

The Leadership News

A QUARTERLY NEWSLETTER ON LEADERSHIP ISSUES IN THE COAST GUARD

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Spotlight on Leadership Campaign Ran in March

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

The second annual "Spotlight on Leadership" campaign ran during the month of March. The campaign emphasized leadership development at the local level. Units were encouraged to be flexible in planning their activities, but materials were provided to make it easy to participate. For example, Coast Guard headquarters supplied flyers, handouts, lesson plans, a leadership "Jeopardy" game, a page-a-day calendar and suggested unit activities.



"Maintenance and Logistics Command Atlantic's Spotlight on Leadership campaign was very successful," said Dr. Kathy Nash, the training and education manager for Atlantic Area. "We had a variety of activities that involved members from every division at the MLC and from other commands. For example, members were able to attend leadership-focused briefs and training ses-

sions using subject-matter experts, participate in a panel discussion on supervising military, view videos on conflict management and gender differences, and read motivational sayings. We even decided to pilot a new class, Interpreting Covey through MBTI. In all, about 317 people participated in our activities."

A contest to recognize the best unit campaigns is underway. See ALCOAST 171/08. The deadline entry is 15 May. In addition to awarding prizes, the contest will generate unit best practices that can be used for next year's campaign.

For more information on the campaign, visit www.uscg.mil/leadership/spotlight.



Inspirational Leadership Awards ... page 3





Help Needed for New Column

Coast Guard Confessions

TRUE STORIES FROM AROUND THE COAST GUARD

Start us off ...

Tell us about a time you learned something valuable from someone you'd written off.

If you have a true Coast Guard work story that fits, write it up in 250 words or less and e-mail it to the editor at Lynne.M.Donahue@uscg.mil. If we use your story, we'll send you a leadership book.



Recent Leadership ALCOASTs

ALCOAST 171/08: Spotlight on Leadership Campaign Contest (4/8/08)

ALCOAST 175/08: Organizational Leadership Postgraduate Education Solicitation (4/10/08)

ALCOAST 176/08: Leadership and Management School Update on Initiatives in Support of Requirement for Advancement to E-6 (4/10/08)

What Message Are You Sending About Alcohol Use?

By CAPT Mark Carmel, Integrated Support Command Kodiak, Alaska

Substance abuse (particularly alcohol) prevention is a major concern for us here in Kodiak. My experience, and that of many senior leaders I've talked with, is that the example provided by our E-6 and E-7 leaders is a critical factor in how well our junior members do at avoiding trouble with alcohol.



A quote I believe in says, "The people we lead don't hear well or become infused with what we say; they really pay attention to and emulate what we do."

For those aspiring to and preparing for leadership positions in the Coast Guard, I urge you to think about the power of the example you are setting for our junior workforce with respect to alcohol.

Here are three key questions to ask yourself:

- Am I truly being responsible in my own use of alcohol?
- Am I upholding the required professionalism in my human relations when I use alcohol?
- Am I consistent in the application of substance abuse administrative/disciplinary measures to others regardless of rank, gender, personal relationships, etc.?

If you need resources about substance abuse, the work-life program is the place to go. Contact your work-life staff or go to www.uscg.mil/worklife.

Leadership competencies addressed: "Accountability and Responsibility," "Aligning Values," "Health and Well-Being," and "Influencing Others."

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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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What Makes an Award-Winning Leader?

ADM Thad Allen presented the 2008 Inspirational Leadership Awards on March 27 at Coast Guard headquarters. Four Coast Guard leaders received these prestigious awards. Here are excerpts from their award nominations.

2008 Witherspoon Inspirational Leadership Award LCDR Olav Saboe, Air Station New Orleans



- Shows great respect for his staff and others through his caring leadership style. Is the first to call or visit one of his department members who is experiencing any sort of personal difficulties.
- Carefully builds trust with his subordinates, quickly praising and rewarding them publicly for their accomplishments and only counseling or correcting them in private. Submitted

more than 30 individual award recommendations, 10 unit recognition program awards and countless positive "page 7" entries for department members in the past year.

- Was recently inducted as the youngest member of the Coast Guard Academy's Hall of Heroes.
- Has a participative and achievement-oriented leadership style. Skilled at gaining buy-in and commitment from his staff on initiatives because he routinely seeks their input on projects and process improvements.
- Challenges members to bring him solutions, not problems, displaying a dedication to developing his workforce into self-challenging problem solvers.
- Is a superb mentor and developer of junior personnel. During his tenure, five out of nine chief petty officers advanced to E-8, two E-6s advanced to chief, four members were selected for Coast Guard advanced education programs and two junior officers were selected for the Aeronautical Engineering Officer program.

2008 McShan Inspirational Leadership Award DCC Steven Simpson, Training Center Petaluma, Calif.



- Consistently displays a strong sense of devotion to duty. As chairperson of the Calhoun Building Dedication Commemoration Committee, he provided long overdue recognition of the first master chief petty officer of the Coast Guard.
- Manages the Petty Officer Indoctrination Program, which 3,400 "A" School students go through each year. The program is instrumental in preparing students for the training environment by setting expectations of conduct. Under DCC Simpson's leadership, there has been a 78 percent decrease in the number of disturbances in the barracks, a 55 percent decrease in the number of serious disciplinary cases, a 46 percent decrease in attrition for disciplinary reasons, a 78 percent decrease in alcohol/drug incidents, and an overall improvement in the readiness of the students. The program saves the training center about \$168 thousand annually.
- Is personally involved in the advancement preparations of all subordinate personnel within his realm of influence.
- Personally meets with every "A" School student and many unit members to counsel them on the Enlisted Professional Military Education (EPME) system and career planning.
- Created a computer skill training program for students that arrive early to "A" School. Personally conducts four hours of weekly physical fitness training for these students.
- Has been the Human Relations chairperson for the past two years.

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(continued from page 3)

Putnam Inspirational Leadership Award Dr. Laurel Goulet, CG Academy, New London, Conn.



- Is passionate about her craft of teaching and responsibility for leader development. Encourages students to learn leadership concepts and to know themselves better (a key component of leadership) through her guiding and reflective instruction of self-discovery and evaluation.
- Works selflessly with cadets, her staff and colleagues – helping all to be better leaders and managers.
- Coached her staff in the submission of eight academic manuscripts for double-blind peer review to the Eastern Academy of Management conference. All were accepted for presentation and publication in the conference proceedings. Typical acceptance rate is 45-50 percent.
- Holds students to the highest standards of respect. When she hears a disrespectful or disparaging remark, she firmly and politely informs the person of its inappropriateness. Her actions and commitment to respect have inspired positive discussions across the Academy.
- Created the first course at the Academy devoted entirely to diversity and leadership and offers directed studies in women and leadership.
- As a teacher, was ranked number two nationally from among 149 institutions around the world, including the top management education programs.
- Is program vice-president for the 2008 conference of the Eastern Academy of Management, an organization of 300 educators devoted to advancing the theories and practices of leadership and management.

Greanoff Inspirational Leadership Award Alfred Verdi, Flotilla 12-04, Los Angeles



- Used MySpace, YouTube and CraigsList Web sites to attract a younger audience and increase interest in the Auxiliary.
- Brought together a large number of younger, educated and motivated new members while boosting the initiative of senior members. His flotilla attained 21,780 total mission hours in fiscal year 2007, an increase of 9,000 hours and 75 percent over the previous year. The flotilla was third in the nation in total output.
- Mentored new members directly and by assignment to other senior members to ensure all members started a course of study of interest to them. Used the Coast Guard Individual Development Plan as a model.
- Founded a flotilla color guard and created the Auxiliary Drill and Ceremonies training manual. The flotilla color guard has performed before hundreds of thousands of people and supplements the Coast Guard color guard for funerals.
- Created a complete one-stop resource center through the flotilla Web site. Includes videos of diversity presentations, search and rescue demonstrations and color guard performances.
- Composed the music and lyrics to a march entitled, "We Are One (Flotilla March)." The march has been submitted to the Coast Guard Band for recording.
- Holds 23 Auxiliary qualifications and certifications, such as Incident Command System, team coordination training, vessel examiner, instructor and Maritime Domain Awareness inspector.

Leadership Award Finalists

The following were finalists for the 2008 Inspirational Leadership Awards.

Witherspoon Award

LT Scott Toves, TACLET South
LCDR Curtiss Potter, PATFORSWA
CDR William Kelly, CGC Seneca
LTJG Jeremy Greenwood, CGC Dallas

McShan Award

BMC Bradley Adams, Station Marquette
MKC Lawrence Blevins, CGC Sapelo
MSTC Anthony McDade, Training Center Yorktown
BMC Karl Beeman, Training Center Petaluma
MSTC Scott Garcia, Sector Seattle

Putnam Award

Byron Inagaki, MSU Port Arthur
Susan O'Brien, Finance Center
Mark McCabe, First District

Greanoff Award

Kenneth Babick, District 13, Flotilla 07-03
Harvey Schirmer, District 7, Flotilla 02-08



Coast Guard Leadership Hall of Fame

The following are all award recipients to date.

Witherspoon Award

2008 LCDR Olav Saboe
 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

2008 DCC Steven Simpson
 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

2008 Dr. Laurel Goulet
 2007 Sheila Shepard
 2006 Kathleen Thore
 2005 Norma Bullock

Greanoff Award

2008 Alfred Verdi
 2007 Christella Gress

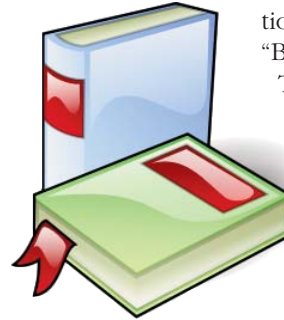
Books for Coasties, Thanks to Two Generous Donations

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

Coast Guard unit libraries recently added about 3,000 books to their inventories, thanks to two generous donations, one from the Navy League and one from the Coast Guard Foundation.

The Navy League donated \$25,000 to support the Coast Guard Reading List Program. This money paid for 59 complete sets of the 2007-8 Coast Guard Reading List (25 books), which were sent to 59 remote units identified by the Master Chief of the Coast Guard's office. The Coast Guard Exchange System negotiated the purchase with a vendor, maximizing the value of the donation, without including a markup to cover their costs. "As several books were checked out shortly after they arrived," said ASTCM Birchard Kelley, command master chief of

Group Astoria, "it is apparent this donation will not be collecting dust."



The Coast Guard Foundation donated \$25,000 for the "Books for Boats" program.

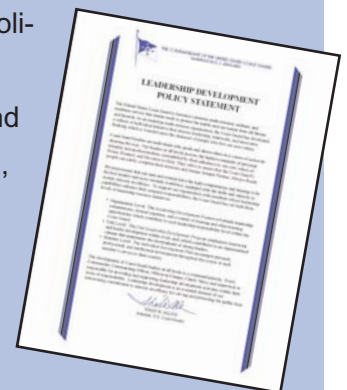
This meant that 89 cutters received a \$250 gift certificate to purchase books for their libraries, and they also received two books: "So Others May Live" and "Rogue Wave." "Your donation en-

hances the quality of life on-board and will ensure our life-learning process," said LCDR Michael Davanzo, CGC Hollyhock's commanding officer, in a letter to the foundation.

The Coast Guard Reading List is available at www.uscg.mil/leadership.

New Commandant's Leadership Development Policy Statement

A new leadership development policy statement signed by ADM Thad Allen has been printed and mailed to every Coast Guard unit. In 2007, the Leadership Advisory Council recommended that such a statement be created. The statement is also posted on the Web at www.uscg.mil/leadership.





The Importance of Respect in the Coast Guard Through Three Lenses: Yourself, Other People and Other Missions

By CDR Andrew Tucci, Coast Guard Headquarters (CG-533)

I believe our core values of honor, respect and devotion to duty are particularly important now as the Coast Guard finds itself in the midst of a transformation. Some of the changes occurring are that long-established pathways are being reshaped and redirected, new communities are being created, and we are being required to work with new organizations, equipment and doctrine. Our core values exist in part to ensure that as we emerge from these changes we continue to be, at our core, the capable and respected organization the American people has come to honor, trust and rely upon.

Honor is a value long associated with military organizations, and is often thought of as an internally focused value. To act with honor is to behave properly even when no one is watching. Devotion to duty is externally focused, and in today's hard-working Coast Guard, a daily requirement, albeit one that we must not take for granted.

I'm particularly proud that we include respect in our core values. Respect binds the honor that we require of ourselves individually to the devotion to duty the nation expects and requires of us. To truly understand

and embrace respect requires a great deal of us.

Whom or what shall we respect? Begin with respect for yourself. The Coast Guard has placed each of us in a position of responsibility and leadership, provided us with training and charged us with contributing to Coast Guard missions. Have faith in the trust the public and the Coast Guard has placed in you, take pride in all you have accomplished and bear in mind that no one but you can take away your self respect.


Self respect enables us to treat others with respect. The Coast Guard is a diverse organization, with civilian, active duty, Reserve, Auxiliary and contract personnel all filling critical roles and contributing to our missions. The women and men of the Coast Guard come from various backgrounds and cultures, bringing unique perspectives on the many challenges we face.

Respect is an action verb, and it requires us to stand up to discrimination and intolerance in the most difficult circumstances, particularly when it would be easier to remain silent. Respect requires daily effort and, at times, great courage. Truly respecting the opinions,

contributions and skills of others; providing leadership opportunities and training to all members of our workforce; and building an

inclusive team strengthens the organization. If we exclude any group from that team we weaken the organization as a whole. Moreover we lose self respect and undermine our ability to act in accordance with all of our core values.

As a multi-mission organization, we have another type of respect requirement. Since 9/11 the Coast Guard has instituted major changes in the way we are organized in order to improve our mission execution. At the same time we have struggled with mission balance. Respect requires us to honor the people associated with our various missions and the missions themselves. In doing so, we gain a mature understanding of all the capabilities and communities within the Coast Guard and a true appreciation for why these missions exist. All missions have associated doctrine and standard operational procedures. We must respect these requirements in order to ensure we accomplish the mission safely and in a way that reflects well on the service.

Like our other core values, respect is a necessary component of leadership. As such it requires hard work, thought and integrity. These are virtues the Coast Guard has in abundance. We are all leaders, and must understand, champion and incorporate our core values into all our actions. No mission, operation or goal can justify a deviation from these values, and no lawful order will require you to betray these values. 

New Mentoring Program Coordinator

We have hired a new Mentoring Program Coordinator, Mike Maher, after a few months with the position vacant. Thanks for your patience during this time, and you are encouraged to contact Mike with any questions, concerns or suggestions about the program.



Maintenance and Logistics Command Atlantic Creatively Addresses Training Need

By COMO Carol Urgola, Coast Guard Station Rochester, N.Y.


Using the Unit Leadership Development Program (ULDP) can help a unit pinpoint problem areas and issues related to teamwork and leadership, provide solutions and create positive workplace climate change.

As an example, Maintenance and Logistics Command Atlantic has been active in using the ULDP. To begin, the unit conducted a number of analyses to gather data and information. The results identified a need for on-site senior civilian leadership training.

Dr. Kathy Nash, a member of the ULDP Advisory Team at the MLC, worked with the Leadership Development Center to come up with a method to provide civilian leadership training. The proposed solution was to hold a civilian Leadership and Management School (LAMS) course at the MLC. The LDC assigned CWO4 Troy Riedel from Training Center Yorktown and Auxiliarist COMO Carol Urgola to be instructors for the five-day class, which was held in October 2007. The instructors adapted typical LAMS course scenarios to reflect GS-11 to GS-13 situations.

At the conclusion of the class, student Kathryn Stark wrote, "The class was one of the best I've had, if not the best, in terms of the caliber of instructors teaching and the applicability/value of the material being taught. ... I've already started applying the lessons learned in the class. Again, my thanks to you and everyone who supported us receiving this training."

The issue of civilian leadership development was brought to light

through the use of the ULDP. The initiative of the ULDP Advisory Team, the support of the MLCLant command and the cooperation of the LDC made it happen. In the spirit of the commandant's newly released Leadership Development Policy Statement, MLCLant has made leader development a command priority. 

COMO Urgola is a member of the Commandant's Leadership Advisory Council.

Editor's Note: While the ULDP Web site has been down since last summer, some units have been able to continue their ULDP efforts using paper copies of the survey and creating their own solutions. The ULDP Web site will be back online soon with a new URL. To check the status or use a paper copy of the survey, go to www.uscg.mil/leadership.

USMAP

UNITED SERVICES
MILITARY APPRENTICESHIP
PROGRAM

Enlisted Work Experience Can Earn You an Apprenticeship

By Andrew Webb, Training Center Cape May, N.J.

USMAP, the United Services Military Apprenticeship Program, is a program through which enlisted active duty service members can earn certification for skills learned through documented work experience and related technical instruction.

Apprenticeships in 125 trades are available. You complete your apprenticeship through USMAP by documenting work experience you acquire on the job while performing your regular military duties. No extra or after-hours work is required. The only extra work you have to do is keep track of hours spent in each category of work, fill out your record sheets, and, once a quarter, send a report of your accumulated hours to USMAP to receive credit for them.

Every enlisted person in the Coast Guard can complete an apprenticeship in the trade closest to his/her rating before leaving the service! This will translate into journeyman-level pay, if you go to work in the trade you completed your apprenticeship in.

More information about USMAP is available at tinyurl.com/389h6e. You may also see a Career Development Advisor or Education Services Officer.

PLAY THE LEADERSHIP JEOPARDY GAME

LEADERSHIP COMPETENCIES
A LEADER USES THIS COMPETENCY WHEN HE OR SHE DEPLOYS A STRATEGY TO MANAGE AND ACHIEVE GOALS AND ADJUSTS TACTICS, AS NECESSARY, BASED ON THAT STRATEGY.

Submitted by LCDR Heath Hartley, Marine Safety Unit Valdez, Alaska

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

From the Last Issue

According to "The Coast Guardsman's Manual," this type of power encourages people to give you their commitment and trust because of your behavior toward them. It encourages your followers to perform tasks not because they have to but because they want to.

Correct response:

"What is personal power?"

Congratulations to ...

Greg Smith, Training Center Yorktown (first correct response, Web version)

YNC Brad Bartsch, Personnel Service Center, Topeka (first correct response, print version)

Answers to the FREEZE FRAME Game

Here are the correct answers from the game in the last issue.

1. Tracen Cape May: C
2. MSST Galveston: B
3. CGC Bertholf: D
4. CGC Wrangell: A
5. CGA Cadets: E



A



B



C



D



E

Congratulations to ...

Sue Barney, Coast Guard Academy (first correct response, Web version)

YN1Kenny Mealer, Fifth Coast Guard District (first correct response, print version)