

# Rotary Club of Baguio



WORK TOGETHER IN A WORLD FELLOWSHIP

DEDICATED TO

SERVICE AND INTERNATIONAL UNDERSTANDING



## THE CAÑAÑO

**VOL. 69 NO. 70**

**TODAY'S PROGRAM**

*January 28, 2017*

12 noon	Registration	
12:30	Call to Order	Pres. Chris Faelnar
	Invocation	Rotary Anns
	Pambansang Awit	
	Rotary Hymn	
	4 Way Test	
12:40	Entertainment	Rotary Anns
12:50	Introduction of Visiting Rotarians & Guests	Dir. Baby Kaur
12:55	Finest Moments	PP Veeh Balajo
1:05	Raffle	Rotary Anns
1:15	Members Time	
1:25	President's Time	Pres. Chris Faelnar
1:30	Introduction of GHS	Rtn. Mariver Agayas
1:35	Guest Speaker	Ms. Charmaine de Guzman
2:05	Open Forum	
2:20	Response	Rtn. Vangy Cacho
2:25	RCB Hymn	
	Pilipinas Kong Mahal	
2:30	Adjournment	Pres. Chris Faelnar

Program Coordinator: Sec. Rico Ferrer  
Retrospect: PP Libby Fernandez

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John Germ  
- RI President

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- District Governor  
RI District 3790

Karl Gabaen  
Asst. District Governor

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**Arnel Cabanisas**  
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**Atom Mendalla**  
Auditor (non voting)  
Sergeant-at-Arms (non voting)

## Canao Staff

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# PRESIDENT'S CORNER



## Chris Fernando Faenar

President, Rotary Club of Baguio

Good RCB afternoon to ALL!!! I would like to thank the following Rotarians who attended the District Mid Year Review at Thunderbird Resort, Poro Point, La Union; PDG Linda, IPP Gigi, PP Helmut, PP Marilyn, PP Alfred, PP Cy, VP Lani, Treasurer Ali, Assistant Treasurer Baby, Auditor Atom, Dir. Cora, Dir. Nancy, Rtn. Arnel, Rtn. Joe, Rtn. Mariver, Rtn. Tonton, Rtn. Carlo, Rtn. Arland, Rtn. Lorena, Sec. Rico. It's a good thing that PP Cy decided to attend the Mid Year Review since Dir. Jun Cardona was not able to make it. Big thank you to RAPP Oyee for also attending the Mid Year Review. Our Club was one of the biggest delegation that attended. Thank you all for your support!!! Quite disappointing though was the fact that we submitted a comprehensive report for the Mid Year Review as far as our first half accomplishments are concerned, guess what??? We only got a few lines in the presentation of accomplishments in the Mid Year!!!? Anyways, we just have to comfort ourselves to the fact that indeed we carried out a lot of our plans for the first half of the Rotary Year and did our best to accomplish them.

Also during the Mid-Year Review, PP Panding Nisce was declared as the DGN of District 3790 for the Rotary Year 2018-2019. The current District Nominating Committee also elected PP Sonny Pahed of RC Angeles Kuliati as DGN for the Rotary Year 2019-2020. Unfortunately PP Tom Panis did not make it. Our Congratulations to PP Panding Nisce and PP Sonny Pahed. The Leadership of District 3790 is set at least until 2020.

I would like to reiterate my appeal for your support to our Feeding Program at Mariano Sabarino Elementary School and Besong Saddle Elementary School. Although we have the budget for the feeding program, we might just need additional funding for the project. So we might be asking for your voluntary donations just in case.

I would also like appeal for your support for livelihood project for our RCC Dontogan. Although Rtn. Lorena is the one conducting a Cosmetology Course for our RCC, I'm sure Rtn. Lorena would appreciate the needed support from our other club members.

Our RCB Golf Fellowship Fundraising Project which will happen on February 18, 2017 is in high gear already. In support, I have already gotten commitments to sponsor golf holes. We need the all out support from our members so that we can maximize the money that will be raised for this project. As mentioned before, the funds raised from this project will go to the community projects during PE Jun's term. The success of this project will therefore determine the number of community projects we will be able to implement during PE Jun's term.

Our Club Anniversary Celebration scheduled on February 25, 2017 is in its planning and preparation stage. IPP Gigi is in the thick of things as far as our Anniversary Celebration is concerned. Our EIC PP Cy is also planning to come up with a printed Canao for our Anniversary Celebration. Crucial issue to this initiative is the funding needed to come up with printed copies. On these two items, needless to say, we need our members' support in whatever way you can, be it soliciting for golf sponsors, participating in the planning and preparations for both events or helping on the different committees for the events. Your contributions will come a loooong way in making these events a success.

Today is Family Day!!! I'm so excited about what's in store for us today. We will have Ms. Charmaine Joy De Guzman, General Manager of Le Monet Hotel. She will talk about "The Trials and Successes of A Young Hotel Manager" as our Guest Of Honor and Speaker. Another thing we will have today is the injection of Pneumonia Vaccines that were given to us by our Sister Club RC Midtown Dilliman. From what I gathered, in some cases, a bit of pain might be experienced after the injection... so that...makes it more exciting!!!

We Can Do Well by Doing Good...  
Rotary Serving Humanity



Charmaine Joy Rama de Guzman

**Topic**

*“Trials and Successes of a Young Hotel Manager”*

Charmaine Joy Rama-De Guzman graduated as a Mass Comm major in Journalism and Broadcasting and has a Master of Arts in Teaching both at the University of the Cordilleras. She is currently working as the Hotel Manager at the Le Monet Hotel. Prior to this she had extensive experience in Sales and Marketing, invited as a resource speaker in communications, public relations and education both locally and internationally, Germany and Kuala Lumpur, Malaysia to name a few.

She was also active in social media, served as a brand ambassador for Unilever Philippines and as a disc jockey on 103.1 and a talent and event host at ABS-CBN TV3 Baguio. With her Master of Arts in Teaching, she worked closely with Korean and Japanese nationals as an English teacher.

Ms. Charmaine Joy Rama-De Guzman will be sharing with us the fascinating career of a hotel manager, its challenges and rewards and why it is the best job in the hospitality industry.



# RETROSPECT

## The Saturday that was

By: Rtn. Marlie R. dela Cruz



It's the weekend again, Saturday 21st of January; the scheduled dialogue between the seasoned and young (new) Rotarians. Sounds intimidating if you ask me, but what to do? I've said yes to PE Jun to do the Retrospect so I really have to be present. As I've already expected the traffic, I left the house early and arrived at the Baguio Country Club at 12:15 noon. The sun is out but it's quite chilly. Walking in at the Powerhouse I see PP Libby having her lunch and Ian getting ready with his paraphernalia. Though it's still early and the traffic isn't good, so I'm expecting a delay in arrival of my fellow Rotarians. I was ordering my lunch when Manong Jody and PP Raffy came in, followed by our Guest PP Caloy Mendoza, PE Jun and Dir. Naas. Since we were very few, we all sat down and decided to just use the round table to make it more intimate. We were having some discussions and the seasoned were reminiscing of how Rotary has been in the past. They say that things before are really different from what's being done now. Like before, "it is a no, no to say that somebody is a good Rotarian material." Attending a meeting must mean that you are at your best, in terms of attire, decorum and time! As we were exchanging banter, in came PP Uwe with Ann Sally followed by PP Veeh, PP Diony and PP Mia. Rotarian Lily, caught up with the latter part of our discussion too.

By 12:45 noon, PE Jun banged the gavel and officially started the meeting. We didn't do the usual program order but PP Veeh being the Program Coordinator started the ball rolling. Everyone was enthusiastic but me. I feel I'm drowning being surrounded by mostly Past President's and I'm the only new Rotarian. I feel I will be grilled and the pressure is mounting. But with due respect, they all tried to make me feel at home and Naas sat beside



# RETROSPECT

me to give me the moral support that I need. As they were mostly PP's (seasoned and experienced), I felt their warmth and kindness by giving me time to compose myself as well as their motherly/fatherly love and advice. I have to say my piece and told them that I am only speaking for myself and with just a few feedbacks I get from others. The divisiveness, is the main event as I've felt it when I first joined in and still feel it up to this time. The division or grouping needs to be addressed so as not to alienate the other members, more so, the new members. Actually, I don't mind but I feel that we need to do something about it as some members are not as brave. Everyone has the need to belong, and being with the club means that you belong. But the feeling isn't there, the clique system destroys it! The feeling of isolation kills the enthusiasm and maybe causes absenteeism from among the members. But then again, it has to be a two way process for the new and seasoned members. The fact that you joined the club means that you also have the responsibility to work it out with your colleagues. Being new means extra work as you will have to feel your way in and try to make yourself fit. And being seasoned means that you also have to be responsive and understanding of the newbies. There are also Board of Directors that were elected who were not performing nor attending meetings, only when they feel like it. Even the new members disappear after getting inducted. There are people who commits to be a program participant or has the intention of joining the activities but does not appear during the day itself. Being a member requires responsibility, abiding by the rules and being true with the four way test.



Like a family, everyone must be welcomed, whether I sit here or there I must feel I belong. No one must be isolated, we must accept and be accepted. Knowing your obligation is also a must for the club to function. Reminders in fact is not necessary as we know when we joined in that there are financial and social obligations. There were suggestions like mentoring or the buddy system with the old and new, getting in touch with members asking reasons for non-attendance and treating new members like a part of the family to encourage them to open up, join more and take part! With that said, it is also important that members need not be told to pay their dues, participate or integrate themselves to the RCB family. We all have equal rights to be part of the group, "so we must experience the moment", Manong Jody.

Of course, it is not enough to just be present and sit. We must interact, show interest and be friendly with our fellow Rotarians. Attending Saturday meetings and seating with your colleagues a couple of hours a week is not enough. It has to go beyond, friendship, and acceptance. The willingness must be there, cooperation and doing things as a group. Be mindful, take part, join in! We were all so engrossed that we forgot the time. I feel that this gave a positive outlook for the Rotarians who were present, especially for me. I found out that I'm not alone or that one way or another someone in the Club experienced something similar to what I or the others have. Openness must be encouraged, we don't choose people who will or will not sit beside us. We are as we are, therefore misunderstanding will not be avoided but can be amicably settled. There's nothing perfect in this world so we must be open to accept our imperfections. We strive to serve and serve we must but in order to serve others, we must serve our fellow members first. Maybe its high time that we set some time too for discussions like this as it paves the way for us to touch the human side of the Rotarians. Empathy, cooperation, dedication and compassion. By 3:20 pm, meeting has been adjourned.

# SECRETARY'S PAGE



**Rico Ferrer**  
Secretary, RC Baguio

## **Visiting Rotarians & Guests Jan. 21 Meeting:**

PP Caloy Mendoza

## **Rotary Anns/Spouses Jan. 21 Meeting:**

RA Sally Koeller

## **We missed you last Jan. 21 Meeting:**

Rtn. Mariver Agayas (mu), Dir. Nancy Alabanza (mu), Rtn. Cess Apostol, PP Gerard Audineau (mu), Rtn. Jun Bahul, PP Marilyn Barredo (mu), Rtn. Reymund Barrios (mu), Rtn. Arnel Cabanisas (mu), Rtn. Vangy Cacho (mu), Rtn. Lorena Cachola (mu), Dir. Jun Cardona (mu), Rtn. Arland Caronongan (mu), Rtn. Dwight Dulnoan, VP/PN Lani Fabi (mu), Pres. Chris Faelnar (mu), PP Cy Fagar (mu), Sec. Rico Ferrer (mu), Rtn. Glen Flores, Rtn. Mark Flores, Rtn. Glory Fritz, Rtn. Carlo Gallardo (mu), Rtn. Eunice Jun (mu), Rtn. Baby Kaur (mu), Rtn. Joseph Kim (mu), PP Ben Ladilad (mu), Rtn. Lily Landayan (mu), Rtn. Bennie Laranang (OL), PP Alfred Laygo (mu), IPP Gigi Maranan (mu), Aud. Atom Mendalla (mu), Treas. Ali Morales (mu), Dir. Cora Ocampo (mu), PP Angelina Palma (exc), PP Lito Pangilinan (exc), PP Chris Peralta, Rtn. Pam Perkins (OL), Rtn. David Rees (OL), PP Helmut Schlaaff (exc), PP Benny Sunga (exc), Rtn. Wilma Tadije, PP Bert Talco (mu), Rtn. Tonton Tan (mu), Rtn. Joe Ursua (mu), PDG Linda Winter (mu)

## WHERE TO MAKE-UP

Mondays:	RC La Trinidad – Hotel Supreme, 7:30pm
Tuesdays:	RC Metro Baguio – Baguio Country Club, 7:30pm
Wednesdays:	RCB Sunrise – Baguio Country Club, 8:30am RCB North – Ranch House, Albergo Hotel 7:30pm RCB Summer Capital – UB PSD Canteen, 7:30pm
Fridays:	RCB South – Baguio Country Club, 7:30pm RC Downtown Session – Newtown Plaza Hotel, 7:30pm

### Make-ups by Internet:

1. Log on to [Rotaryclubone.org](http://Rotaryclubone.org)
2. Click on: Make-up Programs
3. Spend 30 minutes on site by reading any 3 articles
4. Click on: Request Make-up
5. Complete make-up form and indicate secretary's email address ([rico\\_v51@yahoo.com](mailto:rico_v51@yahoo.com))
6. Our club number is: 16863
7. Forward emailed copy and/or make a print out of your make-up confirmation to the secretary.

\*Ask for a Make-up card from the club you have made up with and submit it to the Club Secretary.

## CLUB INDUCTIONS ATBP.

- Feb. 4** ----- Pre-PETS: Central Park Hotel, Luisita Park, Tarlac  
**Feb. 18** ----- RCB Golf Fellowship: Baguio Country Club  
**Feb. 25** ----- RCB Charter Anniversary: Cameron Forbes Ballroom, BCC  
**Feb. 26** ----- Fellowship with RC Bukit Bintang  
**March 3** ----- Fellowship with D3730 Visitors  
**March 4** ----- Medical Mission w/ RC Wonju  
**March 10-12** ----- PESETS

## THIS WEEK'S ACTIVITIES

### **Mid-Year Review Jan. 21:**

Rtn. Mariver Agayas, Dir. Nancy Alabanza, PP Marilyn Barredo, Rtn. Arnel Cabanisas, Rtn. Lorena Cachola, Rtn. Arland Caronongan, VP/PN Lani Fabi, Pres. Chris and RAPP Yolly Faelnar, PP Cy Fagar, Sec. Rico Ferrer, Rtn. Carlo Gallardo, Rtn. Eunice and RK Lira Jun, Dir. Baby Kaur, PP Alfred Laygo, IPP Gigi Maranan, Aud. Atom Mendalla, Treas. Ali Morales, Dir. Cora Ocampo, Rtn. Tonton Tan, Rtn. Joe Ursua, PDG Linda Winter



# D3790 RY 2016-17 Candidates Forum and Mid-Year Review

by: PDG Linda Winter



Both events were held on January 21, 2017 in Thunderbird Resort, Poro Point, San Fernando City La Union, hosted by RC SFLU, Inc. Event attendance is excellent mostly participated by RC Hundred Islands and RC Metro San Fdo, La Union with 25 registered delegates each, 2nd RC Metro Laoag and 3rd most registrants by RC Baguio.

CLUSTERS		* Host club San Fernando LU, Inc. not included	
1A	AG Alex Lee	65	
3B	AG Ariel Jersey	58	
1B	AG JB Bolong	57 *	
AA	AG Owen Ramos	55	
3A	AG Joel tigiao	46	
2D	AG Jun Sebastian	43	
4C	AG Linda Arzadon	42	
1C	AG Karl Gabaen	41	
		CLUBS	
		Hundred Islands	25
		Metro San Fernando	25
		Laoag Metro	24
		Baguio	20
		Angeles Kuliat	18
		Tarlac Metro	17
		Laoag Sunshine	16
		Agoo	15
		Metro Baguio	13
		Masingal North	12
		Vigan	12

20 in picture plus Pres. Chris and PP Helmut who are registered but were not included in this picture- RCB has 22 RCB delegates not 20 as reported below.

The Candidates forum started at 1:45 and lasted about 2 hours for the presentation of the District Nominating Committee (DNC) & DNC overview both conducted by DNC Chairman PDG Dennis Go plus the introductions and speech deliberations of the three (3) DGN candidates (PP Sonny Pahed, Jr of RC Angeles Kuliat, PP Tom Panis of RC Metro Baguio and PP Rolly Ferrer of RC Hundred Islands)





Then, lastly followed by the election of DNC members to serve in RY 2017-2018. DNC and DGN Candidates moved out from the convention hall for the second time DGN candidate closed door interview. The first interview was prior to the Candidate's Forum program from 9:00 - 13:00 then second was from 15:00-17:00



The Mid-year Review program started at around 15:45, amazingly that Rotarians stayed up to the end of the event -either because of the enthusiasm to know the result of the DGND winner or waiting and hoping to win raffle prize(s). It was a lengthy event, with different expectations from the Mid-Year Review registrants. Like the following reflect either their expectations not met or just tired?

The Mid-Year Review reporting was done in a show format, wherein each Assistant Governor per district cluster gave verbal evaluation report of their respective cluster. All cluster area of D3790 were represented except for Cluster 1C, instead, a brief report was flashed via power point. RC Baguio submitted on time a comprehensive report based on the required template, but the accomplishment report shrank into 3 district choice to report; PP Ben Ladilad as Major Donor, amount of TRF Contribution and Computer Literacy. A visual presentation may have attracted more the audience to watch what the clubs of D3790 have accomplished in the half semester of RY 2016-2017.

A lengthy deliberation on requirements/guidelines of the Miss TRF that should have been brought out prior to the search of the candidates has consumed a lot of time, noted that it was not part of the Mid-Year Review program.

Frowning turned into joy, cheers and loud applause when Past President Pancracio "Panding" Nisce was officially announced by DG Raul as DGN. A second time winner - from the COMELEC conducted election and the Re-election required by the Rotary International. **CONGRATULATIONS DGN Panding, "Hindi na Pending" - ikaw Na talaga!**





Cheers of joy filled the convention hall when DG Raul together with the DNC announced the winner of the DGN to serve as District Governor for Rotary Year 2019-2020, no other than PP Andronico "Sonny" Pahed, Jr.



No one noticed when the Mid-Year Review was adjourned, I just noticed that the hall was half filled when the Raffle Draw was conducted. No one from RC Baguio delegates brought home bacon from the Raffle except for the umbrella won by PN Lani Fabi and bag won by Rtn. Lorena Cachola. RC Baguio delegates proceeded to Villa Estrella for the victory blowout of DGN Panding Nisce..



CONGRATULATIONS DGN Pancrasio "Panding" Nisce and DGND Andronico "Sonny" Pahed, Jr.

# Updates: The Kabuyao Project



**“One of Our Feeding Programs, this time in Mariano Sabarino”**



# How Do You Measure Leadership?

By *Ali Rowghani*

January 19, 2017

Are you a good leader? How do you know?

In a startup culture that is obsessed with management by metrics, many founders struggle to answer this **critical question** about themselves. It's tempting to measure leaders simply by the success of their **businesses**. But even the most successful founders know how much timing and luck can be **confounding factors** in this approach. Measuring leadership through bottom-line company performance also fails to provide any clues as to how someone can improve as a leader. So is there a **better way**?

This essay describes a way to measure leadership that I hope will be helpful to those who seek to improve as leaders. It is based on observations I made when working closely with four leaders that I consider extraordinary: Ed Catmull (Pixar's founder), Steve Jobs (Pixar's CEO), John Lasseter (Pixar's Chief Creative Officer), and Bob Iger (Disney's CEO). To my surprise, these men could not have been more different in style, temperament, and approach. They did not conform to a single model of leadership. One was an introverted scientist while another was an extroverted artist. One was a college dropout who had founded a company and was infamous for brash behavior while another was a career executive who was exceptionally genteel and diplomatic.

Despite their differences, these men were able to create an extraordinary amount of trust in the people around them. They built trust by doing the same three things exceptionally well, though each in his own way. I believe that these three traits are the foundational traits of great leaders. You cannot be a great leader without them because you cannot build trust without them. And the trick to measuring leadership is to measure a leader's effectiveness along these three dimensions, as detailed in the notes section at the end of this post.

## Three Foundational Characteristics of Great Leaders

I believe that people of all temperaments, personality types, and personal/professional backgrounds can be great leaders, and that they can lead quite differently and still be successful. But to be trusted and followed as a leader, you must excel in three key areas:

### 1. Clarity of Thought and Communication

Great leaders think and communicate clearly. They describe a vision of the future that people find compelling to work hard to achieve. If your employees are confused about your mission and strategy, or do not find it motivating or credible, they will not follow you with the focus and determination necessary to succeed.

Clarity of thought always precedes clarity of language. To improve your communication, the best thing you can do is to spend more time thinking about what you believe is truly important for your business. Once you've crystallized what's important for everyone to understand, practice expressing it in simple terms. Simplicity is vital. A great example is the retail strategy that Amazon's Jeff Bezos communicated to his team years ago. He based it on three simple but enduring customer preferences: lower prices, bigger selection, and faster delivery. To this day, anything Amazon employees do to lower prices, expand selection, and accelerate delivery creates value for the customer and advances the company's strategy. As Bezos said, "You can build a business strategy around the things that are stable in time...when you have something that you know is true, even over the long-term, you can afford to put a lot of energy into it."

Taking time to prepare internal communications becomes increasingly important as your company grows. As you scale, your employee base grows more diverse, and fewer of your employees have a personal relationship with you. Hence, they are much less likely to just "know what you mean" and more likely to be confused and critical if you don't communicate well.

Great leaders spend hours preparing their internal communications. They don't just wing it, no matter how naturally talented they are as communicators. As an example, Shopify CEO Tobi Lütke and his senior team spend hundreds of hours preparing for their annual employee Summit. As Tobi says, "We want to be a loosely coupled, highly aligned company. The Summit is the main enabler of this because it is a grand sync. We spend countless hours preparing because if we communicate well at the Summit, we achieve great alignment by the end. We can then use our weekly townhalls to keep us from drifting too far apart until the next Summit."

## 2. Judgment about People

Great leaders have great intuition about people, particularly when it comes to selecting people to whom they give power and responsibility. They are able to see hidden potential in people and detect cases where ambition exceeds ability. And when they make hiring or promotion mistakes, which are inevitable, they have the courage to rectify the situation if the employee cannot be coached to improve. Nothing does more damage to an organization or to the standing of a leader than picking the wrong leaders or failing to correct these mistakes when they happen. The judgment around the initial hiring or promotion decision is the most important, as leaders who fire too many of their own also lose a lot of credibility and trust.

Not everyone is naturally gifted when it comes to intuition about people, but everyone can improve. Gathering more data will help you make better people decisions. When looking to hire leaders, try to meet as many of the best people in the field as possible as a way to sharpen your recognition skills. Spend as much time as you can getting to know executives that you are considering hiring. In a 2016 interview, Uber CTO Thuan Pham describes being interviewed by CEO Travis Kalanick for “30 hours straight, one-on-one, over two weeks,” including over Skype when Travis was traveling. “Throughout those 30 hours,” Pham continued, “I actually forgot it was an interview. It was just like a discussion between two colleagues.”

It also helps to do extensive reference checks on hires and ask for examples of behavior that shows good judgment and high integrity because these traits are hard to test in an interview. And try to learn from cases when you hire or promote the wrong person and are not able to coach them to improve.

## 3. Personal Integrity and Commitment

Great leaders have exceptional personal integrity and commitment to their mission. Integrity means standing for something meaningful beyond oneself rather than being motivated by narrow personal interests. It means being able to admit when you have made a mistake rather than acting like you are always right and having the humility to receive critical feedback openly and work to improve. It means avoiding behavior like favoritism, conflicts of interest, inappropriate language, inappropriate work relationships, etc., that erode trust. A useful test is to ask yourself: if your team had full transparency into your private communications and behavior towards employees, would you be embarrassed by anything you have done or said? This is a high bar, but one that great leaders strive to meet.

Beyond putting in the time, great leaders make their work into their core life mission in ways that inspire others. They derive deep personal meaning and fulfillment from leading people to achieve a mission. Their personal commitment translates into high levels of personal productivity and execution, which in turn becomes the foundation for pushing their organizations to do the same.

### It All Adds Up To Trust

So how do you know you are a good leader? You are a good leader if you excel in the three areas described above and thereby earn the trust of the people around you.

Building trust in this way is both a science and an art; it requires both competence and character. Trust is built when leaders think clearly about the future and move their organizations to the right place, in terms of product, sales, and people. Do the predictions you make about the future – about the products you should build, the investments you should make, and the changes in competitive or technological landscape – prove to be accurate? And do the people you have chosen to lead in your organization prove to be the right ones? Over time, the answers to these questions become known, and if you answer a lot of these questions correctly, you earn trust. I consider this the “science” of building trust. It’s built on clarity of thought, good communication, and good judgment about people.

The art of building trust is more complicated. It is closely tied with a leader’s ability to communicate with integrity. It is built when you say the right thing at the right time, and show empathy and good judgment. It grows when you stand for ideals bigger than yourself rather than caring primarily about your personal success, wealth, fame, or position. It also grows when you are honest with others, admitting what you don’t know, and not trying to be someone else. This is why you can’t try to copy Steve Jobs or Ed Catmull in your quest to be a great leader. You can only be yourself.

Most leaders understand the science of building trust. They understand that they need to think and communicate clearly about product and strategy and make good choices when they are hiring and promoting people into leadership positions. They understand that they have to show deep commitment and get things done. But in my experience, the truly great leaders also understand the art of building trust. Leaders have to make many hard decisions – firing people, taking responsibility for mistakes, disappointing people by saying no, etc. Great leaders treat these challenges as opportunities to build trust. They ask themselves which course of action and which style of communication will increase the trust that employees have in them. When faced with a difficult challenge, they optimize for trust.

This, perhaps, is the lesson that great leaders teach everyone else. In difficult times, as you evaluate one course of action versus another, ask yourself which path will generate more trust in you as a person and as a leader. Always try to choose that path.

A D S



**COMPLIMENT'S OF PRESIDENT  
CHRIS FAELNAR AND  
FAMILY !!!**

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of  
Glory Fritz  
and  
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**Hi!!!**

**Greetings from**

**Marilyn Barredo**

**and**

**family**



A D S

Hello from TonTon Tan



# A D S



A D S

Hello



**Hello fellow  
Rotarians!!!  
A simple  
Greeting from  
Cess Apostol and  
family**

# A D S



# A D S

HELLO!!!

from

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ALABANZA

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Nancy Alabanza  
and Family**



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## HUGOT OF THE WEEK

Remember, most of your stress comes from the way you respond,



not the way life is. Adjust your attitude, and all that Extra Stress is gone.

## The Rotary Club of Baguio Hymn (The Force of Goodwill)

*Composed by Dennis P. Flores, M.D.*

We have been summoned by God's loving call  
To follow a great, self-less road  
To serve, heart and mind, every trial, stand tall  
Unburden a man's heavy load . . .  
Trained to examine the gifts of the past  
Consider the present we bear  
To aim for the best of the future we must  
Broaden our minds as we care . . .

### **Chorus:**

We are the force built on Goodwill and Service  
Love friend or foe, we embrace this demand  
Called to be brace through life's burning furnace  
Rotary Club of Baguio, we stand

The Truth, all actions must certainly yield  
To all of our mankind, be fair  
For Goodwill and Friendships we constantly build  
Forever God's Goodness we share . . .

*(Repeat Chorus twice)*

## NEXT WEEK'S PROGRAM FEBRUARY 4, 2017



Dr. Helenne Joie M. Brown

### **Topic**

*"Empowering the People Against Hypertension"*

## NEXT WEEK'S PROGRAM PARTICIPANTS FEBRUARY 4, 2017

"Next Week's Program was Not Available as of Press Deadline"

