

# The Leadership News

A quarterly newsletter on leadership issues in the Coast Guard

www.uscg.mil/leadership

Issue 30 June 2006

## Leadership Award Winners Inspire Others, Set the Bar High

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

**O**n March 23, the Commandant, ADM Thomas Collins, presented the annual Coast Guard Inspirational Leadership Awards at a ceremony at Coast Guard Headquarters in Washington, D.C. This year's winners were:

- **CDR Scott Kitchen** of Air Station New Orleans for the Wither- spoon Award (for officers)
- **BMC Heath Jones** of Station Little Creek in Norfolk, Va., for the McShan Award (for chief petty officers)
- **Kathleen Thore** of Training Center Petaluma, Calif., for the Putnam Award (for civilians)

After the ceremony, the award winners were honored guests at the Commandant's State of the Coast Guard address and luncheon.

During the ceremony, RADM Sally Brice-O'Hara, the director of Reserve and Training and master of ceremonies, summarized each of the award winner's contributions, as described below:

### CDR Kitchen: A Compassionate and Caring Leader

**C**DR Scott Kitchen is the executive officer of Air Station New Orleans. His exceptional leadership, compassion and devotion to duty were crucial

to enabling the air station to prepare for, respond to and then recover from one of our nation's worst natural disasters. After Hurricane Katrina struck, the severely damaged air station conducted a massive, around-the-clock air rescue operation. Indefatigable and unwavering under the most physically and emotionally demanding circumstances, CDR Kitchen ensured

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ADM Thomas Collins, BMC Heath Jones, Kathleen Thore and CDR Scott Kitchen on the day of the award ceremony.

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Honor



Respect



Devotion to Duty

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his unit and its people successfully weathered some of the most difficult challenges to ever face any Coast Guard unit. His leadership efforts bore fruit time and again during the Katrina response, as pilots whom he had trained performed magnificently. He also served as a role model by putting himself in harm's way alongside his shipmates, saving 35 lives flying 10 sorties during the height of the rescue operations. Masterfully juggling myriad critical priorities daily, he always focused on the crew's health, safety and welfare. He personally ensured that after day five, when many crew began to "melt down" from the stress, each was flown out of theater for mandatory rest and relaxation.

Enlisted and officer personnel comment on his obvious caring and dedication. They still marvel at how in the pre-dawn hours of August 30, rather than wake up two exhausted enlisted personnel, CDR Kitchen personally manned the fuel truck and refueled incoming H60s from Mobile so they could continue search and rescue. You would be hard pressed to find any other XO in the Coast Guard performing that task at 0300 or any other time, but it is typical of his humility, caring and dedication.

CAPT Bruce Jones, the commanding officer of Air Station New Orleans had this to say about CDR Kitchen: "Every aspect of this unit's success — the outstanding readiness of its crews; the quali-

ty of its planning and preparedness; its determined and successful response to Katrina, which won national acclaim; and resilient recovery to full operations — reflects CDR Kitchen's passionate devotion to his crew, his unit, our core values, and the Coast Guard."

Quietly and without fanfare, CDR Kitchen demonstrates his

compassion and humanity in active and regular charitable work among less privileged community members. Before Katrina, he spent four hours weekly as a volunteer counselor at a homeless shelter and a rehab center. After Katrina, as soon as he was no longer required to work through each weekend, he has spent at least half of virtually every weekend volunteering as a relief worker in the city, performing such tasks as unloading trucks of supplies, distributing goods to survivors and gutting and repairing flood damaged homes.

### BMC Jones: Helping Others Succeed

**B**MC Heath Jones is assigned as the executive petty officer of Station Little Creek, Va., but has also recently served as temporary officer-in-charge of Station Cape Charles, Va.

At Station Little Creek, BMC Jones is in charge of 56 active duty and 30 Reserve personnel. He continuously conducted training sessions with junior personnel to expand their knowledge beyond unit requirements. In addition, he worked with newly assigned personnel to help them achieve their personal goals. He also worked with non-rated members to increase their ASVAB scores, which allowed them to attend the "A" schools of their choice.

Like CDR Kitchen, BMC Jones was also involved in responding to Hurricane Katrina. He volunteered to go to Louisiana, and he assumed the executive petty officer

### Coast Guard Leadership Hall of Fame

The following people are all award recipients to date:

#### Witherspoon Inspirational Leadership Award

- 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 Inspirational Leadership Award

- 2006 BMC Heath Jones
- 2005 DCC Travis Lovvorn
- 2004 SKC Stacey Dolly
- 2003 BMC Terry Lathrop
- 2002 EMC Jerome Rider

#### Putnam Inspirational Leadership Award

- 2006 Kathleen Thore
- 2005 Mrs. Norma Bullock

role for 30 days at Station New Orleans, where he helped plan or participated in more than 100 search and rescue sorties. He reorganized the crew into standard duty format, ensuring all members got ample liberty to take care of personal issues. He also provided assistance in the areas of insurance claims, mutual assistance, legal issues and critical incident stress management. BMC Jones ensured that operational capability was maintained while hosting numerous VIP visits, including the president, vice president, DHS secretary, commandant, and senators.

In November, BMC Jones assumed temporary command of Station Cape Charles. In less than two months, he qualified all station personnel on the newly assigned Response Boat Small, successfully completed a ready for operations evaluation, helped three members advance and restored morale to the station.

BMC Jones is also very involved in community service. He teaches Sunday school, actively participates in his children's school's PTA, participates with the YMCA youth basketball program and is involved with the Neighborhood Youth Soccer League with both of his children for the city of Virginia Beach.

### Kathleen Thore: A Champion of Innovation and Recognition

**K**athleen Thore is chief of the Computer Services Branch at Training Center Petaluma, Calif. She leads a diverse branch of 39 people, including military, civilian and contractor person-

nel, in addition to scores of "A" and "C" school students annually. A champion of innovation, she explored new technology, methods and learning tools to improve workforce efficiency and performance. Last year, her team earned unprecedented distinction by being awarded the 2005 Award of Excellence from the International Society of Performance Improvement for the newly developed IT "A" school curriculum.

Ms. Thore perennially submits her people for formal and informal awards. Her sincerity and passionate promotion of personal achievement and success has earned her the respect and admiration of her personnel. She has created an internal incentive award called "Fresh Ideas Start Here," or FISH, for short. The FISH award is given for exceptional and innovative ideas and efforts. The award is regularly used and accompanied by a bag of "Goldfish" crackers.

Ms. Thore personally meets with each class of "A" school students to solicit feedback and assess the climate within each class. Furthermore, she routinely mentors students who are struggling with personal issues or academic deficiencies.

She is held in the highest regard, not only at Training Center Petaluma, but also by the entire Coast Guard training community, e-learning program managers at headquarters and the local community.

Ms. Thore leads the Training Center's annual "giving tree" event, a program that generates hundreds of gifts for disadvantaged and disabled people. She is an active leader with local Special Olympics activities and has committed countless hours and contributions to the "Community of the Shelterless" program. ❖

*Nominations for the Inspirational Leadership Awards are solicited in November of each year via ALCOAST messages. An Auxiliary Inspirational Leadership Award is planned to be established this year.*

*To read the award winners' acceptance speeches, go to [www.uscg.mil/leadership](http://www.uscg.mil/leadership) (click on "Inspirational Leadership Awards").*

*Leadership Competencies addressed: "Personal Conduct," "Influencing Others," "Team Building," "Taking Care of People," "Mentoring," "Creativity and Innovation" and "Human Resource Management."*

**"As** we adapt to meet new mission requirements, we will retain our organizational character as a military, multi-mission, maritime service. Our **core values, principles of operations and leadership competencies**, together with a bias for action, remain fundamental to our success. This character has been tested from the rooftops of New Orleans to the oil platforms of the Persian Gulf. It sustains us." — **ADM Thad Allen, Commandant**

## Leadership Award Nominees

The following people were also nominated for the 2006 leadership awards. They are commended for being stellar examples of inspirational leadership in action.

### Witherspoon Inspirational Leadership Award

#### Finalists

**CDR Matthew Miller**, CGC Thetis  
**LT Travis Rasmussen**, CGC Reliance  
**CWO Parker Vanderhoof**, SFO Southwest Harbor  
**LT Amy Florentino**, CG Academy  
**LT Robert Berry**, TACLET South

#### Other Nominees

**LT Mathew Baer**, Sector Seattle  
**CDR Steven Baynes**, CGC Decisive  
**LCDR Eric Bernstein**, PSU 301  
**CDR Raymond Brown**, MEPS  
**CWO Scott Chroninger**, Activities Far East  
**CDR David Cinalli**, CGC Valiant  
**LT Jeffery Craig**, Sector Portland  
**LCDR Charlene Downey**, Group Cape Hatteras  
**LT Jamie Frederick**, Station Cape Disappointment  
**LCDR Claudia Gelzer**, Sector Boston  
**CWO Samuel Kornreich**, ESU Boston  
**LT John Kousch**, Pacific TACLET  
**LT Daniel Leary**, Group/AirSta Port Angeles  
**CWO Richard Loster**, Sector/AirSta Hum. Bay  
**CDR Thurman Maine**, AirSta Cape Cod  
**LT Charlie Marino**, CGC Bear  
**LCDR Beth Naff**, AirSta Kodiak  
**LCDR Michael Obar**, CGC Seneca  
**CAPT Robert Palombo**, ISC Alameda  
**LCDR Doug Schofield**, CGC Escanaba  
**LT Keith Smith**, PacArea Training Team  
**LT Kevin Smith**, CG Security Center  
**LCDR Jonathan Spaner**, AirSta Sacramento  
**CWO Todd Stoughton**, Station Sandy Hook  
**CAPT Michael Sullivan**, CGC Morgenthau  
**LTJG Stephen West**, Sector LA-Long Beach  
**LT Eric Williams**, Sector San Diego

### McShan Inspirational Leadership Award

#### Finalists

**YNC Etta Hackler**, CGC Chase  
**EMC Julio Suazo**, CGC Escanaba  
**BMC Christopher Sage**, Sector Seattle

#### Other Nominees

**BMC William Absher**, MLE Academy  
**BMC Robert Breaker**, Station Gloucester  
**BMC David Bullard**, ANT Los Angeles  
**PAC Marshalena Delaney**, 14th District  
**MKC Albert Fernandez**, CGC Active

**OSC Mitchell Fletcher**, Sector/AirSta Hum. Bay  
**SKC Sandra Gerber**, TraCen Petaluma  
**AETC Mark Haney**, AirSta Cape Cod  
**SKC Lionel Jeffcoat**, Sector North Carolina  
**PSC Eric Johnson**, PSU 301  
**AETC Robert Kidney**, AirSta Clearwater  
**YNC Robin Koska**, Sector San Diego  
**MKC Jeffrey Milgate**, Sector Boston  
**MKC Paul Muller**, Sector Miami  
**ETC Nicholas Mynuk**, CG Academy  
**EMC Brandon Pfeilmeier**, CGC Spencer  
**YNC Jeffrey Pilkington**, Personnel Service Center  
**BMC Stephen Pollock**, CGC Gallatin  
**SKC Leonard Radeka**, Group/AirSta Port Angeles  
**MKC Matthew Ripley**, CGC Seneca  
**MKC John Ronchetti**, CGC Nunivak  
**MKC Jose Suarez**, CGC Valiant  
**AMTC Paul Thomas**, AirSta Barbers Point  
**OSC Tina Viglietta**, Sector Mobile  
**HSC Rebecca Vinlove**, CGC Morgenthau  
**BMC James Weber**, ANT Fort Pierce  
**EMC Chad Wolfe**, CGC Tiger Shark  
**BMC John Wright**, CGC Hamilton

### Putnam Inspirational Leadership Award

#### Finalists

**Renee Sykora**, 9th District  
**Max McDermott**, ESU Cleveland  
**Sheila Shepard**, TraCen Yorktown  
**John Hillin**, Sector New York

#### Other Nominees

**George Aldrich**, NESU Charleston  
**Bruce Blackman**, ISC Boston  
**Charles Coiro**, CG Academy  
**Jerome Crooks**, Sector Hampton Roads  
**John Dwyer**, Sector Seattle  
**Steve Farthing**, C2CEN  
**Peter Gallagher**, AirSta Cape Cod  
**Andrew Hammond**, Sector Boston  
**Howard Hime**, Headquarters (G-PSR)  
**Gail Jackson**, Headquarters (G-PRP)  
**William Kautz**, Headquarters (CG-622)  
**Gene Leonard**, ISC Portsmouth  
**Benjamin McCarty**, 1st District  
**Donald Murphy**, International Ice Patrol  
**Harold Noriega**, AirSta Barbers Point  
**Kenji Shibachi**, Activities Far East  
**Nancy Tsoodle**, Sector Houston-Galveston  
**Michael Vanhouten**, 11th District

## Leadership BEST PRACTICES

### Unit Leadership Development Program Helps MLC Atlantic Determine Strengths, Weaknesses

by Dr. Kathy Nash, Maintenance and Logistics Command Atlantic, Norfolk, Va.

The Unit Leadership Development Program (ULDP) was rolled out and made mandatory in 2005. This article describes how we recently used the ULDP at a large unit, Maintenance and Logistics Command Atlantic (MLCLant).

#### Planning for the ULDP

The first step was to identify a point of contact (POC) to coordinate the program. As the training and education manager, I was a natural fit for the position. First, I went to the ULDP Web site and reviewed the information. The program advises POCs to select a coach from a list provided to help with the process. I selected a Coast Guard organizational performance consultant, Peter Stinson, as our coach. Peter and I discussed the program and decided to use focus groups as our approach to gather data and make recommendations. Next, the executive officer of the personnel division, Peter, and I met with the deputy of MLCLant. The goal of the meeting was to gain the deputy's support and to understand his expectations of the program. The deputy agreed to our proposal of using focus groups to represent the staff of more than 550 members (military and civilian).

I also discussed the program with the Training Advisory Panel, which is composed of training officers from the different divisions at MLCLant, such as engineering, finance, legal, medical, personnel, technical, etc. I requested their assistance in soliciting volunteers for the focus groups. Our intent was to have a cross-section of members, such as officers, enlisted personnel and civilians from the different divisions and from all levels of the organization. The response was better than expected; we had 24 people that wanted to be involved. Instead of turning people away, we held two separate focus groups, one in the morning and the other in the afternoon.

#### Focus Group Agenda

Six steps were planned for the focus group meetings. Before the meetings, the coach sent the following agenda to the focus group volunteers via e-mail:

1. Introductions and review of ground rules (including confidentiality).
2. Overview of leadership from an organizational perspective (including the 28 leadership competencies and the ULDP).

3. Taking the ULDP 36-question assessment. Participants will be asked to indicate, using colored cards, if they agree or disagree with each statement. (A green card indicates agreement, yellow indicates neutral, and red indicates disagreement.)

4. Identification of the top and bottom five questions. Participants will be asked to identify, personally, the top five things, per the ULDP assessment questions, the unit does in terms of leadership (i.e., the best things the unit does). Participants will also be asked to identify the five things needing the most work. Participants will indicate their choices on a ballot, and the facilitators will tally the ballots.

5. Brainstorming & identification. This step is to determine those things the unit is currently doing (both positive and negative) with regard to each of the top and bottom questions. Also, participants will propose other recommended solutions. This will be done silently using sticky notes (to help ensure anonymity). Once the brainstorming is completed, the facilitator will

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ask clarifying questions to elicit greater details.

6. Conclusion and next steps. Includes reminding participants about confidentiality and that the overall results will be briefed to the deputy commander of MLCLant, the process will be discussed by the deputy at the next all-hands meeting, and this is the first of periodic leadership focus groups.

### Focus Group Results

Each focus group met for two hours, with the coach facilitating the meetings. The meetings ran smoothly, and open dialogue ensued between the participants. During the assessment step, I told the participants that if anyone felt uncomfortable about a question, to raise the yellow (neutral) card. Using the colored cards approach, the coach was able to quickly ask each survey question, and I recorded the results.

Following this, each participant selected five questions that represented strengths and five questions that represented improvement opportunities at MLCLant. Then we tallied the results for the groups. With this pared list, participants were asked to silently brainstorm notes – things that MLCLant is doing well, things that the unit is doing poorly, suggestions, and general comments – for the 10 items. Participants provided these ideas anonymously on sticky notes. The facilitator then guided an open discussion, seeking clarification of

some notes and additional input from the group.

### Strengths and Weaknesses Identified

The top two strengths identified were (1) self awareness and learning, and (2) technical proficiency. The two topics needing the most improvement were (1) conflict management, and (2) vision development and implementation. The groups recommended that the first item for the command to work on should be, “Leadership does not provide long-term goals or communicate well with the members.” This item appeared to be one that could produce some immediate and positive results before working on the second item, “Conflict is not managed well at MLCLant.”

Once the focus groups adjourned, Peter and I briefed the deputy on the results. We anticipate that our efforts will result in the first two weak areas being improved. Once those areas improve, we will move on to the other weaknesses identified by the focus groups.

### Action Plan To Continue the ULDP

As part of our action plan to firmly set an ongoing ULDP process in place, we drafted a charter for the deputy’s approval to create a ULDP guidance team and an advisory team. The advisory team will participate in future leadership assessments, develop action plans based on the assessment results, communicate the assessment results and ap-

proved action plans to MLCLant members, implement staff-wide action interventions as approved by the guidance team, and solicit feedback on the interventions from all key stakeholders. ❖

The ULDP Web site is <http://learning.uscg.mil/uldp>.

Leadership Competencies addressed: “Management and Process Improvement” and “Decision Making and Problem Solving.”

**Chief,  
Office of Leadership and  
Professional Development**  
CAPT Gene Cunningham

**Editor**  
Lynne Donahue

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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## LEADERSHIP ESSAY

## Those Who Need It Least?

by CDR Jim Montgomery, Coast Guard Headquarters (CG-1B1)

When I first heard that a new e-mentoring program was coming, I eagerly awaited its release. Besides wanting to use the new program, I was hoping the program would have a positive effect on retention.

Shortly after it was announced, I went onto the site to sign up as a mentor. The process was easy, while still providing enough information for potential mentees to choose someone to be their sounding board for career decisions. I was excited when I got my first inquiry, from MST2 Chrystin McLelland. We exchanged some e-mail and got to know each other.

Since she and her husband were coming to the Washington area for a couple of days, I invited them over to dinner. The meal conversation focused on her career and plans, and I soon realized that she did not need me at all. In fact, she later e-mailed me her career plan

for the next decade, complete with a decision matrix at career points, milestones and options for unseen circumstances. She was about halfway through her career plan already, which included a schedule of anticipated promotions and a collection of college credits, all aimed at the point at which she planned to apply for a commis-

sion. My career plan has been to grab opportunities; her career plan is to create those opportunities.

As my office began working on female retention issues with a female attri-

tion study and female retention study, I had the opportunity to speak with 32 enlisted women in the Coast Guard. I asked each of them if they had taken advantage of the e-mentoring system. All of them (as in 100%) were not familiar with the program. Why did MST2 McClelland know of the program and these other women didn't? The answer is that MST2 McClelland is an exceptional petty officer who actively searches

for every opportunity to enhance her career plan. Unfortunately, she is not one of the people that need mentoring the most.

Those that need it most are those least likely to search out such a program. It is the responsibility of every leader in the organization to refer all junior individuals to the Coast Guard Mentoring Program, *especially* to those people who resist it, for they are most in need of what it can do for them and their careers. The mentoring program can be a valuable tool, but only if we get it to the right people. That is the challenge to good leaders. ❖

*The Coast Guard Mentoring Program, including an e-mentoring application, is located at [www.uscg.mil/leadership](http://www.uscg.mil/leadership) (click on "Mentoring").*

*For comprehensive information on Coast Guard mentoring, such as guidance, training opportunities, e-mentoring and local programs, see COMDTINST 5350.24C, Coast Guard Mentoring Program, of March 14, 2006 (available at [www.uscg.mil/leadership](http://www.uscg.mil/leadership), click on "Mentoring").*

*Leadership competencies addressed: "Influencing Others," "Taking Care of People" and "Mentoring."*

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**"It is the responsibility of every leader in the organization to refer all junior individuals to the Coast Guard Mentoring Program ..."**

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## Adventures in a Coast Guard of One

by EMCM Richard Wiles, U.S. Army Sergeants Major Academy, El Paso, Texas

*Installment one of a four-part series.*

Attending the U.S. Army Sergeants Major Academy (USASMA) involves a 9-month permanent-change-of-station move to Fort Bliss in El Paso, Texas. This is the pinnacle non-commissioned officer (NCO) school of the Army and from the Army's perspective, the premiere NCO academy in the world. This school is their enlisted equivalent to the Army War College. Besides leadership training, other topics covered are national security, research techniques, history, writing, ethics of war, staff studies, public speaking and physical fitness training. Time to attend outside college courses is incorporated into the daily schedule; I easily completed 15 upper level semester credits. In addition, college credits are earned for completing USASMA (ACE recommends 11 upper and 11 lower level credits). This is the first of four installments to cover the good and sometimes odd issues I experienced during my nine months at USASMA.

### My Trip to USASMA (or Looking for my Hooah)

July 4, 2005: As I look out the window of the airplane hoping that no early displays of fireworks would cut my flight short, I notice the landscape of El Paso for the first time. Where are all the trees or the water to feed them for that matter? Flying has never been big on my list of preferred modes of travel. Eventually, my flight

lands safely in El Paso. A quick rental car ride later and I am reporting in to the welcome center on Fort Bliss. Hooah!

The soldiers at the welcome center, and later at most other places, seem to be at a loss as to the correct procedures for checking in a Coast Guardsman; they keep treating me as a National Guard reservist. Finally, after a round trip run to USASMA itself, the welcome center staff finally admits me into the Army fold, and then tries to steal my records. After convincing a soldier that I indeed hand carry my own records, I am issued a check-in sheet. Hooah.

The check-in sheet lists building numbers (no streets), and the corresponding map I am issued shows streets (no building numbers). Coming from the land of red-roofed buildings with normally a whopping five buildings, usually on the same road, this poses a special challenge. Somewhere between sanity and dementia, I manage to complete the check-in process for Fort Bliss proper, and head for USASMA. Hooah! Then it happens: another check-in sheet. If Army processes are anything, they're redundant.

When I finally settle in, I reflect on the humor of the situation. I am a small piece of blue cutting and zigzagging through a land of brown and green — like the Rio Grande — in some cases taking the easy route and in others, dredging my own

path. It was to be expected that Army processes would be more bureaucratic than the Coast Guard due to the sheer number of soldiers in the Army. My class alone has roughly 600 Army (active, Reserve and National Guard) E-8s and E-9s; 47 international students (from approximately 30 different countries), including the first sergeant major of the Afghanistan Army; five Navy E-8s and E-9s; three Air Force personnel; and this Coastie. This is one big class. For a reference, Fort Bliss is due for an increase in active-duty troops over the next couple of years that will equate to 50,000 soldiers, more than we have in total. Hind-sight, though, showed me that my path to USASMA was as easy as following the yellow brick road, well not the whole road, just that spiral section at the beginning with the bad housing issue. Hooah. ❖

*In the next issue: Leadership from the Front and Army Physical Fitness*

*USASMA is open to members above the cut for E-8 through E-9, with less than 26 years of service, as of 1 June 2006. See ALCGENL 035/06, Advanced Education Process for Enlisted Personnel, for application requirements. Applications are due to CGPC (epm-1) by 1 July 2006. The program manager is MSTCM Diane LaCumsky, e-mail, DLacumsky@comdt.uscg.mil, phone 202-267-0777.*

*Leadership competencies addressed: "Self Awareness and Learning" and "Followership."*



## Medal of Honor Recipients Share Leadership Philosophies

by LT Brian Robinson and LT Amber Ward, Coast Guard Headquarters (G-LCL)

On April 10, 2006, the Washington Coast Guard Association (WCGA) sponsored a Medal of Honor leadership panel at Coast Guard headquarters. The speakers were retired Marine Corps Col. Harvey C. "Barney" Barnum, currently the deputy assistant secretary of the Navy for Reserve Affairs, and retired Marine Corps Col. Wesley Fox, author of "Marine Rifleman: Forty-Three Years in the Corps." Both men received the Medal of Honor for action during the Vietnam War. Cols. Barnum and Fox each spoke for about 30 minutes, highlighting their combat and non-combat leadership experiences. A question and answer period followed.

Col. Barnum brought the perspective of a combat leader who went on to senior civilian leadership upon retirement from the Marine Corps. Stressing the fundamentals of leadership to an audience that included civilian and military members, ranging in rank from E-4 to O-8, Col. Barnum emphasized selflessness, loyalty, moral courage and decisiveness as hallmarks of his personal leadership philosophy. He emphasized that good leadership skills are "born of concern and nurtured through practice" and encouraged all to seek challenging opportunities and increased responsibilities. Col. Barnum also highlighted the importance of continued professional development, stating that a strong leader must be, fundamentally, a good teacher.

Col. Fox enjoys the unique distinction of having served in every rank in the Marine Corps from private to colonel over his 43-year Marine Corps career, a career that included combat tours in Korea and Vietnam. Col. Fox emphasized the themes of leadership that he believes are applicable to leadership positions at any rank. He explained that his personal leadership style is best characterized by care and respect for the people under his command. Col. Fox described his first squad leader in Korea as one of the best examples of leadership he has ever seen. His sergeant communicated clearly with his men and kept morale high even in the worst of circumstances. He did this by putting his men first, whether it was scrounging needed and hard-to-find gear or taking the worst of rations during lengthy stretches of combat, when meals were hard to come by. As a combat leader, Col. Fox emphasized his insistence upon constant training as one of the keys to his success and offered his obser-

vation that even the most talented teams of people will not succeed if they do not practice and hone their skills together as a unit.

The Congressional Medal of Honor Society ([www.cmohs.org](http://www.cmohs.org)) assisted in organizing the event with the WCGA. The Medal of Honor citations for Col. Barnum and Col. Fox are available on the society's Web site. Copies of Col. Fox's book, "Marine Rifleman: Forty-Three Years in the Corps," signed by the author, are available from the WCGA. A videotape of the Medal of Honor leadership panel is also available from the WCGA. Contact LT Brian Robinson, tel. 202-267-1040, or LT Amber Ward, tel. 202-267-0055, for details. ❖

*The Washington Coast Guard Association's Web site is [www.uscgwcca.org](http://www.uscgwcca.org).*

*Leadership Competencies addressed: "Effective Communications," "Team Building" and "Taking Care of People."*

### Women's Leadership Symposium to be Held in June

The 19th annual Women's Leadership Symposium will be held June 21-22, 2006, in Washington, D.C. The theme for this year's symposium is "Transformation: A Leader's Role." The symposium will be jointly sponsored by the Coast Guard Women's Leadership Association and the Navy's Sea Services Leadership Association. These are professional organizations that foster educational and career development and provide networking and mentoring opportunities for active, Reserve, Auxiliary, civilian and retired members of the sea services. See ALCOAST 261/06 for more information.

*Leadership competencies addressed: "Self Awareness and Learning," "Influencing Others" and "Mentoring."*

News From

NEW LONDON

## CWO Professional Development Course a Rewarding Experience

by CWO Patrick Montgomery, Coast Guard Headquarters (G-IPA)

On April 21, 2006, all 23 members of Chief Warrant Officer Professional Development Class 06-06 graduated at the Coast Guard Academy. On the first day of the course, this motley crew was lined up into two different groups, the young across from the old. Each of us was transformed into a giant, wizard or elf in an active teambuilding exercise. Later, the competitive and friendly nature of our classmates continued as a modified game of "Duck, Duck, Goose" teetered on the edge of rugby, complete with tackling.

The first day of teambuilding rolled into more challenging topics of English composition, public speaking, Coast Guard history, military etiquette, swordsmanship, military law, project management, written communications and various other leadership sessions spread over two weeks.

Among the highlights of the class were the many outstanding instructors and speakers. We learned military ethics and law in a very rewarding and satisfying way from CDR

Bald. Dr. Patrick kept us from dangling our participles and showed us how to properly place our modifiers. His classes were always enjoyable with his caffeinated wit.

can or Coast Guard history you would stumble across.

A note of appreciation to LT Brian Caudle, CWO Guy Cashman



The members of CWOPD Class 06-06

The class was not all work and no play. The New London area offers many outstanding places to go and see. The close by Mohegan Sun has shops, restaurants and other activities. Minor league baseball is nearby in Norwich, and Mystic Seaport is a sight to behold. Walking (briskly) across the Academy grounds was a favorite activity in the late afternoon. You never knew what piece of Ameri-

and CWO Kathleen Parker for being the glue to this course and helping to turn the giants, wizards and elves of the first day into better all around CWOs. ❖

*For more information and application procedures, see [www.uscg.mil/leadership/training/](http://www.uscg.mil/leadership/training/).*

*Leadership competencies addressed: "Self Awareness and Learning," "Influencing Others" and "Team Building."*

## Leadership and Management School Coming to a Unit Near You

The scheduled start dates and locations for Leadership and Management School (LAMS) courses for June through September 2006 are listed below.

6/5/06: CGC Willow  
 6/5/06: MSST Galveston  
 6/5/06: MSU Port Arthur  
 6/5/06: CGC Midgett  
 6/12/06: TraCen Yorktown (local area)  
 6/26/06: ISC Portsmouth  
 6/26/06: CG Headquarters (and local commands)  
 6/26/06: CGC Spencer  
 7/10/06: ELC Baltimore  
 7/10/06: TraCen Petaluma (resident course)  
 7/10/06: AirSta Miami  
 7/17/06: CG Academy (resident course)  
 7/17/06: Station Rockland  
 7/17/06: Training Quota Management Center  
 7/24/06: Station Portsmouth  
 7/24/06: ISC Ketchikan  
 7/24/06: CG Yard  
 7/31/06: TraCen Yorktown (local area)  
 7/31/06: Sector Port Angeles  
 8/07/06: TISCOM  
 8/07/06: Sector San Juan  
 8/07/06: ISC Alameda  
 8/14/06: AirSta Houston  
 8/14/06: Sector San Diego  
 8/14/06: Elizabeth City (all local units)  
 8/21/06: Sector Mayport  
 8/21/06: Sector Charleston

8/21/06: TraCen Petaluma (local area)  
 9/11/06: AirSta Astoria  
 9/11/06: AirSta Sitka  
 9/11/06: CG Finance Center  
 9/11/06: Sector Guam  
 9/11/06: TraCen Petaluma (resident course)  
 9/11/06: ISC Honolulu  
 9/18/06: ISC Honolulu  
 9/18/06: Sector Northern New England  
 9/18/06: ISC Seattle  
 9/18/06: NESU Portsmouth  
 9/18/06: ISC Cleveland  
 9/25/06: TraCen Yorktown (local area)  
 9/25/06: AirSta Humboldt Bay  
 9/25/06: Activities/Detachment Sandy Hook  
 9/25/06: Sector Tampa-St. Petersburg  
 9/25/06: Station Eatons Neck

LAMS is a five-day course. The target audience is E-5 to O-3, GS-7 to GS-11 and Auxiliary members. E-5 members have top priority when requesting to attend the class.

If you are interested in attending any of these classes, contact your local education services officer or training officer. For more information, contact HS1 Mark Jadofsky, tel. 860-701-6694, e-mail Mark.S.Jadofsky@uscg.mil. ❖

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

### Units Sought to Host Leadership and Management School in Fiscal Year 2007

The Leadership Development Center is soliciting requests from units interested in hosting Leadership and Management School (LAMS) on-site training in FY 2007. Hosting on-site LAMS training is an excellent investment for units because it provides valuable leadership tools to a large number of people in a short amount of time at a low cost. By hosting a road show, units can train a grassroots core of crew members in a standard leadership curriculum, which will have a positive impact in all mission areas.

The deadline to request a LAMS road show is **June 16, 2006**. See ALCOAST 264/06 for more information. The POC is LT Tami Floodine, e-mail Tami.L.Floodine@uscg.mil, tel. 860-701-6543.

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

## Documentation: A Vital *Part* of Individual Development Plans, but not the Reason for Doing Them

by BM1 Aaron Bretz, Station Grays Harbor, Wash.

**C**ounseling. This has become a word that strikes uneasiness into the hearts of senior personnel and subordinates alike, particularly in recent years. For senior personnel, this issue is now more pressing because of the recent increase in requirements to document counseling, whether it is for Individual Development Plans (IDPs), or for other general counseling. For subordinates, counseling often carries negative connotations because it presents the possibility of being “in trouble.”

The idea that I sometimes forget, and that I have seen others forget, is that documentation is simply that. It is a record of an interaction and conversation. Or it is a record of the consequences or future consequences of one’s actions. When we achieve something outstanding, it should be the words of praise from our supervisors and the recognition in front of our peers that stands out, rather than the piece of paper we sign acknowledging the counseling given for a job well done. Likewise, when we make mistakes or display a deficiency in a particular area, it should be the words of advice or the warning and sometimes admonishment that we should reflect upon the most, rather than the piece of paper that we sign stating that we understand. I can’t count the number of times I have heard someone say (or said myself), “Don’t do that or you’ll get a ‘page seven.’” At that point, the “page seven” becomes a consequence rather than *documentation* of the consequence.

We sometimes get wrapped up in the documentation of the counseling that goes with an IDP, as well. The binder or booklet that we use to guide us through counseling a member is an extremely useful tool, but it

is not *the* IDP. The Individual Development Plan is what comes out of using the guide and forms, such as the goals that have been identified for employees and the follow-up tasks for supervisors, such as providing our employees with the information and training they need to succeed.

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**“I can’t count the number of times I have heard someone say (or said myself), ‘Don’t do that or you’ll get a “page seven.”’ At that point, the ‘page seven’ becomes a consequence rather than *documentation* of the consequence.”**

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I’m sure we’ve all heard opinions on the new requirements that accompany the IDP. Most of the complaints I’ve heard have been about the documentation of the counseling and how it seems cumbersome. If the new IDP counseling seems to take an inordinate amount of time, then perhaps some

of that vitally important counseling wasn’t taking place before. However, if adequate counseling was taking place prior to the new requirements, the additional documentation is barely noticeable.

The proper documentation of counseling is vitally important. But even more important is that the member walks away from the counseling session with so much more than some ink on a paper. ❖

*The newly revised IDP Instruction is COMDTINST 5357.1A of Feb. 2, 2006, available at [www.uscg.mil/leadership](http://www.uscg.mil/leadership).*

*Leadership competencies addressed: “Accountability and Responsibility,” “Effective Communications,” “Influencing Others” and “Taking Care of People.”*