A close-up photograph of a military uniform in digital camouflage. The uniform features several patches: a name patch on the left chest with the word 'ARMY' in black, a name patch on the right chest with the words 'AIR FORCE' in blue, and a dark, circular insignia patch on the right chest. The background is a blurred outdoor setting.

ARMY

AIR FORCE

A LEADER'S GUIDE TO

DIVERSITY

THE DECADE OF DIVERSITY

1ST EDITION

“IF NOT YOU . . .

“DIVERSITY AND INCLUSION IS ABOUT CREATING NATIONAL GUARD TEAMS WHERE EVERYONE IS INCLUDED, ENGAGED, AND PASSIONATE ABOUT ACCOMPLISHING THE MISSION. IT IS A FORCE MULTIPLIER IN ACHIEVING COMBAT AND MISSION READINESS. OUR DIVERSITY DEFINES WHO WE ARE AS AN ORGANIZATION AND MAKES PUBLIC OUR VALUED SKILLS AND TALENTS THAT FURTHER STRENGTHEN THE ESPIRIT DE CORPS OF OUR FORCE. WE SHOULD ALWAYS BE GROUNDED IN THE CONCEPT, “THAT DIVERSITY AND INCLUSION IN THE NATIONAL GUARD IS NOT A POLICY OR A PROGRAM, BUT IS A FACT OF AMERICA, AND WE ARE AMERICA.”

GENERAL CRAIG R. MCKINLEY



National Guard Joint Diversity Executive Council (JDEC) 2011

Photo Credit: Major Constancevella Lopez

THEN WHO?”

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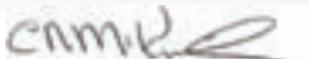
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POLICY ON DIVERSITY

MEMORANDUM FOR All members of the National Guard
SUBJECT: Policy on Diversity

1. The success of the National Guard federal, state, and community missions are directly associated to the contributions of the men and women who have volunteered to join our force. Our community basing architecture is fundamental to this success, because it affords the diverse opinions, abilities, beliefs, ideologies, and experiences of our greater American society. The training our members conduct during unit training assemblies does not solely prepare them; it is the melding of those individuals into the organization that diversifies the team.
2. The rapidly changing demographics of our nation already are reflected in our forces and will demand a more inclusive approach to leadership and followership. Our community basing provides a diverse force, but does not guarantee that our organization capitalizes on the opportunity that diversity provides.
3. Diversity includes differences in characteristics, background, attributes, and experiences. However, further expansion is essential to create a culture that fosters:
 - a. Absolute respect for all people no matter their rank, function, or position.
 - b. Inclusion, engagement, and management of talents to capitalize the potential power.
 - c. Diversity in thoughts, ideas, and perspectives to promote moral courage and trust.
 - d. Confidence in equal opportunity for all.
 - e. An interdependent mindset where collaboration is the standard.
4. It is incumbent on all members to ensure we are prepared to serve in a multicultural world. The National Guard of the future belongs to our new generation of Airmen and Soldiers. Our legacy is to entrust a great- organization to them - free of barriers so that all members can be successful.
5. The NGB points of contacts are Col Ondra Berry, Ondra.berry@ang.af.mil and Mrs. Phyllis Brantley, DSN 327-0782, (703)607-0782, or Phyllis.brantley@us.army.mil.


GEN. CRAIG R. MCKINLEY

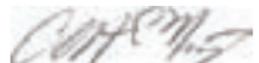

MG RAYMOND W. CARPENTER


LT. GEN HARRY M. WYATT III


CCMSGT DENISE M. JELINSKI-HALL


MG RANDY E. MANNER


CSM RICHARD J. BURCH


CCMSGT CHRISTOPHER E. MUNCY

NATIONAL GUARD LEADERS



GEN. CRAIG R. MCKINLEY
CHIEF, NATIONAL GUARD BUREAU



MG RAYMOND W. CARPENTER
ACTING DIRECTOR OF THE
ARMY NATIONAL GUARD



MG RANDY E. MANNER
DIRECTOR, JOINT STAFF
NATIONAL GUARD BUREAU



LT. GEN. HARRY M. WYATT III
DIRECTOR OF THE
AIR NATIONAL GUARD



CW5 GARY R. NISKER
COMMAND CHIEF WARRANT OFFICER
ARMY NATIONAL GUARD



CMSGT DENISE M. JELINSKI-HALL
SENIOR ENLISTED LEADER
NATIONAL GUARD BUREAU



CSM RICHARD J. BURCH
CSM OF THE
ARMY NATIONAL GUARD



LOUIS "LOU" CABRERA
COMPTROLLER & DIRECTOR,
ADMINISTRATION & MANAGEMENT
NATIONAL GUARD BUREAU



CCMSGT CHRISTOPHER E. MUNCY
CMSGT OF THE
AIR NATIONAL GUARD

NATIONAL GUARD DIVERSITY

WHAT IS DIVERSITY?

IN THE NATIONAL GUARD, DIVERSITY IS

A cultural climate which allows people to maximize their potential by embracing and promoting each other's holistic characteristics.

WHAT IS INCLUSION?

IN THE NATIONAL GUARD, INCLUSION IS

Organizational strength when all people foster a positive work environment that promotes and respects our differences and similarities
- both seen and unseen.

The National Guard must be a diverse team, representative of the nation it serves and defends. The National Guard needs leaders and a workforce equipped with diverse cultural awareness to execute the mission globally. The National Guard envisions a culture that values, measures, and promotes fairness, dignity, and worth of every member as a measure of enhancing readiness. The National Guard requires all Soldiers, Airmen, and Civilians to be responsible for applying and adhering to the diversity principles.



Photo Credit: Sgt. Robert Traxel

5 REASONS WHY DIVERSITY & INCLUSION ARE ESSENTIAL

1. IT'S THE RIGHT THING TO DO

America's promise is a just imperative that every life is precious and every spirit deserves dignity and respect.

2. IT IS OUR ORGANIZATIONAL POLICY

Military discipline, the cornerstone of the military is non negotiable.

3. CHANGING DEMOGRAPHICS

This is a readiness issue! The war for talent demands understanding and response to society's demographic shifts.

4. IT IS ESSENTIAL IN BUILDING SAFE & PRODUCTIVE WORK ENVIRONMENTS

Soldiers, Airmen, and Civilians will only produce their best work in an environment of emotional and physical well-being.

5. IT DIRECTLY IMPACTS THE ABILITY TO PERFORM THE MISSION

Leveraging diversity not only impacts recruiting and retention, but impacts every aspect of mission readiness and mission accomplishment.

Champions of diversity are catalysts in institutionalizing diversity in the National Guard. They ensure the National Guard lives up to its commitment to embrace and value diversity.

Champions of diversity are role models who take actions when appropriate and address behaviors when necessary. They empower others with opportunities, tools, and support when needed to develop and grow. Diversity champions encourage, inspire, and promote greatness in the National Guard!

BUILDUP THROUGH BREAKTHROUGH

How does an organization or team institutionalize change and sustain momentum? In the book, “Good to Great”, author Jim Collins describes the Flywheel Concept as a critical ingredient to greatness. A flywheel simply is a mechanical wheel that once jump started, if it continues to turn long enough and at a fast enough pace, will eventually get to a point of breakthrough where it begins to move under the weight of its own momentum.

Institutionalizing diversity as a readiness imperative into the National Guard requires embracing a Flywheel Concept wherein all hands are pushing daily on the flywheel to create and continue the momentum required. Failure occurs when we stop pushing and the flywheel comes to rest or slows for lack of energy. Quite simply, change initiatives fail in part because of a lack of sustained momentum — insufficient pushes on the flywheel!

What constitutes a push on the flywheel? It is the accumulation and build-up of knowledge and know how! Continuous discussions on diversity topics, keeping diversity front and center in the hearts and minds of Soldiers, Airmen, and Civilians, and implementing the steps laid out in the “The Leader’s Guide” are all examples of pushes on the flywheel.

We need every leader to continually ask: What did I do today to push the flywheel? Did I hold personnel accountable for implementation of the steps, as stated in this guide, as a minimum effort to keep the flywheel moving?

It is critical to remember that once momentum stops the flywheel for whatever reason – it takes immense effort to get it moving again, to reignite the interest to even provide the effort, and to convince your Soldiers, Airmen, and Civilians to push again.

What is the point of breakthrough for your Unit? What must you do to get all hands pushing, not occasionally, but in a sustained and consistent manner? That is your leadership challenge!

In the words of Jim Collins, “There is no single defining action, no grand program, no killer innovation, no solitary lucky break, no wrenching revolution. Good to great comes about by a cumulative process—step by step, action by action, decision by decision, turn by turn of the flywheel—that adds up to sustained and spectacular results.”

The goal of every leader is to teach the Flywheel Concept to their personnel, and then ensure all members are continuously pushing—One Team, One Fight! Now—get that Flywheel moving at your Unit!

“IF NOT YOU . . .



Photo Credit: Frank Brown

THEN WHO?”

PURPOSE OF DIVERSITY

Diversity is a strategic imperative...and will remain so. Leveraging the diversity of all of our people enhances our operational capability and helps us make better decisions-- decisions that make us more agile, more innovative and more effective.

With a vision of incorporating diversity into the fabric of the National Guard, we must believe our way forward, align our behaviors to principles in order to become the National Guard where the strength of our diversity is multiplied by shared values, mutual commitment to excellence and common dedication to the mission.



Model Courtesy of Shipley Communications

START WITH RESULTS! Look at **Become** ... if the results you're experiencing are not what you want, reflect on your behaviors, actions, and habits. Look at **Behave** ... if you're struggling to achieve your goals, there is a belief pattern that is hindering your progress and must be changed. Look at **Believe** ... if your thoughts are misaligned with your desired results, then new actions must be implemented to create positive change!

DIVERSITY IS...

Innovation through Ideas

High-Performance Teams

CHOICE Logical

Critical Mass **WARRIORS**

Interdependence

Comfort Zone

Respect Leaving no one behind

Pursuing Greatness *Trust*

BALANCE

Heart *Energy*

SYNERGY

Leadership *moral courage*

Recruiting

Adding Value

RETENTION

AWARENESS

Execution through Engagement

Personal Growth **EARNING**

Change **THE FUTURE**

EXCELLENCE

PERSONAL MASTERY

THE SOLDIER'S CREED

I am an American Soldier.

I am a Warrior and a member of a team.

I serve the people of the United States and
live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally
tough, trained and proficient in my
warrior tasks and drills.

I always maintain my arms,
my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy
the enemies of the United States of America
in close combat.

I am a guardian of freedom and the
American way of life.

I am an American Soldier.

THE 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.

ALIGNING DIVERSITY WITH ARMY CORE VALUES

LOYALTY Unwavering commitment to the National Guard and our people.

DUTY Inclusion of everyone for the best solution and desired outcome.

RESPECT A pledge to treat others with courtesy, impartiality and with dignity; looking for the BEST in people.

SELFLESS SERVICE An unparalleled commitment to a higher calling; to the country, the National Guard and to each team member.

HONOR The highest level of respect for team members and their culture.

INTEGRITY Do what's right, legally and morally.

PERSONAL COURAGE Taking personal risks to lead and develop our Soldiers and Civilians.



Specialist Salvatore A. Giunta, Medal of Honor Recipient 11/16/2010

ALIGNING DIVERSITY WITH AIR FORCE CORE VALUES

INTEGRITY Acting in the best interest of others by being honest and adhering to core beliefs. Integrity is our guiding principle, our North Star!

SERVICE BEFORE SELF An individual commitment to contributing at a higher level regardless of personal gain.

EXCELLENCE IN ALL WE DO Insisting on excellence in all things and recognizing the merits of individuals.



Photo Credit: Richard McFadden

DIVERSITY CORNERSTONES

LEADERSHIP

Impacting organizational diversity,
the push starts with you

ABSOLUTE ENGAGEMENT

Diversity is about inclusion and engagement -
leaving no one behind

TEAMWORK

Success is the ability to work together

VALUED

The most important issue is always human dignity
and total quality respect

RISK MANAGEMENT

Prejudice is eliminated by developing
high performance teams

VOICE

True diversity is ensuring diversity of thought at
all levels of the organization

FUNDAMENTAL FAIRNESS

Everyone adds talent and value and must be developed
and offered full opportunity to achieve

STRATEGIC ADVANTAGE

Diversity solutions must be situation specific

RIGHT THING - RIGHT TIME - RIGHT NOW

Diversity is a readiness imperative
and is everyone's responsibility

CHANGING WORLD

You do not have to be one of, to stand with

CULTURAL LEADERSHIP COMPETENCIES

EMPATHETIC OUTLOOK

The capacity to perceive and understand the feelings and attitudes of others.

CONNECTEDNESS

The ability and willingness to connect through teams, networks and develop relationships.

COMMUNICATION & INFLUENCE

The ability to interact with others in a social environment in a manner that builds trust and connectedness.

OPEN-MINDEDNESS

The ability to listen and consider many points of view that differ from your own.

SELF-AWARENESS

Knowing yourself and how and why your belief system and views originated. Having the self-control to not allow bias and stereotypes to be a part of day-to-day behaviors.

CLEAR EXPECTATIONS

The ability to create, define and develop competencies to build skills that foster an inclusive environment.

CONTINUOUS LEARNING

The ability to take personal responsibility and actions when learning and implementing new ideas and methods. Understanding how to learn, change, and how to think!

ARTFUL CHALLENGE

The ability to challenge and dissuade inappropriate behavior with grace and respect.

MEASURING UP

DO YOU MEASURE UP TO THE LEADERSHIP CODE OF CONDUCT?

BE THE LEADER

Exemplify your values and attributes. Enforce fairly and consistently all the rules, regulations, policies, practices and procedures.

TREAT OTHERS FAIRLY AND CONSISTENTLY

Don't play favorites.

CONTROL YOUR EMOTIONS

Don't lose control or take it personally.

PRACTICE EFFECTIVE TIME MANAGEMENT

Give yourself time to think, plan, and communicate what needs to be done. Follow through with the work.

BE CONFIDENT IN YOUR DECISION-MAKING

Don't be afraid to make mistakes.

BE VISIBLE

Get out in front, meet with your team, listen to their ideas and concerns, and support your team.

SET THE EXAMPLE

Remember that your team will respond based on the example you set in the workplace, good or bad.

BE A GOOD LISTENER

Employ active listening skills to determine what the true issues are and how together you can find solutions.

ACCEPT RESPONSIBILITY

When things go well, recognize your team; when things go bad, assume the responsibility; fix problems, don't blame.

BE A MENTOR

Help others reach their potential, prepare others for leadership responsibilities, grow your replacement; set and support high expectations.

COMMUNICATE

Use the right communication tool for the right situation; talk with people, not to them; repeat your important messages often and consistently.

SHARE THE POWER

Enable others to lead and assume the authority for the work that needs to be done; don't micromanage; don't withhold information as a way to exert power over others.

PRIORITIZE YOUR WORK

Set your priorities based on the greatest return on the investment for the effort relative to your organization's goals and objectives.

DELEGATE

Teach, coach, and mentor so that others can do the work and take the initiative.

LEAD AS YOU WANT TO BE LED

The Golden Rule applies equally to leadership.

DO YOU MEASURE UP?

ARMY LEADERSHIP REQUIREMENTS

ATTRIBUTES - WHAT AN ARMY LEADER IS!

A LEADER OF CHARACTER

- Army Values
- Empathy
- Warrior Ethos

A LEADER OF PRESENCE

- Military Bearing
- Physically Fit
- Composed, Confident
- Resilient

A LEADER OF INTELLECTUAL CAPACITY

- Military Agility
- Sound Judgment
- Interpersonal Tact
- Domain Knowledge

COMPETENCIES - WHAT AN ARMY LEADER DOES!

LEADS

- Leads Others
- Extends Influence Beyond the Chain of Command
- Leads by Example
- Communicates

DEVELOPS

- Creates a Positive Environment
- Prepares Self
- Develops Others

ACHIEVES

- Gets Results

AIR FORCE LEADERSHIP ENDURING COMPETENCIES

PERSONAL LEADERSHIP

- Exercise Sound Judgment
- Adapt and Perform under Pressure
- Inspire Trust
- Lead Courageously
- Assess Self

LEADING PEOPLE AND TEAMS

- Foster Effective Communication
- Drive Performance through Shared Vision, Values, and Accountability
- Influence through Win/Win Solutions
- Mentor and Coach for Growth and Success
- Promote Collaboration and Teamwork
- Partner to Maximize Results

LEADING THE INSTITUTION

- Shape Air Force Strategy and Direction
- Command Organizational and Mission Success through Enterprise Integration.
NOTE: Command is a legal authority, not exclusively a moral or ethical one
- Embrace Change and Transformation
- Drive Execution
- Attract, Retain, and Develop Talent

MENTORING RELATIONSHIPS

MENTORING is important because it is part of creating leadership excellence. It is the obligation and responsibility of senior leadership to ensure mentoring occurs. Mentoring also prepares Soldiers, Airmen, and Civilians for increased responsibilities as they progress in their careers.

Key components of high quality mentoring are:

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,
be accessible

INSPIRE

motivating a person to be better than before,
unleash potential for greatness

NETWORK

introduce to others who can also provide support,
information and resources

GOAL-SET

set realistic and attainable goals

MENTOR PARTNERSHIPS

MAKING MENTOR PARTNERSHIPS WORK

RESPECT: Consideration and appreciation for another's beliefs, opinions, and feelings. Discover what others want and respond accordingly.

DIGNITY: Treating all people in a manner that reflects their worth as a human being.

COURAGE: Courage to always do the right thing for the right reasons, no matter the internal or external pressures to the contrary. Demonstrate unwavering commitment to the relationship.

HONESTY: Be honest about development needs and the steps to take to grow as a leader. Be honest about strengths and weaknesses.

VISION: Know where you are going, stay focused and motivated to get there.

Great mentors encourage independent thinking and work to increase leadership capacity. Great mentors also maintain a positive attitude towards diversity and believe in others.

WHO IS MENTORING YOU?

WHO ARE YOU MENTORING?

DIVERSITY LEADERS

Successful leaders understand how to lead a diverse team. They establish and sustain the National Guard culture. Leaders appreciate and ultimately leverage the power of diversity within their teams to meet all federal and state mission challenges.

LEADERS WHO UNDERSTAND DIVERSITY

- Recognize their own biases and prejudices
- Step outside their personal comfort zone to learn more about others who may be different than themselves
- Know and understand the members of their team beyond the obvious name, rank, skill identifier, or military occupational specialty

LEADERS WHO APPRECIATE DIVERSITY

- Promote diversity concepts and principles with their teams, Units, and organizations
- Hold others accountable for their diversity efforts within the team
- Foster a leadership climate that respects the uniqueness and potential of everyone on the team

LEADERS WHO LEVERAGE DIVERSITY

- Create diversity-based teams for special projects and problem-solving teams
- Seek council and mentoring from others who are different, in order to grow as a leader
- Form subordinate staff and command teams based on diversity so diversity-based leadership permeates throughout the command

ARMY & AIR FORCE KEY ROLES IN DIVERSITY

KEY ROLES IN CREATING AND SUSTAINING A CULTURE OF DIVERSITY

What does it mean to be a leader in an environment that champions diversity? Champions act as catalysts in institutionalizing diversity. A champion's role is to make certain the National Guard lives up to its commitment to embrace and value diversity. Champions of diversity are not alone; they act as role models—taking actions when appropriate and addressing behaviors when necessary. They capitalize on the best each person has to offer by empowering them with the opportunities, tools, and support needed to develop and grow. Finally, diversity champions invite, encourage, inspire and promote greatness in the National Guard!

TAG & ATAG'S ROLE IN DIVERSITY

- Have a clear vision and relentlessly pursue it
- Fearlessly take on people, issues and challenges
- Provide resources and support for diversity initiatives
- Be visible and participate in diversity initiatives
- Make complex decisions quickly
- Inspire excellence – engage the organization in achieving and delivering their best
- Deliver principled results – drive accountability for delivering the best diversity strategies
- Encourage candid communication around the topic of diversity
- Align diversity with strategic mission
- Diversity must be grounded in the Core Values of ARNG & ANG
- A commitment to operating excellence in the area of diversity
- Ties diversity into organizations strategic initiatives
- Sets disciplined diversity goals that focus on results
- Provides resources and supports diversity initiatives and training

- Ensures that diverse suppliers are given the opportunity to secure Guard contracts
- Visible and participatory in diverse community organizations
- Work towards ensuring a reflection of diverse representation in unit demographics for officer and SNCO leadership
- Chairs the State Joint Diversity Advisory Council (SJDAC)

COMMANDER'S ROLE IN DIVERSITY

- Act with honor and character and deal with tough issues immediately by talking straight
- Develop trust by fostering environments of open communication
- Ensure a safe climate for people to be productive
- Support the organization's direction on diversity in words and actions
- Fully utilize each key role in the Force Management Cycle
- Charter, support and resource a Diversity Council to address issues.
- Ensure selection boards are comprised of diverse members that reflect the diversity of candidates
- A role model in diversity initiatives, selections, promotions and Core Values
- Sets the example by being highly visible and participatory in base-wide and community events that promote diversity
- Works closely with the Human Resource Advisor and is attuned and supportive of base diversity initiatives

COMMAND SERGEANT'S MAJOR & COMMAND CHIEF'S ROLE IN DIVERSITY:

- Make and embrace change by fostering environments of open communication
- Remain highly visible to team members
- Understand how diversity affects leadership, teamwork and your goals
- Be a mentor to many and build diverse networks
- Collaborate closely with HRA/SDIC and 1st Sgt to identify diversity and Force Management issues and trends

- ❑ Identify barriers to readiness, training, utilization, morale, technical and professional development, and quality of life of all enlisted members in the organization
- ❑ Balance in the SNCO corps to reflect in the unit demographics, representing guardsmen (Technicians, AGR, DSG) fairly
- ❑ Is highly visible and supportive of base diversity initiatives and communicates and sets the example
- ❑ Ensures that the base promotes and encourages diversity in recruiting, retention, selections and promotions
- ❑ Works with the HRA/SDIC and promotes diversity in the Sergeant's Major Council and the Chief's Council

EQUAL OPPORTUNITY'S & EQUAL EMPLOYMENT'S OPPORTUNITY'S ROLE IN DIVERSITY:

- ❑ Create a culture free from unlawful discrimination and harassment
- ❑ Facilitate Human Relations Education

SDIC/HRA ROLE IN DIVERSITY:

- ❑ Develop cultural competencies by leading and facilitating diversity initiatives
- ❑ Support the Council to identify and execute diversity strategies and goals
- ❑ Foster a culture of formal and informal mentoring
- ❑ Facilitate Force Development opportunities for optimum growth of all
- ❑ Continuous Process Improvement in the area of diversity for the base in education, briefings, marketing, and promoting diversity
- ❑ Works with community organizations to ensure that the base is reaching out to a diverse population to strengthen partnerships

FIRST SERGEANT'S ROLE IN DIVERSITY:

- ❑ Ensure all are provided feedback for growth and mentored for future opportunity
- ❑ Communicate diversity related issues to the HRA/SDIC for executable action

- Ensure that recognition and awards programs are fair and equitable to all Soldiers, Airmen, and Civilians
- A role model in action, words and deeds in the area of diversity
- Educates the unit personnel on diversity initiatives and promotes diversity in role calls and briefings
- Act as a passionate role model on diversity issues and initiatives

RECRUITING & RETENTION'S ROLE IN DIVERSITY:

- Identify and actively recruit qualified, underrepresented demographic populations
- Attend community and cultural events to build relationships for future opportunities
- Utilize minority members to promote all demographic segments of the community
- Collect and identify trends affecting recruiting and retention.
- Works outside of comfort zone to encourage and recruit diverse populations

STRATEGIC MEMBER'S ROLE IN DIVERSITY:

- Develop your training skills to develop others
- Continually develop your leadership skills by reading leadership and diversity books, achieving a higher level of education and actively participating in training
- Demonstrate behavior consistent with a clear and visible set of values and beliefs
- Operate within the defined expectations
- Provide feedback and mentoring for line level team members
- Communicate diversity related issues to all members
- Be a role model
- Be disciplined and build positive morale
- Deliver on your promise – focus on the job to be done
- Be inspired so that you can inspire
- Actively coach and mentor your people
- Reduce barriers that prevent your people from being their best
- Clarify expectations above and below

- Make no excuses and hold yourself accountable
- Achieve a higher education
- Be prepared for future opportunities
- Understand how diversity affects leadership, teamwork and your goals

TACTICAL MEMBER'S ROLE IN DIVERSITY

- Seek opportunities to engage in discussions regarding ideas for improvements
- Commit to continuous improvement, achieve a higher education
- Treat differences fairly and equitably
- Speak up – Make your voice heard
- Focus on building trust with others
- Build relationships and focus on being a good team member
- Continuously learn and seek new knowledge
- Bring energy, enthusiasm and positivity to your day
- Bring others into existence by acknowledging them
- Demonstrate moral courage in holding self and others accountable to initiative



Photo Credit: U.S. Air Force Tech. Sgt. Sabrina Johnson

WORKFORCE DIVERSITY

An organization which exhibits best practices will value people and cultivate an environment where cultural awareness, sensitivity, fairness, and integrity prosper. Everyone has the opportunity to progress if they are qualified, motivated, and work hard. The National Guard must compete to recruit and retain the best talent to achieve their statutory missions. For the National Guard to continue to be effective the leaders must recognize and capitalize upon the diversity of the workforce.

DIVERSITY BEST PRACTICE IS IMPORTANT

Drawing on the most important resource, the skilled workforce, maintaining a competitive advantage is possible. With the increasing richness of diversity in the world and in the workforce, we must expand our outlook and use creative strategies to be successful.

WE SHOULD PAY ATTENTION

Understanding that valuing and recognizing diversity is imperative in order to maintain a sustained competitive advantage. Using these practices enhances productivity, effectiveness, and competitiveness.

THIS IS DIFFERENT

A very broad definition of diversity is utilized to encompass most characteristics that individuals possess that affect the way they think and do things. This is critical. We must find ways to draw on all the varied skills of our Soldiers, Airmen, and Civilian employees.

WORKFORCE DIVERSITY SUCCESS FACTORS

EMPOWERING THROUGH LEADERSHIP

Leadership commitment to diversity is genuine.
Leaders take ownership and communicate the vision.

STRATEGIC PLANNING

Centralized guidance and decentralized execution –
Guidelines are established centrally. Each state and Unit
develop their own diversity goals and implementation strategies.

ACCOUNTABILITY, MEASUREMENT & EVALUATION

Diversity is a process that is an integrated,
ongoing and has a measurable strategy.

LINKAGE TO ORGANIZATIONAL GOALS & OBJECTIVES

Link recruitment, development, and retention
strategies to organizational performance.

SUSTAINED INVESTMENT

Personnel time, financial time and
resources are devoted to diversity.

SOLDIER, AIRMEN & CIVILIAN INVOLVEMENT

All are engaged purposefully to
unleash potential for greatness.

MAINTAIN ENVIRONMENT OF FORCE DEVELOPMENT

Opportunities for lifetime learning are provided for
all levels of the organization.

PROMOTION OF DIVERSITY

Programs are executed to promote and sustain the
valuing of differences.

LEADING A DIVERSE WORKFORCE

Greatness in organizations can be achieved through great leadership in the core and enabling competencies. It's not about gender, race, age, a time in history, cultural environment, rank, or position! It is about choice in thinking, connecting, being resilient, and engaging others! Anyone, in any position, in any situation, can be a great leader!

Cultural
Adaptability

Leading
Others

Cultural Perspective Taking

Communication

Interpersonal
Skills

Organizational Awareness

Applying Cultural Knowledge

CONNECTING FACTORS

THINKING FACTORS

CORE COMPETENCIES

CORE ENABLERS

RESILIENCE FACTORS

COGNITION

- Tolerance of ambiguity
- Low need for closure
- Suspending Judgment
 - Inclusiveness

EMOTION

- Stress resilience
- Emotion regulation

SELF

- Self Confidence
- Self Identity • Optimism

ENGAGEMENT FACTORS

LEARNING

- Learning through observation
- Inquisitiveness

INTERACTION

- Social Flexibility
- Willingness to Engage
 - Integrity

Model courtesy of DEOMI

CULTURAL KNOWLEDGE

- Acquires knowledge of factual information
- Recognizes the impact of civil rights & diversity in the U.S.
- Differentiates between representational diversity, inclusion, diversity climate, & employee engagement

ORGANIZATIONAL AWARENESS

- Understand how diversity connects to the mission
- Comprehend regulatory requirements of EEO/EO & diversity links
- Understand how policies, programs, procedures, etc. enhance or create barriers for representational diversity & inclusion.

CULTURAL PERSPECTIVE TAKING

- Demonstrate awareness of cultural assumptions
- Consider point-of-view of other groups
- Understand the formation of social identity, privilege & bias structure
- Analyze cultural context to interpret environmental cues

COMMUNICATION

- Recognizes & manages verbal/nonverbal attitudes towards diversity
- Distinguish impact of racial, ethnic, & gender culture on communication, religion, & behaviors

INTERPERSONAL SKILLS

- Interacts effectively with a variety of people
- Relates & adjusts well to people from varied backgrounds
- Engages in self-monitoring when personal biases are activated

CULTURAL ADAPTABILITY

- Understands & adjusts approach to maintain positive & bias-free relationships with varied individuals
- Integrates well into situations involving people with different values
- Shows respect for other values and customs

LEADING OTHERS

- Creates an inclusive environment
- Takes multi-cultural vs color-blind approach in interactions
- Fosters motivations & development of people from different groups
- Facilitates effective delegation & empowerment
- Fosters trust, confidence, cooperation & teamwork

DIVERSITY COMMITMENT

A leader of diversity keeps the Flywheel moving by delivering superior performance, making a distinctive impact, and achieving lasting endurance. Units which are on target towards implementing best practices in diversity are building their organization to levels of greatness never thought possible!

STAGE 1 — START THE PUSH ~ “PRE-MISSION CHECK”

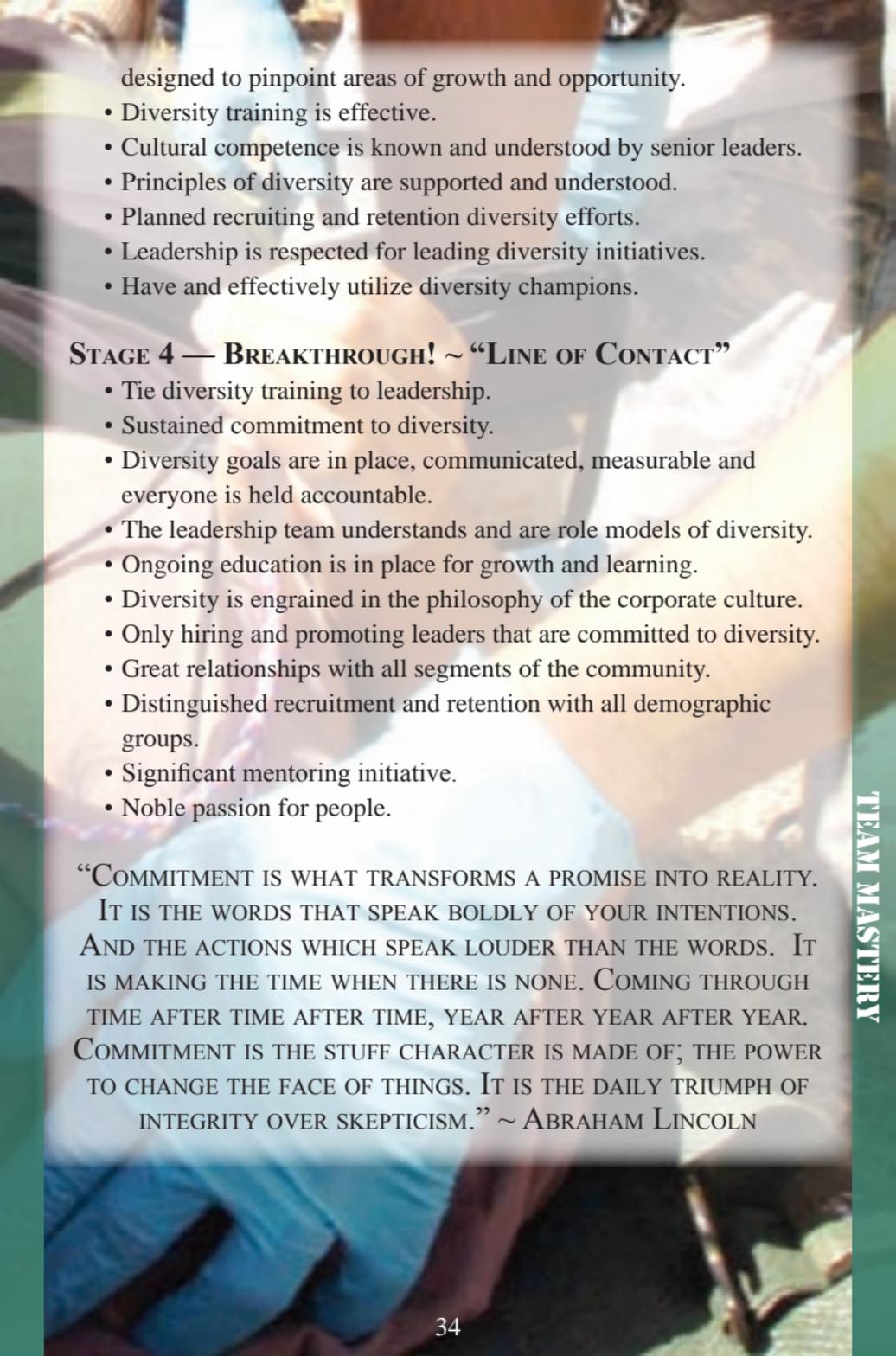
- Implement a one-time diversity training to create an awareness of diversity and inclusion in the 21st century.
- Identify a diversity champion. This individual must be a leader within the organization who can lead the implementation of the initiative.
- Make a concerted effort in recruiting and promotions.
- Recognize of the National Guard’s emphasis on diversity.
- Identify successes in the area of diversity.

STAGE 2 — BUILDUP ~ “OPS CHECK”

- The business case for diversity is understood.
- Create a diversity plan that includes best practices for hiring, recruiting, qualifying and promoting diversity.
- Understand that diversity is more than just an event. It is an ongoing process of education and applying the principles of diversity and inclusion.
- Provide a safe environment for all employees.
- Leadership has diversity on the agenda in training, internal promotions, and celebrations. It is institutionalized in the organizations
- Leaders are diversity role models.

STAGE 3 — MOMENTUM ~ “LINE OF DEPARTURE”

- Charter a great diversity council.
- Diversity becomes an understandable strategy.
- Conduct employee surveys and cultural climate assessments

- 
- A person wearing a light blue shirt is seen from the chest down, sitting at a desk and working on a laptop. The background is slightly blurred, showing a wooden desk and a chair. The overall tone is professional and focused.
- designed to pinpoint areas of growth and opportunity.
 - Diversity training is effective.
 - Cultural competence is known and understood by senior leaders.
 - Principles of diversity are supported and understood.
 - Planned recruiting and retention diversity efforts.
 - Leadership is respected for leading diversity initiatives.
 - Have and effectively utilize diversity champions.

STAGE 4 — BREAKTHROUGH! ~ “LINE OF CONTACT”

- Tie diversity training to leadership.
- Sustained commitment to diversity.
- Diversity goals are in place, communicated, measurable and everyone is held accountable.
- The leadership team understands and are role models of diversity.
- Ongoing education is in place for growth and learning.
- Diversity is engrained in the philosophy of the corporate culture.
- Only hiring and promoting leaders that are committed to diversity.
- Great relationships with all segments of the community.
- Distinguished recruitment and retention with all demographic groups.
- Significant mentoring initiative.
- Noble passion for people.

“COMMITMENT IS WHAT TRANSFORMS A PROMISE INTO REALITY. IT IS THE WORDS THAT SPEAK BOLDLY OF YOUR INTENTIONS. AND THE ACTIONS WHICH SPEAK LOUDER THAN THE WORDS. IT IS MAKING THE TIME WHEN THERE IS NONE. COMING THROUGH TIME AFTER TIME AFTER TIME, YEAR AFTER YEAR AFTER YEAR. COMMITMENT IS THE STUFF CHARACTER IS MADE OF; THE POWER TO CHANGE THE FACE OF THINGS. IT IS THE DAILY TRIUMPH OF INTEGRITY OVER SKEPTICISM.” ~ ABRAHAM LINCOLN

IMPLEMENTATION PRINCIPLES FOR DIVERSITY

IMPLEMENTATION PRINCIPLES FOR DIVERSITY

By Marilyn Loden

1. To avoid wide scale opposition, diversity must be defined in a broad and inclusive way. The definition must make it obvious to employees that everyone is included and therefore everyone's diversity is valued.
2. In order to value diversity, institutions must first assure that they are truly diverse at every level--not just when it comes to the secondary dimensions, but diverse in terms of the primary dimensions of diversity as well.
3. Leveraging diversity requires a fundamental shift in assumptions about the organization culture as well as changes in the basic systems and practices used to support customers and employees.
4. Change management principles can be the single most important tool in diversity implementation when artfully applied.
5. To assure that diversity implementation is as rapid and successful as possible, the different needs and concerns of all five segments on the Diversity Adoption Curve must be anchored into the overall plan.
6. Having a culture of diversity is what separates those world-class organizations that are effective at diversity versus those who just give lip service.

7. Without making a serious investment in both time and human resources, no organization can fully adopt the valuing diversity and inclusion paradigm.

8. Beating backlash requires building support among those who are ready to adopt change while minimizing the involvement of those who are still in resistance.

9. It is critical that we now develop the strategic and financial arguments for valuing diversity, for building the business case strengthens the probability of full adoption.

10. While excellent training alone will not assure culture change, inappropriate training can do considerable damage to diversity implementation efforts.

11. By focusing on the common needs for respect, inclusion, fairness, and opportunity that we all share, valuing diversity can help close the gap in empathy and understanding that exist across diverse employee groups today.

12. The ongoing involvement and preparedness of the core leadership team is the single most important factor in predicting implementation success.



Photo Credit: Spc. Michelle Nash

DIVERSITY COUNCILS

Diversity Councils are essential in developing, implementing and maintaining strategic diversity processes for the organization's success. The role of a Diversity Council is to effect culture change by establishing processes and practices that are sustainable and coincide with the bottom line for the long term.

DIVERSITY COUNCILS ARE RESPONSIBLE FOR:

- Aligning diversity with the National Guard's strategic goals
- Integrating diversity into the fabric of the organization
- Promoting fluid communication throughout the organization
- Providing visionary strategies in the areas of recruitment, retention, engagement and productivity
- Encouraging leadership development through diversity practices and processes
- Improving mentoring relationships in force development
- Increasing employee satisfaction

TIPS TO LAUNCH A DIVERSITY COUNCIL:

- Ensure adequate representation across functional areas
- Strive to have a team truly committed to championing diversity from all levels in the organization
- Designate an effective facilitator to lead meetings
- Have a clear mission linked to the unit's goals
- Establish and monitor metrics on a regular basis

STATE JOINT DIVERSITY EXECUTIVE COUNCIL

The purpose of the State Joint Diversity Executive Council is to advise the TAG, Army and Air ATAG, along with the Director, ANG and ARNG and CNGB leadership to create an organizational culture where diversity is valued as a personnel readiness, combat multiplier contingent upon high performance.

Recommendations for a successful State Joint Diversity Executive Council:

VISION

To achieve an organizational culture where diversity is valued as a personnel readiness, combat multiplier that is critical to mission readiness.

MISSION STATEMENT

Create and sustain an organization that is dedicated to mission effectiveness, valuing diversity, and ensuring each individual has the opportunity and means to reach maximum potential.

ROLES AND RESPONSIBILITIES

- The Council members will lead by example, applying the vision of the Diversity Council to their daily activities and work environment. All members will treat each other with respect, will attend meetings, be prompt and observe common courtesies of discussion with one another. Each member has an equal voice regardless of military rank.
- The Adjutant General (TAG), is Chairman.
- The committee will be comprised of Army and Air National Guard military and civilian personnel. The committee will equally represent traditional and full time personnel, as well as enlisted and officers. Gender, culture, ethnic, Unit, and Wing balance will be maintained. Other members may be invited to observe or participate in committee meetings.
- The Council membership will support and align with the ARNG and ANG Diversity Strategic Plan on Leadership Commitment, Policy, Recruiting and Retention, Training, Career Management and Development, Mentoring and Community Relations.

The committee will facilitate the process of identifying, defining, and addressing diversity issues that affect the readiness of the State Army and Air National Guard. This most important committee assists the ARNG and ANG Units meet our personnel and mission readiness goals for the 21st century.

METRICS THAT MATTER

Recruiting, retaining, and promoting diverse Soldiers, Airmen, and Civilians is critical to an organization's success to achieve mission. The most important resource in the future will be talent: smart, sophisticated individuals who are technologically literate, globally astute, and operationally agile.

The State Joint Diversity Council supports and aligns with the ARNG and ANG Diversity Strategic Plan on Leadership Commitment, Policy, Recruiting and Retention, Training, Career Management and Development, Mentoring and Community Relations.

Accountability reviews are imperative to ensure proactive movement on wildly important priorities, goals and objectives. The metrics of "best practice" organizations to measure diversity and inclusion progress include, but are not limited to:

RECRUITING AND RETENTION OR A1

- Accession demographics
- Recruiting, retaining, and promoting diverse employees
- Retention, command selection, and promotion rates by race, ethnicity, and gender
- Analysis of assignment patterns by race, ethnicity, and gender
- Analysis of each State's guard, including that its leadership is representative of the State's general population and recruitable area by race, ethnicity, and gender
- Analysis of relevant recruitable area, and eligible population by in accordance with and representative of 2010 census

HR/G1/J1/A1

- Analysis of awards and decorations by race, ethnicity, and gender
- Analysis of disciplinary data by race, ethnicity and gender
- Analysis of training opportunities allowed beyond AFJQs and MOS
- Evaluations - diversity is included as a criteria of being a great leader

- Diversity of Promotion Boards
- Professional education and workforce education – to include diversity training
- Analysis of diversity climate survey data by race, ethnicity and gender

NGB/CFD, DIVERSITY OPERATIONS

- Diversity alignment to State Strategic Plan
- Committed organizational resources to diversity
- Internal communication networks promote the informal and formal diversity message
- Report of diversity and inclusion training
- Top leadership involvement - organizational initiatives must have total buy-in from top management
- Quality of life involvement in the communities to include those that are representative of base populous and underrepresented groups.
- Employee engagement

NGB-EO/JA/CC

- Lawsuits & Complaints
- A Joint Diversity Council with targeted goals and objectives
- Participation with affinity groups
- Application of “The Leader’s Guide to Diversity”

Appropriate metrics and reporting tools must be put in place to ensure that progress is made. A defined set of strategic metrics – directly linked to key organizational priorities must be actionable, and actively used to drive improvement.

A PUSH ON THE FLYWHEEL

The never-ending journey from good to great is clear. NGB has defined themes that focus your attention to pushing the Flywheel at your Unit!

DIVERSITY AND INCLUSION

YOU DON'T NEED TO BE ONE OF TO STAND WITH!

WARRIORSHIP

LEADERSHIP

TRUST

RESPECT

LEGACY

FORCE DEVELOPMENT

HIGH PERFORMANCE TEAMS

PURSUING GREATNESS

EXECUTION THROUGH ENGAGEMENT

INNOVATION THROUGH IDEAS

Our success in “Delivering on our Promise” derives from many interdependent pieces that reinforce one another, consistently applied over a long period of time. We must lean forward in every respect to:

- Communicate the diversity message effectively
- Release and display the themes prominently in the State and Unit
- Ensure the ARNG Diversity Initiatives Coordinator and ANG Human Resource Advisors initiate dialogue on the topic throughout the State and Unit
- Interweave the topics on the agendas of State and Unit council meetings

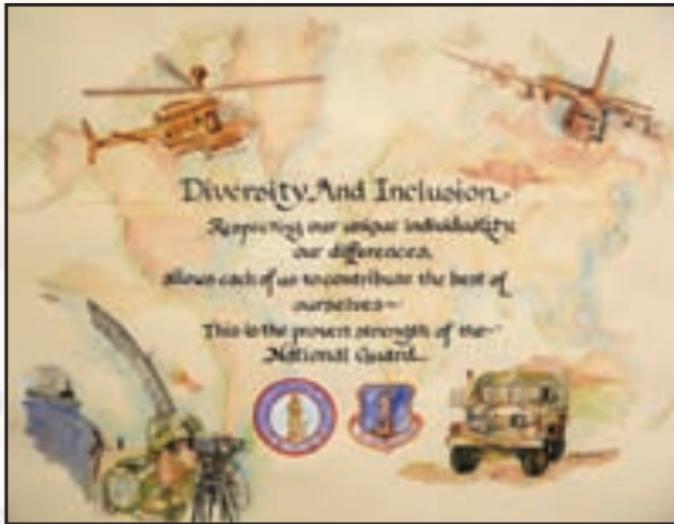
Leaders demonstrate the following competencies when presenting the “Pushes on the Flywheel”.

- Value, celebrate, and embrace differences of everyone
- Build and maintain effective relationships
- Manage effective teams and work groups
- Solve problems and make decisions that effectively take the diversity goals forward
- Take risks and bring in best practices
- Set a vision and a strategy in alignment with diversity principles
- Understand and navigate the organization towards success in the area of diversity



Photo Credit: Christie Vanover, USAG Benelux

DIVERSITY AND INCLUSION



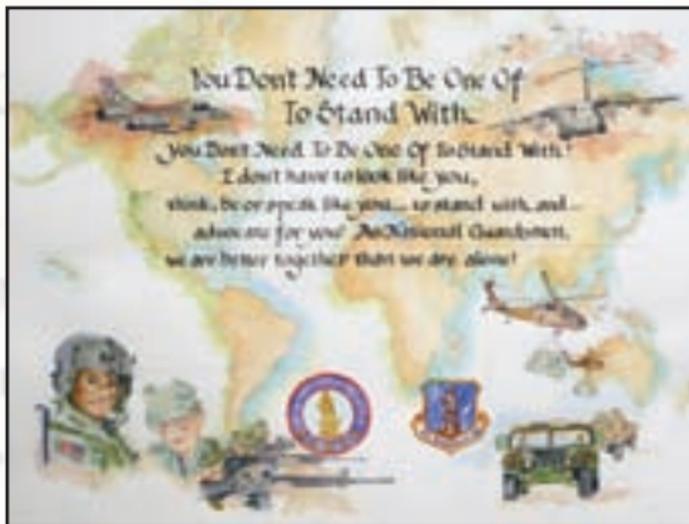
DELIVERING ON OUR PROMISE: Continue the momentum!

- Diversity is an inclusive culture of personal growth which leads to organizational success.
- The diversity of our National Guard provides our force an aggregation of strengths, perspectives, and capabilities that transcends individual contributions.

FLYWHEEL CHALLENGE: A call to action!

- How do I “Raise the Bar” in my commitment to Champion Diversity in the National Guard?
- How do I live to ensure I include, engage and empower all?
- How do I maximize individual strengths and combine individual abilities and perspectives for the good of the mission?

YOU DON'T NEED TO BE ONE OF TO STAND WITH



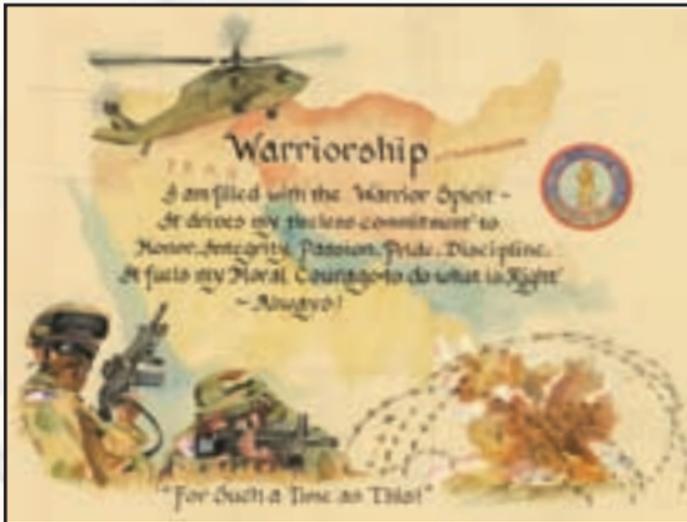
DELIVERING ON OUR PROMISE: Continue the momentum!

- The National Guard is sensitive to everyone around us as we conduct our operations and requirements to live out our Values.
- “I am only one, but still I am one. I cannot do everything, but still I can do something. And because I cannot do everything, I will not refuse to do the something that I can do.” ~ Helen Keller *“If not you, then who?”*
- Do I act rightly with Moral Courage?

FLYWHEEL CHALLENGE: A call to action!

- As a leader, am I reliable? Do I support my Soldiers, Airmen, and Civilians in moments that matter and am I there for them when it counts?
- How well do I understand the needs of my Soldiers, Airmen, and Civilians and the degree to which I must earn their trust and respect to stand by and with them?

WARRIORSHIP



DELIVERING ON OUR PROMISE: Continue the momentum!

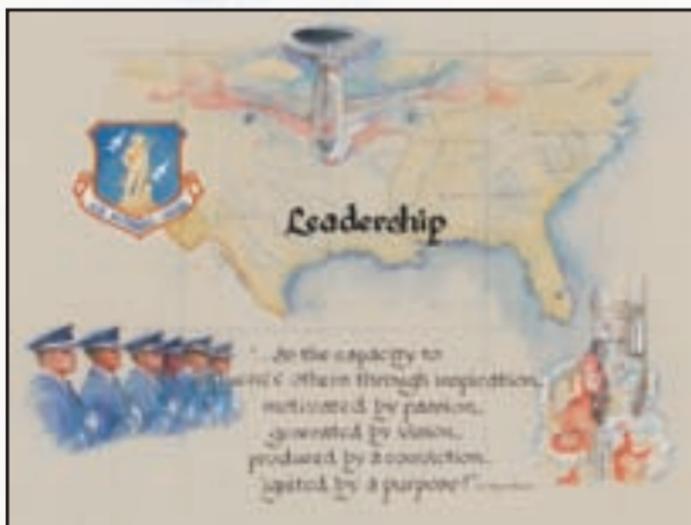
- From Heritage... Understanding history is key to seeing the warrior ethos in Soldiers and Airmen today; ... To Horizons, we must cultivate a warrior ethos in our Soldiers and Airmen.
- All must exemplify the warrior ethos in every specialty by deploying to the corners of the Earth in support of the Mission: to fly, fight, and win in the air and on the ground.

FLYWHEEL CHALLENGE: A call to action!

- What is a moral, mental, or physical exercise I can develop in my path to being a noble warrior?
- How do I demonstrate character and integrity in my actions?
- What displays of nobility do I exhibit in the area of diversity?

"For Such a Time as This!"

LEADERSHIP



DELIVERING ON OUR PROMISE: Continue the momentum!

- Successful leaders instill confidence, earn lasting respect and create willing followers who provide the foundation of professionalism at every level.
- It is, ABOVE ALL, to lead: with purpose, with honor, with compassion. To stand for something, to have made some difference through the strength of your commitment to lead!

FLYWHEEL CHALLENGE: A call to action!

- Do I lead passionately to inspire and empower Soldiers, Airmen, and Civilians to action around the enduring values of diversity?
- Am I relentless in the quest to empower breakthrough in the daily pursuit to reach, to stretch, to lead?
- How do I challenge and develop individuals and create change through them?

ignited by a purpose! Dr. Joyce Kilmer

TRUST



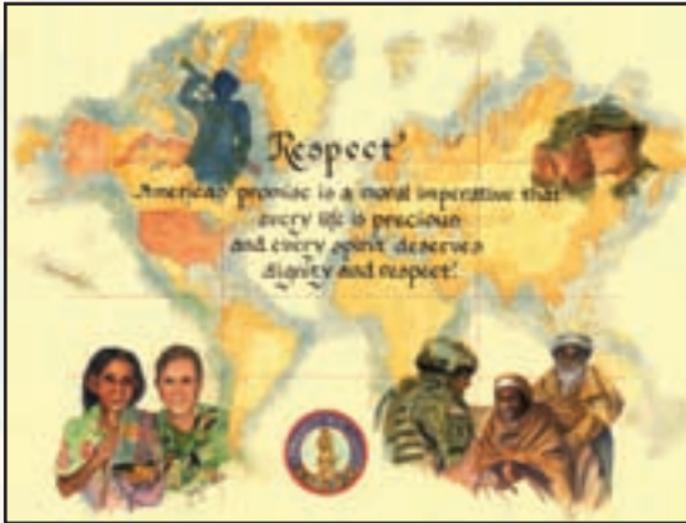
DELIVERING ON OUR PROMISE: Continue the momentum!

- Trust is born from honoring commitments, speaking your truth, standing for what is right and listening to the voice of one's conscience.
- Be trustworthy. In order to lead, you must be trusted, to be trusted, you must be trustworthy. Your integrity can never be taken away.

FLYWHEEL CHALLENGE: A call to action!

- Am I consistently accountable; not only for my actions, but the actions of my subordinates?
- Integrity is the trusting, unbreakable bond that unifies leaders, Soldiers, Airmen, and Civilians.
- How do I create a culture of conscience trust and integrity?

RESPECT



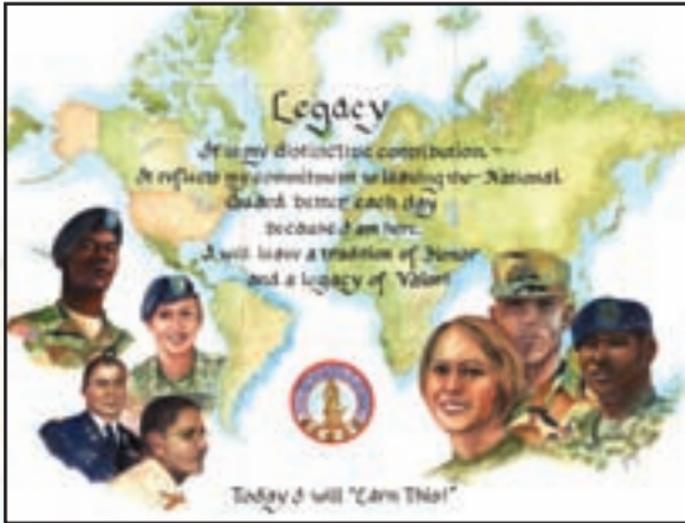
DELIVERING ON OUR PROMISE: Continue the momentum!

- We must all be committed to an environment of mutual respect that allows every member of the National Guard team to achieve his or her greatest potential.
- Respect is the mutual and unbreakable bond that pillars our military strength and is the premise of public trust for the National Guard.
- Respect others; look out for your Battle Buddy and Wingman. A failure for one is a failure for all!

FLYWHEEL CHALLENGE: A call to action!

- Do I foster mutual respect in promoting a culture of confidence, dependability and reliability?
- Do I treat everyone with dignity and respect for their talents and the value they provide to our National Guard?
- Does my authentic leadership and mutual respect firmly develop strong bonds with all?

LEGACY



DELIVERING ON OUR PROMISE: Continue the momentum!

- The legacy you leave is the life you lead. You just never know whose life you might touch, but can make a difference. Everyone, regardless of rank or position, can make a difference.
- Legacy is inspired leadership which unites all comrades in arms, rooted in our fundamental and enduring values.
- Your legacy is a result of determined doing.

FLYWHEEL CHALLENGE: A call to action!

- My legacy... I stand on the shoulders of those who have come before me. Each day, do I remind myself to be worthy of the sacrifice and to “Earn This!”?
- Am I selfless in my devotion to our Country and the mission of the National Guard?
- In my quest leaving a legacy, I must consider where I have been, where I am now, and where I am going. Where am I on my journey from success to significance?

Today I will “Earn This!”

FORCE DEVELOPMENT



DELIVERING ON OUR PROMISE: Continue the momentum!

- The goal of Force Development is clear—develop professional Soldiers, Airmen, and Civilians who will collectively leverage their respective strengths to accomplish the mission of the National Guard. Each of you make our Unit the best!
- Force Development is a recognition that we need to continuously improve because we never achieve zero defect! Leadership constantly evolves to new and emergent challenges.

FLYWHEEL CHALLENGE: A call to action!

- “What am I doing as a leader, team member, friend, and person to continuously improve in each of these areas? Remember, in order to do something that you have never done before, you must become someone that you have never been before!
- Do I consistently set goals on which I will base progress in my evolution as a leader?
- Am I open to feedback and review, however unfair? Do I give honest feedback for growth?
- Do I mentor and prepare individuals for possible future opportunities?

HIGH PERFORMANCE TEAMS



DELIVERING ON OUR PROMISE: Continue the momentum!

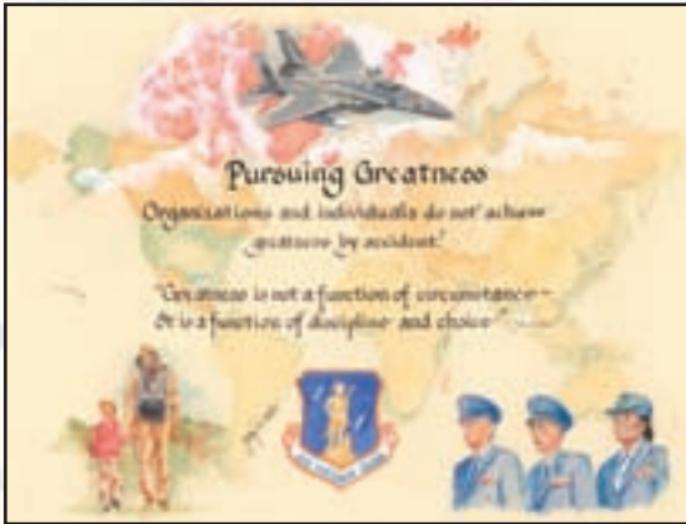
- High Performance Teams seek opportunities to capitalize on the synergy of their Soldiers, Airmen, and Civilians to maximize and improve overall fundamental strength and the highest standards for efficiency.
- Achieving our mission is our highest priority. That will be achieved when we as leaders have the humility to rise above personal ego to serve only the cause, the goal, the mission.

FLYWHEEL CHALLENGE: A call to action!

- As a seamless team, we are able to overcome any challenge.
- We must continue to show the same resolve and determination
- Excellence: Do I go beyond competitive standards?
- Teamwork: Is our team one that produces superior results?
- Empowerment: Are all teams provided freedom, decision authority and resources to excel?



PURSUING GREATNESS



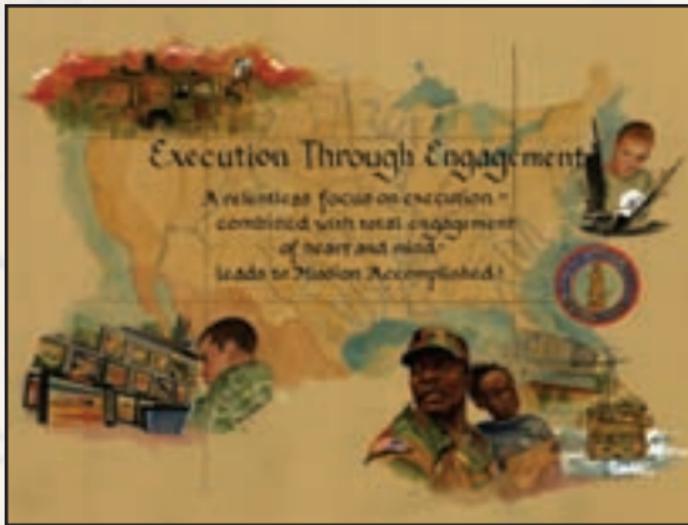
DELIVERING ON OUR PROMISE: Continue the momentum!

- From Heritage to Horizons—we stand on the shoulders of giants, heroes who faced and beat incredible odds. We have inherited a history of excellence, courage, and greatness. We must live up to that heritage, become part of it, and pass it on.
- The National Guard's greatest resource is our people. Many of you may have worked side by side with Soldiers, Airmen, and Civilians, who have inspired, encouraged, and challenged you. How do we continue to attract the best Soldiers, Airmen, and Civilians to accomplish great deeds?

FLYWHEEL CHALLENGE: A call to action!

- In the pursuit for greatness, how do I capture the richness of our diverse force?
- Do I set the example by serving with honor and accepting no less than excellence from any Soldier, Airman, or Civilian?
- What skills, abilities, knowledge, education, and information can I gain to achieve greatness in my chosen field?

EXECUTION THROUGH ENGAGEMENT



DELIVERING ON OUR PROMISE: Continue the momentum!

- Strategic execution is shared and formulated to build upon the future vitality of our force. Without a doubt, engaged teams are on the pursuit of excellence!
- In the words of former President John F. Kennedy, we must "... think of education as the means of developing our greatest abilities, because in each of us there is a private hope and dream which, fulfilled, can be translated into benefit for everyone and greater strength for our nation."

FLYWHEEL CHALLENGE: A call to action!

- What is my commitment to support and develop my team?
- What contributions am I making to engage Soldiers, Airmen, and Civilians in preparing them for the future?
- Do I lead so that others can tell their Soldiers, Airmen, and Civilians, that I stood for something and I acted on it?

INNOVATION THROUGH IDEAS



DELIVERING ON OUR PROMISE: Continue the momentum!

- The heroic visionaries and practitioners of the Warrior tradition charged us to believe in the value of ground and air power for the Nation. They left us a spirit that fosters initiative, innovation, and forward thinking.
- If you want to change your results, change your belief system, which will change your behavior. You must be willing to do something different!

FLYWHEEL CHALLENGE: A call to action!

- Do I set an institutional belief in leading by example, from the front, and assuming the full measure of risk and responsibility?
- What ideas do I help shape and define for the future of our force of tomorrow?
- Do I always work to turn resources to uses that deliver the results we want and need?

RESOURCES

Knowledge is instead a never-ending pursuit. These resources can be used to pursue knowledge to develop personally and professionally. Knowledge propels everyone toward limitless horizons.

“10 Lenses: Your Guide to Living and Working in a Multicultural World” by Mark A. Williams

Attitudes aren’t free. Thinking Deeply about Diversity in the US Armed Forces” by James Parco and David Levy

“Blink” by Malcolm Gladwell

“Creating the Multicultural Organization” by Taylor Cox Jr

“Drive, The Surprising Truth About What Motivates Us” by Daniel H. Pink

“Good to Great: Why Some Companies Make the Leap... and Others Don’t” by Jim Collins

“Implementing Diversity” by Ann Morrison

“Resonant Leadership: Renewing Yourself and Connecting with Others through Mindfulness, Hope, and Compassion” by Richard Boyatzis and Annie McKee

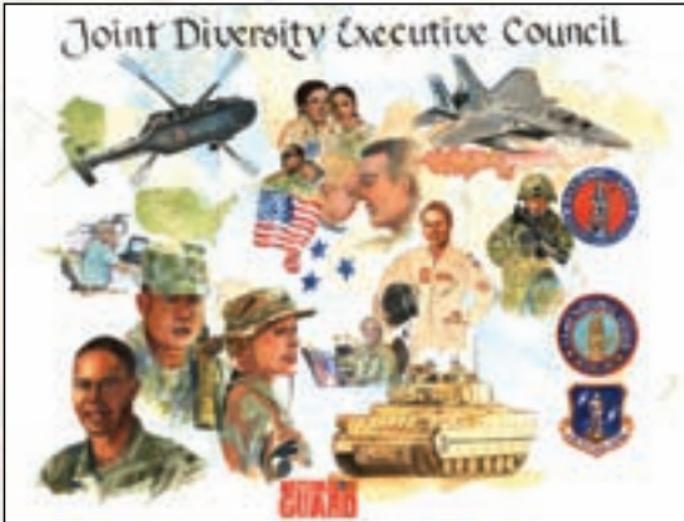
“The New Leaders. Leadership Diversity in America” by Ann Morrison

“The Way We’re Working Isn’t Working” by Tony Schwartz

“Whistling Vivaldi and Other Clues” by Claude M. Steele

“Winning With People: Discover the People Principles that Work for You Every Time” by John C. Maxwell

“World Class Diversity Management” by R Roosevelt Thomas



**THE NATIONAL GUARD
IS OUR
NATIONAL TREASURE**

**NATIONAL 
GUARD**



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