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19 May 2011

MEMORANDUM

From: 
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Reply to: LT Bertsch
Attn of: 727-502-8753

To: COMDT (CG-133)

Subj: 2011 SPOTLIGHT ON LEADERSHIP CAMPAIGN CONTEST

Ref: (a) ALCOAST 104/11

1. This memorandum nominates the PORT crew of CGC NANTUCKET (WPB-1316) for consideration in the 2011 Spotlight on Leadership Campaign Contest. Diligently working together, the entire crew participated in training efforts and discussions throughout the month to put the highlighted weekly leadership competencies into practice throughout the month of April. Despite countless commitments ranging from damage control evaluations to mission demands, the crew put forth considerable time and effort into analyzing, discussing, and learning about leadership. Throughout the month, all activities were focused to support the campaign's goal of highlighting the importance of leadership and professional development.

2. Followership: The NANTUCKET Port crew's leadership campaign began during a maintenance and repair (M&R) week working in conjunction with the NANTUCKET Starboard crew towards the relief of the cutter. As the relieving crew, followership was exhibited on a daily basis in completing the work towards preparing the cutter for a Special Emergency Operations and Procedures (SEOPS) visit and patrol. While conducting maintenance and repairs as part of a team effort with the Starboard crew, the Port crew was asked to consider the traits that a good follower exhibits and some questions about the importance of followership in the Coast Guard. The answers to these items were collected anonymously on index cards throughout the week and were then used to conduct self-evaluations during an all hands activity at the end of the week. Using the traits gathered on the index cards, members were asked to participate in a contest comparing themselves by taking one step forward for every trait they felt that they demonstrate or portray on a routine basis. While the activity led to the identification of one crewmember who represented the best follower, it was more influential by providing the crew an opportunity to be self-critical in assessing their own actions and efforts as followers. Additionally, crew members were asked to read through various articles about followership and share their thoughts either at quarters or in the leadership journal. Followership is typically focused towards the junior members of the workforce, but the crew also made a conscious effort to demonstrate how every member from the top down filled roles as followers.

3. Respect for Others and Diversity Management: The second weekly topic of respect for others and diversity management began during the unit's SEOPS visit. Throughout the week, the Officer's of the Day (OOD) shared articles about the importance of respect and diversity with their duty sections. After sharing these articles, the duty sections held open discussions and then completed the day with a journal entry regarding the topic. The articles read and shared were also made available to all hands throughout the week. After completion of SEOPS and while underway, the week concluded by two petty officers holding an all hands event to discuss the leadership competency. The discussion was preceded by showing the movie "Remember the

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Titans” on the messdeck and followed by discussions about key points in the movie. Particularly, the scenes of the football team going through training camp, playing on the field, and coming together in school were highlighted to portray the theme of respect for others and diversity management. Also of interest were side discussion presented about the aspects of followership demonstrated by the players and other coaches throughout the movie which corresponded with the previous week’s efforts as well.

4. Management and Process Improvement: While still operating underway in support of District Seven and Sector Key West, the third week of the leadership campaign was presented by the Commanding Officer (CO). The week’s competency focused on management and process improvement which the CO highlighted through quotes shared in the Night Orders, competency information shared in the Plan of Day, and discussions about existing processes designed to encourage improvement in the government and workplace such as the Baldrige Criteria, the COMDT’s Alexander Hamilton Award, and the President’s SAVE campaign. Also used to facilitate an all hands discussions at the end of the week was the movie “Office Space.” Using clips of the movie, discussions were held to highlight the challenges of management and process improvement, the negative aspects of poor management, and improper process improvement. As an all hands activity, all crewmembers provided a short description of a problem and possible solution that could used for process improvement ranging from the unit’s to the Coast Guard’s scope of work.

5. Partnering: Appropriately, the final week of the leadership campaign focusing on partnering corresponded again with an additional M&R week following the completion of a patrol. During this week, the Port and Starboard crew of NANTUCKET were teamed together with the responsibility of fixing issues with the cutter and preparing her to sail for an extended patrol. Additionally, the teamwork between other units was highlighted by coordination of training efforts with the local Sector as well as preparing for an upcoming patrol with District Seven. The Executive Officer (XO) utilized these opportunities as well as local stories and events to draw attention to the importance and potential benefits of partnering. The XO also facilitated a group discussion at the end of the week to reiterate these items and gather input for all crewmembers regarding examples of partnering for the unit and the Coast Guard as a whole.

6. Overall the participation of the NANTUCKET Port crew was exceptional with all hands being actively involved in the entire process. Throughout each week, the inport duty sections read through articles regarding the week’s leadership competency and were led in small group discussions by the OOD. Similarly all hands provided input determining the traits of good followership, identifying potential process improvements, and participating in all hands discussions about the four highlighted leadership competencies. Two leading petty officers of the crew tackled the second week’s leadership competency while the CO and XO each led the campaign the following weeks after the first week was coordinated jointly amongst the crew. The unit was able to actively put into use the leadership training and competencies each week as well through opportunities provided by operational, training, and maintenance commitments.

7. The leadership campaign turned into a fun learning experience for all hands involved and promoted knowledge and awareness of the Coast Guard’s leadership competencies. Similar efforts will continue to facilitate growth and professional development throughout the year.

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- Enclosure:
1. NANTUCKET Port Crew Notes on Followership
 2. NANTUCKET Port Crew Sample Process Improvement Suggestions
 3. NANTUCKET Port Crew Sample Leadership Journal Entries
 4. NANTUCKET Port Crew References Used in Leadership Training