

4. PERSONAL CONDUCT

OLD – Act or manner of one carrying on; directing or managing one-self; deportment; mode of moral action. To rate or regard highly; to have in high esteem; to appreciate; prize.

(Professionalism - *Of or pertaining to a calling; conforming to the rules or standards of such a calling; following some line of conduct as if it were a calling.*

MID - To lead and guide oneself in terms of managing, controlling and directing one's behavior. That quality of a thing that makes it more or less desirable or useful; the social principles, goals or standards held by an individual, class or society. **(Professionalism** - *Engaged in a specific occupation for pay; earning one's living from an activity, such as a sport, not normally thought of as an occupation; a person who does something with great skill.*

NEW - The adjusting of one's judgement of what is consistently important in one's personal daily life as an "officer and a gentleman" – in terms of principles or standards of behavior - to better match up with Coast Guard organizational Core Values of Duty Honor Country and by consistently doing that in a manner deserving of the public's trust. **(Professionalism** - *The competence or skill expected of a person engaged in a specified activity as one's main paid occupation rather than as a pastime - especially an occupation that involves prolonged training and a formal qualification).*

- A. Character (*Confidence*) (*Reputation*)/*Courage* (*Opportunity*) (*Risk-Taking*)
- B. Continual Learning (*Curiosity*) (*Knowledge*)/*Expertise* (*Experience*) (*Seamanship*)
- C. Military Core Values – (*Commitment*) (*Country*) (*Duty*) (*Honor*) (*Respect*)
- D. Political Savvy (*Humility*) (*Humor*)

GOL-287/Poulos – Observe Les High...a man of courage, conviction, dignity and integrity... you will then start to gain an understanding and appreciation of "leadership",

GOL-297/Wilburn ... (of the)...five key take-aways from my Coast Guard days, #3 is Integrate various perspectives into understandable core themes and conclusions.

GOL-337/Gray – My chief pilot...said that as long as we did what we thought was right, what was safe and what was in the best interest of the airline, he'd back us to hell and back even if it turned out we were wrong. He was good to his word; we all thought the world of him and busted out butts for him.

SIPES-134 - Security may be defined as an attitude of self-confidence, of being free from threats or of being able to defend oneself against likely threats. Threats to security may be physical in nature, such as the danger incident to combat, or they may be purely psychological. In the latter case the threat is to one's own self-esteem. Individuals vary according to their ability to tolerate insecurity and in their response to threats. However, the vast majority experience some degree of insecurity when faced with new and unknown experiences, particularly when these must be faced alone. Membership in a group can do much toward providing security to

an individual. Knowing that he is accepted by others of the group and that he can draw strength from them assists the individual greatly in facing threat, even when it is to his very life.

2010 – Leaders understand the relevance and importance of Coast Guard Core Values and strive for personal conduct that exemplifies these values. They align personal values with organizational values, reconciling any differences that exist. They embody the highest standards of Coast Guard Core Values, can communicate their meaning, hold peers and subordinates accountable to these organizational merits and use them to guide performance, conduct, and decisions - every day.

OTHER - Adjusting one's individual principles, standards, ideas and beliefs about what is important to them in their life with organizational values. Values shape our behavior and our actions.

4A. Character & Courage

Character

OLD – Appearance or outward trait(s) as a token of real nature, as emblematic of origin or as significant of an ulterior fact or relationship; a trait or distinctive quality, especially one serving as an index of the essential or inner nature of an object or person; the sum of qualities or features by which a person or a thing is distinguished from others; the aggregate of distinctive mental and moral qualities belonging to an individual...as a whole; the stamp or individuality impressed by nature, education or habit; that which a person or thing really is; essential peculiarity. (**Confidence** - Act of confiding, trusting or putting faith in; trust; reliance; belief in). ((**Reputation** - Fairness and straightforwardness of conduct, speech; integrity; sincerity; truthfulness; freedom from fraud or guile or duplicity or deceptions; not false)).

MID – The pattern of behavior found in an individual or group; moral strength; self-discipline, fortitude; reputation. (**Confidence** - Firm belief; trust; reliance; certainty; assurance; belief in one's own abilities). ((**Reputation** - The regard, favorable or not, shown for a person or thing by the public or community; repute; fame; distinction)).

NEW - The mental and moral qualities distinctive to an individual. (**Confidence** - The feeling or belief that one can rely on someone or something; firm trust OR the state of feeling certain about the truth of something OR a feeling of self- assurance arising from one's appreciation of one's own abilities, qualities or judgement OR the telling of private matters or secrets with mutual trust). ((**Reputation** - The beliefs or opinions that are generally held about the abilities of someone or something; a widespread belief that someone or something has a particular habit or characteristic)).

AOL-31 – A feeling of trust in one's abilities, qualities and judgment. A strong sense of self-esteem.

CIA-xi - ... (Alexander) Hamilton stated that his words of advice had been “selected with careful attention to character.”

GOL-34 and 35/Peterman – The real problems that you will face are other people and character defects...I tried to be hooked up with people with the same principles as me...If you enter into business with a liar or a crook, you will regret it immensely and find it very difficult to get out. The same goes with marriage and friendships.

GOL-27/Duffy ...It's all about character...

GOL-42/George – A leader must demonstrate moral responsibility. It's important for a leader to be directed by a sense of what's right and be firmly locked into it. People see it. People see the character in others, especially in their leaders. They also see the lack of it. For example, saying one thing and doing another.

GOL-60/Storch ...most people I consider to be good leaders share certain common traits...(one)...of the more important is confidence...

GOL-70/Luckritz – A strong leader must have confidence...If you are unsure of yourself, others will notice and question your decisions.

GOL-111/Sanial – Ensure you are a leader people will want to serve with again, not a leader who people run away from. Since our service is small, you will get a reputation whether you know it or not.

GOL-126/Johnson, Rich – A good leader is confident in his or her skills and is not intimidated by bright, young subordinates.

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

GOL-149/O'Connor – Exhibit self-assurance without arrogance.

GOL-161/Rutski – Develop a solid reputation based on absolute integrity and high reliability in getting the job done – on time and under budget.

GOL-314/Johnson, Gene – Leaders require certain character traits. The two I think are most necessary are self-confidence and high self-esteem.

GOL-335/Christiansen – The belief in self, good judgement and compassion for your troops ...will make you a good leader.

GOL-344/Lucey – I feel my ability to admit to my mistakes while minimizing losses was having the self-confidence to “go for it” when most of my peers would refuse...that...was one of the things of which I am most proud from my business career.

GOL-356/Ruhe – Difficulty and crisis are the real test of leaders. And everybody is observing to see what leaders do. Will they stay true to the mission, to their values? Will they knuckle under to short-term rewards? Or will they sacrifice in the near term in order to fix the long-term situation.

SIPES-7 – The act of recognizing the worthwhile traits in another person is both the test and the making of character.

SIPES-10...in the military services...character is at all times at least as vital as intellect and the main rewards go to him who can make other men feel toughened as well as elevated.

2010 – ...leaders emphasize personal character development and demonstrate belief in their own abilities and ideas.

2022...(effective leaders) are confident ...in all interactions...and consider impact of personal choices to ensure alignment with Core Values.

OTHER - The conviction that one has the ability to meet life's challenges and to succeed-and the willingness to act accordingly. Being confident requires a realistic sense of one's capabilities and feeling secure in that knowledge.

OTHER - The opinion people in general have about a person or a person's abilities, fairness and straightforwardness of conduct, speech, etc. Integrity, sincerity, truthfulness, freedom from fraud or guile or duplicity or deception. Not false.

Courage

OLD – The quality of mind which enables one to encounter danger and difficulties with firmness or without fear or fainting of heart; valor; boldness; resolution. (**Opportunity** - *Fit or convenient time or place favorable for executing a purpose; convenience or advantage of situation*). ((**Risk-Taking** – Not Available)).

MID – A willingness to face and deal with danger, trouble or pain; fearlessness; bravery; valor. (**Opportunity** - *A combination of circumstances favorable for the purpose; a good chance or occasion*). ((**Risk-Taking** – *Taking the chance of injury, damage or loss: exposing oneself to hazard taking a chance*)).

NEW - The ability to do something that frightens one OR strength in the face of pain, grief or adversity. (**Opportunity** - *A set of circumstances that makes it possible to do something*). ((**Risk-Taking** – *The act or fact of doing something that involves danger or risk in order to achieve a goal*)).

Courage and Confidence (0:26) - <https://youtu.be/ffO3mBkEzDw>

Fatal Decision (2:05) - <https://youtu.be/Zv954dQifwM>

Risks of Doing The Right Thing (1:56) - <https://youtu.be/3XL80qhi9P4>

The Courage to Take and Hold Command (8:23) - <https://youtu.be/wA74Ttqr0Xw>

AOL-7 – Strength in the face of pain, grief or adversity. The ability to do something that is frightening. To move forward despite danger. Grace under fire.

AOL-41 - The process of exposing oneself to danger, unpleasantness or undesirable circumstances. Leaders routinely take the first step and institute action. They realize that true progress belongs to those who are willing and able to take risks, confront issues and take on the competition.

AOL-82 - Right set of circumstances coming together to make it possible to take action. Leaders must be ready when opportunity knocks. In order to do so, preparation is key...there is not much a leader can do about opportunity except to be primed when the time comes.

CIA-6 – Those who come forward...to command...will be men with a human quality and a strong belief in the United States and the goodness of a free society. They will have some of the average man's faults and maybe a few of his vices. But certainly they will possess the qualities of courage, creative intelligence and physical fitness in more than average measure.

GOL-7/High, Jeff – Every experience can be an opportunity in leadership and you can learn from anyone.

GOL-22/Wetzel – Try new things and enthusiastically participate in life's opportunities in every way, every day...

GOL-35/Peterman – Select who you want to be in business with and confront those who you must be around if something is very irritating to you. Keeping it inside is not healthy. Pick your battles and use good timing.

GOL-55/Kruszewski ...boldness, courage and initiative are of utmost importance.

GOL-72/Luckritz ...never shy away from an opportunity to lead...Be aggressive in pursuit of assignments that offer challenges and opportunities to lead...Volunteering for work with professional and technical organizations will also open doors and opportunities.

GOL-91/White, Gerry – Don't be afraid of risk taking, but do take calculated risks so you know what to look for.

GOL-101/Cohan – The leader is not reckless, but not afraid to take calculated risks and learn from his or her mistakes, small or large... To be an Eagle Scout... you need ...the courage of your own convictions.

GOL-140/Rogers - Take advantage of opportunities if they present themselves – a school quota, a collateral duty, a special assignment. Be visible.

GOL-170/Manning – Some battles are necessary to win. Some are OK to lose. Others should not be fought...Be careful about being branded as someone who always has to win. For each winner, there is a loser.

GOL-183/Onstad – 12 Scout Laws "10" of 12 – Brave.

GOL-224/Rufe – With a fortunate cut of the cards on billet night, I received a plum assignment as operations officer on a seagoing buoy tender home ported in San Francisco. I knew this would provide significant leadership responsibility for a newly commissioned Ensign and much greater opportunity for ship handling and seamanship.

GOL-240 and 244 and 245/Scobie...you never know who will come through in the clutch as did the lead hose man...It takes courage and willingness to do what it takes to get the job done.

GOL-265/Williams - ...the leader must always weigh the risks and rewards of a difficult or dangerous situation, while knowing he or she may still have to act, and where the only recourse will be to try to minimize losses and maximize gains.

GOL-286/Polous...for me...(leadership)...is all about courage. Great leaders display great courage. Leadership is synonymous with courage. And the Holy Bible is replete with instances of courage and conviction. “Daniel, in persisting to pray, regardless of the edict issued against praying, Dan 6:10. Peter and John outwardly refusing to obey men but rather trusting and placing their faith in God,” Acts 4:19; 5:29.

GOL-289 and 292/Livingston...taking unpopular risks for the good of the organization... (one) can survive the turmoil if they are a trusted leader...Be courageous – stand up for your convictions even if they are unpopular.

GOL-335/Christiansen – Serving the Coast Guard in its varied and complex missions will, at some point, place you in harm’s way and force you to decide the best plan of action to make the mission successful and safe.

GOL-355/Ruhe – Leaders must be bold enough to go after what really matters.

GOL-392/Poulos - A man does what he must-in spite of personal consequences, in spite of obstacles and dangers and pressures - and that is the basis of all human morality.... In whatever arena of life one may meet the challenge of courage, whatever may be the sacrifices he faces - if he follows his conscience.

2010 - Facilitating open communications of controversial issues while maintaining relationships and teamwork; confronting conflict positively and constructively to minimize impact to self, others and the organization; reducing conflict and building relationships and teams by specifying clear goals, roles and processes.

2010 - Leaders are willing to evaluate risks levels, create risk control alternatives, implement risk controls and initiate actions that involve a deliberate risk to achieve a recognized benefit or advantage. 2010 - Leaders seek and identify opportunities to develop and market new products and services within or outside of the Coast Guard.

2022 - Position the organization for future success by identifying new opportunities while taking calculated risks to accomplish organizational objectives.

2022 – ...leaders evaluate risk levels and create and implement risk control alternatives; they analyze information to understand constraints, manage risk and achieve best possible outcomes...demonstrates personal and moral courage.

2022 - Anticipates and takes steps to prevent or de-escalate counter-productive interactions.

OTHER - The tendency to engage in behaviors that have potential to be harmful or dangerous, yet at the same time provide the opportunity for positive outcome; (Leaders) don't mind confrontations and conflict but usually don't promote them.

OTHER – The job of a leader is to focus on the opportunities rather than focusing on solving problems so that decisions to be made are more in the context of unique or first time situations in 'unmapped territories.'

4.B. Continual Learning & Expertise

Continual Learning

OLD – Acquisition of knowledge or skill or of information; knowledge or skill received by instruction or study) (**Curiosity** - Disposition to inquire into anything especially something new or strange; desire to know; inquisitiveness. ((**Knowledge** – Act or fact of recognizing or noticing; familiarity gained by actual experience; practical skill; technical acquaintance. The state of being aware of information; clear perception of fact, truth or duty)).

MID – The acquiring of knowledge or skill by study, experience, etc. (**Curiosity** - Desire to learn or know about things that do not properly concern one; rare or novel). ((**Knowledge** - Acquaintance with facts; range of information, awareness or understanding; enlightenment; the body of facts, principles, etc. accumulated by mankind)).

NEW – The acquisition of knowledge or skills through experience, study or by being taught) (**Curiosity** - A strong desire to know or learn something). ((**Knowledge** - Facts, information, and skills acquired by a person through experience or education; the theoretical or practical understanding of a subject)).

Aviation Accident Boards (2:55) – https://youtu.be/7w1qQPU_Yyw

Everybody Knows Something (1:49) - <https://youtu.be/23al-bMvDbs>

Self-Awareness and Learning (0:34) – <https://youtu.be/xhRQyQs2c7U>

AOL-43 - A strong desire to know and the sustained acquisition of knowledge or skills through experience, practice or study. Rather than accepting verbatim what they observe or what has been presented to them, leaders often undertake further examination. (Leaders) learn as they go, grow into their jobs and continuously benefit from mistakes and experience.

CIA-123 – Leadership and learning go hand in hand. All great leaders are continual learners. They learn from mistakes and experiences, conduct formal post-mortems, engage in ongoing intellectual study and are unusually self-critical and self-analytical.

LEA - Acquiring and maintaining in-depth knowledge in a particular field or area of focus; using your expertise and specialized knowledge to study issues and draw conclusion.

GOL-4/High, Jeff ... you can learn from anyone, even a child; so it is best to pay attention.

GOL-44/George - ...think bigger than yourself...get outside yourself; see the world around you; get in your virtual 'helicopter' and hover over all the areas you can envision that might be affected by decisions you make or that others on your team might make....after a while ...you'll find it gets easier to do. This is an example of learning leadership over time. The more practice, if you're committed to it, the more effective you'll become. This also will help you see interdependencies of the areas under your chopper and help you focus ...

GOL-73/Luckritz – As a junior officer, learn from your chiefs and senior petty officers. Learn and work with them to improve both your own and your unit's performance.

GOL-102/Cohan – I learned about shipboard organization, operations, personnel administration, logistics, supply and the fine art of precision ship handling.

GOL-111/Sanial – Encourage...(your crew)...to advance and climb that ladder.

GOL-126/Johnson, Rich - ...one of the most pressing tasks of a leader is to teach people how to learn. People development should always be a primary responsibility of a good leader.

GOL-126/Johnson, Rich – Learning is a lifelong process of keeping abreast of change.

GOL-149/O'Connor – Keep an open mind and learn from those around you.

GOL-150/Simpson – Always do your homework and do all you can to find the correct answers. Gather the data and do the research necessary.

GOL-167/Cox...If you make a mistake, learn from it. Look for ways to improve yourself and those who work for you...

GOL-169/Manning – Professional knowledge – You need to know what you are doing.

GOL-209/Jensen...more than the Boy Scout motto of "Be Prepared," I include having and maintaining through knowledge in a specialty, digging deep into any assignment and planning ahead...down in the weeds researching and digging into the subject is the key. In my early

career this meant going to the library and skimming through books, trade journals and conference papers to gain some credible background. We're fortunate now to have internet searches that speed up the process.

GOL-214/Coleman...In my early years, I learned quickly I really didn't know very much, especially as compared to others.

GOL-224/Rufe – Good leaders are lifelong learners.

GOL-238/Scobie - ...let the chief lead the physical work while the Ensign learns about how the deck force works.

GOL-263/Williams... Learning is a constant process. There is always more to learn.

GOL-311/Viglienzone – The best leaders ...are continuously learning.

LH/DM – 3/24/20 – We do learn from our mistakes – such a true statement. Being a doer much of my life in the CG, I made a number of mistakes over the years and they were truly helpful to me later when in a much higher position. The guys that never do anything never get a chance to learn from mistakes for they make few mistakes but they do nothing, too! Getting over-confident is easy to do...When everything is going well and things are moving along very rapidly, the obvious is not always so prominent...!

DM/LH – (Uncertain date) - I am glad you liked the "Credit Carol" video and the "Senior Cadet" video. The reason I loved being senior guy was then I could use my values on my troops. "Being honest, hard-working, responsible, on time and getting things done on time by all my people" made my environment in the CG quite pleasant my 29 years.

2010 - Leaders have a historical perspective of leadership theory that they continually develop through...study of contemporary leadership issues.

2010 - . Leaders support personnel completing requirements for advancement, special programs or future assignment; recognize positive performance and development through the formal reward system; and assist others in requesting formal training or developmental assignments.

2022 – Leaders value curiosity and a growth mindset. They are motivated to deepen cultural understanding and learn from experience of others.

OTHER - Values curiosity and a growth mindset. Practices self-reflection to learn from experiences of self and others.

OTHER - The on-going acquisition/expansion of knowledge or skill sets through experience, study, or by being taught. Efforts made to increase the knowledge, skill, experience, commitment or value of employees to improve their performance.

OTHER - Leaders understand that leadership and professional development are a life long journey and always work to improve knowledge, skills, and expertise.

Expertise

OLD – Special skill or knowledge in a particular subject that makes a person an authoritative specialist). (**Experience** - *The actual living through events; the real life as contrasted with the ideal or imaginary; skill, facility or practical wisdom gained by personal knowledge, feeling or action for all billets in the Coast Guard*). (**Seamanship** – *The skill of a mariner or sailor or any person (apprentices excepted) employed or engaged to serve in any capacity on board a vessel whose occupation is to assist in the management of ships at sea; applied to officers and especially to common sailors*)).

MID - Having the skills, knowledge and judgement of someone very skillful, highly trained and knowledgeable in a special field particularly suited for the circumstances on hand. (**Experience** – *The act of living through an event or events; anything or everything observed or lived through; activity that includes training and personal participation and the knowledge, skill and practice resulting from this*). (**Seamanship** – *Skill in sailing, navigating or working a ship*)).

NEW – High skill or knowledge level in a particular field. (**Experience** - *Practical contact with and observation of facts or events*). (**Seamanship** – *The art, competence and knowledge of operating a ship, boat or other craft on water; skills related to navigation, boat handling, maintenance, safety and the law of the sea*)).

A Sharp Organization (0:43) - <https://youtu.be/YHGRf7KxZlc>

Coastal Sailing Training Program Background (2:58) - <https://youtu.be/evIYmqLhWX4>

AOL-52 – Expert skill or knowledge in a particular field.

CIA-28 – Essentially, everybody receives ground-floor training in the rudiments of seamanship.

GOL-55/Kruszewski - ...(successful leaders are) respected for their competence through that alone does not assure success...Technical competence is the product of education, training and a lifelong commitment to learning. You CAN teach an old dog new tricks.

GOL-89 and 90/White, Gerry – Making good decisions comes from what you’ve learned from experience....Experience is the best teacher.

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

GOL-121/Staton – By drawing on the experience of the entire crew, you lead the crew to exceed even the crew’s expectations...

GOL-224/Rufe...experience is the best teacher. Making mistakes, recognizing them, owning up to them and learning from them are vital ...

GOL-226/Rufe - ...develop a high level of competence in your chosen profession.

GOL-258/Phillips - I admired and respected those commanding officers who were competent.

GOL-262/Williams – Know your stuff. This is elemental. A leader has to know the concepts and details of how a unit runs to run it successfully.

GOL-269/Blanchard – My concerns as a new ensign were primarily about demonstrating technical and administrative competence...in such things as officer-of-the-deck watch standing, celestial navigation, ship handling and keeping accurate books ...for the ship's exchange. Yet to come was an appreciation of the complexities of directing and leading people who have different backgrounds, needs, skills and temperaments.

2010 - Leaders have a historical perspective of leadership theory that they continually develop through personal experience...

2010 - Technological advances make it possible to improve mission performance, provided prudent investments are made up front...leaders use efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Leaders develop strategies using new technology to enhance Decision-Making. They fully appreciate the impact of technological changes on the organization.

2010 - The technical knowledge, skills, and expertise allow them to effectively organize and prioritize tasks and use resources efficiently. Always aware of how their actions contribute to overall organizational success, leaders demonstrate technical and functional proficiency. They maintain credibility with others on technical matters and keep current on technological advances in professional areas. Successful leaders work to initiate actions and competently maintain systems in their area of responsibility.

2022 - Fosters trust and builds influence with others by developing skills and appropriately applying principles, procedures and policies related to specialized expertise. Remains current with technology, tools, trends, professional ethics and evolving practices in area of expertise.

OTHER - Doing hands-on work and getting practical, real-world information or experience. To be able to apply the technical knowledge and skills required in the specialist and professional job role and responsibilities in order to achieve the expected outputs or perform the technical work.

4.C. Military Core Values

OLD – Military Core Values - Not Available. (**Commitment** Putting in charge, keeping or trust; a promise or pledge to bind to something; to compromise, expose or endanger by some decisive act or preliminary step). ((**Country** - United States of America)). (((**Duty** - Conduct due to parents and superiors, as shown in obedience or submission; respect; reverence; that which is required of one's station or occupation))). ((((**Honor** - Esteem due or paid to worth; high estimation; manifestations of respect or reverence; hence, fame; credit; good name; reputation. "Military Honor" primarily denotes courage and fidelity. "Business Honor" denotes honesty and trustworthiness))).

(((**Respect** - A feeling of deep admiration for someone or something elicited by their abilities, qualities or achievements; due regard for the feelings, wishes, rights or traditions of other)))).

MID – Military Core Values - Not Available. (**Commitment** - To give in charge or trust; consign; to bind as by a promise; pledge). ((**Country** - Unite States of America)). (((**Duty** - Obedience or respect to parents and older people; any actions required by one's occupation or position; conduct based on moral or legal obligation; military service))). (((**Honor** - High regard or great respect given or received; good reputation; keen sense of right and wrong; adherence to principles considered right))). ((((**Respect** - To hold in high regard; show honor or courtesy to; esteem; to show consideration for and being held in honor)))).

NEW – Military Core Values - A set of principles intended especially as a general rule of action an individual in the military tries to observe in daily life OR the root beliefs that a person or organization operates from. They are the principle perspectives that guide a person or organization's behavior with others. (**Commitment** - The state or quality of being dedicated to a cause or activity, an engagement or obligation that restricts freedom of action). ((**Country** – United States of America)). (((**Duty** - A moral or legal obligation; a responsibility; a task or action that someone is required to perform))). ((((**Honor** - Regard with great respect; high esteem; adherence to what is right or to a conventional standard of conduct))). ((((**Respect** -To consider worthy of esteem; value; to regard or treat with honor or deference; deem; heed; revere; differential regard)))).

Duty and Feedback (0:43) - https://youtu.be/9T_zVuOGH_q

Duty and Recognition (6:05) - <https://youtu.be/ENzj-6hipJw>

Getting Along in the Old Days (0:54) - https://youtu.be/N_A94f8CNSI

Loyal and Dedicated Participant (0:23) - <https://youtu.be/82enwe1fhs0>

Old Time Values (3:14) - <https://youtu.be/ZHvqnN3Nfyk>

AOL-9 – Due regard for the feelings, wishes, rights or traditions of others. Deep-seated belief that all people have value and should be treated with dignity. An embodiment of the Golden Rule: Treat others as you would have them treat you.

AOL-11 - A pledge or binding to a certain organization or undertaking; dedication...when people see and believe their leaders are committed to a cause, it inspires them to follow and take action on their own. Accordingly, when exhibited by every member of an organization, commitment can result in amazing achievement. It tends to create an organization of doers.

AOL-12...commitment in leadership is the moral obligation to place the accomplishment of assigned tasks before individual needs, considerations or possible advancements. Commitment is the basic acceptance of responsibility, accountability and a promise to do the job. It also means taking pride in what you do.

CIA-12 – These three tenets (duty, honor and respect) govern behavior and conduct, are part of every individual's performance evaluation and may not be turned off after work....Every person is expected to abide by these core values all the time, as a way of life. There are no exceptions.

CIA-13 - ...(honor) involves the concepts of high ethical conduct, moral behavior, honesty, integrity, trust and doing what is right.

CIA-13 – Honor also becomes important in reducing risk and minimizing future mistakes...Each individual must admit when they make an error because the next time it could save a life or help a mission be successful.

CIA-13 – Respect is one of the least talked about but most important values in leadership ...from respect spring many other qualities such as caring, compassion, understanding and effective communication.

CIA-13 – There is deep seated belief that all people have value, despite any differences they may have....in the Coast Guard, it is a hard and fast rule (that) everyone must treat others fairly and with civility, consideration and dignity.

CIA-14 – The military salute is actually more of an outward show of respect for authority than anything else...(Respect) drastically reduces and often even eliminates harassment, discrimination, prejudice, insensitivity, offensive behavior, verbal abuse and basic thoughtlessness.

CIA-15 – Devotion to duty is the moral obligation to place the accomplishment of assigned tasks before individual needs, considerations or possible advancements. It's the basic acceptance of responsibility, accountability and commitment to doing the job...It can bring out the best in people of integrity.

CIA-19 – Because of our mission, we have to pick strong people in the first place, people who... have ...a respect for authority...

CIA-41 – In whatever job you do, do the very best you can every single time (commitment to excellence).

CIA-121 – Honor comes in when you make a mistake and own up to it. Even if it wasn't your fault, as the leader, you must take responsibility. When an incident happens, the best leaders will say: "Okay, we had a problem. I'm not going to try to cover it up. Let's look at it and find out if I made a mistake or was negligent. If that's the case, I'll own up to it.

GOL-12/Horsey ... (as a leader)...you are respectful...

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-35/Peterman – You must be skillful in probing and asking for commitments. Always try to document time and action with their commitments. You'll get a 50% better result, but keep track because you'll never even come close to the 75% achievement result level.

GOL-45/George ...engage and stay engaged. Your team will read your actions and how much a part of their efforts you are. You've got to "show up"as you achieve milestones, you still have to show up. It's like making a first down and returning to the huddle to call the next play.

GOL-60/Storch ...most people I consider to be good leaders share certain common traits...(one)... of the more important is commitment...and another is a strong value system.

GOL-61/Storch - In 1961, LCDR Les High accepted an invitation, from my Coast Guard Academy Class of 1965, to be our Class Advisor. Many people who accept such an invitation consider it to be a four year commitment that ends at graduation. However, LCDR High committed himself to our class in a way none of us expected. Throughout our time together at the Academy, he demonstrated his commitment to us and his concern for us in the way he treated us, individually and as a group. However, he also held us accountable to live up to the potential he knew was within each of us. The real story begins after graduation. During the first four years, while the entire class was on active duty, then Captain High followed each of our careers and shared with pride our challenges and achievements through an annual Christmas letter to each of us. Since we were all moving around quite a bit, he included a list with all our current addresses so we could keep in touch. After our service commitments were up, classmates began to leave the service and pursue other career fields and it became more difficult to keep track of us. However, the Christmas letters didn't stop and each one included a handwritten, personal note.

Over the ensuing years, it was also not uncommon to get a congratulatory phone call from Les expressing his pride on our promotions and other significant achievements or his concern and compassion when we faced challenges and tragedy. Next fall my class will have its forty-fifth year reunion and come Thanksgiving time we'll all be waiting for our letter from Les. Now that's commitment.

GOL-72/Luckritz – Your leadership style may need to be adjusted to the group with which you are working. For instance, commitment by volunteers may not reach the level of commitment by the military.

GOL-76/Rutherford – ...imagine how a leader you respect would act in your situation.

GOL-78/Josephson – Promote a commitment to the organization, along with a sense of pride of accomplishment and teamwork.

GOL-78 and 79/Josephson...remember those under your supervision are worthy persons who deserve respect. While I probably failed as often as succeeded, my "personal" leadership mantra was along the lines of the golden rule – to treat others as you would be treated. When

one is in a situation where it is expected and necessary to make things difficult for others, I think it can still be done with consideration of the dignity of those others.

GOL-89/White (Gerry) – Leadership comes from respect from others; respect is earned.

GOL-90/White, Gerry ... Senior officers – some may be superior, others not...I do honor their senior positions and follow their lead, learning from it for application in my own future. Leadership is what defines whether or not they truly are superior.

GOL-136 and 139/Rogers – As a new Ensign reporting aboard, you will be given the respect your rank and status as an officer deserves. You will also be expected to demonstrate to the command, the wardroom, the chiefs' quarters and the crew that you are worthy of that respect. The grace period isn't all that long...One of the first ways to demonstrate respect is to get to know each of your people by name.

GOL-154 and v155/Andrasick – Everybody wants to be "liked," but delivering bad or unpopular news is often a requirement...You can still have compassion...and...maintain the respect of your position by being factual, direct and sympathetic...Treat...such negative duties as a learning experience.

GOL-163/Fuller...have great respect for those above you.

GOL-168/Cox – In the deck of Chase Hall at the Coast Guard Academy you will find the inscription, "Who lives here reveres honor, honors duty." It is a precept by which I live and it has served me well in life.

GOL-183/Onstad – 12 Scout Laws "12" of 12 – Reverent.

GOL-183 and 184/Onstad – The respect one shows toward those "below" is likely to be the most important single trait that defines a true leader. Respect goes both ways and is earned. With mutual respect comes success in many forms.

GOL-187/Cochrun – All need to be as committed to the goal as you are.

GOL-191/Harod – A very close second key success kit skill is leading with and instilling a strong sense of duty to perform well at whatever you are assigned to do.

GOL-221 and 223/Omri – Good leaders are ones who demonstrate respect...for the people they serve, for their peers and others they encounter in their daily activities.

GOL-222/Omri – The most effective leaders were the ones who respected others, listened to their peers and subordinates and valued what they had to contribute. They produced the best results...

GOL-227/Hamilton – Not that a good understanding of the technical aspects isn't important, but respecting everyone's ideas is more important.

GOL-246/Yentsch – Treat people with respect.

GOL-278/Arecchi – The key to leadership in all cases is the same – RESPECT.

GOL-292/Livingston – Core values are essential to avoid the corruptive potential of a leader's power.

GOL-311/Viglienzone – Good leaders sometimes must choose whether to be liked or respected.

GOL-324/Pettit – The public owns all of our facilities....Treat them with respect.

GOL-324/Pettit – To be the best required commitment and intense involvement.

GOL-356/Ruhe – Les High doesn't demand respect – he commands respect. People like him teach their people how to treat them. Take ownership of, rather than go along with how others treat you. Maintain relationships that work to accomplish the mission...If people in your life don't treat you the way they should, analyze what you're doing to reinforce or allow that to happen. When people are overly aggressive or demanding – but then get their way – part of the cause is they have probably gotten what they wanted in the past by doing just that.

GOL-394/Viglienzone – Les High would greet every new incoming class at RTC Yorktown with a prepared welcome, part of which was, "This is a military base and salutes are exchanged with pride and respect. A military salute is just a greeting. I believe that so strongly, that if one of you may pass me without a salute I'll salute you first."

LH/DM – 5/30/18 – I read a couple articles the other day...they did not see why we need to play the National Anthem at sports events. They think it is wrong that owners are fining players for "dishonoring the flag!"

LH/DM – 11/11/18 - Thank you for your Service, too!

LH/DM – 12/8/20 - As you may recall we kept things quite Military and the Cadets were as sharp during my tour as Assistant Commandant of Cadets as they have ever been at the CG Academy - in my opinion!. When I was Assistant Commandant of Cadets I used to get comments from lots of Senior Officers who thought you guys looked really sharp! Back in 1946, Les High's "D" Company was like that, and we easily won the Battalion Drill down. Roger was surprised that I was such a close friend of the Commandant, ADM Siler (We served together on the Taney when I got out of the Academy!) He loved coming to Yorktown when Carol and I were in Charge there! He used to love to bring his wife, Betty, also.

LH/DM – 12/9/20 - There is no question the Military System at the Academy was firmly Military when I was Assistant Commandant of Cadets....! I put '65ers on report just as quickly as other Cadets and the Class knew it. No one expected leniency from their Class Advisor because he had a much bigger role with the "Black Whip" at the Academy in his hands for 1.5 years.

LH/DM – 1/24/22 - It is hard to believe we will ever solve the problems of the world until we get back to honesty, being responsible for yourself, believing in hard work, having faith in others and believing in some form of God or Higher Being!

LETTER/Coleman – Early on, I didn't realize what positive direct and indirect results respect could generate. But, through experience and reflection, I learned respect could foster and be the catalyst for other positive traits essential to good leadership, such as effective communication, teamwork, understanding, consideration and caring.

SIPES-91...a person's fundamentals set of values – spiritual, emotional and intellectual – which we believe guides him in his thought and action.

SIPES-135...the respect accorded an individual because of the position held in the formal organization...(depends on)...how well the individual meets the group expectations and ...how well he fulfills his role...

SIPES-239...respect towards...(individuals)...is a must; rudeness and impoliteness a danger.

2022 - Embodies our Core Values. Personal values support organizational values.

OTHER - Coast Guard leaders develop and maintain an understanding of the Coast Guard Core Values of Honor, Respect and Devotion to Duty and have a deep-seated belief that all people have value and should be treated with dignity.

OTHER – ...(Leaders)... treat courtesy as a high art. Courtesy is the grease that lubricates the social order. It is the act of making others feel good or powerful in relationship to their place in the hierarchy. Being cordial with your peers and superiors is important.

4.D. Political Savvy

OLD - Understanding the science and art of government; the science with the organization, regulation and administration of a state, in both its internal and external affairs. (**Humility** - *Freedom from pride or arrogance; a modest estimate of one's own work; an act of submission or courtesy*). ((**Humor** - *The mental faculty of discovering, expressing or appreciating ludicrous or absurdly incongruous elements in ideas, situation, happenings or acts; droll imagination or its expression; distinguished from 'wit' as less purely intellectual and having more kindly sympathy with human nature*)).

MID – Having the skill, knowhow and experience regarding political science and the science of government including scheming for power within a group; seeking to advance oneself or their party or interests. (**Humility** - *Admitting one's errors; absence of pride; having or showing a consciousness of one's defects or shortcomings*). ((**Humor** - *Whim; caprice; comic or amusing quality; the ability to appreciate or express in speech, writing or action what is funny, amusing or ludicrous*)).

NEW – The ability to exhibit confidence and professional diplomacy while effectively relating to people at all levels internally and externally. Being confident with the ability and skill set of

working one's way through the customs, arts, social institutions and achievements of a particular people or other social groups not their own. (**Humility** - A modest view of one's own importance; free from egotism and arrogance; tending to think of others more, including how your actions can affect those you work with and the customers and clients you serve). (**Humor** - A mood or state of mind with the quality of being amusing or comic, especially as expressed in literature or speech)).

Fruits of Mentoring (1:47) - <https://youtu.be/GQQVQpJOU5E>

Humor and Social Skills (3:53) - <https://youtu.be/-G-ZLyfVXm0A>

Two Elderly Men (0:41) - <https://youtu.be/s5rnZK9G7pQ>

CIA-xi – Refrain from haughtiness, rudeness or insult. ...Endeavor to overcome difficulties by a cool and temperate perseverance in your duty – by skill and moderation rather than by vehemence or violence...an officers' demeanor and behavior “be marked with prudence, moderation and good temper...”

GOL-12/Horseley ... (as a leader)...you are courteous...

GOL-14/Horseley – Don't take yourself too seriously; ...develop your sense of humor.

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

GOL-34/Peterman...always have good, clean, current jokes...

GOL-55/Kruszewski - (successful leaders are) usually ...found with a good sense of humor.

GOL-74/Luckritz – The more responsible your position, the more important it is for you to demonstrate appropriate social behavior.

GOL-80/Brady – On top of it all, you must keep your sense of humor.

GoL-82/Amos – Humor and good nature mean everything.

GOL-84/Amos – We all have personal shortcomings...we are all fallible and we should never be too proud to admit and correct mistakes – quickly.

GOL-126/Johnson, Rich - ...do not let political games become your all-consuming task as eventually your real responsibilities will not be met.

GOL-129/Johnson, Rich – Don't let your rank go to your head.

GOL-152/Andrasick – It will take a blending of humility...and humor ...to succeed both at the Academy and in all future endeavors.

GOL-161/Rutski – Be mindful of politics. Who are the key people you need to know and support? Early in your career you may not need to be concerned about the politics of the organization. However, the personal relationships you develop and the reputation you build will have an impact as you advance in your career.

GOL-162/Fuller – Have FUN – most important!!

GOL-172/Wright...you must possess a good sense of humor.

GOL-181/Anderson – Make work fun for everyone. Laughs, smiles, war stories and becoming aware of family situations and generally shooting the breeze will help relieve the stress and develop a more effective team.

GOL-183/Onstad – 12 Scout Laws “4” and “5” of 12 – Friendly and courteous.

GOL-187 and 188/Cochrun – Try to take all outside criticism yourself and give the rewards to the group. Humility goes a long way.

GOL-194/Harod - ...I had a lot of fun and enjoyed the people I worked with along the way.

GOL-226/Rufe – Maintain a sense of humor. Make it fun.

GOL-232/Hamilton – We had lots of humor even when the situation was bleak or the subject serious.

GOL-281/Norris...A healthy dose of humility can pay big dividends too.

GOL-281/Norris - Trying to keep work enjoyable and fun often goes a long way to getting things accomplished. I always tried to go to work with a smile on my face and to be careful not to make unimportant things a big deal.

GOL-311/Viglienzone – Good leaders usually have a sense of humor, often focused on themselves...It’s good to laugh – just be careful where and when.

GOL-317/Pettit - Don’t talk down to people. Even a dressing down can be done on an adult to adult basis.

GOL-318 and 319 and 324/Pettit...at mid-career, I ...realized just how socially naïve I actually was....(Transactional Analysis training was very helpful)....Don’t talk down to people. Even a dressing down can be done on an adult –to- adult basis.

GOL-328/Dennis – Keep laughing – it is the best medicine for just about anything; don’t take yourself too seriously. Most of the problems of the world were here before we got here and will be here after we are gone.

GOL-346/Kane...have a good sense of humor and ability for putting people at ease.

LH/DM – 8/1/16 - I am so pleased that you enjoy sending me jokes. I have a 90 year old lady on my walk and I rarely see her but today she was out sweeping her sidewalk so I gave her a York. She remembered that at Christmas time I gave her a York. I put one on her door handle for four or five days. She told me that was a nice Christmas thing for me to do. Today, as we talked for a few minutes, she said, "I know you must be a happy guy for you always smile when you talk!" That was a nice thing for her to say.

LH/DM – 1/13/17 - I am glad you think my memory is good. As for my memory for jokes, I often repeat them for Jim but also others who know that I love to tell jokes. Each time I retell one of your wonderful jokes that plants it better in my brain and it becomes easier to recall so thank you. Repeating a joke to me is often super for "I love hearing it again!" Some are so great you could probably repeat them every day for a week and I would still be "falling off my chair" each time I heard it. Some days, Dick, you should be almost able to hear me in Reno - I am laughing so hard.

LH/DM – 1/16/17 - Love the jokes today. This morning when Jim and I were reading the 1916 list, Jerry Hermann and Erica came by. They normally only stop for a few seconds but today they listened to the whole 1916 list and the joke about the "Waterloo drink" and the auditor joke. They loved them both. They are amazed that Les can normally come up with a couple jokes each time I see them.

LH/DM – 10/2/17 - I loved the pages and pages of jokes today. Some are repeats but I do not mind that at all. A good joke is wonderful for my psyche anytime. Les

LH/DM – 5/3/20 - I like having a World Laughter Day and you give it to Jim and I every day. Thanks so much for that, Dick. We love it.

LH/DM – 9/22/20 - I was tickled to hear Roger's interesting response to your ECard (Hooter submission). There is no question that the Cards this year have been very entertaining because of this special joke you chose to use in each Card. Roger's comment was going along with the joke itself. No other Class has stuff going on like this, I assure you!

LH/DM – 11/29/20 – ...As for jokes, Dick, I think you should keep publishing them widely for I think they are good for our society, today. It is so cooped up and the social aspects of life are so limited, we need levity in our life to help keep us happy...Keep the jokes coming for I do use them widely and may people get to enjoy what you send!

LH/DM – 4/8/21 - I have this friend in Reno that sends me the best jokes you ever saw each day so I have tons of laughter in my life. I share these jokes with almost all my friends who love to laugh and I know they love laughter! The new prescription could be used by a lot of people in this world right now. Our life is pretty grim with the Pandemic and all the restrictions it puts on society and their enjoyment of each other! So please keep up the good work finding super jokes, Dick, I love them!

LH/DM – 2/6/22 - I am really glad I have always loved laughing. I married Carol, an angel, who was one of the wittiest persons I have ever known. She helped me laugh my whole life with her!

LH/DM – 5/9/23 - Greg put up another clip on my YouTube Site, "That reminds me of a story." It is a joke about an actor. I loved telling this joke. I believe this is one of the funniest jokes you have ever shared with me. I was laughing while telling the joke and that is a "no-no" joke telling

routine. Still, I could not help it and it makes me laugh even now telling you about the clip and our laughing during that event!

DM/CARR – 12/15/23 - Laughter is the best medicine and Les laughs at my jokes and then tells them to several neighbors and laughs again. It is a two way street; I am always seeking, laughing at and sharing jokes.

DM/LH – 4/13/24 – Some Presidents are known for their sense of humor, be it Lincoln's sarcasm, Reagan's endearing wit, or Obama's fondness for dad jokes. Others became known more for their gaffes and unintentional word salads — perhaps most notably George W. Bush and his "Bush-isms." Who could forget, "They mis-underestimated me"? George Washington once wrote, "It is assuredly better to go laughing than crying thro' the rough journey of life." Dwight D. Eisenhower saw (humor) as fundamental to the job, saying, "A sense of humor is part of the art of leadership, of getting along with people, of getting things done."

2010 - Leaders identify and keep up to date on key national and international policies and economic political and social trends that affect the organization.

2022 - Confidentially exhibits professional diplomacy while relating to people at all levels internally and externally in a timely manner. Demonstrates understanding of interrelationships, roles and responsibilities connected to our organizational goals.

2022 - Knows when to leverage formal and informal networks to achieve organizational goals.

OTHER - Ways of interacting with others that make it easier to succeed. The debate or conflict among individuals or parties having or hoping to achieve power.

OTHER - The ability to maximize and leverage relationships in order to achieve organizational, team, and individual goals. Leaders with political savvy can use their political skills to successfully meet their organization's leadership challenges and to improve the performance and productivity of their teams.

OTHER – The ability to handle the reality of political judgements is a critical factor of success and not measured or understood especially with 'by-the-numbers' people and strictly task oriented people. Often the person most adept at solving political problems will be perceived as the most valuable and rewarded accordingly.

