



On Deck There



Peoria, Ill. – Jeff Poundstone, DCDR and Chad Wiehe, VCDR, assume their new offices on January 1, 2014. The picture above was taken at last summer's OPEX at Clinton Lake. The two pictured above agreed that last year's OPEX scenarios weren't nearly as challenging as they could have been and began devising some of this year's scenarios while sitting there running last year's. Photo by Jess Dawson.

Newsletter of Division 8 of the USCG Auxiliary's 8th Western Rivers District. Division 8's area of responsibility includes Central Illinois, Northeast Missouri (NEMO), and Southeast Iowa.



Division 8 Leadership:

- Jeff Poundstone,
DCDR
[Jeff's email](#)
- Chad Wiehe,
VCDR
[Chad's email](#)

Division 8 Staff:

Jim Konieczki
SO-VE / PV

Jeff Wilson
SO-SR / CS

Bill Slusser
SO-MA

Bud Grimm
SO-IS

Doug Keller
SO-CM

Butch Luhrsen
SO-OP

Chad Wiehe
SO-MT

Patsy Smith
SO-FN

Jeff Poundstone
SO-PA / PB

Shawn Burnley
SO-HR

Thomas Keagle
SO-PE

Fred Peterson
SO-NS

Commander's Comments

By Jeff Poundstone, DCDR



What a great year we're going to have. The Change of Watch is being held the evening of Saturday Jan 11 at the Wingate in Peoria. I'd like to thank Don and Wanda Ackerman as well as Jeff Wilson for doing the heavy lifting in getting this year's COW planned. They have a nice evening laid out for us. Anna and I are looking forward to seeing everyone again. If you haven't made a reservation yet and wish to attend, please contact Don or Jeff for details.

The January division meeting is Sunday, January 12, the day after the Change of Watch. It will be held at the MSD beginning around 10:00 a.m. If you have to choose whether to attend the COW or the division meeting, please choose the Saturday evening Change of Watch. We'll be discussing the SWOT analysis that the flotilla commanders have been asked to complete as well as compiling a SWOT analysis for the division as well as discussing some goals.

On January 18, we're presenting an 8-hour Safe Boating Course at the United Methodist Church in East Peoria that is serving many purposes. We've invited all of our members who are still in the IQ level of membership. Taking this 8 hour Safe Boating Course will see them become BQ and then eligible to take part in more Auxiliary activities. There are also many members of the public enrolled as students and lastly, we have two future instructors being mentored to become certified after they help present the course.

In February, Tom Keagle and Flotilla 84 are serving as a test flotilla for a leadership module being created by the Auxiliary Leadership and Management Instructor cadre. The modules are being created to allow short blocks of instruction in leadership topics to be presented at the deck plate (flotilla) level. Tom has asked that if members of the other flotilla would like to join us for this training, you are more than welcome. The meeting will be on Saturday Feb 15 beginning at 10:00 a.m. at Imo's Diner in Farmer City.

In March, we have just a super training event coming to Peoria. We've been able to bring the Auxiliary Leadership and Management (AUXLAMS) roadshow Parts A and B to Coast Guard Station. We've been able to fill the course with members of Division 8 as well as several third class petty officers from the Scioto and Sangamon. The AUXLAMS course we will be taking is identical to the course active duty NCOs take. The only difference being the active duty has one additional block of training on conducting enlisted evaluation reports that we don't need to sit in on.

Our AUXLAMS course will be held over two weekends in March. . The course is based on the Leadership Competencies, which lay the foundation for all leadership skills necessary to provide successful leadership in the Coast Guard and the Auxiliary. This is a facilitated and interactive course dealing with Self Awareness, Motivation, Strategic Leadership, Team Building, Ethics, Conflict Management and Performance Problem Solving. AUXLAMS is the foundation course of the Auxiliary Leadership Continuum. I would like to congratulate in advance all of you who have committed to perform the required work and giving up your valuable time to learn these leadership skills which will benefit you, your flotilla, and the Auxiliary for years to come.

I'd like to also thank everyone who voted for Chad and I to serve the division this year. We're going to have a good year.

Trust: The Missing Competency

By Mario Vittone, CWO, USCG (ret.)



Maritime Safety Expert Mario Vittone (www.mariovittone.com) spending some quality time while on a port tack. Photo courtesy of Mario Vittone.

Students of leadership in any organization have, at one time or another, considered defined leadership competencies as a road map of sorts for personal growth. Often grouped under headings such as “Leading Self, Leading Others, and Leading Change – and typically numbering between twenty-five and thirty - they represent the qualities, talents, and abilities that make up the perfect leader. All five military services have adopted formal definitions of leadership competencies. So have NASA and even (sorry) the IRS.

Now I have been to Leadership and Management School (LAMS), and the Chief Petty Officer Academy, and I even snuck my way into a Commandant’s Performance Excellence Criteria (CPEC) Facilitators course at the Leadership Development Center in New London, Connecticut. So given my pay-grade, I’ve learned as much about leadership competence as anyone. But for all of that instruction and study there has been something huge missing. As complete as they appear, something critical is being left out. What is missing is that pervasive competency that threads its way through all of the others, but is rarely identified and talked about even less. Without it, most are impossible to achieve. And the ones that don’t require it are critical to creating it for the others.

In my organization’s definitions of the competencies, the word “**trust**” only appears three times: once in *Respect for Others and Diversity Management* and twice in *Team Building*. In our 90 page Leadership Development Framework instruction it gets two more nods, but no real discussion. But answer honestly; can you imagine trying to *resolve conflict* with people who don’t trust you? Are you open to being *mentored* by a boss you don’t trust? Is there any chance at all your *political savvy* will do you any real good if no one in the political structure of your organization

has faith in your motivations? And, though it isn’t mentioned in the official description of the competency, is it at all possible for you to truly *influence others* if they don’t completely trust you? Not a chance.

I’m not suggesting we rewrite the books (okay, maybe I am), but studying and developing leadership chops without digging deep into the issue of trust is like studying surgery but neglecting that whole scalpel thing : All potential.....no action.

No trust = no leadership competence: Period.

Trustworthiness Factor:

The thing about *Trust* as a competency, unlike say *Self Awareness and Learning* is that people constantly think about it. Your boss, your subordinates, your peers and partners, everyone around you is assigning levels a trust to you with every action you take and everything you say. In *Transparency* by Warren Bennis, Daniel Goleman, and James O’Toole, they state that “Employees do not speak truth to power because they do not trust how those above them will respond.” Levels of trust are considered, talked about, and complained about....in your office. If you are in a leadership position of any kind, then you are (really) being placed in one of four “Trust” positions.

1) Trustworthy The people around you have learned (by observation) that you can be trusted, that you mean what you say, and that your motivations are honorable. Note: Honorable motivation becomes a critical requirement if you expect forgiveness for a mistake.

2) Unknown You are a new arrival who has received no ill report from previous coworkers, but you have not had the opportunity (or taken the opportunity) to develop trust. This is a phase though and won’t last long – with each passing day at work, you are sliding up or down on the T-scale.

3) Suspect This category is a sort of purgatory from which you can be pulled in either direction based on your behavior. Discussions about you include phrases like “Yea, but remember that time when he...,” and, “... that’s what he told me last time and look what happened.”

4) Untrustworthy You have developed, through your actions or language, a reputation for one of several negative traits that all mean that you cannot be trusted. Capricious, two-faced, self-serving, and/or deceitful actions on your part have led others (in whole or in part) to not trust you. This is a completely transferable trait that follows you, just as easily as your luggage, from job to job.

Ones and Fours, you know who you are. It’s obvious when you are at either extreme in matters relating to trust. However, falling in the middle is kind of like being tipsy at your daughter’s wedding; everyone notices but you.

It is important to understand that your trustworthiness factor can be a 3 or 4 without you ever telling a lie. Trustworthiness is not solely about truthfulness (though no one trusts a liar). You can be completely honest in everything you do and still lose (or fail to develop) trust from the people around you.

Up Your T-Factor:

In his article for the Harvard Business Review, *Nobody Trusts The Boss Completely — Now What?*, Dr. Fernando Bartolomé, Professor of Organizational Behavior at Instituto De Empresa in Madrid identified six things that must be in place if you expect your people to trust you.

1. Communication
2. Support
3. Respect
4. Fairness
5. Predictability
6. Competence

Bartolomé suggests that how well (or how poorly) you exercise these six areas is how far you go (or how short you fall) in engendering trust as a leader.

Communication:

I know that saying, "Communication is key" is trite. It is a worn out as a phrase and has so little meaning that I can hardly stand to even write the word "communication". First of all, it allows for too broad a definition. Memos, instructions, training videos, message traffic and the *worst tool ever* developed for "critical conversation"...e-mail... can all be listed under the heading of communication. While they all have their place, face-to-face communication is what forms trust. You have to talk to your people, while looking them in the eyes. As a group and individually, they have to talk with you. They need to know that you will listen to them and that you welcome and encourage them to come and talk to you...for good stuff or bad. To earn trust you must "talk" with, and not just "communicate" at, your people. It is way more about what you hear from them rather than what you say to them.

Support:

The idea of support is critical. Your people have to know that you are there for them; when it's easy and when it's hard. Your supervisors and peers have to feel the same way. You don't have to be all things to all people, but you have to be willing to allow yourself to care about all the people on your team. More importantly, they have to believe it. Ask yourself this question: If one of your team members was in trouble and needed help, would you be the person they came to first? Who they come to first is who they trust the most and if its not you, than you have some work to do.

Respect:

Courtesy and respect for all, up and down the chain, is something your people should feel from you all the time. Not just because it is the right thing to do (and it is) but because nothing speaks so loudly about how you feel about yourself like the way you treat others. This is important not just in direct actions towards a person; of course, you need to be respectful to someone you are talking to; but you must also (and at least as importantly) be respectful to someone you are talking about. Talking disrespectfully about someone to a peer or subordinate may feel like your bringing them into some secret circle of "us" and "them", but it really turns you into one of "them." Disrespect in any direction – and for any reason – makes you look untrustworthy. Talk bad about someone else to a subordinate and they (always) think, "If he talks bad about her behind her back, what does he say about me behind mine?" This "trash-talk" factor is the most pervasive and quiet destroyer of trust in any organization. To simplify this concept, just remember that the trust your people have in you is directly proportional to the amount of time spent talking *to* them, and inversely proportional to the amount of time spent talking *about* them. (write that down and keep it where you can see it).

"If we don't start trusting our children, how will they ever become trustworthy"

~ Reverend Moore (from the movie Footloose – Bet you didn't expect that one)

Trust also must be given not only to those who have earned it, but also to those who have yet to lose it. This is particularly true in the area of delegation. True delegation is not telling someone what to do, and then checking on them twice a day. That is an open display of mistrust. Telling someone what needs to be done, why, and what resources they have to ensure success, setting a deadline and letting them run with that project; THAT is true delegation. It shows respect for their ability to handle it, and your trust in them that it will get done. The minute you look over their shoulder and ask, "So how's it going?" You say to the person, "I don't trust you to finish this so here I am, long before the deadline, checking your progress to make sure you're not screwing up."You've lost them.

The leaders who work most effectively, it seems to me, never say "I." And that's not because they have trained themselves not to say "I." They don't think "I." They think "we"; they think "team." They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but "we" gets the credit.... This is what creates trust, what enables you to get the task done.

~ Peter Drucker

Fairness:

You can be one of the “life is not fair” types if you want to, but you’ll find yourself reaping the fruit of that sewn seed later. Perhaps life isn’t fair, but your workplace should be. You should be fair when reprimanding and praising. You need to be fair when assigning responsibilities and duty assignments. Most importantly, you must be fair when accepting credit for anything. What do I mean? I mean that if your people break their backs (or just strain them) in accomplishing a task and they see you taking the credit for it, it’s over. You are NOT to be trusted.

I first learned this lesson in the Navy on the USS Coral Sea. I worked for a Chief that lost his teams trust this way. Though we must have had our good times, twenty-one years later when I think of him, I only remember this one incident. My immediate supervisor, Dave O’Hara, along with Ralph Hudak, Danny Bain, Mitch Reason and I set out one morning to replace the cooling coil for our main AC system. The Chief had been complaining about how long it was going to take to get fixed, so we decided (well, Dave did) to do the work ourselves and surprise the Chief with a cool shop by the end of the day. For those of you who don’t know what replacing a coiling-coil means, we decided (a bunch of electronics geeks: Ralph still used a slide rule) to disconnect and lower 322 lbs of soaking wet copper coils and radiators connected to the ships chilled water system. Lowering it by hand to the deck (without killing anyone, thank you) we hoisted the replacement into place, aligned the flanges (of a 322 pound hunk of copper) and bolted all supports in place.

The three hour effort, which was scheduled to be done by the shipyard workers two weeks later (it was August), saved the Navy \$800.00 (it was 1985) in labor costs, but more importantly got our shop up and running two weeks earlier than expected. At risk was millions of dollars in avionics test benches that liked things cool and dry. We sat there, soaked in sweat under the now working A.C. system, admiring one of the toughest jobs any Tweet ever attempted. We were looking beat up as ever with Hudak still catching his breath (while smoking a cigarette) when our Chief, in his crisp, dry Khakis walked up with the division officer and announced, “Look Commander, I got the coiling coil replaced. I didn’t want to wait for the ship-yard. Now my shop will be up and running ahead of schedule!” We never trusted him again. Not really, not ever.

There is no other way to put this: You cannot be out for yourself. You must be out for them, and there is no wiggle room here. Sure, watch out for number one and you might advance...but keep that crap up and you’ll die unhappy and bitter without the respect of your grandchildren.

~ Me

Predictability:

You have to be consistent. Your people should have a pretty good idea how you are going to react to a given situation. Part of trust is trusting in your consistency. You have to keep your promises. You have to do what you say you are going to do; all the time, every time. There is nothing more disheartening to someone that works for you than to realize that your promises are meaningless.

This can also be about fairness. You can’t get mildly upset at one person for being late, and then put the next person who is late on formal report. This kind of inconsistency makes you unpredictable, and that makes trusting you difficult.

Competence:

Finally, in order to engender trust, you must have at least some of the answers. You have to know what you’re doing. Your people must believe when you give them advice, or direction, or general guidance (work related or not) that you know what your talking about. This applies not only to technical competencies – i.e. good at the job you ask them to do; but also to the unique skills and abilities required by those in charge – i.e. good at the jobs you have to do that they don’t. If part of your job is helping your subordinates (and it is) with pay and personnel issues, then you had better be part expert on pay and personnel issues. If they need you to help them with their career development (and they do), than you had better know all there is to know about how to develop their career.

So there it is. Trust may be the single greatest problem any leader or manager ever faces. And I may be completely off base here, but I believe that if you don’t first handle the issue of trust, nothing else you do in an attempt to effectively manage your people will matter.

disclaimer: The views and opinions expressed by the author are not necessarily those of the Department of Homeland Security or the U.S. Coast Guard.

Last Report as Division Commander

By Butch Luhrsen, DCAPT-E



Flotilla 8-1 (East Peoria)

Congratulations to Chad Wiehe and fiancé Mary on their engagement and upcoming wedding. We do expect an invitation. 8-1 is discussing staffing a booth at the Elmwood Park Boat Show in March. Their next flotilla meeting will be January 15th at the Coast Guard Station in East Peoria. Chris and Jaime Harriman are planning on attending the Safe Boating Course on January 18 at the East Peoria United Methodist Church. Jeff Wilson is also planning on attending as an Instructor in training.

Flotilla 8-3 (Hannibal)

Doug Keller is in almost weekly contact to be available to assist USCGC Scioto and USCGC Sangamon. In 2013, Keller completed training & qualification as TCO, AUXFS, AV, MTCN and Coxswain. Jessica Dawson, ADSO-DV completed a graduate school course for inclusive kayaking to enable disability accommodation in water sports. Flotilla 83 conducts training at every flotilla meeting on recruiting best practices to boost membership and is tracking prospects by name. Keller, Dawson and Davison completed significant training & education in 2013.

Jess Dawson provided USCG Aux information to students at Western Illinois University in Macomb, Illinois. Klaus Stendebach, FSO-VE who is also the Hannibal Harbor Master visited with harbor visitors and conducted vessel examinations in Hannibal, La Grange and Quincy. John Davison expanded VSC and MDV to Kirksville, La Plata and Macon, Mo.

Doug Keller has been nominated for the 2013 New

Auxiliarist of the Year (NAUXOY) award that recognizes the most exemplary performance by an eligible Auxiliarist during the previous calendar year. Jess Dawson was selected to be ADSO Diversity. Eric Dolbeare spent 2013 in Afghanistan on a one year employment as a Department of Agriculture advisor. The flotilla has a draft unit crest to be finalized in 2014 upon Eric Dolbeare's return. The flotilla name has also changed from NEMO to "Hannibal." Despite budget constraints vessel exams and marine dealer visits were up in 2013 over past 3 years. Flotilla members assisted both USCGC Scioto & Sangamon in 2013.

Flotilla 8-4 (Floating Illini)

Flotilla 84 met in Clinton on Dec 11 at Ted's Garage in Clinton. Joshua Wilson, a new member from Decatur, and his wife, joined us for the dinner meeting at Ted's. Tom Keagle, Richard Wynne, and Shawn Burnley are all working hard on the Navigation Rules 1970 exam and are mentoring towards earning their coxswain qualification.

Anna Poundstone, VFC has begun working on the public affairs digital photography course.

Tom Keagle, FC announced the next flotilla meeting will also include a leadership training module being tested by several flotillas by the AUXLAMS instructors. Keagle will present the module at the flotilla meeting on February 15 at Imo's Diner in Farmer City.

Flotilla 8-5 (Peoria)

Bill Slusser passed NRUL 95. They are working on setting a boat crew class and monthly flotilla training. We gained a new member, Joseph Macfarlane whose application is done waiting on finger print cards to send in. We're working on monthly flotilla calendar for activities.

Upcoming flotilla events are the Division Change of Watch on Saturday, January 11 at the Wingate Hotel in Peoria; the division meeting on January 12 at 10:00 a.m. at the Coast Guard Station in East Peoria; we have our flotilla meeting on January 16 at the MSD at 7:00 p.m. We then have several upcoming Safe Boating Courses. The first will be presented at the United Methodist Church in East Peoria on Jan 18 and a second Jan 25 at the Pontiac Sportsman Club. Both courses are the Illinois DNR course and both will begin at 8:00 a.m.

Flotilla 88 (Lincoln Heritage)

January 11
Division 8 Change of Watch
6:00 PM. Wingate Hotel in
Peoria.

January 12
Division Meeting. MSD in
Peoria. 10:00 AM.

January 18
Division BQ Day. Safe
Boating Course for IQ
members. East Peoria UMC
0900.

February 15
OPEX Planning Session and
AUXLAMs Leadership
module training. Imo's Diner.
Farmer City, 10:00 a.m.

March 6-8
Division Leadership and
Management School.
Coast Guard Station, East
Peoria. (AUXLAMs Part A)

Flotilla 88 (Lincoln Heritage)

The regular flotilla meeting will be held on 2nd Wed of January since the 1st is the 1st. Chris Ware will go to Air Station New Orleans for training on January 2.

The Flotilla Change of Watch was held at Pagliacci's in Mattoon on December 4. Chris Ware attended a reception at the White House on December 4. Chris Ware attended the All Academy Military Ball in Chicago December 28.

Chris Ware went to Chicago December 7 to meet the CG Cutter Mackinaw to unload Christmas trees to give to poor people; he then worked the rest of the day there at a PA booth on the cutter.

Chris Ware has been working 10-15 hours a week for CG Academy arranging interviews.

Ethan Brewer has been attending fire department and police academy training.

Calen Edgar finished a public affairs course via the Auxiliary college program.

On Deck There

Newsletter Editor
Jeff Poundstone, SO-PB
jeff.poundstone@gmail.com

Contributing Editor
Jeff Wilson, FSO-PB
jeffcwilson@prodigy.net

Contributing Author
Chad Wiehe, SO-MT

Photographer
Deborah Dunne, FSO-PB

Photographer
Anna Poundstone, VFC-84

Newsletter Mentor
Linda Vogel, ADSO-PB