

FOREWORD

“Class of 1965 Leadership” is a document of five chapters reflecting thoughts about what it takes to be a good leader - from those graduating from the U. S. Coast Guard Academy in 1965, their Class Advisor, CAPT Les High, ADM Jim Loy '64 and Coast Guard leadership documentation from that era.

It is intended to be honest, respectful, straight-forward and comprehensive – a point-of-view of leaders incubated from the Academy and service of the 1960's.

39 Primary Leadership Principles (PLPs) listed on the next page are focused on those PLPS most applicable for new Ensigns first reporting aboard on up through LCDR and CDR. They are organized into the following chapters:

1. ACCOUNTABILITY & RESPONSIBILITY – 11
2. CAPACITY TO CARE – 35
3. SELF-AWARENESS – 61
4. PERSONAL CONDUCT – 93
5. COMMUNICATIONS – 115

This document does not incorporate on-going changes in leadership principles that have been added to, deleted from or adjusted to those of the 1960's. This is not to say those changes and adaptations are not important or are to be dismissed in discussions of leadership. This is more a matter of convenience in expressing the thoughts on leadership from the core group quoted here in the language they understood. Remarkably these principles have stood the test of time.-

As a bonus section, Primary Leadership Principles (PPLs) applying more to the Captain and Admiral senior posts are not included in the main body but are captured in the last section of:

METADATA - 133

This document is the product of an endowment seeded with funds from the Class of 1965, providing support to the Coast Guard Academy Library's Special Collection, including conservation, preservation, access and procurement activities. Examples of these are digitizing materials, using consultants to process donated collections and creating finding aids, uploading materials to repositories to make broadly accessible and procuring materials for the Class of 1965 Community.

PRIMARY LEADERSHIP PRINCIPLES (PLPs) (39)

ACCOUNTABILITY & RESPONSIBILITY

- A. Authority of Position/Mission/Money
- B. Decision-Making
- C. Drive to Achieve/Delegation
- D. Effective Use of Resources

CAPACITY TO CARE

- A. Recognition
- B. Discipline/Training
- C. Example/Expectations/Followership/ Team-Building

SELF-AWARENESS

- A. Ability to Embrace Change/Attitude/Creativity
- B. Credibility
- C. High Energy/Inspiration
- D. Intellectual Abilities
- E. Spirituality/Stress

PERSONAL CONDUCT

- A. Character/Courage
- B. Continual Learning
- C. Military Core Values
- D. Political Savvy

COMMUNICATIONS

- A. Active Listening/Feedback
- B. Connectivity
- C. Field Presence
- D. Information

ABBREVIATIONS

OLD – “Webster’s New International Dictionary” 1923 Edition based on the International Dictionaries of 1890 and 1900.

MID – “Webster’s World Dictionary – Second Concise Edition” 1970 – 1982.

NEW – On-line definitions through on-line searches – 2022 -2025.

AOL-page # - “The Architecture of Leadership” first printing (2008) by ADMIRAL Jim Loy.

CIA-page # - “Character in Action” (2003) ADMIRAL Jim Loy.

LEA – “Leadership Effectiveness Assessment Framework” – A one page handout listing 22 specific behaviors describing the core framework for determining mission-critical leadership needs and effectiveness.

GOL-page #/Author – “A Gift of Leadership” (2014) by Class of 1965. A copy was presented to each member of the Class of 2015 in conjunction with ‘Link-In-The-Chain’.

LH/DM or **DM/LH** - date – E-mail clips from Class Advisor CAPT Les High ‘47 (LH) to CAPT Dick Manning ‘65 (DM) or vice-versa from 1997 – 2024.

SIPES-page# - “Leadership – In Service Of Country and Humanity” (1968) by RADM Joel Sipes.

2010 – 28 Leadership Competencies (2010) – Issued by Coast Guard Headquarters.

2020 – 28 Leadership Competencies (2020) – Appendix A to COMDTINST 5351.3A.

PLPs – Primary Leadership Principles

SYNs - Synonyms

OVERALL LEADERSHIP DEFINITIONS

OLD – The act or process, or the power, of producing an effect without apparent force or direct authority; an insensible or indirect altering of anything especially in a gradual manner; as influence by suggestion; a considerable or an ascendant power arising from station, excellence of character or intellect, wealth, etc. A person who goes before to guide or show the way, or precedes or directs in some action, opinion, or movement, especially:

- a. One having authority to precede and direct; a chief; a commander; a captain.
- b. One who precedes and is followed by others in conduct, opinion or undertaking.
- c. The chief of a party, sect or following.

MID – The power of persons or things based on wealth, high position, etc. to affect the nature, behavior or thoughts of others. To direct the course of by going before or along with; conduct; guide; to direct by influence to a course of action or thought; cause; prompt.

NEW - Individuals can have an effect on the character, development, or behavior of themselves, someone else or something through motivation, inspiration and/or persuasion. Builds consensus through give and take. Fosters cooperation from others to obtain information and accomplish goals while balancing competing demands. The ability of an individual, group or organization to influence or guide other individuals, teams or entire organizations.

2012 - Early Recollections (4:29) - <https://youtu.be/jdLyOSXmfEq>

Coast Guard Leadership (1:28) – <https://youtu.be/1b4KdIxVx08>

Importance of Chiefs (2:58) - https://youtu.be/wBWoGpdUL_k

Most Important Leadership Principles (5:14) - https://youtu.be/N2x91w_lkps

Sailing - A Metaphor for Leadership (3:16) - <https://youtu.be/GESwzYCZY0U>

In 2007, a number of 3/c cadets wrote members of the Class of 1965 letters similar to the following;

“In order to compliment ...my Leadership and Organizational behavior class, I respectfully request you share any leadership experiences or sea stories which helped develop you as a leader, both in and out of the Coast Guard.”

One such response was:

“In regard to your request regarding leadership, in what environment are you most interested – civilian work life, non-combat military, combat or the family environment? The elements of leadership, in my opinion, are the same. Each element has a different importance depending on the environment and the stress of the moment.”

AOL-ix – Leaders act, care, inspire and persuade others to act for certain shared goals that represent the values, the wants and needs, the aspirations and expectations of themselves and the people they represent.

GOL-3/High, Jeff – Any person can learn how to be a leader... In its most simple form, to be a leader, it does not necessarily matter where you stand in the organization. You can and should be the leader when you have the best idea and can articulate it clearly.

GOL-4/High, Jeff –...At the strategic level there never is an assigned leader; a real leader must emerge in order to solve any problem or to be able to make any progress. For this to happen, the players at that strategic level need to know when to lead, when to follow and when to get out of the way.

GOL-11/Horsey – Some ...opine that a leader is born, not made. I don't subscribe to that. It takes hard work, prayer and some good fortune.

GOL-37/Gray – A good leader will normally get the best performance out of his people – and get it willingly.

GOL-40/George – Anyone can be a leader in a given situation, but there usually are individuals who are designated to play leadership roles.

GOL-48/Allison - ...(leadership)... is creating a way for people to contribute to making something extraordinary happen.

GOL-54/Kruszewski –Is a leader born or made? Both.

GOL-72/Luckritz –Your leadership style may need to be adjusted to the group with which you are working. For instance, commitment by volunteers may not reach the level of commitment by the military.

GOL-82 and 83/Amos – Leadership is the ability to tell someone to go to the devil and have them look forward to the trip. Managers and administrators whack you in the back of the head with the book to get the job done; leaders show the way.

GOL-101/Cohan -...I believe leadership, like seamanship, is more art than science. I learned that leaders are not born...

GOL-109/Cohan - In its essence, "Leadership" is the privilege of decision conferred upon you by those who put their lives, figuratively or literally, into your hands because they trust your professional ability and your proven judgement.

GOL-116/Morgan – I believe to a certain extent leaders are born and not made.

GOL-127/Johnson, Rich – Quoting Drucker: "Management is doing things right; leadership is doing the right things.

GOL-147/O'Connor - ...I'm not convinced...(leadership)... can be taught from books. An author can expound on perceived principles but the student must live the reality.

GOL-157/Rutski - I believe every organizational group or project must have a leader who is responsible for getting the results. I often describe the leader or mission commander or project manager as the person who gets "fired" if the expected results aren't achieved.

GOL-201/Payne - leaders are born, not made...leadership books and courses help people improve their skills. They do not teach the basics.

GOL-211/Jensen –Some folks are natural born leaders and every Academy class has a few; they are the ones who hold the top regimental and brigade positions and class offices.

GOL-228/Hamilton – You need leadership at every level.

GOL-265/Williams – I'm a strong believer in situational leadership and any leader's tool kit needs to be tailored and applied based on the conditions at hand...

GOL-278/Arecchi...leadership is the same regardless of whether you are in the military, in business or in the classroom...

GOL-285/Poulos – I have always been of the belief that "leadership" (and by inference – a leader) is difficult to define; but I like Justice Stewart's "I know it when I see it" approach.

GOL-288/Livingston - Like most things, leadership probably cannot be learned except through experience, but some principles followed by successful leaders may be useful in the learning process.

GOL-295/Serotsky...observe, listen, understand and analyze the best and worst leadership traits of those you work for at all levels. Leadership books, seminars, etc. will only provide you so much. It's where the rubber meets the road in the work place where you will know a true leader and what makes them successful in achieving their goals.

GOL-304/Chazal – Another aspect of leadership is seeding your organization with the right people, the kind whose judgment you can trust and who can be depended on.

GOL-310/Viglienzone – The Golden Rule is the best to follow to be a good leader. To me, a good leader helps others do the right thing at the right time, in an efficient way to achieve a mutual goal.

GOL-310/Viglienzone – How can you apply life's lessons to be a better leader? I believe you must stand for something or you may fall for anything.

GOL-314/Johnson, Gene – Leadership is the art of leading people to a desired goal.

GOL-323/Pettit – Everyone can be a leader. I've been inspired as much by those junior to me as those senior to me.

GOL-329/Christiansen – Leadership is learned by both design and happenstance.

GOL-343/Lucey – People hate to be managed but love to be led. Leadership is not management, it is being able to create an environment that allows each individual to maximize his or her effectiveness.

GOL-348/Stephan - Peter Drucker defines leadership as lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations.

GOL-394/CAPT Les High via Viglienzone – Once upon a time there was a wise old man who lived on top of a mountain. He was known to be the wisest man around, perhaps to know everything. But there were some boys in the village who thought they could fool him. They decided to trick him and prove he was not so wise, and really didn't know everything.

They thought long and hard and finally believed they had the way to prove the old man didn't know everything. One boy would hide a baby bird in his hands. They would ask the old man to tell them, "Is it alive or is it dead? If he says it's alive, I will push my hands together and the bird will be dead. If he says it's dead, I'll open my hands and the bird will be alive."

The boys confidently ran up the mountain to the old man. The wise old man asked, "Yes, my sons. What can I do for you?" The boy with the bird in his hands held them out and said, "Old man, I have a small bird in my hands. Is it alive or is it dead?"

The old man looked at the boy and then at the boy's hands. He pondered a moment, and said, "My son, the answer is in your hands."

Captain Les High left the students of each new class with the reminder that most of the answers and achievements in their life would be - "In their hands!"

SIPES-18 and 19 – Leaders, I think, are made quite as much by conditions and by organizations and followers as by any qualities and propensities which they themselves have....five fundamental qualities or characteristics of those who are leaders, in their order of importance are Vitality and endurance, Decisiveness, Persuasiveness, Responsibility and Intellectual

Capacity...three omitted qualifications are great favorites – Honesty (Character), Courage and Initiative.

SIPES-22 and 23 – Only with the aid of historical perspective is it possible to recognize the stature of a great leader of industry. Perhaps his clearest identification marks are the he has an innate propensity for change and innovations and that he manages to change men's beliefs, attitudes and behaviors with benefit to many people.

SIPES-33 and 34 - ...there are three factors in the leadership phenomenon: the leader, the situation and the follower – and we must deal with each simultaneously. The leadership picture is affected by an infinite number of situational variables – the mission, the weather, depth of training, availability of equipment and supplies and so forth. If leadership were purely situational, a leader in one situation could not lead in another. This is obviously not true since a vast number of civilians performed so creditably in the World Wars and many military figures have been successful as statesmen, educators and businessmen. Situational differences must be recognized, however. This means that...(leadership)...principles must be applied differently from one problem area to another.

SIPES-34 – ...leadership is the art of influencing human behavior so as to accomplish a mission in the manner desired by the leader.

Sipes-68 and 69 - "It is by no means enough that an officer of the Navy should be a capable mariner. He must be that, of course, but also a great deal more. He should be as well a gentleman of liberal education, refined manners, punctilious courtesy, and the nicest sense of personal honor.

"Coming now to view the naval officer aboard ship and in relation to those under his command, he should be the soul of tact, patience, justice, firmness and charity (paternalism). No meritorious act of a subordinate should escape his attention or be left to pass without its reward, if even the reward be only one word of approval. Conversely, he should not be blind to a single fault in any subordinate, though at the same time he should be quick and unflinching to distinguish error from malice, thoughtlessness from incompetency, and well-meant shortcoming from stupid blunder. As he should be universal and impartial in his approval of merit, so should he be judicial and unbending in his punishment or reproof of misconduct.

His intercourse with subordinates he should ever maintain the attitude of the commander, but that need by no means prevent him from the amenities of cordiality or the cultivation of good cheer within proper limits. Every commanding officer should hold with his subordinates such relations as will make them constantly anxious to receive an invitation to sit at his mess table, and his bearing toward them should be such as to encourage them to express their opinions with freedom and to ask his view without reserve.

LH/DM – 8/4/17 - My philosophy on how the USCGA should be run would take some time to explain and possibly justify but that takes a session in my living room where we can share thoughts deeply. Simply it goes like this:

1. Academically, for the degree in engineering, I want the Cadets to be as positive and deep, free thinkers as they could possibly be to learn as much as they could in their time at the Academy.
2. Militarily I wanted the Cadets to buy Discipline completely and without question – for the free education "they earned each day" by following whatever rules the Academy established to make the system efficient.
3. Routine was not a subject of choice like study hours, books you purchased, uniforms you were required to have, including the sword. We might give you a choice of name on the sword but if you did not chose we would put your Official name on it from the record.
4. This Academy is not being run as a social program to make Cadets feel good. It is there to, "Make CG Officers and only that!"

LH/DM – 5/25/18 - There is no question, whenever the "A Gift of Leadership" (GOL) book is the subject of any conversation, it always has lots of accolades pronounced about it. It is truly a book about leadership in its many forms and written by men who "have played that role often and tell what worked for them!" So many books are written by writers "who get their facts from research" but in this case the book was written by "experts who practiced the subject of "Leadership" and then wrote about it. That is what makes the book so much different from most academic type tomes that are on the shelves.

LH/DM - 3/20/19 - I agree that society is getting away from many of the values we grew up with like being honest, working hard, doing your best, taking care of others, being willing to take a chance now and then, learn by experience and accept new challenges. Some and most of these worked for us and so we are satisfied with our life as we enjoy retirement. The guy that has never done anything in life will be miserable when he retires, if he ever can?

SIPES-34 - ...be cautioned against interpreting any systemized concept or formula for leadership as an assurance of success. Each leadership problem is a series of multi-dimensional and variable factors requiring sound judgement and careful consideration for solution.

OTHER - The integrated planning, design, optimization, operation and control of technological products, processes and services. The primary function of managers is to present options to their superiors who will then make problem solving decisions with input from those subordinates.

OTHER –The key to effective management is to have effective leadership in place. The definition of management is getting things done working with and through other people to accomplish organizational goals.

OTHER - Take, hold, or deploy with minimum wasted effort or expense any stock or supply of money, materials, staff and other assets that can be drawn on by a person or organization in order to function effectively while achieving maximum productivity OR The job of supervising or taking care of something, such as an organization or property.