

5. COMMUNICATIONS

OLD – To make known; recount; impart, bestow or convey; to give by way of information; in a personal relationship or connection or in association or acquaintance in dealings between persons by words, letters or verbal or written messages of intelligence or news; interchange of thoughts, feelings or opinions.

MID – To make known; to give or exchange information as by talk, writing, etc.; to have a sympathetic personal relationship; to be connected.

NEW - Sharing or exchanging information, news or ideas. It includes effectively transmitting technical concepts, ideas, feeling, opinions and conclusions verbally and in writing. Considers verbal and non-verbal cues and non-linguistic information and then adjusting one's approach based on needs of the communicator and the receiver to create a shared understanding rather than to simply form a quick response.

- A. Active Listening (*Observant*)/Feedback (*Ask*) ((*Reflection*))
- B. Connectivity (*Collaboration*) ((*Discussion*))
- C. Field Presence
- D. Information (*Power of the Pen*) ((*Public Speaking*))

Short Course In Human Relations (1:07) - <https://youtu.be/3UD5MxZeeqo>

AOL-62 - Outstanding proficiency in the exchange of thoughts, messages or information through speech, writing, behavior or other methods.

CIA-68 – Great leaders know the value of effective communication.

CIA-69 - ...personal human contact is the most important and effective form of communication.

CIA-70 – “What is said in the chiefs’ mess stays in the chiefs’ mess.” The main idea is for everybody to leave the mess with a unified voice. They do not want open complaining from a member of the chiefs’ mess who disagrees....The officers’ equivalent...is called the wardroom.

CIA – 71...because quarters provides information personally, it ensures true accountability. No one can say they have not gotten the word.

CIA-72 – Relationships are built on mutual respect and trust. But respect and trust can only be earned through constant, ongoing, dynamic communication.

LEA - Stating clearly what is wanted and expected from others; clearly expressing thoughts and ideas and maintaining a precise constant flow of information.

GOL-ix/Teeson - ...always, there is communication. After all, without communication, how would leaders lead and followers follow?

GOL-24/Johnson, Neil – Basically, communication is our method of persuading an audience to adopt a point of view.

GOL-30/Duffy – Lack of communication leads to lack of confidence that leads to leadership failure.

GOL-33/Peterman – Communicate in writing up and down the ladder.

GOL-55/Kruszewski - ...(successful leaders) almost universally have the ability to communicate, to connect with others and to teach others.

GOL-70 and 71/Luckritz ... (Being)...a strong leader requires that you express yourself clearly without second guessing...with verbal, written and body language...Effective verbal communication involves clear, concise and easily understood delivery...Written communication is an essential part of selling yourself ...Body language can make or break the impression you leave with others.

GOL-93/Cicirelli – Each step in my career was a little (or a lot) different, but the common thread was communications – up the ladder, down the ladder and on my own level.

GOL-124/Johnson, Rich – A good leader keeps his “troops” informed. No matter where one goes in the world, people cannot tolerate much uncertainty. Uncertainty breeds moral problems...Quoting Drucker:” The most important thing in communication is to hear what isn’t being said...”

GOL-160/Rutski – Understanding ...(and communicating)...the definition of success is a critical element in getting the people aligned to the task.

GOL-162/Fuller – Communicate effectively and often.

GOL-203/Payne – I have always said that building networks and not burning bridges will take you far.

GOL-261/Phillips – When flying on a SAR mission...close coordination is required by all hands. To successfully complete the mission, it is critical the pilot-in-command brief all crewmembers on what is being attempted and the specific duties of each crewmember during a hoist. Communications is vital to effective leadership.

SIPES-136 - A pervasive factor in the influencing of human behavior is the ability of the leader to communicate his desires to the group which is to carry them out. Regardless of how effective the leader may have developed his other attributes, if he is unable to communicate with his subordinates, all else is meaningless.

SIPES-137 - The individual who can control the flow of information into and within the group will be looked upon as the leader. However, if the leader does not use his communication channels to provide essential information, the grapevine will go to work to get a distorted version.

SIPES-138...the leader must insure that his orders are clear, complete and concise in order to gain the proper results. He avoids overly detailed orders that tend to impair interest, stifle initiative and reduce a desire to cooperate. The capable commander issues only the minimum number of orders that will adequately cover the situation.

SIPES-262 - The relationship between a leader and those reporting to him may be divided into three categories #1 Personal Contacts, #2 Interviews and #3 Counseling. Personal Contacts include casual contact, meeting during training situations and job assignments, etc. These contacts may be used as opportunities to treat subordinates as individuals by creating rapport and free expression with them and by motivating and becoming familiar with their attitudes and values. Interviews and scheduled meetings are used in connection with new assignments, evaluation procedures, resignations or retirements and re-enlistment. The greatest value of an interview is in discovering attitudes. Counseling is regarded as the area that deals with disturbed, apprehensive or excited individuals and may be defined as "the assistance the leader gives his men to help them adjust to the problems they encounter," In doing his day-to-day job, the leader is concerned with both performance counseling and personal problem counseling. More specifically, we are involved primarily in those cases in which the individual's performance is inadequate because of motivational, attitudinal or emotional problems rather than simply a lack of skill or knowledge.

OTHER - Processing and seeking to understand the meaning and intent behind the words being spoken by another person and being a mindful and focused participant in the communication process.

5.A - Active Listening & Feedback

Active Listening

OLD – To give close attention with the purpose of hearing; to give ear; to harken; to give heed; to yield to advice or admonition. (***Observant** - Taking notice; viewing or noticing intently; watchful*).

MID – To make a conscious and current effort to hear what another is trying to communicate with you; to give heed now; to take advice now; to pay attention now; to be 'present' with another. (***Observant** - Strict in following a rule, custom, etc.; paying careful attention; perceptive; alert*).

NEW – ... skill that involves going beyond simply hearing the words that another person speaks. It's about intently hearing the words that another person speaks and processing and seeking to

understand the meaning and intent behind them – rather than planning your response during a conversation or debate. (**Observant** - *Quick to notice things*).

GOL-12/Horsey ... (as a leader)...you listen intently...

GOL-18/Teeson – The good Lord gives you two eyes and two ears but only one mouth, so you can look and listen twice as much as you talk.

GOL-35/Peterman – Listen more than you talk. Ask open ended questions: “what, where, when, why and how.” Then, close your mouth and listen. Most people relationships go astray when the wrong word is spoken that creates doubt, misunderstandings or an appearance of arrogance. So, be quiet and listen...What people say may not be what they are thinking.

GOL-50/Allison – It means observing interactions and forming impressions and then checking those impressions with someone else in a leadership role within the team...‘Ask the Chief.’

GOL-86/Pearce ...to get to know your people, you need to be a good listener. Find out what is most important to each and use it as an introduction to get them to open up to you.

GOL-89/White, Gerry – As a leader...listen to what they say...

GOL-92/Cicirelli – Listen to people – especially those who work for you, those you work for and those with whom you work. Many of them will have good solutions to problems or ideas you may never think of or they may give you new ideas.

GOL-96/Riley - You must always be a good listener. You must always communicate clearly – especially objectives.

GOL-169/Manning – Be observant. Watch good leaders and bad. Learn why one style works out in a given situation and another doesn't.

GOL-170/Manning – Seek advice. Listen to others in the chain of command but the decision is yours.

GOL-186/Finizio – Listen to your staff. They will be more knowledgeable in more areas than you can or want to be.

GOL-224/Rufe - Most useful...(in becoming a good leader)...is observing other leaders; seeing what behaviors and techniques inspire and what ones demoralize and debilitate.

GOL-226/Rufe – Be a good listener; open to the ideas of even the most junior members of your crew/team.

GOL-267/Koloski – Listen first, then decide.

GOL-279/Arecchi – Listen to what people have to say. No one knows everything. There is always someone who knows more than you do.

GOL-281/Norris – It often pays to listen to the ideas of others some of whom may be closer to the problem than you are.

GOL-282/Sigler – I think listening is perhaps the most important leadership trait. I work at it on a daily basis. I don't know if I succeed, but I work at it.

GOL-292/Livingston...be courageous enough to listen.

GOL-311/Viglienzone...(Good leaders)...must decide when to listen and when to speak...it's good to listen.

GOL-341/Pennington – Listening and absorbing lessons from paying attention to others are quintessential leadership skills.

GOL-346/Kane...be a good listener.

GOL-352/Hall – In civilian life the best manager I worked for never beat around the bush in his discussions with his direct reports. His "get to the point" style made people listen and react the way he intended. He never showed anger... If you wanted to talk, he was always ready to listen. You could say he maintained an "open door policy."

LH/DM – 11/11/18 - You did the same Leadership thing I did, Dick. I admit, I had the Class of 1965 to help pass along some of Les High's thoughts and ideas. In the early days there were some in the Class that listened carefully to every word I said. Of course there were others that probably listened to none of my words.

LH/DM - 12/6/18 - One of my strong beliefs is "never stop learning." Too many people encounter others with the goal of telling their story. I try to keep my mind open and listen. You learn more by listening than talking.

SIPES-264 - Leaders are taught to rapidly analyze situations of a military nature. This cannot be the case in counseling individuals. The effective counselor must be an attentive, interested listener. To be a good listener, he must first get the individual to talk freely. The counselor should capitalize on all opportunities to show his interest and awareness in the reflections of the counselee. In many cases, the counselee, if encouraged by a skillful, interested listener, will talk through and solve his own problems.

2010 - Actively involved, followers seek to understand through listening, responsible questioning and feedback

OTHER - It is all about communicating effectively – picking up on non-verbal and non-linguistic information, quickly noticing things (especially significant details, and giving genuine and appropriate reactions.

Feedback

OLD – Not available. (**Ask** - To interrogate or inquire of or concerning; to question; to request; to seek to obtain by words). ((**Reflection** - Mental consideration of some suggested idea, usually with reference to belief or misbelief or to some course of action; a kind of self-consciousness characterized by mental preoccupation)).

MID – A process in which the result modifies the factors producing the result. (**Ask** - To use words in seeking the answer to something; inquire about or of; to put a question to a person; solicit; to be in need of or call for a thing). ((**Reflection** – Serious thought; contemplation; to recollect or realize; an idea, to recollect or realize after thought; to think seriously; meditative)).

NEW – Information about reactions to a product, a person's performance of a task, etc. which is used as a basis for improvement. (**Ask** - Say something in order to obtain an answer or some information OR request (someone) to do or give something). ((**Reflection** - Serious thought or consideration)).

Truth & Disclosure to Rank (1:19) - <https://youtu.be/Pzso-3FuKCg>

CIA-50 – ...kick and scream until somebody sits up and takes notice...If something is not right...speak up.

LEA - Information about reactions to a person's performance of a task, etc., used as a basis for improvement.

LEA - Letting others know in a straightforward manner what is thought of them, how well they have performed and if they have met expressed needs and expectations.

GOL-28 and 29/Duffy - ...I've seen this failure to listen trip up more leaders than I care to think about. The first thing that happens is a little bit of pride creeps in and the leader begins to desire the limelight or becomes reluctant to receive criticism, constructive or otherwise. Great leaders should always be ready to receive constructive criticism. It takes humility and that's not always easy to come by; but it sure is a great quality for a leader.

GOL-33/Peterman – A good leader is always asking questions and striving to learn more.

GOL-50/Allison – Knowing your people ...means asking good questions, listening and responding – showing genuine interest. It means remembering – not just asking for show.

GOL-89/White, Gerry – As a leader...allow them to voice their opinions.

GOL-127/Johnson, Rich ...seek the views of all around you prior to making a decision; this is the hallmark of a good leader, a person prepared to hear all points of view, whether he agrees with them or not.

GOL-137/Rogers – Questions demonstrate you want to know how and why things work, that you value the knowledge and experience of those around you and that you aren't a "know it all."

GOL-172/Wright – Don't hesitate to ask questions from juniors as well as seniors, if available.

GOL-180/Anderson – Ask questions of the staff and try to understand the finer points of their functions.

GOL-191/Harod - As a Coast Guard officer and in civilian management positions, my first policy was to make all of my people feel very comfortable coming to see me and other managers with any problems they had or created without fear of losing their jobs – mistakes happen.

GOL-214/Coleman - If I was going to succeed, I needed to honestly seek out those who knew what they were doing and to some extent rely upon them. So the saying goes, “Ask the chief.”

GOL-216/Coleman – Bad news does not get better with time.

GOL-226/Rufe – Praise in public; criticize in private.

GOL-233/Hamilton - If I have left you with anything, I hope it is that you will always speak your mind.

GOL-247/Yentsch – How you act on sensitive corporate or personal information is key to developing a rapport of trust and loyalty...

GOL-247/Yentsch – Discretion dictates that information be closely held but also makes it incumbent on you to be brutally honest to those individuals/firms if you think there are legal or ethical issues involved.

GOL-336/Gray – Who were the good leaders, my heroes?...they asked their people for their advice and suggestions and then picked the best course.

2022 - ...(an effective leader) provides constructive and timely feedback and regularly obtains feedback from multiple sources. They practice self-reflection with a growth mindset to learn from experiences of self and others.

OTHER - Criticism with courtesy is the way to give the necessary feedback to subordinates so they develop an appreciation for the standards of that leader plus learn from their mistakes. You can allow everyone’s integrity and pride to be maintained if arguments are carried on constructively – without venom.

OTHER - To that end, they seek feedback from others and opportunities for self-learning and development, always learning from their experiences. Leaders guide and challenge subordinates and peers, encouraging individuals to ask questions and be involved. Leaders are open to and seek new information and adapt their behavior and work methods in response to changing conditions.

OTHER – The ability to establish trust by accurately recording on paper (or digitally) the ideas, thoughts and concerns (e.g. brainstorming and using newsprint) and quickly feeding back that information to those involved.

5.B. Connectivity

OLD - Junction; union; alliance; relationship; the act, event or means of communication.

(**Collaboration** - *To labor together; to work or act jointly; used chiefly with reference to work in literature, the fine arts, science, etc.*). ((**Discussion** - *Act of exchanging reasons; examination by argument; debate; investigation; ventilate*)).

MID – A joining or being joined; coupling; union; a relation; association; coherence.

(**Collaboration** - *Working together, especially in some literary, artistic or scientific undertaking*). ((**Discussion** – *To talk or write about; consider and argue the pros and cons of a subject where the various aspects are considered*)).

NEW - The state or quality of linking and communicating with other individuals. Effectively interacting with those from diverse backgrounds; being aware of what's considered appropriate etiquette around the world—from body language to physical contact to eye contact. It means having next-level emotional intelligence, being sensitive to cultural nuances, and being adaptable in your interactions with individuals from other cultures. (**Collaboration** - *The action of working with someone to produce or create something*). ((**Discussion** - *The action or process of talking about something in order to reach a decision or to exchange ideas*)).

Class Meetings (2:25) - <https://youtu.be/lptONnlt-yk>

Cohesive Unit (0:58) - <https://youtu.be/3qxmJ9lnKAs>

Les High List (3:05) - <https://youtu.be/Rd0dOk50CY4>

One Regret (2:36) - <https://youtu.be/GD3-QDSHwVM>

AOL-58 - Firmness of purpose as evidenced by the capacity to reach a resolution after due deliberation.

AOL-69 - Connections, bonds or associations formed between individuals and organizations for mutual benefit.

GOL-24 and 25/Johnson, Neil – Discussion and defending your point of view is essential for developing your communication skills. Discussion helps crystallize your principles and allows you to see opportunities that you can passionately embrace. I believe a good leader is equally comfortable discussing ideas with coworkers, mentors, subordinates, superiors or anyone else.

GOL-27/Teeson - ...you have to be able to read all the signals...You've got to be in close enough touch to know who you can count on and who you can't.

GOL-76/Rutherford – Morale is important. Remember - complainers are interested in the organization and want it to improve. To keep your organization effective, keep its members informed.

GOL-127/Johnson, Rich – A good leader understands...and properly conveys the importance of confidentiality to his or her subordinates.

GOL-148/O'Connor – Promote open dialog with peers as well as subordinates with sincere interest in their opinions and suggestions.

GOL-150/Simpson – Create a culture among your staff or troops that encourages them to communicate...opinions and ideas.

LH/DM – 8/13/19 - I am glad you got a nice call from Bill Carr about your report of the valve replacement. I presume he agreed that it was just the sort of thing we should have in our column. Sharing challenges will make the Class closer and help them to know that there are lots of folks in this world that are thinking about them.

LH/DM – 11/22/19 - Thanks for the Class list. I am wondering if there should be a Date on the list that means the current list, if the latest date! Or the first list Published could be #1 for 2020 and if revised and republished it would be #2 for 2020, etc. You would always know which one is the most recent and could tell the Class. The identifying number could be where you have the date today, or upper right hand corner or wherever you want to put it. My confusion comes from the fact that I have lists from this last year that also says "November, 2019" Tell me what I am missing here? Dick I just noted the file for this list says "2019- Les High-FINAL.doc" Does the word FINAL appear anywhere on the List right now. Do we only plan on one list a year? That certainly was the way I operated when I did the list, for I did not have the present day E-mail access for easy delivery we have today. I am not in favor of publishing many lists for then no one would know which one is the current one. I rather like the system you are using right now without even knowing "what it is?"

LH/DM – 12/8/20 – I guess I am not surprised that you did not hear from John Ray. John may feel that Class togetherness is a waste of a person's time. Not true.

LH/DM – 2/14/22 - I got a couple pictures from Mack Cohan and Bill Carr who are in Cozumel diving for a week. They wanted suggestions for a label on the pictures. (Diving Buddies, Ultimate Deep Sea Divers, '65er Divers, Wet suit Pair, Challengers of the Sea and it's mysteries!

2010 - ...leaders communicate effectively in both formal and informal settings. Good listeners, they reinforce the message they convey with supportive mannerisms. Leaders express facts and ideas succinctly and logically, facilitate an open exchange of ideas, ask for feedback routinely, and communicate face-to-face whenever possible.

2022 - Cultivates an environment where constructive dialogue and differences of opinion can be safely shared and valued ...encourages thoughtful communication.

OTHER - A dialogue between two or more parties to resolve points of difference or craft outcomes to satisfy various interests including picking up on non-verbal and non-linguistic information, and giving genuine and appropriate reactions.

5.C. Field Presence

OLD – MID – NEW - Not available.

Keep It Simple (2:51) - <https://youtu.be/WqpLrZUXw2E>

Thanksgiving Letters 1965 through 2023 (1:21) - <https://youtu.be/so4xXnOGPMg>

1965 – 2023 Annual Letters (12:11) - <https://youtu.be/YTnqwBMpiLI>

AOL-60 – Frequent presence in areas where work is performed, battles are fought or clients are served.

CIA-102 ...being in the field where the clients and customers are, where the organization's troops perform their work is a fundamental tenet of leadership.

GOL-34/Peterman – Buy and wear the best clothes you can afford. Dress up, never down...Say what you are going to do, do it and then tell everyone you did it...Always make your entity and people and boss look good.

GOL-46/George - ...visibility is important, because that is how your teammates will see your engagement.

GOL-104/Cohan – The biggest problem to solve...(as the new and very young Commanding Officer)...was providing a sense of unity for the crew. It had to be “us against them,” not “us against each other.” The problem proved to have the simplest solution – baseball...I used to think forming the ship's baseball team as a focal point of unity was just a lucky idea until I found out President Jimmy Carter had done the same thing, around a windmill fastball pitcher when he was a junior officer in the Navy.

GOL-149/O'Connor – Work shoulder-to-shoulder with your charges rather than commanding from some ivory tower.

GOL-222/Omri – I made it a point of going to a member's desk or workstation to wish the individual happy birthday...I was pleasantly surprised at the open communications it helped to generate and how much the simple gesture was appreciated. It was also surprising what information and knowledge came out of casual conversations.

GOL-316/Johnson, Gene – You cannot lead sitting behind a desk. Get out and see what your people are doing. You would be surprised at what you can learn.

GOL-352/Hall – the best manager I worked for had a commanding presence...His dress was always neat and appropriate for the setting.

DM/LH – 1/18/18 - I was delighted to hear from Mike Trammel! Nice that he plans to include Sandy during his visit. Ruhe, Carr and I have been working on words for the next column to accompany the birthday list. We work well as a team and created a clear message.

LH/DM – 1/24/18 - First, let's talk about the Feb19 gathering. As for the number to go walking with me, I have no limiting number. Of course, only one can walk alongside me with the walker at a time but we will divide the time of the walk by the joiners (say 6 for an hour and each gets to walk with me for 10 minutes). The rest of the time they will be walking with the other Classmates. I see no total limit each day. Time alongside me will be parceled each day. If fifteen want to go, I see no reason they all cannot go. All the neighbors will be impressed and I will be delighted to be able to forever brag about my Guys! I love the scheduled open houses where I can have one on one time with each 65er and mate who visits my home. I would hope that each one that makes the effort to come to SD would be willing to visit me in my home but maybe some will not. How you get the folks together when not with me is the problem of all reunions. If the group is small enough (15 or 20 or less) my home may be able to handle gathering the whole group during the six scheduled open houses. It is hard to plan when you do not know how many really will show up. Sorry about that. Your schedule looks great to me. Hopefully, Jeff and Kathy and Mary will be here to handle things in my home to make visitors comfortable. 95 year old guys are not very good at taking care of visitors (as you know). I count on my kids and close 65ers like Dick Manning to do that sort of thing. I would like to speak to the group briefly at the Miramar dinner. If you have the site for a period after the dinner, I may want a bar stool location to talk to couples like you did at the 50th.

LH/DM – 2/4/18 - I see Bill Carr got the Class Column out today and also a little note about the gathering at my home last Wednesday, the first day of your visit. Sorry, he did not make a note that this was your "sixth visit with Les High since Carol passed" for that fact many in the Class may not know and I know practically none of the folks in the other Classes can imagine your doing that.

LH/DM – 8/22/18 - What fabulous news for Les High. Dick is still coming for his January visit!!! I was so afraid you might give up on that annual special event in my life!! I realize making both the January trip and a day at the Reunion event is costly to you and I am sorry about that but I am so pleased that you will be at both. You are obviously the strongest supporter of Les High in the Class so it will be a treasure to me to have you present for both events. At the Reunion my time with you may be a little limited because of others here but even those minutes will be a treasure to me. Your expected participation sounds wonderful. At least Dick will be with me on my walk on Sunday. Your schedule sounds perfect to me. You are a jewel Dick Manning.

LH/DM - 11/25/19 - He was telling me he had talked to you and he knew you were coming to SD in Jan. Bob is coming the 11th Jan and you come the 22-25 Jan time frame so you will miss each other this trip.

LH/DM - 1/4/20 - I see you have arranged for Mack to come by on Thursday, 23 January. We can find out how long his visit might be and whether we need to feed him with a Subway sandwich or not. He comes and visits me in late afternoon (1500 or 1600) and usually brings his own coffee so I never serve him anything but it's what you guys want to do that counts. I can see the Ruhe's visiting if they are home and not otherwise scheduled.

LH/DM – 1/5/20 - I am glad you are happy with BRIEF visits from other Classmates while you are in SD. You get to renew some old days with them and I get to see them briefly which is good for both of us. We will find it no problem to find something to talk about.

LH/DM – 1/16/22 - I am glad the Communication expert I know agrees with some of my thoughts on communications! There is no question about Les High wanting personal visits as his preferred way to meet with people. The last Reunion in San Diego you planned was all about that with 3 days of personal visits, which were wonderful. Over 15 hours of scheduled time for this very thing was a new record for any gathering, I assure you. So thank you so much for that.

LH/DM-9/30/23 - I believe Bill wants to do a clip on leadership with Greg doing the recording and editing like he does on my clips. Bill may want to see Greg and I do a clip, too. Bill can ask me a question about something and I will answer it for the clip he wants! Tomorrow could be a busy day! I let Bill have to read tonight about 4 inches of (Confidential) files on my thoughts about training male Cadets ('63-'73). He is supposed to bring those (confidential) fides back to me tomorrow for my files. We talked a lot about leadership in our time together today.

OTHER - Frequently in an area in which operations are in progress actively or closely involved with or working on something rather than being in a more remote or administrative position.

5.D. Information

OLD – Communication or reception of knowledge or intelligence; knowledge derived from reading, observation or instruction. (***Power of the Pen** - Not available*). (***Public Speaking** - ...delivering an oration; act or faculty of speech; an elaborate discourse delivered to an audience; treating an important subject in a formal and dignified manner*)).

MID – A telling or being told; news; word; knowledge acquired in any manner; facts; data. (***Power of the Pen** – Not available*). (***Public Speaking** - To make speeches, have discourse with or converse with people as a whole or the community at large*)).

NEW - Facts or data provided or learned about something or someone: the communication or reception of knowledge or intelligence. (***Power of the Pen** - "The pen is mightier than the sword" is an expression indicating that the written word is more effective than violence as a means of social or political change. This sentiment has been expressed with metaphorical contrasts of writing implements and weapons for thousands of years*). (***Public Speaking** - The art of effective oral communication delivering an address to a public audience is important in business, education, and the public arena*)).

A Powerful Relationship Building Tradition (2:43) - <https://youtu.be/s1JgMXMhm6U>

Carol High (ghost writer) Reports (0:46) - <https://youtu.be/LtC2f0wAPqM1>

Listen to People (1:38) - <https://youtu.be/-fssKQpYzPs>

Thanksgiving Letter Writing Frustrations (1:13)

Joy and Equity in Letter Writing (5:33) - <https://youtu.be/Ts0Waetxco>

Writing Remembrances (1:57) - <https://youtu.be/UV9edwEodbo>

CIA-149 – Honoring history and tradition instills several elements that benefit any organization by giving purpose and tradition, providing a sense of pride, fortifying long-term Decision-Making, enhancing strength and character and motivating and inspiring.

GOL-25/Johnson, Neil – Written communication must take ...well organized thoughts and enthusiasm and present them in a clear, concise written format with good grammar and spelling...Your goal, your passion, your level of enthusiasm must be expressed in a formal way.

GOL-72 and 73/Luckritz – You must adapt and develop the knowledge and capability to identify the key information that will help you make the correct decision.

GOL-87-88/Pearce - ...interviewed every member of the command, after which I made notes about their families, hobbies, expectations, etc. Since most were new to me, this was a great help in getting to know everyone on a personal basis – not to be confused with fraternizing...I would review this information prior to flights and other interactions so I could talk to them about things I knew mattered to them. Soon, I really did get to know all of my crew and each knew he or she was important to me. Sincerity, of course, is a must.

GOL-105/Cohan – I learned I could communicate policy and what I expected to be achieved in writing.

GOL-129/Johnson, Rich – A good leader can boil down the facts they wish to convey to three or four basic important points – about all people can absorb from an information session.

GOL-152/Andrasick...pay attention to how you organize your thoughts and communicate them – person-to-person, to groups, in writing, the visual impressions you leave with people...watch yourself on a video, not just giving a speech but reacting to hostile and friendly questions... seize every experience you can find to test and improve your communication skills.

LH/O'CONNOR – 11/29/98 - Got your chain letter. Just want you to know, I generally only respond to personal notes. I appreciate your thinking of me and thanks, but please, no more forwarding of stuff you get from someone else. If everyone in the class did that, I would be swamped. I like and will respond to anything that you originate, your thoughts, your ideas or

words of wisdom! Hope you got our Christmas letter, the Class Address List and my personal note.

LH/DM – 1/13/18 - He really likes my writing style and says he can see why "the family or the female companion" might be really touched by my words. It is true that "my words mean more to me" when someone reads them to me than when I read them off the paper." They seem more meaningful heard vocally, I feel??!!

LH/DM – 1/12/19 - That is an interesting story about "trying to get a transcript of my remarks!" You have done quite well it appears. Thanks for all the effort. It is rather unfortunate that when you guys are "honoring me" and you tell stories about me that may not be quite accurate because you cannot check the facts with me because you want it to be a "surprise!" The accolades are wonderful and the surprise is super wonderful but then the final version may not be completely true. In the Mobile remarks, George's desire for me to be short made a number of my comments incomplete because I felt I did not have time to go back and explain what I wanted to say. That is why there are some illegible words and incomplete thoughts expressed in a number of places. For example, in the last line the words "made Les High a very famous guy just by being here and bothering you. So thank you very much." Instead of "bothering you" I think I said "honoring me." I realize you may have a reluctance to let Les adjust "what he said" with the thought that I might add some things I wish I had said, but I do not do that. When I typed the Log for ATC Mobile, I typed in the grammar errors and misspelled words I made back in 1967 to make it an accurate electronic version of what I did on the spur of the moment in 1967.

LH/DM – 2/19/19 - I am sorry I used the word "proof" in my piece. I just wanted you to read it for content and how it sounds. Proof involved much more work than I wanted you to do. But, since you did, I have corrected these items. I admit I might have read that piece ten times and I would probably never see those suggested changes. I wanted your thoughts on the flavor of the writing and since you said a "Good job!" I assume it is alright.

LH/DM – 2/19/19 - I sent the piece to Bill Carr and Mack Cohan. Bill has called me and thinks it is wonderful with a couple grammar things he wants to suggest. I will change them as long as it does not change the nature of what I write. Things that come from Les High have some of the twisted words at times but that is me. You guys have gotten used to that over 57+ years. Thanks for all your work proofing, Dick

DM/LH - 6/2/19 - It's getting harder and harder to find good information on the Internet. Like you say, the advertisers seem to have taken over. I tend to go to places I consider reliable like Wikipedia or WebMD and Mayo Clinic for medical advice.

LH/DM – 11/22/23 - I found the article on cursive writing very interesting and informative. I remember as a kid one of the first things we learned to do in school was to learn to write script. In every Classroom in the lower grades, there was a board along the top of the blackboard that showed cursive letters in Capitals and small letters.

LH/DM – 11/22/23 - The last paragraph where they expound on the theory that writing little notes to yourself "was good for memory recall" rings a bell with me. I have carried a pocket protector with pens and pencils in my left shirt pocket for as long as I can remember. I also carry a half dozen or more clear scraps of paper (1/6th of a sheet) on which to write notes. The article suggests that these notes and making lists help activate the brain and helps in long term memory. You guys in the Class always comment on my memory. Maybe writing notes all my life is the reason I have such good memory recall these days. I am glad to see some of the schools are putting cursive writing back in the school. I have grandkids and great grandkids that cannot read Grandpa's notes because they do not do cursive. That is sad.

LH/DM – 9/15/24 - I am glad you enjoyed the "Never Alone" and "Kwadack" videos. My system of writing to Carol "every time I had a loving thought" worked very well. Military personnel had Free Mail (in WWII) so I could write my thoughts, put the note or letter in an envelope, seal it, write her address on the envelope and write "FREE" in the corner where the stamp goes and put it in our outgoing mail bag for the next ship delivery of our supplies and mail. Early in my tour I wrote Carol two or three letters a day. Later, the letters were longer and less often. Carol was fascinated to receive so many letters. The mailman in Grundy Center was elated to deliver mail to Carol for she might get as many as 25 or 30 letters at one time. Once Carol and I became "an item" in junior year of High School, I will admit I have "never been alone!" She is still with me, today, at this very moment. Carol often said, one of her major regrets she had in life was that she did not save all the letters she got from me. In college for two years I used to send her a letter every day of the week and put a "Special Delivery Stamp" on a letter for delivery on Sunday! Carol knew she was pretty special to this guy! We handled our year (14 months) of separation well. I was busy with my job and Carol was busy caring for Steve and giving birth to Jeff in November '48 and caring for two children alone until I returned in October '49. Fortunately, she was in my home town where my parents could support her needs and her Mother lived much of that year with Carol to help with the kids.

2010 - Successful leaders write clear, concise and organized correspondence and reports and prepare and deliver effective presentations

2022 - Effectively transmits technical concepts, ideas, feelings, opinions and conclusions verbally and in writing. Considers verbal and non-verbal cues, then adjusts approach based on receiver's needs to create a shared understanding rather than to simply form a quick response.

OTHER – Packaging facts and views to get around peoples prejudices stands a much better chance of acceptance than expecting a new idea to stand on its own. The objective of 'packaging' is to match the subjective needs of those affected by what is being proposed.

2010 - In situations requiring public speaking, they (leaders) deliver organized statements, field audience questions confidently, communicate with the media and other external entities and distinguish between personal communication situations and those as a Coast Guard representative.

Appendix A - Annual Thanksgiving Letters & Personal Notes

Key to the connectivity and accomplishments of the Class of 1965 are the letters CAPT Les High would write to each 65er each year for 58 years – (1965 through 2023).

He would have them in the mail around the middle of November after adding his personal hand written notes. Serious researches will find reading those 58 years of outgoing letters and personal handwritten notes worthwhile - although quite repetitive around a core of subjects.

A copy of each yearly letter can be printed using a special printing link imbedded in this immediately following video.

1965 – 2023 Annual Letters (12:11) - <https://youtu.be/YTnqwBMpiLI>

Hard copies of these letters along with a limited number of the handwritten personal notes of Les and a few classmate responses also exists in a hard copy binder in the Academy Library Special Collections – Class of 1965 Community - shelves.

Les had to give up his annual letter and personal notes each year after 2023 as a result of his deteriorating eye sight.

Appendix B - Information - Les High Contact List

Just as important as the Annual Thanksgiving Letters and Personal Notes, having the mailing address of each classmate was, of course, essential.

Les, with the significant help of a dozen or so classmates over the years, produced and updated that list each year to mail out with the Thanksgiving letters.

1965 – ‘Christmas Card List – 1965’ with only the name and home port of the units to which each classmate was billeted.

1970 – 34 home addresses of those leaving active service. Les notes in his 1968 list that 86 classmates are married, 13 are aviators and 20 are in Southeast Asia.

1975 – Actual home addresses of then 43 civilian and 71 active duty classmates.

1980 – 52 civilian and 62 active duty.

1985 – 64 civilian and 50 active duty.

1990 – 78 civilian and 28 active duty; home and a few work numbers added; 92 letters/cards received from 65er classmates. Les was able to visit with the 63 classmates that attended the 25th Reunion and 11 classmates visited Les at Headquarters in D.C. in 1990.

1995 - 109 civilians/retired/resigned and 5 Admirals active duty. Home numbers added. 100 letters/cards received.

2000 – All civilians or retired/resigned except RADM Teeson. Gathered E-Mails for 66 classmates but not published in Les High Contact List yet. 90 letters/cards received –

2005 – E-Mails added and Les begins using his list and note cards to stay on top of who were written about in the Bulletin and those he visited either at his home or on the road or with whom he has had telephone conversations. 81 letters/cards received.

2010 – Cell phones begin to be added. 82 letters/cards received.

2015 – 86 letters/cards received.

2020 – 95 classmates called over the Christmas and New Year holidays.

2025 – Les switches to telephone calls to all classmates each Thanksgiving as his loss of eyesight worsens. He is able to connect with 83 of the 95 still living in 2022 and writes notes on each conversation – 25 pages of handwritten notes.

