



LEADERSHIP AND DIVERSITY

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Featured Diversity Article

“3 Unorthodox Approaches to Re-Think And Re-Imagine Your Diversity & Inclusion Strategies Post Election”

By: Cari E. Guittard

If there is any lesson we can draw from the divisive US Presidential election, it is that we need to come together as a country. Whether people supported Trump or Clinton, the polarizing rhetoric and identity politics on both sides of the aisle have so saturated our collective consciousness that we are less inclusive and more fearful of the future not just here in the US but around the world. Business is not immune to the impact. And no amount of diversity and inclusiveness training or programs will change the palpable feeling that we are moving further away from one another, rather than truly embracing diversity and creating environments where people feel included and valued. For business, diversity is the easy part. We can recruit and hire across a diverse spectrum and yet still not achieve the desired outcomes of increased retention, promotion and engagement across our workforce. The reason is simple: Inclusiveness is damn hard to do and nearly impossible to measure. And yet we must strive for a truly diverse and inclusive business environment as it is a massive competitive advantage in the short and long term for companies who get it right.

Inclusion Begins and Ends with Listening & Learning then Leading.

Great, inspiring and enduring leaders know that leadership begins and ends with listening, something that seemed to be in short supply throughout our Presidential election cycle. In addition to listening, they should never stop learning or adjusting based on what they’d heard and absorbed. From there they can lead most effectively over time because true leadership happens in moments. The listening and the learning should be continuous. We should keep this approach in mind as we consider how to re-imagine D&I in the post-election context, particularly on the listening and learning front.

Last month, I was working with a client here in San Francisco and LA on a D&I Master Class series where they would explore completely new ways of looking into their diversity and inclusion approach as a company. With a company like this - who works with Silicon Valley tech companies and whose workforce is primarily Millennial - it was refreshing to be given a clean slate for the content I could engage them on as they had no prior D&I programming locked in stone like so many others. We started with listening to their people and engaging them on a series of homework questions as well as short diagnostics so we could have a clear sense of how they were feeling about the issues before we began. It is important to note that their responses to all were submitted anonymously and managed by a neutral third party outside of the company; in this case I led these

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

Loyalty

Duty

Respect

Selfless Service

Honor

Integrity

Personal Courage

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efforts, which allowed not only for full disclosure and candid responses but also a fresh perspective of the landscape we were engaging with. From there, we learned so much about the pieces necessary to start the dialogue and the path forward began to emerge. In going through this process, I uncovered three essential unorthodox approaches that we all should consider experimenting with and implementing going forward in 2017. The initial premise of these approaches flips conventional thinking on D&I strategies upside down because it focuses on the individual and team levels first and foremost rather than the organization and its external components. I firmly believe that if you engage people at a personal level and give them practical tools that they can implement in their professional and personal lives, the overall engagement and impact of any new effort will be more lasting long term.

Two quick caveats for the approaches below: 1) We need to move away from old modes of thinking that all we need to do is have another 'group' for people to belong to within a company and call it a day. Grouping people based on discrete characteristics like gender, nationality, sexual orientation, etc only serves to create a sense of 'other' and further exclusion and 2) we should focus on continual learning and discovery rather than training. It is a subtle difference but one that is important to keep in mind as telling people what not to do is the surest way to institutionalize resistance and resentment within and organization.

Three Unorthodox Approaches to Consider for 2017

- **Inculcating A Global Mindset** — Whether you are a primarily US-based company with US-centric clients - like my recent client is — or a global business, the principles of The Global Mindset are universal and apply as a practical foundation for further learning and discovery on the D&I front. The Najafi Global Mindset Institute, which was founded years ago by Dr. Mansour Javidan at Thunderbird, is a mapping of the essential skillsets, experience set and mindset for success in a cross-cultural environment. It is simple, straightforward and practical. I include it in the graduate courses I teach at The Hult International Business School on Corporate Diplomacy & International Negotiations as well as my Gender Intelligence work.

- **The Intelligence Triad - Emotional, Collaborative & Gender Intelligence** - After you have the Global Mindset foundation established and are ready to go deeper at the individual and team levels, the tools, diagnostics and exercises in the Collaborative and Emotional Intelligence space as well as Gender Intelligence are critical to expose people to on a regular basis. Much of Google's now massive Search Inside Yourself Leadership Institute (SIYLI) is based on this approach for a reason. The more people practice collaborating effectively and understanding, then modulating one's emotional intelligence to their and others benefit, the more lasting the effect is on our day to day behaviors. There is also substantial, longitudinal research now showing that Millennials in particular are in need of further developing the skills that their fluency with technology failed to teach them long ago - essential coping and resiliency skills or what psychologist Dr. Susan David at Harvard has coined Emotional Agility. On the Gender Intelligence front you need to follow two pioneers, Barbara Annis who started these efforts over two decades ago and has written extensively about the

Air Force Core
Values

Integrity first

*Service before
self*

*Excellence in
all we do*

Important Dates to
Remember January

International Quality
of Life Month,
National Mentoring
Month, Celebration of
Life Month

Jan 1 New Year's Day

Jan 6 Epiphany
(Celebrated 12 days
after Christmas)

Jan 6 Three Kings Day
(Dia de los Santos
Reyes) (Latin
America)

*Martin Luther King
Jr.'s Birthday ~
(observed the 3rd
Monday in January)
(Actual DOB 1-15-
1929)

*Chinese New Year
(Celebrated 2nd new
moon after Winter
Solstice)

Jan 20 Presidential
Inauguration



blind spots between men and women at work as well as Mitch Shepherd, founder of WiRL (Women in Real Life).

- **Strategic Influence & Captive Value:** Once you have the global mindset and skillset foundation established at the individual and team level, from here you encourage the development and strengthening of strategic influence and captive value skills, both of which are essential to effectively manage relationships internally and externally to your organization long term. Of the three approaches, this is the most difficult to engage people on because it is an experience set rarely taught, rarely mastered and yet one that is critical to create an environment where people truly feel included and valued over time.

New Year, New Approaches — Radically Redefining D&I Going Forward.

If there ever were a time for bold action and fresh thinking on diversity and inclusion efforts in business — across the board — it is now. Old thinking and old models won't work going forward and the companies that get this right will not only have a distinct competitive advantage globally but ultimately create an environment people want to work in and with for years to come. The investment in time, energy and resources to getting this right and inviting new thinking in will make all the difference. The work starts now and business is uniquely positioned to take the lead on this by starting to establish and spread new best practices for D&I. And perhaps our government might then learn something new as well and follow business' lead. One can only hope...

Re: http://www.huffingtonpost.com/cari-e-guittard/3-unorthodox-approaches-to_b_13336244.html?utm_hp_ref=diversity

Leadership

“Taking Time to Reflect on the Value of Leadership”

by Gael O'Brien



Do you also find that taking time-out for leadership reflection falls victim to whichever problem has the loudest voice? It is ironic. Our leadership is the ultimate expression of our humanity. Without it our competence has little impact. So in the spirit of planning for the new year, here are some ideas to support a time-out for reflection and leadership effectiveness.

At the core of more leadership effectiveness is the ability to understand our impact on people (in addition to events) and constructively developing it to deepen connection to others. That connection fuels the reason people follow leaders (beyond the fact that they control salaries and advancement opportunities). It is also a driver in ethical or unethical behavior as many headlines about leadership and culture problems demonstrate.

In evaluating where to strengthen our leadership, it is easier to start where feedback from a boss, peer or direct report has spotlighted gaps. In the absence of that, or positive feedback beyond “good job,” asking the following question of

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 Six Pillars of Character

Trustworthiness

Respect

Responsibility

Fairness

Caring

Citizenship

direct reports and others offers useful insight: “What would you like to see more of or less of from me in the coming year to support you in your work?”

If asking that question feels like unnecessarily “rocking the boat” or adding to your overload, one resource to alleviate anxiety is taking a look at *Thanks for the Feedback: The Science and Art of Receiving Feedback Well* by Douglas Stone and Sheila Heen, coauthors of *Difficult Conversations*. The book offers a side benefit of helping bosses give feedback more effectively as well as take it themselves.

Framing the more of/less of question is part of leading by example. It creates a context of wanting to foster a climate where the best outcomes are created for the employee, the company and all stakeholders. The question sends a message that good leadership requires vulnerability in service of continuous growth. Not just the boss’s growth, as employees will see later if you share during their performance reviews what you would like to see more or less of from each of them. Asking the question recognizes the relationship isn’t just transactional. It shows that you see the employee holistically, recognizing emotional as well as professional needs in the job.

In a November interview on her creativity research, Harvard Business School Professor Theresa Amabile included in her discussion about the elements in a high performing work culture, the huge difference made when employees feel recognized as human beings and feel emotionally supported.

We know that the real or perceived absence of the human element in a workplace makes headlines, as Amazon saw last summer. It turns a company and its leaders into a cautionary tale.

If a work environment’s focus is only on the product, the people making it likely have a more distant relationship with bosses. If it feels unsafe to admit a mistake or risk exposure by getting broad-based help to correct it, silence becomes a shield. And the resulting ethical problems can torpedo a company’s success. How leaders at Volkswagen, for example, recover from the emission scandal will have a lot to do internally with how they reshape a work climate. Research by Amabile and others may offer a useful benchmark.

How we go about making profits can also dehumanize work. Leaders’ connection to customers erodes in proportion to the focus on profits in the short-term. The 2007/2008 financial crisis and ongoing ethical scandals like Volkswagen’s debunk the myth of putting customers first. Decisions that pit company interest against customer interest render customers faceless. A human connection is broken. The result is disrespect, a violation of trust and unethical behavior. In December, JP Morgan Chase became the latest example. The company admitted wrongdoing for improperly steering clients to its own funds that often gave the banks higher fees and not disclosing to clients the conflicts.

There is urgent work ahead by all of us to understand better how to balance short- and long-term focus and make decisions that treat customers with dignity. It is at



Gen Joseph L. Lengyel
Chief of the National
Guard Bureau

the heart of leaders earning the right to be followed, employees feeling that what they do matters and customers not being put at risk.

In introducing a program on “Dignity, Wisdom & Tomorrow’s Ethical Business Leaders” at Bentley University last month, W. Michael Hoffman, Executive Director of the Center for Business Ethics, spoke of the potential of business to honor humanity. In his introduction of speakers Hoffman, also the Hieken Professor of Business and Professional Ethics, said:

“If forty years of relentless study of business ethics has shown us anything, it is that when one narrows one’s view of business as a simple pursuit of profits, corruption and danger follow....And, by contrast, when business is infused with ideas that honor humanity, such as wisdom and dignity, the capacity of business to contribute to social flourishing is colossal and a testimony to human genius.”

Working toward that creates a legacy where leaders and others flourish.

Re: <http://business-ethics.com/2015/12/27/taking-time-to-reflect-on-the-value-of-leadership/>

Ethics & Character

“7 Elements of a Strong Work Ethic”

By: *Jacqueline Whitmore*



Have you ever tried to do business with someone who didn’t seem to take pleasure in the job, or care? Perhaps you didn’t go back to this person because you didn’t like the way you were treated, or lacked confidence in that business as a whole. Did you then spread the word to others about your bad experience?

When you own your own business, “bad press” like this can affect your bottom line and your reputation. The solution is to foster and maintain a strong work ethic. A strong work ethic energizes you and your employees to face your challenges head-on, be your best and keep you at the top of your game.

Here are the seven key components of a rock-solid work ethic.

1. **Professionalism:** Being professional involves everything from how you dress and present yourself in the business world to the way you treat others. Professionalism is such a broad category, in fact, that it basically encompasses all the other elements of a strong work ethic.

2. **Respectfulness:** You display grace under pressure: No matter how tight the deadline or heated the tempers, you always remain poised and diplomatic. Whether you’re serving a customer, meeting with a client or collaborating with colleagues, you do your best to respect everyone’s opinions, especially under trying circumstances. This shows you value people’s individual worth as well as



Command Chief Master
Sgt. Mitchell Brush
Senior Enlisted Leader



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



Command Chief
Ronald C. Anderson,
ANG Command
Chief

their professional contributions.

3. **Dependability:** You can be relied on to keep your promises. You are always on time and prepared for meetings, and deliver your work on schedule and on budget. Your reputation for reliability precedes you because you've proven over time that customers, clients and colleagues can trust you to do everything you say you will. In an uncertain world, your customers, colleagues and clients will appreciate the stability you embody.

4. **Dedication:** You don't stop until the job is done, and done right. "Good enough" is not good enough for you and your team. You aim for "outstanding" in everything you do. You put in the extra hours to get things right, giving attention to detail and devotion to excellence. Your passion shows in how hard you work and the results you achieve.

5. **Determination:** You don't let obstacles stop you, and enthusiastically embrace challenges like a mountain climber who ascends higher and higher until the summit is reached. You know that your job as an entrepreneur is to solve your clients' problems, and you resolve to continually seek better and more innovative answers. With purpose and resilience, you push ahead, no matter how far you have to go.

6. **Accountability:** You take personal responsibility for your actions and outcomes in every situation, and avoid making excuses when things don't go as planned. You admit your mistakes and use them as learning experiences so you won't make the same ones again. You also expect your employees to meet the same high standards, and support those who accept responsibility instead of blaming others.

7. **Humility:** You acknowledge everyone's contributions, and freely share credit for accomplishments. You show gratitude to colleagues who work hard, and appreciation to your loyal clients. You have integrity in spades, and are open to learning from others, even as you teach people through your words, actions and example. And, while you always take your work seriously, you strive always to maintain a sense of humor about yourself.

Re: <https://www.entrepreneur.com/article/250114>

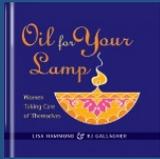
Mentoring

"It's a two-way street: Four ways mentoring benefits the mentor"

by Alex Lyman, Huffington Post

Despite being a young professional with a variety of much-needed mentors of my own, I find that becoming a mentor myself has been equally important to my personal and professional growth. I often find myself connecting with high school and college students on a more relatable level, because it wasn't so long ago that I was in their shoes, and it won't be long before they too, become young professionals.

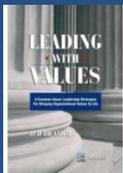
Recommended Reading



**Oil for Your Lamp
Women Taking Care of
Themselves**
by Lisa Hammond and BJ
Gallagher
<http://www.walkthetalk.com/oil-for-your-lamp.html>



**Millennials vs. Boomers ...
Boomers vs. Millennials**
**Listen, Learn and Succeed
Together**
by Eric Harvey and
Silvana Clark
<http://www.walkthetalk.com/leadership-solutions-best-sellers/millennials-vs-boomers-listen-learn-and-succeed-together.html>



Leading With Values
**8 Common Sense
Leadership Strategies
for Bringing
Organizational Values to
Life**
by Bub Bilanich
<http://www.walkthetalk.com/leadership-and-personal-development/leadership-development/ethics-and-values-alignment/leading-with-values.html>

Many professionals see mentoring as a one-way street. The more experienced person takes the rookie under their wing, with the only reward perhaps being the satisfactions of watching their mentee grow. But I disagree. Mentoring offers many growth benefits outside of simply feeling good about helping others.

1) Lessons You Teach Are a Good Reminder for Yourself

I spend a lot of time building up the confidence in my mentees. From being encouraging and supportive, and not letting them lapse into negative self-talk, one of the most important skills I can give the students I mentor is the capacity to believe in and be kind to themselves. However, that same lesson is something I'm still working on within myself. So, whenever I remind mentees of their good qualities, I try to take a minute to remind myself too. To be kind to and confident in myself is the best way I can be a role model for others, and by taking on the responsibility of mentorship, I am reminding myself to strive for a higher standard.

The same is true of professional skills, just as it is for personal lessons. Many educational institutions abide by the theory of "See one, do one, teach one," for optimal learning practices. In my case, I have been taught certain skills, have worked to apply them, and now am getting the reinforcement of teaching others. Nothing can help you learn better than teaching a concept to someone else, because you have to know it inside and out in order to convey it to others.

2) Mentorship Forces You to Step Back and Gain Perspective

When a mentee comes to you with a question or a problem, it is unlikely that you can best offer advice without the benefit of more context. So you ask more questions and gain more clarity about the situation before answering. As an unbiased party, you have the distinct advantage of being able to see the whole picture, without getting caught in details or emotions that may hinder your mentee. Because of this, you can offer advice that is clear and sound.

This part of mentorship has challenged me to step back and gain perspective on my own situation. I am more aware of the non-problems and insecurities that hold me back, and I am better able to work with and trust my own mentors, knowing that they have a similarly clear vision of what my goals and situation look like. And I've also found that it's not such a bad idea to take my own advice once in a while!

3) Mentees Can Teach You Something Too

As a mentor, you are in a great position to step back and see the bigger picture of your mentees' professional life. However, that does not make you all-knowing, better than, or smarter than your mentee. In fact, they absolutely can teach you a thing or two. One wonderful benefit of working with younger students or professionals is that they were more recently in school, and can help keep you current with the latest information, best practices, and new techniques in your

*Reflection of
the Month*

*“The
intensity of
our belief
that we are
right does
not convert
our
opinions
into truth.”
~Michael
Josephson*

**The Seven C’s of
character:**

Conscience

Compassion

Consideration

Confidence

Control

Courage

Competency

industry. You simply have to drop the perceived hierarchy, keep an open mind, and be willing to let your mentoring session work both ways. Most mentees

would be more than happy to share what they know with their mentor, especially since they have gleaned so much from you.

4) Mentorship Grows Leadership Capacity

When you mentor others, you gain critical skills to improve as a leader. You learn to bring out the best in others, recognize strengths and weaknesses, how to be diplomatic while getting results, how to give sound advice and be supportive, and most importantly, how to look within in order to make changes. As a mentor, you are both a leader and a role model for someone else, and that critical role often pushes you to strive for more, to be more helpful, and simply to be the best version of you. And if you can do that working with one person, you can do it with two or three, people, up to large groups and whole companies. The skills you may inadvertently learn are applicable in many life and professional situations, and the confidence you gain as a mentor is transferable to leadership in the workplace. The needs and goals are often the same.

Conclusion

While a mentoring relationship is first and foremost to benefit the mentee, the mentor has just as much to gain in experience, confidence, and knowledge. Mentoring can be equally as beneficial as it is fulfilling, as long as you take the time to reflect on your own life, and consider your own lessons as you take the journey into mentorship.

Re: <http://chronicle.umbmentoring.org/four-ways-mentoring-benefits-mentor/>

Inspirational

“Potatoes, Eggs, and Coffee Beans”

Author unknown

Once upon a time a daughter complained to her father that her life was miserable and that she didn’t know how she was going to make it. She was tired of fighting and struggling all the time. It seemed just as one problem was solved, another one soon followed.

Her father, a chef, took her to the kitchen. He filled three pots with water and placed each on a high fire. Once the three pots began to boil, he placed potatoes in one pot, eggs in the second pot, and ground coffee beans in the third pot. He then let them sit and boil, without saying a word to his daughter. The daughter, moaned and impatiently waited, wondering what he was doing. After twenty minutes he turned off the burners. He took the potatoes out of the pot and placed them in a bowl. He pulled the eggs out and placed them in a bowl.

He then ladled the coffee out and placed it in a cup. Turning to her he asked.

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
301-675-2931 (bb)

SMSGt Samantha Mitchell:
samantha.l.mitchell28.mil@mail.mil
240-612-7851 (w)
757-771-6232 (c)

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



“Daughter, what do you see?”, “Potatoes, eggs, and coffee,” she hastily replied.

“Look closer,” he said, “and touch the potatoes.” She did and noted that they

were soft. He then asked her to take an egg and break it. After pulling off the shell, she observed the hard-boiled egg. Finally, he asked her to sip the coffee. Its rich aroma brought a smile to her face. “Father, what does this mean?” she asked.

He then explained that the potatoes, the eggs and coffee beans had each faced the same adversity– the boiling water. However, each one reacted differently. The potato went in strong, hard, and unrelenting, but in boiling water, it became soft and weak. The egg was fragile, with the thin outer shell protecting its liquid interior until it was put in the boiling water. Then the inside of the egg became hard. However, the ground coffee beans were unique. After they were exposed to the boiling water, they changed the water and created something new.

“Which are you,” he asked his daughter. “When adversity knocks on your door, how do you respond? Are you a potato, an egg, or a coffee bean? “

Moral: In life, things happen around us, things happen to us, but the only thing that truly matters is what happens within us. Which one are you?

Re: <http://www.livin3.com/5-motivational-and-inspiring-short-stories>

Special Significance



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

L&D Editor

Image: <https://s-media-cache-ak0.pinimg.com/236x/cb/b6/cc/cbb6cc68830fea6bbf508b65fc6e3b4b.jpg>

Insight, Food for Thought

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

“Nearly all men can stand adversity. But if you want to test a man’s character – give him power.” ~Abraham Lincoln

“Life’s challenges are not supposed to paralyze you-they’re supposed to help you discover who you are.” ~Bernice Johnson Reagon

“Beautiful light is born of darkness, so the faith that springs from conflict is often the strongest and best.” ~R. Turnbull

“Commit to taking total responsibility for everything that happens to you. This one change in thinking has the power to launch you to the world-class level faster than any other single idea.” ~Steve Siebold

“All negative emotions, especially anger, depend on your ability to blame someone or something else for something in your life that you are unhappy about.” ~Brian Tracy

“We determine whether something will be a blessing or a curse by the way we choose to see it.” ~Kate Nowak

“The essential question is not, ‘How busy are you?’ BUT ‘What are you busy at?’” ~Oprah Winfrey

“True discovery consists not in finding new landscapes, but in seeing the same landscape with new eyes.” ~ Marcel Proust

“Spend your energy searching for solutions, not excuses.” ~David Cottrell