



Flotilla Leadership Training Bulletin

This is the third issue of our new quarterly series of flotilla training modules, designed to help flotilla commanders develop strong leadership ability in every flotilla member!

We all know that most members regard training as an important benefit of their membership. If you're like many flotilla commanders, you and your member training officer face a challenge every month to develop and present meaningful training that doesn't take hours of preparation and consume your entire meeting time. National Commodore Mark Simoni and the national bridge recognized the situation and have made leadership training a prime focus for the next two years.

With this bulletin issue, the National Training Directorate provides the third in a series of quarterly training modules, ready to use, and designed to take about 30 minutes of your meeting time. Every training session takes preparation, of course, but each module includes a detailed guide to help the facilitator hit the bulls-eye every month.

Every quarter, we'll be sending you a training package, complete with training bulletin, facilitator guide, and a visual aid (a slide set, a short video, or both). The topics have been carefully selected to help you develop strength in your flotilla, by helping every member become a better leader. Every staff officer, committee member, coxswain, project officer, and member needs to be an effective leader, and this series will help them get better.

This quarter, we concentrate our discussion on ADM Papp's presentation about his **Thoughts on Servant Leadership**. This module will help every flotilla member gain a better understanding of the leadership process. The improved understanding will also help the staff with new ideas and creation of community beneficial programs. You can download components of the training module from the Training Directorate's Deckplate Leadership Series.

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

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ADM Papp's Thoughts on Servant Leadership

USCG Leadership Competency: Leading Others: Taking Care of People Learning Outcomes:

- Describe ADM Papp's servant leadership philosophy and visual example.
- Discuss how to apply ADM Papp's servant leadership philosophy to the flotilla.

Time Required: 25 – 30 minutes

This is the fourth of six videos presenting ADM Papp's view of servant leadership and how he applies the approach to his daily leadership of the Coast Guard.

Facilitator Activities: Present the 3 minute 10 second video. Equipment recommended: 1) LCD projector, 2) Computer, 3) Screen. 4) Speakers, and 5) Internet connection to play video located at

http://www.youtube.com/watch?v=mW2fdqy_HQo

Facilitate discussion of at least one of the following questions:

- 1) How does following ADM Papp's servant leadership philosophy achieve auxiliary mission accomplishment?
- 2) How does your "Self – Service" scale balance??
- 3) Why is it important to read leadership books? Would a daily reading, such as mentioned by ADM Papp, be of use to you? [The Maxwell Daily Reader: 365 Days of Insight to Develop the Leader Within You and Influence Those Around You](#) by Maxwell, John C. (Oct 28, 2008) is the book ADM Papp reads daily.

Pre-video Discussion: Before showing the video facilitate a discussion of the following questions to gain attention:

- 1) Have you heard of Servant Leadership? If so, where from?

Try to facilitate the answers toward the concept of servant leadership in both AUXLAMs and AMLOC.

- 2) What does the term Servant Leadership mean to you?

Look for responses and facilitate toward service to others, even more than to self.

Post-video Discussion: After showing the video facilitate a discussion of the following questions:

- 1) How does setting the your scale of self and service heavily toward service impact your flotilla/division?

Try to facilitate the answers toward if you support your members they will support you.

- 2) What does slanting the scale toward service mean to you and what impact will it have on your members?

Try to facilitate the answers toward the recognition that you are in it only or more for yourself than the unit as a whole. They will see your lack of care and concern for them.

- 3) ADM Papp said to conduct a self-assessment of yourself to see how the balance lies. What are the benefits of this self-assessment?

Listen to discussion facilitate the answers toward members' desire to improve their leadership skills.

Lesson Summary:

ADM Papp came to the term Servant Leadership only a few years ago. He found that servant leadership summarized his intuitive feelings toward leadership. He sees a scale with service on one side and self on the other. His belief is that the service side must be far greater than the self side, recognizing that you have to have some self portion.

Provide a summary of the discussion questions and the general answers given by the members. Then add -

So, if leaders apply the concepts of servant leadership to their members there will be higher accomplishment of auxiliary flotilla missions

Subject Matter Background 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.*” (AUXLAM 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> (effective leadership)