



LEADERSHIP AND DIVERSITY

INFORMATIONAL WISDOM FROM THE HRA AND CCM COMMUNITY



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Significant Quotes

To enhance your personal and professional growth

“Discipline is the bridge between goals and accomplishment.” ~Jim Rohn

“Education is the bridge to success...” ~GR Mustafa

NG/ANG Highlights

“Virgin Island NG Learns Diversity Through Colors”

By: Sgt. Juanita Philip-Mathurin
51st Public Affairs Detachment

The Virgin Islands National Guard recently held diversity certification training for select members at the 210th Regional Training Institute located at its Estate Bethlehem, St. Croix compound.

The 15 guardsmen received three days of 4 Lenses and Temperament Intelligence certification training and then applied what they learned during a two-day workshop. The new facilitators conducted the workshop to more than 200 of their fellow service members on Sept. 19 and Sept. 20 at the RTI dining facility.



Chief Jennifer Reecy instructs the VING participants in the 4 Lenses and Temperament Intelligence training workshop.

The facilitators themselves are a diverse group, a cross section from all units and sections to ensure that all members of the VING are then trained, explained Air Guard Maj. Glenda Mathurin-Lee, the human resource officer of VINGs Joint Force Headquarters. “It was a matter of looking at the organization and bringing different people from all areas,” said Mathurin-Lee.

The 4 Lenses and Temperament Intelligence training workshop began with a personality assessment utilizing four colors; gold, green, orange, and blue. The 4 Lenses workshop helps individuals to determine, based on their assessment, which color is their dominant or preferable personality trait and how to better get along with the other three (colors) personalities.

Airman's Creed

I am an American
Airman.

I am a warrior.
I have answered my
nation's call.

I am an American
Airman.

My mission is to fly,
fight, and win.

I am faithful to a
proud heritage,
A tradition of honor,
And a legacy of valor.

I am an American
Airman,
Guardian of freedom
and justice,
My nation's sword and
shield,

Its sentry and avenger.
I defend my country
with my life.

I am an American
Airman:

Wingman, Leader,
Warrior.

I will never leave an
airman behind,
I will never falter,
And I will not fail.

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"The 4 Lenses training uses these basic principles; self awareness and building leadership capacity through communication, diversity and inclusion," said Training Coordinator, Air Guard Chief Master Sgt. Jennifer Reecy, acting human resource advisor for the National Guard Bureau.

The workshop helps people understand the different ways individuals learn, think, establish personal values, and conceptualize. The workshop exposes, in an interactive way, attitudes, wants, needs, preferences, desires and the probable motivation directing their behaviors. The helps identify and predict behavior in all aspects of interaction. It is a means of opening channels of communication across ethnic, gender and other human barriers.

This program falls within the realm of Executive Order 13583 -- Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce "With focus on diversity and understanding our strengths and vulnerabilities it is vital that we understand our personal 'wiring' to be better for ourselves," Reecy said. "It is important to mission accomplishment to have a diverse organization that honors the talents and gifts of all members—Airmen, Soldiers and civilians."

Although it was conducted in a military environment, this training is not exclusive to service members; it is used by the Family Program Office for its deployment readiness programs, for the Yellow Ribbon Program, Strong Bonds Seminars, and also for community outreach.

In the end, this training lends in the effort to support service members and their families in order to ensure a great mission. "As a National Guard we have a mission, our people are the most important part of that. When we build our knowledge of each other, we harness that knowledge to maximize our teams," Mathurin-Lee said.

Feature Article

"Agree to Disagree"

By Stef Daniel

How many times have you heard this catch phrase? It usually comes at the tail end of an argument when one person irritated and frustrated that they cannot impose their point of view says "Cant we just agree to disagree?" Although in theory it is a good thing to be able to do; few people understand what it actually means to agree to disagree!

Agree to disagree does not mean that we just give up on an argument that we feel is important and then hold onto resentment, anger, irritation, frustration or pain because of it. It also doesn't mean that we give in, say we are sorry, or feel that we have done something wrong in thought or action. It simply means that we understand we will be unable to see eye to eye and that it is okay to just disagree on certain things in life. The funny thing is that we are able to do this all the time with our friends, teachers, strangers and even the President – but are very rarely

Air Force Core Values

Integrity first

*Service before
self*

*Excellence in
all we do*

Important Dates to Remember

Nov 10: United
States Marine Corp
Birthday (1775)

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

Nov 17: World
Peace Day

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

Hanukkah
Hanukkah always
starts on the 25th
day of Kislev
according to the
Jewish calendar
which is the day the
Maccabees re-
dedicated the temple
over 2000 years ago.
The holiday runs for
8 days and begins in
later November or
December.

able to do it with our spouses or family. For some reason many of us are inflated with this idea that because we are married or because we are flesh and blood – we must agree on everything. Similarly, when we don't see eye to eye with someone on an idea it doesn't necessarily mean that one person is right or wrong. Arguing this would be as useless as arguing which color of the rainbow is the prettiest. Some prefer blue while others like red. This is how people are! We all have different ideas about things and much of the time they are best kept to ourselves - especially if we know ahead of time we won't be able to sway the hard headed mind of someone else. When people argue there are usually more things going on than just the argument at hand. Some people in life just feel like they have to be right! They feel like unless someone agrees with them their way of thinking is not confirmed or accepted. If all people were like this there would be few inventions. But, in an argument our feelings are on board and we strive hard to change someone else's mind. There is a deep need to be right and to be in agreement. Realistically, few people agree on much although they pretend they do. When it comes to relationships all people have a dialogue in their own mind and use psychological tricks to either end the fight or make something seem amicable. But as they are walking away, they are thinking "he is so dumb to really think that way!" It sounds funny because it is true; but the raw truth is that this type of thinking can cause lots of resentment down the road.

Agree to disagree is not just about ending an argument or throwing in the towel on trying to convince someone. It is also about saying silently that you have enough self respect and respect for another to let it go! It is about realizing that two people who love each other can have varying ideas on everything and still love each other; and about seeing the disagreement as just one of those things in life you cannot change. It is about deciding that you don't need to be right and that you don't need to be confirmed by someone else just like you don't have the obligation to fluff the ego of another. Agreeing to disagree means that it is okay, natural and normal to be different and understanding that it is always our differences that enable us to offer people something more in life.

Agreeing to disagree also means understanding the importance of not being angry for any length of time; especially about things you cannot change. When you decide to just leave something the way it is, accept the fact that you and someone else think differently and move forward- you are making a statement about the trust and importance of the relationship at hand. You are also making a larger statement about the healthy state of self worth that you feel. Additionally, agreeing to not let the little things build up and become vicious monsters shows an immense sense of trust and respect to yourself and the other person involved. We agree to disagree in life when we feel supported and loved and safe in our differences.

It is always best to just let some things go. Being able to realize which things to let go and which things to hang on to is an important relationship skill. If we spend time pretending to agree to disagree just for the sake of making things nice again; we lose our voice, our confidence, and become hesitant and angry about the relationship. If agreeing to disagree is something we can't really do on the

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

inside; we shouldn't offer to do so. In life, there are things to fight for and there are things not worth the energy of an argument. Being able to decipher the difference is truly a great gift and enables us to become wonderful partners to the many people in our lives.

Ethics & Character

“Moral Courage – The Engine of Integrity”

by Michael Josephson

Mignon McLaughlin tells us, “People are made of flesh and blood and a miracle fiber called courage.” Courage comes in two forms: physical courage and moral courage. Physical courage is demonstrated by acts of bravery where personal harm is risked to protect others or preserve cherished principles. It's the kind of courage that wins medals and monuments. Moral courage may seem less grand but it is more important because it's needed more often.

Moral courage is the engine of integrity. It is our inner voice that coaxes, prods, and inspires us to meet our responsibilities and live up to our principles when doing so may cost us dearly. It takes moral courage to be honest at the risk of ridicule, rejection, or retaliation, or when doing so may jeopardize our income or career. It takes courage to own up to our mistakes when doing so may get us in trouble or thwart our ambitions. It even takes courage to stand tough with our kids when doing so may cost us their affection.

Like a personal coach, moral courage pushes and prods us to be our best selves. It urges us to get up when we'd rather stay in bed, go to work when we'd rather go fishing, tell the truth when a lie would make our life so much easier, keep a costly promise and put the interest of others above our own. The voice of moral courage is also our critical companion during troubling times; it provides us with the strength to cope with and overcome adversity and persevere when we want to quit or just rest.

At unexpected and unwelcome times, we all will be forced to deal with the loss of loved ones, personal illnesses and injuries, betrayed friendships, and personal failures. These are the trials and tribulations of a normal life, but, without moral courage, they can rob us of the will and confidence to find new roads to happiness and fulfillment. Moral courage is essential not only for a virtuous life, but a happy one. Without courage, our fears and failures confine us like a barbed wire fence.

The voice of moral courage is always there, but sometimes it is drowned out by the drumbeat of our fears and doubts. We need to learn to listen for the voice. The more we call on it and listen to it and trust it, the stronger it becomes.

Leadership



Gen Frank J. Grass
Chief of the National
Guard Bureau



Command Chief Master
Sgt. Mitchell Brush
Senior Enlisted Leader

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

"General Douglas MacArthur's Principles of Leadership"

Source: *The West Point Way of Leadership* by Col. Larry R. Donnithorne (Ret.)
<http://www.leadershipnow.com>. Edited by: Chief Jorge Mustafa

General Douglas MacArthur was one of the finest military leaders the United States ever produced. John Gardner, in his book *On Leadership* described him as a brilliant strategist, a farsighted administrator, and flamboyant to his fingertips. MacArthur's discipline and principled leadership transcended the military. He was an effective general, statesman, administrator and corporate leader.

William Addleman Gano recalled in his 1962 book, *MacArthur Close-up: An Unauthorized Portrait*, his service to MacArthur at West Point. During World War II, he created a list of questions with General Jacob Devers, they called *The MacArthur Tenets*. They reflect the people-management traits he had observed in MacArthur. Widely applicable, he wrote, "I found all those who had no troubles from their charges, from General Sun Tzu in China long ago to George Eastman of Kodak fame, followed the same pattern almost to the letter."



General
Douglas MacArthur

- ★ Do I heckle my subordinates or strengthen and encourage them?
- ★ Do I use moral courage in getting rid of subordinates who have proven themselves beyond doubt to be unfit?
- ★ Have I done all in my power by encouragement, incentive and spur to salvage the weak and erring?
- ★ Do I know by NAME and CHARACTER a maximum number of subordinates for whom I am responsible? Do I know them intimately?
- ★ Am I thoroughly familiar with the technique, necessities, objectives and administration of my job?
- ★ Do I lose my temper at individuals?
- ★ Do I act in such a way as to make my subordinates WANT to follow me?
- ★ Do I delegate tasks that should be mine?
- ★ Do I arrogate everything to myself and delegate nothing?
- ★ Do I develop my subordinates by placing on each one as much responsibility as he can stand?



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

“Never say no to
yourself.”

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

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



Command Chief
James Hotaling,
ANG Command
Chief

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

Key Focus Areas:

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

- ★ Am I interested in the personal welfare of each of my subordinates, as if he were a member of my family?
- ★ Have I the calmness of voice and manner to inspire confidence, or am I inclined to irascibility and excitability?
- ★ Am I a constant example to my subordinates in character, dress, deportment and courtesy?
- ★ Am I inclined to be nice to my superiors and mean to my subordinates?
- ★ Is my door open to my subordinates?
- ★ Do I think more of POSITION than JOB?
- ★ Do I correct a subordinate in the presence of others?

“Duty, Honor, Country. Those three hallowed words reverently dictate what you ought to be, what you can be, what you will be” ~ Douglas MacArthur

Better Workplace

“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.

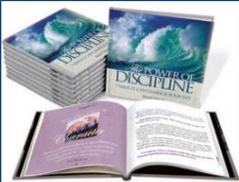
This self-delusion of powerlessness is particularly strong in teenagers who struggle to deal with hormone-intensified impulses and emotions that can create moods and urges that seem beyond control. Despite the power of intense desire, fear and fury, we always have the power to choose what we think, say and do — even when we’re under tremendous pressure, and even when we don’t like our options.

Recommended Reading

THE POWER OF DISCIPLINE

by Brian Tracy

<http://www.walkthetalk.com/the-power-of-discipline.html?src>



Change is Your Competitive Advantage

Strategies for Adapting, Transforming, and Succeeding in the New Business Reality

by Karl Schoemer

<http://www.walkthetalk.com/leadership-and-personal-development/specialty-resources/new-arrivals/change-is-your-competitive-advantage.html?src>

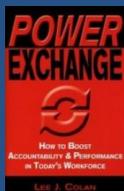


Power Exchange

How To Boost Accountability & Performance In Today's Workforce

by Lee J. Colan

<http://www.walkthetalk.com/power-exchange.html?src>



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.

“Passion rebuilds the world for the youth. It makes all things alive and significant” ~Ralph Waldo Emerson

Diversity

“Diversity and Inclusiveness”

By: Vikram Singh Mehta

In today's competitive and global business environment, the strategic logic for creating an organizational culture that attracts, develops and retains talent from diverse backgrounds is compelling. It would strengthen leadership capabilities and skills; it would enhance the ability to identify and create new business opportunities; it would allow for new ideas and "out of the box" thinking and in particular it would enable the meaning and impact of decisions to be understood against varying perspectives. The challenge is to deliver such a strategy. What should corporate leadership do to develop a practical and sustainable approach to diversity?

What immediate next steps must be taken to correct historical legacies and cultural biases and to create a truly 'diverse and inclusive' organization? What is required to turn a multinational organization, (MNC), into also a multicultural entity? These are the questions that I wish to address in this article. No modern MNC would admit to discrimination on the basis of gender, nationality, race or religion. The principle of equal opportunity based on merit and performance is generally an avowed and core corporate value — notwithstanding the fact that most western MNCs are still run by white, male, Anglo-Saxons /Europeans. The proportion of Asians, Africans and women in top management is low, if at all, despite the significant revenues that several such companies derive from outside the Anglo-Saxon heartland.

Historically this has had little impact on corporate performance. This is because markets have been relatively closed and protected and competition has been restricted. There has, therefore, been limited need to look for talent beyond a narrow privileged circle. Today, however, the forces of globalization, liberalization and technology have dismantled the barriers to competition and this has catalyzed many companies to define clear "diversity and inclusiveness" standards and plans so as to be able to tap talent from the widest possible base.

The practical starting point of such plans should be to review the company's recruitment and development policies and procedures. Fundamental, but simple, questions need to be asked. Do these policies and procedures contain unintended barriers and biases? Are the standards of merit based on a level playing field for all? Is there sufficient flexibility in the recruitment process to ensure that all candidates irrespective of style, background or presentational skills are fairly considered?



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Reflection of the Month

*“With the
new day
comes new
strength and
new
thoughts”*
~Eleanor Roosevelt

Are the recruitment and development panels sufficiently diverse to understand cultural nuances? Does a job necessarily have to be done from its traditional location? Are established travel patterns really required? Have the skills and experience required for the job fully factored in the impact of IT? Put differently, have the criteria for success in the job been contemporaneously defined? And most importantly, has adequate thought been given on how to ease the stress that women confront in combining the pressure of work with family life?

These questions will not come spontaneously unless prompted and pushed by top leadership. This is because merit is a subjective judgment and most managers will tend to follow established procedures to recruit and promote those cut from familiar moulds. Top leadership has to, therefore, drive the change.

Mentoring & Force Development

“Bridging the gap between mentoring and bullying”

By: Doug Lawrence

Bullying is a menace in our society today and finding solutions to this societal epidemic involves all hands on deck to help eradicate it from our society. The statistics about bullying across the world estimates 200 million children and youth around the world are bullied by their peers. Young people who bully have a one in four chance of having a criminal record by age 30. According to statistics, 10-14 youth suicides are directly attributed to bullying. Bullied children are 6 times more likely to contemplate suicide than their non-bullied counterparts. Also 1 in 12 children are badly bullied to the point that it affects their education, relationships and even their prospects for jobs in later life.

Bullying is affecting our world today in our schools, workplace and our streets. These statistics are staggering and very scary. The question is we sitting down for this menace to consume us and our children or we want to take a step in curbing this menace. There is one thing that I want to reiterate. If we decide to do nothing about this menace, then we are not different from those bully's. It is time we need to stand up and make a difference in the world that we live in. To create a safer world for our children and grand children, then we need to make a bold step of finding solutions to this menace.

The way forward starts from our homes—we need to start mentoring our children such that they understand the implications of bullying and how it can affect them and the people they come into contact with. We need to stop turning a blind eye on bullying issues we encounter in schools, work places and in our society in general. If we cannot confront it then we need to report the acts of bullying to the appropriate departments or institutions that have the power to deal with it.

According to statistics, between 79% and 90% of mentor training programs fail because of lack of corporate support, lack of structure and lack of training.

The Seven C's of character:

Conscience

Compassion

Consideration

Confidence

Control

Courage

Competency

The Six Pillars of Character

Trustworthiness

Respect

Responsibility

Fairness

Caring

Citizenship

Therefore we can change the statistics by offering training about how individuals can be great mentors, supporting mentoring programs already in organizations and work hand in hand with HR personnel to foster and sustain a culture of mentoring in an organization. Therefore, we need to campaign to let people and organizations to understand why mentoring is a way of curbing bullying.

This shows that there is hope for the future. We can start from somewhere to make a difference in our own small way. For instance joining charitable organizations as mentors will go a long way in changing our world. The solution starts from us. Let's start to make baby steps in turning the tables from a bullying culture to a mentoring one. Let's start the journey of making a difference. Believing in ourselves that we can change the world of bullying to a world of mentoring will come to pass if we take our action today.

Added Value & Wisdom

"The Power of Discipline"

By Nicole, from Walk the Talk.com

Dear Friends ,

"Discipline is the bridge between goals and accomplishment." ~Jim Rohn

I take most people have created excuses for so many bad habits in life. They've excused being late and behind as the result of being busy and having too much on their plate. In reality, their lateness and forgetfulness has more to do with procrastination and not prioritizing things well. They often wait until the last minute to pay bills or get to appointments on time. They do things that don't really matter to avoid doing what is most important. They don't plan for enough ahead. They are often rushing around, stressed and irritated. Finally, they've noticed that some of their bad habits are rubbing off on their children and that they are often in a state of "HURRY we are late!" (*Which is not where anyone wants to be*). Sounds familiar? Bottom line... they need more **self-discipline**.

When you practice self-discipline you feel like you are in control of your life. You feel content and motivated because you're moving toward your goals. Self-discipline is like a muscle. The more you train it, the stronger you become. The less you train it, the weaker you become. Brian Tracy is one of America's leading authors on the development of human potential. He said, "If I had to pick the number one key to success, it would be self-discipline. It is the difference in winning or losing; between greatness and mediocrity."

I recently picked up Brian's book *The Power of Discipline; 7 Ways it Can Change Your Life* and found it to be a game changer. Easy to read and filled with wisdom and powerful insights, *The Power of Discipline* is a must have for everyone!

"Sometimes one creates a dynamic impression by saying something, and sometimes one creates as significant an impression by remaining silent"

~Dalai Lama

The Value of Diversity? Priceless...

Inspirational

“Feel Good about Who You Are”

-- Author Unknown,

Source: <http://www.inspire21.com/stories>

An elderly Chinese woman had two large pots, each hung on the ends of a pole which she carried across her neck.

One of the pots had a crack in it while the other pot was perfect and always delivered a full portion of water. At the end of the long walk from the stream to the house, the cracked pot arrived only half full.

For a full two years this went on daily, with the woman bringing home only one and a half pots of water.

Of course, the perfect pot was proud of its accomplishments. But the poor cracked pot was ashamed of its own imperfection, and miserable that it could only do half of what it had been made to do. After 2 years of what it perceived to be bitter failure, it spoke to the woman one day by the stream. "I am ashamed of myself, because this crack in my side causes water to leak out all the way back to your house."

The old woman smiled, "Did you notice that there are flowers on your side of the path, but not on the other pot's side?" "That's because I have always known about your flaw, so I planted flower seeds on your side of the path, and every day while we walk back, you water them." "For two years I have been able to pick these beautiful flowers to decorate the table. Without you being just the way you are, there would not be this beauty to grace the house."

Each of us has our own unique flaw. But it's the cracks and flaws we each have that make our lives together so very interesting and rewarding. You've just got to take each person for what they are and look for the good in them.

So, to all of my crackpot friends, have a great day and remember to smell the flowers on your side of the path!



Insight, Food for Thought

“Laughter is what spills over the edge of an inspired life” ~Mary Anne Radmacher

“It’s not easy being grateful all of the time. But it’s when you feel least thankful that you are most in need of what gratitude can give you”

~Oprah Winfrey

“Discipline is the bridge between goals and accomplishment” ~Jim Rohn

“Courage is fear holding on a minute longer” ~George S. Patton

“Those who bring sunshine into the lives of others cannot keep it from themselves” -James Barrie

“The doors we open and close each day decide the way we live”

~Flora Whittemore

"It's never too late to be what you might have been." - George Elliot.

“I expect to pass through life but once. If therefore, there can be any kindness I can show, or any good thing I can do to any fellow being, let me do it now, and not defer or neglect it, as I shall not pass this way again” ~William Penn

“Only you can make you happy” ~ Marty Martinson

“As we let our own light shine, we unconsciously give other people permission to do the same” ~ Marianne Williamson

EDITORIAL NOTE

The material researched and used for this publication is the intellectual property of the authors cited. In some instances part of an article has required to be edited, (summarized and/or paraphrased) for length, and in some other instances an article may contain material from different sources compiled by the editor to capture the essence and the message related to the subject matter in order to bring the best information to the readers. We strive to acknowledge each and every contributing author and source to give the proper credit for their work. On behalf of the editing team, we will like to extend our sincere gratitude to the many contributing authors for their excellent and often inspiring work that has motivated some of the important information hereby shared with all the readers. We recognize all our contributing authors and value their excellent and significant 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 growth. We appreciate the great support received from the readers.

The Editing Team