



LEADERSHIP AND DIVERSITY

INFORMATIONAL WISDOM FROM THE HRA AND CCM COMMUNITIES



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Featured Diversity Article

“Top 2017 Workplace Trends: Employee Diversity, Change Management, and Self-Directed Learning”

By Kim Bohr, Executive Vice President of Operations, Fierce, Inc.

The past year has undoubtedly been a trying time for our country, and its impact can be felt on both a personal and professional level. Organizations, with urgency, will need to address a growing employee demand for safe, inclusive work environments and opportunities that will allow them to advance on their own terms. Strong leaders are needed now to successfully manage these evolving demands and make the connection to improved results when investment in areas like these are made. While outside societal forces push the need for inclusion, employees are gaining a greater interest in being in the driver’s seat of their own learning. These two forces—social inclusion and a lean towards more autonomous learning—will be important in the coming year. As key members work together this year to address the most pressing issues within their organizations, here’s what we can expect:

Diversity and Inclusion Efforts Will Be a Top Priority. It was a challenging year for many, bringing issues of diversity and inclusion to light with unprecedented urgency. As we move further into this new year, organizational leaders will play a crucial role in creating unity between employees and stakeholders alike.

Regardless of your political views, it’s apparent that opposing beliefs can create separation in the workplace, especially if individuals feel left out, marginalized, or even fearful. An objective within organizations should be to create an environment where all employees can feel at ease and capable of understanding differing perspectives that exist, regardless of gender, race, generation, religious affiliation, or any other aspect of identity. Leaders need to take control of this conversation by inviting different viewpoints into workplace conversation in a way that leaves workers feeling valued and heard, as well as implementing diversity programs aimed at increasing all employees’ commitment to cooperation and understanding. It’s also important that organizations have a trusted resource and defined process where individuals, who feel even slightly uncomfortable, for any reason, can get the tools necessary to confront the issue head on—either directly or through the company’s leadership. For these efforts to be authentic and actionable, it will be important that leaders at all levels understand the sensitivity these concerns have and the importance of follow-through on the actionable items that come from these conversations.

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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Change Leadership Will Touch More Members Throughout Companies.

Change is inevitable. 2016 proved this to be true across the board. In the workplace, this can range from the complete rebranding of an organization or simply getting a new boss. Historically, organizations have largely focused leadership training on a select few, while outsourcing the role of change management to a single team within the company. Skills related to smooth transitioning and adapting to change, however, are paramount across all levels within companies. Data shows that nearly two-thirds of all change initiatives fail when they are segregated to a small team or chosen individuals. Organizations can adapt by shifting from the view that expertise lies in the hands of a singular team to one that views critical skills as being essential for every employee within an organization to master as the standard way of operating. By shifting to this view, inherently a greater sense of accountability is created on an individual level.

Additionally, incorporating change leadership into all levels within the company will ensure an organization is equipped to handle any change that comes its way as there will be greater alignment between the business initiatives and individual contributions. This heightened level of accountability will enable issues related to change to be managed where and when they arise, which may be within departments, between individuals, or across the organization.

Demand Will Grow for Participant-Driven Learning

The last year also saw a rise in millennial workers that have influenced an increased desire for learning to be largely participant-led. Given that the new normal in business involves doing more with less, this learning approach creates flexibility and control for all generations of employees over what they're learning, how they're learning, and how it's being implemented. It also provides an outlet for organizations to reinforce the connection and impact employees have in the work they do to the strategy and initiatives that are in place. Allowing employees to have more control over their learning initiatives is a positive step towards accommodating preferences and provides the opportunity for greater personal involvement, generational diversity, and showing acceptance for other perspectives.

Company leaders can adapt to these projections by implementing relevant inclusion programs, creating opportunities for self-directed learning, and implementing company-wide training to manage change. Transparency and consistent follow-through will be critical for trust and alignment to exist. The outcome of open and honest discussions, be it with coworkers or between employee and boss, are the cornerstones of feeling valued and producing real results.

Re: <http://hrdailyadvisor.blr.com/2017/01/30/top-2017-workplace-trends-employee-diversity-change-management-self-directed-learning/>

Air Force Core
Values

Integrity first

*Service before
self*

*Excellence in
all we do*

Important Dates to
Remember March

Women's History
Month

Ethics Awareness
Month

March: Mothering
Sunday (England - A
model to our Mother's
Day) ~ (Celebrated the
4th Sunday of Lent)

March 1: Ash
Wednesday

March 8:
International
Women's Day

March 10: Employee
Appreciation Day

March 12: Daylight
Savings Time begins

March 16: Ides Of
March

March 17: St.
Patrick's Day

March 20: First day of
Spring



Leadership

“The one characteristic that makes great leaders”

LaRae Quy, January 18, 2017



The FBI spends a great deal of time, effort, and money in training agents to be great leaders because agents need to be able to land on their feet when confronted with the unknown.

They also need to know how to get people to trust them with their lives, persevere when challenged with adversity and always come out on the right end of a terrorism case. Great leaders understand how to keep moving forward when roadblocks threaten their success. The one characteristic that makes FBI agents great leaders is honesty. Lack of candor will get an agent fired quicker than any other mistake or transgression. It's drilled into agents that they always represent the FBI and that their actions are a reflection of the organization. By making honesty a key value, the public understands they can trust agents to do their job.

For entrepreneurs and business owners, finding new and unique ideas is essential, but the ability to successfully execute these ideas is what separates dreamers from great leaders. When money is tight, stress levels are through the roof and instant success is a long time in coming, it can be hard to always take the higher moral ground. Honesty is more than simply admitting a mistake. It also implies humility, conscientiousness and an admirable ability to feel guilty when you are less than honest in your dealings with others. Here is a closer look at the three components of honesty to better understand why honesty is the one characteristic that makes great leaders:

1. Humility: Please remember that being humble does not mean being a chump.

It should not surprise anyone that studies have confirmed that business leaders from both large and small companies who possessed humility as a core trait were rated as more ethical and trustworthy than their counterparts, as well as able to elicit better employee engagement and job performance.

If you aspire to rank among the great leaders, you need to be humble. Your business will only be successful if your team can come together and problem-solve. By being humble and stepping back, you are creating space for others to contribute. Unless you are intellectually humble, you are unable to learn.

How to make this work for you

1. Share your mistakes as teachable moments -- by being honest and admitting your own mistakes, you make it OK for others to make a mistake as well.
2. Engage in dialogue, not debates -- don't get caught up in trying to prove

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

your point of view. Instead, use this as an opportunity to learn about the way other people think.

3. Forget being wishy-washy -- humility indicates that you are confident enough to make a bold statement and then step back to see if you were right.

2. Conscientiousness: There's a staggering amount of research linking conscientiousness with success and great leaders. A National Institute of Mental Health study found that conscientious men earn higher salaries. The National Institute on Aging also found that conscientiousness is linked to income and job satisfaction.

While other traits like extroversion can predict outcomes in some situations, studies have found that conscientiousness has as much impact on a leader's success as extraversion. Conscientious people tend to be more dependable and achievement-focused, traits that help them rise to the top.

Conscientious people become great leaders because they do certain things better than others: They're better at setting goals, working toward the, and persisting when things go wrong.

Remember the conscientious kids in your classroom? They were the ones who sat in their chairs, didn't complain and didn't blame their teachers when they didn't receive a top grade. They had the mental toughness to manage their emotions, thoughts and behavior in ways that would set them up for success.

How to make it work for you

1. Balance relationships and work -- conscientious people are often more task-oriented than people-oriented, so make sure to balance the two equally.
2. Delegate with care -- conscientious people can and do deliver. If one reports to you, resist the temptation to burn them out by overburdening them with work.
3. Provide structure -- conscientious people tend to work best when there are clear rules, high ethical standards, and a clearly articulated vision.

3. Guilt acceptance: The personality trait of guilt acceptance taps into a person's healthy levels of guilt. Unhealthy guilt looks more like shame; shame is feeling bad about oneself while guilt is feeling bad about one's behavior.

A leader's ability to feel guilty about their wrongdoing has been found to be a direct predictor of success. Researchers found that MBA students who scored higher on guilt-acceptance were rated as more effective leaders by their former supervisors, peers, and clients.

Great leaders should seek out those who are prone to admitting their guilt when hiring and promoting their staff. People who are honest and anticipate that they would feel bad about their behavior after doing something wrong are better able to get along and get results.



Gen Joseph L. Lengyel
Chief of the National
Guard Bureau

“We are citizen-Soldiers and Airmen whose diverse cultures, experiences and skills contribute to make our team successful in every endeavor.”

“Our inclusive culture provides every member a path toward success and an opportunity to reach their full potential.”



Command Chief Master
Sgt. Mitchell Brush
Senior Enlisted Leader

"Be excited, be passionate, I need you to be excited for our future, I need you to train the next generation; don't train them to your standards, train them to be better than you."

How to make it work for you

As a leader, you are often placed in situations where you are either hiring or promoting an employee. Ask these things:

- Please describe a time when you made a mistake at work.
- How did you feel when this occurred?
- What did you do?
- What, if anything, did you learn from the experience?

Never forget that when you make honesty a key value, you generate the trust that is needed to truly make you a great leader.

Re: <http://www.smartbrief.com/original/2017/01/one-characteristic-makes-great-leaders>

Ethics & Character

“Ethics through Self-Discipline: 10 Tips for Success”

By Mark S. Putnam

A self-disciplined life makes the job of good workplace ethics more attainable. Self-discipline has always been one of those elusive character traits that your parents, coaches, or teachers have tried to instill in you for as long as you can remember. Sometimes you had it and other times you didn't. To help you build self-discipline in the workplace, consider the following ten tips:

1. Just do it. Consciously decide that you really want to be someone who practices self-discipline in your attitude and ethics. Let your desire to achieve self-discipline motivate you to make good choices. Say to yourself, "I am going to play by the rules." Make a personal commitment to develop and bullet-proof your personal ethical code of conduct. You must really want it. As long as you require outside intervention to stay ethical, you won't develop self-discipline.
2. Learn the rules. Clarify what you will and will not do. Educate yourself so you won't make ignorant mistakes. Rules, policies, regulations, and standard operating procedures can be overwhelming. But you must resolve that you will never make an ethical decision without knowing what the rules are. Become comfortable asking your supervisor, legal counsel, or ethics office for help. They will appreciate that you took the time to ask before jumping into an ethically uncertain situation.
3. Be accountable. Accept responsibility for your behavior. Don't blame others for your unfortunate actions and decisions. How many times have you seen a cover-up only worsen an ethical crisis? The extent of your personal damage control should be, "I'm sorry. I take full responsibility for my actions and I will make it right." That is what most people want to hear. Taking responsibility shows honesty of character, which is a rare and valuable commodity in the workplace.



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

"I'm all in, for taking
care of the people"



Command Chief
Ronald C. Anderson,
ANG Command
Chief

"Whatever success
means to you, you
should have a clear
path to achieve that
success, regardless of
what your
background is or
what you look like."

4. Practice. Self-discipline is something you can teach yourself. No matter how carefully you plan to live an honest, disciplined life, you won't get out of the starting gate without actually doing something. Self-discipline is not a spectator sport. It requires numerous cycles of practice, failure, and success. Look at the personal obstacles you have overcome in the past and realize that doing the right thing requires you to step-out and stand-up.

5. Eliminate harmful habits. If you tend to stretch the truth, cut it out! If you use company equipment, supplies, or facilities for personal use, stop it! If you interpret company policies to meet your needs, don't do it anymore. The list of ethically bad workplace habits goes on and on. We all have some angle, a scam, or semi-ethical behavior that pushes the envelope. Whatever they may be, put an end to the harmful habits immediately.

6. Set and complete goals. There is nothing more satisfying and rewarding than achieving a hard-earned goal. Ethical goals can be, "When I feel tempted to stretch the truth, I will be factual." "When this person puts me in an ethically uncomfortable position, I will stand-up for the truth." The act itself of completing a goal empowers you and gives you courage to do it again and again.

7. Do what you say you will do. Finish what you start. Stay on task. There may be no greater measure of your character than the evidence that you are (or are not) a man or woman of your word. Dependability is an invaluable asset in the workplace. It shows ethical honesty.

8. Ignore peer pressure. It's easy to be ethical without the negative influence of others. You can't escape ethical conflicts with your peers at work. Every job (no matter how isolated) involves working with others. Even the most homogeneous environment will have some level of moral and ethical diversity. Peer pressure can be the most difficult challenge to your personal ethical values. You must learn to stick to your principles and take the knocks that come with it.

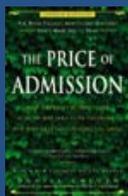
9. Do activities that enhance your self-discipline like exercising, sports, or practicing a musical instrument. The fact is, attaining self-discipline in one area of life will translate to other areas of life as well. Achieving self-discipline in one area reprograms your mind to know what it feels like to say "No" to the easy way out.

10. Don't give up. Moral and ethical values are not skin deep. You simply can't walk away from them when times get tough. Many things in life are negotiable, but your principles are not.

The personal rewards of building strong ethical character are well worth the journey. The benefits go far beyond your business at work and will transcend to all areas of life.

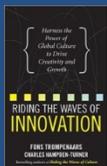
Re: <http://www.globalethicsuniversity.com/articles/ethicsthroughdisc10tips.htm>

Recommended Reading



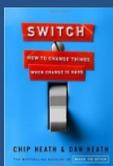
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Mentoring



“Your Career Needs Many Mentors, Not Just One”

By: Dorie Clark, January 19, 2017

These days everyone knows that finding a mentor is valuable. But it's increasingly rare that we actually have one. In an in-depth study of professional service firms, Harvard Business School professor Thomas DeLong and his colleagues discovered: “Everyone we spoke with over age 40 could name a mentor in his or her professional life, but younger people often could not.” They note, “Junior professionals joining a firm 20 years ago could count on the partners treating them like protégés.” Today job turnover, layoffs, and increased bottom-line pressures have taken a hatchet to that “implicit agreement.” The answer isn't to give up on finding a mentor, however — it's to broaden our search.

Many professionals have had success with creating mastermind groups, which are a curated mix of peers who meet regularly to discuss professional challenges and hold one another accountable. But less formal arrangements — sometimes called a mentor board of directors, a personal board of directors, or a kitchen cabinet — can also be effective.

The chief distinction between finding “a mentor” and creating “a mentor board of directors” is that there is less pressure to find one person who represents your ideal future self. You can diversify your search criteria and learn from a variety of people. This also allows you to look beyond the classic notion of a mentor as someone who is older and wiser than you.

Mentors can even be our juniors — by decades. Take Hank Phillippi Ryan, an Emmy-winning investigative reporter I profiled in my book *Reinventing You*. She launched an award-winning side career as a mystery author after being inspired by a former intern of hers who had penned a novel. “It was percolating in my head,” she told me. “If she can write a book, I can write a book.” In order to form your own mentor board of directors — stocked with an assortment of talented peers, senior professionals, and junior colleagues — keep these questions in mind.

What, specifically, do you want to learn? The first step in developing your board is a rigorous self-assessment. Where are you headed professionally, and what skills do you need to get there? If you're planning to shift functional roles — from sales to HR, for instance — you may want to seek out a mentor with HR experience. Similarly, if you intend to move up the management ranks, finding a mentor with great delegation skills or the ability to build relationships with difficult employees could be valuable. And don't forget about personal qualities in addition to tactical skills. The biggest game changer for you professionally may be cultivating more patience or more humility; you can seek out role models in these areas as well.

*Reflection of the
Month*

*“Every
‘Now-
moment’ is
an
opportunity
to change
not only the
Future but
also the
Past.”
~ Gordana
Biernat*

**The Seven C’s of
character:**

Conscience

Compassion

Consideration

Confidence

Control

Courage

Competency

Whom do you respect most? Once you’ve developed your list of skills, write down the people you know and respect who possess them. Think broadly — they could be peers, senior leaders, or even (like Phillippi Ryan’s mentor) interns or junior employees. Once, when I was giving a talk on mentorship at a prominent law firm, a partner shared that early in her career, her secretary was her mentor, because the secretary, who had been at the firm for decades, understood the firm’s office politics and taught her to stand up for herself. It’s also useful to cast a wide net outside the office. At another mentorship workshop I conducted, one leader said that her yoga teacher was a mentor because the woman helped remind her about work-life balance.

How can you arrange to spend more time with them? Identifying your mentor board of directors is great, but it’s all hypothetical unless you actually make an effort to spend more time learning from them. For each person, think through how and when you’ll create time to connect. With some of the mentors, like work colleagues, the opportunities may be plentiful. For others — a grad school professor or a former coworker who’s moved to another company — you may need to think creatively. Could you invite them for a monthly lunch? Call them periodically to check in during your drive home? Arrange to meet up at a conference you’ll both be attending? For each person, the opportunities (and what feels appropriate) will differ. Make a list and write down specific strategies.

How can you make the relationship reciprocal? As with any mentor or sponsor relationship, you need to make yourself valuable in return. For each person on your list, think about what skills or qualities *you* bring to the table and may be able to offer them. For instance, if you’re adept at social media, you could offer to help a senior professional tune up his LinkedIn profile (if he’s expressed a desire to do so). Or you may have skills outside of work that your mentors value — anything from restaurant recommendations to fitness tips. For these relationships to endure, it’s important to make sure they’re reciprocal. That way, you’re learning from each other rather than imposing on one another’s time (or worrying that you’re doing so).

Professional success requires a myriad of skills, knowledge, and abilities, more than we could ever hope to learn on our own. That’s why mentors who can help us improve are so critical. Archetypal mentors — beneficent, all-knowing senior professionals — are in short supply these days. By updating our notions of mentorship and building a mentor board of directors, we can benefit from the knowledge of talented colleagues all around us.

Re: <https://hbr.org/2017/01/your-career-needs-many-mentors-not-just-one>

Inspirational

“The Obstacle in our Path”

Author unknown

There once was a very wealthy and curious king. This king had a huge boulder placed in the middle of a road. Then he hid nearby to see if anyone would try to remove the gigantic rock from the road.

The first people to pass by were some of the king’s wealthiest merchants and courtiers. Rather than moving it, they simply walked around it. A few loudly blamed the King for not maintaining the roads. Not one of them tried to move the boulder.

Finally, a peasant came along. His arms were full of vegetables. When he got near the boulder, rather than simply walking around it as the others had, the peasant put down his load and tried to move the stone to the side of the road. It took a lot of effort but he finally succeeded. The peasant gathered up his load and was ready to go on his way when he saw a purse lying in the road where the boulder had been. The peasant opened the purse. The purse was stuffed full of gold coins and a note from the king. The king’s note said the purse’s gold was a reward for moving the boulder from the road.

The king showed the peasant what many of us never understand: every obstacle presents an opportunity to improve our condition.

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

Developing and
Engaging Diverse
American Airmen

ANG HRA Program
Priorities:

1. Operationalize diversity in the ANG
2. Support Airman development & mentoring
3. Advise leadership with force management

HRA SharePoint Page
Link (CAC required):

<https://cs3.eis.af.mil/sites/OO-ED-AN-65/HRA/SitePages/Caution-Home.aspx>

DEOMI Link:

<https://www.deomi.org/index.cfm>

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
Comm: 240.612.7851
DSN: 612.7851
Mil Cell: 757.771.6232

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

Special Significance

“New Chief Master Sergeant of the Air Force talks”

By: Stephen Losey, February 19, 2017

(Edited for length)

The Air Force’s new top enlisted leader, Chief Master Sergeant of the Air Force Kaleth Wright, doesn’t mince words when he talks about his rough, early days in the service.



“I was a pretty crappy airman, honestly,” Wright said in a Feb. 15 interview in his new, still-bare office at the Pentagon. “I used to get in trouble a lot, got wrote up a lot. Coming to work late, not paying my bills, talking back, just kind of being irresponsible. Fighting. I used to fight a lot when I was a young guy.” But Wright was fortunate enough to gain the attention of a tough master sergeant who took him under his wing, set him straight, and became a father figure to him. The examples that Master Sgt. Joe Winbush set inspired Wright’s own leadership style and his desire to help other young airmen find their talents.

EDITORIAL NOTE

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We appreciate the great support received from the readers.

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And now, as the 18th chief master sergeant of the Air Force, Wright has the opportunity to help shape the entire enlisted ranks for the better. Wright took over Feb. 17 as the new CMSAF, at the retirement ceremony for his predecessor, Chief Master Sgt. James Cody. Wright was previously the command chief master sergeant of U.S. Air Forces in Europe and U.S. Air Forces Africa, headquartered at Ramstein Air Base in Germany. He comes from a dental background and has deployed to support Operation Desert Storm and to Afghanistan.

Wright joined the Air Force in 1989 — but it wasn't the path he ever imagined himself on. Even though his hometown of Columbus, Georgia, is an Army town that's home to Fort Benning, he didn't come from a military family or have any desire to pursue a career in the armed forces. But Wright had to drop out of Winston-Salem State University in North Carolina after less than a year because he didn't have enough money to stay in school. He went back home to mull over his future, he said. "I was resting on the couch, I rolled over, my wallet fell out, and hit the ground, one thing fell out: it was an Air Force recruiter's card," Wright said. "I looked down at it, and said, 'Hey, I'll join the Air Force.' I called a recruiter and two months later I was in San Antonio. It was kind of ... call it an omen."

It wasn't a good fit at first, as he got into what he called "19, 20-year-old mischievous stuff. That type of stuff that, in today's Air Force, you won't last long doing those types of things." But during Wright's first few misguided years at Pope Air Force Base in North Carolina, Winbush noticed him and took him under his wing.

"That was the beginning of my 180," Wright said. One day — after Wright had been in the Air Force for about three years — Winbush handed Wright an application to join the base's honor guard. Wright handed it back and said he wasn't interested. "He gave it back — with a few choice words," Wright said. "So I had to clean my act up a little bit. My uniform used to be really shoddy. I wasn't really that into serving. But joining the base honor guard gave me a different perspective." Wright worked his way up to team lead, and recalls vividly the day he had to present a flag to the widow of a late airman during a funeral. "I remember the second that I changed my life around, when I presented this flag and made eye contact," Wright said. "You have to say this canned statement. 'On behalf of the president of the United States and this grateful nation.' I made eye contact with the spouse. She cried, and that moment, I said to myself, 'Hey man, you got to get your life together. You got to get serious about your life and your career.'" The newly-focused Wright began working harder, winning awards, going back to school, and paying more attention to the way he looked and the way he spoke. Winbush "was really tough on me," but fair, Wright said. "Even though he was a dental guy, he was more like a maintenance NCO. A lot of cursing, a lot of hard lessons to learn.

He would always tell me what I need to hear, not what I wanted to hear." Sometimes, Winbush's tough love included letting Wright fall and make mistakes. And when Wright screwed up, unbeknownst to him, Winbush would talk to his first sergeant or commander — not to get Wright off the hook, but to



ask his leaders not to give up on the young airman. “He would say, give him whatever he deserves, letter of counseling, letter of reprimand,” Wright said. “But he would assure them, ‘I’m working on him, I got him.’ To this day, he’s still tough on me. Had it not been for him, I don’t think I would have made it in the Air Force, and certainly I don’t think I would have made it to where I am today.”

Read full article: <https://www.airforcetimes.com/articles/your-new-chief-master-sergeant-of-the-air-force-talks-promotions-enlisted-pilots-dwell-time-and-more>

Insight, Food for Thought

“Just as your car runs more smoothly and requires less energy to go faster and farther when the wheels are in perfect alignment, you perform better when your thoughts, feelings, emotions, goals and values are in balance.”

~ Brian Tracy

“Our greatest danger in life is in permitting the urgent things to crowd out the important.” *~Charles E. Hummel*

“Never doubt that a small group of committed people can change the world.”

~ Margaret Mead

“Success is not final, failure is not fatal: It is the courage to continue that counts.”

~Winston Churchill

“When you see yourself as calm, positive, truthful and possessed of high character, you behave with greater strength. Other people respect you more.

You feel in control of yourself and the situation.” *~Brian Tracy*

“We are all in this together; we are not nearly as right as we think we are and others are not nearly as wrong as we would like to believe.” *~Pat Bailey*

“People inspire you, or they drain you- pick them wisely.” *~Hans F. Hansen*

“He who every morning plans the transactions for the day and follows out that plan, carries a thread that will guide him through the labyrinth of the most busy life.” *~Victor Hugo*

“Optimism is a strategy for making a better future. Because unless you believe that the future can be better, you are unlikely to step up and take responsibility for making it so.” *~ Noam Chomsky*

“Any change, even a change for the better, is always accompanied by drawbacks and discomforts.” *~ Arnold Bennett*