

U.S. Department of
Homeland Security

United States
Coast Guard



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MEMORANDUM

From: *P.M. Britton, LT*
P.M. BRITTON, LT
CGC WILLIAM TATE (WLM 560)

Reply to: co
Attn of: LT Britton
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To: COMDT (CG-133)

Subj: WILLIAM TATE 2010 SPOTLIGHT ON LEADERSHIP CAMPAIGN

Ref: (a) ALCOAST 154/10

1. I nominate USCGC WILLIAM TATE (WLM 560) for recognition in the Spotlight on Leadership campaign contest. The senior leadership development team (SLDT), consisting of CO, XO & dept heads, worked tirelessly to weave *Personal Accountability with Change* into the daily cutter routine during a challenging month. While balancing an extensive engineering groom/exhaustive 3-week Charlie period, FORCECOM compliance inspection, numerous TDYs/CCTI and VOSS/oil spill exercise participation, the senior leadership team capitalized on the "2010 Spotlight on Leadership Campaign" to bolster the cutter's active ULDP. ALL HANDS (24) participated in leadership training, (fun) exercises and special events to emphasize the four highlighted leadership competencies:

2. Accountability & Responsibility- Although not a pleasant event for the cutter, military justice was delivered publicly on a junior crewmember that elected to smoke marijuana. Being a tight crew, the SLDT used the opportunity to discuss accountability and the consequences of poor personal choices in life. Days after NJP, we provided light-hearted, all-hands training on responsible choices, using a CD-ROM called, *Interactive Nights Out 1: the "Pool Tournament."* This interactive tool spurred enthusiastic and animated discussion of personal choices involved in dating, use of drugs (illegal and/or legal- alcohol, tobacco, caffeine) and sex/promiscuity. The SLDT reinforced the USCG's alcohol policy- "Three's enough for me" and 0-0-1-3 rule; it was mentioned countless times throughout month. Additionally, the command challenged the crew to live a higher morale standard (with more stringent accountability to the law and ethical standards) since Coasties are public servants- responsible *to* and responsible *for* the public.

3. Influencing Others- The cutter explored *Influencing Others* from a number of angles. First, one of the ship's MK3s spearheaded a devoted effort to influence young school children through a "Flat Serviceperson" initiative; MK3 Yonish 'dressed up' the serviceperson as a Coastie in ODUs and collected pictures of the flat Coastie with the crew in varied locations, doing unique shipboard jobs (ie in the engineroom, scullery, etc.). MK3 wrote a letter to the schoolchildren and annotated each photo to teach the kids about the cutter. Her actions demonstrated the impact of simple kindness on impressionable youth. Moreover, MK3 took time afterhours to create an immensely popular cutter Facebook page. This social medium connected cutter families, friends and public.

The unit celebrated and embraced diversity in a unique way this week. While oftentimes assimilation is valued, the command asked the MK1, a Cambodian-American, to share his extremely fascinating life-story to demonstrate the value in our differences. For a half hour or so, MK1 La shared his journey from the labor camps of Cambodia (under the Khmer Rouge) as a child to the U.S. Coast Guard. There aren't adequate words to describe the way he influenced the entire crew... valuing citizenship, working hard, appreciating quality of life/job/benefits, etc. Each month, we will continue to feature the unique path of one of our sailors, since there is far more to diversity than color.

The SLDT lead by example this week (and the entire month) with Tuesday and Thursday voluntary, command-sponsored runs at 0600. Participation increased throughout the month as the command championed *leadership through struggle*, proving that sometimes we can be more motivational

when we work to get back in shape and push our limits! Additionally, this week wrapped up on Friday with an all-hands run to Penn's Landing, Philly. At Penn's Landing, the crew participated in an ice-breaker/trust exercise and "The Philadelphia Pretzel"- an exercise designed to illustrate the importance and influence of effective communications on any challenge. The crew had fun untangling the pretzel, but was further challenged by completing the exercise without verbal communications. Afterward, the SLDT talked about the importance of effective communications to operations on the cutter, comms barriers, and how inflection/body language (more so than words) can influence the message we send to our shipmates. To finish, we "influenced" one another with a challenging 1.5 mile indian run. Shipmates cheered one another on as they sprinted to the front.

Finally, the SLDT set up an extremely memorable reenlistment for the BM1 and EMC. The entire crew, our Auxiliarists, and a few family members converged on Citizens Bank Park, home of the Phillies! At noon, both members raised their right hand at homeplate to reenlist indefinitely in the Coast Guard. The entire crew not only observed senior members taking that oath, but they also observed senior leaders (XO) who cared and took the time to create a special event. The crew toured the dugout, pressroom, boxseats...it was unforgettable for all.

4. Decision-Making & Problem-Solving- The SLDT effectively used team-building exercises to challenge the problem-solving skills of the crew. Crewmembers had fun during: "All Aboard!" "Outside the Box," "Electric Fence" and "Poison Peanutbutter." After each exercise, the crew would "chalk talk" the problem-solving to see what went well and what didn't go well. The SLDT would then offer leadership nuggets on: 1) Group dynamics, 2) Personality types (introverts/ extroverts), 3) Groupthink, and 4) Potential/Synergy. By the end of the exercises, the boisterous extroverts were drawing out/listening for ideas from the more introverted members in order to reach "synergistic" group decisions. Additionally, the SLDT employed daily emails and leadership vignettes to underscore the importance of making good decisions. (grasshopper/ant, tortoise/hare, etc.) The SLDT lead discussions on the stories every morning at muster with all hands.

The following week, the SLDT lead a thought-provoking, fun-filled "Build my Boat" exercise with Tinker Toys. This team exercise employed group problem-solving skills, as well as a focus on the impact of leadership style on group productivity (included in the debrief were tenets of Warren Bennis' On Becoming a Leader and Daniel Goleman's Social Intelligence). (3 groups/3 different captains)

5. External Awareness- The SLDT challenged crewmembers to expand their field of vision during this week and see beyond themselves, beyond the cutter. The SLDT discussed the terms "ego-centrism" and "social responsibility"; quizzed the crew on the chain of command- especially outside CG lines; daily all-hands discussion/debate of the news (Arizona migrant policy, Gulf Coast catastrophe, etc.); viewed the GuardianQuest CG Diversity video from the 2010 Diversity Summit; set up a job shadowing opportunity for an aspiring MST; 15 sailors attended a local college fair; hosted seven WWII veterans from the Fleet Reserve Association for a shipboard tour/lunch; contributed generously to a Sector-sponsored can food drive to benefit the Philly Food Bank; provided 5 tours to 85+ Boy Scouts & middle-schoolers. Most significantly, the cutter voluntarily participated (as a "playground") in the large-scale 2010 EPA Liberty Radiation Exercise. High-level EPA members and visiting authorities from France, Canada and Israel used the cutter and her pier to train for a potential disastrous nuclear event. The SLDT used the exercise to get the crew thinking outside the lifelines. Additionally, the week was enhanced by a special visit from the D5 Commander, RADM W. Justice. RADM Justice's comments about the state of the economy and Coast Guard tied in nicely with the theme of the week. He also recognized the cutter's SOQ, SN Nguyen, for her tireless work ethic during the preceding quarter—an indelible impression on a young member.

6. WILLIAM TATE will continue to focus on positive leadership and the 28 leadership competencies beyond the month of April. Although we are a small unit, we are proud of the strides made this month and every month to practice, discuss, and develop Coast Guard leaders of character.

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