

## **26. Coast Guard People (2:20)**

We've got absolutely unbelievably excellent people in the Coast Guard. Just let them do what they can do and show them you appreciate it and boy there's no better reward than that.

Just sit back and watch your people shine. We had lots of that in the Coast Guard when I was around. I like that about Coast Guard people because that's why it was easy enough for me at the honors award to say, "This room's got a certain Aura for me." Its Coast Guard people because that was what they were - the families - the wives were there the ones that support the guys that do this all this good work for you.

I was only in when they had the guys pretty much. We were just training the women officers when I left. Now when I was recruiting back in the 70s during Vietnam we had a lot of people wanting to come in the Coast Guard rather than be drafted to go to Vietnam. So we had lots of good candidates and so there was no reason for us to take people that were margin in performance and of course we couldn't afford to do that anyway as far as I was concerned. As you heard me say so many times we got so many two and three-man bases - three men particularly - that we couldn't afford to have a bad apple in one of three guys.

You couldn't operate. So it was a good outfit no question and of course for Dad and Mom, we had a wonderful career and it was Mom's too. Well they were her guys too. She had no question about it. She felt if they worked for me they were her responsibility too and that's the way she felt about it and that really worked well.

### **Related Primary Leadership Principles**

Accountability

Capacity to Care

Delegation

Intellectual Abilities

Money

Recognition

Responsibility

Stress

Team-Building