

92. Listen To People (1:38)

Rank is always somewhat a deterrent... (to communication)... in the military.

I mean if they're running into a four striper for the first time, they're kind of in awe of them but if you've got a reputation of listening to the people, pretty soon they understand that they read you really want to know what they know that you don't know. And if they've got something they think you don't know, then they should be sharing that with you.

Well you're going to make it right and better the people were only value to me is if they gave me what they know. If they held it back because I'm a senior - they're afraid of me or whatever - that's not a good thing to have. I want them to respect me because I'm in the top position, not because of me personally.

Respect me because I'm the top guy but that doesn't mean I don't want them to give me their thoughts and ideas.

Now when the chips are down and I give a direct order to do something like bailout, I don't want anybody saying let's have a committee meeting. There is not the time for that.

The Coast Guard is a team effort. Absolutely. If the radar man doesn't do his job, the airplane's going to run into the mountain; you're going to be just as dead as the radar man.

Related Primary Leadership Principles

Active Listening

Effective Use of Resources

Authority of Position

Expectations

Character

Feedback

Decision-Making

Information

Discipline

Military Core Values