



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

"Not everything that is faced can be changed, but nothing can be changed until it is faced"
— James Baldwin

*"What lies behind us and what lies ahead of us are tiny matters compared to what lives
within us."* ~ Henry David Thoreau

NG/ANG Highlights

"NAACP Recognizes National Guard Members for Diversity"

By: Master Sgt. Thomas Kielbasa, Florida National Guard Public Affairs

Members of the National Guard who help promote and energize diversity programs among Soldiers, Airmen and civilians were given special honors on July 16 by the NAACP during the organization's annual national convention.

During an Armed Services and Veterans Affairs Awards luncheon in Orlando, the National Association for the Advancement of Colored People (NAACP) recognized military members and civilians for their contributions to equal opportunity, human relations and America's veterans.

The luncheon was also a chance for Department of Defense (DoD) leaders to highlight the importance of diversity among the men and women - in and out of uniform - who make up the agency and military services.

"Even though we have an all-volunteer force, the nation's fighting force today is the best it has ever been," DoD Director of Diversity Management and Equal Opportunity Clarence Johnson told the attendees at the NAACP luncheon. "A high-quality force has made it strong...but a high-quality, diverse force has made it stronger." Johnson said that as of May 2013, about 30 percent of the U.S. military's active duty force is comprised of minorities, and about 15 percent is comprised of women.



Director of the Air National Guard Lt. Gen. Stanley E. Clarke III, second from left, poses with NAACP award recipients from the National Guard during an Armed Services and Veterans Affairs Awards luncheon in Orlando, Fla., July 16, 2013. Also pictured are Lt. Col. Anderson Neal Jr., left, Maj. Nathlon Jackson, center, Phyllis Brantley, and Col. Ondra Berry. (Photo by Master Sgt. Thomas Kielbasa)

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.

"This DoD Newsletter is an authorized publication for members of the Department of Defense. Contents of The Leadership & Diversity newsletter are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, or Air National Guard."

He said that while the DoD continues to look for more opportunities to reflect the "diversity of America" in its organization - especially in its senior ranks and civilian corps - the recognition by "the premier civil rights organization in the world" was a testament to the DoD's efforts.

Guest speaker Lt. Gen. Stanley E. Clarke III, director of the Air National Guard, said diversity is a military necessity and 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," he said. Clarke noted that about 26 percent of the National Guard is comprised of minorities and 16 percent is comprised of women. "Our rapidly changing operational environment demands a broad range of talent, experience and perspectives for mission success," he said. "...Leaders at all levels in every organization must be committed to building a diverse force that reflects the best of our nation, and must foster an environment that promotes trust, mutual respect and incorporates different backgrounds and perspectives."

Recipient of the NAACP Meritorious Service Award, Col. Ondra Berry, called his award "a recognition that the Guard is doing this right and we're leading the way" in issues of diversity. Berry, a member of the Air National Guard, serves as special advisor to the chief of the National Guard Bureau on issues of diversity, leadership and equal opportunity. "To be able to represent the National Guard, as a person who believes strongly in making sure we have an environment that is conducive for all of our Airmen and civilians, makes me proud," Berry said during the luncheon.

Chief of Diversity and Special Emphasis Programs for the National Guard Bureau Phyllis Brantley was also honored during the program. She was presented with the Benjamin L. Hooks Distinguished Service Award by Chairman of the NAACP National Board of Directors Roslyn Brock. Upon accepting the award, Brantley reconfirmed the importance of mentoring by senior leaders within the National Guard Bureau diversity program, and expressed appreciation to Gen. Grass and others who have supported the program.

Also receiving recognition during the luncheon were the recipients of the Roy Wilkins Renowned Service Awards: Maj. Nathlon Jackson (Army National Guard); Lt. Col. Anderson Neal Jr. (Air National Guard); Charles Pimple (U.S. Army); Bonnie Pyett (U.S. Navy); First Sergeant Edward Parson (U.S. Marine Corps); Tech. Sgt. Candice Compton (U.S. Air Force); Gail Jackson (U.S. Coast Guard); and Michael Crosby (Defense Agencies). U.S. Army Sgt. 1st Class Alywn Cashe was posthumously awarded the Jesse Brown Distinguished Leadership Award. Another Guardsman honored was a Pennsylvania military officer who served in the state's Civil War-era militia; each table at the luncheon held a centerpiece dedicated to Maj. Octavius V. Catto, who was killed while on duty in Philadelphia in 1871 defending African-Americans at a polling location.

Contributed Article

Air Force Core Values

Integrity first

*Service before
self*

*Excellence in
all we do*

Important Dates to Remember

August 4: US Coast
Guard Day

August 8: Senior
Citizens Day

August 14: V.J. Day

August 19: National
Aviation Day

August 26:
Women's Equality
Day (Suffrage)

August 21: Hawaii
Day

Friendship
Day (Celebrated the
first Sunday in
August)

“Profession of Arms—a lesson from Jenga”

By: Chief Master Sergeant Sean L. Strong,
Recruiting and Retention CFFM, Joint Base Andrews, MD

Aren't you getting a little carried away? Does it even really matter? This is the attitude some have when the subject of adhering to customs and courtesies and dress and appearance standards is raised. Fellow Airmen or Soldiers may even get a little uptight because you point out an unbuttoned pocket or tell them to put a hat on while outdoors or perhaps suggest that they need a haircut. Some, instead of saying thanks for the catch, get offended.

The truth is, the longer we are in the operational Air Force, removed from those places that initially “put the blue on us”, the greater the potential is for us to lose that “edge” of personal discipline. It is important to remember that as Airmen we are not simply in a job - we are in the Profession of Arms. From time to time we need to refresh that idea in our mind, consider what it means, and think about how it affects why we do what we do. The Profession of Arms has some similarities to other professions. We have commonly agreed upon standards and expectations, just like doctors and lawyers do. We take oaths and have official bodies that govern our profession and frame our operations. Yet, the Profession of Arms is also different. While we have some similarities, other professions may not share the depth or gravity of commitment that we have made. We do not do what we do for profit, but for the preservation of the country and those we love. Whether on our own soil or in foreign countries, we will give our lives in her defense if necessary. We learned from day one of our military careers that customs and courtesies, dress and appearance and the like, all boil down to one basic thing – discipline. And discipline is a concept that we had to embrace the moment we stepped off of the bus at Lackland AFB. In the Profession of Arms discipline is not only our hallmark but it is also the cornerstone of our military's ability to fight and win wars. This has not changed and it will not change. But, as I have already intimated, our “edge” can begin to dull over time and keeping it sharp will take a conscious decision and commitment as Airmen to be consistent and purposeful in honoring and upholding our traditions.

Jenga is a family table game that most of us are familiar with. As one stacks the pieces one upon another, gradually moving each subsequent piece a little farther away from the position of the original results in a predictable crash. This serves as a good illustration about why we in the enlisted corps and especially as SNCOs must always be purposeful in ensuring that we are not doing the same thing - moving away, little by little, from the discipline, traditions and foundations that make us strong. Many that have gone before us upheld these ideals and remember this - we asked for the privilege to do the same when we volunteered to put on this uniform. From the original Minutemen 375 years ago until today, every Soldier, Airman, Sailor and Marine, our brothers and sisters in this great profession, has embraced these ideals the same way. As those in the Profession of Arms, let us each expect the most of ourselves and others. Let us all uphold the standards and insist on the same from our fellow Airmen - regardless of rank.

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

Future generations of Airmen are relying on us to preserve and pass-on a firm foundation for them to build upon. We cannot promise to deliver that if we allow apathy to rule and as a result lose the personal sense of honor we get from serving our country and its citizens. Remember, a leader models leadership. So stand up and walk tall because this uniform, and the personal discipline it demands and deserves, identifies you as part of a very unique and honored cadre – The disciplined, determined, defenders of our country.

Feature Article

“Toxic Relationships at Work”

By: Chief Jorge Mustafa

Relationships can turn toxic within a company for many reasons, and an atmosphere of cultural intolerance is often a leading culprit. This can occur when workplace competition (either between departments or within one) intensifies to the point where office wars break out, leading to total mistrust within the organization. Leaders in particular must pay attention to these inter-personal workplace dynamics in today's technology-driven ecosystem of connectivity and collaboration. Solid intra/inter-departmental relationships are about more than simply “getting along” – they're essential to the day-to-day success of an organization.

Authors Chris Ernst and Donna Chrobot-Mason offer tactics to overcome any “clash of civilizations,” whether it's a conflict between two different teams that can't see eye to eye; a cluster of departments grinding up against each other like tectonic plates; or a level of incivility that's extreme enough to put projects -- and careers -- on the line. Ernst is a senior faculty member at the Center for Creative Leadership. Chrobot-Mason is an associate professor in psychology at the University of Cincinnati and director of the Center for Organizational Leadership. Here are selected, “how to” highlights from their book *Boundary Spanning Leadership*:

Create buffer zones: Employees need a safe place to work and speak freely without being confronted by others.

Establish a “neutral zone”: This is a space that's welcoming to groups on all sides of a divide, thus avoiding “home-field advantage” for anyone.

Encourage community building: Launch Web 2.0 resources where team members— regardless of their department or status—can collaborate and innovate. Incorporate fun logos and other identifiers within projects.

Create a narrative of success: In recapping your successes, try to include every team member in the story you tell. It demonstrates that you notice and appreciate their efforts.

Set team goals: Challenge groups with goals that cannot be achieved by any single person. This means individual roles within a team must have unique value.

Four ways to cultivate collaboration:



Gen Frank J. Grass
Chief of the National
Guard Bureau

1. **Create “Attractor Spaces.”** A lounge area with big flat screen, communal dining and other appealing shared areas break down barriers and encourage brainstorming/problem-solving.
2. **Create in-house company directories** that include personal as well as professional profiles so real people emerge, as opposed to your team members being seen as “the tech geeks.”
3. **Build Leadership Networks.** Encourage brown-bag lunches, invite in-house talent to speak at leadership sessions, celebrate milestones and find other ways to bring people together and inspire leadership empowerment.
4. **Get out!** Meaning, out of the office. Bowling parties, soccer or softball leagues and similar efforts help you shred formality and hierarchy and enable your employees to overcome their differences.

Ethics & Character

“Good Ethics Make Better Relationships”

by Michael Josephson



Command Chief Master
Sgt. Mitchell Brush
Senior Enlisted Leader

**“I’m honored to
have this
opportunity to
represent the
enlisted force”**

While I believe that good things tend to happen to people who consistently choose the high road, the correlation between ethics and success is a loose one at best. Thus, it’s pretty hard to sincerely promote ethics by appeals to self-interest. What’s more, when self-interest is the controlling justification for moral behavior, moral reasoning is replaced by a pragmatic cost-benefit analysis that invites rationalizations and condones selfishness. When people are kind, honest, or respectful only when there’s a pay-off, or obey rules only when they think the risk of punishment is too great, ethical behavior is just an investment. Judging by the amount of lying, cheating, and other dishonorable conduct out there, it’s not generally regarded as a good investment.

Too often honesty and other virtues impede rather than improve chances for success. For those who are unwilling to pay dues for their integrity, ethics simply costs more than they’re willing to pay. But there is an undervalued benefit of good character, a benefit we can promote in good faith to our kids, students, and employees: people who struggle to be good and decent have better relationships. Traits like honesty, responsibility, compassion, and respectfulness may seem like expensive luxuries, but they’re priceless assets when it comes to building enduring and rewarding relationships with our spouses, children, friends, and co-workers. For most people, good relationships marked by love, respect, and kindness are the best road to happiness. When you think of it, that’s really quite a pay-off.

***“You have succeeded in life when all you really want is only what
you really need.”~Vernon Howard***

Leadership

“Are You a Manager Or a Leader?”

By: Andrew James



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.

There’s a difference between being a boss and a leader. Which one are you? Webster’s definitions of a boss include: A person who exercises control over others and makes decisions, usually the person of highest rank or authority, a supervisor, a person who commands in a domineering manner.

In contrast the definitions for a leader include: A person who rules, guides, inspires, escorts, directs, influences, persuades, and is out and ahead of or at the head of others. They have influence, power, and commanding authority over those they lead. They tend toward a certain goal or result, are in the foremost position, and usually “pull” people toward what becomes a common vision. People usually follow a leader because they want to rather than have to.

Influential leaders, who lead with great ethics, whether they are Presidents, Kings, corporate CEOs, Girl Guide or Scout leaders, bare some traits in common. They are passionate about what they do and what they believe in; they are visionaries, can see the “big picture”, and are driven inside to draw people into what they believe – to jump on the train with them. A boss in a grocery store sees shelves that need to be stocked, employees that need to be scheduled, doors that need fixed, floors that need to be cleaned, and the year-end staff social that needs to be planned. They work toward these ends, seeing them to fulfillment, sometimes in very creative ways. A leader in a grocery store sees those things too, but he or she also feels excitement about being in business, or about making profit from people’s need for food and daily household products and how that profit can be poured back into the store to make it superior over other grocery stores. They care about, and inspire, their staff, realizing that they are the front line ambassadors of the store. They not only see where the store is at now, but they also envision what it will look like or how it will impact their community ten years from now. Whether they actually own the store or not, they make the store their own.

With a good leader, people usually feel drawn, or “pulled”, into the same vision. Have you ever gone into a store or restaurant and been treated so well by the staff there that you just knew that you would return again? Not only did you just receive knock-your-socks-off customer service, but you also met employees empowered by the vision of a true leader. A leader usually develops and motivates leaders under them. People who get “fired-up” and captivated by the vision and rise to the occasion. For leaders, leadership is a way of life. If there’s leadership spontaneously required at a gathering, leaders will step up to bat, even if it’s just to open a door as people arrive. Can a boss be a leader? Definitely.

“I recommend you take care of the minutes for the hours will take care of themselves” ~Lord Chesterfield

Book Review



“Paper Airplane”

Tomorrow comes at us with lightning speed, and your competitive advantage is a fleeting thing. As leaders, we must create an environment that puts innovation front and center. Your people must know it is the key to your company’s survival. **You must create a climate that rewards risk and creative effort.** Your people must not fear mistakes, but understand that honest mistakes can be life’s main source for learning. So teach them to fail quickly, and often, to enable them to reach the next plateau.

Every now and then a rare book comes along that captures a subject in a profound and unforgettable way. **Paper Airplane** is one of those books. It connects with people of all ages and shares valuable lessons about vision, creativity, and having the courage to take action. **Paper Airplane** takes less than 30 minutes to read, but the insight and “aha moments” are priceless. Once you read it, you’ll never think the same.

Paper Airplane
A Lesson for Flying
Outside the Box.
by Michael McMillan
<http://www.walkthetalk.com/gift-books-movies/teamwork-for-success/paper-airplane.html>

Better Workplace

“The Basics of Recognition”

By Eric Harvey

Some people call it “positive reinforcement,” others, a “motivational strategy.” Still others label it “common courtesy” – a sign of appreciation. But most folks refer to it as “RECOGNITION.” And it’s one of the most powerful tools in every manager’s tool box. Here are a few tips for you to consider:

- Remember that gimmicks, gadgets and giveaways can make your recognition efforts fun and memorable. But nothing (I mean NOTHING!) can replace the good, old-fashioned, sincere, look- ‘em-in-the-eye-and-say “thank you.”
- Remember the “Platinum Rule”: Recognize others the way *they* want to be recognized. Don’t assume that others appreciate the same forms of praise that you do. Successful recognition is in the eye of the receiver, not the giver!
- CELEBRATE SUCCESS! Consider closing meetings and training sessions with discussions about people who exhibit the positive behaviors your organization says are important. Who has recently delivered superior customer service? Who is a role model when it comes to teamwork? Who has made a valuable contribution that deserves our thanks? Ask these questions regularly. You’ll find more than enough positive examples!
- You can increase the impact of your recognition by linking performance to “big picture” end states. Rather than just saying, “Wow, you really handled that well,” try something like: “What you did really enhanced our relationship with a very important client. I’m convinced she will do business with us again soon. And you’re a big reason for that.”

Diversity

“How Your Company Can Embrace Inclusion”

By Shirley Engelmeier

The drama of last year’s national election sent a significant message about the reality and power of inclusion. The evolution and arrival of a new chorus of previously unrecognized voices certainly shaped the political conversation, but it also provided valuable insights for the business landscape in 2013 and beyond. What are the takeaways?

- Individuals who were formerly viewed as minorities are quickly growing in number. The new majority is the old minority. In fact, 35 of the top 50 metro areas in America now have a majority of minorities.
- Our workplaces are becoming increasingly global — we are no longer confined by the walls of a building, the borders of a city, state, or even a nation.
- Our workforce is more diverse than ever in terms of ethnicity, age, and the personal perspectives that all these differences reflect.
- Increasing diversity leads to increasing complexity, which requires enhanced



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Reflection of the Month

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

efforts for inclusion. Seeking out, listening, and responding to the voices of all of our constituents is more important than ever.

Looking Ahead: To be successful, organizations need to realize the critical value of ensuring that their workforces mirror their markets. So, as we consider how far we’ve come and where we still need to go to really embrace inclusion, here are some short-term predictions that can help companies shape their management strategies.

- There will be a dawning realization that representation metrics, by themselves, are obsolete. Who cares how many people of some ethnicity or demographic we have in our organization? What matters is how those people are driving business results.
- Command and control will weaken. It is a myth that the person with the loftiest title has the best ideas, or the most valuable contributions to share. In 2013, titles matter less. Innovation doesn’t have to come from the C-suite. It also comes from the front lines.
- Mid-level managers will gain influence as organizations embrace inclusive practices. Those are the folks who can make a difference when it comes to adopting, implementing, and modeling inclusive behaviors.
- We will see a growing trend towards business resource groups and employee networks, not only as a way for people with shared traits, interests, and backgrounds to come together, but as a way for people without those shared traits, interests, and backgrounds to learn about them and to leverage what they learn in ways that impact the bottom line.

Ultimately, there will be an increased awareness around inclusion as a business strategy. Inclusion will be embraced as a bridge to customers, as the conduit to the establishment of what J. Walker Smith describes as “a kinship economy.”

Mentoring & Force Development

“Increase Employee Productivity with Coaching”

By Cecile Peterkin

Workplace productivity is one of those topics that never seem to be far from the minds of business owners. Ultimately, while it’s true that a great deal of attention is paid to what is currently being accomplished, the greater focus is often placed on what can be done to further increase employee productivity.

One of the best options for increasing employee productivity is simple: coaching. Coaching employees can lead your business to the same great success as is achieved by a championship sports team. Think about it for a minute: if you’re looking at what you can do to increase employee productivity, what could be a better model than a sports team – particularly a team made up of students? Coaching employees is about making sure that everyone understands the “rules of the game” – what needs to be done to meet the needs of clients and customers, while making sure that everyone is working together to achieve a common goal.

The Seven C's of character:

Conscience

Compassion

Consideration

Confidence

Control

Courage

Competency

The Six

Pillars of Character

Trustworthiness

Respect

Responsibility

Fairness

Caring

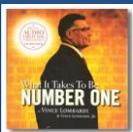
Citizenship

Recommended Reading

What It Takes to Be Number One

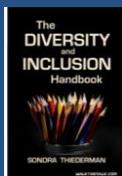
by Vince Lombardi & Vince Lombardi, Jr.

<http://www.walkthetalk.com/gif-t-books-movies/see-all/what-it-takes-to-be-number-one.html?>



The Diversity and Inclusion Handbook by Sondra Thiederman

<http://www.walkthetalk.com/the-diversity-and-inclusion-handbook.html>



In other words, what you are going to find is that by coaching members of your team, you're going to be able to:

1. Identify the strengths and weaknesses of everyone on your staff – and make sure that your employees are working in a position where they excel.
2. Help each member of the team learn to work more effectively with one another.
3. Ensure that your staff members understand the goals that they are working toward – and the tasks that must be completed in order to reach those goals, along with the smaller tasks that must be completed along the way.
4. Determine more effective strategies for supporting your clients.
5. Know that your staff is working together successfully.

The more your staff members are working together to achieve their goals, the more you will see an increase in workplace productivity. By making sure that your staff members are working together, whether coaching employees who are new to the team or focusing on learning more advanced strategies, you will see that projects are coming together, goals are being met and your business is thriving.

An increase in employee productivity is a sure fire way to know that your staff are coming together – that members of the team are focused on common goals and on developing strategies for achieving major milestones. By coaching employees and encouraging mentor relationships, you can be sure that your staff comes together and they know that everyone benefits from the strengths of other members of the team. As a result, you can be sure that you are offering employees a great working environment and that they are committed to reaching your business goals.

Added Value & Wisdom

“The Story of the Butterfly”

A man found a cocoon of a butterfly. One day a small opening appeared. He sat and watched the butterfly for several hours as it struggled to squeeze its body through the tiny hole. Then it stopped, as if it couldn't go further.



So the man decided to help the butterfly. He took a pair of scissors and snipped off the remaining bits of cocoon. The butterfly emerged easily but it had a swollen body and shriveled wings. The man continued to watch it, expecting that any minute the wings would enlarge and expand enough to support the body, Neither happened! In fact the butterfly spent the rest of its life crawling around. It was never able to fly.

What the man in his kindness and haste did not understand: The restricting cocoon and the struggle required by the butterfly to get through the opening was a way of forcing the fluid from the body into the wings so that it would be ready for flight once that was achieved.

Sometimes struggles are exactly what we need in our lives. Going through life with no obstacles would cripple us. We will not be as strong as we could have been and we would never fly.

Insight, Food for Thought

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

“Watch your thoughts, they become your beliefs. Watch your beliefs, they become your words. Watch your words, they become your actions. Watch your actions, they become your habits. Watch your habits, they become your character.” ~Michael Joephson

“Attitudes truly are contagious, and from time to time we need to ask ourselves, “Is mine worth catching?” ~Mac Anderson

“As soon as a man does not take his existence for granted, but beholds it as something unfathomably mysterious, thought begins.” ~Albert Schweitzer

“Life is change. Growth is optional. Choose wisely.” ~Karen Kaiser Clark

“What lies behind us and what lies ahead of us are tiny matters compared to what lives within us.” ~Henry David Thoreau

“Keep pushing forward. Once you start moving, keep moving. Don’t stop. This decision, this discipline alone, can dramatically increase your speed of goal accomplishment and boost your personal productivity.” ~John Mason

“Don’t be afraid to take small steps. There’s something powerful about momentum ... no matter how small. Many times the impossible is simply the untried.” ~John Mason

“Understand that the right to choose your own path is a sacred privilege. Use it. Dwell in possibility.” ~Oprah Winfrey

“I always wondered why somebody didn’t do something about that. Then I realized I was somebody.” ~Lily Tomlin

The Value of Diversity?
Priceless...