

28. People Importance (1:21)

Admirals have more authority. They are in charge but the seamen is also the guy that does the work. So he's very important. And of course they were to me. As far as I'm concerned many of them needed help. That's why we're there. They put me there to make sure they got the help.

If they needed to be trained we got them to school. If they needed to be disciplined, they got disciplined. That was my job and then so basically all the people are important. All of them.

Now some are more important than others not because they're better people it's just because they have more responsibility like the Admirals. They got lots of responsibility so they're pretty important to the organization. But the enlisted people are the ones that do much of the work.

As I used to say many times, I'd go to the place and the people would come and work with me. They kept making the place better and better and better and I kept getting the credit because I was in charge. I kept getting the credit. They made me famous by what they did. That's the way it is with the military structure.

Related Primary Leadership Principles

Accountability

Capacity to Care

Discipline

Effective Use of Resources

Recognition

Responsibility

Team-Building

Training