



Coast Guard Flag Voice 63

COAST GUARD UNIT LEADERSHIP PROGRAM (ULP)

Commandant Instruction 5351.1 promulgated the Coast Guard Leadership & Development Program in December 1997. One of the four principal elements of the program is to provide tools to help individuals and units improve leadership skills. Multiple opportunities are necessary to bring leadership insight and development to all Team Coast Guard. Established courses include the Leadership and Management School (LAMS) and Mentoring in a Diverse Workforce. To supplement these formal training courses, a newly developed Coast Guard Unit Leadership Program (ULP), provides a structured curriculum now readily available for every unit.

To provide the field a forum for talking about leadership in the workplace, the Leadership Development Center (LDC) collaborated with Pacific Area Chiefs to develop the ULP. An off-the-shelf job aid, the program provides units with a means for members to participate in meaningful discussions about pertinent leadership topics. The course was designed in a cookbook-style format with specific topics to discuss and questions to ask. With a few minutes of preparation time, a presenter can guide a group through the curriculum and generate a valuable discussion on the learning points. The program currently includes these nine modules:

1. Followership (60-90 minutes)
2. Performance Appraisal (60 minutes)
3. Assertiveness (20 minutes)
4. Accountability and Responsibility (30 minutes)
5. Communication (40-60 minutes)
6. Teamwork (30-40 minutes)
7. Hazing Awareness (2 hours)
8. Leadership Competencies (30 minutes)
9. Apollo 13 Video Analysis (3 hours)

The program is not a replacement for formal "C" school leadership training, such as LAMS. Rather, it's a vehicle to bring leadership into the workplace, where many of our leadership skills are learned and tested.

The ULP is now fully accessible via the COMDT (G-WTL) web site, <http://www.uscg.mil/hq/g-w/g-wt/g-wt/unit>. Units are encouraged to print and reproduce the program locally. All afloat units will receive one mailed copy.

We will update the program regularly to meet the work force's changing needs. One planned

improvement will be to produce the modules as PowerPoint presentations. Also, the LDC staff is working on a new module on personal ethics.

Units can help by providing constructive feedback on the program, recommending additional modules, and submitting any leadership modules they develop for possible inclusion in future versions. The point of contact is LT Doug Schneider at the LDC, (860) 701-6689, or E-mail, dschneider@cga.uscg.mil. The LDC will partner with responding units to merge possible blocks into the ULP, with credit going to the unit.

The ULP is a new, innovative way to provide meaningful, highly sought-after leadership training to the field. It is our desire to provide the members of our organization the proper tools to become the outstanding leaders of today and tomorrow. The ULP is a step in that direction. Please take advantage of this great opportunity to expand your unit's professional development!

Regards, FL Ames

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