

## **21. Self Starters (1:44)**

Well, that's what I like to do. Just get them to do something better than they were doing it yesterday. If we could just make them feel like - I haven't done that before and he let me do that and now I know how to do that - and feel accomplished. That of course makes you a whole bunch of self-starters.

That used to be one of my favorite tricks - to take a young officer, give them a job that they didn't think they could do, assign it to them, help them get started - help them if they needed it but when they got done and they finished it and then they could feel good about themselves about what they had really done. They didn't know they could do that.

That's the sort of guy you soon have as a self-starter then the next job you give him you just give it to him and away he goes. That's really nice to see because when you see that, your job just gets easier and easier and easier because you got all these self-starters. People used to ask me how can you smile all the time on this base? Well, I had it filled with a bunch of guys that were just good performers. Why wouldn't I smile? I could just sit back and watch them do their thing because they were good Coast Guard organized people and they believed as much in the base as I did.

### **Related Primary Leadership Principles**

Ability to Embrace Change

Attitude

Character

Courage

Decision-Making

Delegation

Drive to Achieve

Effective Use of Resources

Military Core Values

Recognition

Responsibility

Training