

2. CAPACITY TO CARE

OLD – A mental capability of giving serious attention, heed, caution, concern or watchfulness even to the extent of having charge, oversight or management. A burdensome sense of responsibility. Serious attention of mind. Charge or oversight implying a responsibility for safety and prosperity. To watch, foster or guard. Building and maintaining a healthy working environment. (**Compassion** – Fellowship in feeling; hence, sorrow or pity excited by the distress or misfortune of another). ((**Support** – Assistance; aid; to encourage; to furnish with funds or means for maintenance; to enable to continue; to verify; to vindicate; to defend successfully)).

MID –The mental ability, aptitude or potentiality to watch over or give someone close attention, careful heed or regard. To be responsible for; attend to; close attention or careful heed; charge; protection; custody; something to watch over; to feel concern or interest; to look after. (**Compassion** – Sorrow for the sufferings or trouble of another, with the urge to help; pity). ((**Support** – To give courage or faith to; help; comfort; to provide for with money or subsistence; help prove or vindicate))).

NEW - Having the mental presence and anticipation to meet the needs of fellow officers, enlisted and those related in mission and service-oriented endeavors with the public through a process of paying attention, teaching, advising and emotional support and maintaining a relationship that may extend over time. (**Compassion** – The sympathetic consciousness of others' distress together with a desire to alleviate it). ((**Support** - Give assistance to, especially financially; enable to function or act)).

- A. Recognition (*Merit-Based*)
- B. Discipline (*Fairness*)/Training (*Indoctrination*) (*Teaching*)
- C. Example/Expectations
- D. Followership (*Fraternization*)/Team-Building (*Alliances*) (*Coaching*) (*Relationships*)

Caring For Your People Must Be a Practice (2:37) - <https://youtu.be/OkWqpPp1Br4>

Chief Mentor (3:53) - <https://youtu.be/VcJz18-W5uY>

Coast Guard People (2:20) - <https://youtu.be/RQdDh1Fj4es>

Consoling the Grieving (2:50) - <https://youtu.be/Dx4deoYkmiE>

People Importance (1:21) - <https://youtu.be/NO4-9qY4liA>

Strong But Measured Career Advice (1:58) - <https://youtu.be/LTXuvhKZAFE>

AOL-23 - A true concern for the feelings, conditions and circumstances of others; the ability to display human kindness.

AOL-24 – A balance must be struck between caring about people and achieving results for the organization. Too much of one or the other may lead to long-term failure.

GOL-13/Horsey – Know and care for the people you lead. Believe in them and they will believe in you.

GOL-54/Kruszewski – Empathy is essential to accomplishing things through people and that is what a leader does.”

GOL-60/Storch ...most people I consider to be good leaders share certain common traits... (one)...of the more important is caring...Even the seemingly insignificant things you do can have a major impact on those around you – something every leader should understand.

GOL-83/Amos - ...the commanding officer didn't countenance poor performance or lack of professionalism, but he operated in positive, supportive ways – praising in public, correcting in private; recognizing and acknowledging efforts; seeking ideas from subordinates; making every person on the ship feel important. As a cadre of officers, we would try anything to please that man, go beyond what was “our job” to make the ship better. He was a leader.

GOL-86 and 87/Pearce...(a)... simple and effective way for gaining the respect of your crew and having them want to do the best job they can...(is to)...be there to give your support (hospital visits, etc.).

GOL-102/Cohan - I learned...to take care of the personal needs of the sailors assigned to me.

GOL-115/Morgan – ...traits of a really good leader that have impressed me are...caring about the welfare of your subordinates...and... the really caring of how your team performs.

GOL-134/Somers – One of a commander's responsibilities is to support his troops and it certainly is one of his key leadership tools. To be effective, support needs to be decisive and timely...It certainly sets the tone for the whole organization...nothing motivated me more in my career than solid support from my boss. And that example is felt all the way up and down the chain of command.

GOL-147 and 148/O'Connor ...provide guidance, training and support in developing a person's individual strengths, which in turn result in mutual respect and willing teamwork.

GOL-149/O'Connor – Express compassion for the concerns and needs of others.

GOL-169/Manning – Take care of subordinates – There needs vary from needing a boot in the butt to your compassion.

GOL-183/Onstad – 12 Scout Laws “6” of 12 – Kind.

GOL-201/Payne – I had good mentors throughout my life. It is hard to be successful without them. Mentoring is a two-way street; you need someone to follow and someone to lead. That's what leadership by example is all about.

GOL-226/Rufe – Take interest in your subordinates – professionally and personally; take care of your shipmates – at sea and ashore.

GOL-229 and 230/Hamilton – A team needs diversity across a broad spectrum to be really effective...You don't have to subscribe to the lifestyle, or even like it, but some things don't make any difference provided the public behavior is not inappropriate.

GOL-231/Hamilton – Take care of your troops and they'll take care of you.

GOL-243/Scobie – Once the crew knows you support them, they will go all out to carry out your orders.

GOL-251/Steinbaugh... But they've got to know - you'll take care of them when they need it. They need to know if they're wounded, you'll get them out, and if they're KIA, you won't leave them behind, and if there are peaches, you'll make sure they get their share. Always make sure your troops get their peaches.

GOL-256/Brunette...Captain Armstrong...had a special appreciation and respect for his men's integrity and importance to his command. You saw it in every way he treated them – and his junior officers too...Every opportunity the ship had he took the crew to a beach party or to a foreign port of call – and made certain the men got out first on liberty. His wife back home kept in close touch with the wives of all the crew, officers and enlisted alike, while we were at sea... Somehow we knew deep down he would always take care of us before himself. That's **THE** lesson I learned from him.

GOL-262/Williams – Take care of your people...ensure they have the tools, training and technology so they can perform the mission successfully and return from it safely. It means teaching, coaching and critiquing constantly to improve their performance continuously...differentiate among and between individual performers, recognizing and rewarding the good while holding accountable the unsatisfactory. In fact, this may be the most important way in which a leader takes care of his or her people.

GOL-279/Arecchi – Support people. Make sure they have the tools and training necessary to do what is asked of them.

GOL-304/Chazal – There is great value in mentoring up and down in an entity...All officers I respected were great mentors and those I did not respect were not.

GOL-307/LaBuda - Rewarding the men for achievement helped in cleaning up the station and making repairs. The station began to look great and things such as water making equipment, the evacuation building and station heavy duty equipment were repaired. Rewards were things like R&R at Thule Air Force Base and building a station party area where the crew could enjoy their rations of beer. Extra movie nights and cook your own meal nights were also some of the rewards.

GOL-312/Viglienzone – Les met every incoming class at Reserve Training Center Yorktown with a unique presentation about life, learning and standards on this Coast Guard base...starting with a short course in human relations. When you point a finger where are the three others pointing?

GOL-336/Gray – Who were the good leaders, my heroes?...They always made sure to take care of their people.

GOL-346/Kane...be empathetic.

SIPES-251 - It is not necessary that an officer wet-nurse his men in order to serve in the role of counsel. His door should be open, but he does not play the part either of a father confessor or of a hotel greeter. Neither solemnity nor effusiveness are called for, but mainly serious attention to the problem, and then straight-forward advice or decision, according to the nature of the case, and provided that from his own knowledge and experience he feels qualified to give it. If not, it is wiser to defer than to offer a half-baked opinion. To consider for a time and to seek light from others, whether higher authority or one's closer associates, are the sound alternatives when there is a great deal at stake for the man and the problem is too complex for its solution to be readily apparent. Counseling is advising an individual on his problem to the extent that an attempt is made to help him understand it so the individual may carry out a plan for its solution. It is a process which stimulates the individual's ability for self-direction.

LH/DM – 4/19/16 - That is such a discouraging message to receive first thing in the day and I can understand your negative reaction. I am not sure you should make such a decision about your future teaching endeavors on one shocking announcement or plea from one student. A "no future teaching" pledge has some significant ramifications. First, no more teaching by my favorite professor of all time means "all the future students who would be blessed with your tutelage would be denied this joy, pleasure, encouragement and the true professional teaching ambiance that you bring to the Courses in each term!" Second, you love making the students grow under your guidance and I am afraid you would truly miss this part of your life that makes you so special in today's society. Thirdly, I realize it is unfair for me to offer advice when none was asked for, but I want to make sure a person I love dearly, Dick, is making a well considered decision and you are positive, absolutely, that you no longer want to teach. Dick, all I want is what is best for you! Do what suits you!

LH/DM – 6/9/16 - Thanks for the info on Gene. He tells this story about my helping with his health record from the PHS. We have done so many things in our life, Dick, that it is hard to remember all the details. I recall vaguely the incident. All our Flight Surgeons in the CG were PH doctors. I got one to come to Mobile when we started that station and we became personal friends for the rest of his PHS career. He later did a tour at the Academy and one in CGHQ. I presume I went to one of my PHS doctors and asked them to chase down the records and I am sure they did that. I think they found them and then asked me where they were to be sent. I

had them sent to American Airlines as Gene asked. Then, I guess they hired him. Some things turn out well in what we have done.

DM/LH – 6/9/16 – You are correct, Gene worked for American. Not only that, but he could not have gotten that job without Les High! Before they would hire him, they needed medical records from a spleen surgery. The PHS hospital at SF had closed and he had no idea how to get them. Who do you turn to – Les! Gene said you were able to track them down to a New Hampshire storage facility and he was immediately hired by American.

LH/DM - 5/19/17 - I did my Charity checks, today. Boy Scouts, CG Welfare, The USO, Pacific Legal Foundation and Morrison Historical Museum (Carol's one room school house converted.) and KPBS public Television. It took me 3.5 hours to write the checks and find out where to send them...

SIPES-263 - The leader cannot be expected to become a sophisticated, professional counselor; he can be expected to provide assistance to his men that will help them in their personal adjustment.

2010 - Successful leaders identify others needs and abilities - particularly 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.

2010 - Drawing on their experience and knowledge, leaders deliberately assist others in developing themselves, providing objective feedback about leadership and career development and helping identify professional potential, strengths, and areas for improvement. Successful leaders identify with the role of mentor to their staff. They have the skill to advise and develop others in the competencies needed to accomplish current and future goals. Leaders seek out mentors for themselves and may be engaged in the formal Coast Guard mentoring program both as mentors and mentees.

2022 - Treats all people with kindness, dignity, fairness and respect. Is personable, empathetic and collaborative. Maintains professional interaction and networks. Encourages growth mindset in self and others. Develops the ability of others to perform and contribute by providing mentorship, coaching and learning opportunities. (effective leaders) accurately assess and aid the needs and well-being of others.

OTHER - The ability to understand and share the feelings of another....(effective leaders) encourage others to seek support as needed.

2.A. Recognition

OLD – Act of showing appreciation, special notice or attention of; or state of being shown appreciation, special notice or attention. (**Merit-Based** - *That which is counted to one as a cause or reason of deserving well; a praiseworthy quality or act; to earn by service or performance*).

MID – Acknowledgement; approval; gratitude; identification of a person or thing as being known to one; greeting; notice, as in passing. (**Merit-Based** - *The state, fact or quality of deserving well or ill; worth; value; excellence; something deserving reward, praise; essential rightness or wrongness*).

NEW - The action or process of identification of a thing or person, in particular, from previous encounters or knowledge. (**Merit-Based** - *The quality of being particularly good or worthy, especially so as to deserve praise or reward*).

Best qualified - Diversity Verses Merit (3:40) - <https://youtu.be/TXfDTMB-2-o>

Hurricane Beulah (2:07) – <https://youtu.be/JLal3JKH-c4>

The Captain and The Secretary Super Team (0:55) - <https://yogol-90utu.be/HvX9Lxf0wyl>

CIA-130 – Recognizing people for their achievements meets an important human need. It tells people their work is valued by the organization and, more importantly, that they are valued by the organization...it is the duty of all responsible leaders, throughout every level in the organization, to foster appropriate formal recognition.

CIA-135 - ...awards are not given away easily for one very important reason - the troops know who the top performers are, who really merits an award and who doesn't. It behooves leaders to make sure that recognitions accurately reflect performance.... Giving awards too frequently or presenting them to undeserving people can destroy the credibility of the leader...

CIA-137 – Even heroes need day-to-day recognition to perform at consistently high levels. People value personalized, unexpected praise from their supervisors or from the people they serve.

CIA-139...endeavor to instill these five principles of pride, esprit de corps, high morale, positive role modeling and inspiration and motivation to achieve,

GOL-34/Peterman – Reward yourself. I always took at least 6 weeks off per year. Usually after a big deal.

GOL-73/Luckritz - Each individual with whom you work must be judged upon their own individual merit and performance.

GOL-86 and 87/Pearce...(a)... simple and effective way for gaining the respect of your crew and having them want to do the best job they can...(is to)...let every subordinate know you recognize and respect them.

GOL-125/Johnson, Rich- ...It was always important as a good leader or manager to be fair with people and not lead them down the wrong path by avoiding the discussion of difficult performance issues. Specific examples of their shortcoming are key. Suggested actions to improve performance were always the best part of the process, combined with the appropriate follow up.

GOL-127/Johnson, Rich - Minimize bureaucracy and champion a meritocracy in all that you do. A good leader finds a way to reward success without collateral damage.

GOL-186/Finizio – Recognize your team!...They should be complimented and recognized for their efforts.

GOL-227/Hamilton – Not that a good understanding of the technical aspects isn't important, but recognizing that everyone can contribute something...is more important.

GOL-233/Hamilton – To the extent this group is known throughout the Coast Guard for its superior operational performance and service to the public, the tribute goes to these men standing right here.

GOL-252/Steinbaugh - As a commanding officer, I always tried to pass praise for the command's achievements down to the troops

GOL-279/Arecchi – Thank people for their work.

GOL-292/Livingston...praise and recognition are highly motivating factors.

GOL-317 and 324/Pettit...take the time to publicly recognize the good folks on a regular basis...You may have trouble finding the time to recognize your subordinates, but this is a responsibility of leadership and you must do it.

LH (handwritten) - 12/4/95 - ...on Roger's selection to *** PAC AREA...Barbara got my message on answering machine. She was just talking to Roger and he will call me Wednesday. Going to Bahamas Thursday. I told her it was not important. Just wanted them to know how pleased we are. She said Roger had some great "role models", one of whom is you. They hope to see us on the West Coast. Barbara suggested we come up and visit them at the Quarters after the Change of Command. She said Change of Commands are so hectic to really see people...

LH/DM – 2/10/16 - I can agree an ADA student might be allowed additional time to complete their work but that is all the "special considerations they should get!" You are teaching a course and the student must demonstrate a certain level of skill to pass. The ADA does not generate any grade points! Extra time is what is offered. There are disabilities that make certain ADA students unsuitable for a course. A blind student cannot expect to pass a "Pilot's License

Qualification." An instructor who fails him, is not "discriminating against him. He is just not qualified." Presumably, some factors in some of your courses could not be accomplished by certain ADA students. Those folks will fail, regardless of what the "do-gooders say about ADA students being discriminated against!!"

LH/DM - 3/8/18 - I was pleased to hear you were asked for a letter of recommendation. That is a nice compliment. I remember one day I got a request to recommend Jim and Ginger Andrasick to the fancy housing community where they presently live. Very select group and hard to become a "local resident." I felt honored to be so selected by Jim.

LH/DM – 5/10/19 - In my tenure in PTP the Commandant let me handle all "Congressional letters about recruiting!" My argument was that if the Commandant was going to be successful in performing the missions the Congress assigned to the CG then they needed to let him pick the folks that were qualified (and not the son of a heavy donor who has a criminal or drug record). I never lost on a one of those encounters. The Commandant loved it and I loved it for I did not have to try and pacify some "weak kneed Senior between me and the Commandant. (The Commandant was Siler - a dear friend of mine. My philosophy always was that we have limited people and many small stations so even one bad apple was too many for the CG to tolerate. In questionable cases I just did not let them in the CG in my day. I was prejudiced in favor of the CG, always.

LH/DM - 6/22/19 - I tend to look at the positive of continuation boards- keep folks from slacking off and open opportunities for those following. The downside is that the information they deal with is not perfect and some have had less than great assignments to make their case.

LH/DM – 3/8/20 - When I look back on my CG Career, I see so many young people who contributed so much to my successes. Some were just plain brilliant, others just worked their tails off and achieved unbelievable things and others were just, plain old reliable CG people who always did their best and always made us look good to the public.

LH/DM – 1/16/21 ...the German Submarine fleet involved women heavily ...doing some great things for their Military before we truly appreciated all their talent and capabilities. I wonder why males only thought women could do nothing but deliver babies and household chores. In the old days when households had staffs of 5 to 10 people the women often ran them without any problem. I wonder why males had the idea that they (women) could not handle males in other fields than house work and work that had something to do with running a household estate. Certainly when the house had slaves the women ran many of the operations that had to do with the house and its needs. The yard work, the gardens, certainly the flowers, etc. As late as WWII the Military did not have women in charge of any men. That seem almost idiotic to me for there had to be men who could see that women could run things as well as a man?? I have never thought women were envisioned as "not too smart!"

LH/DM – 2/23/23 - The new CG OER is interesting to read. I guess I would have to evaluate a junior to get the feel for it. It looks fine and a new system is probably needed to eliminate the

inflation in marks to the point the Officer Corps is not spread out enough to evaluate where a person stands in the Corps in his grade!.

LH/DM – 2/23/23 - I agree that a system where everyone gets all nines is useless in rewarding the "best performers". The CG has a lot of talented people but some are exceptional and they should be promoted first and to the highest point. On the other end of the scale, the "Do not promote" is scary to me. If not substantiated by factual reasons, a less than Honorable CO could cancel a budding career with this one comment!

LH/DM – 2/23/23 - Merit and CG performance are the key elements we should be looking at and measuring! Looking at "Failure" is tricky! The CG has to tolerate "Failure" if it is part of the growing process. "Doers" make mistakes from which they normally grow. Not tolerating Failure could grind the CG to a halt for no one will do anything because they are afraid they will fail! As we can see a true Measuring system is hard to find and put in practice. Good luck to the CG on their new system!

LH/DM - 2/6/24 - Carol was in New London my last 1.5 years at the CGA so "getting no demerits" was my goal which worked well for me for I got the "Least Demerits" Award at Graduation.

LH/DM – 5/16/24 - The original interview with Greg was for the family heirlooms but since the "MCOE event, my videos may all be a part of the alcoves eventually. I am hoping the Class will use all my clips for it is the total expression of what Carol and I stood for that counts in life not just a couple things that people may have liked. Carol and I were straight forward and honest so what you got from us was what we were and believed!

LH/DM – 7/1/24 - When I say you are the best Class that has ever been graduated from the USCG Academy, it is absolutely true! As the 65er Class Advisors, Carol and Les High may be a little prejudice about this subject but that does not "alter facts!" Yes, we are proud of all "our Guys and Gals!"

SIPES-224 - ...each man is to himself the most important person in the world. He resorts to actions of various types to satisfy this desire for attention. In some individuals, it comes out as the "smart-aleck" show-off. In others, it comes out in serious, hard work to show results. In any event, the efforts put forth are to satisfy an innate human desire for recognition. This most basic psychological need must be remembered by anyone who aspires to lead.

SIPES-224 and 225... sincere interest from his senior makes the junior feel important as an individual. It shows him that he is recognized as an individual and that the senior officer considers him significant enough to take time to notice. This interest in others as individuals leads to a common ground of understanding. The leader is able to find out why the individual reacts as he does, and is therefore more capable of handling personal relations with him. This understanding produced by finding out how his men feel is one of the first steps in developing their confidence in their leader.

2010 - Making decisions that are merit-based, they ensure their people are appropriately selected, developed, trained, assigned, evaluated and rewarded.

OTHER - He must praise or recognize a good job and see that a poor job is corrected NOW!

OTHER – Competition for the top spots is key for achieving any significant results. The need and desire for power is in all successful leaders. They understand the dynamics of power and have a particular set of attitudes toward power. They are flexibly cooperative or quietly competitive in their use of power, depending on how they read the situation.

2.B. – Discipline & Training

Discipline

OLD – To educate; to develop by instruction and exercise; to train; to accustom to regular and systematic action; to bring under control so as to act systematically; to train to act together under orders; to teach subordinates a habit of obedience; to drill; to improve by corrective and penal methods; to chastise. (***Fairness** – Honesty, as of dealing; candor, as of an argument; state of being frank, impartial or candid; free from suspicion of bias; equitable).*

MID – Training that develops self-control to enforce obedience and orderly conduct; treatment that corrects or punishes. (***Fairness** – Easy to read; clear; just and honest; impartial; free from discrimination based on race, religion or sex; according to the rules; pleasant and courteous, often deceptively).*

NEW - The practice of training people to obey rules or a code of behavior, using punishment to correct disobedience. (***Fairness** - Impartial and just treatment or behavior without favoritism or discrimination).*

A Little Lecture (2:06) – <https://youtu.be/8HYqK0aSB5E>

Being Tough On Cadets (1:30) - https://youtu.be/RnQ3EvVx_8U

Discipline That Works - (0:48) - <https://youtu.be/NhmO0y3WwdE>

Effecting Discipline (4:03) - <https://youtu.be/oRtsI2aqsj0>

My Disciplinary Approach (2:56) - <https://youtu.be/15R3qtxPbvY>

Picking Up the Trash (1:37) - <https://youtu.be/ZrYcJohxabw>

AOL-76 - Teaching, instructing, training and/or advising inexperienced or less-knowledgeable people.

GOL-55/Kruszewski – A sense of fairness and high purposed idealism was common in some of the leaders...

GOL-73/Luckritz – When discipline is necessary, use it to maintain good order. Make every effort to avoid biases or stereotypes affecting your judgment of others.

GOL-76/Rutherford...(Be)...fair.

GOL-101/Cohan...be fair with both sound judgement and consistency.

GOL-155/Andrasick – The hammer works for some people and the velvet glove is better for others.

GOL-162/Fuller – Be fair.

GOL-172/Wright...you must be firm yet fair...and have fun.

SIPES-203 - Any endeavor in which human life is endangered requires firm control and direction of the situation at all times. This can be assured only by an extremely high level of discipline. Since hazards are great in the military profession, discipline is essential.

GOL-204/Payne – I was reminded of the importance of caring for subordinates in doing ...your job...where people would necessarily be hurt. Fairness is the leadership trait you want to be remembered for in cases like these.

GOL-208/Jensen – I believe in treating everyone the same – fairly and equitably.

GOL-216/Coleman – Treat everyone fairly and equitably.

GOL-351/Stephan – I want to finish my thoughts with an important lesson for me; one that I remember well and that would serve others well. This had to do with a captain's mast I held for one crew member who did something wrong. The punishment option included restriction from one to 30 days. When he stated he was guilty but wondered why he was restricted for 30 days, I responded because that was the most I could give him. The word got around.

GOL-352 and 253/Hall...the best manager I worked for, if he was upset with someone, would take them aside and explain why he was not happy with their performance or attitude. With people who were not making the grade, he would set up a thirty day plan to get them back on track. If after thirty days they were still not performing the way he needed them to perform, he would sit down and explain to them why he had to let them go. This was true leadership and it made you respect the man and want to work for him.

LH/DM – 8/4/17 - Discipline is the basic building block for a Military System.

DM/LH – 8/4/17 - During the spring of our 1st class year, there was a somewhat nasty dustup over the engraving of our officer swords. Some fellows preferred to leave the engraving off the sword so as to increase its resale value just in case they decided to resign after the obligatory four years or got kicked out. The initial Academy position was that the officer regulations

required that a sword be engraved with the officer's name. But, the cadet's weren't officers yet and besides, once they were commissioned, surely they could be trusted to make the right decision in this matter. CDR High weighed in for mandatory engraving before graduation... cadets weighed back (some threatened to have "Zorro" or other some-such engraved on their swords) and, in fact, more joined the "revolt." In the end, some 22+ members of '65 chose not to have their swords engraved and eventually the engraving was omitted as requested.

LH/DM – 8/4/17 – I admit that I do not recall the "Sabre Dance" as you described where the Cadets were up in arms. Obviously, Wagner let it be an issue. If I had handled it, it would not have been an issue, I assure you!! We had much more important things to do at the Academy than to allow the "Discipline System" get distorted over a simple thing like a name on a sword (so some Cadet later could sell it for a few dollars more!).

LH-DM – 2/23/18 - The piece you sent me today was excellent. It should be widely published for I agree with everything he said. All the "faults" he outlines about our society are really so true. The mishandling of the mental health issue is so true...The part about parents supporting their kids when they are doing bad things is also a warped philosophy that society has. Instead of being "loyal" to their kids they are "abusing" their kids by not teaching them discipline and learning to be orderly in society. The violence games and shows are also "depraving for our society and especially young people with developing minds." A disciplined society is necessary to solve many of our problems of today and yet we have folks that think they ought to be free to do whatever they want whether it bothers others or not. It is a well-known fact in "Sociology" that if you want to have "Civilization" the citizens have to give up "some personal rights!" There will be rules that control the society and you need to obey them. You need to stop at a "Stop Sign" otherwise we will have car accidents, etc. There are rules in schools to maintain a certain deportment that makes learning possible. Rowdy kids are disciplined or expelled. Likewise, we need to have rules for handling mentally unbalanced persons and they should not be free as a bird to buy guns and shoot up clubs, work environments or schools. Rules are necessary and should be enforced to "solve our societal problems!" We do not want dictatorships or unreasonable controls on our daily lives but we want "enough control to insure our safety from the "bad guys" or ...those with mental health problems.

DM/LH – 12/9/20 - There was a lot of value in the discipline you enforced, thank you!

SIPES-172...morale is not a product of discipline; discipline comes of morale.

SIPES-203 - The meaning of discipline is often misconstrued. The word itself is derived from "Disciple" or "follower." Good discipline is more than merely following orders, however. It includes doing many things - even unpleasant tasks - without being told to do them...Discipline should not be confused with punishment. Discipline, by definition, makes punishment unnecessary simply because the well-disciplined man is conscientious; though he may make mistakes they are not because of ill intent.

SIPES-203 - The level of discipline is in large part what the leader chooses to make it. To be practical, it should at all times be according to what is needed to get the best results from the majority of individuals...Discipline destroys the spirit and working loyalty of the group in general when it is pitched to the level of the minority of discontented, undutiful men in that group...At the same time individuals can endure hardship for understandable reasons but no power on earth can reconcile what common sense tells them is unnecessary hardship.

SIPES-205...to be effective, a punishment must be accepted by the one punished (and his associates) as a just result of his misconduct. If your punishment measures leave a man with a sense of injustice, you have lessened that man's usefulness. If his associates feel he has been wronged, you have lowered the discipline and usefulness of the whole organization.

Training

OLD – Act or process of instructing by means of drilling, exercising and practice for becoming proficient in especially physical skills, strengths as well as other abilities. (**Indoctrination** - *Instruction in the rudiments and principles of any science or system of belief*). ((**Teaching** - *To make to know how; to show how; to direct as an instructor; to guide the studies of; to impart the knowledge of*)).

MID – To teach through lessons, practice and drills for the purpose of being proficient and fully skilled and/or physically fit. (**Indoctrination** - *To instruct or teach in doctrines, theories or beliefs as of a sect*). ((**Teaching** - *To show or help to learn how to do something; instruct; to give lessons; to guide the study of; to give knowledge, insight*)).

NEW – The action of teaching a person or animal a particular skill or type of behavior. (**Indoctrination** - *The process of teaching a person or group to accept a set of beliefs uncritically*). ((**Teaching** - *Showing or explaining to someone how to do something; ideas or principles taught by an authority*)).

[The Critical Turn \(4:02\) - https://youtu.be/RCqn-rJTwb0](https://youtu.be/RCqn-rJTwb0)

[Training Priority \(1:20\) - https://youtu.be/121Gmvw50Ls](https://youtu.be/121Gmvw50Ls)

GOL-41/George – Each team member must know his job. That takes...organizing to make sure all required talents and tools have been provided for and are ready at the right place and at the right time.

GOL-78/Josephson ...the “concept” of a military orientation or indoctrination period is to seek to instill a certain degree of selflessness and to promote a commitment to the organization along with a sense of pride of accomplishment and teamwork.

GOL-167/Cox – Train yourself and understand what you are managing. Do this through continuing education and self-teaching...

GOL-259-260/Phillips - ...there needs to be a balance between operations, maintenance and training...without training, proper maintenance will become improper maintenance and the unit will run short of qualified crewmembers.

GOL-261/Phillips ...training is vital to effective leadership.

GOL-263/Williams – A good leader is also a good teacher. ..Training ...avoids paralysis of action in the case of the real situation and prepares the involved personnel to respond automatically and immediately to overcome it.

SIPES-204 - In rigorous situations, the habits and discipline that have been instilled in training are of supreme importance. Men in danger will automatically do what they have been in the habit of doing under training situations. In addition, the extra drive of discipline is necessary to enable men to overcome the fear they will experience. A large part of training is necessarily directed toward conditioning men for the unusual.

2.C. Example & Expectations

Example

OLD – That which is to be followed or imitated; that which resembles or corresponds with something else as a precedent, a mode or a parallel case.

MID – Something selected to show the nature or character of the rest; sample; to behave so as to be a pattern or model for the rest.

NEW – Behaving how you expect others to behave.

Emulate What Works (0:39) - <https://youtu.be/RI9tb5 BDwl>

Lead By Example (0:59) - <https://youtu.be/y1anhrRAVRU>

GOL-12/Horsey – A good leader must set the example.

GOL-49/Allison – A good leader will set the tone for legal, ethical and moral behavior both by stressing the unifying framework (i.e. core values) and by modeling that behavior as the minimum expected from the organization and all who work within it. That's leadership by example.

GOL-90/White, Gerry – Lead by example is, in my mind, the only way to lead because actions speak louder than words.

GOL-125-126/Johnson, Rich – A good leader sets a good example for all to follow. “Do as I say, not as I do” does not work well in any environment...Project leadership is yet another discipline which warrants study and application because few tasks are solely individual ones.

GOL-187/Cochran – Lead by example.

GOL-191 and 195 /Harod...Leading by example with integrity and proving you reward your people for it should be one of the most valued tools in your personal “success kit” no matter what you do in life....As time goes on, you will learn there is a lot more accomplished in life with common sense, hard work and leading by example than with any flash schemes or power through books...My four years at the Academy and my four years as a Coast Guard officer were among the very best years of my life. They were often tough. But they taught me character, duty, formed bonds that last a lifetime and even how to have fun while working hard.

GOL-211/Jensen – The majority of us develop our leadership over our careers by watching others, emulating their good traits and avoiding their less desirable traits.

GOL-213/Coleman – You have to set the example.

GOL-225/Rufe...we were fortunate to have two remarkable leaders whose example inspired everyone in the ship and from whom I learned lifelong leadership lessons. The (first example) was the commanding officer - a lieutenant who had risen through the ranks from a Navy seaman, who made the landing at Iwo Jima...one of the most decorated officers or enlisted in the Coast Guard and a consummate seaman. Shortly after receiving my orders, I received a hand written letter from him welcoming me to the ship and laying out his expectations for the transit. (The second example) was the engineering officer who was a W-2 engineer who was one of the first African-Americans permitted to strike for a rate other than steward. This was the 1960's and racial prejudice was alive and well in the U.S. and not an insignificant issue in the military services, including the Coast Guard. It was obvious there were those in the engineering gang who weren't sure a black man was up to this big job. With quiet competence and confidence, the engineering officer overcame the numerous engineering casualties while demanding the best effort from his people and giving them full credit for the innovative solutions they achieved together. By the time we arrived in San Francisco, the entire engineer gang would follow him anywhere.

GOL-246/Yentsch – Lead by example. This principle is so well acknowledged, it needs no explanation. It may be the foremost tried and true principle of leadership.

GOL-250/Steinbaugh – Follow just this one leadership principle, “set the example” and all the rest of the principles will take care of themselves.

GOL-304/Chazal...lead from the front by example.

GOL-349/Stephan – Les and Carol have inspired us to be the best we can by being that example themselves.

DM/LH – 12/2/19 - It's interesting the way our relationship has developed. No question that I started in the "Cadet/CDR" mode. Your values and example always impressed me. Now it is more "Father/son," which I cherish. We don't always agree but both speak our minds...

LH/DM – 1/1/22 - It is great that you love the gifts the Class is giving Carol and me! Also, you were "delighted with the process and you gave Carol and me credit for helping to train you guys to be so talented and skillful in the whole process of investigating and selecting the Gifts! Carol and I love that compliment, Dick!! Carol's pitch to me was, "All we have to do is set a good example of everything we do, Les, and these guys are smart enough to copy or use most of the things they see are working well." Carol knew you guys well and had every confidence that you guys were going to be the best Class the Academy ever graduated. I am inclined to agree with her!! You certainly were!!

LH/DM – 8/26/24 - I firmly believe that all CO's should mentor their people constantly "by the example they set for the people on their base." They should personally mentor all those they have nearly daily contact with (their XO, their Steward, their Master Chief, their Executive Assistant (Secretary), etc.) in my opinion. An Officer who is not setting a good example is failing as an officer...

OTHER - A person or thing regarded in terms of their fitness to be imitated or the likelihood of their being imitated.

Expectations

OLD – Looking forward to an event as about to happen; grounds upon which something excellent is anticipated to happen.

MID – Anticipation; a looking for as due, proper or necessary.

NEW - A strong belief that something will happen or be the case in the future OR a belief that someone will or should achieve something.

AOL-49 - A mental image of what the future could or will be like and steps or benchmarks set toward achievement of that image of reality.

CIA-34 - ...Instill a commitment to excellence in all work performed and all services rendered...operate with the highest possible standards.

LEA - Taking a long-range, broad approach to problem solving and problem solving through objective analysis, thinking ahead and planning.

GOL-23/Wetzel – Passion, patience, persistence and hard work are the vital ingredients.

GOL-33/Peterman – Show up on time and leave when the job is accomplished. Sober and clean is a must.

GOL-46/George – Set a standard of excellence.

GOL-75/Rutherford – Standards are great things. They allow people who are trained to them to be interchangeable from one organization to another.

GOL-86 and 87/Pearce...(a)... simple and effective way for gaining the respect of your crew and having them want to do the best job they can...(is to)...set very high standards. Most want to work at a place that is 'the best'.

GOL-110 and 111/Sanial – Set the bar high enough to be achievable, but not impossible.

GOL-172/Wright...you must set high standards...

GOL-205 and 208/Jensen...high standards...During my career, I became known as tough and demanding. This was partially due to the examples of high standards...(I set)...but also from my contention that as public servants we needed to give taxpayers, our ultimate clients, our best – always.

GOL-226/Rufe – Set high standards, for yourself as well as others.

GOL-259/Phillips - My commanding officer)...communicated the expectation of excellence and reinforced it.

GOL-315/Johnson, Gene – Tell your people what you expect; then, let them do it with the confidence that, if necessary, you can provide any required additional guidance.

GOL-355/Ruhe – Be careful not to drop your standard – not ever.

GOL-356/Ruhe – Les set new standards of expectation for us. And if we missed, he let us know. If we exceeded, he also let us know.

GOL-394/Viglienzone - ...part of...Captain Les High's welcome to new classes at RTC Yorktown: "We are proud of this base and the training we provide here. Did you find it neat and clean? Will you help us keep it that way? We've kept it clean by all of us not throwing trash around and by picking up any we do see. If I see a piece of trash or litter, I will stop and pick it up. We won't ask you to do anything we won't do. Please join me."

LH/DM – 4/7/17 - The word "high" gets in the exchanges for several reasons. We can be talking about "high standards" or maybe "high on a list" or "high-level achievements", etc. and it is a meaningful word. The "HIGH standards" I have are my personal standards, which, if you measure them with others, you will find I set my "level to reach" as being greater than all the competition (Classmates and others). I did not want to be "average or normal." I wanted to excel so bosses would want me on their staffs because I "did Les High things!" It really worked for me and Carol. We were a popular team to bring to any new assignment. Carol was almost as

well known in the CG community as her aviator husband, Les High. Before we got unpacked the local Wives Club had Carol involved in running something!

2022 ...(effective leaders) clearly articulate expectations; holds self and others to organizational expectations.

OTHER – - A leader must know what his subordinates do and what he expects and those subordinates must know their leader is checking on them.

2.D. Followership & Team-Building

Followership

OLD – To go or come after; to move behind in the same path or directions; hence, to go with a leader or guide; to accept as authority; to take as a leader or matter; to yield allegiance to; to obey; to take as a rule or action. (***Fraternization*** - *State of being brothers as a brother or brotherly; body of men associated for their common interest*).

MID – To come or go after; to go along; to accept the authority of; obey; to listen to; watch and observe closely. (***Fraternization*** - *To associate in a brotherly manner; be on friendly terms*).

NEW - A process whereby an individual or individuals accept the influence of others to accomplish a common goal. The capacity of an individual to actively go or come after a leader proceeding ahead OR the reciprocal social process of leadership. ((***Fraternization*** - *Turning people into brothers by conducting social relations with people who are actually unrelated and/or of different class (especially those with whom one works) as if they were siblings, family members, personal friends or lovers*).

Friendly Aloofness (3:40) - <https://youtu.be/wTkRepXU4yU>

Know Your People (1:34) - <https://youtu.be/7mxJEcfJWyg>

Good Followership (1:53) - <https://youtu.be/tRfl3UuyqQU>

No Favoritism (2:55) – <https://youtu.be/SyoAb3cCRy8>

Risks From Fraternization (3:26) - <https://youtu.be/n-M2bOjcl2A>

GOL-3 and 4/High, Jeff – ...you are, by definition, not a leader unless others follow...

GOL-21/Teeson...a leader isn't leading if no one is following.

GOL-34/Peterman – Hang around the winners and ride to the top.

GOL-88/Pearce...not to be confused with fraternizing...I really did get to know all of my crew and each knew he or she was important to me.

GOL-95/Riley – The first lesson I learned was not to be too easy on team members. Later, when you are required to be tough, they may not respond. It's important to establish a firm, consistent and fair relationship – easier said than done. The troops are smart people in their own way who just may not want the responsibilities you carry.

GOL-111/Sanial...be careful of social situations that could compromise that relationship; especially routine or continuing socializing with your subordinates.... Junior officers should focus their socializing with other junior officers or with the wardroom in general.

GOL-145/Hebert – You can never spend enough time getting to know your people, but I let down my guard and let them get to know me way too well...I crossed that “fine line” of familiarity with the enlisted people...the “fine line” is everywhere...try to foster a team environment in which you are both a team member and the head boss.... a good leader is one who can not only assess a situation and come up with an appropriate course of action, but one who can also identify the “line” and maximize one's effectiveness by getting as close as possible to the “line” without crossing it.

GOL-148/O'Connor – Being placed in a leadership role requires much effort to succeed but keep in mind it is not a popularity contest.

GOL-162/Fuller – Do not become best friends with those under your charge. Avoid trying to be liked by those you lead. It's lonely at the top. They will always respect you for that.

GOL-184/Onstad – Following the ‘Scout Laws’ and the ‘Golden Rule’ will make a person a great leader within the family as well as in their career.

GOL-256/Brunette – Somehow...(Captain Armstrong)...instilled a family feeling among the crew, but without being your buddy. I always felt he was the loneliest man on our ship; yet, he knew he couldn't get that close (he 'd never play poker or drink with us on liberty, etc.) without tarnishing his ability to command... he... was not their buddy.

GOL-257/Brunette – I looked after my people but was not their buddy.

GOL-290 and 292/Livingston – Leadership is not about fitting in...and becoming essentially one of the guys...Be available and communicate – but don't be one of the guys.

GOL-298/Fagg – The ability to lead will be mightily influenced by one's decision on who he or she chooses to follow.

GOL-329/Christiansen – A good leader, first and foremost, is a good follower.

SIPES-225 and 226 - "How can I be friendly with those under me and still have them respect me and obey my orders?" This question stems from a lack of appreciation of the difference

between “friendliness” and “familiarity.” Talking to his men in a friendly manner, and showing concern for their problems, never cost any officer one iota of their confidence and respect. They expect that of him. They don't expect him to be their "buddy," but they do expect him to be their counselor and guide, and to recognize them as individuals.

The men's respect and confidence, however, is something which can never be commanded; it must be earned. The only way to earn it is for the officer to know them and their problems, their capabilities and limitations. He can't do this by joining in their card games or by going ashore with them. That isn't the sort of personal relations that they expect of him. But if they find their officer friendly and easily approachable, they will begin seeking him out for counsel and advice. And that is where the real pay-off comes in better effort, better performance.

Nor does being friendly and interested mean that the officer has to sacrifice discipline in any way. He can be just as strict as the occasion demands, as long as he is fair and understanding.

Neither is there any reason for the men or their officers to feel the door is being left open for by-passing the chain of command. They will instinctively know how to react to a warm personality.

As always, there will be those few individuals who may misinterpret and try to take advantage of friendly interest shown in them by the officer. But these will be few, indeed, compared to those who won't - and a courteous but firm check here will soon straighten out those who presume.

LH/DM – 2/19/23 - You may see that I love telling about Dad's many words of wisdom to me in my lifetime. I am so glad I listened to his advice. I worked diligently to follow it to the letter if I could! My Dad loved people and he instilled a similar trait in his two sons. Being interested in others and helping them to grow and develop has been a natural, normal function in my life. It has helped me to grow and generated many wonderful relationships for Carol and me over our lifetime!

COHAN/CARR – 4/25/23 – Practically speaking, maintaining the proper distance is as tough to discuss as it is to do. The other side of this issue is non-fraternization as an absolute.

LH/DM – 6/23/24 - I am glad you liked my video on "Friendly Aloofness" as a description of my demeanor as a CO. It worked so well for me over my career. No one ever called me by my first name when I was CO and yet most folks could talk freely with me.

SIPES-34 – The follower is not a mere automation carrying out the leader's desires to the best of his abilities. He is a human with goals and desires of his own, strong attachments to his fellow group members, and attitudes toward his leader and the group goal. The leader must recognize these group factors and how they affect his ability to influence the group.

SIPES-108...to lead, one must be able first to predict the reactions of the potential followers.

SIPES-240...military "facts of life" seem to be directly contradictory to the basic American tenets of the equality of man. This conflict is particularly acute to the newly appointed leader - "just how familiar should I be?"...(the leader)...must maintain a social distance that keeps him in adequate contact with his men and yet permits him to maintain objectivity in dealing with them. The main problem in over-familiarity is not that it will breed contempt in the subordinate for the leader, but rather that it will break down the leader's objectivity in dealing with his subordinates.

SIPES-241 - When officers and petty officers seek every opportunity to learn from and work with each other, they can develop a relationship advantageous to their common concern - the unit...The difference in organization status does not necessarily represent a difference in intellectual ability or general individual worth. The subordinate can think, and he has knowledge and ideas- especially about his job. The wise senior recognizes this, respects the subordinate's ideas and takes full advantage of their import. He also realizes that in so doing, he is neither relieved of his responsibility nor deprived of his right to make decisions.

2010 - Followers have the responsibility to work with leaders to ensure successful mission accomplishment. The followership role encompasses initiative, commitment, responsibility accountability, critical thinking and effective communications. Followers look to leaders for guidance and feedback; they expect challenging tasks to both learn and develop competence.

OTHER – Effective leaders at some time learned to be and were effective followers. (Followership) is the capacity of an individual to actively go or come after a leader proceeding ahead; move or travel behind OR the reciprocal social process of leadership.

OTHER – (Fraternization) is to associate or form a friendship with someone, especially when one is not supposed to. "Turning people into brothers" by conducting social relations with people who are actually unrelated and/or of a different class (especially those with whom one works) as if they were siblings, family members, personal friends or lovers; the practice of giving unfair preferential treatment to one person or group at the expense of another.

Team-Building

OLD – Work done by a number of associates, usually each doing a clearly defined portion, but all subordinating personal prominence to the efficiency of the whole. (**Alliances** – Union by relationship in qualities; affinity) ((**Coaching** - What a special tutor does who assists in preparing a student for examination; an instructor in athletics, often a professional; training or directing by special instruction)). (((**Relationships** - Being mutually connected))).

MID – A group of people working together in mutual physical or mental effort expected to do or make something. (**Alliances** - A union or close association for a common goal; similarity or relationship in characteristics) ((**Coaching** - To instruct and train athletes, actors, etc.; to instruct by private tutor)).

*(((**Relationships** - Connection by blood or marriage; kinship; to work together especially in some literary, artistic/scientific undertaking)))).*

NEW – The combined action of a group of people, especially when effective and efficient.

Leaders seek out, create and leverage multiple perspectives and diverse experiences of team members to achieve the vision and mission. They build and maintain trust and actively empower all members to contribute to team goals. (**Alliances** – A relationship based on an affinity in interests, nature or qualities) (**Coaching** - A process that enables learning and development to occur and thus performance to improve. To be successful, a coach requires a knowledge and understanding of process as well as the variety of styles, skills and techniques that are appropriate to the context in which coaching takes place)).

*(((**Relationships** - The way in which two or more concepts, objects, or people are connected OR the state of being connected; the way in which two or more people or organizations regard and behave toward each other)))).*

Working Well With Your People (2:01) - <https://youtu.be/54No9FQ5xAo>

AOL-54 – The effective and efficient combined actions of a group of people.

AOL-76 – Teaching, instructing, training, and/or advising inexperienced or less-knowledgeable people...(coaching) inspires people to take action, makes them feel good about themselves and the group for which they work and creates a deep-seated belief that the best is yet to be.

CIA-11 ... People want to be part of something larger than themselves. It is quite simply a basic human desire to want to take pride in your day-to-day work and in the organization of which you are a part.

CIA-19 – Because of our mission, we have to pick strong people in the first place, people who ...have...the ability to work in a team environment.

CIA-26 – Promote team over self. When you get to your first station, you will become part of a small tight-knit unit...you're in this together!

CIA-29-30 – There are five key elements of teamwork...1) Focus and Attention to Detail...

2) Personal Accountability...3) Caring...4) Selflessness...5) Pride - Self-Esteem/Dignity and Enjoyment...

CIA-51 – Everything in leadership comes back to relationships.

CIA-57 – Caring relationships are the key ingredients by which cohesive, efficient and effective teams are built. Nurturing caring relationships ...elevates... life to a higher level.

CIA-65 – Building strong alliances ...(taps into the belief) ...of General Jimmy Doolittle: “There’s nothing like the heart of a volunteer.”

CIA-102 – Relationships and Alliances. The simple act of spending time with people increases personal human contact, which, in turn, leads to trust and respect.

CIA-118 – Whether a sister military service, a fellow federal agency, a local port authority or a partnership with a private association, the Coast Guard finds enormous value in promoting collaboration and good will.

LEA – Cooperation – Accommodating the needs and interest of others by being willing to defer performance of one’s own objectives in order to assist colleagues with theirs.

LEA - Demonstrating an active concern for people and their needs by forming close and supportive relationships with others.

GOL-40/George –The members of the team, if leadership is effective, would support the designated leader so the next play works and the next play and the next.

GOL-45/George – One thing we learned at the Academy and in the Coast Guard often overlooked in civilian life is the value of learning together as a team.

GOL-50/Allison – ...so much of what we do in the modern military environment relies on true teamwork. We have to break down barriers that hinder effective teamwork...A maxim from years ago was, “Know your job and know your people.” People are a big part of the leader’s job. The task is to mold the people into a team to fulfill the team’s responsibilities. The goal is to help each member succeed within the framework of team success.

GOL-55/Kruszewski – I define (leadership) success as ...-the ability to leverage everyone’s efforts through teamwork.

GOL-84/Amos – Working within the system...you can do a lot more for the organization and achieve your goals more efficiently by recognizing the dynamics of the environment you are in, accepting the dynamic and working it to your favor.

GOL-101/Cohan ...To be an Eagle Scout...you need the ability to coordinate the efforts of others...

GOL-128/Johnson, Rich – A good leader adapts to the culture in which he or she is operating without offending colleagues or subordinates.

GOL-147 and 148/O’Connor – Providing guidance, training and support...results in mutual respect and willing team work.

GOL-153/Andrasick – Team sports are a great incubator for developing leadership...Coaches of sports teams have an especially vital role in the life of students....and ...are paid to motivate, but their real compensation is seeing the progress of the individuals who make the team. If you ever have the chance to coach a group of underprivileged children...the rewards are beyond all measure.

GOL-153/Andrasick...do as many extra-curricular activities as you can enjoy and add value...each one contributes an extra dimension to your personality and a different group of friends.

GOL-154/Andrasick – People of all ranks now want to be part of a team that works collaboratively...in a command structure, managing that team presents some challenges...keep your goals straight, invite opinions, but in the end, demand results.

GOL-163/Fuller - I listened to a very successful classmate several years ago as he gave his retirement speech. Not once did he use the "I" pronoun. He always used "WE."...

GOL-167/Cox – Develop a team spirit in your group. As old fashioned as it may sound, the "one for all, all for one" concept really does work.

GOL-183/Onstad – Learning how to work effectively within the group environment is, in my mind, as important as almost anything else in becoming a truly effective and recognized leader.

GOL-199/Offutt ...I learned the real leadership lesson; how to build a team. I am still in touch with some of the crew.

GOL-203/Payne – I learned not to do the whole job myself but to find other people whose specific skills could link them together into a team and get the job done more effectively and efficiently.

GOL-214/Coleman – ...I could never understand those who described work and accomplishments with the pronoun "I" or "Me." I would rather speak in terms of "We."

GOL-215/Coleman – I truly believed, and attempted to never forget, how important each and every engineer that worked for me was...my success as a leader was dependent upon the team of engineers from the most junior to the most senior.

GOL-297/Wilburn ...(of the)...five key take-aways from my Coast Guard days, #1 is the absolute necessity to encourage team-work while not accepting loss of accountability.

GOL-307/LaBuda...to get the men to work together and become proud of themselves and their ship...I encouraged a ship's baseball team that we entered into the city league. The team did so well that the men became proud to not only be on the team but also on the Cahoon. All of a sudden the men were working together and not against each other...I took over the Cape Athol Loran Station when morale at the station was at its lowest and the station was suffering from neglect...I built a strong relationship with my two top chief petty officers who worked very closely with me to turn things around. We began to encourage the crew to not waste their time while on this isolated duty but to improve their education with not only hands on training but also through their correspondence courses for promotions.

LH/DM - 1/1/16 - ...if you deal with people "with one standard on honesty, truth, sincerity, love and compassion" they relate to you in kind.

SIPES-74 – Leadership stems from the interaction of individuals in the group out of which total group behavior emerges. Thus we can see in the leader’s activity - not a man who is necessarily at the head of a column of rank-and-file individuals - but one who is in a role of arranging the situation for the group.

SIPES-108...to lead one must be able first to predict the reactions of the potential followers...When an individual joins a group, he places himself in a position to satisfy, or at least strive toward, the satisfaction of some of his basic social needs. However, membership in a group is a two-way street. In return for gaining some measure of satisfaction of his social needs, the individual is moved by the social pressures within the group to adhere to group norms and to act in conformity with a prescribed role.

SIPES-133... Group membership provides satisfaction for many needs of an individual. These needs may be so critical to the person involved that he may be willing to forego physical well-being for their attainment...(to be a member of a group)...an individual will adopt various identifying devices to show pride in, and loyalty to, the group. These may include anything from his slang expressions to the way he wears his clothes, how he cuts his hair, or the type of car he drives — whatever will clearly characterize him as a member of the group. Deviation from the group norm in behavior normally will result in pressure from the other individuals in the group to bring the deviant back to the desired conduct. The leader actively assists in the development of group solidarity through actions which are aimed at increasing the individual's identification with the unit and the interdependence of members of the organization.

SIPES-134... A wise leader cannot overlook the possibilities offered in ...(knowing)...the lowliest individual in society wants to feel that he has a basic dignity and in some way has the regard and respect of his fellow men- that he is making a valued contribution.

SIPES-226 and 227...it is the officer's contemporaries and his co-workers who know him best and whose opinions will possibly be the greatest factor in the establishment of his “service reputation.” Few leaders in history have accomplished their mission and achieved enduring results without the aid and cooperation of his contemporaries, juniors and seniors.

2010 - Effectively using collaboration as a style of managing contention, leaders recognize and contribute to group processes; encourage and facilitate cooperation, pride, trust, and group identity; and build commitment, team spirit, and strong relationships...leaders inspire, guide, and create an environment that motivates others toward goal accomplishment; consider and respond to others' needs, feelings and capabilities; and adjust their approach to suit various individuals and situations... They work with subordinates to develop their leadership knowledge and skills...leaders adapt leadership styles to a variety of situations and personify high standards of honesty, integrity, trust, openness, and respect for others by applying these values and styles to daily behavior.

2022 ...(effective leaders) seek out, create and leverage multiple perspectives and diverse experiences of team members to achieve the vision and mission.

OTHER - Having the ability and skill set of working one's way through the customs, arts, social institutions, and achievements of a particular people or other social groups not their own.

OTHER - A set of persons associated together in some common interest.

OTHER - Recognizing, accepting and harmonizing the different backgrounds and idiosyncrasies of employees in an organization.

OTHER - ...(Team-Building)...is one of the foundations of organizational development that can be applied to groups such as sports teams, school classes, military units or flight crews. The formal definition of Team-Building includes aligning around goals, building effective working relationships and reducing team member role ambiguity.

OTHER - The combined action of a group of people, especially when effective and efficient. The action of working with someone to produce or create something; the relationship between two or more people to trade or do business. Each person contributes something like property or skill and shares in both the gains and losses.