



Instructor's Guide

Admiral Papp's Guiding Principles and Servant Leadership

USCG Leadership Competency:	Leading Others: Taking Care of People
Learning objectives:	<p>Describe how Admiral Papp's four Guiding Principles reflect the spirit of servant leadership</p> <p>Discuss how to apply Admiral Papp's thoughts on servant leadership to the flotilla/division</p>
Time required:	15–30 minutes
Recommended equipment:	1) LCD projector 2) laptop computer 3) screen 4) speakers
Facilitator activities:	<p>Download 3 minute 17 second video, load in laptop and test laptop/speaker/video/ by playing in advance</p> <p>Introduce subject; play video; lead discussion of principles covered</p>

Introduce lesson to group

Lead introductory discussion:	<p>Our class today concerns Servant Leadership, and features an interview with Admiral Robert J. Papp, Jr., USCG (Ret.), who retired in 2014 as Commandant of the United States Coast Guard. Have you heard of servant leadership before? Please describe.</p> <p>What does it mean to you? <i>(Facilitator should probe for answers like, "Leading with the heart of a servant." "Being a servant first, then a leader." "Placing the unit and the mission ahead of self.")</i></p> <p>Does the term "servant" apply only to our relationships with those senior to us? <i>(Facilitator guides group to conclusion that servant leadership is a 360° attitude, toward seniors and juniors alike.)</i></p> <p>Admiral Papp finished his tour as Commandant last year. What were his four Guiding Principles? <i>(Lead the group to the correct answers: 1) Steady the service; 2) honor our profession; 3) strengthen our partnerships; 4) respect our shipmates. If a whiteboard or flip chart is available, you may wish to write the list for the group.)</i></p> <p>Discuss how to apply Admiral Papp's thoughts on servant leadership to the flotilla/division</p>
Show the video:	3 min 17 sec

Lead post-video discussion

Guiding principles:	Why would a leader at any level establish a formal list of guiding principles? <i>(Facilitator should probe for answers like, "A short list of</i>
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guiding principles focus the efforts of the unit.” “Guiding principles bring extra effort to urgent or important tasks.”

Servant leadership and guiding principles:

Why does Admiral Papp believe that servant leadership is found throughout all of his four Guiding Principles? *(Facilitator should probe for answers like, “Respecting our shipmates requires servant leadership.” “You can’t follow the other three principles without respecting our shipmates.”)*

Urgency vs. importance:

Is the first principle the most important? *(What distinction did Admiral Papp draw between the most urgent principle and the most important? Lead class toward remembering that “Steady the service” was most urgent, but “Respect our shipmates” was most important. Sometimes the most urgent has to be addressed first, so we can get to the most important.)*

Hamilton’s letter:

Admiral Papp mentioned Secretary of the Treasury Alexander Hamilton’s letter on instructions to the captains of the first revenue cutters at the founding of the Coast Guard. What does this tell us today? *(Lead discussion to the fact that Americans still expect to be treated with respect, and servant leadership has been important to us since 1790.)*

Summarize

- Admiral Papp’s guiding principles were
 1. Steady the service
 2. Honor our profession
 3. Strengthen our partnerships
 4. Respect our shipmates
- Respect is required by the other three principles
- Review key points of group discussion, then add:
- Respect, as embodied in Servant Leadership, will enable the leader to have the trust and the support of their workers

Feel free to send me a note with your comments and suggestions.

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Background material for the facilitator

Leading Others - Taking Care of People. Successful leaders identify others' needs and abilities in the Coast Guard, particularly those of subordinates. They ensure fair, equitable treatment; project high expectations for subordinates and/or their teams; express confidence in abilities; recognize efforts and use reward systems effectively and fairly. Leaders appropriately support and assist in professional and personal situations and use formal programs to resolve situations positively.

CG Leadership definition There are hundreds of leadership definitions; they all have a common theme. "As noted by INSEAD in 2002, leadership is the most studied aspect of all human behavior. A simple search of Amazon.com reveals over 3,000 books published on leadership last year and over 12,000 in the last five years." (CCL, 2007, p. 3) The Center for Creative Leadership (CCL) asked respondents [to a survey conducted in 2007], how they would define leadership in their field. Though the leaders came from many different walks of life, there were some common elements that CCL pulled together into this definition. *Leadership is the ability to create of a vision for positive change, help focus resources on right solutions, inspire and motivate others, and provide opportunities for growth and learning.* Some examples of specific definitions are from each category are:

Inspiring people to seek out, refine and express their truth; developing a sense of connection and community; guiding a decision-making process that fosters communication and helps people make the best decisions for their future.

– Rabbi, Public Sector

Being competent, being good at what you do, and having good interpersonal skills with colleagues (doctors and nurses) and patients. Also, you must demonstrate confidence and competency in your field at all times, so parents and patients will trust you.

– MD, Professional Services

Providing clients with a solution that shows great insight. The goal of leadership in my business is winning as many clients as possible.

– Consultant, Small Business

Spiritually setting an example for the kids, watching everything they do, and being energetic and patient every day ... I am the CEO of my house. My husband has no clue what goes into running the house. From 3 to 8 p.m., I must be 100 percent with my kids. It is a full-time job.

– Stay-at-Home mom, Atypical Leaders

As a professor, leadership is the capacity to stimulate and effectively guide students in understanding the application and value of classes and the substance of what is being taught. Creating an effective environment for students to learn and be stimulated.

– Professor, Educators (CCL, 2007, p.5)

Source: Martin, A. (2007) *Everyday leadership*, Center for Creative Leadership, www.ccl.org, Greensboro, NC

The Coast Guard, in order to have a common understanding, came up with the definition of leadership as "You influencing or inspiring others to achieve a goal. (AUXLAMS Student Workbook, 2012, p. 10)

Servant leadership "The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve *first*. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is *leader* first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions...The leader-first and the servant-first are two extreme types." Source: Greenleaf, R. K. (1982) *The servant as leader*, Robert K. Greenleaf Center, Westfield, IN

Leader effectiveness This is a measure of how the followers feel they were led and how well their skills and abilities were utilized to achieve the goal. Leadership effectiveness can be measured in a variety of ways. Leaders are considered effective when: 1) Their group performs well, 2) Followers experience satisfaction, and 3) Significant change occurs with successful implementation. Eight leadership skills often used in determining leadership effectiveness are: 1) • Emotional intelligence, 2) Directional clarity, 3) Change orchestration, 4) Reciprocal communication, 5) Contextual thinking, 6) Creative assimilation, 7) People enablement, and 8) Driving persistence. Appropriate use of these competencies allows a leader to move beyond just being a successful leader.

For additional preparation information of the subjects go to:

<http://www.uscg.mil/petaluma/e-pme/e-pme/apprentice/E-Lessons/3-E-01.pdf> (CG leadership definition)

<http://www.butler.edu/volunteer/resources/principles-of-servant-leadership> (servant leadership)

<http://ezinearticles.com/?Measuring-Leadership-Effectiveness&id=2255040>