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MEMORANDUM

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From: L.M. Hoerster, LCDR
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To: COMDT (CG-133)

Subj: 2011 SPOTLIGHT ON LEADERSHIP CAMPAIGN

Ref: (a) ALCOAST 104/11

1. This memorandum serves as a nomination of the USCG Mobile Training Branch (MTB) for the 2011 Spotlight on Leadership Campaign. As the mobile entity of the International Division, MTB personnel each deploy approximately 180 days a year to various partner nations to conduct training for numerous foreign agencies and services. MTB is comprised of deployable teams, ranging in rank from junior Petty Officers to junior Officers, based at Training Center Yorktown, VA.

2. As many personnel find themselves out of the country at any given time during the month, it was difficult to hold a combined unit function or event to host this year's campaign. With this in mind, MTB decided to use their unique deployments to take the Spotlight on Leadership campaign globally. Three teams were in preparation to deploy during the month of April, and during an All-Hands meeting in March, a member from each team, including a member from those remaining at the unit, randomly drew a card for their deployment. Each card had one of the four Leadership Competencies highlighted during this year's campaign. Teams were tasked to take the competency, and use their creativity and foresight to apply it to their training mission downrange.

3. Leading Self – Followership: The team deployed to the Barbados conducted a Small Boat Operations course to the Barbados Defense Force. During their training, the team held an open discussion on followership, and what it means to them as military personnel and within their agency. The feedback from students was both interesting and welcomed, as many voiced their opinions on their own experience, and welcomed the outlook from the team on their experiences in the U.S. Coast Guard. Team members were also able to share their views on leadership, and how an understanding of followership can benefit their own leadership, gaining an audience unlike any they've had in their careers. The discussion drew the team and students closer together, as they were able to build common ground from two different agencies.

4. Leading Others – Respect for Others and Diversity Management: The team deployed to Malaysia conducted a Seaport Security course to members of the Malaysia Maritime Enforcement Agency. In keeping with the competency description, the team hosted a group social hour and discussion on diversity. With Malaysia being a pre-dominantly Muslim society, discussion focused on diversity management within their agency, and their perspective of the U.S. Coast Guard as a military service. Topics on women in service were discussed, as well as cultural challenges and strengths within their leadership styles. The team also composed a video of the discussion, as well as private interviews focused on their views and ideas on diversity management in leadership.

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5. **Leading Performance and Change – Management and Process Improvement:** The team deployed to Trinidad and Tobago conducted a Boarding Officer's course to members of the Trinidad and Tobago Coast Guard. A part of the competency definition states:

Leaders seek, anticipate, and meet customers' needs-internal and external. To achieve quality results, Coast Guard leaders monitor and evaluate progress and outcomes produced by current processes, ensure continuous improvement through periodic assessment, and are committed to improving products, services, and overall customer satisfaction.

Opting to take a practical application of the competency, the team identified a deployment procedure that could be improved. Identifying technological advances to help with course instruction, the team composed instructions for other deployed teams to convert training PowerPoint's to Adobe .pdf files. This would compress the file storage on team laptops, reduce the amount of paper usage for deployed teams, and promote efficient use of downrange systems. Teams are now able to apply the same procedure to other forms of travel, such as itinerary documentation and Embassy instructions.

6. **Leading the Coast Guard – Partnering.** The support team and non-deployed teams based in Training Center Yorktown were able to apply this competency in their everyday support of deployed members. Weekly emails highlighting each competency were distributed and challenged members to identify personal and professional insight about their own leadership. Individual sections held discussions focused on leadership principles. In relation to partnering, MTB works in conjunction with partner agencies in foreign nations to conduct training, and through the liaison of U.S. Embassies around the world, are able to foster solid relationships.

7. This year's campaign provided an opportunity for our personnel to showcase the unique mission of the MTB, and take the leadership competencies to the international stage. As a part of the world's premier maritime service, our members continue to be professional role models to students abroad, and I am confident that the lessons we have learned during the campaign will continue to help us develop the Coast Guard's best leaders.

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Enclosures: (1) MTB Weekly Spotlight on Leadership Email File
(2) MTB .pdf file Conversion Guide
(3) MTB Malaysia Diversity Video