



LEADERSHIP AND DIVERSITY

INFORMATIONAL WISDOM FROM THE HRA AND CCM COMMUNITIES



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Significant Quotes

To enhance your personal and professional growth

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

"You have been created in order that you might make a difference. You have within you the power to change the world." ~Andy Andrews

NG/ANG Highlights

"AZ Air National Guard officer awarded lifetime achievement for volunteerism"

by Tech. Sgt. Michael Matkin, 161 ARW Public Affairs

The 161st Air Refueling Wing Chief of Staff will be awarded the Calvin C. Goode Lifetime Achievement Award Friday, during the annual Dr. Martin Luther King Jr. Living the Dream Awards Breakfast here.

The City of Phoenix Human Relations Commission and Equal Opportunity Department is recognizing Lt. Col. Allen Kirksey's commitment to the Phoenix community and dedication to human and civil rights.

The Calvin C. Goode Lifetime Achievement award recognizes an exceptional individual who makes Phoenix a better place through a lifelong dedication to promoting social and economic justice, defending civil rights and enhancing the dignity of all people. The award is named for former Phoenix City Councilman Calvin C. Goode, who worked to ensure these rights for all residents during his 22-year tenure with the council. Guided by a deeply-held belief in equality for all people, his life exemplifies a powerful commitment to improving the quality of life in Phoenix, especially for young people. It was during Goode's service to the city that the Dr. Martin Luther King, Jr. state holiday was created.



U.S. Air Force Lt. Col Allen Kirksey, 161st Air Refueling Wing chief of staff, mentors Airman Treva Begay, 161st Air Refueling Wing, knowledge operator, on the importance of being a leader and making the most of opportunities. Colonel Kirksey is the 2014 Calvin C. Goode Lifetime Achievement award recipient for his exceptional commitment to the community. (Air National Guard photo by Senior Airman Rashaunda Williams)

Airman's Creed

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

I am an American
Airman.
My mission is to fly,
fight, and win.
I am faithful to a
proud heritage,
A tradition of honor,
And a legacy of valor.

I am an American
Airman,
Guardian of freedom
and justice,
My nation's sword and
shield,
Its sentry and avenger.
I defend my country
with my life.

I am an American
Airman:
Wingman, Leader,
Warrior.
I will never leave an
airman behind,
I will never falter,
And I will not fail.

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

Goode's drive to improve people's quality of life, especially the youth, is also a drive Kirksey said he shares. Kirksey volunteers more than 400 hours annually, devoting time to the Roosevelt School district, Phoenix Union High School District and South Phoenix Missionary Baptist Church. He also speaks within the community as a motivational speaker.

Winning a lifetime achievement award could be seen by many as a validation of the time they have spent volunteering; however, Kirksey isn't seeking external validation. "My validation comes each day that I go and contribute, because I get immediate gratification from giving my time," he said. "Volunteering makes me feel that I get to be at the pointy end of the spear, or rather, where the rubber meets the road." He said it's not about getting an award or a talking point - it's the act of giving, which he says is a two-way street. "It's a give and take both ways between the kids and me," said Kirksey.

"Colonel Kirksey has displayed outstanding characteristics as a role model," said Col. Kurt Woyak, 161 ARW vice commander. "He provides direction and motivation. He uses his experiences in the military to increase awareness of the Air National Guard and other military services in his community. He continually challenges himself to increase community awareness, and improve mentoring programs by establishing strong ties and bonds with community leaders, thus resulting in enduring relationships. He clearly demonstrates exemplary leadership by making significant contributions to the advancement of a diverse work force and the promotion, retention and recruitment in areas of under-representation in the military." Kirksey said working towards diversity and helping those who are underprivileged is the leadership style he attempts to embody. He calls it servant leadership, where you choose to serve first and then aspire to lead. On winning a lifetime achievement award for his service, he had these words of advice:

"You don't have to wait 20 to 30 years to see a kid become successful, to turn over a new leaf or live out their dreams; you can make a change in their life right now," he said. "And you will never know how many people you've impacted, and that in itself is kind of gratifying. You will have visible successes and invisible successes and I think there are a lot more invisible successes." He said his volunteerism and leadership style can be summed up in a quote: "You are always somebody's example of how to make it. Don't let them down." - Anonymous

Source: <http://www.161arw.ang.af.mil/news/story.asp?id=123376428>

Feature Article - Resiliency

"Why Your Attitude is Everything"

And How to Turn it Into Action

by: Keith Harrell

One of the most important steps you can take toward achieving your greatest potential in life is to learn to monitor your attitude and its impact on your work performance, relationships and everyone around you.



Air Force Core Values

Integrity first

*Service before
self*

*Excellence in
all we do*

Important Dates to Remember

Feb 2: Groundhog
Day

Feb 12: Lincoln's
Birthday (DOB
February 12, 1809)

Feb 14: Valentine's
Day

President's Day ~
(Observed the 3rd
Monday in
February)

Feb 22:
Washington's
Birthday (DOB
February 22, 1732)

Ash Wednesday ~
(Observed the 7th
Wednesday
preceding Easter)

I generally start my workshops and seminars by asking a fundamental question: What attitude did you bring into this meeting? Often, this brings puzzled looks. In truth, people generally don't have a high level of attitude awareness. They'll know if they are hungry or if their feet hurt, but they usually don't have a good handle on their attitude. That is a mistake because attitude is everything. It governs the way you perceive the world and the way the world perceives you.

We all have a choice. We can choose an inner dialogue of self-encouragement and self-motivation, or we can choose one of self-defeat and self-pity. It's a power we all have. Each of us encounters hard times, hurt feelings, heartache, and physical and emotional pain. The key is to realize it's not what happens to you that matters; it's how you choose to respond.

Your mind is a computer that can be programmed. You can choose whether the software installed is productive or unproductive. Your inner dialogue is the software that programs your attitude, which determines how you present yourself to the world around you. You have control over the programming. Whatever you put into it is reflected in what comes out.

Many of us have behavior patterns today that were programmed into our brains at a very tender age. The information that was recorded by our brains could have been completely inaccurate or cruel. The sad reality of life is that we will continue to hear negative information, but we don't have to program it into our brains.

The loudest and most influential voice you hear is your own inner voice, your self critic. It can work for or against you, depending on the messages you allow. It can be optimistic or pessimistic. It can wear you down or cheer you on. You control the sender and the receiver, but only if you consciously take responsibility for and control over your inner conversation. Habitual bad attitudes are often the product of past experiences and events. Common causes include low self-esteem, stress, fear, resentment, anger and an inability to handle change. It takes serious work to examine the roots of a harmful attitude, but the rewards of ridding ourselves of this heavy baggage can last a lifetime.

Here are 10 strategies from my attitude tool kit to improve your attitude:

Self-Coaching Through Affirmations. Affirmations repeated several times each day, every day, serve to reprogram your subconscious with positive thinking. An affirmation is made up of words charged with power, conviction and faith. You send a positive response to your subconscious, which accepts whatever you tell it. When done properly, this triggers positive feelings that, in turn, drive action.

Self-Motivation Through Discovering Your Motives. Discover what motivates you—what incites you to take action to change your life. Basic motives include love, self-preservation, anger, financial gain and fear. Self-motivation requires

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

enthusiasm, a positive outlook, a positive physiology (walk faster, smile, sit up), and a belief in yourself and your God-given potential.

The Power of Visualization. Studies of the psychology of peak performance have found that most great athletes, surgeons, engineers and artists use affirmations and visualizations either consciously or subconsciously to enhance and focus their skills. Nelson Mandela has written extensively on how visualization helped him maintain a positive attitude while being imprisoned for 27 years. “I thought continually of the day when I would walk free. I fantasized about what I would like to do,” he wrote in his autobiography. Visualization works well to improve attitude.

Attitude Talk for Positive Internal Dialogue. Attitude talk is a way to override your past negative programming by erasing or replacing it with a conscious, positive internal voice that help you face new directions. Your internal conversation—that little voice you listen to all day long—acts like a seed in that it programs your brain and affects your behavior. Take a closer look at what you are saying to yourself.

The Power of Words—WOW. Once released to the universe, our words cannot be taken back. Learn the concept of WOW—watch our words. What we speak reflects what is already in our hearts based upon all the things we have come to believe about ourselves. If we find ourselves speaking judgmental and disparaging things about our circumstances or those around us, we know the condition of our hearts needs to change. You can create a direct path to success by what you say.

The Power in a Positive Greeting. When people ask me how I am doing, I say, “Super-fantastic.” Most people enjoy working and living with others who try to live life for what it is—a beautiful gift.

Enthusiasm: Vital Tool for Staying Motivated. Enthusiasm is to attitude what breathing is to life. Enthusiasm enables you to apply your gifts more effectively. It’s the burning desire that communicates commitment, determination and spirit. Enthusiasm means putting yourself in motion. It’s an internal spirit that speaks through your actions from your commitment and your belief in what you are doing. It is one of the most empowering and attractive characteristics you can have.

Connecting to Your Spiritual Empowerment. The ultimate level of human need extends into the spiritual realm. Just as we feed our bodies in response to our primary need to survive physically, we need to feed our spirit because we are spiritual beings. Many people find powerful and positive motivation in their faith. I happen to be one of them.

Lighten Up Your Life with Humor. Humor is a powerful motivator. The more humor and laughter in your life, the less stress you’ll have, which means more positive energy to help you put your attitude into action. There are also health benefits to lightening up.



Gen Frank J. Grass
Chief of the National
Guard Bureau



Command Chief Master
Sgt. Mitchell Brush
Senior Enlisted Leader

Exercising Will Help Keep You Motivated. One of the best ways to move to a more positive and motivated frame of mind is to exercise. A regular exercise routine can provide relatively quick positive feedback in the form of weight loss, muscle development and a sense of doing something positive for yourself.

Seek your personal and professional success by using the tools in this attitude tool kit. It is no secret that life seems to reward us most when we approach the world with a positive attitude.

Source: <http://www.success.com/article/why-your-attitude-is-everything>

Ethics & Character

“How to Build Character Through Integrity”

Edited by Krystle C.

“To thine own self be true, and it must follow, as the night the day, thou canst not then be false to any man.” - William Shakespeare, 1564-1616

The wonderful thing about character and integrity, which are intimately related, is that they are one of the few things in life that **no one** will ever be able to forcefully take away from you. Your choices are your own. Even if someone can take your life, they cannot force you to make a choice that you believe is wrong

The actions below cannot be done at once, nor should they be. Each of them takes time to fully understand and apply towards your life. Learn about your own virtues and values, and how they correspond to your life and the world around you. Follow the steps below to improve yourself by building your character.

1. Understand what character and integrity are. The definitions of these words are often stretched or misrepresented. Learn what they truly mean:

- In this use, Character is the sum of qualities shown up in a person or group, moral or ethical strength, and the description of a person's attributes, traits and abilities. Character is *who you are*. It defines you and guides your actions, hopefully in a positive way.
- Integrity is steadfast adherence to a strict moral or ethical code, being unimpaired, sound, whole and undivided; completeness.
- Integrity can be summed up simply as doing the right thing for the right reason even when no one is watching.

2. Choose a set of rules, morals, or principles that you believe will lead to a happy, satisfying, and righteous life, and a better world. You can subscribe to the ethics of a particular religion, or you can develop your own, based on your experiences.

3. Look at the choices you have made in your past, and observe how much you have or have not lived by those principles. Don't waste time feeling regretful or guilty. Remember that "...until a person can say deeply and honestly,



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

"As leaders, it is in our best interest to mentor all members so they are able to perform and engage at the very highest levels of the profession of arms."



Command Chief
James Hotaling,
ANG Command
Chief

"Fate has placed us in this position. Our Airmen expect the best from us every day, 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.

I am what I am today because of the choices I made yesterday, that person cannot say, I choose otherwise." -Stephen R. Covey.

4. Decide what you must change in your behavior to align your life more closely to what you believe.

5. Be conscious every day of the decisions you make, however big or small, and how close they bring you to being the person you really want to become.

Tips

- It's not what the world holds for you, it's what you bring to it.
- You'll probably feel your self-confidence and personal strength growing as you face and overcome challenges in sticking to your values, whatever they may be.
- Consult the life and work of Victor Frankl, best summarized by this quotation:

"We who lived in concentration camps can remember the men who walked through the huts comforting others, giving away their last piece of bread. They may have been few, but they offer sufficient proof that everything can be taken from a man but one thing: the last of human freedoms - to choose one's attitude in any given set of circumstances - to choose one's own way."

- Know that what you do reflects on you and the people around you. Be responsible for your own actions, own up to your mistakes and learn from them to be a better person.
- Keep a journal, and record your progress every day.
- The best way to have a good character is to maintain the one you have because starting over is never easy!

Warnings

- Your character is unique. It may not match with anybody else. So do not try for it. Build it based on your own aptitude and inner light within you. Self-assessment, self evaluation, introspection etc work well, but **never** are disheartened by petty failures and criticism revolving around failures. Stand firm on your convictions. You are bound to succeed.
- Beware of people who'll try to convince you to give up on your character or integrity, saying that nobody's perfect, and taunting you for being such an idealist. Nobody's perfect **doesn't** mean violating what you believe is right. It's good to learn from our mistakes, but we don't always need to make mistakes to learn. Remember that striving to be perfect and being perfect are two different ideas; the former is integrity, the latter is futility.

Source: <http://www.wikihow.com/Build-Character-Through-Integrity>

Recommended Reading

212° the extra degree

by Sam Parker and Mac Anderson

<http://www.walkthetalk.com/leadership-and-personal-development/specialty-brands/http-www-walkthetalk-com-212-info/212-the-extra-degree.html>

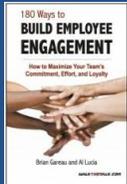


180 Ways To Build Employee Engagement

How to Maximize Your Team's Commitment, Effort, and Loyalty

by Brian Gareau and Al Lucia

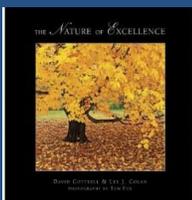
<http://www.walkthetalk.com/180-ways-to-build-employee-engagement.html>



The Nature of Excellence

by David Cottrell and Lee J. Colan

<http://www.walkthetalk.com/the-nature-of-excellence.html>



Leadership

“Tips for Leading ‘MIDDLE STARS’”

By Eric Harvey

Editor's note: In the workforce we find the middle stars, those employees that are midway in their journeys to become very successful super stars in the workplaces. The following tips highlight important steps in leading these people and guiding them to success.

- 1. Build their confidence by increasing their responsibilities.** Start small and then increase as they achieve success. Sometimes employees are unsure of their ability to excel. Allow them to discover their “hidden” talents and encourage them to exceed their own expectations.
- 2. Give frequent and accurate performance feedback.** Be specific. Clearly explain what is required for them to become super stars on the team.
- 3. Teach them how to set goals to keep their performance on track.** And, by all means, hold them accountable for those goals.
- 4. “Catch” them doing good things, and then praise them.** The more you focus on finding the good, the more good you will find ... and the more they will do! Reinforced behavior becomes repeated behavior.
- 5. Hook them up with a super star for mentoring.** An effective mentoring program provides middle stars with positive role models and encourages super stars to be even more involved. That’s a good deal for everybody!
- 6. Create rewards that appeal to their personal values.** Maybe you are rewarding team members in ways that you like to be rewarded – and it is not working for them. They will be happy to tell you what motivates them ... if you’ll just ask.

Often, it’s the “small things” you do that will inspire middle stars to become super stars – things like remembering facts about them and their family; asking their opinions on job-related matters; showing empathy when they’re facing a personal crisis; taking the time to listen to them; or merely doing something special when they need a boost. These are, by the way, things that should be done with and for ALL employees. Source: WalkTheTalk.com

Better Workplace

“Get Your Employees Engaged”

By: Eric Harvey

To maximize your team’s commitment, effort and loyalty you must get them fully engaged.

Here are a few techniques for you to consider:

Reflection of the Month

The 212 concept:

“At 211 degrees, water is hot. At 212 degrees, it boils. And with boiling water, comes steam. And steam can power a locomotive.”

Applying one extra degree of temperature to water means the difference between something that is simply very hot and something that generates enough force to power a machine--a beautifully uncomplicated metaphor that can perfectly apply to every area of our lives.

From the book: 212° the extra degree by Sam Parker and Mac Anderson

- **Help them develop.** Create opportunities for team members to learn, grow and expand their skills and experience. Demonstrate that you and the organization are looking out for your employees, and they'll be more likely to participate.
- **Develop a positive “grapevine.”** Instead of letting negative rumors flourish, stop the spread of incorrect information. Share the facts and emphasize the positives. Doing so will enhance trust and good feelings within your work group.
- **Involve them in planning.** Whenever possible, involve team members in change decisions and implementation planning. Identify optional approaches and let employees select...*and upgrade...*the path that will be taken. Remember that people tend to support that which they help create!
- **Keep employees informed about changes in your industry and what competitors are doing.** It's important that employees have confidence in the organization's products, services, and competitive strategy. Confidence breeds hope and hope energizes engagement.

Lead Well ... Lead Right, Source: WalkTheTalk.com

Diversity

“Managing Cultural Differences”

By Vadim Kotelnikov and Anastasia Bibikova

What is Culture?

Culture in general is concerned with beliefs and values on the basis of which people interpret experiences and behave, individually and in groups. Broadly and simply put, "culture" refers to a group or community with which you share common experiences that shape the way you understand the world.

The same person, thus, can belong to several different cultures depending on his or her birthplace, nationality, ethnicity, family status, gender, age, language, education, physical condition, sexual orientation, religion, profession, place of work and its corporate culture. Culture is the "lens" through which you view the world. It is central to what you see, how you make sense of what you see, and how you express yourself.

Four Cultural Dimensions

Cultures – both national and organizational – differ along many dimensions. Four of the most important are:

1. **Directness** (get to the point *versus* imply the messages)
2. **Hierarchy** (follow orders *versus* engage in debate)
3. **Consensus** (dissent is accepted *versus* unanimity is needed)
4. **Individualism** (individual winners *versus* team effectiveness)

The Seven C's of character:

Conscience

Compassion

Consideration

Confidence

Control

Courage

Competency

The Six Pillars of Character

Trustworthiness

Respect

Responsibility

Fairness

Caring

Citizenship

Culture Shock

Failure to identify cultural issues and take action can lead to a culture shock. In order of priority, the most often found symptoms of culture shock are:

- feeling isolated
- anxiety and worry
- reduction in job performance
- high nervous energy
- Helplessness.

Not coping with culture shock symptoms when they appear can lead to a very negative situation.

Cross-Cultural Communication Challenges

Culture is often at the root of communication challenges. Exploring historical experiences and the ways in which various cultural groups have related to each other is key to opening channels for cross-cultural communication. Becoming more aware of cultural differences, as well as exploring cultural similarities, can help you communicate with others more effectively. Next time you find yourself in a confusing situation, ask yourself how culture may be shaping your own reactions, and try to see the world from the other's point of view.

Building Trust Across Cultural Boundaries

Research indicates that there is a strong correlation between components of trust, (such as communication effectiveness, conflict management, and rapport), and productivity. Cultural differences play a key role in the creation of trust since trust is built in different ways and means different things in different cultures.

For instance, in the U.S., trust is "demonstrated performance over time." Here you can gain the trust of your colleagues by "coming through" and delivering on time on your commitments. In many other parts of the world, including many Arab, Asian and Latin American countries, building relationships is a pre-requisite for professional interactions. Building trust in these countries often involves lengthy discussions on non-professional topics and shared meals in restaurants. Work-related discussions start only once your counterpart has become comfortable with you as a person.

Cultural differences in multicultural **teams** can create misunderstandings between team members before they have had a chance to establish any credibility with each other. Thus, building trust is a critical step in creation and development of such teams. As a manager of a multicultural team, you need to recognize that building trust between different people is a complex process, since each culture has its own way of building trust and its own interpretation of what trust is.

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.

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Respecting Differences and Working Together

Anthropologists discovered that, when faced by interaction that we do not understand, people tend to interpret the others involved as "abnormal," "weird" or "wrong." Awareness of cultural differences and recognizing where cultural differences are at work is the first step toward understanding each other and establishing a positive working environment. Use these differences to challenge your own assumptions about the "right" way of doing things and as a chance to learn new ways to solve problems.

Source: http://www.1000ventures.com/business_guide/crosscuttings/cross-cultural_differences.html

Mentoring & Force Development***“Easy tips for generational inclusion”***

Richard Weaver, Detroit Diversity Examiner, September 11, 2010

One of the toughest challenges facing employers today is generational diversity and inclusion. With the soon-to-be-retiring Baby Boomers creating a void, employers need to develop multi-generational work teams to minimize brain drain. Oakland University says the generational inclusion problem is accentuated by the fact that four generations are in today's workplace and a fifth is about to join them. Here are some easy tips to develop a more generationally inclusive work environment:

Coffee: Having complimentary coffee is a nice touch for java loving Baby Boomers. However younger generations are not impressed with the choice of Maxwell House or nothing. They prefer decaf and flavors. Braun Research reports that a third of employers offer free coffee for their employees. Not only is not inclusive for younger generations, half the baby boomers say the company-supplied coffee is intolerable.

Loyalty: Historically Generation Y is known to be more of a job-hopping generation than company loyal. This is changing. Generation Y is apparently becoming less intent on changing employers. According to a survey by Fidelity Investments, 25 percent of those aged 22 to 33 hoped to stay with their current employer until retirement. This is a 79 percent increase in the number of faithful long-time minded employees from the prior year.

A last word about loyalty: a recent KPMG survey found 75 percent of college students place top priority on job security.

Do not be afraid of younger bosses: Today you can promote younger workers to management jobs without fear of older workers getting uptight. The trend is clear - 53 percent of 35 and older workers say they currently work for someone younger with the majority saying they do not think age is a factor according to Careerbuilder.com.

Source: <http://www.examiner.com/article/easy-tips-for-generational-inclusion>

Added Value & Wisdom

“YESTERDAY, TODAY, TOMORROW”

Author Unknown ~ (Possible author Jennifer Kritsch)

There are two days in every week about which we should not worry—two days which should be kept free from fear and apprehension.

One of these days is yesterday with its mistakes and cares, its faults and blunders, its aches and pains. Yesterday has passed forever beyond our control. All the money in the world cannot bring back yesterday. We cannot undo a single act we performed. We cannot erase a single word we said. Yesterday is gone.

The other day we should not worry about is tomorrow. With its possible adversities, its burdens, its large promise and poor performance, tomorrow is also beyond our immediate control. Tomorrow's sun will rise, either in splendor or behind a mask of clouds, but it will rise. Until it does, we have no stake in tomorrow, for it is yet unborn.

This just leaves only one day . . . Today. Any person can fight the battles of just one day. It is only when you and I add the burdens of those two awful eternities - yesterday and tomorrow that we break down. It is not the experience of today that drives people mad. It is the remorse or bitterness for something which happened yesterday and the dread of what tomorrow may bring.

Let us therefore live but one day at a time.

Source: <http://www.rogerknapp.com/inspire/yesterdaytomorrow.htm>

Insight, Food for Thought

“Most of the important things in the world have been accomplished by people who have kept on trying when there seemed to be no hope at all.” ~Dale Carnegie

“I want people to be more open and more tolerant. I want them to know that behind every stranger is a back-story that is the common denominator – for we all share in the human experience; pain, sadness, grief, lack of love, and then, with hope and help, step by step achievements.” ~Oprah Winfrey

“You have been created in order that you might make a difference. You have within you the power to change the world.” ~Andy Andrews

“Today, see if you can stretch your heart and expand your love so that it touches not only those to whom you can give it easily but also to those who need it so much.” ~Daphne Rose Kingma

***“Purpose is the place where your deep gladness meets the worlds needs.”
~Frederick Buechner***

“Trust yourself. Create the kind of self that you will be happy to live with all of your life. Make the most of yourself by fanning the tiny, inner sparks of possibility into flames of achievement.” ~Golda Meir

***“Ultimately we know deeply at the other side of every fear is freedom.”
~Marilyn Ferguson***

“As I grow older a part of my emotional survival plan must be to actively seek inspiration instead of passively waiting for it to find me.” ~ Bebe Moore Campbell

“How simple is it to see that all the worry in the world cannot control the future. How simple it is to see that we can only be happy now. And that there will never be a time when it is not now.” ~ Gerald Jampolsky

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 been 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