

### **3. SELF-AWARENESS**

**OLD** – State of being sound or whole, in body, mind or soul; well-being; state of being free from physical disease; state or condition of being well. (***Oneself** - Being a single person or entire being or thing, and no more; not multifold; individual*).

**MID** – The state of being physically and mentally healthy, happy, comfortable or prosperous; freedom from disease. (***Oneself** - A person's own self; to function normally; to be natural alone and unaccompanied; to recover one's senses or capacity for judgement*).

**NEW/PLAYLIST** - Having knowledge of one's own conscious or unconscious biases and their character, feelings, motives, and desires while maintaining a state of being comfortable, healthy and happy – all the while building resilience through demonstrated understanding of what is required to maintain well-rounded physical, mental, spiritual and emotional stability, balance and well-being through knowing how to access relevant support programs. The state of being free from illness or injury; the experience of health, happiness, and prosperity including having good mental health; high life satisfaction; a sense of meaning or purpose and ability to manage stress. (***Oneself** - A person's own self; used to emphasize that one does something individually or unaided*).

- A. Ability to Embrace Change (*Flexibility*) /Attitude/Creativity (*Innovation*)
- B. Credibility (*Honesty*) ((*Integrity*)) (*Trust*)
- C. High Energy(*Enthusiasm*) ((*Passion*)/)Inspiration (*Persuasion*)
- D. Intellectual Abilities (*Personality Styles*) ((*Understanding Human Nature*))
- E. Spirituality (*Ethics*)/Stress (*Resilience*)

***The Report - Walking for Health (1:27) - <https://youtu.be/mINdD8zQy4w>***

GOL-44/George - Our Class Advisor taught us to focus on our priorities – God, our families, our country and the Coast Guard - in that order and to be loyally committed to each focus...know how you are committed to managing yourself through life... When you look in the mirror, know who it is that's looking back, because that's what other people will see – people whom you must lead or be led by.

LH/DM – 5/21/18 - For all that you do for me, Dick, including writing me every day, I really owe you and so when I fail to send you a note each day "that is a failure on my part in showing appreciation so I do owe you an apology!" It is hard for me to realize that I could miss writing but Saturday was far from my normal routine "so that is my excuse!"

LH/DM – 6/23/18 - Yes, the Alzheimer article is really quite good. Angie did a nice "writing effort" which was quite complimentary of the "old man!" Not many young people can write this well. It captured some of Les High's philosophies quite well in a little over a page. Carol is a good part of the article which I find especially pleasing to me.

DM/LH – 3/25/20 - Not sure a 76 year old should be giving a 96 year old advice, but here goes (with love!): there are some things you need to be more gentle with yourself about and others to just stop. For example, don't take 2 hours to write to me. A line or two, if possible, is more than enough. No need to "save messages for posterity." What I am sharing is very informal and forgettable. If there are messages that need to be saved, create a single folder called "save" and put them there. End of sermon. I want our exchanges to be fun for both of us. I love finding and sharing jokes and, like I said, I will continue whether or not you reply.

2010 - Each individual is sensitive to the impact of his or her behavior on others and the organization. Leaders recognize their personal strengths and weaknesses.

2010 ... Leaders are self-objective. They continually work to assess self and personal behavior, seek and are open to feedback to confirm strengths and identify areas for improvement, and are sensitive to the impact of their behavior on others. Successful leaders use various valuation tools and indicators to assist in this process of understanding themselves...

### **3.A. Ability to Embrace Change, Attitude & Creativity**

#### **Ability to Embrace Change**

**OLD** – Qualified, capable or showing skill to accept, take up and accept readily or with alacrity the substituting something else for; or by giving up for something else. (**Flexibility** – *Capable of being bent; admitting of being turned, bowed or twisted, without bending; pliable; yielding to pressure; willing or ready to yield to the influence of others; manageable; easy and compliant; responsive to or readily adjustable to meet the requirement of changing conditions*).

**MID** – Having a skill or talent to readily and eagerly put or take (something) in place of something else; substitute; make different. (**Flexibility** – *Able to bend without breaking; easily persuaded or influenced; adjustable to change*).

**NEW** - Displaying open mindedness to new ideas and proposals. Demonstrating a willingness to do things differently. Making suggestions for improvement. Taking a creative approach to change which challenges assumptions and is not based purely on enhancing existing practice. (**Flexibility** - *The ability to be easily modified; willingness to change or compromise*).

**Transforming A Crew At War With Itself (1:56) - <https://youtu.be/D4cStuOyyMo>**

AOL-39 - The capacity to accept/support acts or instances of doing something different.

CIA-77 – Leadership is all about change...Leaders themselves are agents of change. If they're not changing, they're not leading.

GOL-42/George ...the most effective leader will be able to anticipate ...change and inspire his organization to prepare for it in advance.

GOL-55/Kruszewski ...A leader's style ...should be appropriate to the culture and dynamics of the group...when the gap between style and compatibility with the group is too wide, modify the group or otherwise enlist its leader.

GOL-58/Kruszewski - At a tactical or operating level, leadership is subject to technological and cultural change and must adapt it and shape it or be shaped by it.

GOL-76/Rutherford – When taking on a new leadership role, don't be quick to make changes... Presumably... (the previous leaders)...had a process in place. Make sure that process is being executed as specified before you decide to change it.

GOL-91/White, Gerry ...be prepared for adjustments if it appears the desired success cannot be reached. Always have a back-up or exit plan in mind...

GOL-132/Somers – Little and unexpected things keep us on our toes and it pays to know the culture...Continuously keeping the pulse of your organization is imperative because things can change rapidly.

GOL-154/Andrasick – Our environment is always changing and, with it, leaders need to be more adaptable than ever.

GOL-292/Livingston...be courageous enough to be adaptable. As a lifelong student of business organizations, I have surmised that successful companies are led by people who adapt to changing circumstances. Even long held beliefs must be susceptible to change as new evidence is learned.

GOL-340/Pennington - Flexibility and awareness of situation and context are habitual to good leaders. They don't contradict decisiveness as a leadership essential.

LH/DM - 7/26/17 - ...the Class is quite well organized to handle a health issue in the Class. Some who are at the "edge of the Class with little contact or participation" may not get involved but some may find a great caring group that exists that they were not aware of!

LH/DM – 11/14/20 - I agree that telling the truth used to be the correct thing to do but in today's society the liar is more likely to win than the truth teller. Terrible in my opinion.

2020 - Anticipates the need for change and action.

OTHER ...The ability to quickly and successfully embrace change and adapt an effective response.

## **Attitude**

**OLD** – The posture or position of a person assumed or studied to serve a purpose; position or bearing as indicating action feeling or mood.

**MID** - A settled way of thinking or feeling about someone or something, typically one that is reflected in a person's behavior.

**NEW** – A position of the body proper implying an action or mental state; truculent or uncooperative behavior; a resentful or antagonistic manner.

GOL-34/Peterman – Be positive, smile a lot and be someone people like to be around.

GOL-55/Kruszewski – ...(successful leaders are) all positive thinkers...

GOL-70/Luckritz...(Strong leaders)... always have a positive approach and past mistakes never seem to bother them.

GOL-149/O'Connor - Provide a positive approach when confronting personnel issues. Learn the situational details. Reprimand in private. Praise in public.

GOL-183/Onstad – 12 Scout Laws “8” of 12 – Cheerful.

GOL-194/Harod – Be ‘for’ rather than ‘against’ things.

GOL-226/Rufe – Project optimism.

GOL-258 and 259/Phillips – I admired and respected those commanding officers who were caring of the personnel under their command...(mine)... seemed genuinely interested in the welfare of the individuals on board. As he toured the ship from time to time, he would stop and ask crewmembers, “How’s it going?” and give a big thumbs up, promoting a positive outlook.

GOL-281/Norris...put whatever job you are doing in perspective. In most cases, it is not the most important thing happening to the people involved. Lots of other things are going on in your subordinates’ lives.

GOL-288 and 292/Livingston – Having a positive attitude and being able to transform others to “the glass is half full and filling” kind of people is another of my principles of leadership...Be positive.

LH/DM - We were pretty much trained to accept whatever life dealt us and to live with it...the people I recruited did not feel everything would be given to them like many young people today!! Sad but a fact of life I am afraid.

LH/DM – 9/23/17 - I like your story about the placebo effect in our lives. I have a little of the same philosophy about life. I could be miserable every moment of my life if I chose to listen to the sad, untruthful garbage the news media is pedaling, the grief some people are giving to

other people in foreign countries or even in our own country between the political parties. I refuse to do that. Having and only listening to positive things makes my life with Carol and her memories an absolute delight for me. "Believing" and how you believe can make or break your life and the "placebo" seems to be another example of the "best and correct thoughts can do wonders in molding and shaping your life and in the case of health can be a "curing factor!"

SIPES-106 – Attitudes are important because they are highly resistant to change, influence one's interpretations of his experiences and often induce errors in logic.

SIPES-204 - Many people speak of punishing a man as "disciplining" him. By definition discipline refers to a man's actions and control of himself to conform to the demands of the service. Punishment is one method of improving discipline, but it does this only if it brings about a better attitude on the part of the punished.

## **Creativity**

**OLD** – To bring into being; to cause to exist; to produce as a work of thought or imagination.

*(**Innovation** - Introduction of something new especially in customs, manners, rites, etc.).*

**MID** – To bring into being; design; invent; cause; productive; imaginative. *(**Innovation** - Something newly introduced; new methods, practices, devices).*

**NEW** - The use of the imagination or original ideas, especially in the production of an artistic work. *(**Innovation** - Making changes in something established, especially by introducing new methods, ideas or products).*

AOL-45 - The use of imagination or original ideas.

AOL-71 - Introducing something new and different.

LEA - Feeling comfortable in fast-changing environments; being willing to take risks and to consider new and untested approaches.

GOL-128/Johnson, Rich – Don't get stuck in the old ways of doing things; strive to find a better way and encourage your subordinates to do the same.

GOL-128/Johnson, Rich – A good leader never asks anyone to do something that he or she would not do themselves.

GOL-155/Andrasick...never ask others to do what you wouldn't do yourself.

GOL-160 and 161/Rutski – **NOTE:** - Two good short story examples of what innovation can look like.

GOL-239 and 241/Scobie – At times it is necessary to improvise with skills not associated with particular rates – in order to complete a mission...Sometimes you may have to use non-

standard methods to create unity among your leadership team...When standard procedures fail, it is necessary to use a little ingenuity to properly support operations.

GOL-352/Hall...my manager exhibited strong leadership skills. He was always open to new ideas.

2010 - Leaders develop new insights into situations and apply innovative solutions to make unit and functional improvements. They create work environments that encourages creative thinking and innovation. They take reasonable risks and learn from the inevitable mistakes that accompany prudent risk-taking and apply this same thinking to those who work for them encouraging innovation and helping their people apply the lessons learned. Leaders design and implement new or cutting-edge programs and processes.

### **3.B. – Credibility**

**OLD** – Capable of being credited or believed; worthy of belief or trust; entitled to confidence; trustworthy; influence or power derived from the confidence of others or from one’s character or reputation. (**Honesty** - Worthy of and held in honor and respect; characterized by integrity; fair and straight; forwardness in conduct, thought and speech; uprightness, trustworthy, truthful and sincere. Free from fraud, guile, deception or duplicity; not false; said of persons to which a moral quality is imputed). (**Integrity** - Moral soundness; honesty; freedom from corrupting influence or practice; uprightness especially strictness in the fulfillment of contracts). (**Trust** - To place confidence in; to rely on; to confide; to give credence to; to hope or expect confidentiality).

**MID** – Believable; good reputation; one’s influence based on one’s reputation. (**Honesty** - Being truthful, trustworthy or upright; doesn’t lie, cheat or steal; being what it seems; showing fairness; being frank and open). (**Integrity** – Uprightness, honesty and sincerity). (**Trust** - Firm belief in the honesty and reliability of another).

**NEW** - The quality of being trusted and generally believed in; convincing; authority causing belief. (**Honesty** - A facet of moral character that connotes positive and virtuous attributes such as integrity, truthfulness, straightforwardness, including straightforwardness of conduct, along with the absence of lying, cheating, stealing or deceiving in any way. Being trustworthy, loyal, fair and sincere). (**Integrity** -The quality of being honest and having strong moral principles; moral uprightness). (**Trust** - Firm belief in the reliability, truth, ability or strength of someone or something).

**Truth and Disclosure to Rank (1:19) – <https://youtu.be/Pzso-3FuKCq>**

**Straight Shooter - Be Strong (0:40) - <https://youtu.be/m82gmRugeJM>**

AOL-3 - The quality of being ...free of deceit and untruthfulness. Sincere.

AOL-5 – The quality of having strong moral principles. Moral uprightness. Incorruptibility. Soundness.

AOL-13 - Firm belief in the reliability, truth, ability or strength of an individual.

CIA -13 ... it is a standing rule that team members must always be straight with each other and tell the truth both on and off duty.

CIA-19 – Because of our mission, we have to pick strong people in the first place, people who are honest...

CIA-26 - You've got to trust the person next to you, behind you and in front of you.

CIA-104 – The ability to trust people under your authority is one of the best qualities of leadership.

GOL-12/Horsey – Be honest. Accept that you will make mistakes and admit to them. There will be times when you won't want to. Leading is hard. Being honest isn't, if you never waiver. Leaders lacking integrity won't be leaders very long. Those being led won't stand for it. They will, at a minimum, just drift away.

GOL-13/Horsey – Resist outside bad influence. Do the right thing. You will be tested, and more than once, by others seeking to influence you. Not all influence is bad but you will know when it is. Resist. I did the right thing.

GOL-27/Duffy ...integrity never goes out of style and fits in any leadership role.

GOL-39/George – The critical point is that the people you lead believe you would, in fact, do it yourself.

GOL-44/George - And you've got to be honest with yourself..."brutally honest."

GOL-57 and 59/Kruszewski – The inability to inspire trust and loyalty eventually overwhelms respect for one's knowledge...The search for truth is a constant and...(a successful)...leader is endlessly in pursuit of it...

GOL-76/Rutherford...(Be)...honest.

GOL-83/Amos – Integrity...the first time you demonstrate a lack of integrity, you lose the respect of your subordinates and any leadership capacity you have. You'll never be trusted again. Integrity includes, in my mind, morality and control in your personal life; knowledge and focus in your professional life; taking responsibility for your actions and decisions; honoring the organization you are in; supporting the decisions of your superiors; supporting the people who work for you; acknowledging your mistakes; constantly striving to improve yourself; truthfulness and visibility in relationships and contributing to the mission.

GOL-96/Riley – The most important aspect of good leadership, in my mind, is TRUST in its many forms. You must earn the trust of the team. Your word must be unassailable! You must never, never promise anything you cannot deliver...(You first)... earn their trust and then their respect. Just remember, respect follows trust.

GOL-102/Cohan....(the crew)...assessed my professional ability as quickly as I assessed theirs.

GOL-110/Sanial – Often, people think being a good leader means you have to fight the good fight for your people all the time. However, when they don't deserve it, fighting the good fight undermines your credibility.

GOL-112 through 114/Mason...the one trait I have found to make or break leadership is the ability to tell the truth – “truth in leadership” ... A leader's lie can lead to a total collapse of faith and confidence in that leader...There are truths that are best never spoken...miracle “Teflon Coating” where lies don't stick...No, what kills leadership is the middle of the road problem...Check yourself as to how much information needs to be shared, but always be honest with what you do say.

GOL-124/Johnson, Rich – Be as truthful as possible...Early in my Academy days, I learned very quickly when asked about a task I had not performed properly to say, “No excuse Sir.”...It is so much easier for a person to say, “I made a mistake” or “I forgot” than to go on with all sorts of long-winded rationalizations. This just destroys the person's credibility. A good leader admits his or her mistakes and moves on.

GOL-143/Rogers – Know and learn to trust your people and they will return that trust.

GOL-149/O'Connor – Trust in the abilities of those around you and it will be reciprocated.

GOL-149/O'Connor – Integrity is essential. Do not waiver.

GOL-150 end 151/Simpson – You need to be honest with senior personnel. This includes being honest about what you know and what you don't know...You need to be open to accept criticism from your personnel and help them deal with technical actions they feel are wrong.

GOL-162/Fuller – Be ...honest.

GOL-169/Manning – Integrity – Whether it is real or perceived, without this, you have nothing.

GOL-183/Onstad – 12 Scout Laws “1” of 12 – Trustworthy

GOL-188/Cochrun – Always be truthful and honest. You also need to be dependable and keep your word.

GOL-191/Harod – To me, first in line is a solid foundation of integrity and sense of duty...our lives depended on being able to absolutely trust the word of our fellow officers, even if the truth was to their personal detriment...big lies grow from the habit of accepting or making little lies...

GOL-213 and 215/Coleman – You have to be sincere in your beliefs and honest in your dealings with people...You have to be sincere and consistent in how you deal with people and how you handle everyday events. Insincerity will be obvious and will have a very negative effect.

GOL-257/Brunette...I never asked my people, or children, to do something I hadn't done myself.

GOL-264/Williams – Leadership is a great trust, shared between the leader and those who are led. Core to that relationship is the leader's integrity; not only knowing right from wrong and being honest but being willing to act in the right and having integrity.

GOL-280/Norris – People in leadership positions usually need to be very conscious of protecting their integrity...Most subordinates have a very effective bull s—t meter. Leaders who lose the confidence of their troops are unlikely to be very effective in “getting the job done.

GOL-288/Livingston – Great leaders I have known had a way of developing the trust of their team. They did this by convincing their troops they were totally committed to the organization or the goal and they had the long run best interests of the team at heart.

GOL-297/Wilburn – ... (of the)...five key take-aways from my Coast Guard days, #5 is If it doesn't feel right (ethical), don't do it until you've made it so.

GOL-304/Chazal ... (The leader)...should always be honest with those who work for him and with those for whom he works. This honesty leads to trust which is vitally important in an organization.

GOL-310/Viglienzone – Doing the right thing, even if nobody is watching, is a fair test of leadership potential.

GOL-315/Johnson, Gene – Never ask a subordinate to do anything you would be unwilling to do yourself.

GOL-316/Johnson, Gene – Always be honest with people.

GOL-336/Gray – Who were the good leaders, my heroes?...They never asked people to do anything they wouldn't do themselves...

GOL-343/Lucey – To be an effective leader, one must always be truthful...

GOL-347/Kane - ...many of the stories told by my classmates in this book point out the importance of such traits as honesty and integrity.

GOL-356/Ruhe – Les leads from the front, not from the back. Leaders can't ask people to sacrifice, to go the extra mile, to do whatever it takes unless they are doing it themselves. If there are difficulties to be overcome – and there always are – leaders have to stand up and make the biggest sacrifice themselves.

GOL-356/Ruhe - ...tell it like it is. You have to be clear and straightforward. Candor is critical in everything that leaders do. Reality has to start with the person in charge. Reality is the critical step before any problem can be solved...You have to be willing to speak the truth. In fact, you have to create a climate where everyone can be candid, even though it can be painful.

LH/DM – 4/12/16 - That is tough to have a possible plagiarism case for the term. I hope as you look at the material submitted it may be a case of poor quoting or citing. The disturbing fact was there appeared to be such a high percentage of direct borrowed words. When people do research work, they need to be "alert to the proper citing procedures and follow them!" Something of this nature makes the course less enjoyable. You want them to do brilliant, self-work.

DM/LH – 4/20/16 - Not a spur of the moment decision. The final straw was the program suggesting that they allow him to withdraw from the course effective April 9 (and avoid the F on his record). My response: 'I cannot support that. This is a class of 23 students and I've treated them fairly and equally at every turn. The other accused plagiarist, Ms. Gohil, has handled her situation with grace and style - making an appointment to talk with me and laying out a well thought out and compelling case. Sridhar on the other hand disturbed my morning yesterday with an unscheduled, rude phone call and has sent several overly emotional e-mails. I realize that the stakes are higher for him, but this was his choice, not mine. If I am missing something and you need to take some other action, just don't tell me about it. Sorry to take so long to respond, but I wanted to give it careful thought. I understand the severity of the action and the unique circumstances for Sridhar. The one positive from all this is that my decision of when to retire is now clear. I will not be teaching courses after next semester. I am getting too old for this s\*\*t ...Richard"

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LH/DM – 6/8/18 – Remember several months ago, I asked the question, “How are we ever going to believe an author in the future, when most of the writing of today in the media is slanted to promote the author’s political beliefs?” Won’t it be that way in recent books? My opinion right now is that any book written in the last ten years may have no veracity at all. All my life I have been a believer in books as the one and only true source of knowledge for all humanity. We have no truth medium any more except maybe books over ten years old!

LH/DM - 9/5/18 - Remember several months ago, I asked the question "how are we ever going to believe an author in the future, when most of the writing of today in the media is slanted (lies) to promote the author's political beliefs". Won't it be that way in all recent books? My opinion right now is that any book written in the last ten years may have no veracity at all! All my life I have been a believer in books as the one and only true source of knowledge for all humanity. The political culture of USA today has absolutely destroyed this fact. So sad for the human race. We have no truth medium any more (except maybe books over ten years old)!! Enough ranting. It is hard to be a positive thinker in our present Political Culture!

LH/DM - 9/6/18 - Contemporary non-fiction simply cannot be believed. I am not a reader, but you are and I accept your words. I expected that might be true just because of the way the media is operating today with made up stories to promote political philosophies. Sad for the future to think that books may not be believed again. How society got so far removed from the truth I will never know.

LH/DM - 5/12/19 - I am glad you agree that knowing what is true in a modern non-fiction book is hard to figure out. There is so much fabrication in our society today, that the TRUTH seems hard to find. In the old days folks tried their best to tell the truth. Today, there seems to be no effort to insure you are telling the truth. In fact, routinely you have more untruths than truths in many forms of communication. Especially, on TV and newspapers.

LH/DM – 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 in over. I tend to go to places I consider reliable like Wikipedia or WebMD and Mayo Clinic for medical advice.

LH/DM – 7/26/19 - I just am not able to lie. Not even little white lies. Carol always knew that. We had few secrets and things on which we differed were soon ironed out so we were both satisfied. Carol knew that if she asked me if I liked a certain dress I would tell her exactly what I felt. She was so gorgeous in almost anything that she wore why should I tolerate her wearing something I felt did not do her justice. Carol realized the best way to train me was to tell me "how she felt about things, which I loved for I always felt I was getting it “straight all the time." I am just normally Les High when asked my opinion on anything.

LH/DM - 9/23/19 - I can believe our society can have a "bias to trust" from my childhood background. We grew up in an environment where most folks were basically honest and rarely would they lie, cheat or steal. With this as your mind set, you trusted everyone. This was especially true of the Mid- West in my opinion. The four stories you listed were terrible events

in their time. The CIA, the Ponzi scheme and the abuse of girl and boy athletes were all significantly out of character for the society at the time. All we have done since is go down hill. There is little truth today in the news media, much of academia where we are trying to rewrite history or in politics where being in power is more important than being true to God in how we act. At least we learned about and punished some of those offenders

DM/LH – 1/14/20 - For three years we've wondered, and now we know how the Houston Astros hitters so easily pounded three of the Dodgers' hottest pitchers in two key games in Houston in the 2017 World Series. How did they so easily wreck Yu Darvish for four runs in the second inning of a Game 3 Astros victory? How did they so effortlessly score 10 runs against Clayton Kershaw and Brandon Morrow in the Game 5 victory?

They cheated, that's how. They used technology at Minute Maid Park to steal the Dodgers' signs. Their hitters knew what pitches were coming. They gleefully pounced on them. They accumulated 18 runs with 26 hits and five home runs in two series-changing victories that have now indelibly stamped an asterisk on an event forever marred by a sickening truth. 4/20/16

The Dodgers were cheated out of the 2017 World Series championship. This is not sour grapes. This is not revisionist history. This is now and forever fact after a Major League Baseball investigation revealed Monday that the Astros used technology to cheat during their championship season. If you cannot trust baseball, what can you trust? Sad.

LH/DM – 5/12/21 - That is the trouble with lying, for once you do lie people never know when to believe you ever again!

LH/DM – 5/28/21 - Not sure how they do exams and know they are getting the student's efforts and not someone else sitting in for him. If you say it is on the "Honor System" that does not have much meaning today for most student believe it is alright to cheat if you do not get caught so they do not worry about the Honor System at all. How they do exams is their business and if they are satisfied with the results I should not be concerned...(for those that do not cheat)... how does one compete if the rest of the folks are cheating and he is being honest when he takes his tests?

LH/DM – 5/29/21 - liked your comment about cheating on line and how the person just hurts themselves when they do that. I do so agree. Cheating and Lying are just never wise to do that I can see. You always lose ...if you do that sort of thing!

LH/DM – 5/6/22 - I agree our society is losing a number of life's important values like honesty, truth, responsibility, integrity, discretion, good manners and common sense! To leak a Supreme Court decision by a major newspaper seems immorally wrong. It makes me have little to no good thoughts about the leaking paper!! Roe vs. Wade is such a controversial decision, I am sure the leakers were trying to stir up discord so much that one of the judges might change his vote and the decision come out differently!

LH/DM - 6/12/22 - The shrinkflation is such a typical example of our untrustworthy world these days. It is a form of dishonesty and our lives are filled with that right now. The milk was a perfect example of a 28 oz. carton for the same price of a 32 oz carton before! In the old days being honest was expected and in small communities where we knew everyone, no one was dishonest it seemed to me! Today, our life seems to be based on a bunch of lies! Sad and you wonder how this will ever be corrected!??

LH/DM – 6/14/22 - I can see that you, too, are a little concerned about the veracity of research for the future in a society almost based on "lies!" When lying becomes so prevalent and common and almost a daily practice for normal life we will never be sure of what is fact and what is fiction as each day proceeds! What a sad commentary that is and you wonder how life will come out being based on lies!! It is hard for me to believe we can live like this and have any life at all.

LH/DM - 2/20/23 - The government has to be accountable to the people of the USA and we need "an independent Media with integrity!" An honest Media is not likely to ever happen again for making Money and having Power rules life these days - instead of Common Sense, the Common Good and Truth and Honesty! Let me tell you, it is hard to be a "Positive Thinker" these days! Liars have none of my values so I see little hope in the future.

LH/DM – 4/18/23 - I found the article on AI very interesting and informative. Certainly the people that were sharing the information were very well spoken and seemed to know what they were talking about. Even they do not have a full handle on the AI impact on the future. I have so many questions and concerns. The AI system is reading and saving in its memory all the information that is out there to be read. AI will collect it all whether it is a truth or a falsehood for it does not know who to believe. The whole area of morals is a question mark for how does AI decide what is good and what is bad? What if we have manipulators feeding only their select info to the AI? Will it be then acting for or against humanity? We all would like to see AI being developed in a truthful manner and no misinformation being fed to it but that does not describe our society today, where a large % of what we hear is just not the truth. It would be so wonderful to have a machine that does what they talked about and to have the machine to help you on any job you had. I wonder how pure and innocent AI will be when it answers the questions from the public! AI looks like a wonderful advancement in human brain function if we can keep it honest. Thanks for sharing this info.

2022 - ...(effective leaders) build and maintain trust by taking responsibility for own actions and actions of others in a transparent manner. Consistently acts in a manner deserving of the public's trust.

### **3.C. High Energy & Inspiration**

#### **High Energy**

**OLD** – Not available. (**Enthusiasm** - A state of impassioned emotion; transport; strong excitement of feeling on behalf of a cause or a subject; ardent and imaginative zeal or interest; fervor). (**Passion** - Intense or high-wrought emotion; either a general play of emotional excitement or a specific emotion in a state of abnormal or controlling activity)).

**MID** – Not available. (**Enthusiasm** - Intense or eager interest; zeal; fervor; ardent) (**Passion** – An emotion such as hate, grief, love, etc.; extreme emotion such as rage, fury, etc.; the object of strong desire or fondness)).

**NEW** – Not available. (**Enthusiasm** - A person with aroused feelings of intense and eager enjoyment, interest, or approval). (**Passion** - Strong and barely controllable emotion; a state or outburst of strong emotion)).

**Enthusiasm (1:23) - <https://youtu.be/uPBVr1v5Pss>**

**Enthusiasm For Coast Guard (0:35) -[https://youtu.be/sPF0F0w\\_xfY](https://youtu.be/sPF0F0w_xfY)**

**I Like People – Straight and Enthusiastic (1:49) - <https://youtu.be/LidP-SLtjyc>**

**Natural Enthusiasm Can Be Taught (2:26) - <https://youtu.be/nwfy5AcP-OY>**

AOL-36 - Greater than normal strength and vitality necessary for sustained physical and mental activity.

LEA – Excitement – Operating with a good deal of energy, intensity and emotional expression; having a capacity for keeping others enthusiastic and involved.

LEA – Out-going – Acting in an extroverted, friendly and informal manner; showing a capacity to quickly establish free and easy interpersonal relationships.

GOL-22/Wetzel - Follow your passion...to be an effective leader you must have a passion for a goal.

GOL-152 and 153/Andrasick – It will take ...avowed purpose to succeed both at the Academy and in all future endeavors...a proven characteristic of leaders – passion for whatever it is you are pursuing...a demonstrated passion – which is contagious – for what they held important. Even if your inherited personality does not favor outpourings of fervor, your deeds and commitment to a purpose will be evidence enough to those who you lead as well as those who you follow.

GOL-180/Anderson – Love your job or at least make others believe you love your job.

GOL-227/Hamilton – Not that a good understanding of the technical aspects isn't important, but instilling enthusiasm in you people...is more important.

GOL-288/Livingston – One of my basic principles of leadership is having and sharing a passion for the organization, team or goal being pursued.

LH/DM – 12/20/20 - It is always so nice to hear you compliment me on my "enthusiastic voice"! I am not sure why I seem to be more enthusiastic than other people but that is the way life strikes me! First, I had Carol in my life and she still charms the daylights out of me every day as I recall all the wonderful times we had together in our 66 years and 66 days. You will note I am enthusiastic about that period of my life all the time! Strangely, I get more joy out of remembering some joy I gave Carol (buying her favorite yogurt flavor of peach or vanilla) than remembering some joy of something I did (golf with the guys) that did not involve her! Even today, I buy her favorite flavor of yogurt for when I eat it I can see the sweet, loving look on her face that she gave me when she ate that flavor yogurt that I bought just for her! Our life was filled with hundreds of these special moments in our time together! So you see, Dick, why I am so enthusiastic all the time??

LH/DM – 12/14/21 - (ADM Bill Jenkins) described me as the most enthusiastic CG Officer he has ever known. He said everything I touched was "sharp and Military to the nth degree" and that is why I got so many good jobs! Nice compliments from a guy 104 years of age, don't you think?!!

## **Inspiration**

**OLD** – Act or power of exercising an elevating or stimulating influence upon the intellect or emotions. (***Persuasion** - Act of influencing the mind by arguments or reasons offered or by anything that moves the mind or passions; induced opinion or conviction*).

**MID** – Any stimulus to creative thought or action. Conferring or bargaining to reach agreement. (***Persuasion** - To cause to do something by reasoning or urging especially after a sustained effort; induce; convince*)).

**NEW** - The process of being mentally stimulated to do or feel something, especially to do something creative). (***Persuasion** - The action or fact of convincing someone or of being convinced to do or believe something*)).

AOL-66 – Motivating others to take action and do something creative to achieve a specific goal or vision. Convincing someone, through reasoning or argument, to believe in a cause, a position or an opinion.

LEA - Building commitment by convincing others and winning them over to a particular point of view.

GOL-34/Peterman – Always be listening to motivation tapes, taking training and reading state of the art information.

GOL-55/Kruszewski – I define (leadership) success as ...the ability to leverage their personal effort by inspiring others.

GOL-80/Brady – Inspiring others requires a completely new subset of characteristics, not necessarily taught in leadership classes. These characteristics include compassion, understanding, personal connection, listening and passion...

GOL-80/Brady - If you study the important leaders, inspiration has always been the key to their success. You must have passion for what you do to the extent those you lead will feel this passion and it will become a part of them also... True leaders understand they must create a desire in the people they plan to lead – a desire to follow. Being an inspiration to others is the only way to create this desire.

GOL-121/Staton - ...I found that spending time working with my team and finding what motivates each person resulted in all willing to work together.

GOL-152/Andrasick – Leadership is basically a process of persuasion to get others to create an objective or to achieve one.

GOL-189/Harod – Leadership is the ability to inspire and show others a better way to achieve an end goal.

GOL-227/Hamilton – Not that a good understanding of the technical aspects isn't important, but inspiring everyone to do their best is more important.

GOL-282/Sigler – leadership ...is figuring a way to get another excited in a non-manipulative way to accomplish an objective.

GOL-299/Fagg – of the two fundamental strategies for achieving an objective, power or persuasion...persuasion promotes a “buy-in” by the group being led, whether a nation, a company, a church or a club. Persuasion is defined as “agreement after being thoroughly advised.”

GOL-306/LaBuda – The importance of motivation and morale can never be overstated.

GOL-317/Pettit – Nothing like mission success for morale!

NORRIS/LH – 12/22/12 - "... Of course, another highlight was our mini- reunion in San Diego. It was great to see so many classmates and especially to be able to see you and Carol. The relationship that you and Carol shared is an inspiration to us and Judy and I frequently find ourselves speaking of it..."

SIPES-149 – One of the most basic classification of needs was done by Abraham Maslow which was based upon the premise that man is an ever wanting animal. That is, as soon as one of his more basic needs is satisfied, a higher need takes its place and becomes the driving force influencing his behavior.

SIPES-171 - Motivation is important because it often is a determining factor between what an individual is capable of and what he actually does. Often the success of the group depends on the degree of motivation of the leader or the group members... Knowing a person's goals, interests, hobbies and what he deems important all represent clues to motivation.

2010 – ...(effective leaders) possess the ability to persuade and motivate others to achieve the desired outcome to create change. They influence and persuade by communicating, directing, coaching, and delegating as the situation requires. Successful leaders understand the importance and relevance of professional relationships, develop networks, gain cooperation and commitment from others, build consensus, empower others by sharing power and responsibility, and establish and maintain rapport with key players.

2022 - ...(effective leaders) motivate, inspire and persuade others. They build consensus through give and take. They foster cooperation from others to obtain information and accomplish goals while balancing competing demands.

OTHER – The ability to persuade people to do things one way in spite of differing opinions.

OTHER - Motivating others to take action and do something creative to achieve a specific goal or vision.

OTHER – True leaders will be those individuals that rise above the use of sheer authoritative power and begin to understand they must create a desire in the people they plan to lead – a desire to follow.

### **3.D. Intellectual Abilities**

**OLD** – The power or faculty of knowing; a broad designation for the whole cognitive power or function of the mind. (***Personality Styles** - That which constitutes distinction of a person; individuality; implies complex being or character having distinctive and persistent traits' among which reason, self-consciousness and self-activity are usually reckoned as essential*). (***Understanding Human Nature** – Not available*)).

**MID** – Bright, clever, shrewd; being able to respond successfully to a new situation. (***Personality Styles** - Distinct individual qualities of a person, considered collectively*). (***Understanding Human Nature** – Not available*)).

**NEW** – Refers to the skills required to think critically, see connections between disciplines and problem solving in new or changing situations; memory, creative problem solving and vocabulary also contribute to the level of an individual's intellectual ability. (***Personality Styles** - An individual's relatively consistent inclinations and preferences across contexts OR a dynamic and organized set of personal traits and patterns of behavior – across contexts*). (***Understanding Human Nature** - Refers to the fundamental dispositions and characteristics—including ways of thinking, feeling, and acting—that humans are said to have naturally. It is often used to denote the essence of humankind, - what it ' means ' to be human*)).

AOL-29 -The ability to acquire and apply knowledge and skills.

AOL-78 - The capacity to perceive and know how people think, feel, behave, interact and respond to themselves and the people around them.

GOL-44/George - ...Know who you are...remember where you came from and, more importantly, where you are headed ... what your destiny is... how you plan to get there and lead yourself along the way...

GOL-84/Amos – Everyone wants to feel his or her own worth...to climb up the pyramid of Maslow's "Hierarchy of Needs." Google it. It is a quick read and you'll appreciate how it fits into your own life goals, but, more importantly, into the life goals of those you lead.

GOL-202/Payne – A critical part of responding to change is knowledge of oneself.

GOL-280/Norris...be true to yourself and to your own unique abilities. You can't fake it.

GOL-281/Norris - Usually, someone among your subordinates is equally intelligent and talented, or more so, than you are.

GOL-289/Livingston – Great leaders use all of the intelligence of the organization, not just that of the designated leaders.

GOL-319/Pettit - I vowed to keep my transactions, as best I could, in the adult to adult category.. I looked with a more critical eye at the leaders I admired and I could see how smoothly they were able to facilitate these...(difficult)... kinds of exchanges.. I particularly admired Colin Powell.

GOL-325 and 327 and 328/Dennis – I believe all good leaders are aware...that almost all individuals are much more capable than one might expect...I has always felt people could usually do more than required or asked of them but now...(with the Mariel Boatlift experience)...I had real world affirmation...We are rarely as good as we sometimes think we are, nor are others rarely as bad as they may seem.

GOL-346 and 347/Kane – There is no particular style or personality required to be an effective leader....I'd suggest a good place to begin is by recognizing your natural strengths and style and work with those...Don't try to be someone other than yourself.

LH/DM - 3/18/16 - We did a lot of books again today and now have gone through all the books in my office...Mary counted about 250 that I have selected to look at again and that is out of about 1300 books that have been handled so far...My making a selection on each book is a good thing. When I finish I will feel that the ones I kept must have struck a bell with me... I still select books for one of three reasons: I like the author, the title or subject matter or the book looked like one I might like to read or possess. We spent five days of getting rid of books...I still have 1000 books I imagine but will not know until we handle them all. I have reference books in the family room that the kids used a lot. I have two sets of "The Book of Knowledge" and several kids sets of encyclopedias. I have a set of an Americana Encyclopedia and a Britannica set, both are quite old and I may get rid of both. I do not know how many of my text books I may want to save nor Carol's. Right now I am more inclined to save Carol's for when I look at them they give me pleasant thoughts about my lovely wife.

LH/DM – 4/6/16 - I have a number of sets of books. Britannica Encyclopedia, Americana Encyclopedia, I have some sets. Four Volumes of Arabian Nights, All of Dickens in 16 Volumes, The Great Books, The Harvard Classics, English Literature Compendium of maybe 15 or 20 Volumes, and three or more sets of books that I do not recall until I handle them tomorrow. I will probably save my Great Books and the Harvard Classics. Most of the other things may go. The Arabian Nights is a limited edition of 37th book out of 40 books is all. It may have some value that we are not aware of.

LH/DM – 9/7/16 - Yes I remember the Myer-Briggs testing. Seems like it was a test that measured many personal traits and was used by business and organizations to find out the nature of their people, their worth as possible people to hire, etc. Am I remembering Myers-Briggs correctly, Dick? I would think that giving the test these days and being an interpreter of the results would be an interesting thing for you to do in your retirement! And I am sure you would be an "Outstanding Interpreter of Results!"

LH/DM – 9/21/17 - I was interested to read about your new list of books. You call it serious reading. It is great that you find lots of challenging books to make a part of your life. As a book collector for many years and a believer that almost anything you need to know you can find in books, I am beginning to wonder if that is going to be so in our future.

LH/DM – 1/8/18 - I was surprised to hear that you bought the Karl Menninger book "Human Mind." I have only glanced at the book briefly but Chapter I, page one has a 74 word paragraph of the definition of "mental health" that may have "influenced my whole life!" I realize as an ENS/LTJG I did not have the likely insight to "comprehend" the content of these brilliant and definitive words but at 93 I can see how simple words can be so meaningful and influential. It tells us humans "to adjust to the world and each other with maximum effectiveness and happiness." Successful adjustment gives us peace in the world. And "maintain an even temper, an alert intelligence, socially considerate behavior and a happy disposition! This is a "healthy mind!" And what a philosophy of life. It almost describes my thoughts on life. Even temper - do not get angry with people but with unsavory actions that society generates. Alert intelligence - Ask questions of people and always continue to grow. Socially considerate behavior - Listen and be interested in others and they will enjoy your company. Happy disposition - smile a lot like Les High does. Great things to do and may have made this "Life with Carol perfect for me!" and helps me enjoy every day of my existence. I wonder how much I got from this book????!

You will note Menninger used the word "happiness" twice in that paragraph and it is the part of life that we all should emphasize. Be positive and think of "good things" as often as possible. A happy nature breeds "happy surroundings" I am convinced which allows for many pleasant hours in each day. Smile a lot!!

LH/DM – 9/11/18 - It is nice that the USCGA is so highly rated in the academic area. An Academy that makes Professional Officers with all its discipline and leadership programs has to shine in comparison with many civilian institutions. The competitive aspects of the entrance

exam helps get some top scholars that do not have to go to Harvard and Stanford. Some think they want to do CG type work and so come and become successful CG Officers. We are fortunate in that regard. Some of us did not have to make a lot of money. We just got lots of satisfying jobs helping the Public.

LH/DM – 3/20/19 - Students who want a higher grade by asking for it from the professor are sad to see and having them in the class has to be discouraging. I can see why this pushed you into letting the teaching go by the way side! Too bad, too, for they needed you so badly in the academic area! A Prof with standards and rules that enforced them! That is also SAD that academics has gone this way!

LH/DM – 9/24/22 - Nice you liked the "The Human Mind" clip and that you were able to find the book I read 74 years ago many times in the year I was on the Loran Station. Menninger was a famous psychiatrist. I see the book is widely available in used form. I thought I had a copy of the book but my brief look through my remaining 500-600 books does not reveal it. That does not mean it is not here. It just means I cannot see it on the shelf, somewhere! I do have a copy of his book "Whatever Became of Sin!" (1973). I am not sure I ever read this book but I may have. The essence of the book was that all the things I grew up with that were a part of my religious and moral lifestyle went away in the 60's, he claims! (Faith or a religion, honesty, hard work, being faithful to a mate, truth with no white lies, training children to listen to adults, search for knowledge, etc). Sin of almost any degree was accepted as acceptable and a person's right in life. Thus, Sin became a form of illness requiring psychiatric help to be cured. (Sounds like a psychiatrist selling his wares?) I loved reading Menninger's Human Mind book. Thus I became a fan of his and so I would probably believe anything he might say. Therefore, take what I share with you with a grain of salt! All this was a long time ago! Fun to relate what I remember!

SIPES-104 – To first effectively control and influence people, the leader must have a clear understanding of himself as well as have an understanding of human motives, differences between individuals and their responses when acting alone or in a group.

SIPES-107...Personality is the product of one's heredity, environment, maturity level and daily activities chosen freely by him according to his own volition. His personality is a dynamic whole...and...does not just mean a person's pleasant manner or ease in dealing with his fellows. It is his unique structure which makes him different from another individual. It is as distinctive as his fingerprints.

SIPES-107...Each individual has his own complex and varying framework that must be understood by anyone who attempts to influence him.

SIPES-239 - In all walks of life, civic, business, religious, military or other- wise...(where)...the leader seeks to influence his subordinates...his success depends on the state of the interpersonal relations he shares with them...The key to healthy interpersonal relations lie in

understanding people. Most men consider themselves good practitioners at getting along with people; the hard facts demonstrate how frequently failure, rather than success occurs.

2022 ... Employs emotional intelligence...

OTHER...personality styles...a concept that denotes the fundamental dispositions and characteristics, including ways of thinking, feeling, and acting, humans are said to have naturally. They wear different 'masks' rather than always showing the same face to others – using common sense to be effective in different situations.

OTHER – Leaders need to recognize and appreciate the differences in abilities and willingness of their subordinates, peers and superiors that will give them insight into their motivations and so they can read them better. This ability can be attained through mastery of profiling technologies – whether or not a natural born people person.

**NOTE:** The first behavioral assessments were developed in the 1930's by William Moulton Marston - a psychologist who was also the inventor of the lie-detector and a famous comic book writer. His original works became commercially available through the Carlson Companies, utilizing the DISC Personality Profiles which is today a major factor in this "industry." The four personality styles of (D) Dominance, (I) Influence, (S) Steadiness and (C) Conscientiousness have been renamed and redesigned by literally hundreds of companies, consultants and professionals over the years but DISC continues.

OTHER - One's cognitive ability measured by performance on an intelligence test. This term is also sometimes used in the context of discussing the performance of someone in an academic or real-world setting. Intellectual abilities are those that are needed to perform mental activities usually involving thinking and reasoning.

OTHER - A person possessing the talent, means, skill or proficiency of a significantly higher than average faculty of reasoning and understanding objectively, especially with regard to abstract or academic matters.

### **3.E. – Spirituality & Stress**

#### **Spirituality**

**OLD** – Pertaining to, or consisting of life or the life principle, conceived as a kind of breath mediating between body and soul; Of or pertaining to the intellectual or higher endowment of the mind; mortal; intellectual; a part of divine nature; temper of disposition of mind; mood.

*(Ethics - The science of the ideal human behavior and the "highest good" of happiness, perfectionism (or self-realization) and the relation of man to the universe or to divine law).*

**MID** – Of the soul as distinguished from the body or material matters; refined in thought or feeling. (***Ethics** – Having to do with morality and moral judgement; conforming to moral or professional standards of conduct*).

**NEW** – The quality of being concerned with the human spirit or soul as opposed to material or physical things; the immaterial or intelligent part of a person; the activating or essential principle influencing a person; the mental disposition characterized by firmness or assertiveness; of or relating to sacred matters; concerned with religious values. (***Ethics** - Moral principles that govern a person's or a group's behavior. A code of conduct*).

***Belief in God (3:38) - <https://youtu.be/8MzBwO1yokA>***

***Belief With Some Levity (2:31) - <https://youtu.be/z6ej52aWK0q>***

***Getting Along in the Old Days (0:54) - [https://youtu.be/N\\_A94f8CNSI](https://youtu.be/N_A94f8CNSI)***

***No Swearing (1:47) - <https://youtu.be/oqfEVvAm-D0>***

***Mini Reunion 2012 - Evening Meal Prayer (2:26) - <https://youtu.be/HVDiknCkcoc>***

AOL-15 – Moral principles that govern a person's or a group's behavior. A code of conduct.

GOL-27/Duffy ...love and compassion never goes out of style and fits any leadership role.

GOL-34/Peterman – Remember, God first, family second, next health, then whatever your next goal is.

GOL-36/Peterman - How did I treat others yesterday? Was I that good person that did what I set out to do and did. I use Godly principles in all of my affairs? Ask God and good friends to help you correct ...character defects.

GOL-43/George – Les High is a walking, talking example of moral responsibility. He knows what he believes and he lives it in his service life, his work life and his personal life. And as far as any of us can see, he's never wavered from doing what he believes is right and helping us to think the same way - not for ourselves alone, but for all those around us. It's a classic leadership trait...

GOL-49/Allison - Leadership has to start with a firm foundation based on ethics, morality and legality. Ethics and morality are ... complex. They both refer to the issue of right or wrong and standards of behavior.

GOL-59/Kruszewski...the future is very promising as long as there are those who recognize our highest calling in life is to love and serve one another....

GOL-62 and 64/Storch – Never underestimate the power of your actions. With one small gesture you can change a person’s life, for better or worse. God puts us all in each other’s lives to impact one another in some way. Look for God in others.

GOL-99/Becker – Do what’s right...both in regard to ends and means. Applied to ends, it provides grounding and the motivation for searching out possibilities that recognize the real problem and opportunities in play, promotes innovation and offers the greatest good in the long haul. Applied to means, it treats people well (as you’d want to be treated), calls out initiative, tends toward efficiency and develops the social setting in which it’s applied to both be and do better in the future...Les High’s actions seem to me to confirm this ideal.

GOL-129/Johnson, Rich – Promote ethical behavior...It is important to remind everyone around you what the appropriate standards of behavior are....It is clear in today’s world that many of our former leaders did not operate ethically and they ultimately paid the price.

GOL-143/Rogers - If something doesn't seem right, raise the issue to higher authority.

GOL-154/Andrasick...do the right thing, even if it’s not what people want to hear or do.

GOL-183/Onstad – Golden Rule “Do unto others as you would have them do unto you.”

GOL-205/Jensen – Strong moral compass...know in your gut the difference between right and wrong and take the right path no matter what...it is assumed each officer will use ...(their strong moral compass)...to guide actions and decisions made.

GOL-283/Sigler - Importance of listening to inner nagging - getting it right. I think my inner nagging existed, but I really wanted to leave on temporary duty to South Carolina in the sun. I let my lust for life interfere with my duties. So I listen now more to my inner spirit.

GOL-286/Poulos - We were born to manifest the glory of God that is within us; it's in all of us. And when we let our own light shine, we unconsciously give other people permission to do the same.

GOL-297/Wilburn - If it doesn't feel right (ethical) don't do it until you've made it so.

GOL-310/Viglienzone – “So help me God,” which adds another common aspect. To me, belief in God and prayer can help you lead.

GOL-325/Dennis...some ...”universal” attributes possessed by all good leaders, or by all good people for that matter ...are a strong sense of ethics, morality and faith in dealing with others.

GOL-348/Stephan – An important leadership principle is...faith in God and giving credit for watching out for us and guiding us through difficult times and dangerous waters.

DM/LH – (Uncertain date) - Remember the olden day clean laughs of the Jewish Catskill comics of Vaudeville - Shecky Greene, Red Buttons, Totie Fields, Joey Bishop, Milton Berle, Jan Murray, Danny Kaye, Henny Youngman, Buddy Hackett, Sid Caesar, Groucho Marx, Jackie Mason,

Woody Allen, Lenny Bruce, George Burns, Allan Sherman, Jerry Lewis, Carl Reiner, Shelley Berman, Gene Wilder, George Jessel, Alan King, Mel Brooks, Phil Silvers, Jack Carter, Rodney Dangerfield, Don Rickles, Jack Benny, Mangel Rubenstein, and so many others. There was not one single swear word in their comedy.

LH/DM – 2/29/16 - It is hard to believe TV could have a joke about the band leader "getting laid" after the show on National TV. That is so crude in my opinion. I could actually "never watch TV again" after that demonstration of the insensitivity of the industry for the atmosphere in the homes these days. There are always a large number of folks who believe in "shock value" as an entertainment form but to me it simply is just being "the crude people they are!" They can have the TV. I will never miss it.

DM-LH - 11/28/16 - My friend in Yellowknife sent me a 30 min audio from the Buddhist tradition. It was about dealing with change, especially after the election. The one point that really hit home is that we need to become a world free from winning and losing and just love others. Think about all the hate that came out of the Michigan game and many other games over the weekend. We live in the greatest country in the world! How can we be upset by a refs call in OT and losing? We all win every day!

LH/DM-7/4/16 - I know it sounds a little vain to think that Carol and I had "the secret of life" in our marriage and life together, but it was so blessed, so memorable and so everlasting in my thoughts and daily existence, it almost seems possible "we had it right" to be able to gain what Buddha states as "our birthright as human beings." I totally agree with the words in the Buddha paragraph about life and am so happy we were able live such a life together. Thanks for the article about Buddha. You always seem to find so much information to share with me. Have you noticed that I not only read what you send but I "study and dwell on the info to see how it fits with my previous philosophical thoughts." Thanks for sharing.

LH/DM – 11/28/16 - Life is all about ups and downs. If we didn't have downs, we wouldn't live with challenges, which we need to grow.

DM-LH - 11/28/16 - I just had an interesting thing happen to me. This afternoon a guy came to my door to offer "free estimates on home repair" and he could see some roof tiles loose so he tried to make an appointment for me. I told him I had been gone for a few days and I was busy so did not want anyone to come by. He gave me some literature. He seemed to know my name and asked about ownership of the house, etc. He asked one question about three times and I finally understood he wanted a home number or cell number so he could get credit for this stop at my house. I gave him my home number but told him as I was closing the door that I did not want a visit or calls about repairs. Well, tonight a person called and I was busy in the kitchen so I was quite brusque with the caller. He asked why I gave the guy my number and I replied so he could get credit (according to him). Later, I realize that was unfair to the recent caller to be so out of sorts, so I called the guy back and told him I was the old guy that was so unfriendly so I apologize. He asked again why I gave the guy my number so I said so he could get credit for the

stop. The owner was really upset with this interviewer. I told him I was 92 and our generation was not normally that difficult or ornery. So I apologized again. He quickly came back and said the apology was accepted and was not necessary. Then, he kind of chuckled and said he does not think this has ever happened to him before. He then said you guys from the Great Generation are really different and you are the only ones that "would do a thing like this!" We ended on a nice note and he seemed pleased that we had a chance to talk. Now, I will sleep better tonight.

LH/DM - 2/19/17 - I loved the info on Buffet. I saw an interview with him on You Tube last night and he made the same point of having a "sweetheart" that was more important to him than anything else in the world. He was programing his life to let her distribute his money and then she died. He does live in the house they bought together. He says money has little or no value to him!! Love the people in your life and cherish loving relationships and that will make you happy. Love what you do for a living. He makes money but would do something else if it gave him a greater joy. I admit, I have a lot of similar philosophies and money has never meant anything to me except to have enough to take care of my family well. I had a delightfully cherished wife as he did! Thanks for saying Buffet reminds you of Les High. What a nice complement!

LH/DM - 11/21/18 - Well, I hope you get some merit from the new book. Sorry to hear that the language in the book is so readily accepted by today's society. Jim says that word is on the TV these days. I have not heard it but I watch selective programs. You are not going to hear that word in Gun Smoke or Rifleman or even Blue Blood or Madam Secretary (I don't think?) Lawrence Welk would never have someone that ever used that word on his show. If the book is acceptable to Jill and her family, I guess you have to live with it without a comment. Sorry, if I offended you, Dick, but you know I often register my thoughts every time I speak with little or no adjustment for what is Politically Correct.

DM/LH-11/28/18 - Cathy was raised Catholic and attends services most weekends and a Bible study group on Tuesday mornings. As far as attendance, I am called a "Chreaster," one who attends church on Christmas and Easter. My religion is my meditation practice. I probably meditate an average of 5 hours a week - 30 min every morning and occasional evenings. I also read from all the world's major religions daily. My current favorite is the words of the Buddha in the Dhammapada (<https://en.wikipedia.org/wiki/Dhammapada>). One of my favorite passages comes from Chapter 1. I've appended it below my sign-off. Looking at it, I am even amazed that I memorized it and dozens of other passages. Some of the words and way things are said can be considered outside of my normal thinking or conversation. Our program believes all religions are 99% alike and we fight over the 1% difference. We welcome all religions and even those without a religion.

LH/DM – 10/9/19 - The video you sent about the House doing away with the word "God" in the oath is unbelievable to me. I cannot believe they are doing this? It is so sad that such a large number of people have bought the "socialist jargon" and have warped ideas of God and Faith.

LH/DM-5/9/20 - Wonderful you finished the CG Science Fiction book and enjoyed it so much. The fact that the author was able to narrate about the CG Culture so well and the can-do attitude makes you wonder if he had some CG background in his life or a close family member that was a CG career guy. Most people with no CG background have no clue about the normal built in can-do attitude that permeates our wonderful Service. It was too bad the narrator did not understand what he was reading so that he could have added even more legitimacy to the whole book. Still, it was a super story and brought great joy to an experienced CG CAPT and that is impressive. I wonder if your friend Vince Patten will have the same reaction to the book that you have had.

LH/DM - 5/25/20 - The CGA Commencement address was a good one. I hope the new Officers listened to it and plan on doing what the General told them was expected of them. They will soon find that the USCG is a service and not something that exists to take care of them but, other people, especially ones in need.

LH/DM-3/28/21 - I just saw your piece on "our democracy." Wonderful that this guy shared this information with us and I agree with the fact that our democracy is based on our religion. God gave me Carol and he has been guiding me ever since .....I have said it many times that God saved my "fanny many times as an aviator. I would be just plain stupid to not believe there was a God watching over me and Carol! He gave us a "near perfect life" together and it continues.

LH/DM-11/17/22 - I feel God has been sitting on my left shoulder all my life and he tells me what to do all the time. In the Summer of 1938 I was hitch-hiking out of Morrison, IA and God told me to look across the street and there was the most darling young lady I had ever seen (Carol, of course). She came to my High School that fall. I swear I fell in love with her the first time I saw her! So God has been guiding me for many years!

DM/LH-12/24/22 - Albert Einstein, in response to a school's request for a Christmas message:

"Dear Children - It gives me great pleasure to picture you children joined together in joyful festivities in the radiance of Christmas lights.

Think also of the teachings of him whose birth you celebrate by these festivities. Those teachings are so simple, and yet in almost two thousand years, they have failed to prevail among men.

Learn to be happy, through the happiness and joy of your fellows, and not through the dreary conflicts of man against man. If you can find room within yourselves for this natural feeling, your every burden in life will be light, or at least bearable, and you will find your way in patience and without fear, and will spread joy everywhere - Albert Einstein"

What a powerful message! I sent it to one of our senators.

LH/DM- 8/8/23 - Thanks, Dick, for watching my videos. I am glad you thought I explained my spiritual philosophy well. My parents had a simple system to get me to believe in God. "Do the right thing and do not deviate." That has been a mainstay my whole life and it has worked marvelous for me. That philosophy really works in the Military and made for an absolutely fabulously successful career. At first I thought the clip was too simplistic but after reading and studying it a few times, I find that Greg has put together an excellent clip about God and how to make God's influence a part of everything that you do, thus, keeping you on the "Straight and Narrow" in all that you do!" God rewards people who do the "Right thing!" I am really not a "Religious guy" but I do believe that if you are warm, kind, caring and generous toward your fellow man, everyone will be happier! (God taught me that!).

LH/DM-2/25/24 - Einstein will provide you with a lot of good insight I would guess. If Einstein became the genius he was with his thoughts centered on "Music, Nature and God" imagine what he has to offer to the "human race" if we just take time to listen to his many thoughts and ideas! Can you imagine the depth of his thinking when you realize he is the guy who explained "Relativity" to the World's scientists!

LH/DM - 2/25/24 - I love Einstein's thoughts and beliefs on religion. When a genius cannot comprehend religion other than "a super being" formulating it all and making it all work, to the amazement of our deepest thinkers, that sounds "valid to me" and I buy his every word! I have always accepted God sitting on my shoulder "guiding me" to many good decisions in my life. I believe God exists, he is the "super being" Einstein says he is, he works wonders to make the World work and I accept him as my guiding light and savior!

LH/DM-2/27/24 - The major item I got from the Einstein book was, if this genius cannot figure out how God works then I never have to go there again. I should accept God as that super being who will take care of everything. Thank God for blessing Carol and me all these years and his continuing to bless me every day he keeps me alive. I admit I do not agree with Einstein in all his beliefs in God but he truly has made me comfortable that I will never comprehend or understand God. It makes me feel calm and peaceful when I think about God. What a great feeling and I love it! Thanks so much, Dick, for sharing this book with me!

LH/DM-3/6/24 - Einstein seems to me to accept there are certain things in Nature he will not figure out and he accepts that as God doing his thing whether we understand or not! Again, that makes me feel that I do not have to figure out God. Just accept him for all he has done for me in my 100 years. Einstein sounds like a very humble guy for all his brilliance in making sense of what the world is all about! I would love to have known him. Can you imagine the insight he could give me every five minutes I see him or am with him!

LH/DM – 3/17/24 - I enjoyed the Einstein book to the final word. Thanks for sharing so much of the book with me. I have had lots of fun "thinking about his words as I read them and as they made me ponder thoughts that may have been different.

CARR/DM – 7/1/24 - At the Academy, I was 'born again' as a 4/c cadet, joined the Officers Christian Union, tried for a semester to convert my roommate (Darvy - Jewish) and have been backsliding ever since... I remember carrying with me for a very long time the following Einstein quote:

"The most beautiful emotion we can experience is the mysterious. It is the fundamental emotion that stands at the cradle of all true art and science. He to whom this emotion is a stranger, who can no longer wonder and stand rapt in awe, is as good as dead, a snuffed-out candle. To sense that behind anything that can be experienced there is something that our minds cannot grasp, whose beauty and sublimity reaches us only indirectly: this is religiousness. In this sense, and in this sense only, I am a devoutly religious man."

DM/CARR – 7/1/24 - Many of us found religion swab year...

SIPES-172 - Morale refers to the total satisfaction a person derives from his job, his work group, his boss, the organization, and his general environment. It is also related to his personality structure. Morale pertains to the general feeling of well-being, satisfaction, and happiness of people.

SIPES-203 - Discipline and morale are said to be opposite sides of the same coin. Discipline implies a state of mind that produces willingness and readiness for intelligent and obedient conduct. Morale connotes a feeling of well-being and satisfaction a person derives from his conduct and performance. Thus, on one hand we have willingness to comply; on the other, satisfaction in a job well done.

2022 - Does the right thing for the right reason.

OTHER - A broad concept with room for many perspectives that include a sense of connection to something bigger than ourselves and it typically involves a search for meaning in life.

OTHER - Moral principles that govern a person's or a group's behavior or the conducting of an activity; making decisions that are not based on one's personal needs but on what is best for the greater or common good; speaking up against injustice; taking action to help those in need; responding with a human touch and emotional intelligence; to act or behave correctly, appropriately or with the best intentions.

## **Stress**

**OLD** – A distress; affliction. (**Resilience** - Act of rebounding or springing back; possessing power of recovery; buoyant).

**MID** – Mental or physical tension or strain; urgency; pressure; straining force exerted upon the body. (**Resilience** - Recovering strength, sprits quickly).

**NEW** – A state of mental or emotional strain or tension caused by adverse or very demanding circumstances. (*Resilience* - The capacity to recover quickly from difficulties; toughness).

**Decisions Under Stress (3:03) - <https://youtu.be/dApVLdTwDZg>**

**Monkey Bill (2:01) – [https://youtu.be/PmXOBqM\\_ibM](https://youtu.be/PmXOBqM_ibM)**

GOL-14/Horsey – Encourage, don't berate. Let your subordinates fail and let them off the hook when they do.

GOL-15/Horsey – When you fall, and you will, get back up... You feel that failure. But you learn from it. You go on to play another game, another day.

GOL-35 through 37/Peterman – **NOTE:** These several pages are an excellent read relating to 'resiliency.'

GOL-71-72/Luckritz – No matter how difficult the situation, maintaining your composure under pressure is a key attribute in a leader. The leader must be the stabilizing and calming influence during times of stress...A leader will remain calm and collected, weighing all options and, once making a decision, deliver directions clearly and calmly. People gravitate to someone who is in control and who projects an image of command. No matter how much stress you are under, control your breathing and control your speaking. This should help you think more clearly and project the image of being in control no matter how stressful the situation.

GOL-70/Luckritz – In spite of problems ...(strong leaders)...always bounce back and move forward.

GOL-95/Riley – The leader must remain calm and objective when things around them become chaotic.

GOL-126 and 129/Johnson, Rich – An effective leader can strike a good balance between his or her personal and professional lives...A good leader is capable of keeping his or her emotions intact, regardless of how pressing or personal the issues may be. The display of emotion has the effect of discrediting a leader...a leader's coolness under fire has a calming effect on everyone involved.

GOL-162/Fuller – Control your emotions, temper, voice and body language. Maintain your poise and bearing when under stress.

GOL-167/Cox – Do not just react. Get facts. Never run to a casualty.

GOL-170/Manning – Learn how to relax.

GOL-173 -178/Wright - No matter how well you have prepared or how modern your equipment is, there are occasions when the rescuers becomes the rescuees. **NOTE:** These 6 pages are a guideline for dealing with trauma throughout a unit from the injury or death of fellow men and

women aviators. A good read would be worthwhile for all air, land and sea commanding officers, their wardroom and chief's mess.

GOL-177/Wright - Finally, there is a real need for a funeral or memorial service, that the members of the command and their dependents can attend. Such a service provides us the opportunity to show our love for our lost shipmates and families, to vent some of our pent up emotions, to provide some closure on the incident and provide a starting point on our road to recovery.

GOL-203/Payne – When faced with very adverse situations, I concentrated on staying calm. Keeping your poise gives you an advantage over opponents and it bolsters confidence in your teammates.

GOL-226/Rufe – Remain cool and calm under pressure.

GOL-245/Scobie – Even under pressure it is important to maintain a calm, outward appearance even if you are in a dangerous situation.

GOL-305/Chazal...a leader should have a cool, calm approach to crisis management. It inspires confidence.

GOL-340/Pennington – I didn't know until more than a decade later that for me, the process was a "Significant Emotional Experience (S.E.E.)." Such events shake you out of your traditional patterns. They may be positive or negative experiences from an individual's point of view, but... they hit a strong internal threshold. What make an S.E.E. may vary for everyone. If there is a leadership "DNA" it's likely to be ordered differently for most of us. An S.E.E. drives past reason and into your emotional core. You may not even realize how much you've been challenged, but it's almost always an opening for you to choose a change for the better.

GOL-368 and 369/Carr – "The Power of Positive Thinking" (1952) by Norman Vincent Peale and the John Steinbeck book "East of Eden" (1952) with its enabling mental and spiritual concept of "Timshel" were two books that became a salve for me to be better able to cope with the insights forced on me by "QB-VII" and "Platoon."

LH/DM – 5/21/18 - Memory loss can be a slow process and I suppose it could be starting with me at this stage in my life. Generally, I consider my memory quite good for an old guy. It pleases me that I often can remember your jokes so that I can tell them to Jim while we are walking. Then I let him read them to us so we both can enjoy them again. We do like that routine.

LH/DM – 3/29/23 - My body is changing as I get older. In the old days I used to walk with Carol and I never gave my body a thought for I was always thinking about her and our times together, walking for the last 25 years. Today I go a couple thousand steps and my body starts telling me I am getting a little weary and my pace slows down! None of this should be a surprise for me for I

am 99 so I should feel like I am getting older each day! I still walk to be with Carol but know the walk is the reason I have had such exceedingly good health for so many years.

LH/DM – 5/4/23 - The info you discovered about centenarians was certainly interesting and eye opening. I am inclined to believe I might be in this group for I am rarely sick. I am almost to that age group status (100) and am showing similar life traits. The cause for this group of elite people is still much of a mystery but I can see that it is probably caused by great genetics, healthy lifestyle and a lot of luck (where you live, the nature of your job, the balance between your skills and the skills needed for your job, having the right partner, the country being at peace and the population being God-Fearing, loving people who enjoy live and other similar citizens)!

LH/DM – 5/22/22 - The Navy clip is really bad news. So many desertions and suicides is truly depressing. I am afraid the young people of today are not being raised and trained like we were when we were kids. With society telling kids how great they are without their having to do anything, they go into life shocked at what the real world is like out there away from their parents and family. Of course, the military is more demanding than civilian life so enlistees are in shock when they enter the Service.

LH/DM – 3/29/24 - That is certainly a fine article about the world's oldest practicing doctor. Being touted in the Guinness Book of Records is quite a nice feature. I am sure the doctor is proud of that. His primary reason for reaching this level of success appears to be his keeping his mind and body active. Practicing neurology and staying current in that field makes his mind work. He reads biographies and detective stories (just as you do). He maintains social contact with his patients and has frequent contact with his family (daughter's and son's families) with dinners out at numerous restaurants. I am sure many retired folks are doing all these things, too, but they are not surviving as successfully as he has. The practice of medicine may be the key because it requires his maintaining skills that require continued, heavy duty study, so that his brain never gets a break (and thus deteriorates)! My 114 guys and 114 wives in the Class of 65 is my group of young folks to stay in touch with. In my case, I live all these lives vicariously, and want to remember as much as I can about each family. That gives me a wonderful target to invest my memory in for posterity. I am convinced it does help my memory. The daily contact of email exchanges, I think, is a constant and fabulous challenge for my brain to write something that makes sense each day!. I think Emails also are super support for my brain and memory skills. I am not in the Guinness Book of Records but we easily could be in my opinion for no group is doing what we are doing to the degree we are, I am sure! Wonderful to see the doctor being so successful in making his mark on this world at 101 and still practicing medicine! It is good you have noticed some of my videos are being read quite widely these days. It would be nice if many people would read and agree with some of the values that worked in the Coast Guard for Carol and me! Carol and I are simply talking about our life with the Class of 65 for our 62+ years. It has worked brilliantly for us and it could work well for other people who want to try and emulate us! I have no idea how a video on my channel can get so many viewers. The

local neighborhood gathering of 150 people in front of my house with the helicopter fly-over may have stirred up some interest and added some viewers. The two articles in the University CityNews may also have added some viewers. 1500 viewers on the "Discipline That Works" video is quite impressive to me. "Decision Check List" has 436 viewers in just 10 days and that is marvelous. The nice thing for me is the popularity of my Les High Site which has been generated and published by Greg High.

SIPES-105 - Fundamental to all the individual's actions are his spiritual aspirations, his enduring and continual quest for final happiness, his seeking the divine. These are particularly important to an understanding of military leadership as these spiritual motives come to the fore during periods of great stress, such as combat.

SIPES-134 - Leadership acts are frequently aimed at bringing about change. These generate a feeling of insecurity on the part of the persons whose behavior is being changed. Even though the change may often be for their benefit they resist it simply because it is new. In the military and in industry this resistance seldom takes the form of open refusal to comply, but rather is manifested in barely marginal performance designed to show that the new procedure won't work. The arrival of a new commanding officer and the accompanying changes in operating procedures frequently cause considerable anxiety.

2010 - Leaders consider the environment in which they and their people work, attending to safety and well-being. They effectively identify and manage stress. They set a personal health example with emphasis on a program of physical fitness and emotional strength. Leaders encourage others to develop personal programs including physical, mental and spiritual well-being.

2022 - Understanding of one's own conscious or unconscious biases and or abilities including understanding one's personality, values and preferences while simultaneously recognizing one's potential as an organizational member.

2022 - These attributes are more or less a part of one's DNA. Little or nothing can be done to change them without undergoing a significant change in life style by way of a significant emotional event or significant medical, psychiatric or psychological attention or counseling.

2022 - Builds resilience through demonstrated understanding of physical, emotional, spiritual, psychological, nutritional, social, environmental and financial well-being. Knows how to access support programs and encourages others to seek support as needed.

2022 - They flexibly utilize available programs and resources to build workforce capacity for resilience to positively cope, adapt and even thrive through the dynamic and challenging situations of daily life.

OTHER - The capacity to withstand or to recover quickly from difficulties; toughness.