



Flotilla Leadership Training Bulletin

This is the fourth 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 fourth 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 publish 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, 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 **Leadership Experiences**. 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. The access tab is on the national web site, where you will find a single ZIP file at:

<http://tdept.cgaux.org/deckplate/06/06DeckPlateLeadership-ADM PappV6LeadershipExperiences.mp4>

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

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Instructor's Guide Admiral Papp's Leadership Experiences

USCG Leadership Competencies:	Leading Self: Self-Awareness and Learning Leading Others: Team Building
Learning objectives:	Describe how Admiral Papp's leadership experiences apply to us in the Auxiliary. Discuss how to apply Admiral Papp's lessons to help us lead more effectively in the flotilla or division.
Time required:	15–30 minutes
Recommended equipment:	1) LCD projector 2) laptop computer 3) screen 4) speakers
Facilitator activities:	Download 4 minute 18 second video, load in laptop and test laptop/speaker/video/ by playing in advance Introduce subject; play video; lead discussion of principles covered

Introduce lesson to group

Lead introductory discussion:	Our class today concerns Leadership Experiences, and features an interview with Admiral Robert J. Papp, Jr., USCG (Ret.), who retired in 2014 as Commandant of the United States Coast Guard. Admiral Papp describes an important lesson he learned as a new Ensign, and another he learned early in his experiences as a commanding officer. Although he describes experiences in an active-duty military setting, do those lessons have something to say to us in the Auxiliary? Prepare to discuss how to apply Admiral Papp's learning experiences to your role in the flotilla/division.
Show the video:	4 min 18 sec

Lead post-video discussion

Seeking advice:	As a new officer, Admiral Papp says he made a mistake in not using the Chief Petty Officers as a learning resource. He advises going to the Chiefs' Mess and getting good advice from seasoned enlisted members. What sources of advice are available to an Auxiliarist in a new leadership position? <i>(Facilitator should probe for answers like, "Immediate Past Flotilla Commander," "Other past officers who have held the same elected or staff position," and "Enlist the help of a respected mentor.")</i> When we assume a new position, is asking for help a sign of weakness? Or does it show self-awareness of our need for help as we gain experience?
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- Humility:** Why does Admiral Papp believe that humility is important in a leader? *(Facilitator should probe for answers like, “People don’t follow arrogant leaders,” and “People aren’t likely to tell you what you need to hear if you’re not humble and approachable.”)*
- People look for leadership:** In his first command, Admiral Papp replaced an ineffective officer. Looking back, he said that the crew was looking for leadership. Do flotilla members in your flotilla look to the flotilla commander for leadership? *Why or why not?*
- Going it alone:** Why does Admiral Papp feel he did a poor job in the first year of his second ship command? *(Lead discussion to his feeling that he was taking a top-down approach, rather than enlisting support from the officers in the wardroom, then the chiefs, then the rest of the crew.)*
- In the Auxiliary, is it important for the flotilla commander and those leading staff areas or special projects to get buy-in and support before starting? What happens if they don’t?
- How does a leader build a team? *(Facilitator should probe for answers like, “Don’t micromanage,” “Empower members to take on responsibility,” “Engage and communicate,” and “Change doesn’t have to happen overnight.”)*

Summarize

- When starting out, get help from experienced members. Solicit the aid of a mentor.
- Humility is essential. Arrogance impedes success.
- In most flotillas, members crave good leadership. Even senior members will defer to those in leadership positions.
- Build a solid team by empowering every member to succeed. Don’t try to do everything yourself, and remember to listen.

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>