



# LEADERSHIP AND DIVERSITY

INFORMATIONAL WISDOM FROM THE HRA AND CCM COMMUNITIES



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## Significant Quotes

To enhance your personal and professional growth

**"Happiness is not a goal; it is a by-product."** ~ Eleanor Roosevelt

**"Faced with a crisis that demands resolution ... you need to search for the potential for spiritual growth inherent in the situation."** ~Caroline Myss PH.D.

## SPECIAL EDITION

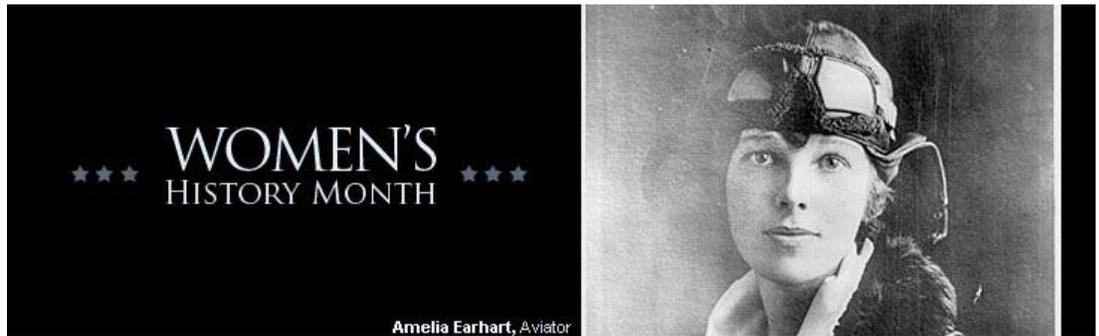


Image source: <http://womenshistorymonth.gov/>

## **"National Women's History Month 2014 Celebrating Women of Character, Courage, and Commitment"** **Women Inspiring Innovation through Imagination**

By: The editor <http://www.nwhp.org/whm/>

Each year, March is designated as National Women's History Month to ensure that the history of American women will be recognized and celebrated in schools, workplaces, and communities throughout the country.

This year's theme, ***Celebrating Women of Character, Courage, and Commitment***, honors the extraordinary and often unrecognized determination and tenacity of women. Against social convention and often legal restraints, women have created a legacy that expands the frontiers of possibility for generations to come. They have demonstrated their character, courage and commitment as mothers, educators, institution builders, business, labor, political and community leaders, relief workers, women religious, and CEOs. Their lives and their work inspire girls and women to achieve their full potential and encourage boys and men to respect the diversity and depth of women's experience.

## 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."

In honor of Women's History Month, we want to thank all the women who have shaped our military and pay tribute honoring women Veterans. Throughout history, these service members took on a variety of roles and rose through the ranks. They served honorably in a variety of occupations and have witnessed history as the ban on women serving in combat has been lifted. Every woman who served has paved the way for her fellow female service members and for which we say, "Thank you."

Sources: <http://www.nwhp.org/whm/> and <http://www.blogs.va.gov/VAntage/8783/womens-history-month-honoring-our-nation%E2%80%99s-women-veterans/>

## "A History of Women in the U.S. Military"

*From Continental Army Soldier Deborah Samson to Army Sergeant Leigh Ann Hester, American women have been serving in the U.S. Military for hundreds of years.* By Jennie Wood

Women have been a part of the war effort since the Revolutionary War, but in the early days of our nation they had to cloak themselves in disguise to serve alongside men. When they were accepted into the military, women were given auxiliary roles. As the weapons and methods of warfare changed in the late 20th century, however, the Pentagon began to realize that gender matters less on the battlefield.

### The First Female U.S. Soldiers

During the Revolutionary, Civil and Mexican Wars, a small number of women were involved in combat, but they had to disguise themselves as men and enlist under aliases. Deborah Samson Gannett, from Plymouth, Massachusetts, was one of the first American woman soldiers. In 1782, she enlisted under the name of her deceased brother, Robert Shurtleff Samson. For 17 months, Samson served in the Continental Army during the Revolutionary War. She was wounded twice. She cut a musket ball out of her own thigh so a doctor wouldn't find out she was a woman. Years later, in 1804, Samson was awarded a pension for her service. Also during the Revolution War, in 1776, Margaret Corbin fought alongside her husband and 600 American soldiers as they defended Fort Washington, New York.

In the Mexican War, Elizabeth C. Newcume dressed in male attire and joined the military at Fort Leavenworth, Kansas. In 1847, she battled Native Americans in Dodge City. Ten months later, she was discharged when her gender was discovered. In July 1848, however, Congress paid her the land and money she was owed for her service.

In the Civil War, several women disguised themselves as men to enlist and fight for the Union. Sarah Rosetta Wakeman enlisted as Private Lyons Wakeman. She died during the war in New Orleans at the Marine General Hospital. At the time of her death, her true gender was not known. In fact, her headstone reads Lyons Wakeman.

## Air Force Core Values

*Integrity first*

*Service before  
self*

*Excellence in  
all we do*

### Important Dates to Remember

March 8:  
International  
Women's Day

March 10:  
Employee  
Appreciation Day

March 17: St.  
Patrick's Day

March 20: St.  
Joseph's Day

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

March: National  
Nutrition Month,  
Red Cross Month,  
Social Worker's  
Month, Women's  
History Month,  
Ethics Awareness  
Month, Irish-  
American Heritage  
Month,

## U.S. Women in the World Wars

During World War I, the U.S. Navy and Marine Corps allowed women to enlist. More than 12,000 enlisted and about 400 died during the war. Women also worked for the American Red Cross and the United Service Organizations, as well as in factory, office, transportation, and other jobs vacated by men who were off at war. By the end of World War I, women made up 24% of aviation plant workers.

In World War II, a total of 350,000 women served in the U.S. military. More than 60,000 women served as Army nurses and over 14,000 served as Navy nurses. Even though they were far from combat, 67 Army nurses were captured in the Philippines by the Japanese in 1942. They were held as POWs for almost three years. Over a dozen Navy nurses were also captured by the Japanese during the war. Also in 1942, the Army created the Women's Army Auxiliary Corps (WAAC). These women served overseas in North Africa. A year later, the WAAC became the Women's Army Corps (WAC), in which more than 150,000 women served. For the rest of the War, WACs were present in England, France, Australia, New Guinea, and the Philippines.

During World War II, the Navy, Marines and Coast Guard also established reserves for women. The Navy began Women Accepted for Volunteer Emergency Service (WAVES) in 1942. More than 84,000 WAVES worked in administrative, medical, and communication jobs. The Coast Guard set up a women's reserve, in 1942, called SPARS, meaning Semper Paratus / Always Ready. A year later, the Marine Corps Women's Reserve began. Most Marine women served stateside and by the end of the war, 85% of the personnel at the U.S. Marine Corps Headquarters were women. These reserves were created so that more men could go fight overseas. Also in 1943, the Air Force created Women Air Force Service Pilots (WASP). WASPs were civilians who flew stateside while male pilots served overseas. American aviator Jacqueline Cochran was instrumental in the creation of WASP. She wrote letters to various military leaders, suggesting that women pilots fly non-combat missions. She became the WASP director. She received the Distinguished Flying Cross and Distinguished Service Medal. In addition to these reserves, almost three million women worked to support the war effort at various factory, office and aviation jobs in the United States. During this time, Rosie the Riveter became a cultural icon, representing all the American women who worked for the war effort on the home front.



World War I U.S.  
Navy poster  
used to recruit  
women, 1917



World War II Women's Army Corps (WAC), served as pilots  
delivering the much needed aircraft to the war front.  
Image source: <http://www.spectatornews.com/campus-news/2012/02/16/womens-history-month-coming-student-ideas-sought/>

## Mentoring

**M**odel – must lead by example

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

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

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

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

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

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

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

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

## Women's Role in War Changes in Late 20th Century

Women continued to break new ground in the U.S. military after WWII. Part of the reason for this was necessity. The way wars were fought changed over the 20th century. Due to modern weapons of warfare, such as scud missiles and roadside bombs, front lines were blurred and every soldier was at risk. Over 40,000 women served in the 1991 Gulf War and engaged with enemy forces on an unprecedented level. On September 5, 1990, the U.S.S. *Acadia* left San Diego for the Persian Gulf. Of the 1,260 on board, 360 were women. It was the first time American men and women shipped out together in wartime conditions. The 1991 Gulf War was also the first war where women served with men in integrated units within a warzone. However, women in the military suffered a setback in 1994 when Defense Secretary Les Aspin implemented a rule that prohibited women from serving in units "whose primary mission is to engage in direct ground combat."

Despite the 1994 rule, women continued to play more active roles in the wars in Iraq and Afghanistan. In 2005, Leigh Ann Hester became the first female soldier to receive the Silver Star for exceptional valor in close-quarters combat. Serving in Iraq, Hester led her team in a 25-minute firefight. She used hand grenades and an M203 grenade launcher while maneuvering her team to cut off the enemy. In 2008, Monica Lin Brown also received the Silver Star. After a roadside bomb was detonated in Afghanistan, Brown protected wounded soldiers with her own body and ran through gunfire to save their lives.

## Women in the U.S. Military Today

As of 2012, women make up 14% of the U.S. military. More than 165,000 women are enlisted and active in the armed services with over 35,000 additional women serving as officers.

In February 2012, after a yearlong review, the Pentagon announced women would be permanently assigned to battalions. In these ground units, women would be assigned to such critical jobs as radio operators, medics, and tank mechanics. However, many women have already served in those jobs, in temporary status, due to demand in Iraq and Afghanistan. The Pentagon's new ruling only made these job assignments official and still upheld the ban on women serving in combat tank units, Special Operations commando units and the infantry. Regarding the policy shift, Anu Bhagwati, Service Women's Action Network director, urged, "It's time military leadership establish the same level playing field to qualified women to enter the infantry, special forces, and other all-male units."



The USAF hosts a diverse group of professional female Airmen in the ranks—a vital pillar for the national defense. Image source: <http://www.spectatornews.com/campus-news/2012/02/16/womens-history-month-coming-student-ideas-sought/>



Gen Frank J. Grass  
Chief of the National  
Guard Bureau

"One of our National Guard's greatest strengths as an operational force is that we are present in communities across the country. In the end, when you bring in the National Guard, you bring in the richness and diversity of hometown America."



Command Chief Master  
Sgt. Mitchell Brush  
Senior Enlisted Leader

On development of the force (vs. of Airmen): "If you don't have a bench of people to replace you, then whose fault is that?"

The playing field was in fact leveled in January 2013, when Defense Secretary Leon Panetta announced that the ban on women serving in combat roles would be lifted. In a Jan. 9 letter to Panetta urging the change Joint Chiefs of Staff Chairman Gen. Martin Dempsey said, "The time has come to rescind the direct combat exclusion rule for women and to eliminate all unnecessary gender-based barriers to service." The move reverses the 1994 rule that prohibited women from serving in combat. The change will be gradual; some positions will be available to women immediately but each branch of the military has until 2016 to request exceptions to the new rule.

Source: <http://www.infoplease.com/us/military/women-history.html> and U.S. Department of Defense, U.S. Army, U.S. Navy, U.S. Marine Corps, U.S. Coast Guard, [militarywoman.org](http://militarywoman.org)

Read more: A History of Women in the U.S. Military | Infoplease.com <http://www.infoplease.com/us/military/women-history.html#ixzz2uM8I062m>

## NG/ANG Highlights

### "S.C. Air National Guard promotes first African American general officer"

by Lt.Col. Jim St.Clair, JFHQ/PA

The South Carolina National Guard's Assistant Adjutant General for Air (ATAG), Brig. Gen. Calvin H. Elam, was promoted during a ceremony at the brand new Multi Unit Readiness Center (MURC) at McEntire Joint National Guard Base, Jan. 13. The MURC's 300 seat auditorium was filled to capacity to witness Elam make history when he became the SCANG's first black general officer.



South Carolina Adjutant General, Maj. Gen. Robert E. Livingston, Jr. and Mrs. Mary Elam, pin newly promoted Brig. Gen. Calvin H. Elam, at a ceremony at McEntire Joint National Guard Base on January 13, 2013.

South Carolina's Adjutant General, Maj. Gen. Robert E. Livingston, Jr. presided over the ceremony. "Cal has had a long and distinguished career in the Air Force and the South Carolina Air National Guard and this promotion to brigadier general culminates many years of hard work and dedicated service to his state and nation. He is the epitome of the citizen-airman," said Livingston. Elam has served as the ATAG since January 2012. As a civilian, he is Chief Executive Officer for Elam Financial Group. The Greenwood, S.C. native began his military career in 1980 and spent six years in the active duty U.S. Air Force as an enlisted contracting specialist. In 1988 he graduated from the University of South Carolina's Darla Moore School of Business with a degree in business marketing and then received his commission after completing the Air National Guard's Academy of Military Science. Elam since has served in several key leadership positions with the South Carolina Air National Guard including Chief of Supply, Commander of the 169th Maintenance Squadron and Commander of the 169th Mission Support Group. Elam, his wife Mary and their three children reside in Irmo, S.C.



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.

After publishing the promotion order, Livingston, along with Elam's wife Mary and Elam's three children Forbes, Erin and April, pinned stars onto his uniform coat and hat to make it official. Livingston then administered the oath of office to Elam.

In his remarks, Elam thanked his family, friends and his fellow Swamp Foxes. "I didn't get here by myself. As a military leader you quickly learn, particularly as a commander, to take none of the credit and all of the blame." After sharing some personal reflections about his life and career, Elam concluded by saying, "The best piece of advice I received when I joined the military was from my uncle, a former Air Force guy, J. Randolph Elam. He said something one day that was so profound and stuck with me. He said to me, 'Son, whatever you do, don't stop 'til you quit'."

Source: <http://www.169fw.ang.af.mil/news/story.asp?id=123332412>

## Feature Article

### **"What Is Transformational Leadership? How Transformational Leadership Inspires"**

By Kendra Cherry



Have you ever been in a group where someone took control of the situation by conveying a clear vision of the group's goals, a marked passion for the work, and an ability to make the rest of the group feel recharged and energized? This person just might be what is called a transformational leader.

Transformational leadership is a type of leadership style that can inspire positive changes in those who follow. Transformational leaders are generally energetic, enthusiastic, and passionate. Not only are these leaders concerned and involved in the process; they are also focused on helping every member of the group succeed as well.

## The History of Transformational Leadership

The concept of transformational leadership was initially introduced by leadership expert and presidential biographer James MacGregor Burns. According to Burns, transformational leadership can be seen when "leaders and followers make each other to advance to a higher level of moral and motivation." Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals.

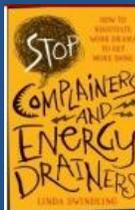
Later, researcher Bernard M. Bass expanded upon Burns' original ideas to develop what is today referred to as Bass' Transformational Leadership Theory. According to Bass, transformational leadership can be defined based on the impact that it has on followers. Transformational leaders, Bass suggested, garner trust, respect, and admiration from their followers.

## Recommended Reading



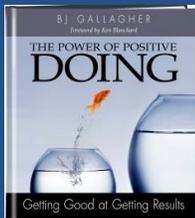
### *180 Ways to Build Commitment and Positive Attitudes*, by Paul Sims

<http://www.walkthetalk.com/leadership-and-personal-development/specialty-brands/180-ways-handbooks/180-ways-to-build-commitment-and-positive-attitudes.html>



### Stop Complainers and Energy Drainers. How to Negotiate Work Drama to Get More Done by Linda Swindling

<http://www.walkthetalk.com/stop-complains-and-energy-drainers-how-to-negotiate-work-drama-to-get-more-done.html>



### The Power of Positive Doing by BJ Gallagher

<http://www.walkthetalk.com/the-power-of-positive-doing.html>

## The Components of Transformational Leadership

Bass also suggested that there were four different components of transformational leadership.

1. **Intellectual Stimulation** – Transformational leaders not only challenge the status quo; they also encourage creativity among followers. The leader encourages followers to explore new ways of doing things and new opportunities to learn.
2. **Individualized Consideration** – Transformational leadership also involves offering support and encouragement to individual followers. In order to foster supportive relationships, transformational leaders keep lines of communication open so that followers feel free to share ideas and so that leaders can offer direct recognition of the unique contributions of each follower.
3. **Inspirational Motivation** – Transformational leaders have a clear vision that they are able to articulate to followers. These leaders are also able to help followers experience the same passion and motivation to fulfill these goals.
4. **Idealized Influence** – The transformational leader serve as a role model for followers. Because followers trust and respect the leader, they emulate this individual and internalize his or her ideals.

### Observations

In their classic text, *Transformational Leadership*, authors Bass and Riggio explained: "Transformational leaders...are those who stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity. Transformational leaders help followers grow and develop into leaders by responding to individual followers' needs by empowering them and by aligning the objectives and goals of the individual followers, the leader, the group, and the larger organization."

Researchers have found that this style of leadership can have a positive effect on the group. "Research evidence clearly shows that groups led by transformational leaders have higher levels of performance and satisfaction than groups led by other types of leaders," explained psychologist and leadership expert Ronald E. Riggio in an article appearing on the *Psychology Today* website. The reason, he suggests, is that transformational leaders believe that their followers can do their best, leading members of the group to feel inspired and empowered.

Source: <http://psychology.about.com/od/leadership/a/transformational.htm>

## Ethics & Character

### *“Actions are More Important Than Intentions”*

by Michael Josephson

Five birds are sitting on a telephone wire. Two of them decide to fly south. How many are left? Three, you say? No, it's five. You see, deciding to fly south is not the same as doing it. If a bird really wants to go somewhere, it's got to point itself in the right direction, jump off the wire and flap its wings. Good intentions are not enough. It's action that really matters.

*Reflection of the  
Month*

**“Problems  
are good,  
not bad.  
Welcome  
them and  
become the  
solution”**

~Mark Victor  
Hansen

Our character is defined and our lives are determined not by what we want, say or think, but by what we do. I frequently think of writing thank-you notes, birthday wishes and letters of praise. Unfortunately, only a sad few of these good sentiments ever make it to paper. Still, if I don't look too closely, I can delude myself into thinking that based on my good thoughts, I'm a gracious and grateful person. A truer picture of my character is drawn by my actions.

The challenge for me is to make the time to do the things I ought to do and say the things I want to say. There are lots of occasions to do this at home and at work. And one doesn't have to get sappy or insincere. Just look for opportunities to say something nice to family members, friends or coworkers. Once you get the hang of it, expand your arena of action and call or write a former teacher, a columnist or a public servant you admire.

The old Quaker saying puts it eloquently: “I expect to pass through the world but once. Any good therefore I can do or any kindness I can show to any fellow creature, let me do it now. Let me not defer it or neglect it for I shall not pass this way again.”

Source: <http://whatwillmatter.com/2014/02/commentary-814-1-birds-on-a-wire-actions-are-more-important-than-intentions/>

## Leadership

### **“What To Do With Attitude Problems”**

*By: Eric Harvey*

Dealing with team members that have attitude problems is one of the toughest responsibilities of any manager.

Let's face it...you can control only what you can control, but it is essential to confront toxic attitudes and behaviors. Letting them fester is a major disservice to the individual and your work team. Here are three suggestions from 180 Ways to Build Commitment and Positive Attitudes to consider:

1. Consider making the characteristics of "good attitude" part of every job analysis and job description. In addition to including things like skills, abilities and job knowledge, list the benchmark behaviors that would demonstrate a positive, team-player attitude.
2. People can easily develop negative attitudes about "accountability" if leaders assess **only what is wrong**. Avert this by identifying **what is right** as well as assessing what is wrong, and apply appropriate rewards when responsibilities have been met or exceeded.
3. **When in doubt, throw them out!** It sounds pretty harsh, but if a probationary employee is already showing an attitude problem, you're better off letting him or her take the bad attitude somewhere else. Just make sure you coordinate with HR.

Source: [WalkTheTalk.com](http://WalkTheTalk.com)

## Better Workplace

### **“10 Reasons To Stop Complainers”** *By: Eric Harvey*

You know they are bothersome....others know they are toxic and get in the way of work quality and collaboration, but it's sometimes just so easy to overlook complainers and the negative influences they produce.

Here are 10 business reasons why you **MUST** stop those complainers.

1. The Cost
2. Negative effect and loss of good employees
3. Legal ramifications
4. Environmental infection
5. Signal of problem or mental illness
6. Your sanity & the sanity of your team members
7. Business reputation
8. Complainers' potential
9. Counterproductive strategy
10. The right thing to do.

Source: [WalkTheTalk.com](http://WalkTheTalk.com)

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## Diversity

### **“Culture Matters: Development for the Latino Employee”**

*By: Mike Prokopeak*

**“By tailoring development to the needs of Latino employees, CLOs can boost their performance and spur innovation.”**

The Latino community is developing a stronger voice in corporate America to go along with its growing demographic and political power. CLOs have an opportunity to tap into that growth with employee development targeted to their needs. “Given the growth of Hispanics in the workplace, it is clear they are looking for things that are culturally relevant, that give them the opportunity to be more of who they are and recognize that culture is an advantage,” said Glenn Llopis, a consultant and founder of the Center for Hispanic Leadership.

Further, in designing development CLOs should examine some of the cultural assumptions traditional programs sometimes make about their audience, said Robert Rodriguez, president of DRR Advisors and author of *Latino Talent: Effective Strategies to Recruit, Retain and Develop Hispanic Professionals*.

“Hispanics often have to deal with issues that some of their non-Hispanic colleagues don't have to deal with,” he said. “Things like their sense of identity, isolation and perceived tokenism are real issues for many Hispanic professionals.” Targeted and culturally relevant development programs should address those aspects of culture important to Hispanics.

### The Seven C's of character:

Conscience

Compassion

Consideration

Confidence

Control

Courage

Competency

### The Six Pillars of Character

Trustworthiness

Respect

Responsibility

Fairness

Caring

Citizenship

#### 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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“For example, concepts such as personal branding and marketing yourself internally may be difficult concepts to master for some Hispanics because their heritage taught them that hard work should be enough to get them noticed,” Rodriguez said.

**Diversity and Development:** The Center for Hispanic Leadership’s Llopis identified six characteristics — what he called the “immigrant perspective” — to consider when designing targeted development for Latino employees.

In general, Hispanics:

- See opportunity in everything.
- Have an ability to anticipate the unexpected.
- Have the potential to be passionate and pioneering.
- Display entrepreneurial initiative.
- Work with a purpose and consider others’ needs.
- Embrace the promise of their culture.

Relevant training and development recognizes that culture is a competitive advantage that can be unleashed to boost Hispanic employee engagement and help advance their careers, Llopis said. Being more aware of these characteristics also helps the organization better manage Hispanic employees and ensure their perspectives and ideas are included. “What we’re trying to do is help Hispanics leverage their heritage, to discover their full potential in their careers as authentic leaders and small business owners,” Llopis said. But as they create development relevant for Hispanic employees, CLOs should also understand they are not a homogenous group and move forward carefully.

“There [is] a lot of diversity within the Latino demographic,” Rodriguez said. “The Nuyorican from New York is quite different than the Mexican from east Los Angeles or the Cuban-American living in Miami. If learning practitioners believe that Latino issues are consistent across the entire Hispanic community they are prone to make more mistakes.”

**Options for Latino Development:** Fortunately, there are options available for CLOs as they target their Hispanic employees. For executives, Rodriguez points to Latino development programs like the Latino Leadership Institute at UCLA and the Latino executive development program at Southern Methodist University.

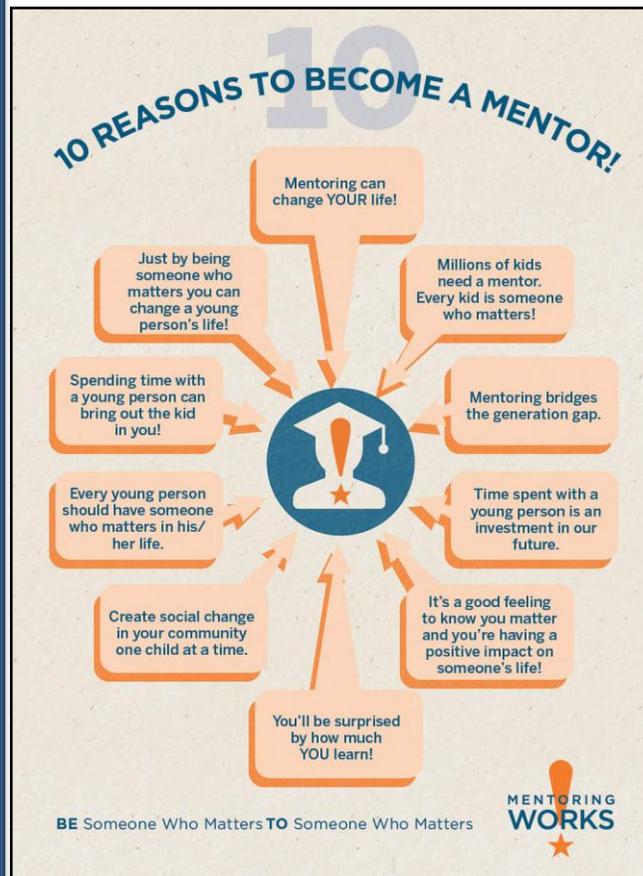
Internally developed programs are another option. McDonald’s, Verizon, Shell and AT&T have all opted to create multi-day corporate Latino leadership development programs, Rodriguez said. For the broader employee population, Llopis launched the Hispanic Training Center on Aug. 6. The center provides video-based online training on topics like leadership, career advancement and entrepreneurial skills, as well as courses on leading Hispanic employees and selling to Hispanic consumers. Each course consists of five to eight chapters, average just over five minutes each, and can lead to a certification from the Center for Hispanic Leadership. The training center will have 15 hours of content up by early September, in time for Hispanic Heritage Month, Llopis said.

While tailoring development to their cultural characteristics and needs makes sense for the Hispanic employee, it also can benefit the non-Hispanic employee. Culturally relevant training isn't just an initiative, Llopis said. It should be a best practice of business today.

"What they're learning is important for everyone," Llopis said. "Now that we're in this global economy, it's not just about what you think you need to learn for your company, it's about how your company [is] more relevant to a broader audience."

Source: <http://humancapitalmedia.com/item/culture-matters-development-latino-employee-0>

## Mentoring & Force Development



1. Mentoring can change your life.
2. Millions of kids need a mentor. Every kid is someone who matters.
3. Mentoring bridges the generational gap.
4. Time spent with a young person is an investment in our future.
5. It's a good feeling to know you matter and you're having a positive impact on someone else's life.
6. You'll be surprised by how much you learn!
7. Create social change in your community one child at a time.
8. Every young person should have someone who matters in his/her life.
9. Spending time with a young person can bring out the kid in you!
10. Just by being someone who matters you can change a young person's life!

Image Source and for more information: <http://www.nationalmentoringmonth.org/>

## Added Value & Wisdom

### **"What You Are Is As Important As What You Do"**

*by: Patricia Fripp, from A Cup of Chicken Soup for the Soul*

It was a sunny Saturday afternoon in Oklahoma City. My friend and proud father Bobby Lewis was taking his two little boys to play miniature golf. He walked up to the fellow at the ticket counter and said, "How much is it to get in?" The young man replied, "\$3.00 for you and \$3.00 for any kid who is older than six. We let them in free if they are six or younger. How old are they?" Bobby

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replied, "The lawyer's three and the doctor is seven, so I guess I owe you \$6.00."

The man at the ticket counter said, "Hey, Mister, did you just win the lottery or something? You could have saved yourself three bucks. You could have told me that the older one was six; I wouldn't have known the difference." Bobby replied, "Yes, that may be true, but the kids would have known the difference."

As Ralph Waldo Emerson said, "Who you are speaks so loudly I can't hear what you're saying." In challenging times when ethics are more important than ever before, make sure you set a good example for the people you live with and everyone else.

## Insight, Food for Thought

***"To experience a simplified life, we first have to learn to slow down long enough to see through all the clutter. We need to realize that we are powerful magnets that attracted this life to ourselves – no matter what – good or bad."***

*Found in the book: Stress Is A Choice*

***"It's better to light a candle than to curse the darkness."*** ~Chinese Proverb

***"If you feel your life tightening around you, pause. Direct your mind and actions in the direction you choose."*** ~ Dr. Lee Jampolsky

***"Faced with a crisis that demands resolution ... you need to search for the potential for spiritual growth inherent in the situation."*** ~Caroline Myss PH.D.

***"A relationship is a living thing. It needs and benefits from the same attention to detail that an artist lavishes on his art."*** ~David Viscott

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