

The Leadership News

A quarterly newsletter on leadership and diversity in the Coast Guard

Issue 24 Spring 2004

Inspirational Leaders Achieve Operational Excellence Witherspoon and McShan Leadership Award Winners Prove That Exceptional Leadership Practices Lead to Optimal Mission Performance

by Lynne Donahue, Coast Guard Headquarters, Washington, D.C.

The 2004 winners of the Witherspoon and McShan Inspirational Leadership Awards had at least one thing in common: Their units' mission performance was unmatched. This certainly would not have been the case without their remarkable leadership qualities and practices. On March 25, the commandant, Adm.

Thomas Collins, presented the annual Witherspoon Inspirational Leadership Award (for officers) to Cmdr. Keith Smith of Maritime Safety and Security Team 91103, San Pedro, Calif. Adm. Collins also awarded the annual McShan Inspirational Leadership Award (for chiefs) to SKCS Stacey Dolly of the Aviation Detachment in Guantanamo Bay, Cuba. The ceremony took place at Coast Guard headquarters in Washington, D.C. After the ceremony, both award winners were honored guests at the com-

mandant's State of the Coast Guard address and luncheon.



Cmdr. Keith Smith, Adm. Thomas Collins and SKCS Stacey Dolly on the day of the award ceremony.

Leadership Insights

During their acceptance speeches, Smith and Dolly shared their thoughts and philosophies on the subject of leadership. Smith focused on mentoring, leadership by example, integrity and the study of leadership. The following are excerpts from his speech:

On Mentoring: "Mentoring is spending time to develop, care for and guide the next generation of petty officers, chief petty officers and officers. It's a constant interac-

tion on an informal and personal basis, which allows us to gain a much greater appreciation of the member's overall performance, their strengths and weaknesses, and their long- and short-term goals. At least several times a week, I and the chiefs and officers leave our offices with the purpose of locating, spending time with and talking to various members of the crew. Additionally, I occasionally invite specific members to my office and spend time talking to them about their careers, share stories I've experienced as they relate to decisions they may be contemplating, and offer advice based on my experiences. Through these informal processes, I have met with nearly every member of the crew on more than one occasion.

(continued on next page)

Inside

Coast Guard Leadership Hall of Fame	2
Leadership Award Nominees	5
Enlisted Professional Military Education Moves Forward	5
News From New London:	
An Update from the LDC	6
LDC Has Impact Down Under	7



(continued from page 1)

I've taken advantage of these interactions to convey to them my passion about the missions that the Coast Guard has to offer, encourage them to pursue their dreams and provide a road map to assist them in meeting their goals.

"As the organization grows and members are being promoted at record numbers, I believe that mentoring is even more essential today than at any other time in our recent history. It's astounding to me, a person who spent nearly four years as an E-3, to see chief petty officers today with less than seven years of service and officers that go from newly commissioned ensigns to lieutenants in only four years. Although I feel this situation provides great opportunities for deserving and qualified people, it's essential that we continue to mentor, develop and guide our people to meet the challenges that lie ahead. For the people we mentor today will become the Coast Guard leaders of tomorrow."

On Leadership by Example: "When a crew observes their leader actively participating in every aspect of duty, they understand the level of dedication that it requires and are moved to respond to it. With this in mind, I can only imagine what the crew must think each morning when I form up at 0645 to participate in the unit's daily physical training regimen. As one of the oldest members of the unit, it takes every ounce of energy I can muster to hold my own

against these young and hard-charging members."

On Integrity: "I consider the word, integrity, to mean adhering to a code of values, which requires a person to display the courage to make the right decision at all times no matter the consequences, while choosing what's right over what's easier. Integrity can't be turned off when the workday ends or when the ship pulls into homeport. It is a lifestyle maintained 24x7. This is a quality that I have worked hard to achieve and have tried to instill in my people. I understand that the crew will not trust a leader who lacks integrity. And without trust, it is impossible to be an effective leader."

On the Study of Leadership: "In keeping with Capt. Witherspoon's leadership style, I have continued to be a student in leadership. I believe that I must continue to work on improving and modifying my leadership style and skills no matter what position I hold. As a leader, I am careful not to become too comfortable in my abilities, and I work to instill this philosophy in my chiefs and officers. The best leaders that I have served with were confident, yet humble,

and continued to hone and improve their abilities to lead and motivate their subordinates."

Leadership and Relationships

The main points in Dolly's speech were the topics of relationships, persistence and taking care of people. The following are excerpts from her speech:

On Relationships: "For me, leadership is all about relationships—the ones I have with my team at the aviation detachment, with other people at Guantanamo Bay and with

Coast Guard Leadership Hall of Fame

The following people are past recipients of the leadership awards:

Witherspoon Inspirational Leadership Award

2003	Lt. Cmdr. James Elliott
2002	Cmdr. Lynn Henderson
2001	Lt. Michael Davanzo
2000	Cmdr. Michael Ghizzoni
1999	Lt. Cmdr. Philip Ross
1998	Lt. Cmdr. Karl Schultz
1997	Lt. Russell Davidson
1996	Lt. Cmdr. Timothy O'Leary
1995	Cmdr. Manson Brown

McShan Inspirational Leadership Award

2003	BMC Terry Lathrop
2002	EMC Jerome Rider

my shipmates around the Coast Guard. While the idea of relationships forming the foundation of leadership is not new, I can tell you that relationships are the key to my

success, and this concept cannot be overestimated.

“Guantanamo Bay, or GTMO as it is affectionately known, is a relatively small installation in a very isolated location. It is also a unique place in many ways, and it takes literally months to figure out how it works. In no place is it truer that relationships are critical to getting things done than in GTMO. Basically, if you are trying to buy, borrow or trade anything, or even get an answer to a relatively simple question, it can take an outsider sometimes up to a week or longer to make it happen. All visiting Coasties count on my small team to get them the parts or services they need and deliver them when needed in order for our customers to meet the mission. Without sounding too boastful, I know the word is out in the fleet and at the air stations that if Senior Chief Dolly and her crew can’t get it, find it or arrange for it, it’s probably nowhere to be found.”

On Persistence: “While relationships are critical, persistence is also a strong leadership attribute and over the years, everyone I have worked with knows that I simply won’t accept ‘no’ for an answer. In GTMO this often means I go door to door to locate something, or even aircraft to aircraft to find transportation for a Coast Guard member in need. That is our job, and we are very proud of what we do to serve our country and the Coast Guard. Aggressive, yet professional, persistence has routinely paid off, and we help our shipmates on a daily basis.”

On Taking Care of People: “One thought I had before leaving for the mainland to accept this award was, ‘When is the earliest available flight back?’ I truly can’t wait to get back and get to work, fully supporting the deployed forces in the Windward Pass. I think that’s one of the keys to success—I thrive on taking care of everyone, whether it’s a cutter looking for mooring information, a seaman or junior officer looking for lodging, or an aircraft crew looking for parts prior to deploying deep south in the Caribbean. My staff and I are there to get them the answer or provide them the help they need to complete the mission successfully. Whatever the issue or crisis, I’m confident that while I’m away, my trusted crew will answer the call, but I also miss them and, as I’m sure all leaders do, I worry about them a little bit as well.

“There is no one formula for success, but I feel the real key to leadership is mostly about listening and knowing that no issue is too small when it comes to the people who count on you. Just a simple, ‘What did you do this weekend?’ shows you really care and makes everyone feel like part of the family. When people feel like family and know that you care, they won’t disappoint you.

“We must always make time to encourage and guide those we work with and at the right times, show them the appreciation they deserve. I know, because my first chief reminded me that I often messed up as a seaman at the small boat station, but a stern word, a

little extra time to grow up and a chance to succeed was all it took to help me along.

“As a leader, I believe by mentoring my petty officers, appreciating them and showing them that we play a critical role in the Coast Guard by providing support at the ‘tip of the spear,’ I can help them be great people and great team members. We do things, small and large, for every cutter and aircraft operating in the region, we respect everyone we work with, and we respect each other. I believe it shows in everything we do at Aviation Detachment GTMO that we are a highly motivated group of people that can accomplish anything.”

Leadership’s Link to Operational Excellence

Both Smith and Dolly’s award nominations contained remarkable examples of operational success, thus reinforcing the strong link between leadership ability and mission accomplishment.

As the first commanding officer of the first fully deployable Maritime Safety and Security Team in the Coast Guard, Smith was charged with commissioning a new unit starting from the ground up. “He overcame far more than the normal demands of commissioning a new unit and was literally operational the day after commissioning—an unprecedented accomplishment,” said Capt. Lance Bardo of Pacific Area. “It is particularly notable that from conception to

(continued on next page)

(continued from page 3)

commissioning took less than six months, a process that normally involves one to two years for a unit and program that already exists.”

Smith’s executive officer, Lt. Carlos Mercado, recounted that, “As a result of Cmdr. Smith’s inspirational leadership, the unit has been able to qualify 17 tactical coxswains, 20 boarding officers, 50 boarding team members, 38 boat crewmen, 11 vertical insertion members, two K-9 explosive detection handlers and eight divers, all within one and a half years of commissioning. This was incredible ... especially when the average age of our team was 23.2 and that more than 70 percent of personnel came to this unit straight from ‘A’ school, with little to no law enforcement, small boat or Coast Guard experience. In addition to maintaining this steep training curve, the unit also deployed on 14 maritime homeland security missions, which accounted for 293 days away from homeport in fiscal 2003.”

Dolly’s operational accomplishments were no less impressive. “SKCS Dolly excelled in one of the most challenging, priority-one independent overseas assignments in the Coast Guard,” reported Capt. Keith Taylor of Air Station Miami, Dolly’s parent command. “She inspired her small crew to achieve unprecedented levels of performance and customer service while also dramatically improving the material condition of Coast Guard facilities and

equipment in this particularly harsh location. Great logistics is the foundation of our organizational success, and SKCS Dolly and her team set a new standard for this important, and at times under appreciated, key requirement.”

Taylor added that, “Under SKCS Dolly’s command, Aviation Detachment GTMO successfully coordinated the following: (1) the transfer of 128,202 pounds of vital parts and supplies supporting alien migrant interdiction/counter drug operations; (2) arrival and logistics support, including crew lodging, for 299 Coast Guard aircraft; (3) port calls, dockside services and logistics support for 112 Coast Guard cutters; (4) the transfer of seven prisoners; (5) the handling of 11 medical evacuations; (6) transportation for seven tactical law enforcement teams and detachments; and (7) itineraries for 521 air mobility command and Coast Guard aircraft passengers.”

Cmdr. Smith and SKCS Dolly have validated the fact that good leadership consists of relationship building, developing and encouraging others, and effectively accomplishing the mission while creating esprit de corps. Some managers of yesteryear did not understand the cost-benefit connection of practicing sound leadership. That is, they did not see that the short-term time and energy invested in teaching, mentoring and being available to their people would result in long-term organizational benefits. These two modern-thinking leaders, however, have demonstrated that the

time and effort spent on effective leadership does pay off with enhanced mission performance and operational excellence. ❖

Nominations for the Witherspoon and McShan Leadership Awards are solicited in November or December of each year via an ALCOAST message.

**Chief,
Office of Leadership
and Diversity**
Capt. Thomas Criman

**Chief,
Leadership and Professional
Development Division**
Lt. Cmdr. Greg Stump

Editor
Lynne Donahue

The Leadership News is published quarterly by Commandant (G-WTL). 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 and diversity issues and best practices. Article length should be 400 words or fewer.

Lynne Donahue, Editor
Commandant (G-WTL-2)
U.S. Coast Guard Headquarters
2100 Second St., S.W.
Washington, DC 20593-0001

Tel. 202-267-2381
Fax 202-267-4610

E-mail:
LDonahue@comdt.uscg.mil

Web Site:
www.uscg.mil/leadership/

Leadership Award Nominees

The following people (listed in alphabetical order) were also nominated for the 2004 leadership awards. They are commended for being stellar examples of inspirational leadership in action.

Witherspoon Award

CWO Kendell Anderson, ELC Baltimore
CWO David Bonachea, ISC Alameda
Lt. Bruce Brown, AirSta Clearwater
Lt. Adam Chamie, TraCen Cape May
Ensign Brett Chianella, Group St. Petersburg
Lt. j.g. Jeff Craig, Group Portland
Lt. Cmdr. Edwin Diaz-Rosario, Academy
Lt. Rosemary Firestine, Group Charleston
Lt. John Hall, CGC Escanaba
CWO Timothy Helm, Group Key West
Lt. Cmdr. Donald Jaccard, CGC Willow
Lt. Cmdr. Keith Janssen, MSO Charleston
Ensign David Jenkins, MSO San Francisco
Lt. j.g. Robert Kinsey, TACLET South
CWO Frank Kratochvil, Station New Orleans
Lt. Jeremy Law, CGC Eagle
Lt. Steve Ramassini, Academy
CWO Keith Schott, CGC Resolute
Lt. Cmdr. Richard Timme, MSO Tampa
Cmdr. Vann Young, ISC Boston

McShan Award

YNC Tonia Allen, CGC Boutwell
ETC John Archer, ESU Seattle
BMC David Barkalow, TraCen Cape May
BMC Michael Baroco, ANT Philadelphia
BMC Jeffery Cole, Activities Baltimore

ETC James Crockett, CGC Midgett
MKC William Cutchens, CGC Escanaba
MSTC Kevin Edwards, MSST 91106
MKC William Gray, NSF Gulf
BMC Jason Griffin, CGC Pendant
BMC Bradley Hinken, Station Muskegon
MKC Thomas Hodge, CGC Farallon
FSC Timothy Ingram, ISC Portsmouth
BMC Mark King, Group Fort Macon
HSC Karlotta Kowzic, CGC Polar Sea
EMC Christopher Lewis, CGC Thetis
BMC Brian Mackey, CGC Active
BMC Scott McAloon, Group Sault Ste. Marie
MKC Scott Mooneyham, CGC Spar
FSC James O'Brien, Group San Francisco
MKC David Osborne, CGC Blackfin
MSTC Nelson Pereira, MSST 91103
ITC Damon Raley, ESD New Haven
BMC Michael Saindon, Station Morro Bay
MSTC Earl Schlemmer, TISCOM
AMTC Michael Schratz, AirSta Savannah
BMC James Shelton, TraCen Yorktown
BMC James M. Smith, Group Charleston
SKCS Steven S. Smith, ISC St. Louis
HSC Tina Starling, Group Key West
EMC Chad Witbracht, CGC Walnut
BMC Joseph Wright, CGC James Rankin

Enlisted Professional Military Education Moves Forward

by Lt. Cmdr. Greg Stump, Coast Guard Headquarters (G-WTL)

Buckle your seat belts, stow your tray table, and bring your seat back to its full and upright position—we are getting ready to roll out the Enlisted Professional Military Education (E-PME) program.

E-PME will replace all Military Requirements (MRN) courses and associated End of Course Tests (EOCTs), which were deemed obsolete in August 2001. Three problems plagued the MRN system. First, the requirements quickly became out-dated, and there was no mechanism

to make timely updates for even the most basic changes. Second, MRN qualifications were limited in their ability to meet all the training and educational needs of Coast Guard personnel throughout their career.

(continued on next page)

(continued from page 5)

Third, the MRN system required members to sort through dozens of hard-to-find references to study for EOCTs and the Service-Wide Exam (SWE). Unlike the old MRN, the E-PME Study Guide contains all of the information you need to prepare for either test for E-3 to E-9!

E-PME will impact every enlisted member in the Coast Guard, as well as members and employees who supervise members of the enlisted workforce. Similar to the defunct MRN system, E-PME will be an integral part of the advancement process for enlisted members.

E-PME will include the same three components as the MRN system:

- Performance requirements (including sign-off sheets)

- EOCTs
- Study guide designed to aid members in preparing for EOCTs and SWEs

Unlike the MRN system, the E-PME study guide will be available in three formats:

- Internet
- CD-ROM
- Paper-based

E-PME topics include leadership, management, administration, Coast Guard history, enlisted heritage, organizational structure and management, personal and professional development, training, etc. Unlike traditional Coast Guard training, E-PME will include performance-based as well as knowledge-based requirements to assist members to develop into high performers.

The E-PME project will be completed by third quarter FY04. Once it is approved, a six-month familiarization period will allow members and employees to become accustomed to the system. The May 2005 SWE will be the first to incorporate questions based on E-PME requirements.

A Web site has been created to update members and employees on the status of the E-PME project, and to provide details about the system. To access the Web site go to:

www.uscg.mil/leadership and click "Status of Enlisted Professional Military Education (E-PME) Project." ✕

The program manager for E-PME is MSTCS Diane LaCumsky, G-WTL-2, e-mail DLacumsky@comdt.uscg.mil, phone 202-267-2441.

News From

NEW LONDON

An Update from the Leadership Development Center

by Capt. Kevin Marshall, Director, Leadership Development Center, New London, Conn.

This past year has been a very busy and productive one for the Leadership Development Center. Our most visible presence in the field has been with the Leadership and Management School, LAMS, where we've been able to make some remarkable strides. In FY02 we trained 1,150 LAMS students, but in FY03 we almost doubled that amount with more than 2,200 students trained. However, we're not stopping there. In FY04 we have our sights firmly set on training more than 3,200 students in a total of 120 LAMS classes around the country. Remarkably, we're

doing it without adding personnel, just the exceptional active duty, Reserve, civilian and Auxiliary instructors we already have onboard. We are using new, more efficient ways to get the program out to those first-line supervisors that need the course. Although this course is geared primarily toward E-5s, we trained E-4s through E-7s, O-1s through O-4s, civilians and auxiliarists. The class is much more effective when the seats are full!

We've also had major changes with the Chief Petty Officer Academy. Last summer, we consolidated the

Chief's Academy into one campus at Petaluma. In addition, we were fortunate to acquire additional billets that will allow us to train all new E-7s in their first year as a chief. This huge improvement will allow us to impart the best leadership training experience offered by the Coast Guard to our new E-7s within their critical first year in their new leadership role. The Chief Warrant Officer Professional Development Course has also expanded to meet the needs of all new CWOs in their first year. Both of these courses offer exceptional leadership training and also provide the vital information that Coast Guard high performers need to make the critical transition into positions of higher authority and responsibility.

The Command and Operations School had an excellent year training more than 570 students in the vital areas of command and control of our sea-going and shore facilities. The Prospective CO/XO Afloat course effectively readies all new skippers and XO/XPOs to go aboard and say the magic words "I relieve you!" with

the confidence and skills they need to be effective leaders. The Officer-in-Charge/Executive Petty Officer School readies our enlisted leaders for positions of command. Last year, the school also performed a function that I consider just as critical to the future of our service: Almost two-thirds of the classes were filled by junior personnel preparing for future Officer-in-Charge review boards. For those unfamiliar with these boards, they are some of the most rigorous and demanding qualification processes we have in the Coast Guard, and they require many, many hours of preparation by our young leaders. This course helps those aspiring for command to get off on the right track for their future.

In the next issue, I'll update what's happening in the officer accessions program and the Commandant's Performance Excellence program. ❖

For more information about LDC programs and opportunities, contact us at LDCInfo@cga.uscg.mil.

Leadership Development Center Has Impact Down Under

by Cmdr. Jeffrey Lee, Command & Operations School Chief, Leadership Development Center

The director of the Australian Defence College's Centre for Defence Command, Leadership and Management Studies, Jamie Cullins, visited the Leadership Development Center in summer 2003. Cullins was particularly interested in the Prospective Commanding and Executive Officer Afloat Course. After his visit, he adapted the module on command philosophy and CO/XO relations for use back in Australia. In addition, he published a primer on command philosophies that relies heavily

on samples from the files of prospective CO/XO students.

The command philosophies of the Coast Guard cutters Vigorous, Sapelo and Venturous were included in the primer as excellent examples of practical command philosophies. All three philosophies stressed similar themes of core values (honor, respect and devotion to duty), being a good shipmate, taking care of people, maintaining a safe working environment, having the responsibility of being a true professional, and staying ready

to accomplish any mission. The philosophies also stressed to have fun and enjoy the moments as they stand the watch. The primer also contained samples of the best philosophies from the U.S. Navy, British Army, U.S. Army and several Royal Australian Defence Force components. By learning from the best of these command philosophies, the students at the Australian Defence College will be better able to develop their own command philosophies and set the proper command climate at their units. ❖

New Commandant's Reading List

Adm. Collins recently released a new Commandant's Reading List in keeping with his focus on people and his direction to emphasize workforce education, training and professional growth. The list comprises 30+ books that are recommended reading for professional development.

Commandant's Choice: Adm. Collins chose the book, *Character in Action: The U.S. Coast Guard on Leadership*, by Donald Phillips and Adm. James Loy, USCG (Ret.) as the 2003 "Commandant's Choice."

The list is on the Web at
www.uscg.mil/leadership
(click on "Leadership," then "Commandant's Reading List")

Honor



Respect



Devotion to Duty

COMMANDANT (G-WTL)
US COAST GUARD HEADQUARTERS
2100 SECOND ST SW
WASHINGTON DC 20593-0001