

The Leadership News

A quarterly newsletter on leadership issues in the Coast Guard

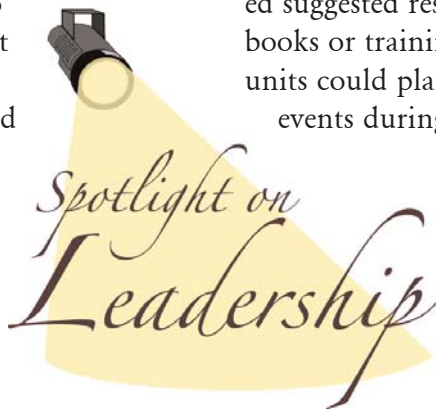
www.uscg.mil/leadership

Issue 33 June 2007

Coast Guard Runs First "Spotlight on Leadership" Campaign

By Lynne Donahue, Coast Guard Headquarters (CG-133)

The Coast Guard took some time from mid-April to mid-May to focus on the subject of leadership development. ADM Thad Allen, Coast Guard Commandant, designated the period as a "Spotlight on Leadership." "Good leaders continually seek to improve their skills," said Allen. "Importantly, they make it a lifelong practice. I challenge all units and members of our workforce to set the bar high regarding your leadership and professional development. Use this campaign," he urged, "as an opportunity to enhance your skills."



For a more comprehensive approach, a Unit Planning Guide listed suggested resources, such as books or training sessions, so that units could plan one or more events during the campaign.

It appears that the campaign did what it was intended to do ... spark interest, renew energy, and prompt discussions on leadership. The commanding officer of the CGC Kukui in Honolulu, LCDR Stephen Matadobra, sent several personalized e-mails to his entire crew. "I have to say," said Matadobra, "some people are actually reading the quotes and the

e-mails! We've also put out some books around the ship and have been posting quotes."

Kukui E-mail

Here is an example of one of Matadobra's e-mails: "Today, I want to focus on one of the Coast Guard leadership competencies and that is 'Customer Focus.' I can imagine you are asking yourself what this has to do with you in the engine room or in the galley. Well ... more than you can imagine. It is why we, as an organization, exist. Understanding our external partners and those who depend on our services will help you become a more informed and better leader.

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The campaign was flexible and designed to make it easy on the field to participate. A Web site provided resources for the field to use. For each day, a core value or leadership competency was featured, and a related quote was provided. Monthly and page-a-day calendars were provided for posting on bulletin boards. As one option, units were encouraged to post the calendars and include the featured core values, leadership competencies, and/or quotes in the Plan of the Day/Week.

Inspirational Leadership Awards ... see page 5.



Honor



Respect



Devotion to Duty

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“Let’s say we get a report that Pearl Harbor’s entrance buoy is reported in the middle of the channel – impeding the transit of any vessels. Would any of these customers and the revenue generated by them be affected if we didn’t correct this discrepancy?”

- Star of Honolulu
- MATSON shipping (the one that has your household goods and vehicle on it)
- Honolulu Super ferry
- Pride of Aloha cruise ship
- CGCs Rush and Jarvis (yes even our fellow Coasties are customers – what if the CGC Galveston Island couldn’t leave the harbor for a search-and-rescue case because it was being blocked by a wayward buoy?)
- USS Ronald Reagan (the aircraft carrier that just spent six months in the Persian Gulf and wants to go home)
- CGC Kukui – yes, we are our own customers. Imagine us not being able to get into port after this successful 60-day deployment because the channel was blocked?

“Can you think of others? I’m sure you can.

“So ... if someone performing a tune up on the main diesel engine doesn’t think that customer focus doesn’t apply – you may want to think again. (I use the engineers only as an example – we have the best engineering department in the cutter fleet!)

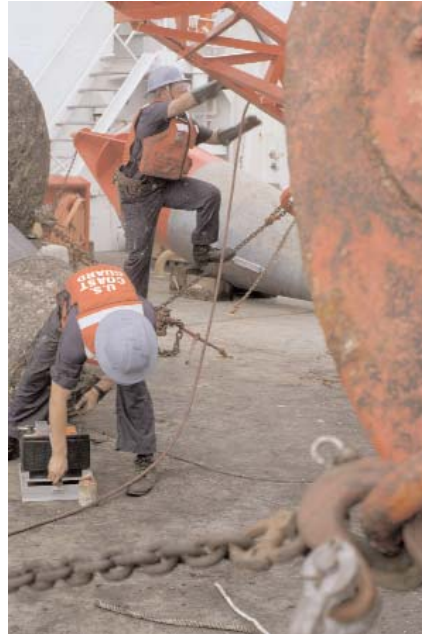
“What would happen if we didn’t do preventive maintenance – and an engine suffers a casualty? Then we couldn’t get underway to correct the Pearl Harbor discrepancy ... meanwhile those vessels couldn’t transit into their berth or out to sea. What would happen if we couldn’t respond? Would anyone be impacted? I’m certain of it.

“In 1998, I was commanding officer of the CGC Pamlico in New Orleans. After the passage of Hurricane George, we responded to start rebuilding aids to navigation (ATON). For 40 days we built hundreds of ATON destroyed by the storm. One night, we were at the entrance to the Mississippi River finishing up work and I gazed out to sea and saw numerous anchored cargo ships, container ships, fuel/oil barges and vessels as far as the eye could see waiting for us to restore the ATON. They couldn’t proceed in without reliable and safe ATON. I could only guess how much goods, services, medical supplies, food and other supplies were not being transported in because of that ATON.

“I can tell you what impact the Coast Guard’s ATON mission has

on our customers. According to a Coast Guard publication, ‘The Marine Transportation system carries more than 958 billion dollars of commerce, 1.4 billion tons of cargo,

including 25 million containers. It is how our nation’s food, clothing, oil and other raw materials [including your household goods and nice truck] reach our shores. The Marine Transportation system serves nearly 10 million cruise ships, 64 million ferry passengers each year and 12.8 million registered recreational vessels.’



CGC Kukui crewmembers maintain aids to navigation. (USCG photo by PAC David Santos.)

“So ... do you think we have customers? You bet we do. A good leader knows who those customers are. Why? Because it helps us define our mission set, it reminds us our maintenance and readiness are important, it reminds us that we need to be Semper Paratus.”

“Every one of us should recognize that we do what we do for our customers. Understanding who are customers are and focusing on their needs helps us also to refine our organization and our missions.

“Thank you for your time and taking the time to be a better leader.” ❖

Other Spotlight on Leadership Activities

Here are some additional examples of Coast Guard unit activities.

- The Leadership Advisory Council met to discuss Coast Guard-wide leadership issues. They briefed the Commandant on 18 May.
- ISC Boston created a page-a-day calendar of the daily core value or leadership competency and related quote and posted it on bulletin boards.
- MLC LANT held two sessions of “Dealing with Conflict” training and held a “Leadership Lunch Book Club.”
- USCG Auxiliary Flotilla 67 sent a daily e-mail to all its members highlighting the core value or leadership competency assigned to each date.
- District 13 held a capstone event with a local speaker for all units in the area. Within the district, they also sent out daily e-mails, conducted a couple of leadership movie opportunities and conducted a crew questionnaire.
- Station Seattle highlighted some successful Coast Guard role models for the crew. They posted leadership profiles (questionnaires that had been completed) on the “Leadership Board” in their main passageway.
- The Acquisitions Directorate (CG-9) at headquarters held an informal leadership discussion with a previous Witherspoon Leadership Award winner and deployed the Unit Leadership Development Program.
- Training Center Cape May did the following: (1) daily leadership quotes on the electronic marquee seen by everyone leaving the base; (2) weekly leadership quotes in the plan of the week; (3) Earth Day base-wide clean up (beaches, housing area, etc.), tied to the stewardship leadership competency; (4) a meeting of the command cadre with the Career Development Advisor and Education Services Officer to discuss ways to revitalize the ULDP; (5) a leadership guest speaker program with MCPOCG Bowen as the first speaker; and (6) a rating force managers visit and mentoring sessions.
- PACAREA units were encouraged to complete or update their ULDP Assessments.
- Coast Guard headquarters hosted several events open to all hands, such as the Inspirational Leadership Awards ceremony; a leadership presentation by former Commandant, ADM James Loy, retired; and a professional development workshop, “Essential Skills for the 21st Century Worker.”
- The Headquarters Support Command posted the daily core value or leadership competency and related quote on the default Web page that opens for each user.
- The Human Resources Directorate (CG-1) at headquarters ran an informal leadership awards program in which anybody could nominate anybody else. Recipients received a “Spotlight on Leadership” award certificate.

Coast Guard IDP Compliance Reaches 50%

All first-termers (enlisted and officer) are required to receive Individual Development Plan (IDP) counseling sessions twice a year (per Commandant Instruction 5357.1A). Since the requirement went into effect in February 2006, completion rates have been rising, and we're now up to 50% (for mandatory IDPs). What is your unit doing to implement IDPs for its first-termers?

For more information on IDPs, go to www.uscg.mil/leadership/idp.

Newsflash

Leadership Course to be Mandatory for Advancement to E-6

On May 21, ADM Allen announced that completion of Leadership and Management School (LAMS) will become a performance-based requirement for advancement to E-6. The recommendation came from the Leadership Advisory Council (LAC), a committee that brings leadership issues from the field to the attention of the Commandant. The LAC identified LAMS as essential training for members preparing to assume supervisory positions. The new requirement will take effect in January 2009. For more information, see ALCOAST 256/07.

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The Leadership News is published quarterly by Commandant (CG-133). Contents are unofficial and not authority for action. Views and opinions expressed do not necessarily reflect those of the Department of Homeland Security or the Coast Guard.

Article Submissions

We need your articles on leadership issues and best practices. Article length should be 500 words or fewer. At the end of your article, please identify the two or three most relevant leadership competencies that your article addresses.

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Inspirational Leadership Award Winners Honored

The Coast Guard's 2007 Inspirational Leadership Award winners were honored at a ceremony at Coast Guard headquarters on 17 April. VADM Robert Papp, Coast Guard Chief of Staff, presented the awards. Each year, one officer, one chief petty officer and one civilian employee are selected to receive these prestigious awards. In addition, new this year was the Commodore Charles Greanoff Inspirational Leadership Award, which recognizes inspirational leadership among Auxiliary flotilla commanders. The four award winners are profiled below.

2007 Witherspoon Inspirational Leadership Award CWO2 Edwin Martin, ISC Seattle

CWO2 Martin is the chief of the port services branch at ISC Seattle and is responsible for all vessel arrival and departure logistics, base security and barracks operation. His branch is made up of seven permanent party members and as many as 35 transient personnel. Despite this challenging mix of crew experience, his branch is a top performing, cohesive team that consistently receives high praise from the command cadre of homeport and visiting cutters. His branch established such a reputation for outstanding support that visiting vessels, including ships of the Canadian and U.S. Navies, made it a priority to moor at their facility whenever berthing was available. This level of service has earned many messages from visiting units, often citing the efforts of Martin in particular.



Martin spearheaded several innovative initiatives within his branch. He increased access to the standard workstation to provide greater support for e-learning initiatives and instituted a leadership reading program for junior enlisted members of the branch. After visiting the local library as a group and requiring each person to read a book about leadership or Coast Guard history, he created opportunities for members to provide a formal oral report to the ISC Seattle command cadre at their weekly staff meetings. This program allowed future enlisted leaders to hone their communication skills while sharing concepts learned and their insights.

2007 McShan Inspirational Leadership Award YNC Linda Laswell, USCGR, MSU Port Arthur

YNC Laswell is a Title 10 reservist serving on active duty at MSU Port Arthur as the administrative branch chief. She manages a nine-person staff, supporting a unit with 75 active duty personnel, 92 mobilized Title 10 reservists, 24 drilling reservists and 35 civilians.



During her tenure, the performance of the administrative branch improved dramatically as she recruited and trained a top notch staff. Her efforts resulted in a two-fold increase in positive feedback and a two digit improvement in many dimensions of the unit's most recent Organizational Assessment Survey.

In June 2006, one of the nation's largest oil spills occurred in Lake Charles, La. Realizing the potential for chaos associated with the sudden influx of responders, the incident commander specifically sought Laswell to run the Incident Command System (ICS) Resources Unit. Laswell worked tirelessly to ensure that all reporting members received proper orders and berthing. Despite the pressures of managing an incident of this magnitude in conjunction with a planned unit change of command, Laswell flawlessly coordinated the arrival and departure of hundreds of members. Her work earned praise from all levels of the ICS organization.

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Laswell also spearheaded a membership drive that reconstituted the Golden Triangle chapter of the Chief Petty Officers Association, and she contributed to the larger community by volunteering with Habitat for Humanity.

**2007 Putnam Inspirational Leadership Award
Ms. Sheila Shepard, Training Center Yorktown**



Ms. Shepard is the deputy chief of the Performance Technology Center (PTC) at Training Center Yorktown. She leads a diverse branch of 64 members comprised of military, civilian and contract personnel. Throughout 2006, she was unrelenting in her pursuit of PTC excellence while also contributing to

the quality control of highly relevant analysis projects including Deepwater and Rescue 21. As a direct result of her impeccable talents and unyielding work ethic, the PTC has continued to deliver robust performance analyses and e-learning products. Overseeing the establishment of the Coast Guard's new learning management system and the standup of the Coast Guard's first learning portal, she has helped to establish the long-desired infrastructure by which e-learning products can be offered online.

Characterized as perpetually optimistic in her dealings with others, she has also been praised as a master of volition who enables subordinates to expect more of themselves than they thought possible. As just one example of that personal engagement, Shepard mentored six recent instructional technology graduates, passing on vital knowledge related to human performance technology and instilling a sense for its history and impact on the Coast Guard. Her mentoring continues to be a common touchstone for aspiring leaders within this field.

**2007 Greanoff Inspirational Leadership Award
Ms. Christella Gress, Flotilla 35, District 9 Eastern Auxiliary Region**

Ms. Gress, from Grand Island, N.Y., is the immediate past flotilla commander of Flotilla 35, District 9 Eastern Auxiliary Region. She demonstrated exemplary performance and has been described as one who not only gets tasks accomplished but truly motivates others. In 2006 alone, she dedi-



Leadership Award Finalists

The following people were finalists for the 2007 Inspirational Leadership Awards.

Witherspoon Inspirational Leadership Award

- LT Ellis Moose**, Sector San Francisco
- CWO4 Scott Chroninger**, Activities Far East
- LCDR Derek Schade**, Sector Hampton Roads
- LT Jamie Frederick**, Group Astoria
- LCDR John "Jay" Vann**, CGC Forward

McShan Inspirational Leadership Award

- MKC Matthew Ripley**, CGC Baranof
- BMC James Ellison**, Station Michigan City
- BMC Michael Pipech**, CGC Hollyhock
- BMC Stephen Engle**, Station Rochester
- MKC Christopher Davis**, CGC Reliance

Putnam Inspirational Leadership Award

- Thomas Curley**, Sector Seattle
- Peter Zohorsky**, Sector Hampton Roads
- Sheryl Tyree**, PSC Topeka
- Verna Jackson**, ISC Honolulu

Greanoff Inspirational Leadership Award

- Gregory Gamache**, District 7, Flotilla 11-1
- Alfred Verdi**, Dist. 11 - So. Region, Flotilla 12-4

cated more than 800 hours of her time, averaging 15 hours weekly, to the Auxiliary while holding multiple college-level teaching jobs, working on a doctoral dissertation and volunteering in her community.

Gress hosted team exercises together with fellowship events at her home and encouraged flotilla support of community events, contributing to a heightened sense of commitment among flotilla members. Under her leadership, flotilla involvement increased by both welcoming new members and

increasing activity among experienced members.

Her efforts yielded tangible results as member involvement increased in many programs, including vessel examinations, public education, operations, and aids to navigation. Whether working with flotilla members engaged in mission execution or collaborating with division-level commanders to achieve consensus, she has been described as a natural motivator with the ability to build esprit de corps.

Leaders at the flotilla, division, district and even national levels consult Gress for ideas, suggestions and guidance. She responds in a supportive way that promotes further strong leadership. ❖

About the Greanoff Inspirational Leadership Award

In 2006, the Coast Guard Auxiliary created an inspirational leadership award to be given to one flotilla commander each year. They decided to name the award in honor of former National Commodore Charles S. Greanoff.

Greanoff first became affiliated with the Coast Guard in 1943. He became part of District 9 Flotilla 7-03, a port security unit responsible for protecting the port of Cleveland, the Cuyahoga River and the city's bridges.

After the war, Greanoff continued his active participation in the Auxiliary and became a flotilla commander in 1950. From there, he continued to rise through the ranks of the Auxiliary, holding the position of division captain in 1953, Ninth District Commodore from 1956-57 and achieving the Auxiliary's highest position of National Commodore in 1958-59.

As National Commodore, Greanoff traveled the country to support the new missions of the Coast Guard Auxiliary and even testified before Congress on the importance of boating safety regulation. During the next three decades Greanoff continued to accrue thousands of hours of support each year for all the Coast Guard's missions as an active member of the Auxiliary. He was instrumental in shaping the Auxiliary into the effective organization it is today. COMO Greanoff's 63 years of sustained service and dedication to the members of the Coast Guard Auxiliary, the Coast Guard and the nation were truly inspirational.

Regrettably, Greanoff passed away on April 3, just two weeks before the presentation of the inaugural award in his name. He was 91.

Coast Guard Leadership Hall of Fame

The following people are all award recipients to date:

Witherspoon Award

2007 CWO2 Edwin Martin
 2006 CDR Scott Kitchen
 2005 LCDR Adrian West
 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 Award

2007 YNC Linda Laswell
 2006 BMC Heath Jones
 2005 DCC Travis Lovvorn
 2004 SKC Stacey Dolly
 2003 BMC Terry Lathrop
 2002 EMC Jerome Rider

Putnam Award

2007 Sheila Shepard
 2006 Kathleen Thore
 2005 Norma Bullock

Greanoff Award

2007 Christella Gress

Leadership at the Unit Level

By LT Matt Baer, Station Seattle

From our rich Lifesaving Service history to our incredible performance post 9-11 and Hurricane Katrina, great leaders have emerged and we've always risen to topple any challenge. As every high-performing organization will attest, however, those who remain successful over time always strive to improve.

In my experience, daily interactions on the job produce "leadership by example" lessons, good or bad, that serve as the primary teachers in our service's "leadership development" program. Coasties apply these lessons, coupled with their own personality traits, to create their distinct leadership style.

As "optempo" allows, some members are afforded the opportunity or even required to attend formal training that allows a dedicated focus on leadership principles. Since the unit climate has the most influence on the people that work there, the Unit Leadership Development Program (ULDP) was created to aid leadership "on-the-job training." The mandatory nature of the ULDP has led to mixed reviews; some consider it just "one more survey" while larger units often claim it is too difficult to employ effectively. I offer that no matter what the unit size, we must make time as a service to give our crews a forum to discuss leadership, empower them to employ their own leadership style on the job and then stand by for results that will exceed our expectations.

There is no "works every time" approach to leadership. Instead, good leadership has its foundation rooted firmly in caring for one's people, leading by example, fairness, mutual respect and opportunity. We need to move past doing leadership training only when operations permit, but rather make time to discuss leadership with our crews, which will help us execute our missions more effectively.

I'd like to share a few examples to consider for use as part of your unit's leadership program. I advise against over-formalizing, but recommend you keep it fun, involve all levels of your unit, and ultimately, allow your crew to drive the focus. As we all know, if the crew does not believe in something, more often than not, progress fizzles out after a brief period.

Leadership Program Examples

- Create a Leadership Board. Meet and regularly discuss leadership, share visions and develop strategies. I use my first class, chief and XO as the core, with selected guests from each paygrade.
- Administer the ULDP (different groups as needed ... e.g., paygrades, shops, unit-wide).
 - Make it useful ... not too often!
 - Achieve crew buy-in by implementing some noticeable changes in relevant topics from survey feedback.
- Highlight good and bad leadership examples in "bite-sized" chunks.
 - Review CG history.
 - Show movies picked by crew ("Braveheart," "Band of Brothers," "Office Space," etc.)
 - Have individuals select a quote or leader and discuss the personal value to them (develops public speaking and achieves ownership as well).
 - Read and discuss books (unit leadership library, Coast Guard Reading List, crew suggestions, etc).

- Post items of interest on a “leadership” bulletin board.
- Encourage people to attend Leadership and Management School (E-4s/E-5s, junior officers and civilians) and the Chief Petty Officer Academy.
- Use formal recognition (awards, Sailor of the Quarter, evaluations, etc.) to recognize great leadership.

We have never been more visible to the public or relevant within government as the nation has taken notice of our many operational successes. As the pub-

lic’s expectations increase and we gain new assets and increased funding levels from Congress, our people’s leadership ultimately will make the difference between good and exceptional stewardship to the nation that we serve. I encourage you to engage the resourceful nature of your crews to create a leadership program that provides immediate benefits now and helps develop strong Coast Guard leaders for the future. ❖

Leadership Competencies Addressed: “Self-Awareness and Learning,” “Influencing Others,” “Team Building” and “Stewardship.”

LT Baer is a member of the Commandant’s Leadership Advisory Council.

Mentoring: A Flexible Relationship

By PA2 Judy Silverstein, Coast Guard Headquarters (G-AND)

Historically, the word “mentor” has its origins in the Greek epic poem, “The Odyssey,” written by Homer. When Odysseus left to fight in the Trojan War, he selected Mentor to serve as teacher, guide and wise counsel to his son. In the Coast Guard, mentoring involves advocacy, guidance, support and listening skills.

“If you do not have a mentor, you’re doing yourself a disservice,” said LCDR Adrian West, special assistant to the Commandant. “If you aren’t mentoring someone else, you are doing the Coast Guard a disservice.” Those words are critical as mentoring results in future leaders, an especially important focus for our multi-mission, maritime service.

“Studies show successful mentoring partnerships lead to two-way knowledge sharing coupled with personal and professional success for both the mentor and the mentee,” said Bridgette Brandhuber, mentoring program coordinator for the Coast Guard. “The relationship can be flexible, depending upon the needs, goals and objectives of the mentee.”

Mentoring offers preservation of organizational culture as traditions and practices are shared. It also has a

positive impact on recruitment and retention. One of many outcomes is the development of leadership skills. “Mentorship comes from natural born leaders,” said YNCM Ann Tubbs, quickly ticking off the names of seven who provided her guidance and advice as she rose up through the ranks. “The common thread was that they all saw the potential in me and provided the guidance I needed or was seeking.” As a machinery technician in the 1980s, when female counterparts were hard to find, informal mentoring filled the gaps, said Tubbs, now serving as special assistant to the Master Chief Petty Officer of the Coast Guard. Supporting her claim is a study from the Harvard Business School, stating 44 percent of CEOs list mentoring as a prime strategy for retention of female executives.

Another proponent of mentoring is BM3 Wyatt Werneth, a reservist who drills at Station Port Canaveral in Florida. “I have attached myself strongly to mentoring because I didn’t have the guidance and focus growing up,” he said. “I saw the implications of what mentoring can do for you and try to make myself available to anyone who needs it,” said Werneth, who serves as chief of the Brevard County Ocean Rescue in

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his civilian life. A critical ingredient for success is enjoying people, said Werneth, who also works as a personal trainer.

AST2 Josh Mitcheltree concurs. He knows that mentoring is a vital skill in the world of rescue swimming. "I'm blessed

because there are so many people I look up to that have been there for me," said Mitcheltree, an Air Medal recipient for his work in the aftermath of Hurricane Katrina. One person took responsibility for ensuring Mitcheltree was physically and mentally ready for "A" school, even advising him to wait an extra two months until a subsequent class started. That allowed Mitcheltree to develop stronger muscles and improve his fin work ensuring he was set up for success – and graduation – the first time through school.

Many of the lessons taught by his mentor are ones Mitcheltree now uses when he works with new recruits. Listing traits such as honest feedback, investment of time and genuine concern as the virtues of

"If you do not have a mentor, you're doing yourself a disservice. If you aren't mentoring someone else, you are doing the Coast Guard a disservice." — LCDR Adrian West

his mentor, he noted the two still keep in contact.

In the business world, much has been written about how mentoring programs should be structured. However, many find a more informal relationship works best during their Coast Guard careers. It may be as casual as seeking advice about specific tasks, critical decision-making or obtaining information not readily available or understandable. In the case of an aviation survival technician, discussing rescue equip-

ment modifications might spark a conversation between senior and junior personnel. According to West, he has a list of mentors ranging in age, gender and rank – who provide him with information on a variety of issues and philosophies. However the relationship is structured, mentoring is a dynamic and flexible partnership that matures and evolves when nurtured.

"We highly encourage informal mentoring relationships," said Brandhuber. "However, because of the nature of this service, you may find yourself in a remote area where it is impossible to find an appropriate mentor match. In this case, we want you to look to our Web-based mentoring program," she said. That program and a step-by-step guide to get involved as a mentee or mentor can be found at www.uscg.mil/leadership/mentoring.htm. ❖

Leadership competencies addressed: "Self Awareness and Learning," "Technical Proficiency," "Effective Communications," "Influencing Others," "Taking Care of People" and "Mentoring."

Developing Our People

By CWO2 Anthony Garcia, Leadership Development Center, New London, Conn.

Since becoming a Leadership and Management School (LAMS) instructor, I have had the pleasure of meeting hundreds of students. They often start the week with different levels of motivation and by class completion there is a familiar line I hear, "I wish I had attended this training sooner." While

it is nice to hear this positive comment about attending the course, I wonder if we as leaders are doing everything we can to encourage our people to attend this and other valuable leadership courses?

I remember as a supervisor, hearing the solicitations for local LAMS

classes and like clockwork the excuses came: "We're too busy," "I can't attend for an entire week," or "What can they teach me that I don't already know?" On occasion I may have been guilty of saying some of those statements myself!

If a huge majority of students leave class encouraged and motivated about the class they just attended, why do I see the same pattern in every class? Hopefully, most current supervisors have attended LAMS and found value in the material they learned. It's now up to all of us to encourage our subordinates to attend leadership classes. We, as supervisors, might feel that we are encouraging our people to develop and grow; however, we must ask ourselves a few questions if we want to know how to approach developing and mentoring our people:

- Am I actively promoting individual education and growth opportunities?
- Do I support the requests from my people to attend professional development classes?

In order to educate our folks, we need to stop for a minute and make sure that we know the current options for our people. Professional development is a constantly evolving process. With all the changing training opportunities, we should be in the habit of routinely reaching out to local ESOs and training departments (both great sources for current training opportunities). Or visit www.uscg.mil/leadership to find leadership-related professional development courses. A little digging can often uncover several choices — many of which are at little to no cost.

Our responsibility as leaders doesn't stop with just educating our people on opportunities. We have to support the requests for our

people to attend. There may be times when it seems difficult to let someone go to training when work never stops. However, we have to keep sight of our long term unit and organizational goals. By supporting professional development we have an opportunity to develop a significant amount of motivation in our people. Motivation and effort levels might be difficult to measure at times, but if your people truly believe that you are supporting their development they will give you more back in return.

It's easy to say we are developing our people, but if we aren't actively working on it, we probably aren't ... ❖

CWO2 Garcia was promoted to warrant from YNC on June 1. He has been a LAMS instructor since 2005 and recently completed the CPO Academy and a Bachelor of Science in education via tuition assistance.

The LAMS schedule is available at www.uscg.mil/hq/tqc. Click on "Class Schedules," then "C School Schedules," then "Leadership/Management."

Leadership competencies addressed: "Self Awareness and Learning" and "Taking Care of People."

Adventures in a Coast Guard of One The Battlefield, with Graphics and Overlays by EMCM Richard Wiles, CGC Polar Star, Seattle

Final installment of a four-part series chronicling EMCM Wiles' nine-month experience at the U.S. Army Sergeants Major Academy in El Paso, Texas.

Core values define the Coast Guard. The Army also has a set of values, seven to be exact: loyalty, duty, respect, selfless service, honor, integrity and personal courage. I joked that the Coast Guard only needs three; we are a more efficient service. In reality, the primary missions are diametrically at opposite ends of the spectrum. The Coast Guard's job is to save lives and be "Always Ready" — the Army's job is to eliminate

the competition with extreme prejudice. Since war is the Army's specialty, we needed to practice that mission. Coasties know it as a mass conflagration (no win situation) scenario; the Army simply calls it a war-fighting command post exercise (CPX).

In phase IV, students pit their knowledge against an opposing force (instructors). The phase starts out with learning battlefield graphics and force movement over various terrains. This was the hardest written test of the year. It's like doing navigation plots with elevation

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changes. A lot of behind the scenes action had to take place and everyone had a job to complete. The classrooms were broken down into brigades, companies, platoons, etc. My classroom was “TF 2-69 (AR)” (task force 2nd battalion, 69th armor) which was part of 2BDE IN (M) (B), which alludes to another section of the school – Army acronyms 101. Soldiers write orders, set missions and identify objectives. Then the massive overlays are drawn (one of my jobs), checked and rechecked for accuracies (friendly fire is bad). After everything was in place, the battle commenced and lasted three days, relatively short as wars go. We lost.

Although we lost, I won knowledge. The CPX has a loose relationship with the National Incident Management System we use for the Incident Command System. The CPX compiles everything from mobilization to demobilization of every unit. While the Coast Guard performs this for an incident, the Army does it continuously. It breaks down decision making to the operational level and allows for modular expansion or retraction. As the military moves forward, there is the need for modular joint forces. Think about it this way ... Army forces are now investing in peace keeping, and the Coast Guard is moving toward a modular deployable operations group. Change is always upon

us as the pendulum continues to swing – change anchored through our leadership. Perhaps one day, a “military of one.”

Was my time at the academy worth it? Yes! Looking back, the sum of my learning outweighed the specifics, since a lot of the training was Army based. It was easy and usually humorous to point out our differences; the challenge was to absorb and learn from that which seemed different, yet were com-

monalities. Besides, I gained at least a year’s worth of sea stories. ❖

USASMA is open to members above the cut for E-8 through E-9, with less than 26 years of service. The program manager is MSTCM Diane LaCumsky, e-mail, Diane.M.Lacumsky@uscg.mil, phone 202-475-5519.

Leadership competencies addressed: “External Awareness,” and “Customer Focus.”

Contest – Leadership Jeopardy Game

Category: Leadership Quotes

A DM Allen is fond of saying, “Transparency of information breeds” this. *(Submitted by LT Bill Woityra, International Ice Patrol.)*

Phrase your response in the form of a question. The first person to e-mail the editor, Lynne Donahue (Lynne.M.Donahue@uscg.mil), with the correct response will win a prize.

From the Last Issue:

Ms. Jones demonstrates this leadership competency when she sets up a voluntary cooking class at lunch that focuses on quick, low-fat meal preparation.

Correct response: “What is health and well-being?”

Congratulations to ...

LT Bill Woityra, International Ice Patrol (first correct response, Web version)

LT Jay Jerome, Sector Anchorage (first correct response, print version)