

## 1. ACCOUNTABILITY and RESPONSIBILITY

**OLD – Accountability** - Liable to be called upon to render a statement and explanation of one's conduct in the discharge of their responsibilities; answerable; explicable. **Responsibility** - Able to respond or answer for one's conduct and obligation; trustworthy financially or otherwise.

**MID – Accountability** - Obligated to own up to one's acts; responsible; explainable.  
**Responsibility** - Expected or obliged to account (for something to someone); answerable.

**NEW - Accountability** - The fact or condition of being required or expected to justify actions or decisions especially holding oneself and others to organizational policies and doctrine expectations. **Responsibility** - The obligation or duty to deal with something OR having control over or care for someone OR to be held accountable for something OR the opportunity or ability to act independently and make decisions without authorization and so to be able to be blamed or credited for it.

- A. Authority of Position (*Command*) Mission (*Preparation=Performance*) ((*Semper Paratus*))  
(((*Vision & Goals*)))//Money
- B. Decision-Making (*Consistency*) ((*Decisiveness*))
- C. Drive to Achieve (*Attention To Detail*) ((*Focus*))(((*Initiative*))) (((*Perseverance*)))) ((((*Self-Starter*))))//Delegation (*Empowerment*)
- D. Effective Use of Resources (*Problem Solving*) ((*Process of Improvement*)) (((*Work Ethic*)))

**Ensign Challenges (3:06)** - <https://youtu.be/anXM6Qkf7qs>

**Finger Pointing (0:41)** - <https://youtu.be/kj2yjB1fG5Y>

**Introduction to Class of 1965 Board of Trustees (2:31)** - <https://youtu.be/6X81n1qtCdc>

**LORAN Command - Taking Advantage of Isolated Duty (3:57)** - <https://youtu.be/hRdFEUjPpc8>

GOL-16/Horsey – Shouldering ...responsibility can be terrifying, humbling, exasperating, gratifying, frustrating, endearing and saddening.

GOL-167/Cox – Be responsible for your actions... Ensure your employees or juniors take responsibility for their actions.

GOL-169/Manning – Share your vision – No one can follow if they don't know where you are going.

GOL-180/Anderson – Pay attention to detail so the staff realizes you are aware of what’s happening but let them be responsible for the unit’s success.

GOL-226/Rufe – Insist on accountability.

GOL-252/Steinbaugh ...I always tried to intercept any criticism of the command's performance before it got to the troops by taking responsibility for any perceived shortcomings.

GOL-262/Williams – Be a Man. Be responsible and accountable for your actions; “Stand Up and Be Counted.” Leadership is a great trust, shared between the leader and those who are led. Core to that relationship is the leader’s integrity; not only knowing right from wrong and being honest, but being willing to act in the right and having integrity.

GOL-302 and 303/Fagg...to be responsible does not simply mean taking a hit for what goes wrong. Being responsible means organizing resources, collecting ideas, and building a team to discover and articulate a vision, and seeing the vision become reality by allowing shared authority in areas of individual competence among the members of the team, whether the team is a military unit, a committee, a church, a corporation or a nation.

GOL-336/Gray – Who were the good leaders, my heroes?...One of the most important things they did was to back up their people. They made sure if they thought their people were doing right and were trying their best, when things went wrong, they fought for them and took the blame when necessary.

GOL-343 and 344/Lucey – To be an effective leader, one must always be accountable for their actions ... “No Excuse, SIR!” The greatest lesson of my life: No excuse, SIR! You took your punishment, survived it in most cases and put the incident behind you! You moved on. The incident was dead. Over. Finished! No enemies, no different stories, no untrusting employees, no ongoing investigation, it was over! Why? No excuse SIR!

GOL-348/Stephan – An important leadership principle is...being responsible and taking the initiative when appropriate and hold ourselves accountable for our own actions. We admit to making a mistake when we do, but benefit by learning not to repeat it.

LH/DM-9/2/16 - I can see that the student with the incomplete is trying to lay a little blame on life and you for his failure to complete the course. His is a perfect example of a student "who did not get ahead of the program and leave some time at the end for contingencies!" In this case a "waste of time law suit!" If he had done most of the work early, this final "hitch" would not have affect his course! Sooooo! Do not let him put the blame on you!!!

LH/DM – 6/18/17 - It is hard to believe that a Navy destroyer (FITZGERALD) could collide with a merchant vessel. If it was negligence, his career is history. If mechanical problem, weather, or other extenuating circumstances, he might survive but probably not. So many officers he is competing with never had such a mishap on their record so they get promoted and he goes out of the system. Too bad but that does happen in the military! I was lucky for I had lots of chances

for "mishaps" but never experienced any except ".....!" Still, I had a super CG career and unbelievable jobs.

LH/DM – 1/16/19 - That story about the FITZ is a tragic one. It is hard to believe that any unit could get so far away from competency. Didn't even sound like they had visual look outs and if they did they did not report things they saw that were near and threatening. Hard to believe that the CO and XO could not only not be on the bridge in busy waters at night but were actually in bed asleep. The stories about their CIC and the condition of their equipment was stunning. Having CIC personnel who did not know how to use the equipment is hard to believe. They should not have been allowed to be on watch. There is no question that this was a case of poor leadership. The article implied that they were so busy doing things all day that they were unable to have time to learn their skill requirements. Ships that do a lot of "make work things" to do to keep the crew busy so they stay out of trouble" may have been what was going on here! Sad. Losing people was awful but totaling a ship was terrible. Big ships need superior leaders to insure competent operations. As you describe Yokosuka it is hard to believe the CO ever left the bridge while transiting that area.

DM/LH – 1/17/19 – I've often told my story about my fear of facing a parent if I didn't do all I could from preventing an injury or even death. Cannot imagine how the leadership of the FITZGERALD let so many families down.

LH/DM – 1/17/19 - I was fortunate to never have to face a parent for an accidental death of any of my troops while in command in the CG. Yes, I can understand your fear of having to do that for it would be hard. The FITZGERALD fiasco was close to criminal, in my opinion. To have such incompetent leaders in charge of such a large ship seems like derelict of duty all the way to the top of the Navy. Hopefully, it was an isolated case in the Navy but I wonder. People who spend all their time in their office and do not wander around the command may not be aware of what is going on. We were fortunate we never had to explain a death of a son or daughter in our Command to parents.

LH/DM – 5/3/20 - RTC was an "end of career" type assignment for most of it's existence until a few young CAPT's like Teeson, Faigle and Pluta came along and the CG let them get Training Command before they made Admiral. I have no idea who gets this assignment these days and when in their career. In the old days it was a reward for people to run a big base and they must have felt that the old guys can handle that. They knew little about Training per se, but they had Command Experience...

2010 - Leaders comply with policies and doctrine and take ownership for their areas of responsibility and are accountable for their performance. Regulations and guidelines that govern accountability and responsibility allow leaders to use appropriate formal tools to hold others accountable when situations warrant.

## **1.A. – Authority of Position, Mission & Money**

### **Authority of Position**

**OLD** – Legal or rightful power; a right to command or to act by virtue of his office or trust; dominion; jurisdiction; power derived from opinion, respect or esteem; influence of character, office or station or mental or moral superiority. (**Command** - *To direct, elicit or secure authoritatively; to bid, order, charge, enjoin; to rule or dominate; to have at bidding or at disposal; to dominate the situation*). ((**Power** – *Ability, whether physical, mental or moral, to act. The faculty of doing or performing something; exerted ability to act or produce effect; might; energy; vigor; ability to act or effect strongly*)).

**MID** – The power or right to give commands, enforce obedience, take action or make final decisions; jurisdiction. (**Command** - *To give an order to; direct with authority; to have authority over; power to control by position; an order, direction or mandate; range of view; ability to use; mastery*). ((**Power** – *To authorize; to enable; permit*)).

**NEW** - The power or right to give orders, make decisions and enforce obedience; power or influence resulting from knowledge, prestige, etc. (**Command** - *Give an authoritative order; be in a strong enough position to have or secure (something). Chain-Of-Command is the line of authority and responsibility along which orders are passed within a military unit and between different units*). ((**Power** - *The ability to do something or act in a particular way, especially as a faculty or quality; the capacity or ability to direct or influence the behavior of other of the course of events*)).

**Aircraft Commander (1:17)** - <https://youtu.be/GuTVquJbUWo>

**Always Ready (0:46)** - <https://youtu.be/9HGL0m51qYw>

**Command Authority (4:19)** - <https://youtu.be/UuG2z-qCKIo>

**Readiness and Recovery (2:54)** - <https://youtu.be/DiiDi05g6OU>

**What We Do (1:25)** - <https://youtu.be/Z76kVTdbM5U>

LEA - Seeking to exert influence by taking charge and leading and directing the efforts of others.

LEA - Showing loyalty to the organization; respecting the ideas and opinions of people in authority and using them as resources for information, direction and decisions.

GOL-67 - 69/Carr – A leader must have an authority to lead so people will follow – willingly or otherwise.

**NOTE:** The Loy Institute for Leadership (LIFL) uses a schematic of thirteen categories of leadership while a second schematic could be the six categories of the “Architecture of

Leadership” book written by ADM Jim Loy. A third schematic for the many sources and ways to acquire authority is to classify seven primary leadership principles into two major categories:

1. Authorities Granted by others (‘Position Authority’, ‘Money’ and ‘Right of Unique Access/Delegation’) – similar to the notion leaders are born, not made.
2. Authorities Gained personally (‘Influence’, ‘Communication’, ‘Credibility’ and ‘Expertise’) - similar to the notion leaders are made, not born.

GOL-80/Brady – A young cadet beginning second class year will, for the first time, have absolute power over other individuals...This power has been granted by rank, but not necessarily by those who are under your power – those who are being led. My experience has shown that those who remain at this level of power – the power of authority – do not become true leaders...

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)...fix chain of command problems early.

GOL-231/Hamilton – When you are in charge, you really have to understand the situational risk, what’s actually going on behind your back and the limitations of your people, even more than their capabilities.

GOL-252/Steinbaugh ...I had a number of commands. I loved being a commanding officer and I eagerly sought out every opportunity to command - in my mind, becoming a commanding officer should be the *raison d’etre* for every military officer.

GOL-255/Brunette – The captain of my first ship, the Chincoteague, taught me leadership – in spades. He was a ‘mustang’ commander at the time who had worked his way up the ladder from enlisted man to commander when I first encountered him. He was later promoted to captain a year into my tour – somewhat of a rarity for a non-college, non-Academy officer. Captain Allen E. Armstrong – the name alone commanded respect – was tall (6’4”), ramrod straight, full head of black hair, suntanned below the hat line, deep voice and hearty laugh – all the right command tools, or so I thought. But what he excelled at was setting the tone for our ship in every respect. He was up earlier than others, was an amazing ship handler, was the last off the ship to go on liberty (wouldn’t leave until his men all got off first), never talked down to his men, and asked questions tactfully (never belittling or embarrassing them in front of their shipmates), praised good work openly and generously but handed out ‘fair’ punishment when appropriate.

I saw Captain Armstrong take an old, rust-bucket of a ship, with a horrible at-sea patrol schedule (six or seven 6-week patrols the first year), and bad morale to boot, and turned it into the very best performing ship on the east coast the year I was on her. We had all the ‘E’s’ (for excellence) on our smokestack from our underway training in Guantanamo Bay to prove it by the start of the next year. I was always proud to say - as Captain Armstrong walked past -

“There goes my captain.” He set the pulse on that ship in every way. When he was finally given his captain’s eagles at his wetting down party, the wardroom cheered – and mightily so. We’d all run through walls for him.

LH/DM – 3/12/16 - I was pleased to see that the CG Academy grads are eligible for the 100 Ton or Less Mates license. I am not sure, but I believe that Academy grads have had a smooth opportunity to get Merchant Marine Licenses. I had a number of Classmates, Atkinhead, Cassidy, Guy, Clough, etc. all got Merchant Marine Licenses and all may have become Masters of the biggest ships. I am an aviator and admit I know nothing about this element of my Class's talents.

LH/DM - 11/15/20 - The reason I loved being senior guy was then I could use my values on my troops. "Being Honest, hard-working, responsible, on time and getting things done on time by all my people" made my environment in the CG quite pleasant my 29 years.

LH/DM – 9/15/24 - Kwadack was excellent for my development as an Officer. There was no one to turn to so I got to be "really in charge" and that help me to grow and develop well. I disliked being away from my family for so long but it did make me a more confident and competent officer, I believe.

SIPES-138 - Orders should be issued to the chain of command.

OTHER - leadership...is about being in command and taking action – clearly being the person in the pecking order who can peck anyone at will and who is immune from challenges by subordinates

2010 - ...ours is a military service and we recognize the organizational structure and the chain of command where leaders use position and personal power appropriately.

OTHER – Power and position are often synonymous; 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.

## **Mission**

**OLD** – Successful completion of a sending or being sent out or delegated by authority to perform some service or function or to transact some business. (**Preparation** - A fitting or making beforehand for a particular purpose, use, service or condition; state of being made ready; something made, equipped or compounded for a particular purpose. **Performance** - The carrying into execution or action; achievement; accomplishment; a thing done). ((**Semper Paratus** – Always Ready)). (((**Vision & Goals** – To dream, fancy, imagine or the like with a final purpose which a person seeks to reach or attain))).

**MID** –The successful completion of a special duty, combat operation or function for which someone is sent. (**Preparation** - *To make ready of suitable; to equip or furnish; fit out; to make oneself ready.* **Performance** - *Execution, accomplishment; functioning, usually with regard to effectiveness*) ((**Semper Paratus** - *Always Prepared: motto of the U.S. Coast Guard*)). (((**Vision & Goals** – *The ability to perceive something not actually visible as through mental acuteness that then becomes an end that one strives to attain*))).

**NEW** – The achieving of one’s goal as the primary focus when taking on a task. (**Preparation** - *The action or process of making ready or being made ready for use or consideration; something done to get ready for an event or undertaking.* **Performance** - *The action or process of carrying out or accomplishing an action, task, or function. Achievement*). ((**Semper Paratus** - *A Latin phrase that translates to “Always Ready.” It conveys a powerful message of preparedness, resilience and a commitment to being ready for any challenge or opportunity that may arise*)). (((**Vision & Goals** – *A long-term aspiration or desired future state with specific, measureable objectives that one sets for themselves in the short term*))).

AOL-viii – Preparation=Performance.

AOL-86 –The process of carrying out or accomplishing an action, task or function. Achievement.

CIA-96 - ...the Coast Guard searches for seven qualities in each individual; intelligence, high energy, self-confidence, continual learning, compassion and courage with a bias toward action and character.

GOL-33/Peterman – Work for the mission of your entity, not your paycheck.

GOL-34/Peterman – Set goals in business, personal, health, finance and spiritual and then take action every day to accomplish these goals. Inch by inch and everything is a cinch.

GOL-35/George – It’s critical to first ‘plan’ the job...defining precisely what needs to be accomplished and when it needs to be accomplished...many teams go about their jobs without all members knowing their mission...plan with the end in mind...

GOL-40/George - ...it’s critical to envision in advance what the end result should look like.

GOL-55 and 56/Kruszewski – I define (leadership) success as ...impressive achievements of mission or purpose. Leadership is preparation in pursuit of opportunity.

GOL-55/Kruszewski ...(Successful leaders)...are confident in their purpose and certain their group could achieve their mission and goals.

GOL-77/Rutherford – You should have goals for your career...Your chances of reaching those milestones will be greatly enhanced if you share them with your immediate superiors. Just as you should be mentoring the people reporting to you, your superiors will be mentoring you. So be helpful; give them some direction.

GOL-90/White, Gerry – When the project parameters are not met (time, budget, physical result)...do consider maybe you weren’t clear enough in what you wanted, or in what it was we were trying to accomplish.

GOL-106/Cohan...I sold my vision of what our ship would be to each of them. It became their vision and their goal. It didn't happen overnight, but took the better part of a year.

GOL-127/Johnson, Rich – Plan for the worst and hope for the best. Make sure your worst case is tolerable for all involved and properly articulated before acting – before and not after!

GOL-148/O'Connor – Expect performance from those in your sphere of influence.

GOL-158/Rutski – ...a project leader needs to define success – what is it you need to accomplish...ask the question, "What will happen if we do a really great job?" The answer to that question is usually a good definition of success.

GOL-167/Cox - You must know what we are doing here, and specifically, what the goals are of your managers or senior officers.

GOL-172/Wright – Leadership is required long before you and your unit launch on a rescue case. It is your task to ensure your unit is trained, operationally ready and effective.

GOL-187/Cochrun – Perfection may be impossible but excellence is achievable.

GOL-187/Cochrun - ...you have to know the task before you can ask someone to do something...

GOL-194/Harod...“Semper Paratus” is what leaders do. Always be prepared.

GOL-247/Yentsch – Establish and prioritize standards for how you live your life and view your actions before and after you take them.

GOL-251/Steinbaugh... there are only two leadership objectives in the Marine Corps: the first is to accomplish the mission, and the second is to take care of your troops, in that order of priority... Your job is to lead those troops so they can accomplish the mission as a unit, and their job is to accomplish that mission at all costs. You're asking a helluva lot from them, and they'll do it.

GOL-263/Williams – Preparation equals performance. As a corollary, the competence developed in repeated training scenarios results in a growing confidence needed to deal successfully with the crisis, should it ever actually occur.

GOL-266/Williams... good leaders and good leadership aren't developed at moments of terror. Rather, good leaders and their good leadership successfully come to the fore then - having learned and honed their skills during those quieter yet no less important hours spent in the daily routine....**“Semper Paratus!”**

GOL-279/Arecchi – Inform people on the goals and status of the job. People work better when they know and understand what is happening.

GOL-280/Norris – The objective...is not to be a great leader but to get the job done. Leadership itself is merely a tool in that endeavor; or more correctly, a tool box, as the type of leadership skill needed may well vary with the type of job to get accomplished.

GOL-297/Wilburn ...(of the)...five key take-aways from my Coast Guard days, #4 is - while process (the journey) is certainly important, timely results (the destination) matter.

GOL-336/Gray – To me, leadership means utilizing your people to best accomplish any assigned task or mission.

GOL-324/Pettit – Focus on removing any obstacles to mission accomplishment – morale will usually take care of itself.

GOL-353/Hall – A good leader does not have to be the smartest person on the team, but he must be the one who develops the plan and therefore knows the most about what the goal is. He must also be the one who can verbalize the tasks that need to be completed to accomplish the goal.

GOL-355/Ruhe – In any undertaking, good leaders have to be clear with themselves and with their people, about what they want. Not knowing that – from personal goals to professional ones – is unacceptable. If you don't know what you want, you can't make it happen. If you're clear about goals, the choices you make along the way will be easier. You will recognize which activities support them and which do not...Don't assume people know what's important. Having a strategic plan in place is not enough. The best plan is of no help unless it is understood and embraced. People are the engine that powers that plan.

LH/DM – 8/20/20 - Measuring air quality is a modern thing since I was an aviator and deeply involved with the weather. As an aviator, I knew what the weather was within 500 miles of me all the time. When we went on the gong we often had no time to study the weather like normal aviators do before each flight. We needed to know of the hazards we might encounter like freezing rain, heavy fog, thunder storms, gusty winds, etc. Aviation is like many other hazardous encounters, the better prepared you are, the easier things go or at least you encounter fewer dangerous surprises.

SIPES-204...the mission is paramount to all else.

2010 - ...leaders are results-oriented and thinking strategically, adopting a system view and focusing on the intent of what is really trying to be accomplished.

2022 - Demonstrates understanding of where the organization is headed in the short, medium and long term. Translates organizational vision into individual, team or unit action and seeks opportunities to capitalize on talents of self and others to contribute to organizational goals.

OTHER - Generating and applying unique insights and opportunities to achieve a goal or create competitive advantage.

## **Money**

**OLD** – Wealth or a current medium of exchange in the form of coins and/or banknotes.

**MID** – Pieces of gold, silver, copper, banknotes (paper money) stamped /authorized by government authority used as a medium of exchange; wealth. To have charge of or direct money matters of an organization or individual.

**NEW**- The assets, property and resources owned by someone or something; wealth. Monitoring, controlling, protecting and reporting on an organizations money related activities including all bank transactions, loans, debts, investments and other sources of funding.

***Money Advice (1:25) - <https://youtu.be/USqGSGwRyqk>***

***No Gambling (1:09) - <https://youtu.be/6qbEiX2jE9s>***

CIA-13 – Unnecessary or unwarranted expenditures are not permitted and every expenditure has to be justified with documented reasoning.

CIA-37 – (The American public) counts on (the Coast Guard) to rescue them from harm, to protect the environment, to keep waterways open and safe and to enforce laws firmly, fairly and with respect...and to manage their money properly and efficiently.

GOL-68/Carr...there is a saying in business that “Cash is King – he who has the cash is the King.” Money talks and can be an overwhelming power, especially over those who don’t have much.

GOL-137/Rogers - Two of the things which are potential career killers for any new officer are money and classified material...the minute anything seems awry, you should surface the issue. Let your department head, executive officer and commanding officer know – following the chain of command, of course...Under no circumstances ever try to cover up an issue or problem – that’s the real killer.

GOL-183/Onstad – 12 Scout Laws “9” of 12 – Thrifty.

GOL-291 and 292/Livingston - As a salesman years ago, I worked for a sales manager who abused his rights. As leader he had the authority to approve sales contracts for new customers. Over an 18 month period he signed many fraudulent contracts. It increased his "sales" so much he was promoted and moved to another part of the company before the fraud was detected. Power is a great temptation... Another similar example happened when I worked for a financial institution. The president directed an employee to alter the timing of a legitimate contract. The result was that he received a huge bonus for exceeding an annual target. He was such a well-respected leader - not only of his company but in the industry - that I can only assume the amount of power had changed his character. He was eventually fired and disgraced. Core values are essential to avoid the corruptive potential of a leader's power.

GOL-226/Rufe – A good chief is worth his/her weight in gold.

GOL-283/Sigler – As a new exchange officer on board Barataria, a 322' cutter, I endured a confusing relief of the ship's canteen. Both the fellow relieved and I through we did the paperwork correctly. In fact, neither of us being accountants, we botched the numbers and the report. No money went missing but the district office didn't like our bean counting report.

GOL-319/Pettit - I looked back at a time I had received a letter from an Admiral admonishing me for obligating funds without first getting necessary approvals and I could see that it had been written as a mid-course correction in my career, with a very positive tone rather than a scolding and it was well taken.

LH/DM - All the top folks in the Military and Federal GS and SES categories are limited. (Basic pay for 0-7 to 0-10 is limited by Level II of the Executive Schedule.) Probably "no more than what a Congressman makes!" All the top Admirals like Chief of Staff Air Force, etc. all are limited in pay. They get the rank and the honor of the position but no more pay. The higher numbers may be used when figuring their retired pay so they may get as much in retirement as they got on active duty.

LH/DM – 3/31/16 - As I was approaching 65, Navy Mutual Aid Association was selling insurance to an active duty officer for 5 years (until 65) longer than they would retired officers. Since I wanted to get some more insurance (single premium) at 64, I called the president and board members asking them to include us retirees. In a letter, I argued that a retiree with little or no stress in his life has to be a better risk than an Admiral in charge of a Fleet, Area, etc. Since this is a mutual, and we own the company, I suggested they ought to be benefiting the retirees, not just the active duty Admirals. I heard later from several of the captains on the Board that "my letter going after the Admirals was instrumental in the Board voting to increase the age to 65." My argument that it was more actuarially sound to include retirees than omit them seemed to win the day. I do like "taking up causes!!"

LH/DM - 6/7/16 -... I went through my cash box, household safe and money from several sources to limit my cash around the house. I found 9 envelopes of various sources of cash and counted it up. ...I want some cash around the house in case of emergency like an earthquake that shuts off the power so credit cards do not work, ATM's do not work, etc. Then it would be nice to have some cash.

LH/DM - 7/25/16 - ... I am not a great financial supporter for the Alumni Association to give things to Cadets that involves money, less challenges, easing their way of life, etc. I like to see the Academy difficult to achieve so only the best Cadets get graduated and commissioned

LH/DM - 7/26/17 - I agree the ...(classmate)... financial issues are theirs and of their own making. People with financial problems usually have little financial prowess so often any money they acquire just goes down the "slippery slope!"

LH/DM - 8/24/17 - I got a document from USAA bank that they will no longer support accounts less than \$500....They say they want to provide us service but they just did away with Parents or Grandparents opening an account for a child for them to learn to save their money. This is one of the things they should do "even if it is a losing proposition" for the USAA Bank. The bank we originated to provide the needs of the Officer Corps is now nothing but an institution that wants to grow.... USAA is failing to do what I want in the Bank as a part of their service for me!!

LH/DM – 10/10/17 - Since this LuLu sale is only on for a couple days, I figured I would see what you could do to increase my supply of Gift of Leadership books. When my supply gets short I might not give a book to someone that truly needs one so it would be great if this request for 10 books works out. Thanks for your time in investigating this opportunity and getting the books. If the order comes out near \$100, of course there are taxes and shipping (of which I do not have a clue). CA is 8%. Routine shipping probably has to be \$10-\$15 or maybe more. Those are given costs and not subject to reductions although free shipping is common on large orders (not sure 10 books is a large order). Not likely to have a shipping deal with a "30% off sale." See what you can do. I appreciate your willingness to try and get me some more GOL books.

WILLIAMS/DM – 11/6/17 – The contact list was a key to our 50<sup>th</sup> anniversary fund-raising success. In fact, lack of such contact lists may make it much harder for later classes to reach our \$1 million gift level. I understand CGA'67 only raised about \$500K for their gift this year.

LH/DM – 1/13/19 - Sorry, to hear about the Border standoff is not settled and it is impacting so many loyal government worker's pay, including the retired folks. Won't have much of an impact on me except my tax withholding will not be going to the government. I live out of my checkbook and there is enough in there for about 20 months of living expenses...I feel sorry for lots of folks that live from pay check to pay check. Many of our enlisted folks are in that category. Many of our retired enlisted are also in that category.... It is times like this that proves to us the value of saving some money for emergency type situations that may arise unexpectedly! I am glad I had a wife willing to let us save big time (10% or more all our life)!

LH/DM – 1/17/19 - Speaking of leadership, did you get the Academy's plea for funds to support unpaid cadets (and other Coasties)? I cannot imagine why cadets need money from me. They have a roof over their heads and three squares a day. I am not about to make donations to cadets while the government is shut down. I am in agreement with you, they have a place to sleep and get three meals a day. If they have to walk some place on liberty rather than take a cab or bus - so be it. We walked in our day. I walked back to the Academy many times from Lawrence Memorial Hospital.

LH/DM – 5/3/20 - Yes, Carol and I did quite well in the CG financially and especially well since I did not work for a living after I retired. I worked in Mack's Office for a year and a half at \$35 an hour I believe but do not remember. I would have worked for nothing but Mack needed some place to send Social Security and other government fees to, for my employment. Still, it was really peanuts and added very little to our "estate". We were invested in the Market when we

first met you guys in 1961 and always had an active brokerage account since 1955. In fact, in 1968 when I was selected to CAPT, I was seriously thinking of being a Financial Advisor and selling stocks for a living if not selected and when I retired on twenty plus years. Got selected so life moved on!

LH/DM – 9/7/24 - I consider myself Middle Class but have never made a lot of money. Our family has been savers and if that will make us Middle Class "so be it!" Not sure we have been able to save that much that it makes a big difference. I am not sure how to develop the Middle Class. I presume workers who are savers will ultimately generate a Middle Class.

LH/DM - 10/17/24 - I am glad you can see in my videos that this old guy really loved the Coast Guard and the people in the CG! The bar the crew built in the Enlisted Men's Club at RTC could have won a prize for craftsmanship in any contest in the USA. It was a very functional bar but also looked beautiful. The crew had a right to be "Proud."

SIPES-171 - Incentives are the external promises of rewards that people offer to others in an attempt to get them to perform in a certain fashion or to strive for a particular goal. Incentives are such things as money, promises of promotion, diplomas or degrees, gold stars or almost anything that people associate value to and are willing to accept as being worthwhile... Incentives may also be negative in nature such as fear of punishment, threats of demotion or impending failure.

2022 - Uses cost-benefit thinking to set priorities and ethically monitor expenditures in support of organizational objectives and accomplishments.

2022...(Effective leaders)...implement equitable incentives, assignments and opportunities that motivate employees to continually improve and meet organizational goals.

OTHER - Guiding businesses or individuals on financial decisions that affect their stability both now and in the future.

## **1.B. – Decision-Making**

**OLD** - Giving judgement on the matter at issue; determination or result arrived at after due consideration as of a question or doubt; conclusion. (**Consistency** – A degree of firmness of character; persistency; congruity; having harmony among its parts; compatible; living or acting conformably to one's own beliefs or professions). (**Decisiveness** - Prompt and fixed determination; firmness)).

**MID** – The act or process of reaching a conclusion or judgement. (**Consistency** – Conformity or harmony with previous practice or principle; compatible). (**Decisiveness** - Settling a dispute, question, etc.; conclusive; critically important; crucial)).

**NEW** – The process of making choices after gathering information and assessing alternative resolutions. (**Consistency** - Conformity in the application of something, typically that which is necessary for the sake of logic, accuracy, or fairness). (**Decisiveness** - *The ability to make decisions quickly and effectively*)).

***Basic Decision-Making Priorities Check List (0:26) - <https://youtu.be/pjGylqS0trE>***

***Five Minute Rule (0:58) - <https://youtu.be/RTUSrGPaTTw>***

CIA-84 – Decision-Making in leadership is all about action. Taking action, making things happen and getting the job done.

CIA-91 – Action-oriented people demand that decisions be made at higher levels or else they will take matters into their own hands.

LEA - Emphasizing the importance of making decisions independently; looking to yourself as the prime vehicle for Decision-Making. Valuing the ideas and opinions of others and collecting their input as part of the Decision-Making process.

GOL-12/Horsey ...(as a leader)...you are decisive...

GOL-53 and 54/Kruszewski - ...it is always wise to listen to experts on matters outside our expertise but base your decision on your own accumulation of knowledge; that is, take responsibility.

GOL-58/Kruszewski – Good leadership is a constant and is incomplete. At the level of principles, values and purpose, good leadership indeed maintains direction if not a precise course.

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

GOL-101/Cohan ...To be an Eagle Scout...you need to make decisions for and accept the responsibility for others in myriad different instances....

GOL-110/Sanial – A leader afraid to make a mistake is worthless, indecisive and soon will become irrelevant.

GOL-136/Rogers...when faced with a major decision, we should ask ourselves three questions. Those questions, in order, were: “Is it good for the Guard?” “Is it good for the people in the Guard?” and “Is it good for you?”...A good leader places his own personal interests last in the Decision-Making hierarchy and the mission should always have the first priority.

GOL-149/O’Connor – Issue decisive commands based upon current best knowledge. Admit a mistake, learn from it and move in a better direction. No one is infallible.

GOL-170/Manning – Stay true to your principles; be consistent.

GOL-185/Finizio – Understand the situation before making decisions...take your time to learn the basics of your assignment, the capabilities of your staff and their individual skill sets.

GOL-213 and 214/Coleman – It is not about you, it is about them...My first point is that it was never about me; it had to be about the people I worked with and for those who worked for me. 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-234/Hamilton – Exercising choice, making decisions is the burden of command and any inaction on your part invites disaster.

GOL-240/Scobie – Often, in the real world, one has to take action on less than perfect information.

GOL-274/Blanchard – You will have to make decisions in situations where there are no textbook rules to guide you. You will have to respond to the unexpected by relying on your assessment of individuals and the limited information available at the time. Sometimes, in hindsight, you will conclude a different course of action would have led to a better outcome. When that happens, while you cannot change the outcome, you can learn from the experience by reflecting on what occurred and why it occurred. This reflection will prepare you to act differently in similar, future situations. Just as important, the results of your successful decisions provide learning opportunities as well.

GOL-316/Johnson, Gene – Make decisions when they are needed.

GOL-343/Lucey – To be an effective leader, one must always be decisive...

GOL-348/Stephan – An important leadership principle is that sometimes being decisive may best be achieved by making no decision at all – but most often it requires one to be made in a timely manner.

2022 - Critically assesses situation, considers all perspectives available and what information is needed to make the best decision.

## **1.C. Drive to Achieve & Delegation**

### **Drive to Achieve**

**OLD** – Not available. (**Attention to Detail** – Not available). ((**Focus** – A central point; a point of concentration; a center of activity, interest, attraction or attention)). (((**Initiative** - Energy or aptitude displayed in the origination of action especially of action that tends to develop or open out new fields))). ((((**Perseverance** – Persistence in anything undertaken; continued pursuit or prosecution of any business or enterprise begun))). ((((((**Self-Starter** – Not available)))))).

**MID** – Not Available. (**Attention to Detail** - Not available). ((**Focus** – To concentrate one’s attention)). (((**Initiative** - The action of taking the first step or move; the characteristic of originating new ideas or methods))). ((((**Perseverance** – steadfastness))). ((((**Self-Starter** - Not available))))).

**NEW** - A strong will or ambition someone has to meet goals or succeed. (**Attention to Detail** – Not available). ((**Focus** – The center of interest or activity)). (((**Initiative** – The ability to assess and originate things independently))). ((((**Perseverance** - The continued effort to do or achieve something despite difficulties, failure, or opposition))). ((((**Self-Starter** - A person who is sufficiently motivated or ambitious to start a new career or business or to pursue further education without the help of others))))).

**Self-Starters (1:44) – <https://youtu.be/-b8SXye9Kqk>**

AOL-17 - Reliable, energetic and determined physical and mental effort in undertaking any endeavor.

AOL-21 - The energy and determination to reach a desired level, result or objective through effort, skill and/or courage.

CIA-29 -30 – Five key elements of teamwork are focus and attention to detail, personal accountability, caring, selflessness, collective accountability and pride.

LEA – Adopting a strong orientation toward achievement, holding high expectations for oneself and others; pushing oneself and others to achieve at high levels.

LEA – Dominant – Pushing vigorously to achieve results through an approach which is forceful, assertive and competitive.

LEA – Tactical – Emphasizing the production of immediate results by focusing on short-range, hands-on practical strategies.

GOL-27/Duffy ...diligence and perseverance...never go out of style and fit in any leadership role.

GOL-102/Cohan – I learned to exercise trained initiative.

GOL-131/Somers – Procrastination is definitely the enemy of a good leader.

GOL-253 and 255/Burnette – Persistence pays off...Don’t give up on yourself. Be persistent and good things happen.

GOL-263/Williams - A leader wants people who can think for themselves, understand how things work and be creative when the unexpected happens...not just blindly follow orders or depend on others to direct their every activity.

GOL-279/Arecchi - Focus. Keep the goals clear and steady. When inevitable changes occur, make sure everyone knows about it and knows why.

LH/DM - 3/24/21 - We learn from our mistakes is such a true statement. Being a doer much of my life in the CG, I made a number of mistake over the years and they were truly helpful to me

later in the CG when in a much higher position. The guys that never do anything never get a chance to learn from mistakes for they make few mistakes but they do nothing too! Getting overconfident is easy to do when everything is going well and things are moving along very rapidly. The obvious is not always so prominent when things go well!

LH/DM - 6/2/24 - I loved making 'self-starters' out of CG people, whether it was a new Ensign or a LT who had never been challenged enough for him to learn what he could really do to make a difference in the CG -- or many enlisted crew members who were quite smart and much more capable than their present assignment in the CG (required). Once a crew member becomes a 'self-starter', his value to the Service grows considerably. The next job you give a 'self-starter', he automatically believes he can successfully do that job for the CO gave it to him! Having confident crew members makes any organization better!

SIPES-34...leadership is the act of doing...it is a dynamic approach which focus on sensitivity (or empathy) toward the group and moves from the strict authoritarian approach toward flexibility.

SIPES-106 – Perspective may be described as an interpretation of events or things in the environment. Perception is highly selective in nature inasmuch as it is influenced by motivational patterns of attitudes. The individual sees what he wishes to see....It depends on his 'frame-of-reference.'

2010 - ...leaders are self- motivated.

OTHER - The power or opportunity to act or take charge before others do; self-starter; a strong organized effort to accomplish a purpose.

## **Delegation**

**OLD** – To empower; to entrust to the care or management of another; investing with authority to act for another. (**Empowerment** - Act of investing authority to act for another).

**MID** – To entrust (authority, power, etc.) to a person acting as one's own representative. (**Empowerment** - Authorizing a person to act for others; to entrust authority, power, etc.).

**NEW** – The act of empowering to act for another. (**Empowerment** The act or process of entrusting a task or responsibility to another person, typically one who is less senior than oneself).

AOL-64 – Giving someone the authority or power to act on their own accord. Authorizing people to make certain decisions.

CIA-98 – Young people thrive in an environment where they are allowed to learn by failing once in a while, where they're empowered to take action and where they're allowed to do what they think is best.

LEA - Enlisting the talents of others to help meet objectives by giving them important activities and sufficient autonomy to exercise their own judgement.

GOL-7/High, Jeff - ...(in regards to whether or not to close all major ports after 9/11)...we had a Captain of the Port (COTP) in every major port whose job was to determine if there was any security risk and to make a local decision to close the waterway if necessary. Captain Regalbuto was especially effective and credible in arguing the merits of letting the COTP's do their jobs....Captain Regalbuto and his ability to clearly articulate his point of view on that significant day in our nation's history...I submit...he was our leader.

GOL-84/Amos – Give the decision, discuss the approach and let your subordinates take it from there.

GOL-89/White, Gerry – In order to adequately lead, you want others to have the latitude to use their own capabilities to the best of their abilities to accomplish a given task...The most successful result is to have them buy into and take ownership of the task or project (make it their desire as well), which makes them grow and be better in everyone's eyes.

GOL-90/White, Gerry – Let others assume as much responsibility as they want and let them utilize their capabilities. Let others grow and develop, giving help as needed, praise when they succeed and constructive criticism when needed.

GOL-97 and 98/Riley – You can't delegate responsibility, but be sure to delegate the work or you'll quickly sink. That's the other side of the trust coin – you have to learn to trust the team members...when you win, credit the team; when you lose, take the responsibility.

GOL-100/Cohan – Show them the goal, teach them the benefits of achieving it and be wise enough to make them do it on their own – that's leadership.

GOL-110/Sanial – Ensure your subordinates have the tools and skills to perform to your expectations.

GOL-149/O'Connor...you cannot be the expert in every situation even though you are responsible for the final decision. Learn to delegate.

GOL-187/Cochrun – Let...(your crew)...use their own experience and knowledge to get the task completed. By giving detailed instruction, one may stifle any innovation and could delay the performance.

GOL-241/Scobie – Don't be afraid to empower people. Given a challenge, most Coast Guard men and women will get the job done and done well.

GOL-279/Arecchi – Empower people to make decisions.

GOL-179/Norris...Also, depending on the job, there may be more ways than one to accomplish the objective. By giving your subordinates' opportunities to tryout their own ideas, other important goals can be obtained.

LH/DM – 11/15/20 - Some people imply that you never win as a Leader, but I do not agree with that. In Command, once you get most of the people on board and liking the rules and standards that produce significant achievements, your job is done. You can sit back and watch them just continue to make the system better.

SIPES-299 - Some degree of delegation is essential for the functioning of the organization. How much and how far down the organizational structure depends upon the leader's competence and ability to tolerate the stress to which delegation subjects him, the follower's ability to accept responsibility, and the demands of the situation in which both the leader and the follower exist.

2022 - ...(effective leaders) actively empower all members to contribute to team goals.

OTHER - Make (someone) stronger and more confident, especially in controlling their life and claiming their rights OR giving someone the authority or power to act on their own accord.

OTHER - Getting things done through others by giving them responsibility...give them a vision of what you want to achieve and lead them in that direction.

## **1.D. Effective Use of Resources**

**OLD** – Not available. . (**Problem Solving** - To clear up; to explain; unfold; resolve; to work out a result or conclusion to a question, difficult situation, case or question). ((**Process Improvement** - To turn to profit or good account a series of actions, motions or occurrences for the betterment of the original purpose)). (((**Work Ethic** - Of or relating to moral action or character or moral feelings, duties or conduct of physical or intellectual effort directed to an end))).

**MID** – Not available. (**Problem Solving** - To find a satisfactory answer for; to explain or make clear a very difficult matter that is perplexing or difficult). ((**Process Improvement** - Adding value, making better a series of changes by which something develops or is bought about; making better a particular method of making or doing something in which there are a number of steps)). (((**Work Ethic** - The morality of or conforming to moral standards of physical or mental effort exerted to do or make something or in employment or in act or deed))).

**NEW** – The relationship between the resources used and the benefits derived from them. The less materials used for the resulting benefit, the better the resource efficiency. (**Problem Solving** - The process of defining a difficult or complex problem, determining its cause, identifying, prioritizing and selecting alternatives for a solution and then implementation that solution). ((**Process Improvement** - A methodology that helps take in and evaluate feedback to ensure continual improvemen.. Its aim is to always be improving efficiency and effectiveness)). (((**Work Ethic** - The principle that hard work is intrinsically virtuous or worthy of reward. Also – Protestant Ethic – the view that a person's duty is to achieve success through hard work and thrift, such success being a sign that one is saved))).

**Do The Job Right (0:43) – <https://youtu.be/K1zH8cAl2vY>**

**Satisfaction Of A Job Well Done (1:01) - <https://youtu.be/im9HTGXTe5E>**

AOL-74 - The capacity to organize, administer, coordinate and direct physical resources in order to achieve vision and goals.

LEA – Conservative - Studying problems in the light of past practices to ensure predictability, reinforce the status quo and minimize risk.

LEA – Control – Adopting an approach in which nothing is taken for granted, setting deadlines for certain actions and being persistent in monitoring the progress of activities to ensure they are completed on schedule.

LEA – Structuring – Adopting a systematic and organized approach; preferring work in a precise methodical manner. Developing and utilizing guidelines and procedures.

GOL-23/Wetzel ... hard work is a vital ingredient of the recipe to make a good leader.

GOL-34/Peterman – Know your prospects and customers and what they really want and need.

GOL-40/George...(Management)...is...when you make sure the people and tools are organized to get the job done.

GOL-55/Kruszewski – Hard work is a quality quite common among successful leaders.

GOL-73/Luckritz – Your responsibility is to provide the leadership and oversight to ensure the job is well done. You will continually have to balance the perfect work that you desire with the actual output and performance of your subordinates.

GOL-91/White, Gerry – Challenges and problems are not problems; they are opportunities looking for a solution. This gives a positive spin to get problem-solving going in the right direction.

GOL-140/Rogers – Get in the habit of dropping into the shops, offices and work sites and – while there - asking questions...you're just looking for insight into what your people are doing, why they are doing it and what concerns, problems or successes they are having.

GOL-140 through 143/Rogers...beware of placing yourself in situations in which you are narrowing your career options significantly and early...you are, if you choose to be, the master of your own destiny... Ask for counsel and advice, but remember, it's your career. Manage it.

GOL-141 and 142/Rogers - First and foremost, do your current job to the best of your abilities...

GOL-148/O'Connor – Demonstrate a strong work ethic while providing incentive for others to succeed.

GOL-159/Rutski – The leader must determine the resources needed to accomplish the mission and take responsibility for getting them...a good project leader has to be aggressive at securing the needed resources...

GOL-186/Finizio – Utilize consistent management principles in all situations.

GOL-187/Cochrun – You need to work as hard as or harder than your subordinates. Do not be afraid to “get your hands dirty.”

GOL-194/Harod – Another key success tool...was problem solving...During my career I have made a major time investment in teaching my employees how to be better problem solvers, how to know when to go get help and that it would always be available to them.

GOL-207/Jensen - ...the role of the engineer is to find and implement the best, most cost effective solutions in a reasonable amount of time. Taking a short cut will invariably come back to haunt you.

GOL-238 and 245/Scobie – ...successful leadership involves the efficient use of available resources to get the job completed in the best way possible...it is often necessary to improvise using what is on hand.

GOL-253/Brunette – My family taught me a good work ethic.

GOL-297/Wilburn...(of the)...five key take-aways from my Coast Guard days, #2 is using all the help one can get (and recognizing same) while focusing on the goal or mission.

GOL-304/Chazal – It is the role of the leader to identify the problem facing the organization or set the goal for that organization. He must then devise a plan and identify the skill sets needed to solve that problem or reach that goal. A timeline must be established for assembling the needed information and a “drop dead” time set for the determining of the course of action.

GOL-315/Johnson, Gene – We manage things and we lead people.

GOL-352/Hall...the best manager I worked for had a strong work ethic.

GOL-356/Ruhe – Sometimes the leader has had a role in creating the problem. But whoever or whatever causes it, a widespread recognition of reality is the crucial step before any problem can be solved.

LH/DM – 5/31/16 - I did look at all the references on the CG Movie. I did not get them all the first time but I did read and scan them all. That was a miraculous rescue. There is no question that those of us who have been out in the weather have a much better appreciation of what was accomplished. This particular rescue by a 2nd Class Petty Officer and an engineman and two seamen was significant. Also, look at the limited experience they brought to the table and still excelled. Being aware of and able to handle a "bar" in a motor lifeboat is a great skill for a CG guy. The CG having the savvy to design and build such boats makes the ultimate rescue like this possible. Self-righting boats have made many rescues that would never have happened before they were designed and built.

LH/DM – 8/6/24 - The CG over history has had demanding obligations. A service group that is naturally trained to be "hard workers," will always help upgrade our workforce!.

2010 – Leaders ...effectively organize and prioritize tasks, and efficiently use resources. Leaders seek, anticipate, and meet customers' needs - internal and external. To achieve quality results, monitor and evaluate progress and outcomes produced by current processes, ensure continuous improvement through periodic assessment, and are committed to improving products, services and overall customer satisfaction.

2010 - Reacting to crises immediately and routinely to solve urgent problems, keeping in mind the concepts of stewardship and considering the multiple time horizons and very complex interactions.

2010 - The Coast Guard's unofficial motto was once, "You have to go out but you don't have to come back!" This bravado was a testament to the bravery and commitment to the service of Coast Guard men and women. But a more appropriate motto might be, "You have to go out, and you have to come back, and you have to bring our resources back because we'll need them again tomorrow!" Performing the mission at ANY cost is an unacceptable risk not only to those immediately involved, but to all those who would have benefited from the efforts of those people and their resources tomorrow, and next week, and next year. Protecting the nation's investment is important and presents a difficult decision when it means failing now in order to succeed tomorrow. Achieving the proper balance is a crucial element of leading.

2010 - Successful leaders demonstrate the ability to plan organize and prioritize realistic tasks and responsibilities for themselves and their people. They use goals, milestones and control mechanisms for projects... They effectively manage time and resources to successfully accomplish goals.

2010 - Successful leaders are able to isolate high importance issues, analyze pertinent information and involve others in decisions that affect them. They will generate promising solutions and consistently render judgments with lasting, positive impact.

2010 - Leaders approach each problem situation with a clear perception of organizational and political reality and recognize the impact of alternative courses of action.

2010 - Leaders identify and analyze problems; use facts input from others and sound reasoning to reach conclusions, explore various alternative solutions; distinguish between relevant and irrelevant information; perceive the impact and implications of decisions; and commit to action - even in uncertain situations - to accomplish organizational goals.

2010 - Successful leaders are able to isolate high importance issues, analyze pertinent information and involve others in decisions that affect them. They will generate promising solutions and consistently render judgments with lasting, positive impact.

2022...committed to continuous improvement.

2022 - Efficiently acquires and optimizes human, financial, material, technological and information resources in a way that instills public trust.

2022 - Identifies, designs and implements solutions to improve technology, programs and processes. Takes measured risks, learns from challenges, shares perspectives and creates a climate where others are empowered to do the same.

2022 - ...leaders critically assesses situations and consider all information and perspectives available and what information is needed to make the best decision. Transforms knowledge into understanding to manage risk and constraints and achieve quality outcomes. Considers the impact and implications of decisions.

2022 - Seeks, adopts and applies existing and emerging technologies through integrated planning and design that will improve the workforce and organization by increasing efficiency or effectiveness or furthering strategic goals.

OTHER - The on-going practice of finding ways to make existing operations faster, more accurate, more efficient and more reliable.

OTHER – The foundation for work is a learnable, teachable and repeatable process.

