

The Leadership News

A quarterly newsletter on leadership issues in the Coast Guard

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Inspirational Leaders Celebrated

Putnam, McShan, and Witherspoon Leadership Award Winners Prove That Excellence in Leadership Comes in Many Styles

by Robin Fischer, Coast Guard Headquarters (CG-133), Washington, D.C.

On April 21, the commandant, ADM Thomas Collins, presented the inaugural Putnam Inspirational Leadership Award (for civilians) to Mrs. Norma Bullock, the chief of the Workforce Development and Sustainment Division, Coast Guard Headquarters, Washington, D.C. ADM Collins also awarded the annual McShan Inspirational Leadership Award (for chiefs) to DCC Travis Lovvorn, the facilities engineer at Group Humboldt Bay, McKinleyville, Calif., and the annual Witherspoon Inspirational Leadership Award (for officers) to LCDR Adrian West, the deputy

group commander of Coast Guard Group Mayport, Fla. The ceremony took place at Coast Guard Headquarters in Washington, D.C. After the ceremony, the award winners were honored guests at the commandant's State of the Coast Guard address and luncheon.

Leadership Styles

During their acceptance speeches, Bullock, Lovvorn and West shared their thoughts and philosophies on the subject of leadership. Each stressed the commitment to personal integrity, responsibility and stewardship of shipmates. They lead by

example, take the time to mentor and continue to improve their personal and leadership skills through ongoing study and daily practice. The relationships they have built during their careers are a testament to their success.

Mrs. Bullock's leadership style is one of service to others — servant leadership. She is a strong proponent of personal development, never satisfied to remain at status quo. She encouraged us all to:

- Make the commitment to personal integrity
- Have respect for others
- Do the best possible job
- Push past the obvious

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DCC Travis Lovvorn, Mrs. Norma Bullock, ADM Thomas Collins and LCDR Adrian West on the day of the award ceremony.

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Honor



Respect



Devotion to Duty

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- Use reflection and introspection to discover the road map to your purpose
- Empower people to do their job well
- Be a catalyst for change

Each of us has the power to “tutor, coach, and light the way.”

DCC Lovvorn’s leadership style is one of strong commitment to the development of his people, honesty, humor and genuine compassion. He leads from the heart. He encourages us to reach out and form a relationship with the junior work force. He shows his teammates that he truly cares about their personal well being and professional growth, then watches as something very special occurs. He says, “They start taking ownership of each task, no matter how trivial it may seem. When we, as leaders, get that kind of commitment from our workforce, we accomplish great things.”

LCDR West’s leadership style is based on character and purpose. He believes in his people and gives them the chance to succeed. He said there is no secret to his leadership success. The tried-and-true leadership tools work; use them. He encouraged us to be cautious to select the right leadership tool for the job. “There are many different manners of leadership and at least as many different responses to a particular leadership approach. The key is to recognize

and adjust our technique to fit those we mean to encourage.”

His leadership philosophy is that “leadership is dynamic, a living, breathing entity ... always growing, always changing. And one size does not fit all.”

Wisdom From A Mentor

One thing all these leaders have in common is that in their experience they had a positive example to follow, an inspirational leader or a mentor. West shares a story that encompasses many of the facets of the leadership tool box in a memorable way. The story is about retired CDR Bob

Coast Guard Leadership Hall of Fame

The following people are past recipients of the leadership awards:

Witherspoon Inspirational Leadership Award

- 2004 CDR Keith Smith
- 2003 LCDR James Elliott
- 2002 CDR Lynn Henderson
- 2001 LT Michael Davanzo
- 2000 CDR Michael Ghizzoni
- 1999 LCDR Philip Ross
- 1998 LCDR Karl Schultz
- 1997 LT Russell Davidson
- 1996 LCDR Timothy O’Leary
- 1995 CDR Manson Brown

McShan Inspirational Leadership Award

- 2004 SKCS Stacey Dolly
- 2003 BMC Terry Lathrop
- 2002 EMC Jerome Rider

Walters on the philosophy of equal vs. equitable treatment.

“Equal treatment,” he suggested, “may sound like a good leadership strategy ... but may not always be practical.” Equal treatment implies that everyone is the same, acts the same, walks the same, talks the same and is moved to action by the same incentive. We know this is not true.

He used the analogy of issuing uniform items.

Equality dictates that everyone receives a pair of pants. So we issue pants to everyone. But we issue them all in the same size, same length and same cut. And in so doing, we’ve satisfied the criteria of equality.

Management on the basis of equality meets the requirement ... but may overlook the need.

Equity also suggests that everyone receives a pair of pants. So again we issue pants to all. Only this time everyone receives them according to his or her own measurement.

Leadership on the basis of equity meets the requirement and addresses individual need.

This does not suggest that you should or would be able to address the individual needs of everyone you supervise, always. Rather, you may need to toggle between equality and equity, be-

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tween uniformity and fairness and between what's good for most, and what's right for all.

Inspiration

What is inspirational leadership? "Inspiration" is defined in Webster's New World College Dictionary as "(1) a breathing in, as of air into the lungs; inhaling, (2) being inspired mentally or emotionally, (3) an inspiring influence; any stimulus to creative thought or action, and (4) an inspired idea." Leadership includes guidance, as

well as leading others who follow. To those who follow, great leaders stimulate us to thought, action and new ideas just as surely as we breathe the air. We want to follow. We want to achieve, be our best and then improve on our best. We see the example before us and we aspire to become more.

How can we become inspirational leaders? Develop and use the leadership tools. Show your dedication to integrity, personal growth and professional growth in everything you do. Learn how to determine what tool to use, when to use it and for how long. Do not fight

change or fear it, for with change comes growth. Lead the way by example. Be honest with yourself and others. See humor and use it well. Be flexible enough to take risks. Never be satisfied with less than the best, from yourself or from your shipmates. If you or a shipmate is traveling a dangerous path, don't ignore it. Act responsibly for yourself and all who would follow you. Light the way! ✘

Nominations for the three Inspirational Leadership Awards are solicited in November or December of each year via an ALCOAST message.

Honor, Respect, Devotion to Duty — Sage Perspectives

by CDR Greg Stump, Group New Orleans, Metairie, La.

Honor, Respect and Devotion to Duty. These, the Coast Guard's core values, were the topic of a February 17 panel discussion hosted by the Washington Coast Guard Association. The three distinguished panel members included the Coast Guard's chief of staff, VADM Thad Allen; U.S. Army Major General Antonio Taguba; and the U.S. Naval Academy's director of professional military ethics, Dr. Albert Pierce.

Panelist monologues, and the follow-up question and answer session, provided contemporary insight on successful leadership in the 21st century. Additionally, several leadership models were introduced to help frame our day-to-day leadership challenges and aid in decision-making.

MG Taguba, the first presenter, is the deputy assistant secretary of defense for readiness, training and mobilization, and led the investigation into the Abu Ghraib prison abuse case. He said that the basic tenets of warfighting have remained unchanged for 200 years. Today, however, the military expects sound leadership from all soldiers. "Those who aspire to lead take charge and are responsible," he stated.

Taguba also identified some of the primary attributes of good leaders. In addition to honor (integrity, ethics, loyalty), respect (valuing differences and similarities and helping people to grow), and devotion to duty (serving professionally and proudly), he presented five behaviors that Army leaders demand. First, leaders ensure that the envi-

ronment is safe for all. Second, treat government-issued equipment as if the user purchased it. Third, recognize excellence; ensure great workers are rewarded appropriately and give attention to personnel who need help. Fourth, encourage teamwork. Finally, ensure that people are having fun ... foster a work environment that generates positive energy, not complacency.

Dr. Pierce's presentation focused on why some people are not able to live by or practice the standards of honor, respect and devotion to duty. Two fundamental factors challenge one's inability to live by an organization's core values — leadership failure at the highest levels or a leadership vacuum at lower levels.

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Leadership

BEST PRACTICES

Measuring the Precious Few

by CAPT Thomas Criman, USCG (Retired), Fairfax, Va.

In his book, “Good to Great,” author Jim Collins explored why some companies excelled over time while others didn’t. Why is it that some organizations flounder while others enjoy tremendous success? His conclusions were compelling ... compelling enough for the chief of Leadership and Professional Development to explore the same question with one particular Coast Guard unit.

The unit is MSO Corpus Christi, currently under the leadership of CAPT Lincoln Stroh. It is not my intention to focus on CAPT Stroh personally, rather to highlight the leadership philosophy that has made each of his units so successful. He is a leader with the reputation of consistently contributing to organizational excellence, and whose units have been recognized by a number of Commandant’s Quality Awards.

MSO Corpus Christi maintains a strategic plan that defines the command’s operating leadership philosophy. Its components include the following elements:

- Mission statement and CO’s vision, values and goals
- Strategic objectives
- Unit Performance Management Board (UPMB) measures
- Customer survey
- Employee survey
- Individual development plans

I could write a paper on each of the elements above, but I want to highlight two things that make this command philosophy work: (1) It is actionable and acted on, and (2) the simplicity and precious few measures are absolute genius.

The UPMB meets monthly to discuss select measures and take appropriate action to correct. Not everything is measured. This point is key. Often, the tendency is to add measure “ornaments” to the performance “tree,” and more is better. The philosophy at the MSO is if you measure a few *key* measures, others will fall in line. What do I mean? The reality here is that the MSO actually measures more than six measures, but they focus in on six. If these six key items show trends in the right direction, the reality is the others follow suit. So what are the measures? They are listed below, in parentheses after the associated strategic objective or goal.

- Reduce safety risks (1. Control actions)
- Reduce security risks (2. Critical infrastructure review, and 3. MARSEC scorecard)
- Increase readiness to respond (4. Training and qualification readiness)
- Take care of our people (5. Employee satisfaction)

- Strengthen our stewardship of the public trust (6. Customer satisfaction)

Under the mantra of “if you can’t measure it, you can’t manage it,” MSO Corpus Christi is getting it right and leading performance with measurable results. Measure your performance, but keep your measures to a precious few. Fight the urge to include everyone’s world of work in your suite of measures, or cover the entire landscape of what the unit does with a horde of measures. ☒

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Article Submissions

We need your articles on leadership issues and best practices. Article length should be 500 words or fewer.

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Leadership Award Nominees

The following people (listed in alphabetical order) were also nominated for the 2005 leadership awards. They are commended for being stellar examples of inspirational leadership in action.

Witherspoon Award

LT Kimberly Andersen, Headquarters (G-MPP)
CDR Luann Barndt, Sector Guam
CDR Alfred Folsom, TraCen Petaluma
CDR Eric Gustafson, NESU Charleston
CWO Thomas Guthlein, Station Castle Hill
LCDR John Hall, CGC Escanaba
LT Lusban Hannah, MSO Los Angeles
LCDR Keith Janssen, MSO Charleston
LTJG David Jenkins, MSO San Francisco
CDR William Kelly, CG Academy
LCDR William Lawrence, CGC Reliance
CDR David Martin, Group Moriches
LT Matt McCann, MSO Portland
LCDR Andy McGurer, CGC Seneca
LCDR Regina McNamara, Group Galveston
CWO James Mullinax, Station Fort Pierce
LTJG Megan Rapelye, CGC Pompano
LTJG Nicholas Squires, TACLET South
LT Vasilios Tasikas, CGC Mobile Bay

McShan Award

BMC Furman Alden, Station Alexandria Bay
BMC Richard Barone, Station Boston
BMC John Brady, Station St. Inigoes
BMC David Bullard, MSO Los Angeles
EMC Dario Del Castillo, MSO Valdez
BMC Stephen Engle, CGC Boutwell
SKC Kathryn Farynaz, ISC Alameda
HSC Jarrod January, ISC San Pedro
BMC Brian Kastner, Group Sault Saint Marie
AETC Robert Kidney, AirSta Clearwater
ITC Richard King, TraCen Petaluma
MKC Dennis Lavacca, Group Galveston
BMC Brian Mackey, CGC Active
BMC Deborah Marsh, PSU 309
BMC William Martin, CG Academy
DCC Andrew Minter, ISC Honolulu
YNC Tracy Neely, Group/MSO Detroit
FSC James O'Brien, Group San Francisco
AETC Keith Pinto, AirSta Kodiak

MSTC Earl Schlemmer, TISCOM

MKC Theodore Tarini, CGC Escanaba
FSC Jason Vanderhaden, CGC Reliance
HSC Rebecca Vinlove, CGC Morgenthau
DCC Gary White, Group/MSO Long Island
BMC Robert Wilson, TraCen Yorktown

Putnam Award

John Barcynski, CG Finance Center
Eric K. Chapman, Headquarters (G-MPP)
Lawrence Davis, Headquarters (CG-83)
Walter Demmerle, MLC Atlantic
Dennis Donnelly, Activities New York
Jammie Fisher, Group Corpus Christi
Mark Gill, Group Sault Ste. Marie
Paul Glahe, Headquarters (G-S)
Laurel R. Goulet, CG Academy
Garcia Graves, Headquarters (G-OPF)
Anthony Grieb, Headquarters (HSC)
Andrew A. Hammond, Sector Boston
Allen Harker, CPB Pro Lockport
Arn Hegggers, MSO Portland, ME
Howard Hime, Headquarters (G-MSR)
Christy Hoins, Headquarters (CG-8)
Al Jacobs, CEU Providence
Jan Lane, NPFC
Debbie Lindsey, MSU Galveston
Mark Meza, Headquarters (G-MOR)
Bob Minervino, AirSta Cape Cod
Harold Noriega, AirSta Barbers Point
John Sedlak, Headquarters (G-MOC)
Sheila W. Shepard, TraCen Yorktown
Robert Sova, AirSta Miami
Kathy Thore, TraCen Petaluma
Nancy G. Tsoodle, MSO Houston-Galveston
E. Dean Waring, MLC Pacific
Justin M. Wedel, ISC Cleveland
Thomas Willis, National Vessel Doc Center
Yung Jeff T. Wong, MLC Atlantic
Carl E. Woody, ARSC Elizabeth City
Eric J. Young, Headquarters (G-LCL)

LEADERSHIP ESSAY

What's Your Definition of Leadership?

by LT Steve Kee, Coast Guard Academy, New London, Conn.

Soon after I reported to my present assignment as a staff officer at the Coast Guard Officer Candidate School (OCS), I was asked the question, "What's your definition of leadership?" In keeping with the Coast Guard's traditional testing procedures, the question had multiple-choice answers. I thought about all I had been taught over my 14 years of active duty Coast Guard service, as well as the wide variety of experiences I have had. This question was in the form of an e-mail, which is, ironically, in itself another modern form of leadership. As time went on, I read what all my co-workers were deciding upon for their answers, as this e-mail was from someone in the higher ranks. Everyone picked the answer that most applied to their own way of thinking, taking into account their background and training and certainly the actions of their own role-models, both those who had demonstrated what they believed to be the best form of leadership and those who had shown what they definitely did not want to be.

The choices we were presented along with this question were very similar in wording, yet each had a little twist on phrasing to provide an individual characteristic. Leadership was given descriptions ranging from behavior, to influence, to

processes, to abilities, to articulating, just to mention a few. It was obvious that people have spent years studying what they believe to be good leadership characteristics, and some may have even practiced these concepts.

I pondered the multitude of choices for a while, mulling over the replies of my co-workers. I realized something I did not think was too profound, but I proudly typed my answer in my reply e-mail, and felt quite anxious to get some feedback about my comment after I clicked on the "send" button. I didn't get much response from anyone, just a "thanks" from above. I suppose everyone else had already replied, and then gone about their business, not thinking too much about the replies of others. I couldn't just pick one of the answers provided. That just isn't my style, a rebel without a cause, or as some would say, without a clue. I had to come up with something new and enlightening.

My answer was much more complicated than "number one or two." I realized there is no right or wrong answer, and there is no way to put a specific definition on leadership, just as there is no way to say who is, was, or will be an "ideal" leader. However, my answer was simply stated: a good leader is someone who can take full advantage of his/her resources and accomplish whatever their goal may be, molding their own leadership styles and abilities from all of the definitions given. The ability to be a "good" leader depends on the situation at hand.

"The ultimate leader is one who is willing to develop people to the point that they eventually surpass him or her in knowledge and ability."

Some great leaders become so by being great followers. Some great leaders are perceived as great leaders because they have great followers. Some great leaders are automatically thought to be great because they have a well-

known name. Some great leaders are thought to be great leaders because they were in the "right" place at the "right" time. Some great leaders realize they're really follow-

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ers with a lot of work to get done, so they forget about the “intriguing” e-mails and turn their attention to the tasking e-mails that keep the inbox overflowing.

It’s been over a year and a half since that e-mail. Since then, I’ve had the chance to see several hundred new officers processed through

OCS’s multitude of programs, which has resulted in many “what is a good leader” discussions. I cannot think of a better place to have these discussions than our “leader factory,” but to this day, in my opinion, no one has ever been able to give *the* definition of a “great leader.”

However, I have found a quote by Fred A. Manske, Jr, that I have tried to live by. It doesn’t have any direct link to the Coast Guard, but it

transforms into words my personal views of the great leaders of the Coast Guard. It simply states, “The ultimate leader is one who is willing to develop people to the point that they eventually surpass him or her in knowledge and ability.” Imagine the possibilities. ☒

Officer Candidate School application checklists and forms are available at www.gocoastguard.com/officerindex.html.

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Leadership failures at the organizational level stem from allowing the needs of the organization to supersede the good order and discipline of society. Loyalty to an organization, for example, is typically considered a noble trait, but it can be abused. If a clash between loyalty (to the organization) and integrity (to society) occurs and the former prevails, the organization may temporarily win but at a cost to the greater good. Examples of subordinating integrity to loyalty are numerous ... Enron, Tyco, WorldCom and the Abu Ghraib prison case are just a few.

Another element related to the abuse of organizational loyalty is the practice of focusing only on results, and not considering the costs to achieve the results, especially as they relate to employees and members. Relentlessly driving employees with little regard for health or work-life needs is strategically irresponsible.

The final element relating to leadership failure is too narrowly

living by the letter of the law. Living by the mantra of, “If it’s not illegal, it must be OK,” breeds ethical mediocrity.

Pierce also spoke about how a leadership vacuum can destroy teams and organizations. Good leaders, he stressed, must manage by walking around and being accessible to junior personnel; otherwise a leadership void will be created. Once such a vacuum is established, junior personnel will follow the informal leader who emerges. Organizational or work group problems immediately surface if the informal leader is ethically deficient, a poor leader, or both. Team members will eventually mimic the behaviors and performance of the informal leader and team effectiveness spirals downward.

VADM Allen delivered the final brief which reflected and expanded upon the first two discussions. He stated that the essence of personal ethics is making decisions and judgments, and the goal is to improve one’s competency in the art of decision-making. He stated that the core

values are three separate constructs, each relating to a separate entity. Honor relates specifically to self (being personally accountable). Respect links directly to the people who surround us (co-workers, family, etc.). Devotion to duty relates to America.

Allen also spoke about the need to develop a decision-making model that will aid in choosing the best alternative available. The mistake, he contends, is not in selecting a low-probability, high-consequence decision. Rather, the mistake is not methodically using a personal framework to decide on a reasonable course of action given a host of alternatives. As leaders, therefore, we must weigh the pros and cons of a host of alternatives and select the best one by using a logical personal decision-making model.

Summarizing the discussion, at least three themes emerge. Live by the core values, lead by example (adhering to core values), and ensure that every decision we make (right or wrong) is based on sound decision-making principles. ☒

INTERVIEW GUIDANCE FOR OFFICER ACCESSION PROGRAMS

The application season for all temporary and Reserve officer commissioning programs is in full swing. When applying for such programs (e.g., Officer Candidate School, Direct Commission Engineer, Pre-Commissioning Program for Enlisted Personnel, etc.), an applicant must submit to an interview by a board of Coast Guard officers.

Help is available for applicants and command supporters on the interview process. Go to www.uscg.mil/CareerCentral/ (click on Career Opportunities).

Unit Leadership Development Program (ULDP) Reminder

ALCOAST 057/05 announced the implementation of the ULDP. This program is mandatory for all units as of July 1, 2005. All are encouraged to become familiar with the program and review the tools available at <http://learning.uscg.mil>

Honor



Respect



Devotion to Duty

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