

*By: Chief Master Sgt. Wing Ng, Human Resource Advisor, 102nd Intelligence Wing Otis Air National Guard base, Mass.*

We are all American Airmen and we play a vital role in the defense of our nation. Because we are also members of the National Guard, we become the fabric of our communities representing the diverse cultures of the neighborhoods we call home once our work day is finished.

With that being said, diversity and inclusion must be in our vocabulary and is how our force should be shaped. We must use diversity and inclusion as a tool to propel our force to the highest standards and fullest potential. By including the experiences and skills of every one of our members as a foundation to build upon, our organizational readiness will grow exponentially and will provide every member a path toward achieving their own goals. Before we go on, let us break down diversity and inclusion to get a better understanding of what these words me(rd -16(y)2TJET93.03153.02 43.32 423.07 602.38 reW\*nBT/

I am an American Airman.  
I am a warrior.

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,

shield,

Its sentry and avenger.

I defend my country with my  
life.

I am an American Airman:  
Wingman, Leader, Warrior.  
I will never leave an airman  
behind,

I will never falter,  
And I will not fail.

### Army Core Values

Loyalty

Duty

Respect

Selfless Service

Honor

Integrity

Personal Courage

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The boomers and gen-Xers view diversity as a representation of fairness and protection to all, regardless of gender, race, religion, ethnicity, or sexual orientation. Inclusion for boomers and gen-Xers is the business environment that integrates individuals of all of the above demographics into one workplace. **For and legal imperative, in other words: the right thing to do to achieve compliance and equality, regardless of whether it benefits the business.**

Millennials view diversity as the blending of different backgrounds, experiences, and perspectives within a team, which is known as cognitive diversity. **Millennials also view inclusion as the support for a collaborative environment that values open participation from individuals with different ideas and perspectives that has a positive impact on business. Leadership at such an organization is transparent, communicative, and engaging.**

By now, you may be asking why we should invest in diversity and inclusion. In our profession, we have to be ready to execute military operations in very complex and ever changing environments. To be adaptive and successful, we must use every available means at our disposal and this includes tapping into the various skills, experiences, and backgrounds of our men and women. By recognizing and committing to diversity and inclusion as a critical component to achieving long term readiness, our force will be equipped with unique skillsets and capabilities to conduct wide-range of domestic and military operations.

**retaining diverse Airmen cultivates innovation. Like different aircraft and missions make up one Air Tasking Order, different people make the best**

I believe these words put it in perspective as to why we need diversity and inclusion in our profession. **Most importantly, we as leaders must not approach this as compliance, rather to welcome diversity and inclusion as a necessary readiness tool.** We must never think of diversity as minority diversity in reality is what makes us unique and every member must be and feel included. I truly believe in the more diverse and inclusive we are, the more effective and stronger we will be.

I first put on the Air Force uniform over 38 years ago and in that time, I have witnessed many positive changes. What I see in our Air Force today is a great patchwork of generations, individual backgrounds, ethnicity, culture, education levels, knowledge, and skills. It is reminiscent of the states which make up this great Nation that I see when looking out the window during a cross-county flight. As awareness around the topics of diversity and inclusion grows, it is up to every one of us from brand new Airmen to senior leadership to stay engaged and

losing the talent that surrounds us.

**We must see beyond this as law that must be followed and instead, see it as an opportunity to enhance the lethality of our Air Force through diversity and inclusion.**

*Re: Contributed guest article*

Air Force Core  
Values

*Integrity first*

*Service before  
self*

*Excellence in  
all we do*

Important Dates to  
Remember in May

Asian/Pacific  
American Heritage  
Month

(Observed the second  
Sunday in May)

National Teacher's  
Day (Observed  
Tuesday in the first  
full week of May)

National Day of  
Prayer (Observed the  
1st Thursday in May)

Armed Forces Day  
(Observed the 3rd  
Saturday in May)

Memorial Day ~  
(Observed the last  
Monday in May since  
1971)

May 1 Loyalty Day  
(Display U.S. Flag)

May 5 Cinco De  
Mayo

May 8 V.E. Day

May 22 National  
Maritime Day  
(Display U.S. Flag)

## Ethics & Character

By: Mark Putnam, 2018

From the Oval Office to the corporate boardroom, the same question is being performance is not affected?

Ethical dilemmas come in all shapes and sizes. Asking a secretary to lie about the the job; removing or destroying damaging documents; preparing documents with customers; asking or being asked for sexual favors. You will have your character tested by moral and ethical dilemmas on the job. You will be pushed to the limit sometime or another.

Your character is that person inside you that others may not see. It is who you really are when no one is looking. Your character is who you are and is refined by what you do.

Your character is shaped and molded by your everyday choices. Thoughts, words, actions, and habits are all pieces building upon each other. So, watch your thoughts; they become words. Watch your words; they become actions. Watch your actions; they become habits. Watch your habits; they become character. Watch your character; it becomes your destiny.

Your character can be an anchor in stormy seas; always be ready for a test. You character anchor ready by constantly watching the moral and ethical choices you make every day.

The list of long-term benefits of keeping your character strong far outweighs losing it for short-term pleasure. Consider these four benefits of keeping your character:

### **1. Peace of Mind:**

being you still have to wake up in the morning and face the person in the mirror. Just having peace of mind can be its own reward.

**2. Pride:** Being able to resist temptation and winning the character battles give you a sense of pride. Part of feeling proud of your accomplishments is being able to look back in reflection and see a job well done.

**3. Reputation:** Many people spend their entire lives building a reputation. A good reputation is like gold. If not guarded closely, it can easily be snatched away in an instant.

**4. Trust:**

Has trust been broken? Sometimes it can never suffice because of the deep feelings of brokenness associated with it.

A life void of character is not worth much. In the long run, a person of character has much more to gain than a person without. People tend to remain loyal to the employer who has treated them fairly, and has consistently acted with integrity. That employer will keep good people loyal even when times are tough.

Becoming a person of character is a lifelong process of choices. Choose one area and strive to make sound, ethical decisions even when nobody is around to throw the ball. Good character will naturally follow.

Bringing the character issue to the forefront of the political arena over the past time when we need it the most.

Re: <http://www.globalethicssolutions.com/articles/2017/01/09/character-matters/>

*By: Rasmus Hougaard, Jacqueline Carter and Vince Brewerton, January 29, 2018*

In our assessments, surveys, and interviews of over a thousand leaders, many comments stood out, but one in particular was especially powerful and thought-



Gen Joseph L. Lengyel  
Chief of the National  
Guard Bureau

-Soldiers  
and Airmen whose diverse  
cultures, experiences and  
skills contribute to make  
our team successful in

provides every member a  
path toward success and  
an opportunity to reach



Command Sergeant major,  
Christopher Kepner  
Senior Enlisted Leader



leader fired, and a 2016 Gallup engagement survey found that 82% of employees see their leaders as fundamentally uninspiring. In our opinion, these two things are directly related.

There is a vast upside to human leadership. As data from McKinsey & Company shows, when employees are intrinsically motivated, they are 32% more committed and 46% more satisfied with their job and perform 16% better. As human beings, we are all driven by basic needs for meaning, happiness, human connectedness, and a desire to contribute positively to others. And leaders that truly understand these needs, and lead in a way that enables these intrinsic motivations, have the keys to enable strong loyalty, engagement and performance. As leaders, we must be humans before managers.

Our research showed that a global movement is taking place in the C-suites of thousands of progressive organizations like Accenture, Marriott, Starbucks, Microsoft, and LinkedIn. The leaders of these organizations ask themselves

-centered cultures where

Based on our

work in creating more human leaders, here are a few tips:

**Be personal:** Bob Chapman, CEO of Barry Wehmiller, a global manufacturing company, and author of *Everybody Matters*, has gone to great lengths to instill truly human leadership within the company. For all decisions being made, that has impact on employees, he asks himself: If my child or parent or good friend worked here, would they appreciate this decision? In this way he makes any managerial decision a personal question. He moves it from a tactical domain to an emotional domain, to make sure he is not blindsided by his status and power. Try the same when making decisions affecting your people. Put yourself in their shoes and imagine they are family members or friends.

**Be self-aware:**

article, we shared how one CEO greatly enhanced the engagement and performance of the teams of the bank he leads, by becoming more self-aware. The story exemplifies how leadership starts with understanding and leading yourself. When you understand yourself, you are better able to understand and empathize with the people you lead, and in turn lead for their intrinsic motivation. Good leadership starts with self-awareness, and self-awareness can be greatly enhanced through the practice of mindfulness.

**Be selfless:** Dominic Barton, global managing director of McKinsey & Company, says that selflessness is the foundation of good leadership. Leadership is not about you, but about the people and the organization you lead. With selflessness, you take yourself out of the equation and consider the long-term benefits of others. Selflessness does not mean you become a doormat for others and refuse stand up for yourself. Selflessness comes out of self-confidence and self-care. Here is a simple way of checking whether you are selfless in your leadership: When you make decisions, check your motivation; are you doing it for personal gain, or for the benefits of others?

**Be compassionate:** Compassion is the intention to bring happiness to others. If you have ever had a leader that was compassionate, you will know what it feels like. The person has your back. The person has your interest in mind. And, as a result, you feel safe, trusted, loyal, and committed. When it comes to leadership, nothing beats compassion. It is a universal language that is understood by anyone, anywhere. If you want to bring more compassion into your leadership, make a habit of asking one simple question whenever you engage with anyone: How can I help this person have a better day?

Re: <https://hbr.org/2018/01/why-do-so-many-managers-forget-theyre-human-beings>

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

care of the people"

## Mentoring

By Sarah Alexander, January 23, 2017

In the process of writing *Good to Great*, companies have one thing in common: leaders who mentor others.

This could be due to the benefits that mentorship has in terms of developing up-and-coming employees in the organization. However, while many senior managers will speak to the influence their mentors have had on their careers, many will also point to the role that mentoring others has played in their development.

Wondering why it might be worth your limited time to seek out opportunities to mentor others? Here are 10 reasons:

### **Mentoring is an essential tool for achieving business goals:**

market, top talent is hard to hold on to, and as we mentioned in a previous post, eers at organizations where they will have development opportunities. Having a reputation as a manager who helps people thrive will contribute to talent gravitating towards you.

Additionally, an organization needs more than just top talent. It also needs solid players to back up the all-stars day-in and day-out. By mentoring these support troops, leaders can empower them with the skills to deal with changing realities, thus building an enterprise made of agile, engaged, skilled employees who can help drive your company toward its goals.

**Enjoy the feeling of paying it forward:** Most senior leaders will point to a mentor who played an incremental role in their rise to top. As Denzel Washington w you

do for a living showing the way. A enjoy the satisfaction of doing the same for someone else.

Command Chief  
Ronald C. Anderson,  
ANG Command  
Chief

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

**Continue learning:** Managers seeking to make the jump to leadership must always be learning. They have to constantly be increasing their knowledge and maintaining awareness as to how are things going; what kinds of problems people are running into and what can be done better. Mentoring provides a stage for managers to develop this awareness and simultaneously build a strong, lasting relationship. Leaders can take from this question-and-answer process, which will provide them with perspective and insight that will help them in their day-to-day interactions, decision-making, and responsibilities as a team leader.

**Establish new connections:** You can never know too many people. The power

Important dates for  
the military  
May

National Military  
Appreciation Month

May 1, 2018 - Loyalty  
Day

May 1, 2018 - Silver  
Star Service Banner  
Day

May 8, 2018 - VE  
(Victory in Europe)  
Day This day marks  
the anniversary of  
the Allies' victory in  
Europe during  
World War II.

May 11, 2018 -  
Military Spouse  
Appreciation Day

May 13, 2018 -  
Children of Fallen  
Patriots Day

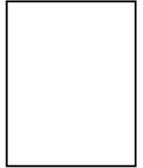
May 20, 2018 -  
Armed Forces Day:

May 28, 2018 -  
Memorial Day  
(Decoration Day):

**Become a better leader:** As Lis Merrick, the UK President of the European  
which do *not*

**Re:** <https://www.geteverwise.com/mentoring/10-reasons-leaders-should-mentor-others/>

## Force Development



*By Airman 1st Class Isaiah J. Soliz, 325th Fighter Wing Public Affairs  
February 14, 2018*

The Air Force relies on Airmen as the driving force behind providing responsive and effective Global Vigilance, Global Reach, and Global Power. Successfully doing so is made possible by having a highly specialized and competent workforce through training, education, and leadership experiences.

office, in conjunction with the Air Force Virtual Education Center, is designed to support Airmen in their efforts to further their education.

inform and assist with many aspects of education, both professional and

The Tyndall Education office is home to an array of services and programs ranging from counseling services on both Community College of the Air Force degrees and civilian degrees, to commissioning programs and Enlisted

counseling services on CCAF and civilian degrees, tuition assistance, the Montgomery GI Bill, College Level Examination Program tests and Defense Activity for Non-Traditional Education Support Subject Standardized Tests, commissioning programs, Career Skills Program, EPME, career development courses and weighted Airman promotion system testing, financial aid, Associate to Baccalaureate Cooperative program, an

The Air Force is committed to developing Airmen both as individuals as well as future leaders. Enlisted Airmen are introduced to EPME periodically throughout their career through institutions like Airman Leadership School and Non-Commissioned Officer Academy. EPME introduces Airmen to appropriate institutional competencies at specific milestones throughout their career.

increased opportunities, healthier practices, economic stability, greater

Kehoe, 325th Force Support Squadron Airman Leadership School commandant.

of  
 character:  
 Conscience  
 Compassion  
 Consideration  
 Confidence  
 Control  
 Courage  
 Competency

The Six  
 Pillars of  
 Character

Trustworthiness  
 Respect  
 Responsibility  
 Fairness  
 Caring  
 Citizenship

The Tyndall Education office is partnered with Gulf Coast State College, Embry-Riddle Aeronautical University and Troy University by offering on-base programs to better aid Airmen in pursuing their education desires.

ace during the 2018 spring

II March 1 - May 4 and a Power Week End Western Civilization II, March 10, 11, Apr 7, 8, 28, 29. Summer 2018, GCSC will be offering courses in the [325th]

Matera continued, Embry-Riddle Aeronautical University-Worldwide is known for more than just world-class aviation and aerospace programs. ERAU offers bachelor and master degree options ranging from Project Management to Engineering. Terms are offered every month and each term is 9 weeks in length. ERAU offers five Category I AU/ABC degrees (aeronautics, technical management, logistics and supply chain management, interdisciplinary studies and emergency services), select CCAF degrees will guarantee 60 transfer credits into these specific AU/ABC options. Along with Category I AU/ABC programs, ERAU offers new programs in engineering, homeland security, and programs partnered with Microsoft with specializations in cloud applications developer, server and cloud administrator and cybersecurity administrator.

-week class terms through their OY

Masters in One Year program which features a master of science in management

amount covered by Military Tuition Assistance, military members will have no out of pocket tuition costs at TROY. As tuition is capped at \$250 per semester hour, the scholarship will save military spouses and dependents between 25 and

EPME and general education are two parallel paths of pursuing higher education that can benefit one another, Kehoe added. EPME utilizes some of the same lesson concepts you will find in general education, but vectors them in a manner I cover some of the lesson concepts taught in EPME but will also include alternative concepts, which can give you an alternative or more in-depth understanding of a given subject.

will get experience through on the job training, but with EPME and the pursuit of higher education we can channel that experience to leverage the unlimited

Re: <http://www.tyndall.af.mil/News/Article-Display/Article/1441687/developing-the-force-through-education/>

## Force Management



Developing and  
Engaging Diverse  
American Airmen

ANG HRA Program  
Priorities:

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

HRA SharePoint Page  
Link (CAC required):

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

DEOMI Link:

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

*By: Eveline Kramers, 1/9/2018*

Human resources is a varied field, which means HR managers will be looking in and the challenges of their industry. Talent acquisition and employee retention will likely be the top concern for many, but there are also issues surrounding technology and wellness that HR managers will have to pay attention to in the coming year. John Bersin, founder of Bersin by Deloitte, has said this year will

### Increasing digitalization of HR:

Most significant issues organizations will be focusing on in 2018 since it affects the way teams work.

Artificial intelligence (AI) and machine learning systems will be introduced more in 2018, particularly in recruitment and talent analytics according to the 2017 Randstad Sourceright Talent Trends survey. For recruitment this includes processes around interviews, scheduling and reference checking, which will alleviate recruiters of traditionally manual tasks. Not only does this save time, it also ensures process consistency, elimination of bias and a better candidate experience. Organizational network analysis (ONA) tools - which can study communication and social networks within businesses - are also likely to witness increased adoption in 2018. The latest Deloitte Global Human Capital Trends survey found that although only eight percent of businesses made use of the

One of the biggest challenges for HR managers this year will therefore be to ensure their teams are fully up to date with the latest digital trends in the field, or they risk falling behind competing organizations.

**A multigenerational workforce:** The current workplace will typically be comprised of three different generations: baby boomers, generation X and millennials - while generation Z will be entering the workforce soon. These generations will have varying priorities and goals, so it will fall to employers to manage the expectations of these different groups of workers. Karen Cariss, chief

one-size-fits-retain top talent.

Generation X is at an age where they are moving into more senior management positions so will be looking to consolidate their preferred style of working, as

*Reflection of the  
Month*

*sail  
sometimes  
with the  
wind and  
sometimes  
against it,  
but we must  
sail, and  
not drift,  
nor lie at*

*~ Oliver  
Wendell  
Holmes Sr.*

well as introduce the benefits they most appreciate. According to Glassdoor, these employees security, advancement within the company and opportunities for work-life

work remotely, control over therefore essential that organizations pay attention to what they want in order to attract the most qualified and talented candidates among them. Additionally, millennial employees are not only entering the workplace by the masses, they are also being appointed management roles, spelling mayhem for many of them.

millennial managers, as many are not prepared or equipped with the EQ (emotional quotient) and people skills required to effectively manage a team. Catering to all demands will likely be a particular focus for HR managers in 2018. As will the distribution of roles and responsibilities across the different generations. This will then have an impact on company culture and leadership style as different generations look for different elements in an employer.

**Emphasis on company culture:** Company culture is one of the most important factors candidates consider about a poten

they would choose to join a business. This makes it an essential consideration in talent acquisition strategies.

Richard Jager, CEO Ra

continues to be the most important factor for potential employees when seeking out a position, long-term job security, pleasant work atmosphere, and work-life balance are the next highest values, in that order, for potential talent. When we evaluated the top perceived core values of employers, however, they ranked highest on financial health, strong management, and good training. In fact, only one of the top core values for potential employees was in the top five values for employers.

Culture drives people to want to work at a company and keeps existing employees engaged. A study by Columbia University found that companies with and a 66.3 percent chance of retaining their staff.

A report by the Chartered Institute of Personnel and Development (CIPD) and the British Institute of Facilities Management (BIFM) warns organizations against sulting on what workers really

benefit everyone involved, as insights will be gleaned that may not ordinarily be heard. In 2018, HR departments will benefit from analyzing their company

**Greater consideration of employee wellbeing:** With more companies adopting comprehensive health and wellbeing programs, this is a key area to pay attention

these programs has shifted from reducing insurance costs to actually helping employees perform better, engage with their colleagues and contribute to a businesses.

However, many health benefit programs can see costs for employers rise significantly. Keeping an eye on the cost-effectiveness of these schemes is a

candidates take these benefits into consideration when evaluating where to apply. portant factor in talent retention.

Brandon Carter, engagement and loyalty marketer at employee discount network Access Perks, said HR departments will increasingly be focusing on finding ways

employees manage their stress levels. He said this is a way for employers to offer wellbeing schemes while not raising salaries and avoiding the cost of health benefits.

**More consistent feedback:** Feedback is a significant concern for candidates looking to join organizations, as it is the precursor to learning and development opportunities that people are increasingly considering essential in their careers. However, there is now less appetite for annual or quarterly appraisals, and more for continuous and consistent feedback. Chief executive and founder of feedback management solution firm iRevu Michael Heller highlights this, saying:

twist; many employees report being uninterested in performance reviews. Ongoing corrective feedback is far more desirable and constructive than any form Bersin by Deloitte refers to it as continuous performance

correct issues immediately and therefore boost performance levels.

Open feedback tools will likely see wider adoption this year, giving employees more opportunities to share their views on their workplace and what their colleagues are doing. It can lead to improved transparency and benchmarking.

In 2018, HR departments will find it necessary to build new, ongoing processes and procedures for feedback, mentoring and setting goals.

Re: [https://www.randstad.com/workforce-insights/workforce360/archives/the-five-biggest-talent-management-challenges-in-2018\\_253/](https://www.randstad.com/workforce-insights/workforce360/archives/the-five-biggest-talent-management-challenges-in-2018_253/)

May is Asian/Pacific American Heritage Month a celebration of Asians and Pacific Islanders in the United States. A rather broad term, Asian/Pacific encompasses all of the Asian continent and the Pacific islands of Melanesia (New Guinea, New Caledonia, Vanuatu, Fiji and the Solomon Islands), Micronesia (Marianas, Guam, Wake Island, Palau, Marshall Islands, Kiribati, Nauru and the Federated States of Micronesia) and Polynesia (New Zealand, Hawaiian Islands, Rotuma, Midway Islands, Samoa, American Samoa, Tonga, Tuvalu, Cook Islands, French Polynesia and Easter Island).

The month of May was chosen to commemorate the immigration of the first Japanese to the United States on May 7, 1843, and to mark the anniversary of the completion of the transcontinental railroad on May 10, 1869. The majority of the workers who laid the tracks were Chinese immigrants.

Asian Pacific and Asian Americans of all ethnicities and languages come together to celebrate their heritage through many activities such as dancing, sharing traditional meals, observing and appreciating their rich history. Many more diverse beliefs and practices come with the already diversified Asian American community. Although there are so many different religions, traditions, and practices, all Asian Americans share the same idea of helping one another adjust to living in the U.S. and all the problems and affairs that come along with it. From everyday tasks like asking for directions and ordering food to more difficult situations like financial advice or finding housing; Asian Americans have a tough time adjusting to American lifestyle, especially if they were not born here learning the language.

Re: <https://asianpacificheritage.gov/about/>

Memorial Day is observed on the last Monday of May. It was formerly known as Decoration Day and commemorates all men and women who have died in military service for the United States. Many people visit cemeteries and memorials on Memorial Day and it is traditionally seen as the start of the summer season.

Memorial Day started as an event to honor Union soldiers who had died during the American Civil War. It was inspired by the way people in the Southern states honored their dead. After World War I, it was extended to include all men and women who died in any war or military action.

Memorial Day was originally known as Decoration Day. The current name for this day did not come into use until after World War II. Decoration Day and then Memorial Day used to be held on May 30, regardless of the day of the week, on which it fell. In 1968, the Uniform Holidays Bill was passed as part of a move to use federal holidays to create three-day weekends.

*"Believe you can and you're halfway there." --Theodore Roosevelt*

*"I don't measure a man's success by how high he climbs but how high he bounces when he hits bottom." --George S. Patton*

*"Far better is it to dare mighty things, to win glorious triumphs -- even though checkered by failure -- than to rank with those poor spirits who neither enjoy much nor suffer much, because they live in a gray twilight that knows not victory nor defeat." --Theodore Roosevelt*

*"Care about what other people think, and you will always be their prisoner." --Lao Tzu*

*"Falling down is not a failure. Failure comes when you stay where you have fallen." Socrates*

*"Be brave enough to live life creatively. The creative place where no one else has ever been." --Alan Alda*

*"Always bear in mind that your own resolution to succeed is more important than any other one thing." --President Abraham Lincoln*

*"Champions keep playing until they get it right." --Billie Jean King*

*"It is in your moments of decision that your destiny is shaped."--Tony Robbins*  
*"If you can dream it, then you can achieve it. You will get all you want in life if you help enough other people get what they want."--Zig Ziglar*

*"If you have a positive attitude and constantly strive to give your best effort, eventually you will overcome your immediate problems and find you are ready for greater challenges." --Pat Riley*

*"Take chances, make mistakes. That's how you grow. Pain nourishes your courage. You have to fail in order to practice being brave." --Mary Tyler Moore*

*"Don't be afraid to give up the good to go for the great."--John D. Rockefeller*

*"Success is getting what you want. Happiness is wanting what you get." --Ingrid Bergman*

*"Yesterday's home runs don't win today's games."--Babe Ruth*

*"Opportunities multiply as they are seized."--Sun Tzu*

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