

E-PME



Enlisted

PROFESSIONAL MILITARY EDUCATION

Leading Others 4.E.02

Learning Objective(s): Discuss the role of the First Line Supervisor in leading others.

Why You Need to Know This

Effective leaders manage themselves and their relationships with others that is why the Coast Guard's first two leadership competency categories include **Leading Self** and **Leading Others**. It only makes sense that before you can lead others you must first be able to lead yourself. Leading self is about upholding personal standards, self-discipline and achieving a sense of purpose. In this model, leadership development is an ongoing process of gaining self-knowledge – not an event. Only after engaging in this process can you move to the next level which involves leading others. Leading others involves the ability to understand individuals and groups, and the ability to communicate with and influence others towards accomplishing the mission.

This lesson will discuss two key leadership concepts: leading self and leading others.

Topics Covered

This section will cover the following topics:

- Leading Self Competencies
- Leading Others Competencies
- Commitment versus Compliance

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 “**You and Your Supervisor**” section off this lesson. Reviewing this information before you begin the lesson will allow you to take proper notes and focus on key learning points.

Leading Self Competencies

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." The seven Leading Self competencies are:

1. Accountability & Responsibility
2. Followership
3. Self-Awareness & Learning
4. Aligning Values
5. Health & Well-Being
6. Personal Conduct
7. Technical Proficiency

A description of each competency is listed below:

- **Accountability and Responsibility:** Coast Guard leaders know ours is a military service and recognize the organizational structure and the chain of command. Each individual is sensitive to the impact of his or her behavior on others and the organization. Leaders take ownership for their areas of responsibility, are accountable to effectively organize and prioritize tasks, and efficiently use resources. Regulations and guidelines that govern accountability and responsibility allow leaders to use appropriate formal tools to hold others accountable when situations warrant.
 - **Followership:** All Coast Guard members are followers. The followership role encompasses initiative, commitment, responsibility, accountability, critical thinking, and effective communications. Followers look to leaders for guidance and feedback; they expect challenging tasks to both learn and develop competence. Actively involved, they seek to understand through listening, responsible questioning and feedback. Followers have the responsibility to work with leaders to ensure successful mission accomplishment.
 - **Self Awareness and Learning:** Coast Guard leaders are self-objective. They continually work to assess self and personal behavior, seek and are open to feedback to confirm strengths and identify areas for improvement, and are sensitive to the impact of their behavior on others. Successful leaders use various evaluation tools and indicators to assist in this process of understanding themselves. Coast Guard leaders understand that
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**Leading Self
Competencies
(Continued)**

leadership and professional development are life-long journeys and always work to improve knowledge, skills, and expertise. To that end, they seek feedback from others and opportunities for self-learning and development, always learning from their experiences. Leaders guide and challenge subordinates and peers, encouraging individuals to ask questions and be involved. Leaders are open to and seek new information and adapt their behavior and work methods in response to changing conditions.

- **Aligning Values:** Coast Guard leaders develop and maintain an understanding of the Coast Guard Core Values of Honor, Respect and Devotion to Duty. Leaders align personal values with organizational values, reconciling any differences that exist. Leaders embody the highest standards of Coast Guard Core Values, can communicate their meaning, hold peers and subordinates accountable to these organizational merits, and use them to guide performance, conduct, and decisions-every day.
- **Health and Well-Being:** Leaders consider the environment in which they and their people work, attending to safety and well-being. They effectively identify and manage stress. They set a personal health example with emphasis on a program of physical fitness and emotional strength. Leaders encourage others to develop personal programs including physical, mental, and spiritual well-being.
- **Personal Conduct:** Leaders demonstrate belief in their own abilities and ideas; are self-motivated, results-oriented, and accountable for their performance; recognize personal strengths and weaknesses; emphasize personal character development; and use position and personal power appropriately. They understand the relevance and importance of Coast Guard Core Values and strive for personal conduct that exemplifies these values.
- **Technical Proficiency:** Coast Guard leaders' technical knowledge, skills, and expertise allow them to effectively organize and prioritize tasks and use resources efficiently. Always aware of how their actions contribute to overall organizational success, leaders demonstrate technical and functional proficiency. They maintain credibility with others on technical matters and keep current on technological advances in professional areas. Successful leaders work to initiate actions and competently maintain systems in their area of responsibility.

Leading Others Competencies

Leadership involves working with and influencing others to achieve common goals. 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. Developing the competencies within this category will increase the capacity to serve. The Leading Others competencies include:

1. Effective Communications
2. Influencing Others
3. Respect for Others & Diversity Management
4. Team Building
5. Taking Care of People
6. Mentoring

A description of each competency is listed below:

- **Effective Communications:** Coast Guard leaders communicate effectively in both formal and informal settings. Good listeners, they reinforce the message they convey with supportive mannerisms. Leaders express facts and ideas succinctly and logically, facilitate an open exchange of ideas, ask for feedback routinely, and communicate face-to-face whenever possible. They write clear, concise, and organized correspondence and reports. Successful leaders prepare and deliver effective presentations. In situations requiring public speaking they deliver organized statements, field audience questions, confidently communicate with the media and other external entities, and distinguish between personal communication situations and those as a Coast Guard representative. Competent coaches, supervisors, followers, performance counselors, interviewers, and negotiators, leaders know how to approach many situations to achieve organizational goals.
 - **Influencing Others:** Coast Guard leaders possess the ability to persuade and motivate others to achieve the desired outcome: to create change. They influence and persuade by communicating, directing, coaching, and delegating, as the situation requires. Successful leaders understand the importance and relevance of professional relationships, develop networks, gain cooperation and commitment from others, build consensus, empower others by sharing power and responsibility, and establish and maintain rapport with key players.
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**Leading Others
Competencies
(continued)**

- **Respect for Others and Diversity Management:** Through trust, empowerment, and teamwork, Coast Guard leaders create an environment that supports diverse perspectives, approaches and thinking, fairness, dignity, compassion, and creativity. They demonstrate sensitivity to cultural diversity, race, gender, background, experience, and other individual differences in the workplace. Leaders guide and persuade others to see the value of diversity, building and maintaining a healthy working environment.
- **Team Building:** Leaders recognize and contribute to group processes; encourage and facilitate cooperation, pride, trust, and group identity; and build commitment, team spirit, and strong relationships. Coast Guard leaders inspire, guide, and create an environment that motivates others toward goal accomplishment; consider and respond to others' needs, feelings, and capabilities; and adjust their approach to suit various individuals and situations. Coast Guard leaders have a historical perspective of leadership theory that they continually develop through personal experience and study of contemporary leadership issues. They work with subordinates to develop their leadership knowledge and skills. Coast Guard leaders adapt leadership styles to a variety of situations and personify high standards of honesty, integrity, trust, openness, and respect for others by applying these values and styles to daily behavior.
- **Taking Care of People:** Successful leaders identify others' needs and abilities in the Coast Guard, particularly subordinates'. They ensure fair, equitable treatment; project high expectations for subordinates and/or their teams; express confidence in abilities; recognize efforts; and use reward systems effectively and fairly. Leaders appropriately support and assist in professional and personal situations and use formal programs to resolve situations positively.
- **Mentoring:** Drawing on their experience and knowledge, leaders deliberately assist others in developing themselves, provide objective feedback about leadership and career development, and help identify professional potential, strengths, and areas for improvement. Successful leaders identify with the role of mentor to their staff. They have the skill to advise and develop others in the competencies needed to accomplish current and future goals. Leaders seek out mentors for themselves and may be engaged in the formal Coast Guard mentoring program both as mentors and mentees.

**Commitment
Versus Compliance**

Many successful executives have learned that motivation for a task comes not from compliance but from commitment. Commitment, like motivation, comes from within. The Coast Guard expects their members to be committed at all times, not just compliant.

A member functioning at only 20-30% of their full capacity is merely compliant; meaning they are doing just enough to stay out of trouble, or complete a task. Compliant individuals are those who conform in fulfilling basic requirements or yield only when force is applied. (i.e. withholding of liberty, possible NJP, Page 7's, etc.).

A member who puts forth a level of 80-90% is a committed peak performer. This individual completes work, and seeks to help others, or seeks further responsibility, whether it be within or without of their realm of work. This is who leaders look for to inspire and motivate others.

Learning Activity



To successfully complete this requirement you will need to read the case study found on the next page and discuss your answers with your supervisor.

Case Study

Petty Officer Grace has just transferred from a small boat station to her first choice, a Sector in her home town. During her last year at the station, she spent her off duty time completing the Striker program for Yeoman. She would travel three hours to the Sector for training and supervision from the Yeoman. This training included the review of personnel records, data entry in three different systems for members of her unit, and familiarization of necessary publications and manuals.

During her first year at the Sector, Petty Officer Grace immersed herself in the day-to-day operations of the unit so that she could master the skills required of her new position. In this same time period, Petty Officer Grace had attended a professional hockey game. During the National Anthem she noticed all of the services were represented with the exception of the Coast Guard. Taking the initiative, Petty Officer Grace contacted the team to find out if the Coast Guard Color Guard Team had ever been invited. To her surprise, the Coast Guard Color Guard Team had never been considered nor did the hockey team know how to go about contacting them even if they wanted to use them.

Prior to being placed on the Sector New York Color Guard, Petty Officer Grace was a barracks watch stander and volunteered to help the Color Guard, when needed. Petty Officer Grace requested through the Color Guard Coordinator at the time if it was ok to contact the New York Rangers. Since this was never done before, the coordinator granted her request, thinking that it was a long shot anyway. After two weeks of not hearing anything back, Petty Officer Grace's phone rang and on the caller ID it said Madison Square Garden.

Since that phone call, the Coast Guard Sector Color Guard Team-New York has been used for three years, attending over 25 games, including opening night and playoff games. Petty Officer Grace is also now in her second year of providing Color Guards for the New York Knicks. Petty Officer Grace was named Color Guard – Honor Guard Coordinator, and is responsible for providing funeral honors for deceased veterans, Joint Color Guards for the New York Mets, New York Jets, New York Giants, New York Yankees, championship boxing, as well as other high profile events and dinners in the New York Metropolitan Area.

The Sector New York Color Guard services events that are attended by the Commandant, elected officials, as well as athletes and members of the movie and music industry. Petty Officer Grace was recently named Sector New York Enlisted Person of the Quarter for her day-to-day job, as well as serving as her the Weight Program Coordinator and Color Guard -Honor Guard coordinator.

Case Study Questions

After you have read the case study on the previous page answer the questions below:

1. What Leading Self competencies did Petty Officer Grace embody?
2. What Leading Others competencies did Petty Officer Grace embody?
3. What opportunities have you had to implement a program to represent the Coast Guard?
4. Have you noticed any opportunities to utilize your position to help yourself and others?

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 thoughts.
2. Present your answers to the case study.

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

1. Make sure the member understands the topic.
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:

- <http://uscg.mil/leadership/>
 - <http://www.uscg.mil/leadership/resources/competencies.asp>
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