Homeland Security

United States Coast Guard
2100 Second Street, SW
Washington, DC 20593-0001

HUMAN RESOURCES DIRECTORATE

Routing Slip

TO: CCG	DATE: 29 Dec 2008	ORG/RTG SYMBOL:

FROM: CG-1 THRU: CG-01 2/3 VCG	TELEPHONE: 5-5510	ORG/RTG SYMBOL: CG-133

SUBJECT: FALL 2008 LEADERSHIP AVVISORY COUNCIL REPORT

DOCUMENT CONTROL: 2008 - 00160283

ACTIONS:

- ____ Per Your Request
- ____ Per Our Conversation
- ____ For Your Approval
- X For Your Signature
- ____ Prepare Reply for Signature of
- ____ Take Appropriate Action
- ____ Note and Return
- ____ Please Answer
- ____ Discuss with Me
- X Comment
- X For Your Information

Remarks: The Leadership Advisory Council [LAC] met at the Coast Guard Personnel Command in Ballston, VA during the Month of December. Enclosed is the Fall 2008 LAC Report for your review.

DEC 30 2008
BPT

DISTRIBUTION (ORG/RTG SYMBOL)	DATE	COMMENTS
CG-133	12/29/2008	
CG-13D	12/30/2008	CHANGES / EDITS MADE
CG-13	12/31	signed
CG-1A		
CG-1	1/4	
CG-01d MMB	2/3	Rcvd 2/3. Very good. Tying in social media w/leadership trng! Great recommendations for enlisted & mid-grade officer development, including Mission Support Command Cadre.

DEPARTMENT OF HOMELAND SECURITY U. S. COAST GUARD CG-4229 (Rev. 3-03)	DIGEST	APPROVAL: ☒ SIGNATURE: ☒ INFORMATION: ☐

From: CG-1

To: CCG

Thru: (1) CG-01
(2) VCG

JAN 4 2008

Re: FALL 2008 LEADERSHIP ADVISORY COUNCIL REPORT

1. Enclosed is the Fall 2008 Leadership Advisory Council (LAC) Report.

2. This meeting covered a broad range of topics and included numerous field recommendations as a result of an ALCOAST solicitation to the field. Many of these topics fell into areas well known by senior leadership such as workforce leadership continuums and field communications. One area of particular interest is the concept of iLeadership being linked to iCommandant. As envisioned, iLeadership would leverage social media tools to centrally locate a leadership warehouse to access leadership tools and information. This warehouse would contain leadership tools, downloadable leadership speeches/PODCASTs, and recent leadership studies such as the MOLGA report.

3. Once the LAC report is approved, CG-13 will release an ALCOAST to the field reporting major items of interest contained in the report.

Enclosure: FALL 2008 LEADERSHIP ADVISORY COUNCIL REPORT

SIGNER'S COMMENTS

U.S. Department of Homeland Security
United States Coast Guard

Commandant
United States Coast Guard

1900 Half Street. SW
Washington, DC 20593-0001
Staff Symbol: CG-133
Phone: (202) 475-5509
Fax: (202) 475-5917
Email: William.J.Milne@uscg.mil

5050

DEC 31 2008

MEMORANDUM

From: D. R. May, RDML, 12/31/08
CG-13

Reply to Attn of: CG-133
CAPT W. J. Milne
(202) 475-5509

To: CCG

Thru: (1) CG-1
(2) CG-01
(3) VCG

Approved 2/4/09 We need an execution plan with costs & milestones.

Subj: FALL 2008 LEADERSHIP ADVISORY COUNCIL REPORT

1. Your Leadership Advisory Council (LAC) met at the Coast Guard Personnel Command in Ballston, VA from 02-05 December 2008. A list of attendees is attached as enclosure (1). The Council sincerely appreciates the time you took to receive the out brief on 05 December 2008.

2. The Council opened its executive session by greeting and introducing six new members to the Council, increasing its size from 17 to 20 members. Membership includes seven standing members and 13 nominated members from all parts of the workforce. The consensus of the Council was that membership for nominated members should not exceed a three-year term.

Following member introductions the Council received a brief on "Design Thinking" from LCDR Charlotte Pittman, a graduate student at the University of Pennsylvania. "Design Thinking" is a methodology that seeks understanding, through direct observation, of what people want and need in their lives. Two sources, a book written by Daniel Pink titled "A Whole New Mind" and a June 2008 article in the Harvard Business Review reveal how businesses are using a "Design Thinking" approach to solve complex problems as we move from the "Information Age" to the "Conceptual Age."

The Council also received a budget brief from LCDR Matt Bear, CG-82, discussing long-term budget objectives, improvements in accounting for fund expenditures, and the political spectrum of Coast Guard Missions.

3. Specific action items carried over from the spring meeting:

a. LAC membership investigated the feasibility of republishing a leadership Book titled "Right down the Line" printed by Arrowhead Publishing, Inc. in 1955. Interestingly enough, a member of the Council located a paper copy of Commandant Instruction M1550.9 titled "Basic Leadership: Right Down the Line" that had been printed by the Government Printing Office (GPO) in 1978. The Council will continue their pursuit to reprint this text as a basic leadership tool for accession points into the Coast Guard. Unlike the 1955 version of the book, the 1978 version printed by the GPO is gender specific. A cover page of this instruction is attached as enclosure (2).

b. There was no progress on suggestions for identifying and developing Reserve Leadership and Management School (LAMS) instructors to expand the opportunities for Reservist to receive this training. The Council will revisit this potential initiative at a later date.

4. The LAC continued its recent efforts to cast a wide net for field level involvement by soliciting input through a LAC-related ALCOAST message. The Council received several recommendations from the field that were vetted through lengthy discussion during the week. These recommendations were placed into the following areas of emphasis; enlisted leadership, officer leadership and field communications.

Enlisted Leadership Continuum: The Apprentice Leader Program (ALP) stems from a Training Center-originated Petty Officer Development Program aimed at reducing personnel incidents during and immediately following A-school training. In its current state, the ALP is delivered in different ways to our A-school students at the various training centers yet does not reach nearly 300 strikers and 170 Reservists each year. In addition, the current curriculum is not resourced, nor has the ALP been incorporated into the recently developed ME A-School curriculum. Council Recommendations:

a. Assign the Leadership Development Center to serve as program manager for the ALP curriculum to ensure consistency, coordination and standardization of the program and to provide guidance on delivery and instructor qualification affording flexibility to the individual training centers for content sequencing and scheduling.

b. Assign the Office of Training and Workforce Performance and Development to resource the updated ALP curriculum by providing 15,000 student-days of TABs along with associated AFC-34 funds, instructor billets, train-the-trainer sessions, and other delivery expenses. This involves submitting a FY12 Resource Proposal to maintain the enlisted leadership curriculum.

c. Incorporate the ALP into the ME A-school schoolhouse.

d. Provide certification and standardization of course delivery using LAMS Detachments under the supervision of the LDC.

e. Deliver a blended learning approach for strikers. This learning should be facilitated by individual units' command cadre. The Silver Badge network is a potential resource.

f. Identify ways to deliver ALP to prior service members who become Petty Officers at TRACEN Cape May (small population).

Benefit: Formalization and execution of the ALP expands the enlisted leadership development continuum by strengthening the E-3 to E-4 leadership transition and filling the last remaining gap in the overall leadership continuum for enlisted personnel.

Officer Leadership Continuum: The results and recommendations of the Mid-Grade Officer Leadership Gap Analysis (MOLGA) studies have been completed by the Performance Technology Center in Yorktown, VA. Interestingly enough, these recommendations aligned extremely well with the Field-Level input we received during our meeting this week and meshes well with work ongoing at the LDC.

The overall goal of the MOLGA study was to analyze and provide data to address the question: "In today's Coast Guard, does the transition to O-4 need to be facilitated or is the current experiential model enough?" The major finding of the study, validated by the LAC through input generated by the field, is the experiential model is NOT enough and we need to do a better job facilitating the transition to senior officership.

In view of our Modernization efforts to become a more agile and flexible organization, we feel the need to address four leadership competencies with the largest gaps; Strategic Thinking, Political Savvy, Vision Development and Implementation, and Human Resources Management. All indicators point to the need to create a unified and distinguishable Officer Leadership Continuum. Capitalizing on the structure of the Enlisted Leadership Continuum, our vision for the Officer Leadership Continuum includes doctrine and delivery.

A knowledge and skills based Officer – Professional Military Education (OPME) document should be developed to cover general officership and leadership competencies expected of pay-grades CWO to O-6. This Doctrine would serve as the foundation for the Officer Leadership Continuum leveraging the 28 leadership competencies. The functional tasking and subject matter expertise for building this doctrine currently reside within the Coast Guard leadership and training system. Council Recommendations:

a. Develop a Staff Officer Skills Course to firmly bridge the O-3 to O-4 transition. This course should build on and expand the current Senior Leadership and Principles (SLPS) framework. This course would target all O-4 selects and specifically address skills and competencies outlined in the O-PME and identified by the MOLGA studies.

b. Develop command cadre course to cover shore-based Mission Support commands such as TRACEN's, BSU's, PSSU's, HSWL, ESU's, CEU's, and NESU's recognizing that a core group of our senior leaders is not afforded critical resident-based preparation for assuming command responsibilities. This course would be similar to the Command and Operations, Boat Forces, and Sector courses currently being offered.

c. Develop a core leadership curriculum that is built into each of the Command Cadre courses mentioned above to ensure consistency and standardization of the program.

Benefit: These opportunities will reinforce basic competencies outlined in the OPME, including: Crisis Leadership, Command Climate, Diversity Management, Inter-Service and Interagency Cooperation, Political Savvy, External Outreach and Partnerships, Legal Considerations, Environmental Impacts, Civilian Workforce Management, Strategic Thinking, etc.

Communication Issues: There are two areas of interest in this category; modernization and Guardian Ethos 2.0. The council also sees iLeadership as another tool to help communicate best leadership practices to the fleet. Even though there has been a tremendous effort to communicate Modernization and to a lesser extent Guardian Ethos, field units are struggling with how best to move forward. Council Recommendations:

a. Modernization - continue communicating. Content is good, but the context needs improvement. Put modernization in a context of not what modernization is but how it will affect every aspect of the CG. Send copies of the modernization video with clear talking points to every unit…tailored for how modernization affects non-rates, Petty Officers, Auxiliary, civilians, etc. Continue to reiterate to field commanders the need to educate and brief their units accordingly.

b. Guardian Ethos - Review various curriculums and guiding principles to incorporate Guardian Ethos in every venue possible. Continue to market it both internally and externally. Goal is to have every member of the Coast Guard embrace it, lead with it and eventually live by it. Regretfully, there are still many personnel who have never heard the ethos, who do not understand its intent or have yet to use it as a leadership tool.

c. Create iLeadership and have it linked to iCommandant. Take advantage of social media tools to centrally locate a leadership library/ warehouse to access leadership tools and

information. This library/ warehouse will contain leadership tools, downloadable leadership speeches/PODCASTs, studies such as the MOLGA report, leadership reading list, blogs on leadership, instructions, academia leadership links, and links to other services leadership information.

Benefit: Consistent communications serves to build trust and credibility with stakeholders and tends to improve management through sustainability of concepts and initiatives. Leveraging social media allows the message to be carried across multiple venues accessible by multiple generations while also increasing the available tools in the leadership library/ warehouse.

5. The LAC will continue to meet on a semi-annual basis alternating its meetings between the Washington DC area in the fall and one of the Training Centers in the spring. The Council continues its efforts to meet your vision of ensuring every Coast Guardsman has the best possible leadership opportunities as well as professional development tools to carry out their missions. Leadership development remains a business imperative as we focus on mission execution while setting the stage for our future. Your continued support of all of our leadership efforts is greatly appreciated.

#

Enclosures: (1) List of Attendees
(2) Commandant Instruction M1550.9 "Basic Leadership: Right Down The Line"

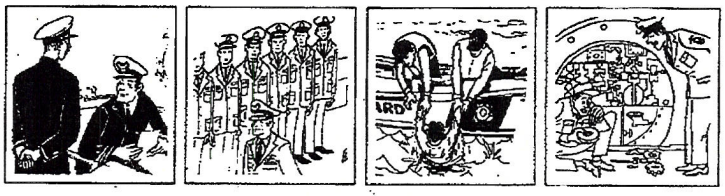
Leadership Advisory Council Attendees

(Dec 2008)

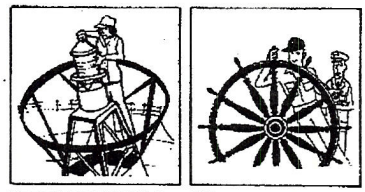
CG-13 (Chair)	RDML	Daniel	May
CG-133	CAPT	William	Milne
LDC Director	CAPT	William	Kelly
Training Center Cape May	CAPT	Cari	Thomas
Auxiliary	COMO	Carol	Urgola
CG-821	LCDR	Matthew	Baer
Sector San Diego	CWO2	Paulette	Gough
MLCLANT	Mr.	Mark	Munson
Sector Delaware Bay	LTJG	Josie	Long
Sector Hampton Roads	MKCS	John	Ronchetti
CGHQ	LCDR	Latasha	Pennant
MSST LA/LB	CDR	Charlene	Downey
CGC CONFIDENCE	CWO2	Mike	Rawls
MLCPAC	Ms.	Jean	Dominguez
Air Station Borinquen	AET1	Christopher	Rubinan
CG-12B	Ms.	Donna	Walker-Ross
University of Pennsylvania	LCDR	Charlotte	Pittman

DEPARTMENT OF TRANSPORTATION

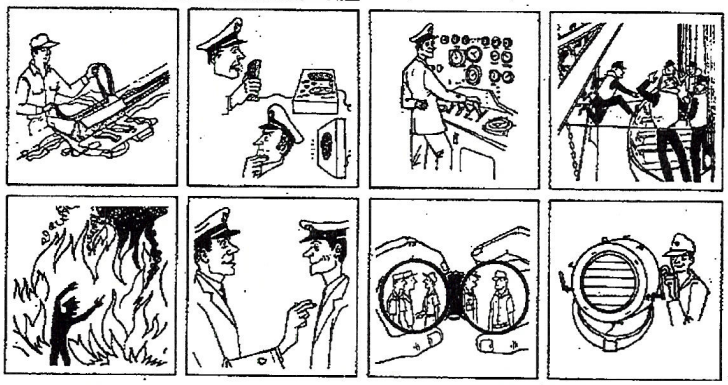
COAST GUARD



Basic Leadership:



Right Down the Line



COMDTINST M1550.9

99 times out of 100—you're like the rest of us with a job to do . . . and not enough tools to do it with.

So take *another* look at this book from time to time; it may not make you the leader of the year . . . but it ought to help.

☆ U. S. GOVERNMENT PRINTING OFFICE : 1978 726-682/433