

67. Risks Of Doing The Right Thing (1:56)

I wanted to run a school and I wanted to get out so many people for the needs of the service. And to do that, we didn't have the barracks space unless we put three guys to a room. And the CO didn't want to do that.

He was on leave and Gillette was in charge and I said I want this school to start on Monday - so put three people to the room. I don't care, I'm just telling you to do it because we want to get the people out for the needs of the service and not make me be concerned about three people to a room.

And so he did that and he got a bad Fitness Report and he got passed over. When he came up for promotion the next time, I wrote a letter for the promotion board and said the reason he got passed over was me. I told him the story. Evidently the board must – well, whatever - he got picked up.

That's all I have to say. And he thanked me and believed I was the cause and so forth and then he went on to be a big time Skipper of ice breakers. He went for the next three or four or five years he was on ships or running ships in both the Arctic and the Antarctic and he even got a mountain named for him - Gillette Mountain or something in the Arctic.

He was a good save for the Coast Guard let me tell you. He should have never gotten passed over in the first place. It was just because some CO just gave him a bad Fitness Report because of something I made him do. It wasn't his fault.

We did that program like it was supposed to be done. We told them we could do it and we did it. We trained and whatever. How long did three people have to be in a room?

Probably about six months.

Related Primary Leadership Principles

Accountability

Drive to Achieve

Character

Effective Use of Resources

Courage

Spirituality

Creativity

Responsibility

Decision-Making