

E-PME  *Enlisted*
PROFESSIONAL MILITARY EDUCATION

Leadership Defined 3.E.01

Learning Objective(s): **DISCUSS** the Coast Guard’s Leadership Development Framework and the definition of leadership and followership.

Why You Need to Know This

As you embark on your path toward becoming a petty officer, it is important for you to understand the fundamental leadership principles and definitions which have anchored the Coast Guard’s success. These principles and definitions provide a framework upon which you can build and develop your own unique leadership style. As you will learn in this lesson, there is no such thing as a one-size-fits-all approach when it comes to leadership. Effective leadership entails many different elements and skill sets. Understanding yourself, understanding others, and understanding how to influence the mission to be accomplished is an ongoing process. In addition, understanding the important link between leadership and followership is a vital part of this process.

This lesson will provide you with an overview of leadership terms and definitions as presented in the Coast Guard’s Apprentice Leadership Program.

Topics Covered

This section will cover the following topics:

- Leadership Defined
- Followership Defined
- Coast Guard’s Leadership Development Framework
- 28 Leadership Competencies
- Responsibility Levels and Required Levels of Expertise
- Gaining and Demonstrating Competency

At the end of this lesson you will be required to participate in a learning activity. You are encouraged to first review the learning activity and the sign off requirements located in the “**You and Your Supervisor**” section of this lesson. Reviewing this information before you begin the lesson will allow you to take proper notes and focus on key learning points.

Leadership Defined Leadership is the ability to influence others to obtain their obedience, respect, confidence, and loyal cooperation. Good Leadership develops through a never-ending process of self-study, education, training, experience, observation, and emulation.

Nearly every activity that requires the participation of more than one person requires leadership. A leader leads by example and by taking responsibility for the success of any endeavor. To be effective, the leader must have the belief, trust, and confidence of those who follow. His or her character and judgment must be unimpeachable.

Effective leadership is the ability to work through others to accomplish a task. It is true, that a task can be completed without the well being of the followers (subordinates/team members) in mind, but a true leader, accomplishes a mission or task and the team benefits from the completion of the mission, either through professional development, gained responsibility, or sense of accomplishment.

Followership Defined

All Coast Guard members are followers. At some points in your career, you may be a follower, and in turn may be the leader for the same task or mission. This is the truest and most pure form of a follower, one who listens, and passes on the information, either by completing the task, or by supervising/leading a mission.

A good follower has the following characteristics:

- Initiative
- Dependability
- Learning from others
- Responsibility
- Accountability
- Critical thinking
- Effective Communications
- Commitment

Coast Guard's Leadership Development Framework

To assist members in developing their leadership abilities, the Coast Guard has developed a leadership and professional development framework constructed around three components:

- The Coast Guard's 28 Leadership Competencies
 - Responsibility levels and required levels of expertise
 - Methods for gaining and demonstrating competency
-

**28 Coast Guard's
Leadership
Competencies
Overview**

The Coast Guard's leadership competencies define the knowledge, skills, and expertise the Coast Guard expects of its leaders and divided into four categories which include:

- Leading Self
- Leading Others
- Leading Performance and Change
- Leading the Coast Guard

Descriptions of each category and 28 Coast Guard competencies are listed below.

Leading Self

Fundamental to successful development as a leader is an understanding of self and one's own abilities. This includes understanding one's personality, values, and preferences, while simultaneously recognizing one's potential as a Coast Guard member. Personal conduct, health and well-being, character, technical proficiency, lifelong learning, followership, and organizational commitment are elements to consider when setting short and long-term goals focused upon the leadership development of "self."

This category addresses the following competencies:

- Accountability & Responsibility
 - Aligning Values
 - Followership
 - Health & Well Being
 - Self Awareness & Learning
 - Personal Conduct
 - Technical Proficiency
-

Leading Others

Leadership involves working with and influencing others to achieve common goals and to foster a positive workplace climate. Coast Guard members interact with others in many ways, whether as supervisor, mentor, manager, team member, team leader, peer or worker. Positive professional relationships provide a foundation for the success of our Service. Showing respect for others, using effective communications, influencing others, working in teams, and taking care of one's people are elements to consider when evaluating one's capacity for leading others. Developing these qualities will increase capacity to serve.

This category includes the following competencies:

- Effective Communications
- Team Building
- Influencing Others
- Mentoring
- Respect for Others & Diversity Management
- Taking Care of People

Leading Performance and Change

The Coast Guard and its members constantly face challenges in mission operations. To meet these challenges, leaders must apply performance competencies to their daily duties. Performance competencies include developing a vision, managing conflict, quality and daily management of projects, appraising performance, problem solving, creativity, innovation, decision making, and customer focus. Having these competencies enables each leader—and the Service—to perform to the utmost in any situation.

The following competencies are covered in this category:

- Conflict Management
 - Customer Focus
 - Decision Making & Problem Solving
 - Management & Process Improvement
 - Vision Development & Implementation
 - Creativity & Innovation
-

Leading The Coast Guard

As leaders gain experience in the Coast Guard they must understand how it fits into a broader structure of department, branch, government, and the nation as a whole. At a local level, leaders often develop partnerships with public and private sector organizations in order to accomplish the mission. The Coast Guard "plugs in" via its key systems: money, people, and technology. A leader must thoroughly understand these systems and how they interact with similar systems outside the Coast Guard. An awareness of the Coast Guard's value to the nation, and promoting that using a deep understanding of the political system in which we operate becomes more important as one gets more senior. Leaders must develop coalitions and partnerships with allies inside and outside the Coast Guard.

This category includes the following categories:

- Financial Management
- Technology Management
- Human Resource Management
- External Awareness
- Political Savvy
- Partnering
- Entrepreneurship
- Stewardship
- Strategic Thinking

Responsibility Levels and Required Levels of Expertise

Responsibility levels are most generally defined by grade or rank, however, many times rank alone is not an accurate indication of the responsibilities or expertise an individual requires, or has achieved, within a competency. As examples, a PO3 at one work-place may have seven direct reports while a PO3 at another work-place might not have any. A captain may command a cutter or sector while others might supervise staff sections of six to eight subject matter experts. Notwithstanding, current and past assignments and experiences, there is a level of expertise in each leadership competency that can be expected of all individuals within a given grade or rank.

As your level of responsibility in the Coast Guard increases, your level of expertise in each of the twenty-eight leadership competencies deepens. **The Leadership and Development Framework is a continuum.** As you advance, you maintain the expertise you achieved at the lower levels of responsibility and build upon those knowledge, skills, and abilities.

Gaining and Demonstrating Competency

Coast Guard members have access to a variety of means to gain the required levels of expertise in each of the twenty-eight leadership competencies. These include formal and informal training programs.

Commandant has tasked the **Leadership Development Center (LDC)** with establishing programs to help members develop their leadership skills throughout their career. These programs are designed to build upon one another as a member progresses through the pay-grades. The LDC oversees the following leadership programs:

- Apprentice Leadership Program (ALP) (E-3)
- Leadership and Management School (LAMS) (E-4 - E-6)
- Chief Petty Officers Academy (CPOACAD) (E-7)
- Senior Enlisted Leadership Course (SEL) (E-7 - E-9)

As a member progresses through their career they will be required to attend some or all of these courses. These training programs should be viewed as opportunities to improve and hone leadership skills - not as required training.

Learning Activity



To successfully complete this requirement you will need to discuss the topics listed below with your supervisor:

In your own words:

1. Provide a clear definition of an effective leader. In addition, who would you say meets this criterion (either within or outside of the Coast Guard).
 2. State the **top three characteristics** of a successful follower.
-

For You and Your Supervisor

In order to meet the sign-off requirement for this lesson **YOU** must perform the following:

1. Prior to meeting with your supervisor review the contents of this lesson and organize your responses to the Learning Activity questions.
 2. Discuss your responses.
-

For You and Your Supervisor (Continued)

Before signing off on this requirement your **SUPERVISOR** must:

1. Make sure the member knows the definition and characteristics of an effective follower and leader.
2. Provide the member with corrective feedback and answer any questions they may have related to this topic.
3. Sign-off the check-off sheet on the Record of Enlisted Professional Military Education (E-PME) Performance Requirements.

References

The following references were used in this lesson, they can be found at [CG Directives at CG-612](#):

- Leadership Development Framework, COMDTINST M5351.3(series)
 - [Apprentice Leadership Program Student Guide \(http://www.uscga.edu/LDC_display.aspx?id=10283\)](http://www.uscga.edu/LDC_display.aspx?id=10283)
-