Flotilla Leadership Training Bulletin

This is the fifth issue of our 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 fifth 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 hear from Vice Admiral Charles W. Ray, Commander, Pacific Area. 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.

http://wow.uscgaux.info/content.php?unit=T-DEPT&category=deck-plate-ldr

Instructor's Guide
Vice Admiral Ray's Views on Command Climate

USCG Leadership Competencies:	**Leading Self:** Aligning Values **Leading Others:** Effective Communication, Team Building, Influencing Others
Learning objectives:	Describe how Vice Admiral Ray's views on command climate apply to us in the Auxiliary. Discuss how to build an appropriate climate and culture in the flotilla or division.
Time required:	30–45 minutes
Recommended equipment:	1) LCD projector 2) laptop computer 3) screen 4) speakers
Facilitator activities:	Download 3 minute 35 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 Command Climate, and features an interview with Vice Admiral Charles W. Ray, Commander, Coast Guard Pacific Area who, serves as the operational commander for all U.S. Coast Guard missions within the half of the world that ranges from the Rocky Mountains to the waters off the East Coast of Africa. He concurrently serves as Commander, Defense Force West and provides Coast Guard mission support to the Department of Defense and Combatant Commanders. Although Admiral Ray describes command climate in an active-duty military setting, do we have comparable concerns about our flotilla's climate in the Auxiliary? Do our flotilla's group personality and culture affect our own attitude and effectiveness? Prepare to discuss how to apply Admiral Ray's observation to your role in the flotilla/division.
Show the video:	3 min 35 sec

Lead post-video discussion

Command climate:

This military term may be unfamiliar, but the idea of an organizational culture should be familiar. How would you describe the organizational climate in groups you have known?

(Facilitator should probe for answers like, "People were friendly and welcoming," "It was really cold and clique-ish," or "There was an expectation that everyone gave their best effort cheerfully.")

Signs of a healthy climate:

What were Admiral Ray's indicators of a healthy unit climate?

(Facilitator should probe for answers to include, "High performance;" "Good communication so everyone in the unit is working in the same direction;" "Unity at the leadership level, so the FC, VFC, and key FSOs are working together toward shared goals;" and "People feel empowered.")

Unity within the unit:

What does Admiral Ray say about groups in the unit getting along? *(Facilitator should probe for answers like, "There can be healthy competition among the components, but everyone should be family and pull together;" "Everyone wants to be part of something.")* What groups exist within the flotilla that might have a tendency not to get along? *(Sometimes those who patrol feel more important than the ones who only do vessel safety checks or teach classes. Maybe those who stand radio watches at the station feel more a part of the "real Coast Guard" than those who don't.)* What can we do about it? *(Facilitator should probe for answers like, "We are all in the business of saving lives, one way or another.")*

Unit cohesion and transparency:

Admiral Ray emphasizes the importance of unit cohesion and a transparent communication and decision-making process. *Do we have cliques? Do the "powers that be" keep things from the group? Do we have groups in our flotilla or division that we avoid? Do we agree on our missions and goals? Do we sometimes fall into an "us versus them" mentality? What can we do to improve?*

What have we learned in Team Coordination Training that applies here? *(Every member of the unit, no matter how junior, has a right – and duty – to speak up. Every member's contribution must be regarded thoughtfully and with respect. Say "Thank you" to build the feeling of empowerment in every member.)*

Summarize

- Communication is essential to good unit climate. Everyone must understand what we're doing and have a chance to offer suggestions for improvement.

- Leadership unity essential. Those regarded as leaders (FC, VFC, key FSOs) must all agree and be passing the same message.

- Members who have an effective voice feel empowered. Members who feel empowered feel happy.

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

<u>Leader effectiveness</u> 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