

The Leadership News

A QUARTERLY NEWSLETTER ON LEADERSHIP ISSUES IN THE COAST GUARD



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Watch the Winning Coast Guard Leadership Videos

From inspirational to satirical, a wide range of videos were produced around the Coast Guard for the first annual Coast Guard Leadership Video Contest. In total, 21 video entries were received: 12 from the field and nine from Academy cadets.

And the winners are ...

Ashore, large category: Training Center Cape May (video: "Only the Beginning," about first units mentoring new recruit training graduates)

Ashore, small category: MSST Galveston (video: "Passing the Buck," about ineffective task delegation)

Afloat, large category: CGC Bertholf (video about its Cutter Systems Learning Program)

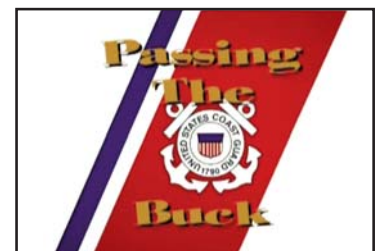
Afloat, small category: CGC Wrangell (video about leadership displayed daily on the cutter)

Coast Guard Academy cadet category: 1/c Belanger, Culver, and Kelley (video about taking care of people)

Best video overall: Training Center Cape May

Honorable mention: Aviation Technical Training Center (video about effective communication)

Watch the winning videos (each one about five minutes or less) on CG Central at cgcentralweb.uscg.mil/cLink/00000968.





“Character in Action”


Revisiting a New Classic

By CDR Bill Kelly, CGC Seneca, Boston

In 2003, Donald Phillips, the noted author of such works as “Lincoln on Leadership” and “Leading with the Heart: Coach K’s Successful Strategies for Basketball, Business, and Life,” teamed up with former Coast Guard Commandant ADM James Loy to craft a lesson on leadership demonstrated in the Coast Guard. The book, “Character in Action,” was the result of their efforts and it quickly became a staple of many a wardroom, chief’s mess and mess deck. Coasties jumped at the opportunity to finally read a book about our Coast Guard and the leadership that takes place on a day-to-day basis on the buoy decks and flight lines of our service. Over the past couple of years, however, the book has slid to the side and is rarely mentioned as an excellent source for discussion and learning. I recently queried my crew of 100 to see just how many folks had read the book. I was amazed to find that less than 10 percent of the crew had. We need to rekindle the fire that accompanied the release of this book and encourage our shipmates to dive into the lessons presented in this well-crafted and easy to read story of our history, service and leadership.

After surveying the crew we went out and purchased several copies of “Character in Action.” I highly recommend you do the same for your unit, or individuals can still purchase the book through Amazon.com for about the same price as a large pizza! “Character in Action” is broken into four sections: “Set the Foundation,” “Focus on People,” “Instill a Bias for Action,” and “Ensure the Future.” Each section has several easy to read chapters that begin with a Coast Guard story followed by a focus on leadership and summed up with a set of bulleted ideas and key points related to the chapter. The chapters build on the lessons from the previous chapters and as you navigate your way through, it’s easy to see the leadership principles and practices that our culture has developed and instilled over time. “Character in Action” captures the attention of our service members. We provided copies for the crew and many completed the book in one duty day with very positive feedback!

If you are looking to develop a leadership program at your unit, may I suggest starting with “Character in Action.” A lesson plan on the book is available

on the Unit Leadership Development Program Web site (available at <http://learning.uscg.mil>) to assist with guided discussion topics for each chapter in the book. The lesson plan provides guidelines for the facilitator and key questions that your crew can utilize to generate discussion and learning. With so much expected at the operational units, it is hard to capture an hour a week or even an hour a month to dedicate time to focused leadership training. “Character in Action” is a great tool to assist busy units, and more importantly, busy Coasties. This book tells a story of our history and traditions in an engaging manner. “Character in Action” is truly a “new classic” and a leadership tool we can all rediscover to ensure we are Always Ready! 

Leadership competencies addressed: The book addresses all of the competencies, especially “Aligning Values,” “Influencing Others,” and “Taking Care of People.”

For other recommended books related to leadership, see the Coast Guard Reading List at www.uscg.mil/leadership.

Chief,
Office of Leadership and Professional Development
CAPT William Milne

Deputy Chief,
Office of Leadership and Professional Development
LCDR Owen Gibbons

Editor
Lynne Donahue
202-475-5514
Lynne.M.Donahue@uscg.mil

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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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Sign up to receive your own quarterly e-mail of “The Leadership News.” Go to www.uscg.mil/leadership and click on “Newsletter.”



24/7 Connectivity What Do You Expect?

By LCDR Mike Dolan, Coast Guard Headquarters (CG-5442)

Here's an image to grab your attention: I walked into the men's locker room at good ole' Coast Guard Headquarters to see a naked man busily punching text into a wireless device. His uniform was hanging nearby. Is this what we've come to? Are we so overwhelmed or obsessed with e-mail that we can't even put on a pair of skivvies before aggravating our carpal tunnel syndrome? To be fair, it could have been an urgent family message, but after three years at headquarters, I'm inclined to believe this was just another manifestation of the must-keep-up-with-e-mail culture that is growing in our organization.

After this encounter I wondered, do we really understand our behavior regarding wireless devices? What do we think of how our co-workers are connected? Leaving duty status aside for this discussion, what does the Coast Guard expect? What do your unit and your supervisor expect? Here's the big one: what do *you* expect from your subordinates for their connectivity? Do you expect your e-mails answered by your folks over a three-day weekend? Is it okay that one member of your team logs on from home to check e-mail while another shows no interest? More and more, our work is 24/7 and networked. At what point does the efficiency, speed and coordinated effort gained by 24/7 connectivity become overrun by fatigue, tension and information overload? The leadership aspects of these tough questions need to be considered.

Technology has simply outpaced the human element, leaving an awkward gap. Leadership must fill this gap. We must strive to grasp the issues and think about our own standards for how we keep our crew working together in harmony while managing our increasing workload. I believe that setting expectations is the most important part of managing 24/7 connectivity.

First recognize how strongly people will stick to their personal preferences and relative interest in the latest technology. Individuals will fill a wide spectrum of behaviors. If you have more than five Coasties, at least one will be a techie. This is the person who drools over the latest device and in five minutes can have it downloading a NASA database while it brews espresso. To balance the techie you will have a Coastie who won't take a government-issued electronic device unless you duct tape it to his hand. Where are you on that spectrum? Are you okay with the techie sending you six e-mails that need your attention over a liberty weekend? Do you want to pay the monthly bill for the caveman

who can't find the on/off control on his expensive new gadget? Can these two folks work together? As you develop your expectations, will your personal preferences get in the way of seeing everyone's point of view?

Next we must think about leave and liberty. Connectivity while on leave and liberty can be an excellent tool. Some folks love being able to knock down the e-mails so that they can arrive back at the office with a manageable inbox. Others feel strongly that this is an unwelcome intrusion that means they are never off the job. They feel liberty and especially leave are designed to give people a chance to relax and recharge. They want to completely unplug or "go off the grid." As supervisors, it is very important that we at least recognize that both can be both perfectly acceptable positions. But problems arise if we don't have a dialogue with our folks about their preferences. We may set unrealistic expectations or leave unmanaged perceptions that don't sit well with a large percentage of the crew. That will surely cause disharmony.



24/7 connectivity blurs the line between our personal time and the government's time. For some, this isn't a problem. For others, it is a big deal. As leaders, we need to step up our recognition of the connectivity issues and make sure that we balance the connectivity needed to execute the mission with the rest and recuperation our people need (now more than ever). Think about it and then talk about it in your shop in an honest manner. Just raising the discussion with your folks will prevent misunderstandings and evaporate unfounded misperceptions. There's a good chance that you'll hear innovative solutions that can make 24/7 connectivity work for what you do while being acceptable to the crew. The techie and the caveman can work together, but only if you lay out your expectations.

Leadership competencies addressed: "Effective Communications," "Technology Management," and "Conflict Management."

Just Keep Doing What You're Doing: A Sea Story

By CDR William Meese, Coast Guard Academy, New London, Conn.

One night in the wardroom during the after dinner chat, the commanding officer asked us why it is we thought people went to sea? There were many thoughts: it could be valor, courage, excitement, patriotism, the mission perhaps? After much debate, the CO proclaimed, "It's simple. We go to sea for the stories!" He explained further, "Think about it, whenever sailors get together, they inevitably begin telling sea stories!"

After a little thought, I couldn't have agreed more. Sailors all tell stories. They celebrate completed missions, they discuss their mentors, but mostly they talk about shipmates past and present. So here's a personal story with a connection to the CGC Cuyahoga.

In the mid 90s, I was stationed at the 5th District operations center, coordinating missions with an emphasis on search and rescue. I made the acquaintance of a certain QM1 who was a SAR controller at a subordinate group OPCEN. QM1 and I developed a strong professional relationship over the two years we worked together coordinating rescue cases. QM1 had the interesting quirk of thanking me whenever I would supersede his plan and add more search assets. These conversations were always potentially awkward, but this was never the case with QM1. He always politely thanked me and said, "LT, just keep doing what you're doing."

As it turned out, I later served with the same QM1 when I was operations officer and navigator on the CGC For-

ward. He was my leading quartermaster, the resident technical expert on navigation. As the navigator, I spent a great deal of time double and triple checking charts, tracklines, the latest navigation hazard reports, weather, tides and currents, etc., as I had been trained.

I also made a habit of checking the charts to be used overnight before turning in for the night to ensure their accuracy and to avoid navigation dangers. Since QM1 always took the evening watch, we had many opportunities to discuss navigation. And, as he had during the previous tour, he always thanked me for coming up to the

tiful Caribbean evening. The moon hadn't risen yet; the air had just a hint of coolness in it. Wind and seas were both minimal and visibility was exceptionally clear. It was the kind of night the Milky Way stretches from one horizon straight across the zenith to the other horizon.

QM1 suddenly remarked to me, "It was a night like this one."

"What was a night like this one?" I replied.

"The night we were struck was just like this."



The CGC Cuyahoga in 1974

bridge and checking his work. I thought it was odd that he would thank me for essentially looking over his shoulder. I asked him one night about it and he said, "Ops, just keep doing what you're doing."

Toward the end of QM1's tour on the Forward, we were shooting the evening stars one night. It was a beau-

Not too quick on the uptake and having an awful time locating a particular first magnitude star on the star finder, I asked, "Who was struck?"

QM1 replied, "You have no idea, do you, Ops? I was on the Cuyahoga the night she sank. I was a brand new seaman apprentice. I was having a cigarette up on deck enjoying the view




along the Potomac River when we collided. Both my smoking buddy and I were knocked over the side. I am here to tell you about it, but my buddy is not. He drowned.”

At this point, I set down my sextant, timepiece and starfinder, and gave QM1 my complete attention.

He continued, “Most people think it’s weird that I thank people for checking up on me. Personally, I find it reassuring. When it comes to safety, it’s hard to check too much. I certainly wish we had more people double checking that night on the Potomac River.”

Certainly, our experiences make us who we are. This story from the QM1 did a lot to add to my personal sea bag — I was a different person after listening to his ordeal. The fear, the uncertainty, the self doubt and to some extent the guilt flowed out of the QM1 like the last of the tide leaving a salt marsh. Through survivors like QM1, the crew of the Cuyahoga speaks to us. They demonstrate the need for the study and pursuit of diligence, thoroughness and forehandedness.

When you fulfill your duties related to safety or protecting shipmates or our fellow citizens, I hope you retain thoughts of the Cuyahoga and our former shipmates somewhere in the back of your mind. And when your less experienced subordinates give you a big sigh when you ask to double and triple check operational safety items, feel free to tell them, “I’m just gonna keep doing what I’m doing!” and one day tell them a story. 

The CGC Cuyahoga was the OCS training vessel, which sunk after a collision in the Chesapeake Bay on Oct. 20, 1978. Eleven officer candidates and sailors were lost.

Leadership competencies addressed: “Accountability and Responsibility” and “Health and Well-Being.”

How’s Your “Expedition Behavior?”


By LT Chris Bruno, Leadership Development Center (Leadership and Management School Detachment, Petaluma, Calif.)

What do backpacking, reading maps, camping and bushwhacking have to do with being a Coast Guard leader? At first glance, apparently nothing. That was before I attended a nine-day “Trip Leader” course given by the National Outdoor Leadership School in June in the Okanogan National Forest, Wash. This course boiled their leadership curriculum down to seven key skills: vision and action, self-awareness, tolerance for adversity and uncertainty, judgment and decision making, competence, communication skills, and something called “expedition behavior.” Each one of these skills fits neatly into one of the Coast Guard’s 28 leadership competencies, except for the last one. What is this expedition behavior, and how does it apply to Coast Guard leaders?

Expedition behavior, or EB, is hard to define because it cannot be stated as a series of actions, or a list of steps to follow. Expedition behavior is a way of being and living, a way of seeing the world. On a wilderness expedition, “good” EB can consist of simple things like pulling your own weight, doing more instead of less, helping your tent mates cook and clean and having a positive attitude. EB is more than common courtesies though; it can also be described as keeping a cool head when faced with difficulty, being the voice of reason during conflict, helping someone do more than they ever thought possible, working with difficult personalities and through differences to achieve more, and always looking for the win/win solution.

Good EB is more than using leadership techniques, tricks and models to

get the job done, or caring about your people. Good EB comes from a deeper center, based on principles and character, not from personality or some surface level technique. Truly living good EB is more than skin deep, and may require change at a fundamental level.

Coast Guard people are instructed in what good EB looks like from the moment their feet hit the deck. This takes form as an array of concepts and expectations ranging from the leadership competency, “taking care of your people,” to our core values of honor, respect and devotion to duty. Expedition behavior consolidates everything under a common umbrella. Imagine the last time you were on a cutter, flying with an aircrew or out with a smallboat. How would you rate that unit’s EB? What is your EB like on a day-to-day basis? Considering this question might be the first step in making a positive change in your ability to motivate, achieve and be a successful Coast Guard leader. 

Note from the Leadership Development Center: Leadership and Management School instructors are offered one professional development opportunity each year to build on their leadership and training skills. Popular classes last year included MBTI (personality type) instructor certification and a Six-Sigma (process improvement) online course. After reviewing the NOLS Trip Leader curriculum and finding correlation to the Coast Guard, we decided to send LT Bruno to the course he described above. If you are a chief or warrant officer interested in becoming a LAMS instructor, please contact CDR Steve Teschendorf, Steven.C.Teschendorf@uscg.mil, 860-701-6901.



CAPT Domenic Calicchio

A Man of Honor, Respect and Devotion to Duty

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

CAPT Domenic A. Calicchio is one of the Coast Guard's unsung heroes. His career embodied the service's core values of honor, respect and devotion to duty. Earlier this year, the Investigating Officer Course established a Coast Guard award in his honor. The award is presented to the course graduate who, as elected by fellow classmates, most exemplifies the personal and professional qualities exhibited by Calicchio. The award was named for Calicchio due to the significant impact he had on the U.S. marine industry and the Coast Guard as a senior marine casualty investigator.

Calicchio was born in 1926 in Boston to a seafaring family. His brothers, Michael and Alfred, served as ship's masters, and so did Domenic. "Dom" Calicchio knew well the hazards of working aboard ocean-going vessels. He began his career in 1943, entering the merchant marine at the age of 16 to support the war effort. He served in the Merchant Marine for 23 more years and ended his career as captain on ships of the United States Lines.

During his Merchant Marine years, Calicchio served as an officer in the Coast Guard Reserve and in 1968 he accepted a commission as an active duty lieutenant commander. He took the commission believing that he could make a difference in the service's marine safety field by championing the safety of crews and passengers aboard ocean-going vessels. Calicchio's adherence to strict safety requirements, regardless of their cost, sometimes put him at odds with the shipping lines whose safety he regulated. Early in his

Coast Guard career, Calicchio made a name for himself in cruise ship safety requirements, especially in regulations guiding lifeboat capacity, and as captain of the port for ports in Florida and the Gulf Coast.

Calicchio's greatest achievement, and one that would mark the end of his career, was the investigation into the marine casualty of the M/V Marine Electric. The Marine Electric was a T-2 bulk cargo carrier built during World War II and intended to fill Allied war-time needs for bulk

cargo and fuel shipments. Numerous T-2s found employment in shipping lines after the hostilities, even though they had been designed only to serve the duration of the war. The T-2s proved so brittle that several produced stress fractures or split in two before they set sail on their maiden voyage. Not surprisingly, more and more T-2 tankers sank or fell apart as these vessels grew older and rustier. For example, the T-2s

Fort Mercer and Pendleton sank on the same February evening in 1952 off the Cape Cod coast, leading to one of the Coast Guard's best known rescues.

Like many of its T-2 sister ships, the Marine Electric saw service well beyond its years and on a stormy evening in February 1983, the ship sank in the Atlantic off Maryland's



RADM Edwin J. Roland, district commander, swears in Domenic Calicchio at Boston's First District Headquarters.

Eastern Shore. Of the 34 crew members who went into the frigid seas, only three came out alive. The Coast Guard formal marine board formed to investigate this disaster included Calicchio and two other Coast Guard marine safety officers. It was Calicchio's determination to uncover the causes of the wreck, however, that led to a criminal indictment of the Marine Electric's owners. The case was a landmark

event in U. S. marine safety because it set safety standards for older vessels, such as the T-2s, and led indirectly to the scrapping of about 70 vessels unable to meet those standards. It also led to regulations requiring the adoption of survival suits on board vessels navigating in cold water climates. Lastly, the tremendous loss of life in the Marine Electric disaster focused attention on Coast Guard rescue swimmers and spurred support for that fledgling program.

Throughout his career, Calicchio championed the cause of safety on the open ocean. Ironically, he downplayed his own critical role in overhauling marine safety regulations in the Marine Electric case and other cases during his Coast Guard years. Not long after the Marine Electric marine board of inquiry released its critical 1985 report, Calicchio chose to retire and he established a successful practice as a cruise ship safety expert in Fort Lauderdale, Fla. Calicchio passed away in March 2003, but his honor, integrity, devotion to duty and his high regard for those who go to sea in ships have set the standard for all Coast Guard personnel tasked with overseeing marine safety.

The first three recipients of the Calicchio Award were LT Jaime Salinas of Sector Hampton Roads, LT Nick Neely of Sector Juneau, and MST1 Cory Arend of MSD Massena.

“A man has honor if he holds himself to an ideal of conduct though it is inconvenient, unprofitable, or dangerous to do so.”
– Walter Lippmann

Find a Mentor or Become a Mentor with Coast Guard Web-Assisted Mentor Matching

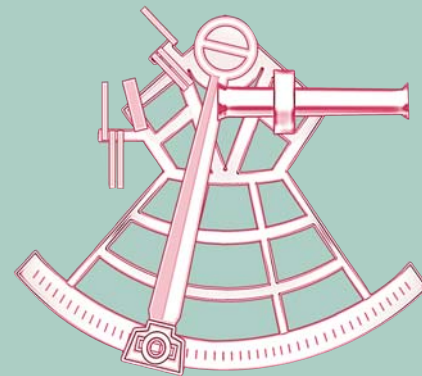
Mentoring is an effective means of supporting personal development and accelerating the professional growth of new and experienced employees at all levels.

As a mentee, a mentor can help you:

- Get Information
- Learn a Skill
- Find an Advocate

As a mentor, you will:

- Connect
- Inspire
- Develop



To enroll in Coast Guard Web-Assisted Mentor Matching:

- Go to www.3creekmentoring.com/uscgmentoring
- Select “Getting Started” on the left under “Learning Resources.”
- Review and close the one-minute instructional video.
- Select “User Login” from the Web page.
- Use these group codes when you enroll:

	Mentor	Mentee
Team Coast Guard	330094	790806
Ops Afloat	198661	748728
Ops Ashore-Response	684414	575202
Ops Ashore-Prevention	638005	599802
Aviation	379833	690935
Engineering	755866	361735
Reserve Programs	221158	557456
Finance	619737	431923

Coast Guard IDP Compliance at 58%

All first-termers — enlisted and officer (but not warrants) — are **required** to receive Individual Development Plan (IDP) counseling sessions twice a year (per Commandant Instruction 5357.1A). Since the requirement went into effect in February 2006, completion rates have been rising, and we're now up to 58% Coast Guard-wide (for mandatory IDPs).

Congratulations to the **14th District** for having the highest completion rate in the Coast Guard ... 87%! Other notable districts are **11th District** (at 80%), **17th District** (at 78%), and **9th District** (at 76%).

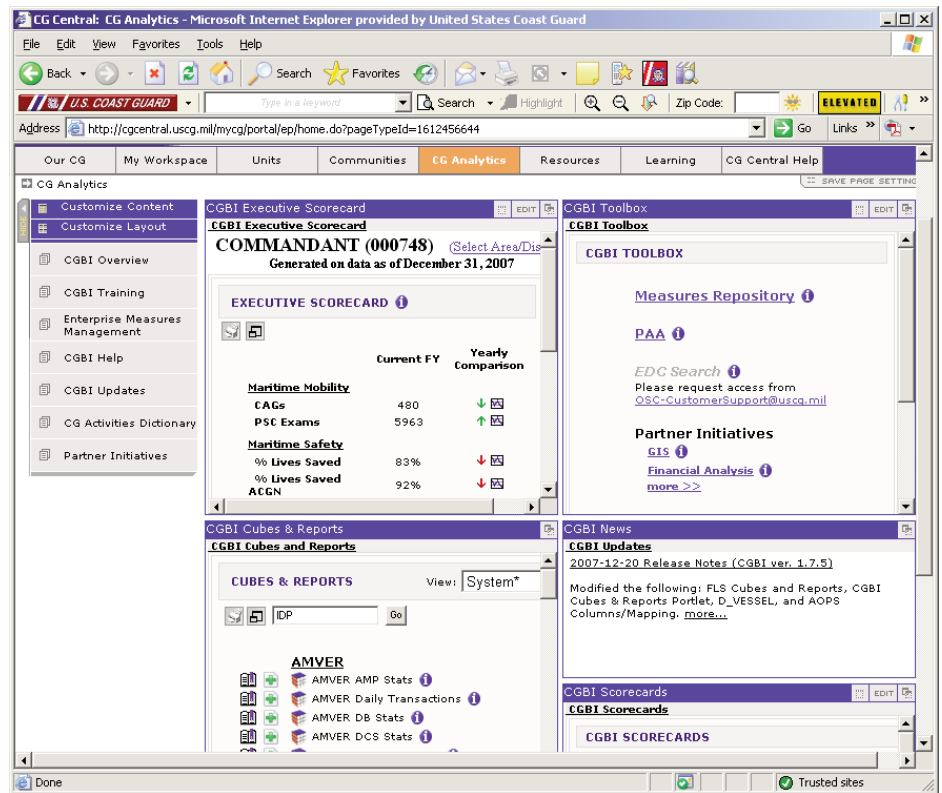
To find out how your unit is doing, follow these steps:

1. Open CG Central.
2. Select the "CG Analytics" tab.
3. In the "CGBI Cubes and Reports" box, type "IDP" in the search box and click "Go."
4. Find your district or appropriate organizational level and click on the red and blue icon to the left of it.
5. A report in pdf format will open. The report includes detailed information on all individuals required to have an IDP, completion rates for individuals and units, a green/yellow/red indicator, etc.

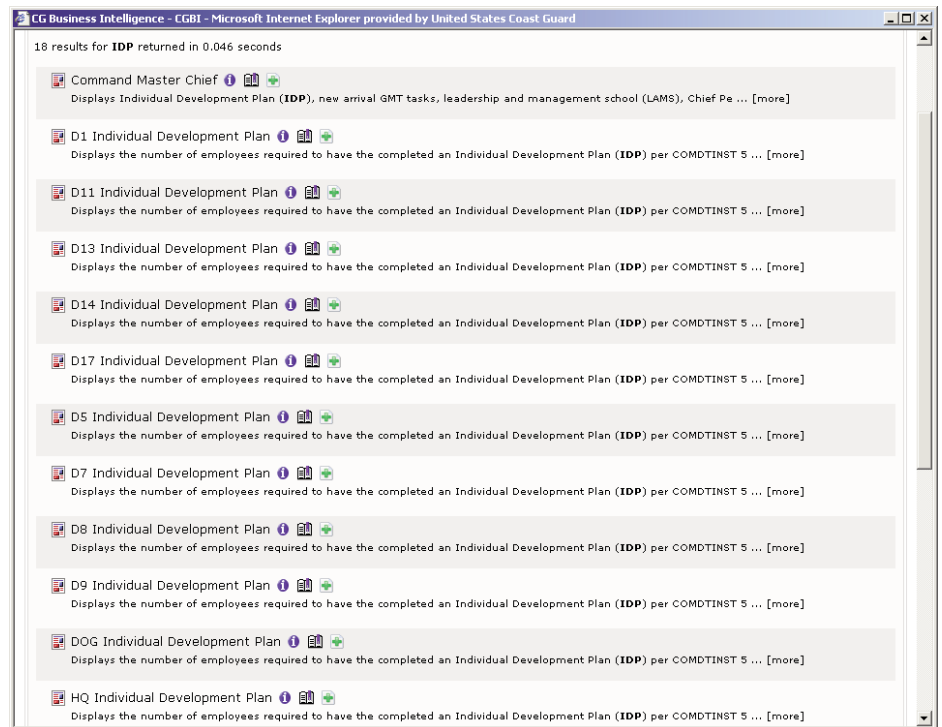
Reminder: Everyone is encouraged to complete an IDP. You are more likely to identify and meet your goals if you do one. Invest in yourself!

Get your own copy!

Sign up for your own e-mail version of this newsletter. Go to www.uscg.mil/leadership and click on "Newsletter."



Step 3



Step 4

Borrow Leadership Videos from the LANT Leadership Library

By Dr. George Yacus, Coast Guard Atlantic Area, Portsmouth, Va.

In the interest of promoting leadership development throughout the Coast Guard, the LANT Leadership Library offers units the opportunity to borrow DVDs and videos for training.

Videos are an effective means for training because they leave a mental picture and impact long after they are shown. They are often humorous and enjoyable and really drive home valuable lessons. Trainers need only know how to start and stop the video.

All you have to do is send an e-mail (to George Yacus) with your request for a title, and the video is mailed to the unit within hours. When your unit is done with the video, just mail it back.

See the list of available videos and how to make your request at tinyurl.com/2suy44.

This program was a finalist for the 2007 Coast Guard Innovation Awards.

Apply for a Leadership Course or Program

Now open for applications ...

Courses

- *Capitol Hill Workshop*
- *Air Force Senior NCO Academy*
- *Air National Guard NCO Academy*
- *CPO Academy (Active Duty and Reserve)*
- *Executive Development Seminar*
- *Leadership and Management School*
- *Leadership Potential Seminar*
- *Management Development Seminar*
- *Navy Senior Enlisted Academy*
- *Power of Vision*
- *Seminar for New Managers*
- *Senior Enlisted CMC Course*
- *Senior Leadership Principles and Skills*
- *Strategic Leadership*
- *Supervisory Leadership Seminar*
- *White House Workshop*

Leadership Development Programs

- *Aspiring Leader*
- *New Leader*
- *Executive Leadership*
- *Executive Potential*

See *ALCOASTs 525, 560, 584, 585, 586 and 587 of 2007.*

Or go to www.uscg.mil/leadership/training.

Free SAT/ACT Power Prep Programs Available

For the third consecutive year, a group of NFL, NFL Europe, AFL and CFL football players have sponsored several million dollars worth of SAT and ACT test prep programs that are available for every interested family in the U.S. military (all branches — active or reserve — including the Coast Guard Reserve) for the 2007-08 school year.

To request a donated program (a \$199 value), a service member should complete an online request form at sat.eknowledge.com/military. Families pay only the shipping/handling costs for the premium test prep materials. Over the past two years, more than 20,000 service members have sent thank you letters and e-mails regarding this program. Plus, more than 70,000 programs have been requested and shipped worldwide.

For more info or to make a request, contact eKnowledge, support@eknowledge.com, 951-256-4076.



To Tell the Truth

By CDR Donna Cottrell, Air Station Detroit

We all understand the importance of telling the truth. And as members of the Coast Guard, we believe in our core values of Honor, Respect and Devotion to Duty. In spite of this, we do a poor job of telling our subordinates the truth. This cultural norm is not for lack of good intent. It is due to our inability to take effective leadership from theory to actual practice. As Coasties, we're exceptional at applying tactics to our everyday operations — such as driving a ship or flying a helicopter — but lousy when it comes to leadership. We read books on leadership and give lip service to mentoring and developing our people while we spend countless hours creating and deleting e-mails.

How do you tell a subordinate about his mediocre performance? Do you wait until it's time for his evaluation? Hope he figures it out for himself? Address the issue with the masses and hope the offending individual gets the message. At best these strategies are ineffective; at worst they are irresponsible and disrespectful. As leaders, it is our *duty* to give our subordinates honest and constructive feedback about their performance in a timely manner. Feedback is not about "chewing someone out" — it is about holding people accountable for their actions. Below are the rules of effective feedback.

Rule #1 — Invest time in your people. While this advice is oft repeated, it not often practiced. Meet with each of your charges; learn about her goals and aspirations. Make an appointment, turn off your phone and your computer, and spend an hour with each person. These meetings will set the critical foundation for your relationship. If an individual's perfor-

mance is not in alignment with her goals, this gives you a starting point for constructive counsel.

Rule #2 — Feedback must be timely. When someone makes a mistake or exhibits superior performance, recognize it as soon as possible. Good advice gets watered down with time. Early feedback allows an individual greater opportunity to fix the problem and improve his performance.

Rule #3 — The truth is a means to an end. Feedback is only successful if the message is received. Adapt your delivery to ensure the message is understood. Don't be a one-trick pony; adjust your approach to the individual and the message being delivered. According to retired CAPT Robert Desh, the truth doesn't have to be brutal; it just needs to be the truth. Telling the truth is not about feeding your own ego; it's about improving your subordinate's performance.

Rule #4 — No surprises. An evaluation is neither reward nor punishment; it is a reflection of performance. As such, it should match the feedback given during the evaluation period. There is no honor or respect in telling someone she is doing well while giving her a mediocre evaluation.


Rule #5 — Provide a clear roadmap to success. It is not enough to tell an individual that his performance is lacking; you must give him tangible steps toward improvement with a realistic deadline for completion. This also serves as a way to measure his moti-

vation to improve and for you to modify your leadership style accordingly (see Rule #3).

Rule #6 — Confrontation cannot be avoided; it can only be postponed. And postponing it only serves to escalate the inevitable unpleasantness. Generally, we avoid confrontation in order to avoid hurt feelings or because we want to be liked. In the end, however, the individual will eventually discover the truth, realize you lied and

get her feelings hurt by someone else. At that point the damage to her career is done. And you will have earned the reputation as an untrustworthy and uncaring leader.

Rule #7 — Confidence is contagious. When dealing with your charges, you must be confident in your own ability as a leader. Even more important, you must be confident of your subordinate's ability to improve. We show true respect toward our people when we are honest with them about their performance and give them a clear plan for improvement with the confident expectation that they will succeed.

Telling the truth is not optional; it is an essential element of leadership. Tell the truth; you, the Coast Guard and your subordinates will be the better for it. 

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

"Feedback is not about 'chewing someone out' — it is about holding people accountable for their actions."




Take the CLIMB to Assess Your Leadership Strengths

- Explore your interest in pursuing a leadership role
- Measure your leadership skills
- Find training suggestions to develop your skills
- Build a coaching/mentoring relationship with your supervisor

The Army and Navy collaborated to create the Civilian Leader Improvement Battery (CLIMB), which can be used by anyone with a “.mil” email address. The CLIMB is an assessment designed to measure leadership competencies and suggest training suited to your strengths and weaknesses. You and your supervisor or mentor independently complete portions of the CLIMB, resulting in 180-degree feedback.

The CLIMB is based on the Personal Characteristics Assessment, which was designed by the Army Research Institute, and the 27 Army leadership competencies, which are similar to the Coast Guard leadership competencies.

Both civilian and military personnel can use the CLIMB, which is available at www.123assess.com/climb/home.do. Hint: make sure you get a commitment from your supervisor or mentor that they will do their part (takes about 45 minutes); otherwise, you will not receive a report. 

Get published! Take the CLIMB and write a review for a future newsletter article. Contact the editor, Lynne Donabue (Lynne.M.Donabue@uscg.mil), to volunteer.

Navy Knowledge Online Can Be Used by Coasties Too!

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

If you're looking for interesting and useful information on many different subjects, check out Navy Knowledge Online. There you'll have access to the following and more:

- Education-related materials (e.g., CLEP practice tests, the full-text versions of almost 2,500 academic and military periodicals and journals, Cliffs Notes, and Peterson's guides of various kinds)
- Interactive engineering references for anyone studying or working in all engineering disciplines
- Health and wellness databases
- Financial information (an online library from Morningstar)
- Genealogical research materials

Waymon Bryant, full-time ESO at ISC New Orleans, created a step-by-step guide for registering and logging on the first time.

1. Go to www.nko.navy.mil
2. Click on “Register as New User”
3. Fill out the required information
4. Log on using your user name and password created
5. Click on the “Learning” tab located at the top of your screen

Probably the most widely used part of NKO is the “Navy Education Resource Center,” through which you can register to take practice CLEP tests.

Navy Knowledge Online is on the Web at www.nko.navy.mil.

PLAY THE LEADERSHIP JEOPARDY GAME

LEADERSHIP POWER

ACCORDING TO "THE COAST GUARDSMAN'S MANUAL," THIS TYPE OF POWER ENCOURAGES PEOPLE TO GIVE YOU THEIR COMMITMENT AND TRUST BECAUSE OF YOUR BEHAVIOR TOWARD THEM. IT ENCOURAGES YOUR FOLLOWERS TO PERFORM TASKS NOT BECAUSE THEY HAVE TO BUT BECAUSE THEY WANT TO.

Submitted by ENS Jonathan McCormick, Group Port Angeles

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

From the Last Issue

LT Hasenfeffer demonstrated this leadership competency when he discovered a safety defect and ensured appropriate removal and repair of the item.

Correct response:

"What is Decision Making and Problem Solving?"

Congratulations to ...

ENS Jonathan McCormick, Group Port Angeles (first correct response, Web version)

LCDR Heath Hartley, Marine Safety Unit Valdez, Alaska (first correct response, print version)

Play the FREEZE FRAME Game

Match the video stills with the units that produced them. The first person to e-mail the editor, Lynne Donahue (Lynne.M.Donahue@uscg.mil), with all the correct answers will win a prize.

1. Tracen Cape May _____
2. MSST Galveston _____
3. CGC Bertholf _____
4. CGC Wrangell _____
5. CGA Cadets _____



A



B



C



D



E