terrorist attack on the
United States,
September 11, 2001)
Became law 12-18-
2001 (Display National
Flag) A Tribute To
New York

Sept 17: Constitution
day / Citizenship
Day (Display
American Flag)

Sept 19: POW / MIA
Recognition Day

Native American
Indian Day (Observed
the 4th Friday in
September)

“Lt. Col. Anderson Neal, Jr., Trying to make a difference”

Recipient of the NAACP Roy Wilkins Renown Service Award for ANG

*By Senior Airman John Hillier and Senior Airman Hannah Landeros,
188th Fighter Wing Public Affairs*

For his long career of service and mentorship to others, Lt. Col. Anderson Neal, Jr., 188th Maintenance Group commander, 188th Fighter Wing, Fort Smith, Ark., was presented with the 2013 National Association for the Advancement of Colored People (NAACP) Roy Wilkins Renown Service Award on July 16, 2013, at the organization's annual convention held this year in Orlando, Fla.



“The mentoring Lt. Col. Neal does is huge,” said Lt. Col. Judith Mathewson, 188th Mission Support Group deputy commander. “He mentors individuals all around the base, not just people who work for him in Maintenance Group. He is a role model, not only for African Americans but for all individuals in the unit so they can perform at their best. He does the same things for people working for him at USDA that he does at the 188th: Mentors people who want to be leaders.”

Named for noted civil rights advocate and former NAACP executive director Roy Wilkins, the award honors military members and Department of Defense civilian employees who have made a significant contribution to civil or human rights and exhibit the core values of their respective military service. Neal was presented the award during an Armed Services and Veterans Affairs Awards luncheon in Orlando, where the NAACP recognized military members and civilians for their contributions to equal opportunity, human relations and America's veterans.

Neal is a soft-spoken leader known for his personable manner and warm smile. Those traits also served him well when he began his career at the United States Department of Agriculture. In 1987, he was promoted to the Soil Conservation Service's regional office in Hope, Ark., and saw his opportunity to make needed changes in the organization.

Guest speaker Lt. Gen. Stanley E. Clarke III, director of the Air National Guard, called diversity a military necessity and an asset that will make the National Guard and the military stronger. "In the National Guard and the United States military we have adopted many of the principles the NAACP holds dear in order to build a more diverse and therefore stronger workforce," Clarke said.

Neal grew up on an Eastern Arkansas farm as one of 11 children. His parents were sharecroppers who had little opportunity for formal schooling, but impressed upon him and his siblings the values of hard work and education.

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

The Guardsmen who have worked alongside Neal attest to his willingness to make connections and forge relationships between people of differing backgrounds. “I had an opportunity to work with Lt. Col. Neal on some personnel issues for the Maintenance Group, Mathewson said, and what I saw in Lt. Col. Neal was that not only was he personable, but through his leadership he was giving his Airmen good guidance and was understanding of the personal crisis that individual was going through.”

Whether it was helping farmers increase their crop yield in rural Arkansas, counseling Airmen on how to advance their careers, or working to ensure a more level playing field for the people around him, Neal has made building bridges between people his primary focus.

“When I was enlisted out here, our commander would always be standing on the catwalk overlooking the hangar,” Neal said. “You never saw him out on the flight line or in any of the shops. I don’t want to be remembered like that. I’m trying to make a difference.”

Feature Article

“The Beginning of Positive Thinking”

by Michael Josephson

I am a strong believer in the power of positive thinking, which is the title of a best-selling book published in 1952 by Dr. Norman Vincent Peale, a controversial preacher and pastor who popularized the idea that if you can change your attitude, you can change your life. He urged people to consciously train themselves to be optimistic and enthusiastic, to believe in themselves, to refuse to dwell on negative thoughts, and to visualize success. He also vigorously advocated forgiveness, gratitude, and building one’s own character.

Who could argue with that? Apparently, the entire psychiatric community. His theories evoked universal criticism from psychiatrists, who labeled his advice shallow, simplistic, and possibly dangerous. They believed that, ultimately, those who tried his methods would end up disillusioned and worse off than before. He was labeled a confidence man and a charlatan.

I was surprised to discover that even Dr. Martin Seligman, the father of the “Positive Psychology” movement in 1998, nearly a half century after Dr. Peale’s book, vociferously sought to distinguish “positive thinking” from “positive psychology.” He called positive thinking an “unproven and dangerous” armchair activity. Certainly these are legitimate concerns that some people might be so taken by the “self-hypnosis” of positive thinking that they foolishly or naively ignore risks and deny demonstrable negative realities, but these concerns are no better documented than Dr. Peale’s claims. In fact, Dr. Seligman and his colleagues launched scientific research proving the huge value of positive attitudes and optimism in producing happiness and mental well-being.



Gen Frank J. Grass
Chief of the National
Guard Bureau

Perhaps Dr. Peale oversold his theories, but millions of people believe that his message gave them a new strategy that made them happier and more successful. Clearly, extreme unreflective optimism can mask risks that need to be considered by prudent people, but I suspect more people suffer because of negativism than optimism.

Even today, I find these Peal-isms appealing and useful:

- If life gives you lemons, make lemonade.
- Imagination is the true magic carpet.
- It's always too early to quit.
- Success consists not in fighting battles, but in avoiding them. A masterly retreat is itself a victory.
- The trouble with most of us is that we would rather be ruined by praise than saved by criticism.

Ethics & Character

“Authentic Apologies”

by Michael Josephson



Command Chief Master
Sgt. Mitchell Brush
Senior Enlisted Leader

“I’m sorry.” These are powerful words. Authentic apologies can work like a healing ointment on old wounds, dissolve bitter grudges, and repair damaged relationships. They encourage both parties to let go of toxic emotions like anger and guilt and provide a fresh foundation of mutual respect.

But authentic apologies involve much more than words expressing sorrow; they require accountability, remorse, and repentance. An accountable apology involves a sincere acknowledgment that the apologizer did something wrong. “I’m sorry your feelings were hurt” is a fake apology because it accepts no personal responsibility. A better apology is “I’m sorry I hurt your feelings.” An even better one reveals an understanding of the wrongdoing from the point of view of the person injured and asks for forgiveness. “I’m sorry I called you a bad mother. I was speaking out of anger, and I ask you to forgive me.” Given the natural human tendency to interpret our own words and actions in a manner most favorable to us, it takes great self-awareness to be accountable.

An authentic apology also conveys remorse. It’s easier to forgive persons who have hurt us if we believe they have suffered some pain themselves in the form of regret, sorrow, or shame. Self-inflicted guilt is a form of penance or reparation that clears the road to forgiveness. Accountability and remorse must also be joined by repentance – recognizing something we did was wrong coupled with a credible commitment to not do it again. Without such a commitment, an apology is hollow. Thus, repetitive apologies for the same conduct are meaningless and often offensive. “I’m sorry” is not a Get Out of Jail Free card that lets people off the hook who repeatedly break promises, and fail again.

It takes character to both give and accept an authentic apology.

**"I'm honored to
have this
opportunity to
represent the
enlisted force"**

Leadership

“Do You Have Leadership Courage?”

By Eric Harvey

As a leader, you need courage to do what needs to be done...to do what you know is the right thing. Courage is about having the guts, nerve, and heart to do things that foster and support progress. Here are a few of the important strategies that every leader should focus on:

ACCEPT RESPONSIBILITY - Courageous leaders avoid the temptations to fix blame and focus on the past. They opt, instead, to focus their attention on the future ... on ways to solve situations as they are. If you have the courage to take blame words out of your vocabulary and accept responsibility to move forward, there's a good chance that your team will follow your lead. When that happens, everyone wins.

CREATE POSITIVE CHANGE - The changes you lead people through today may not have a dramatic effect on the history of humankind, but they can have positive impacts on the professional lives of your team members. It takes courage to move others out of their comfort zones and into uncharted waters. There can be resistance at every point in the process. Therefore, you have to stay at least one step ahead – always focused on the results to be achieved. Embrace change because when you stop changing, you stop improving.

HIRE AND PROMOTE THE BEST - When you have an open position, look upon that challenge as a great opportunity. Surrounding yourself with extraordinary talent is not just an important part of your job – it's also critical to your success! You have the ability to make a tremendous difference in the make-up and performance of your team. Have the courage to “hire tough” so that you can “manage easy” ... and reap the other rewards that come with it.

Better Workplace

“Workplace Inclusion”

By Chief Jorge Mustafa

One of the greatest demeaning acts in the workplace is related to inclusion. Workers, at all levels, expect to be a valued part of the organization, to be treated with dignity and respect and to feel included in the sum of the organization—that is, the goals and objectives, the decision making (up to certain levels), to be listened to and counted with, to feel they matter and are important. However, the reality these days is somewhat different in many places that include the corporate world, the government and the military.

The most disappointing feeling a worker can have is the feeling that he/she is being excluded. Suddenly the leader and even co-workers stop seeing you there,



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

“Never say no to
yourself.”

“A diverse force is one
of our greatest
strengths.”

“We are proactively
shaping our future
developing combat
ready, adaptable
Airmen.”



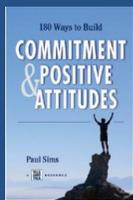
Command Chief
James Hotaling,
ANG Command
Chief

”Fate has placed us in
this position. Our
Airmen expect the best
from us everyday, and
we will not fail them.”

Key Focus Areas:

- Renew Our
Commitment to the
Profession of Arms.
- Health of the Force.
- Recognize/Embrace
Our Accomplishments.

Book Review



Build Commitment and POSITIVE Attitudes

Here are three tips and techniques from the powerful handbook [100 Ways to Build Commitment & Positive Attitudes](#):

1) Do some shameless bragging about your team's accomplishments. Don't hesitate to "blow the horn" about your team's successes by enthusiastically sharing stories of positive results with people throughout your organization.

2) Never Forget: People support what they help create! Even though it's just common sense, it's still an underutilized lesson. When people understand what's expected and feel like they have contributed to the process, they are many times more likely to be committed to getting the desired results. So when making plans and identifying tasks to perform, ask people "What do YOU suggest?"

3) In today's global marketplace, you'll continually be forced to consider the need for making a change. But if you're not willing to question the status quo, you may lapse into a defensive attitude that's resistant to the changes that are necessary. Deal with this by making a list of the reasons to keep things the same and then a list of the reasons to commit to making a change. Now, compare the two lists and let the facts, instead of misguided resistance, guide your decision.

they don't listen to you, barely glance up to you and ignore you like if you weren't there—and, you don't know why. You try to talk to the leader or co-workers, but they dodge your conversation or simply don't pay attention. You try to find what's happening but no one even wants to talk about that. Suddenly you feel excluded and all alone in the middle of a workplace full of people. Sound familiar? Studies reveal that this situation continues to happen all across the board in all three labor sectors and that, in recent years, as a result of all the social and economical upheaval, it has increased. How bad is this kind of situation, and how much it affects the workers and the organization?

To begin with, this situation is disappointing and demoralizing to all affected and is a draining short circuit to the organization. When people feel excluded their morale, enthusiasm and productivity drains away. They report to work to a workplace environment that has turned alien, dangerous and hostile—where the leader have his/her inner circle of trust, usually workers that share common traits with them and whom leaders "trusts" above anyone else, and if you are outside that inner circle, often you become a victim. Studies reveals that in most workplaces with these kind of situation, the "trusted" inner circle workers get empowered to run the workplace who, in turn, lacking the required leadership traits, recur to bullying, intimidation, oppression, and even discrimination. The end result is that workers are alienated and intimidated and productivity suffers greatly. Most people can't afford to lose their jobs, especially these days, and fearing reprisal and possibly losing their jobs, they remain quiet in the face of adversity and simply go with the flow—and those that stand up against the aggression usually end up in trouble and even losing their jobs.

But, what can we do about that? Bullying has no place anywhere. Reins of intimidation fear and adversity has no place anywhere. Poor and mediocre leadership practices have no place anywhere. The inner circles of trust even thus have always existed and most likely will continue to exists, can't take center role in managing the workforce. Leaders need to make every member of the workforce feel an inclusive part of the organization—make them feel valued. The end goal of the organization will greatly benefit when everyone is part of the team.

To overcome this adversity the best tool is to educate—to ensure that everyone knows this disease and how to work with it. The organization has rules that follow federal laws that prohibit such things, and sometimes people have to take the stand and face oppression, despite the consequences. Workplace bullying, bad leadership attitudes and actions, exclusion and maltreatment of employees feeds from people's fear and will not stop if let alone to exist. People fear losing their jobs, but they just don't realize that by staying quiet and going with the flow, they are losing their dignity and honor, and just becoming slaves of the wrongly powerful.

"Enthusiasm is the fuel that drives innovation and inclusion the lubricant that smoothes the gears of productivity". With inclusive, valued, enthusiastic and empowered workers, we move America and the world. Where do you stand in your workplace today?

Diversity

“Diversity Equals Mutual Respect”

Commentary by Dawn A. Altmaier, 92nd Air Refueling Wing, Fairchild AFB, Wash.



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Reflection of the Month

***“The final forming
of a person’s
character lies in
their own hands.”***

~Anne Frank

Air Force Instruction 36-7001, Diversity, defines diversity as "...a composite of individual characteristics, experiences and abilities consistent with the Air Force core values and the Air Force mission. Air Force diversity includes, but is not limited to: personal life experiences, geographic background, socioeconomic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity and gender."

So why does diversity matter in the Air Force? It matters because the Air Force is grounded on inclusion and mutual respect among all personnel. Human nature makes it natural for us to gravitate toward people who are like us. Whether that likeness is physical such as the color of our skin, or mental such as being affiliated with a certain political party, we all feel comfortable with others who share similarities. Sometimes this gravitation unintentionally leads to actual or perceptual exclusion or rejection. Either case is detrimental to the success of a team.

A team is like the human body. As the body has various individual parts with very specific functions that need one another, so we, as members of the Air Force team, have very specific abilities in order to function effectively. Your various body parts are extremely diverse, yet they operate independently and in unity to accomplish a purpose beyond the scope of any individual part. Say you were going to cross the street, your eyes tell you if it is safe, your ears listen for oncoming traffic, your heart carries blood to your muscles and your muscles move your legs forward. The same is true of the Air Force team; we are a diverse team who operate individually to accomplish a purpose greater than ourselves. Imagine you are deployed to a bare base in a region unlike anything you've experienced. Would you want everyone to be the same as you, or would you want people who come with different experiences, perspectives, and ideals? People who grew up in the country have a different perspective than those who grew up in a city. People who are "outdoorsman" will have different skill sets than a "gamer." Someone from Montana will have different experiences than someone who grew up in Florida. Someone from Aircraft Maintenance will face challenges differently than someone from the Force Support Squadron. Someone born in the 60's will have different life experiences than someone born in the 90's. We need these differences to adapt and overcome obstacles we face as a team.

If we were not diversified, would we ever learn something new? Would we be able to grow ideas? Would we be able to overcome challenges and obstacles to the greatest extent possible? Probably not. Next time you are with a group of people, get to know someone who is different than you. Celebrate your diversity and use it to unify rather than divide. We are all a team member of our great Air Force and what you bring to the fight helps us prevail in a rapidly changing world.

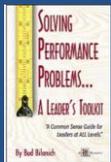
The Seven C's of character:

Conscience
Compassion
Consideration
Confidence
Control
Courage
Competency

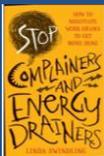
The Six Pillars of Character

Trustworthiness
Respect
Responsibility
Fairness
Caring
Citizenship

Recommended Reading



Solving Performance Problems: A Leader's Tool Kit - A Common Sense Guide for Leaders at ALL Levels by Bud Bilanich
<http://www.walkthetalk.com/solving-performance-problems-a-leaders-tool-kit.html?>

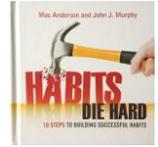


Stop Complainers and Energy Drainers - How to Negotiate Work Drama to Get More Done - by Linda Swindling
<http://www.walkthetalk.com/stop-complains-and-energy-drainers-how-to-negotiate-work-drama-to-get-more-done.html>

Mentoring & Force Development

"Habits Die Hard"

By Nicole Harvey Schoychid



Here is some food for thought ... *Every single qualification for success is acquired through habit. And only WE can control what habits we adopt.*

This knowledge can be a hard pill for us to swallow, but it is also very empowering. WE ALONE are the ones who decide to keep the bad habits or make the ones that WE KNOW are healthy for us. For example, I know that if I were to do a little yoga everyday ... to make it a HABIT... I would be a happier, healthier person. But do I do it? NO! Regardless of what excuses I make (didn't sleep well, busy schedule, too much laundry, I'll do it later... the list goes on and on) the truth is, these are all excuses, and they are NOT helping me to move in a positive direction. It seems crazy that somehow I would resist doing things that I know will make me feel GOOD! But this is because they are not HABITS (yet).

I recently re-read the book **Habits Die Hard** and have vowed to keep it on my desk with important pages marked. This book provides a step by step model to get you out of "autopilot" and back in control of your life. I am giving you a taste below. Feel free to print it out and put it somewhere as a reminder.

Give Thanks and Appreciation

We always have something to be thankful for. The air we breathe is a good start. Our capacity to think and relate to one another is a gift to appreciate. Even the habits we have, good or bad, exist for positive reasons. We are meant to learn from them. Without contrast, we have no context. And without context, content doesn't really matter. What is up if we do not understand down? What is good if we do not know bad? *Our habits are lessons in disguise.* They challenge us to grow, to become more aware, to stop and smell the roses.

When we give thanks and appreciate, we immediately transcend all negative energy and emotion holding us back. Try this: the next time you get a bill in the mail, say "thank you". Feel good that you have a mailbox, and an address. Do not *fear* the bill, *resist* the bill, *get upset* about the bill or *worry* about the bill. Simply **appreciate** it. Now do the same thing the next time you are delayed on a flight, rejected for a job opening, or criticized by someone who doesn't know any better. Recognize that the world is full of stimuli and WE have the power to choose how we will respond.

Pay close attention to your repeated tendencies and habits and remind yourself to pause before hitting the replay (autopilot) button. Do not fan the fires of discontent with hostility and resistance.

"In the long run, we shape our lives, and we shape ourselves. The process never ends until we die. And the choices we make are ultimately our own responsibility." ~Eleanor Roosevelt

Added Value & Wisdom

“Core Values”

By Chief Jorge Mustafa

A solid foundation of life and business is based in unyielding core values. The Air Force core values instill a strong, solid foundation for all Airmen to follow. These core values not only work for the Air Force, but for each individual in their personal, family, social, religious and community environment as well. Looking forward, and exploring the Airman’s creed also, we find a direct correlation between three key points of the creed and the AF core values, which are the foundations of our characters and behaviors.

The Airman’s Creed clearly states three key points: don’t leave an Airman behind, don’t falter and never fail. If we examine the message in the creed, I think these three points are the essence of the entire creed, and they closely intertwined to the core values, as detailed below.

Don’t leave an Airman behind = Service before self. When we make this value a personal trait and a moral quest, we will always provide the very best we can offer. We will always put service to others and the mission before us and we will always take care of our people, thus never leaving anyone behind.

Don’t falter = Integrity first. The moment we are passionate about being in the frontline of our lives, when we believe in ourselves and have a solid foundation of our values, we will struggle to do the right things right, we will never weaken or hesitate to uphold integrity in everything we do and represent. When people have a strong sense of integrity, they will not falter before the face of adversity or wicked opportunities that may lend themselves for easy gain.

Never fail = Excellence in all we do. We uphold a strong personal, professional, moral and organizational stance that we will never fail in protecting our nation, our organizations, our Airmen, our communities, our families and ourselves. To accomplish that we must always be strongly passionate in achieving the maximum excellence in all we do.

When we give our best, when we place service before self, do things with the highest level of integrity and are passionate in achieving excellence we will never leave anyone behind, even in the worst adversity, we will never falter or weaken and we will never fail our personal, professional, moral, ethical, communal and organizational responsibilities and goals.

No one can do anything alone—all we do and represent requires a combined effort and team approach. And for working together it is required to uphold the most important beliefs in common core values and a statement of belief, (creed), which defines us and guides us into being the most powerful Air Force of the world.

The Value of Diversity?
Priceless...

Insight, Food for Thought

“Today is the first day of the rest of your life is a bit portentous; I prefer to wake up to five-card-draw poker. Each morning, a new hand; some days, junk; some days, a full house; and every day, they challenge of playing that hand to win.” ~Wendy Reid Crisp

*“By being yourself, you put something wonderful in the world that was not there before.”
~Edwin Elliot*

“Forget not that the earth delights to feel your bare feet and the winds long to play with your hair.” ~Kahil Gibran

*“Person to person, moment to moment, as we love we change the world.”
~Samahria Kaufman*

“The key to success in life is using the good thoughts of wise people.” ~Leo Tolstoy

“Gratitude unlocks the fullness of life. It turns what we have into enough, and more. It turns denial into acceptance, chaos to order, confusion to clarity. It can turn a meal into a feast, a house into a home, a stranger into a friend. Gratitude makes sense of our past, brings peace for today, and creates a vision for tomorrow. “ ~Melody Beattie

“There is no sense in having passion in life if you don't apply it. That's like filling up the tank of your car with the highest octane gas and then not going anywhere! ~Zig Ziglar

