# DISTRICT 11 NR United States Coast Guard Auxiliary

Leadership for Elected Officers
17 January 2010

## United States Coast Guard Auxiliary Leadership Competencies

- LEADING SELF
- LEADING OTHERS
- LEADING PERFORMANCE AND CHANGE
- LEADING THE AUXILIARY

### United States Coast Guard Auxiliary LEADING SELF

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

### United States Coast Guard Auxiliary LEADING OTHERS

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

### United States Coast Guard Auxiliary LEADING PERFORMANCE AND CHANGE

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

### United States Coast Guard Auxiliary LEADING THE AUXILIARY

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

#### LISTENING

- Listening to your members will help you understand their attitudes and motivators.
- Good, active listening requires great discipline.
- Avoid getting into the one up's man ship of sea stories.
- When making decisions reach out to those whom you admire, ask for advice.

#### RESPECT

- Treat all members of your Flotilla or Division with respect.
- Acknowledge and accept the diversity of our members.

Do not show favoritism
 — this will destroy your Flotilla or Division.

#### LEAD BY EXAMPLE

 You must walk the talk if you expect your members to follow.

- Members must know that you are willing to face the same training requirements as they face.
- You should not expect members to perform tasks that you are unwilling to perform.

#### COMMUNICATION

- You must make certain that your members understand what they are being asked to do.
  - Do you rely solely on Email? Or do you converse with them on the phone?
- Informal communication will reduce barriers.

#### INSPIRATION

- Inspire your members to achieve their potential.
- As a leader you must identify the motivators for each member.

#### DIRECTION

Members should know the goals of the organization and have participated in the goal setting process.

Once your members have been included in the goal making process and they (buy in) the probability of goal attainment increases exponentially.

#### 2010 DIRECTION

- 1. RECRUITING AND RETENTION
- 2. RBS PROGRAMS
  - 1. VESSEL SAFETY CHECK
  - 2. PROGRAM VISITS
  - 3. PUBLIC EDUCATION
  - 4. PUBLIC AFFAIRS
- 3 MARINE SAFETY
  - 1. AWW
  - 2. FERRY VESSEL AUDITS
- 4. OPERATIONAL ACTIVITY
  - 1. FOCUS ON INLAND WATERS
- 5. ESTABLISH, CULTIVATE, MAINTAIN RELATIONSHIPS
  - 1. Partners in maritime environment, governmental, non governmental
  - 2. Leverage our KNOWLEDGE, SKILLS, ABILITY and Resources

#### KNOWLEDGE OF TALENTS

- As a leader you should know the skill, capabilities and limitations of your members.
  - Provide your members responsibility in their areas of expertise. Leverage their talents.
- Provide opportunities to expand their skills.
   (Rotate Staff Positions)

#### PRACTICALITY

Be practical in setting realistic goals and expectations.

Remember you are leading volunteers. The only recourse they have to poor leadership is voting with their feet.

Setting realistic and attainable goals will foster trust and confidence in your organization.

#### LOYALTY

 Never put your own ambition before your members.

Never take credit for the work of your members

- DON'T STEAL THEIR OXYGEN
- Loyalty flows both directions, to obtain loyalty you must first demonstrate loyalty.

#### PRIDE

As an elected leader you should demonstrate thru your actions and behavior that you are proud to be the leader of your Flotilla or Division.

You should love what you are doing.

Enthusiasm is contagious and your members will feel it.

#### HONESTY

- All your actions must be above reproach.
- If you are not honest your members will not trust you.
- All members should be treated, honestly, fairly, consistently and equitably.
- If you make a mistake, own up to it and move on.

#### COURAGE

- You must demonstrate courage to make the right decision at difficult times.
- ► Each leader will face from time to time a MOMENT OF TRUTH A legacy defining point in time when a critical decision must be taken.

 Will you be able to take the heat and make the right decision?

#### **EMPATHY**

Thru your actions your members must feel that you are concerned about them.

You must convey to them that you understand the myriad issues involved in Auxiliary membership and activity.

#### RESILIENCE

If you fail at a task or suffer a set back, don't let that keep you from trying again.

In base ball a .400 hitter is a superstar.

# TEAMWORK Work as a team Solicit ideas Be open to new ideas

#### RECOGNITION

- You must recognize the efforts of your members.
- Recognition may take several forms
- Verbal acknowledgement at a meeting, a letter, a memento, or an official award.
- BUT--YOU MUST NEVER- EVER-EVER TAKE CREDIT FOR THE WORK AND ACCOMPLISHMENTS OF YOUR MEMBERS.

#### FINAL THOUGHTS

Leadership in the Auxiliary is like a flight of geese— when holding office you're in the lead, then you will go back to the end of the flight.

Leaders at all levels have a responsibility to identify, mentor, and encourage promising members who have the capacity to hold elected office. (Recruit, train and mentor your replacement)

#### FINAL THOUGHTS Cont.

- You must lead by example.
  - Uniforms
  - Activity
  - Training
  - Never pass up the opportunity to say thanks to your members.
    - Delegate- Don't Micromanage!
  - Rely upon trusted mentors to give advice.

#### FINAL THOUGHTS Cont.

READ the Manual first before calling DIRAUX!!!!

Encourage your staff to follow the chain of leadership and management.

Like wise you should follow the chain of leadership and management.

Remember bad news will not get better with age. If something goes South– let the chain know sooner, rather than later– you may get some good advice.

#### SENSE OF HUMOR

Ya Gotta Have a Sense of Humor.

If you're unwilling to laugh at yourself, expect a lot of folks to do it for you.

#### ABOVE ALL ELSE

HAVE FUN AND ENJOY THE **OPPORTUNITY TO SERVE IN A** LEADERSHIP CAPACITY---- YOU ARE PROVIDING LEADERSHIP TO MEMBERS OF THE FINEST, MOST WELL REGARDED VOLUNTEER ORGANIZATION IN THE UNITED STATES!

