



# LEADERSHIP AND DIVERSITY

INFORMATIONAL WISDOM FROM THE HRA AND CCM COMMUNITIES



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## Featured Diversity Article

### *"AF Leaders Announce Latest Diversity, Inclusion Initiatives"*

*Secretary of the Air Force Public Affairs / Published September 30, 2016*

**WASHINGTON (AFNS)** -- In ongoing efforts to attract and retain the most innovative, skillful and strategically agile force today, Air Force senior leaders released the second memorandum to Airmen relaying new diversity and inclusion initiatives.

The 13 new initiatives include notable efforts to raise the bar for geographically-separated military spouses, lengthen the early separation decision window for female Airmen having children, establish diverse slates for key military development positions, increase civilian opportunities for participation in professional development programs, and better market career fields to female and minority populations that currently lack diversity.

In March 2015, the Air Force launched nine initiatives to help build teams comprised of individuals with diverse backgrounds, experiences and demographics; however, Air Force Secretary Deborah Lee James, Air Force Chief of Staff Gen. Dave Goldfein, and Chief Master Sgt. of the Air Force James A. Cody acknowledged work remains to ensure continued success.

"Last year, we launched a set of initiatives designed to promote diversity and inclusion." Air Force seniors said in the official memo. "These efforts recognized that to remain the world's best Air Force we must compete for, develop and retain talent, skill and expertise in new and creative ways."

The first round of initiatives included implementing the Career Intermission Program, creating the online mentorship tool MyVector, and generating opportunities to grow the female officer candidate pool.

"While these first initiatives have made progress, we must do more to develop and retain the talent we have today and build the total force of tomorrow," the senior leaders stated in the memorandum. "To succeed in meeting current and future mission requirements, the Air Force relies on access to the best talent our nation has to offer. To compete for that talent in the future, we must place consistent emphasis on diversity and inclusion in order to attract and retain talent from an increasingly diverse population. Our ongoing initiatives represent another step in that direction."

**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.

**Army Core Values**

L oyalty

D uty

R espect

S elfless Service

H onor

I ntegrity

P ersonal Courage

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The newly released Air Force diversity and inclusion initiatives, according to the memo, align with Defense Department diversity efforts and recognize that the strength of the force will always be in its people.

"We will continue to look holistically at our talent management processes for opportunities to ensure our Air Force is an employer of choice for our nation's best and brightest talent and capitalizes on the unique contributions of all Airmen," Air Force leadership said.

Implementation guidance, to include details for each initiative, will be released by Oct. 15.

The memo from Air Force senior leaders is available at:  
<http://www.af.mil/Portals/1/documents/diversity/Tri-Sig%202016%20Diversity%20and%20Inclusion%20Initiatives%20-%2030%20Sep%2016.pdf?ver=2016-09-30-111308-717>.

A fact sheet on all the Diversity and Inclusion initiatives is available at:  
[http://www.af.mil/Portals/1/documents/diversity/Attach2\\_2016%20Diversity%20and%20Inclusion%20Initiatives%20Fact%20Sheet.pdf?ver=2016-09-30-111307-623](http://www.af.mil/Portals/1/documents/diversity/Attach2_2016%20Diversity%20and%20Inclusion%20Initiatives%20Fact%20Sheet.pdf?ver=2016-09-30-111307-623).

Air Force Diversity and Inclusion podcast is available at:  
<https://www.dvidshub.net/audio>.

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**Leadership*****"This Mindset Shift Changes Everything"***

By: Editor, "The Military Leader", ([admin@themilitaryleader.com](mailto:admin@themilitaryleader.com)).

What I love about leadership is that it is highly individualized. We may strive to display common-held principles for successful leadership...lead by example, mentor junior leaders and exhibit poise during stress. But the way we describe our leadership styles, the personality traits we employ, the perspectives we adopt, the anecdotes we use...they're all different, shaped by unique experiences and beliefs. This individualization creates an endless reservoir of leadership insight from which to draw out of others and learn from.

This summer, a mentor of mine virtually introduced me to a successful Air Force Colonel living in the city I was traveling too. We linked up for a beer and not only did the conversation turn to leadership, but he delivered a dose of wisdom so fundamental that it instantly related to everything I do as a leader and revamped my approach to bringing out the best in organizations.

**Lose Control**

This Air Force Colonel said that too many people impose their authority on the organization and call it leadership. Because their success is riding on the team's

Air Force Core  
Values

*Integrity first*

*Service before  
self*

*Excellence in  
all we do*

Important Dates to  
Remember  
November

Native American  
Heritage Month  
Aviation History  
Month

Nov 8: Election Day ~  
USA

Nov 10: United States  
Marine Corp Birthday  
(1775)

Nov 11: Veteran's  
Day (U.S. - End of  
WWI - 1918)  
Armistice Day  
(Europe - End of WWI  
- 1918)

Remembrance Day  
(Canada - End of  
WWI - 1918)

Nov 17: World Peace  
Day

Nov 20: International  
Children's Day

Thanksgiving (U.S.)  
Observed the 4th  
Thursday of  
November

Hanukkah The  
holiday runs for 8 days  
and begins in later  
November or  
December.



performance, leaders seek increasing amounts of control over the organization's activities. They have a habit of trying to make their people execute exactly how they would do it, which relegates subordinate growth and fails to leverage the talent that individuals could contribute to the problem.

He said that leaders could easily unlock the talent of their organizations by shifting their mindset from one of **control** to one of **growth**. Look at the transformation that occurs when a leader's mindset shifts from "My job is at stake...I must direct this team to excellence," to "My role is to draw out excellence by providing opportunities to perform." This perspective believes that if given the opportunity (and sometimes the inspiration), followers will reach a higher level of excellence through growth than the leader could induce by telling them how to get the mission done.

In this approach, mission accomplishment is simply a byproduct of the team's growth, not a result brought about by the force of the leader's will. It's a version of legendary UCLA coach John Wooden's philosophy...the best way to build a winning team is to elevate each player's level of talent. When they each grow into better players, the team's talent grows exponentially.

### **Follower-Centric Leadership**

This mindset shift radically transforms the follower experience. In your career, you've probably seen how much more inspiring it is to follow a leader who is more concerned about subordinate growth than he is about his own reputation. Those leaders stand out. They care about their people and think of them first. Consequently, those leaders tap into their organizations' full potential and draw talent out of the next generation of leaders. This is the essence of selfless service.

How can we create this mindset? Instead of worrying about sustaining their own position by preventing failure in the face of a challenging situation, leaders could start by exploring how to maximize their followers' development. Instead of asking, "How do I get them to do it my way?"...ask questions like:

- What methods can I use to draw out the creative power of this team?
- What distractions can I eliminate so the team can focus on the mission?
- How can I shape this event to maximize the strengths of the team?
- What creative scenarios can I inject that will challenge the team members and bring them together?
- What conditions will make the experience more emotionally-permanent?
- How can I help my followers draw the best lessons from this event?
- What can I let my followers discover on their own instead of just telling them?

Asking these questions requires you to give up a little control, and that's ok.

When you give them the opportunity, you will see people rise to the occasion. Set conditions for them to contribute their best effort and you might just discover that the need to maintain control was never even necessary.

## Mentoring

**M**odel – must lead by example

**E**mpathize – a measure of interpersonal involvement and caring

**N**urture – caring attitude with an emphasis on development and understanding

**T**each – step-by-step learning and correcting mistakes

**O**rganize - sequential plan of lessons with a defined target of learning

**R**espond – developing a communicative process between the two

**I**nspire – motivating a person to be better than before

**N**etwork – introduce to others that can also provide support, info and resources

**G**oal-set – set realistic and attainable goals

## The Six Pillars of Character

Trustworthiness

Respect

Responsibility

Fairness

Caring

Citizenship

## Leadership from the Heart

There's one more point to share about the counsel I received from the seasoned leader. He wasn't preaching theory. His advice was the core of the leadership philosophy he had used through multiple commands. He truly cared about developing those around him, which was plainly evident by the way he invested in my own growth after only just meeting.

And that's the way leadership has to be... from the heart, personal. You can't care about yourself more than you care about developing those you lead.

[http://www.themilitaryleader.com/mindset-shift-changes-everything/?utm\\_source=feedburner&utm\\_medium=feed&utm\\_campaign=Feed%3A+TheMilitaryLeader+%28The+Military+Leader%29](http://www.themilitaryleader.com/mindset-shift-changes-everything/?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+TheMilitaryLeader+%28The+Military+Leader%29)

## Ethics & Character

### *“Military Code of Ethics”*

*By Cynthia Clark*

The United States military abides by a code of ethics that could be described as better than the morals that influence many in the civilian population based on information from Major General Jerry E. White of the Air Force Reserves. “In the military, we take a different view” of drugs, alcohol, sexual indiscretions, infidelity and dishonesty. Honoring the code of ethics builds trust amongst fellow soldiers, local and foreign communities.

**Core Values:** Each branch of the military shares the same basic code of ethics. Dr. James H. Taylor in an article for the Air & Space Power Journal in 2003 describes ethics as “morality, concern for righteousness, or principles of goodness.” Taylor a distinguished teacher of military ethics and former member of the U.S. Army instructs that each member of the military owes a debt of gratitude to their country, those that came before them and the chain of command. He notes that these values are defined as ““service before self” (in the Air Force), “selfless service” (in the Army), or “commitment” (in the Navy and Marine Corps).”

**Personal Ethics:** “Personal convictions form the most effective basis for moral and ethical behavior,” according to Major General White. In his article, “Personal Ethics versus Professional Ethics,” he further explains that commanders would prefer every military member be instinctively capable of doing what is right. However, “personal convictions change with our society,” especially when so many in the intellectual and educational communities practice relativism: engaging in what feels good for the moment rather than choosing conduct based on moral definitions of right or wrong. When personal ethics are lacking, the consistency of laws must be established.

**Morality and Necessity:** The military has a delicate task of balancing “what is right and wrong with what it values as necessary to accomplish its mission,” by establishing desirable standards of behavior, according to Air Force Major Drew



Gen Joseph L. Lengyel  
Chief of the National  
Guard Bureau

D. Jeter. In his paper, "Moral Leadership in an Increasingly Amoral Society," for the Air Command and Staff College, Jeter says the desirable behaviors have been "coded into law," the Uniform Code of Military Justice (UCMJ) that has governed members of all military branches since 1951.

**Personal Life Ethics:** In the military there is no distinction between conduct in personal life and that of the military life. The two are one. With the military codes of ethics, conduct and standards of behavior are expected even when off duty. National Defense University of the Air Force's Air University defines six levels of public morality requiring observance, including observance of the law and avoiding conflicts of interest. For example, under Crimes Article 134, a military member who fails to repay debts may face dishonorable conduct charges. Debt as with other behaviors may affect a soldier's judgment and pose possible national security risks should they be blackmailed or offered financial relief by domestic or foreign enemies.

**Battlefield Ethics:** Behavior and ethics in the course of war are complex and may become blurred on the battlefield if it were not for the high standards of the U.S. military, its codes of conduct and military laws. Primarily soldiers are obligated to protect their fellow soldiers, our nation, the Constitution and civilians. The military code of ethics even requires that captured enemies and detainees receive first aid, food and basic human needs such as food and water.

Re: [http://www.ehow.com/about\\_6825168\\_military-code-ethics.html](http://www.ehow.com/about_6825168_military-code-ethics.html)



Command Chief Master  
Sgt. Mitchell Brush  
Senior Enlisted Leader

## Mentoring

### *"Teaching an Airman to Fish"*

*By Maj. Joel Neuber,*

*23rd Space Operations Squadron Detachment-1, Thule Air Base, Greenland.*

The old Chinese proverb, "Give a man a fish, you feed him for a day - teach a man to fish, you feed him for life," succinctly demonstrates the impact an involved mentor can have on an individual. While the concept of mentoring and the value of the mentor-protégé relationship is nothing new, the Air Force could benefit from a renewed emphasis on the benefits of mentoring. In order to realize this goal, all Airmen, officers, enlisted, and civilians must realize they have something valuable to share and continually look for opportunities to fit mentoring into both the workplace and their community.

True mentoring benefits both the mentor and the protégé while also improving the organization. Mentors provide support, advice, reinforcement, and constructive examples to help others succeed. It is important for Airmen to realize mentoring can occur at any level. A staff sergeant can be just as valuable a mentor to an airman first class as a colonel can be to a captain. Mentoring isn't a role only filled by field grade officers, senior NCOs and civilians in upper management positions. Just by being a member of today's highly competitive Air



Lieutenant General  
Lt. Gen L. Scott Rice,  
Director Air National  
Guard

Force, you made a quality cut and have something valuable to share with those around you.

The dynamic and uncertain world of today's Air Force makes the mentor relationship more relevant now than ever before. In [a] town hall meeting [earlier this year], Air Force Secretary Deborah Lee James stated that the number one thing we can do to help each other through this downsizing period is to be good mentors. Individuals who experienced these force shaping measures in the past are best primed to help others going through them for the first time. Additionally, as funds for educational temporary duties and professional military education opportunities continue to dwindle, this one-on-one interaction becomes even more important. Distance learning can't replicate the mentoring process' intrinsic value.

There is no simple formula or set guidelines for being a mentor. Each individual is unique and requires a unique mentoring style. Simply sitting an Airman down and telling them to do PME (Professional Military Education) and get their education isn't mentoring. Yes, these things are extremely important, but the mentor must first understand the protégé's needs and goals. Ask, "Where you would like to be five and ten years from now?" Plan out that roadmap and discuss what is right for the individual. That roadmap most likely will include things like PME and education, but make sure they are properly tailored and timed to work with the protégé's needs. Don't fall into the trap of believing that just because something worked for you, it must be the only correct answer.

Unfortunately, some individuals developed a negative connotation for mentoring as it is often equated to politics and sponsorship. General Hal Hornburg, a former Air Education and Training Command and Air Combat Command commander, gave a speech on mentoring to the Virginia Military Institute Cadet Corps. He specifically addressed this perceived notion. He stated, "Mentoring isn't about a 'good old boy' network. It's about helping people grow and think for themselves. It's an opportunity to connect with the past and contribute to the future." Mentoring isn't about playing favorites and creating unfair advantages. A protégé should never be dependent on their mentor for success.

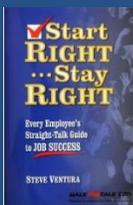
With more requirements being put on the plate every day, it can be difficult to find time to mentor. What many individuals fail to realize is, like it or not, their actions day in and day out make them mentors in the workplace. Young Airmen look to the mentor as a role model for successful behavior. Being an active mentor doesn't mean you need to set aside large blocks of time. There is no need to schedule formal calendar appointments. One of the best opportunities for mentoring is during lunch. Every so often, invite an Airman out to lunch and take some time to discuss their plans. This relaxed environment is much more conducive to open dialogue than the formal confines of the workplace.

Finally, don't limit your role as a mentor to the work environment. There are numerous opportunities to get involved within your local community. One of the

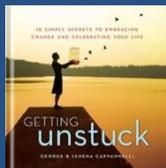


Command Chief  
Ronald C. Anderson,  
ANG Command  
Chief

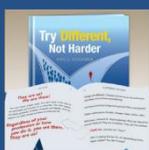
## Recommended Reading



**Start Right...Stay Right**  
Every Employee's  
Straight-Talk Guide To  
JOB SUCCESS  
by Steve Ventura  
<http://www.walkthetalk.com/start-rightstay-right.html?>



**Getting Unstuck**  
10 Simple Secrets to  
Embracing Change and  
Celebrating Your Life  
by George Cappannelli &  
Sedena Cappannelli  
<http://www.walkthetalk.com/gift-books-movies/see-all/getting-unstuck.html?>



**Try Different, Not Harder**  
15 Rules for Mastering  
Change  
by Karl Schoemer  
<http://www.walkthetalk.com/gift-books-best-sellers/try-different-not-harder.html?>

most rewarding experiences of my life was volunteering as a mentor through the Big Brothers, Big Sisters program and seeing the positive impact I was able to make on a young man's life. Organizations such as scouts, church youth groups, and sporting leagues all provide outstanding opportunities to be a positive mentor in someone else's life.

Being a mentor is one of the highest returns on investment you can get for your valuable time. Today's Air Force needs strong mentors to grow the leaders of the future. So, is it about time for lunch? Sounds like a great opportunity to grab an Airman and teach them to fish.

Re: <http://www.military.com/education/keys-to-success/commentary-teaching-an-airman-to-fish.html>

## To Better Ourselves:

### *“Control Your Choices and Control Your Life”*

By: Michael Josephson

Our choices reveal our character, but more importantly they shape our character. Thus, the more aware we become of the choices we make every single day — choices about our attitudes, words, actions and reactions — the more power we have over our own destiny.

Senator Bob Bennett of Utah said, “Your life is the sum result of all the choices you make . . . . If you can control the process of choosing, you can take control of all aspects of your life. You can find the freedom that comes from being in charge of yourself.”

It's true. When we accept moral responsibility for our choices, we take charge of our lives. Yet one of the most common rationalizations for moral compromise is the claim that “I had no choice.” Executives or school administrators who cheat to protect their jobs, athletes who take illegal performance-enhancing drugs to stay competitive, and employees who resort to lying to get what they want frequently convince themselves that they were forced to do whatever they did.

This self-delusion of powerlessness is particularly strong in teenagers who struggle to deal with hormone-intensified impulses and emotions that can create moods and urges that seem beyond control.

Despite the power of intense desire, fear and fury, we always have the power to choose what we think, say and do — even when we're under tremendous pressure, and even when we don't like our options.

Like a ship without a captain to steer it, when we hide behind a self-justifying illusion of helplessness, our lives move in aimless and random directions and sometimes run aground. If we take control, we have control.

<http://whatwillmatter.com/2016/10/commentary-795-4-control-your-choices-and-control-your-life/>

*Reflection of the Month*

*“To keep a lamp burning, we have to keep putting oil in it.”  
– Mother Teresa*

**The Seven C’s of character:**

- Conscience
- Compassion
- Consideration
- Confidence
- Control
- Courage
- Competency

**Special Observances**

**“Native American Heritage Month”**

November is Native American Heritage Month, or as it is commonly referred to, American Indian and Alaska Native Heritage Month.



On August 3, 1990, President of the United States, George H. W. Bush, declared the month of November as **National American Indian Heritage Month**, thereafter commonly referred to as **Native American Heritage Month**. This month is a time to celebrate the rich and diverse cultures, traditions, and histories, and to acknowledge the important contributions of Native people. Native American Heritage Month is also an opportune time to educate the general public about tribes, to raise general awareness about the unique challenges Native people have faced, both historically and in the present, and the ways in which tribal citizens have worked to conquer these challenges.

First sponsor of "American Indian Heritage Month" was through the American Indian Heritage Foundation by the founder Pale Moon Rose, of Cherokee-Seneca descent and an adopted Ojibwa, whose Indian name Win-yan-sa-han-wi "Princess of the Pale Moon" was given to her by Alfred Michael "Chief" Venne.

[https://en.wikipedia.org/wiki/Native\\_American\\_Indian\\_Heritage\\_Month](https://en.wikipedia.org/wiki/Native_American_Indian_Heritage_Month)

**“National Aviation History Month”**

The month of November has been designated National Aviation History Month and is dedicated to exploring, recognizing and celebrating America’s great contributions and achievements in the development of aviation.



Image: <http://www.daytondailynews.com/news/reasons-why-ohio-will-always-the-state-aviation/7BcTSFs7o2yEgJLreEiDHO/>

## Special Significance

## Thanksgiving

## Contact Us

If you have an inspiring story or article related to the subject matters discussed in this publication and will like to contribute, or if you have any value added comment or idea, please contact us.

Col Kerry Lovely  
Kerry.r.lovely.mil@mail.mil  
240-612-8392 (w)  
DSN 612-8392

CMSgt David Peterson:  
david.b.peterson4.mil@mail.mil  
240-612-7664 (w)  
DSN 612-7664  
240-478-1718 (mobile)

SMSgt Samantha Mitchell  
samantha.l.mitchell28.mil@mail.mil  
240-612-7851 (w)  
DSN 612-7851  
757-771-6232 (mobile)

Command Chief (ret) Jorge Mustafa:  
George.mustafa2@gmail.com  
787-525-0923 (mobile)

Chief Rose Mardula  
Wing HRA  
162d Wing AZANG  
Comm 520 295-6880  
DSN 844-6880  
rose.a.mardula.mil@mail.mil



**Happy Thanksgiving to all our service men and women everywhere who can't be with their families. Thank you all for your service.**

*L&D Editors*

Image: <https://fellowshipoftheminds.com/tag/thanksgiving/>

## EDITORIAL NOTE

The material researched and used for this publication is the intellectual property of the authors cited. We strive to acknowledge each and every contributing author and source to give the proper credit for their work.

We endeavor to continue offering the best first-class value added informational material with the highest quality, meaning and importance to all our readers for their personal and professional education and growth.

We appreciate the great support received from the readers.

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## Insight, Food for Thought

***“Perseverance is not a long race: It is many short races, one after another.”***

*~Walter Elliot*

***“If you want things to be different, perhaps the answer is to become different yourself.”*** *~Normal Vincent Peale*

***“Optimism is the faith that leads to achievement. Nothing can be done without hope and confidence.”*** *~Helen Keller*

***“A smile is the shortest distance between two people.”*** *~Victor Borge*

***“Your ability to discipline yourself to set clear goals, and then to work toward them every day, will do more to guarantee your success than any other single factor.”*** *~Brian Tracy*

***“Whether you think you can, or think you can't... you're right.”*** *~Henry Ford*

***“Once we believe in ourselves, we can risk curiosity, wonder, spontaneous delight, or any experience that reveals the human spirit.”*** *~E. E. Cummings*

***“The first law of success is concentration - to bend all the energies to one point, and to go directly to that point, looking neither to the right nor to the left.”*** *~William Mathews*

***“Every adversity, every failure, every heartache carries with it the seed of an equal or greater benefit.”*** *~Napoleon Hill*

***“Problems are to the mind what exercise is to the muscles, they toughen and make strong.”*** *~Norman Vincent Peale*

***“In the confrontation between the stream and the rock, the stream always wins...not through strength but by perseverance.”*** *~H. Jackson Brown*

***“The first thing is to be honest with yourself. You can never have an impact on society if you have not changed yourself...Great peacemakers are all people of integrity, of honesty, and humility.”*** *~Nelson Mandela*

***“What we have done for ourselves dies with us; what we have done for others and the world remains and is immortal.”*** *~Albert Pike*