

34. Being Tough On Cadets (1:30)

I don't know that what I did was the answer but all I know is I had a good career and it really worked.

My philosophy at the Academy was to make it tough enough at the Academy so that when you go into the service, it's easier - not like these people who want to seem to make everything easier at the Academy and then the guys get surprised that they have to put in 44 hours (in the field) or whatever. That seems wrong to me. If you've done 60 hours a week at the Coast Guard Academy working your fanny off then when you go on a job and it's less than that - it's a piece of cake.

I just prefer to make things tough to start with. I think Boot Camp or Cadet training or whatever should be a tough program and weed out the ones that are marginal - don't want to invest in people or effort without success - like Darvy - he trained a crew on a ship how it works.

That's what we wanted when we made him an officer at the Coast Guard Academy and he just did it. Hey, I love that.

Related Primary Leadership Principles

Accountability

Attitude

Effective Use of Resources

Example

Expectations

Recognition

Responsibility

Training