

The Leadership News

A QUARTERLY NEWSLETTER ON LEADERSHIP ISSUES IN THE COAST GUARD



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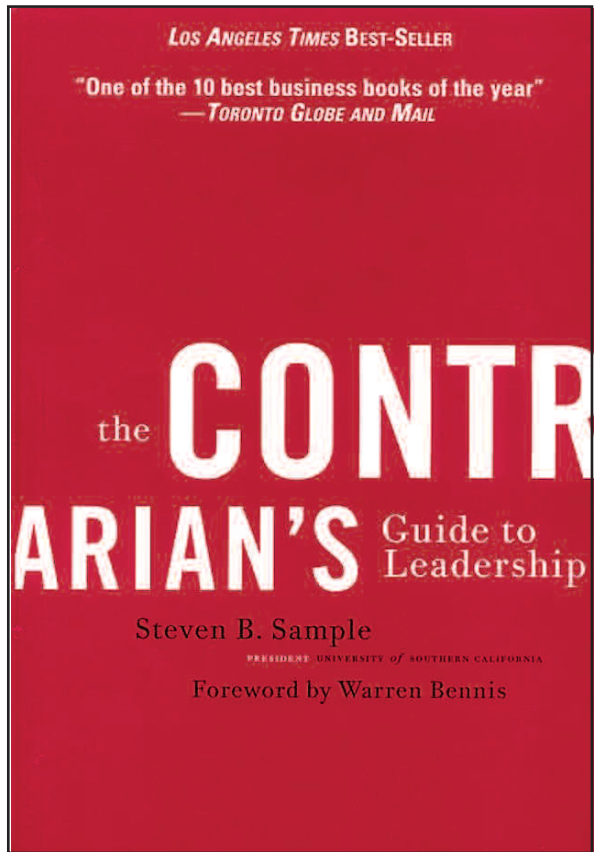
New Coast Guard Reading List and Commandant's Choice Announced

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

In August, the Commandant, ADM Thad Allen, released a new Coast Guard Reading List (via ALCOAST 378/07). The list includes 26 books that are recommended reading for professional development in four categories: recommendations from "leaders of leaders," contemporary issues, leadership, and Coast Guard history and culture.

"Lifelong learning is about challenging yourself through exposure to differing perspectives, new experiences and education," said ADM Allen. "As a leader, I cannot overstate the value of reading in terms of lifelong learning, personal growth and intellectual development."

In addition, ADM Allen selected a book for the annual "Commandant's Choice." The 2007 Commandant's Choice is "The Contrarian's Guide to Leadership," by Steven Sample. "It is a straightforward book about how leaders can free themselves from the shackles of conventional wisdom," said ADM Allen.

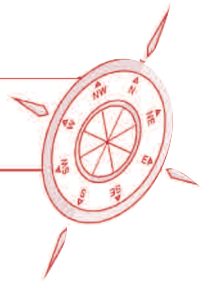


Units are authorized to purchase the books on the list for their professional libraries. One set of books costs about \$431.

Leadership competency addressed: "Self Awareness and Learning."

The complete Coast Guard Reading List can be found on page 3 and on the Web at www.uscg.mil/leadership/reading





Sector Delaware Bay's Five-Week "Spotlight on Leadership"

By ENS Josie Long, Sector Delaware Bay, Philadelphia

Sector Delaware Bay in Philadelphia focused on leadership development for five weeks from mid-April to Mid-May during the Coast Guard's inaugural "Spotlight on Leadership" campaign. Four groups (the Junior Officers, the CWO Association, the Enlisted Association and the Chiefs' Mess) each sponsored a one week period, providing a minimum of two all-hands lessons/discussions each week. The first week was dedicated to promoting Web and Coast Guard-based leadership initiatives. The remaining four weeks were run by the groups, each one covering two to three leadership competencies using lesson plans

from the Unit Leadership Development Program or using their own experiences to develop a lesson plan that covered the competencies. In addition to the two all-hands lessons/discussions each week, leadership quotes were sent to each member of the Sector daily focusing on that group's assigned competencies. The sector also used the informal leadership awards that were provided.

For more information, contact ENS Josie Long, 215-271-4928, Josephine.A.Long@uscg.mil.

LEADERSHIP JEOPARDY GAME

LEADERSHIP COMPETENCIES

**LT HASENFEFFER
DEMONSTRATED THIS
LEADERSHIP COMPETENCY
WHEN HE DISCOVERED A
SAFETY DEFECT AND ENSURED
APPROPRIATE REMOVAL AND
REPAIR OF THE ITEM.**

Submitted by LT Jay Jerome, Sector Anchorage

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

ADM Allen is fond of saying, "Transparency of information breeds" this.

Correct response:

"What is self-correcting behavior?"

Congratulations to ...

YN2 Jennifer Crane, Sector Jacksonville (first correct response, Web version)

MSTC Todd Mann, MSU Wilmington (first correct response, print version)

**Chief,
Office of Leadership and
Professional Development**
CAPT William Milne

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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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The 2007/08 Coast Guard Reading List

The reading list provides recommended books related to leadership. The list is not all-inclusive; the goal is to provide a starting point or expand existing knowledge and skills. The list is updated annually and released in August to coincide with Coast Guard Day.

The reading list provides a tool for individual leadership growth, taking into account that responsibility for leadership development rests on each individual, his or her unit, and the organization.

See *ALCOAST 378/07* on the Coast Guard Reading List and policy on book purchases.

Commandant's Choice

- 2007** *The Contrarian's Guide to Leadership*, by Steven Sample (ISBN 0787967076).
- 2006** *Alexander Hamilton*, by Ron Chernow (ISBN: 0143034758).
- 2005** *Built to Last: Successful Habits of Visionary Companies*, by Jim Collins and Jerry Porras (ISBN: 0060516402).
- 2003** *Character in Action: The U.S. Coast Guard on Leadership*, by Donald Phillips and ADM James Loy, USCG (Ret.) (ISBN: 1591146720).
- 2002** *The Founding Fathers on Leadership: Classic Teamwork in Changing Times*, by Donald Phillips (ISBN: 0446674257).

"Leader of Leaders" Section

(Recommendations from Senior Coast Guard Leaders)

Churchill on Leadership: Executive Success in the Face of Adversity, by Steven Hayward (ISBN 0517223260). (MCPORF Jeffrey Smith's Choice)

Getting Them to Give a Damn: How to Get Your Front Line to Care about Your Bottom Line, by Eric Chester (ISBN 1419504584). (National Commodore Steven Budar's Choice)

My American Journey, by Colin Powell and Joseph Persico (ISBN 0345466411). (SES Curtis Odom's Choice)

Presidential Courage: Brave Leaders and How They Changed America 1789-1989, by Michael Beschloss (ISBN 0684857057). (VADM Vivien Crea's Choice)

So Others May Live: Coast Guard Rescue Swimmers: Saving Lives, Defying Death, by Martha LaGuardia-Kotite (ISBN 1592289312). (MCPOCG Skip Bowen's Choice)

Contemporary Issues Section

Blink: The Power of Thinking Without Thinking, by Malcolm Gladwell (ISBN: 0316010669).

Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant, by W. Chan Kim and Renée Mauborgne (ISBN 1591396190).

The Elephant and the Dragon: The Economic Rise of India and China, and What It Means for the Rest of Us, by Robyn Meredith (ISBN: 0393062368).

The Kite Runner, by Khaled Hosseini (ISBN: 1594480001).

The Looming Tower: Al-Qaeda and the Road to 9/11, by Lawrence Wright (ISBN: 1400030846).

Social Intelligence: The New Science of Human Relationships, by Daniel Goleman (ISBN 055338449X).

The World is Flat: A Brief History of the Twenty-first Century, by Thomas Friedman (ISBN: 0312425074).

Leadership Section

The Caine Mutiny, by Herman Wouk (ISBN 0316955108).

Certain Trumpets: The Nature of Leadership, by Garry Wills (ISBN 0684801388).

Crucial Confrontations: Tools for resolving broken promises, violated expectations, and bad behavior, by Kerry Patterson (ISBN 0071446524).

It's Your Ship: Management Techniques from the Best Damn Ship in the Navy, by CAPT D. Michael Abrashoff, USN (ISBN 0446529117).

The Next Level: What Insiders Know About Executive Success, by Scott Eblin (ISBN 0891061932).

On Becoming a Leader: The Leadership Classic, by Warren Bennis (ISBN: 0738208175).

Power Mentoring: How Successful Mentors and Protégés Get the Most Out of Their Relationships, by Ellen Ensher and Susan Murphy (ISBN 078797952X).

Small Unit Leadership: A Commonsense Approach, by Dandridge Malone (ISBN 0891411739).

Coast Guard History and Culture Section

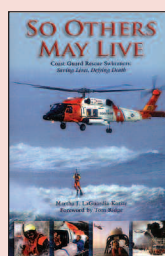
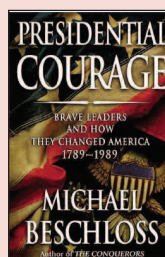
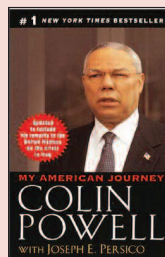
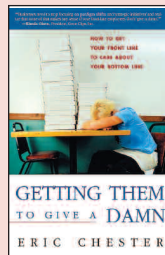
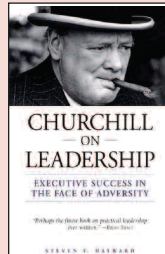
The Coast Guard at War: Vietnam, 1965-1975, by Alex Larzelere (ISBN 1557505292).

The Coast Guard in World War I: An Untold Story, by Alex Larzelere (ISBN 1557504768).

Commodore Ellsworth P. Bertholf: First Commandant of the Coast Guard, by C. Douglas Kroll (ISBN 1557504741).

The Pendleton Disaster off Cape Cod: The Greatest Small Boat Rescue in Coast Guard History, by Theresa Barbo, John Galluzzo, and W. Russell Webster (ISBN 1596292482).

They Had to Go Out: True Stories of America's Coastal Life-Savers, From the Pages of "Wreck & Rescue Journal."



That Others Might Follow

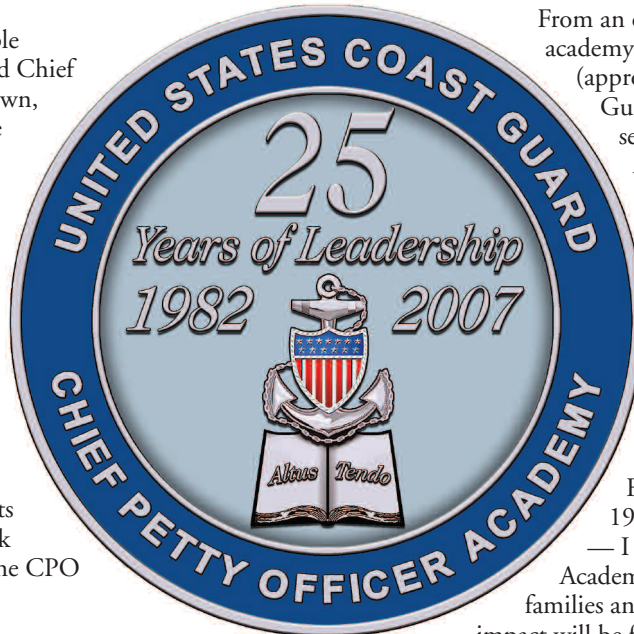
CPO Academy Provides Key Transition Training for New E-7s

By ETCM Rich Hines, USCGR, Leadership Development Center, New London, Conn.

In 1982, the first class of 10 people graduated from the newly created Chief Petty Officer Academy in Yorktown, Va. Their class motto was, “We came with the hope that others might follow.” And *follow* they have. Since then, nearly 6,300 chiefs have attended the academy – and for many, it was a life-altering experience.

Celebrating its 25th anniversary this year, the academy was the brainchild of MCPO Glenn Lambert, also its first school chief. Lambert was the first Coast Guard member to attend the Army Sergeants Major Academy, and he brought back many ideas that helped him design the CPO Academy.

Advancement from E-6 to E-7 is viewed as a key transition – where one moves from technical expert to managerial responsibilities. The current curriculum addresses the knowledge, skills and abilities required of newly advanced chiefs making this transition. The four and a half week course includes segments on increasing human effectiveness, communication, ethics, health and wellness, diversity and Coast Guard issues. Guest speakers heighten awareness and sometimes stir up lively discussion among the group. Chiefs use the latest technologies to conduct video teleconferences, allowing them to meet with senior leaders throughout the Coast Guard. For many, the opportunity to formally introduce visiting speakers provides significant change and growth.



From an original class size of 10 students, the academy now graduates classes of 64 (approximately 640 a year). Besides Coast Guard students, graduates have included senior enlisted personnel from the U.S. Air Force and Navy, approximately 50 international students hailing from more than 16 countries, and employees from other government agencies like Customs and Border Protection and the Transportation Security Administration.

I am fortunate to have spent 11 years of my Coast Guard career associated with the CPO Academy. From a student in Reserve Class 4 in 1996, to my role as an instructor today — I can attest to the impact that the Academy has had on the students, their families and the Coast Guard. I am sure that impact will be felt again on November 28, when Class 146 will graduate in Petaluma, Calif., 25 years after the graduation of Class 1 in Yorktown, Va. In attendance at that

graduation will be many former school chiefs, standing shoulder-to-shoulder with many of the original Class 1 graduates. As they think back on that first class's motto, I'm sure they will feel gratified that so many, indeed, have followed.

All Coast Guard E-7s must successfully complete the Chief Petty Officer Academy or a DOD senior enlisted academy in order to participate in the E-8 advancement process.

CPO Academy Web site:
www.uscg.mil/hq/tcpet/cpoa

ETCM Rich Hines is a drilling Reservist for the Leadership Development Center in New London, Conn. He is also an instructor for the Reserve CPO Academy classes in Petaluma, Calif.



CPO Academy Class 1 – Front row (left to right): DTCS Billie Powers, HSCS Richard “Rip” Rippert, EMCM Lou Maher.
Back row (left to right): MKCS James Midgett, DCCM Charles Bosdell (class president), ATCM Larry Brown, YNCM Herbert “Windy” Walker, YNCM Frank Love, MKCM David Isherwood, ETCS James Holmes.



LAMS, Soon To Visit You ...

By SKCM Eric Johnson, Training Center Cape May, N.J.



The CGC Active was the location for an “unconventional” LAMS class in January 2007.

“**T**ake in line two,” the BM1 commanded, as the CGC Active got underway in January from Port Angeles, Wash., for what seemed like an average patrol. But this trip was different, because there were some additional passengers onboard to give training. “LAMS is being held in the wardroom,” was passed during all-hands. Even though the seas were heavy (at least for the two visiting instructors!), Leadership and Management School (LAMS) went well for all who attended. After a quick week, the instructors (CWO2 Anthony Garcia and myself) were dropped off in San Diego and the Active continued on its patrol.

It is hard to imagine that LAMS training can take place in the wardroom on a 210-foot cutter, but it has happened a few times, and will most likely occur again. With some prior planning, LAMS can be brought to the field in a non-traditional classroom setting. Here are some unique places that LAMS has been taught within the last couple of years:

- CGC Active underway
- Guantanamo Bay, Cuba
- CGC Alert underway

- Sector Guam
- Cadet LAMS (250 students in one week)

The Leadership and Management School is here for you! LAMS targets first-line supervisors and focuses on eight of the 28 leadership competencies, primarily in the “Leading Others” category. The LAMS staff is committed to working with the field to help improve leadership so Coasties can be more effective in meeting unit mission requirements. With creativity and innovation between the unit and LAMS Staff, LAMS (which is now required for advancement to E-6, effective Jan. 1, 2009) can visit you soon, even if the setting is “unconventional!”

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

“Unconventional” LAMS requests:

Contact Ms. Juli Petruzzelli, 860-701-6686
juli.r.petruzzelli@uscg.mil

Other LAMS requests: The schedule is available at www.uscg.mil/hq/tqc. Click on “Class Schedules,” then “C School Schedules,” then “Leadership/Management.”

E-8s to E-9s: A Navy Challenge for You

By BMCS Walter Taylor, Leadership Development Center, New London, Conn.

ADM Thad Allen has said, “Good leaders continually seek to improve their skills. 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.” As a recent graduate of the Navy Senior Enlisted Academy (NSEA), I encourage you to heed ADM Allen’s challenge and request attendance.

Erase the notion that NSEA is merely the Navy’s version of our Chief Petty Officer Academy. Granted, both challenge our academic, physical and leadership abilities and focus on change management, communications, ethics, physical fitness and military heritage. However, they differ as much as our services’ mentality varies – we have a “guardian” mindset, while they have a “warrior” mentality. NSEA provides in-depth studies in national security affairs, U.S. Joint Forces and United Nations operations, and then tests your knowledge through a war game exercise. Don’t like the thought of spending six weeks in a classroom environment? No problem. Visits aboard the USS Constitution and to the Navy Recruit Training Command in Great Lakes, Ill., and open and candid discussions with fleet master chiefs, command sergeant

majors and other distinguished guest speakers kept PowerPoint presentations in check. The Navy’s core values are Honor, Courage and Commitment. I will use these words as a guide to recap my six weeks in Newport, RI.


As the lone Coastie, attending was an honor and a bit daunting. A majority of my 85 classmates had never interacted with the Coast Guard. I was their benchmark as to how they would view the Coast Guard and used it as an opportunity to showcase our high standards. You may find yourself in the same position when you attend, so prepare, and follow the Commandant’s watchwords, “Ready Today – Preparing For Tomorrow.” Push yourself harder during workouts, it pays off when that Navy SEAL is on your heels

during morning PT. Polish your oral and written communication skills and you will breeze through the five topic papers and various oral presentations. Take pride in knowing our service history and traditions; you will constantly field questions about the Coast Guard.

It takes courage to go out of your comfort zone, but not as much courage as some of our predecessors. Walking the decks of the USS Constitution, “Old Ironsides,” I thought of the courage possessed by the sailors who rigged its sails and operated its guns. In those days, many of the Constitution’s enlisted crew had never stepped aboard a ship, much less a Navy warship. Yet, courage is more than braving physical dangers, it is also the moral and mental strength to do what is right, with confidence and resolution, even in the face of temptation or adversity. One guest speaker, retired Navy CDR Porter Alex Halyburton, epitomized this form of courage. After his jet was shot down over Vietnam, Halyburton endured eight horrific years as a prisoner of war. Unsuccessfully, his captors tortured and used the lure of better living conditions, attempting to compromise his loyalty to the United States. His story is inspiring and emphasizes that the path of least resistance is not necessarily the right path. I hope that none of us will ever be a prisoner of war, but we must have the courage and moral character to do what is right.

Commitment. You’ve earned the anchor on your uniform, but that alone will not get you accepted to NSEA, you must reach higher. Navy master, senior, and chief petty officers attending NSEA have already demonstrated a superior commitment to leadership and represent the Navy’s top senior enlisted performers.

Army, Navy, Air Force, Marines and Coast Guard. Externally our differences are readily apparent. Differences noted, we have two core commonalities – our people and our duty to provide the president the capability to defend the union. NSEA fosters an environment where we can move past our individual cultures and find commonalities, so we can better lead our people and work together in a joint environment.

Our Coast Guard recently celebrated its one-millionth life saved and has 217 years of experience serving this great nation. We have an impeccable record of success; yet we still have room for improvement. The same holds true for each of us. Even our most experienced and accomplished leaders recognize the existence of their own improvement potential. Cement your leadership foundation by attending leadership and management training and the Chief Petty Officer Academy, and then seize any opportunity to attend the other services’ senior enlisted academies. Good luck and I look forward to hearing of your accomplishments. 

BMCS Walter Taylor is the school chief for the Boat Forces Command Cadre School at the Coast Guard Academy in New London, Conn.

For more information, contact BMCS Taylor, 860-701-6693, Walter.H.Taylor@uscg.mil.

About NSEA

Audience: E-8 to E-9

Length: 6 weeks

Upcoming Classes:

5 Nov - 14 Dec 2007
7 Jan - 15 Feb 2008
25 Feb - 4 Apr 2008
14 Apr - 23 May 2008
2 Jun - 11 Jul 2008
28 Jul - 5 Sep 2008
15 Sep - 24 Oct 2008

Coast Guard quotas per class: 2-3

Web site:

www.npdc.navy.mil/cnl/sea/

TQC Course Code: 400302

Requirements:

Meet USN weight and physical fitness requirements and have senior level command endorsement

Program Manager:

MSTCM Diane LaCumsky
202-475-5519
Diane.M.LaCumsky@uscg.mil

LDC Instructor of the Year: BMCS Aaron Zimmer



Congratulations to BMCS Aaron Zimmer of the Chief Petty Officer Academy for being selected as the 2007 Leadership Development Center Instructor of the Year. His accomplishments include:

- Completing Instructor Development and Course Designer courses
- Pursuing his Master Trainer Specialist qualification
- Crafting an innovative Joint Professional Military Education curriculum module, a new Public Affairs module, and a Writing Workshop
- Completing the Air Force Senior Noncommissioned Officer Academy
- Achieving superior performance from others through his enthusiastic and optimistic attitude
- Using every opportunity to mentor junior personnel, most recently by serving as a guest speaker at an FS "A" school graduation
- Attaining the Gold award in the President's Council on Physical Fitness Program (logging more than 1,300 bike miles in six months and taking first place in a mini-triathlon as part of the CPO Academy team)

Also, special recognition to YNC **David Nauta** of the Leadership and Management School staff as a strong runner-up for the Instructor of the Year. 🎯

Coastie Shines at Navy Senior Enlisted Academy

BMCS Walter Taylor made the Coast Guard proud when he graduated with honors from the Navy Senior Enlisted Academy in July. His NSEA class consisted of 82 senior enlisted members that were divided into seven groups.

Taylor received the following awards: the NSEA Class 132 John A. Power Excellence in Communications Award and his group's Honor Graduate Award. In addition, he was on the Dean's List with a 97.7 GPA and received a Physical Fitness certificate.

The John A. Power Excellence in Communications Award recipient is selected from the seven group finalists who demonstrated the greatest knowledge, competence and confidence in written and oral communication. Taylor was also selected by his group for the Physical

Readiness Award but was not allowed to accept that nomination since he was the group's first choices for both the Honor Graduate and the communications award.

The Physical Fitness certificate is given to those who achieve an "outstanding" in accordance with the Navy's physical fitness standards. During the course, the Navy conducts two physical assessments, an initial and final. Taylor scored an excellent/high on the first assessment, by doing 68 sit-ups and 62 pushups (in two-minute tests) and running one and a half miles in 9:43 (best in the class and the time to beat over the next six weeks, especially for the three Navy SEALs). For the final assessment, he completed 80 sit-ups and 75 pushups and ran the one and a half miles in 9:20, which was second only to one Navy SEAL, who ran a 9:17! 🎯



BMCS Walter Taylor and his wife, Kristi, at a graduation reception for Navy Senior Enlisted Academy class 132.



Devotion to Duty: LT John Pritchard's Epic Story of Search and Rescue on the Greenland Ice Cap

By William Thiesen, Coast Guard Atlantic Area, Portsmouth, Va.

The history of the Coast Guard is rich with the exploits of personnel who sacrificed their lives in the line of duty and such is the story of LT John Pritchard.

“Johnny” Pritchard graduated from the Coast Guard Academy in 1938 and earned his wings at Pensacola Naval Air Station in 1941. His initial tour of duty began in Miami before he was re-assigned to World War II operations in Greenland. Not long after joining the CGC Northland off the east coast of Greenland, Pritchard volunteered to lead the search party for three Royal Canadian Air Force aviators that had crash-landed on the Greenland ice cap. On November 23, 1942, Pritchard led a party 2,000 feet up the coastal mountains to the ice cap and traversed the heavily crevassed ice at night using only a flashlight to guide him to the exhausted Canadian flyers. Pritchard received the Navy and Marine Corps Medal for leading this search and rescue effort.



LT John Pritchard (left) prepares his plane for departure from the CGC Northland.

Earlier that same month the U.S. Army Air Corps had lost a C-53 transport aircraft on the ice cap. The aircraft and crew were never found; however, on November 9, a B-17 bomber took to the skies in search of the missing transport. Poor visibility caused the bomber to crash on the ice cap as well and, for the next two weeks, the B-17 and its crew of nine became the subject of a second search and rescue effort.

On November 28, within days of his successful rescue of the Canadians, Pritchard and

Radioman Benjamin Bottoms departed the CGC Northland to search for the downed bomber crew in the cutter's Grumman J2F Duck, a single-engine amphibious biplane (flying boat). Within a few hours of their departure Pritchard and Bottoms had located the crash site and landed on the ice cap two miles from the B-17. While Bottoms stayed with the Duck to operate the radio, Pritchard tested the crevassed ice with a broomstick for the two-mile hike to the B-17. Pritchard took two survivors back to the Duck and planned to evacuate the rest of the bomber crew two at a time in a series of roundtrips to the cutter. When he returned to the cutter that evening, the Northland had to use its searchlight to guide him in.

On the morning of November 29, Pritchard and Bottoms completed another successful ice landing near the downed B-17, using the Duck's floats as makeshift skis. By coincidence, an Army rescue party using motor sleds approached the crash site at the same time as Pritchard. When the Army party arrived at the site, one of the motor sleds broke through a snow bridge, carrying an Army officer into the deep fissure below. At the same time, fog surrounded the area and visibility grew worse, so Pritchard decided to return to the Northland for men and equipment to help rescue the lost rescuer. One of the B-17 survivors climbed on board the Duck, and the three men flew up into the dense fog.

That was the last that anyone saw of Pritchard and his crew. As dense fog and blowing snow closed in, the Duck's radio signals grew weaker until they were heard no more. Once again, the rescuers became the subject of a search effort as the Northland sent out rescue parties on foot over the next month. Four months after Pritchard's disappearance, an Army aircraft spotted the crash site of Pritchard's Duck, but the crew was never located. Treacherous ice and weather conditions postponed evacuation of the B-17's crew until early spring 1943 when a Navy PBV Catalina flying boat repeated Pritchard's daring feat of landing an amphibious aircraft on the ice cap.

For his air rescue of the two B-17 crewmembers, Pritchard posthumously received the Distinguished Flying Cross, although some believe he deserved the Medal of Honor. The lives, equipment and time invested in this rescue effort testify to the incredible sea, air and land conditions experienced by Coast Guard personnel that served in World War II's Greenland Patrol. In addition, Pritchard's particular story exemplifies the Coast Guard's core value of “devotion to duty.”