



LEADERSHIP AND DIVERSITY

INFORMATIONAL WISDOM FROM THE HRA AND CCM COMMUNITIES



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Significant Quotes

To enhance your personal and professional growth

“Success is not final. Failure is not fatal. It is the courage to continue that makes the difference.” ~ Winston Churchill

“With true grit you persist until you catch a glimpse of your potential. That is when passion is born.” ~Fred Smith

Feature Article

“Understanding the Power Dynamic at Work”

by Stephanie Reyes

Power is an interesting thing. If you believe Margaret Thatcher, “Power is like being a lady...if you have to tell people you are, you aren’t.” People who have power (the ability to exercise authority or influence) may wield it unconsciously (whether poorly or well) or they may deliberately use their power in questionable ways. There are a number of ways to consider power in the workplace and elsewhere. Here is one way of looking at power as presented by the Coady International Institute.

Types of Power

1. **Power over**, Power is seen as a win-lose kind of relationship. Having power involves taking it from someone else, and then, using it to dominate and prevent others from gaining it. (e.g. formal position power, membership in organizations, resource or financial power, power to withhold something others want).
2. **Power with**, has to do with finding common ground among different interests and building collective strength. Based on mutual support, solidarity and collaboration, it multiplies individual talents and knowledge.
3. **Power to**, refers to the unique potential of every person to shape his or her life and world. When based on mutual support, it opens up the possibilities of joint action (e.g. knowledge, expertise, experience, skills as well as willingness to take a risk).
4. **Power within**, has to do with a person’s sense of self-worth and self-knowledge; includes an ability to recognize individual differences while respecting others. Power within is the capacity to imagine and have hope; it affirms the common human search for dignity and fulfillment (e.g. charm, courage, vision, energy, commitment).

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."

Another way of looking at power was described by Sarlyn Lauby in her blog article, "7 Types of Power in the Workplace."

- **Coercive power** is associated with people who are in a position to punish others. People fear the consequences of not doing what has been asked of them.
- **Connection power** is based upon who you know. This person knows, and has the ear of, other powerful people within the organization.
- **Expert power** comes from a person's expertise. This is commonly a person with an acclaimed skill or accomplishment.
- A person who has access to valuable or important information possesses **informational power**.
- **Legitimate or positional power** comes from the position a person holds. This is related to a person's title and job responsibilities.
- People who are well-liked and respected can have **referent power** (the ability to influence through loyalty, respect, friendship, admiration, affection, or a desire to gain approval).
- **Reward power** is based upon a person's ability to bestow rewards. Those rewards might come in the form of job assignments, schedules, pay or benefits.

Abuse of Power in the Workplace

The workplace is a great breeding ground for the development of and sometimes abuse of power. The pursuit or abuse of power is the root cause of many workplace problems. When taken to the extreme, misuse of power results in overt conflict, harassment and bullying. Researcher, Nathanael Fast found that business leaders who can't handle the implications of power can create a toxic culture of fear and blame through aggressive application of their positional power. Interestingly, in one study published in *Psychological Science*, Fast found a direct link between a manager's own perception of incompetence and incidents of aggression. According to Fast, "When people in high-power positions feel incompetent they tend to respond with aggression toward others because it makes them feel superior."

Although Fast's research clearly demonstrated the negative implications of power, he also observed that there are leaders who can handle power. "A lot of people think power corrupts everyone—it doesn't corrupt everyone. People who feel secure about their leadership abilities can use power well." We all recognize misuse of power in its most overt forms: aggression, bullying, and excessive control and there are rules and tools for dealing with these dysfunctional behaviors in the workplace.

Workplace Bullying: Break the Silence

Unfortunately, a lot of harassment and bullying goes unreported. There are a lot of reasons why someone would choose not to report this type of behavior, most of them rooted in fear of reprisal or job loss. The following six reasons were

Air Force Core Values

Integrity first

*Service before
self*

*Excellence in
all we do*

Important Dates to Remember August

August:
**Friendship
Day (Celebrated
the first Sunday
in August)**

**Aug 4: US Coast
Guard Day**

**Aug 8: Senior
Citizens Day**

**Aug 14: V.J.
Day**

**Aug 19:
National
Aviation Day**

**Aug 21: Hawaii
Day**

**Aug 26:
Women's
Equality Day
(Suffrage)**

suggested and discussed in greater detail by Benoit Consulting in a recent article:

1. **Keep this a secret:** Fear of straight-forward confrontation with a manipulative individual keeps employees silent.
2. **Threats and fear:** Employees learn very quickly who's in charge, who calls the shots, and who suffers retaliation.
3. **Love:** In a work situation, employees who love the company and basically love the content of their jobs don't want anything really bad to happen to the company.
4. **No one will believe you:** Employees know that this bully has been behaving this way for many years and no one has been able to get him/her fired.
5. **Self-blame:** If only I could say the right thing in the right way, the bully would see the light.
6. **Grooming:** Bullies select their victims carefully. They cultivate power-over relationships with those whom they can successfully manipulate.

What's Worse Than Workplace Bullying?

Perhaps more insidious and damaging than overt bullying are the many hidden uses and abuses of power that are so hard to pin down: these behaviors leave you feeling manipulated and uncomfortable, sometimes without even knowing why. In an exceptional blog post, Shanley delves into these micro-aggressions: the "brief and commonplace daily verbal, behavioral, or environmental indignities" that help maintain power dynamics, inequities and stereotypes. From body language to unequal visibility, Shanley shines the light on behaviors that many managers employ unconsciously, which maintain an uneven power distribution. She concludes by stating: "In order to break the self-perpetuating cycle of micro-aggression in the workplace, we need to re-imagine and re-implement the concept of management. Management should be a job description that pertains to a particular type of work done on a team related to facilitating the team and enabling it to be as successful as possible. Management should NOT be an honorific, based in an unequal power dynamic, and associated with superiority, entitlement and hyper masculinity. When managers locate their value and contribution to the company in the latter system, micro-aggression against the very team they are supposed to be part of becomes the default mode."

Changing the Workplace Power Dynamic

There is a lot of work to be done to move from the typical workplace dynamic of "Power Over" to a more inclusive environment that capitalizes on the collaborative capacity of the "Power With" dynamic. In order to get there, employees and the people and structures that support them will have to draw on their "Power To" create change. It begins at the center, as we strengthen the "Power Within" each of us and recognize our ability to transform our world of work and shift the balance of power.

Re: <http://tribehr.com/blog/understanding-the-power-dynamic-at-work>

**Army Core
Values**

Loyalty

Duty

Respect

Selfless
Service

Honor

Integrity

Personal
Courage**Ethics & Character****“Ethics in the Workplace”***By Myron Curry***Ethics in the Workplace - What's It About?**

Ethics are about making choices that may not always feel good or seem like they benefit you but are the right choices to make. They are the choices that are examples of model citizens and examples of the golden rules. We've all heard the golden rules: Don't hurt, don't steal, don't lie, or one of the most famous: Do unto others as you would have done to you. These are not just catchy phrases; these are words of wisdom that any productive member of society should strive to live by.

In our personal lives, most people try to do exactly that. Ethics are thought of by many people as something that is related to the private side of life and not to the business side. In many businesses, having ethics is frowned upon or thought of as a negative subject. This is because business is usually about doing what's best for number one, not about what's really the right thing to do. You probably are already feeling uneasy just reading this.

A Good Example

Take ENRON, for example. Were the actions of ENRON CEO a good example of ethics? No. But, what they WERE was a CLASSIC example of two things: One, those actions displayed how ethics were not used in any way. Two, their actions painted a grim and realistic picture of what can happen when ethics are neglected. Had ethics been considered in the first place by the leaders of the company, there would have been no scandal. If ethics were used on a daily basis in every company, there would never be scandals.

Martha Stewart comes to mind when speaking of ethics. Again, there is a feeling of uneasiness when dealing with this topic. But, why is it like that? Ethics are supposed to improve our lives and invoke good feelings. Perhaps the reason ethics is such a sore subject is because they are so often poorly used, if used at all.

A New Way

Ethics are making a comeback. To begin with, more and more corporations and businessmen and women are now realizing that ethics are not checked at the door when entering the workplace. Ethics have every bit as much a place in the public as they do the private. How is it there should be separate sets of ethics, depending upon whether it is your personal life or your work life? The answer is that there should not be a separate set, and in light of, recent events that we see on our television sets as of late, more and more companies are realizing this fact.



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: "If you don't have a bench of people to replace you, then whose fault is that?"

Some companies are incorporating ethics into their training. It is a subject that can go hand-in-hand with business and when employees and CEO's alike understand what ethics are about, business can improve. Not only will the community take note of the ethical nature of a business but also so will customers. Periodic re-evaluations are suggested in ethics training as well, since times change many things that some would never consider ethical or non-ethical. For instance, when the first computer hacker sent a worm into a university computer system and crippled the entire network, it was considered a prank more than an unethical act. Computers were new, at the time and no one had ever been able to do such a thing before. With new times comes new technology and new ways of doing things. Ethics will still play a part of it all and refreshing ethics training only strengthens what has already been learned when new ages come about.

In the end, it's all about what a person understands about ethics. Many university curriculums are now heavily applying the teaching of ethics and for good reason. Young minds will take this information into the workforce and understand that ethics need to be applied there as well as in the private sector. Corporations will be able to avoid embarrassing scandals that are presented all over the national news. Small business will be able to keep and attract more clients and customers. Negotiations between businesses could be accomplished with more consideration for the other company in mind, which would only help both.

Above all, a high level of ethics in your business should be in place at least for the customers. If anything, it is the customer that should be considered the most when it comes to ethical business practices. In the long run, a company will reap great profits from a customer base that feels it is being treated fairly and truthfully.

Training Improves Workplace Ethics

Protect your organization from unethical behavior, devastating lawsuits, negative publicity, wasted time, loss of money, and low employee morale by offering your employees ethics training on a regular basis.

Re: <http://www.businesstrainingmedia.com/article-businessethics.php>

Leadership

"Collective Leadership: Transforming the Workplace for the 21st Century"

By: Marion Chamberlain, Founder, Chamberlain Leadership, Life & Leadership Strategist

In Thomas Friedman's book "The World is Flat" he asserts that the world has become so connected globally that innovative start-ups and small business enterprises are able to compete and win in the global marketplace more so than major corporations. According to the U.S. Small Business Administration, small business enterprises (with 500 or less employees) account for 52 percent of all



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.

U.S. workers. A particular strength of small businesses is their ability to respond quickly to changing economic conditions. Being nimble in their business approaches is obviously one strength of a small business enterprise (SBE). However, another major strength is that small business enterprises tend to have flatter organizational structures. Corporate leaders have come to realize that titles and hierarchies can hinder company growth and competitiveness. Additionally, a younger generation of employees might not be as enticed to follow a corporate career ladder path. The same can be said for employees who are increasingly looking for work-life balance.

This isn't to say that structure doesn't have its place in a company. Policies, procedures and business practices are all valuable guiding posts to help employees implement the corporate vision and goals. The difference being that they are valuable when used as tools and not dictums. And whether you are a large organization or a small business going through growing pains, you can easily learn from the flat and collective leadership approach that has helped many SBEs successfully compete in the marketplace. Collective leadership may look like this:

- **Rotate team leadership responsibilities.** This frees you from the often conflict-ridden "labor vs. management" philosophy where people often struggle to put themselves into the other person's shoes. The rotation of leadership roles puts everyone into the same place of understanding.
- **Share the knowledge.** A flatter organization helps a company move away from the knowledge hoarder attitude you find with older or larger organizations. Establish an internal Wiki and provide time for in-person forums for knowledge exchange. All your employees should have access to the same information to be able to perform their role in the best fashion.
- **Reward with desired responsibilities.** Promoting just because the person has outgrown responsibilities isn't necessarily the best business decision. Instead allow him to expand his knowledge and do what he is best at.
- **Adjust performance metrics.** Pay people generous salaries, good benefits and lifestyle appropriate perks. People often seek promotions because it translates into a higher pay scale. Base your merit increases and salary practices so that your employees will want to master their competencies and increasingly take these skills to the next level.
- **Empower employees to make decisions and hold themselves accountable.** Establish clear communication on what expectations you have for the individual and team. Let the implementation then reside with the employee. If issues arise, allow the employee to tell you how she will rectify the situation or what measures need to be implemented.

While the collective leadership approach might not be appropriate for all organizations, there definitely are learning lessons from organizations who embrace this approach. Even applying just one principle to lead collectively can set you on the path to transform your company to compete in the 21st Century economy.

Recommended Reading



Management Skills Trio
180 Ways to Build Commitment and Positive Attitudes - 180 How-To Tips and Techniques to help ratchet up commitment and attitude!

The Manager's Coaching Handbook - A Powerful Resource to Improve Employee Performance.

The Manager's Communication Handbook - Practical Techniques to Ensure Clear and Effective Communication.

<http://www.walkthetalk.com/leadership-and-personal-development/specialty-resources/skill-building-trios/management-skills-trio.html>



The Best Way Out Is Always Through
The Power of Perseverance
 by BJ Gallagher

<http://www.walkthetalk.com/the-best-way-out-is-always-through.html>

"In today's volatile markets, where abilities to explore and innovate are greatly valued, traditional command-and-control hierarchies are impediments to creativity. As the world's workplaces become more diverse, corporate leaders are urged to transform workplaces into more complex, interconnected and dynamic living organisms." -- Maria Collar, January 2013 HR Magazine

Re: http://www.huffingtonpost.com/marion-chamberlain/collective-leadership_b_3781831.html

Better Workplace

"Faith, Fear And Future"

By: Michael A. Adeniyi, July 25, 2014

The 3F's Of Life:

Faith and fear are great measures to determine the future. Faith and fear are great infectious words because they spread like epidemics, but you must be careful of what you listen to and those you associate with. Many people have allowed the faithless words of others to drive them into despair by which they end up being a failure.

What is Faith? Faith is simply:

F - future
A - actions
I - intended and expected
T - to
H - happen

While fear is:

F - fake
E - experience
A - appearing
R - real

Thus, a person with fear is known as a coward because "a coward dies ten times before their death." Here is a true story.

A man started running down the street of his town screaming, "The dam has broken." Women shopping in the supermarket heard the scream and they dropped their grocery baskets and joined him; men in the barbershop and offices heard the mob and joined them; so also the police and the firemen. Soon the street was filled with people screaming, "The dam has broken!"

One old man ran as fast and far as he could and then sat down on the curb for a moment and thought, "**I've lived here all my life. What dam?**"

Reflection of the Month

"Diversity is the mix, inclusion is making the mix work."

- Andres Tapia

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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The truth and fact was there was no dam. There was no danger.

A short while later the citizens came shuffling back into town embarrassed by their collective response to fear. Some suffered from the stampede, some died, while others were lucky. Reject fear and choose faith to get a better future.

The Future is just:

F - focused
U - utility/utilized
T - timing
U - used in
R - realizing
E - expectations

Re: <http://www.motivateus.com/stories/faith-fear-future.htm>

Diversity

"The Importance of Diversity and Inclusion in the Workplace"

By: Jamie Wood, Avatel EVP

Work place diversity is the key to survival and growth. I feel that people really want to contribute to the long-term success of their organizations and leaders should create a culture where everyone's perspective is heard.

"Diversity and inclusion in the workplace are essential business tools today."

When cultural diversity is acknowledged and honored, managers find new ways to maximize and capitalize on the different skills, styles and sensibilities of employees from different cultures. When employees are understood and accepted for their different cultural backgrounds and beliefs of their colleagues, they are more capable of working harmoniously with their fellow staff and engaging in productive activity. By honoring diversity and inclusion you are able to:

- Recognize, appreciate and utilize the unique insights, perspectives and backgrounds of others
- Avoid discrimination and disrespectful behavior
- Create an environment of trust, respect and tolerance
- Appreciate the business case for diversity as it affects your company's bottom line

When employees feel valued and respected, they are much more likely to be engaged and thereby put forth their best efforts on the company's behalf. Leadership that inspires, rather than rules, motivates employees. Employees are able to quickly differentiate a culture of inclusion from one of exclusion. This is precisely why embracing a diverse workplace is important.

"Inclusiveness is better than judgmental polarization." – John Brummett

The Seven C's of character:

Conscience

Compassion

Consideration

Confidence

Control

Courage

Competency

While there are many efforts to label a company as diverse, the “diversity hires” may find themselves blocked from promotions and in a vicious and unfortunately common cycle of high turnover in companies with failing diversity retention initiatives. It is important for senior management to be committed to diversity and implement diversity and cultural competence training. Moreover, in daily interactions between employees, there are always teachable moments to further cement the principles of inclusion and tolerance in the workplace.

With understanding differences, identifying commonalities and when everyone feels included, they are far more likely to engage fully, develop loyalty and enjoy job satisfaction. It takes awareness of different backgrounds, cultures, and personality traits when managing diversity which is an important key to developing an effective people management strategy and maximizing the contribution of every employee in the workplace.

Although it requires a large commitment by management and employees, diversity pays off. By investing time learning about managing diversity in the workplace, you are taking the step you need to bring your organization into the 21st century and place it in a position to out-perform and out-compete those whose diversity awareness falls short and cripples progress.

One sure way to improve morale in a company is to treat each employee with respect. This means recognizing them for who they are as individuals, valuing their input and making them feel welcome in the organizational family. A combination of fresh thinking and experience is the most powerful ammunition an organization can have in its arsenal to beat the competition. The more organizations focus on creating an inclusive culture, the better opportunity they have to demonstrate agility in overcoming today's economic barriers.

As companies and businesses are learning, diversity inclusion is tied to and related to the bottom line of the organization. If employees feel included in the organization then they will want to stay there and keep producing at high levels. Therefore, the company costs for recruitment and orientation trainings are kept down. Companies that incorporate a consistent diversity program and advocate diversity in the workplace experience valuable benefits such as:

- An inclusive environment minimizes an insider vs. outsider culture to gain traction
- People feel that they contribute to the greater good and they are likely to go the extra mile
- Improves productivity, morale, innovation, and the total quality of your organization
- Reduced harassment incidences, charges, and discrimination
- Diversity recruitment improves workplace staffing and retention rates are higher

“Education is the key to developing an attitude of inclusion. The practice of inclusion provides the model of acceptance, belonging, participation, worth and dignity.”

The Six Pillars of Character

Trustworthiness

Respect

Responsibility

Fairness

Caring

Citizenship

Mentoring

Model – must lead by example
Empathize – a measure of interpersonal involvement and caring

Nurture – caring attitude with an emphasis on development and understanding

Teach – step-by-step learning and correcting mistakes

Organize – sequential plan of lessons with a defined target of learning

Respond – developing a communicative process between the two

Inspire – motivating a person to be better than before

Network – introduce to others that can also provide support, info and resources

Goal-set – set realistic and attainable goals

The benefits of diversity training in the workplace are obvious—men and women of different cultural, ethnic, socioeconomic, and religious backgrounds work together and create a harmonious work environment.

Both Avatel and our manufacturing partner Avaya are committed to creating a diverse and fully inclusive workplace that strengthens our organizations and enhances our ability to adapt to change by developing and maintaining a workplace environment that is welcoming and supportive of all.

Avatel and Avaya share in the belief of a culture of unity and inclusion. We embrace diversity as a competitive advantage. Harmonizing and leveraging the diversity of our people will realize our full potential. In the spirit of global community, our diversity will unite us, and it will enhance the quality of our work and our work-lives.

Re: <http://avatel.wordpress.com/2010/08/25/the-importance-of-diversity-and-inclusion-in-the-workplace/>

Mentoring & Force Development

“Mentoring in the Workplace”

By Cecile Peterkin, On March 28, 2009

Employee mentoring programs are becoming increasingly common in both larger and smaller businesses. Just as large corporations will find that there are a number of advantages to having a corporate mentoring program, smaller businesses will find that mentoring in the workplace offers a number of distinct advantages – advantages for the company itself, for those who are being mentored who will benefit from learning their position in a more effective way and for the mentors who are able to connect with new staff members and to foster community within the office.

Employee mentoring programs, after all, are designed with a look to the future. Rather than focusing on hiring employees who will fill a specific position, employee mentoring programs enable business owners to look at the skills that a prospective employee has as well as the skills that he or she is able to develop over time. Rather than recognizing that, over time, there will be a need to hire executives, companies that have implemented employee mentoring programs will recognize the talent of their staff and will know that the necessary leadership skills will be developed; they will find that they are able to promote effectively from within.

The reason why employee mentoring programs create these benefits is a simple one. With employee mentoring programs, there is the opportunity for each staff member to learn the job that they will be doing from someone who is more experienced; in addition to providing quality on the job training for those who are being mentored, new staff are able to make a connection with established employees, to focus on the skills that they have and on developing the skills that they need.

Be someone who matters to someone who matters...Mentoring Works!

Most importantly, however, with employee mentoring programs in effect in the workplace, new hires will find that they are able to get questions answered to get support when they need it.

Those who have been with the company for a while will also discover that there are many benefits to employee mentoring programs. Rather than waiting for a new staff member to come up to speed, mentors will know that those who they are working with will be learning the job quickly – and that they will be making fewer mistakes in the process. With employee mentoring programs in place, those who are providing the mentoring will have the opportunity to identify those individuals who are ready to grow and to take on more responsibility.

That is the reason why those companies who have employee mentoring programs in place ultimately benefit: at all times, new hires will be learning the job from someone who knows it and staff members will be being groomed for advancement. Employee mentoring programs will allow there to be a consistent development of additional skills, satisfied staffers who are committed to the workplace and the consistency that comes with knowing that they are have a loyal staff who are dedicated, successful and ready to rise to the occasion when asked.

In other words, mentoring in the work place creates the type of environment that every company should hope to have – an environment that is focused on everyone's success.

Re: http://www.selfgrowth.com/articles/Mentoring_in_the_Workplace.html

Added Value & Wisdom

“Live Life With A Purpose”

By: Bob Stoess , May 9, 2014

Have you noticed the confusion, which seems to pervade in our world today? People seem to be going in all different directions. Many have no aspirations to pursue. There's no direction to their living. There's no reasoning to their works. They appear to be in a hurry, but are rushing to what purpose?

If you don't live life with a purpose, you live life by accident. You could end up wandering from side to side down the pathway of life, never knowing the bounty that could be yours.

Take time to think deeply. Listen to God and your inner self. Be patient and understand your unique gifts and know the reason why you are here. There are many opportunities along the way to serve your purposes.

Your highest purposes should be in giving and serving others. You don't need to expect anything in return. You will truly know the blessings of life when you can give of self, desiring nothing but the satisfaction of a job well done.

**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/or from different sources compiled by the editor to capture the essence and the message 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

Be true to yourself. Don't confuse yourself by living for God on Sunday morning and living for self the rest of the week. Don't confuse yourself by trying to be someone you're not. Don't confuse yourself by following the wrong people. Your living isn't to be compromised. God created you for a purpose.

Find out that reason; pursue it tenaciously, and live your life with purpose.

Re: <http://www.motivateus.com/stories/live-life-with-a-purpose.htm#fHITbyoVSerA7T0Y.99>

Insight, Food for Thought

“The most important use of laughter I have ever discovered is the ability to laugh at ourselves.” From- *Create a Life You Can't Wait to Live* by Zig Ziglar

“When it comes to the future, there are three kinds of people: those who let it happen, those who make it happen, and those who wonder what happened.”

~John M. Richardson, JR.

“Change always comes bearing gifts.” ~Price Pritchett

“When you are upset, remind yourself the cause of your discomfort is your own attitude. This is freedom.” Found in the book – *Smile For No Good Reason*

“You will never be the person you can be if pressure, tension and discipline are taken out of your life.” ~ James G. Bilkey

“Let no one ever come to you without leaving better and happier.” ~Mother Teresa

“Perseverance is not a long race; it is many short races one after another.”
~Walter Elliot

“Man's mind, stretched to a new idea, never goes back to its original dimensions.” ~Oliver Wendell Holmes Jr.