



COMDTINST 5351.1
DEC 12 1997

COMMANDANT INSTRUCTION 5351.1

Subj: COAST GUARD LEADERSHIP DEVELOPMENT PROGRAM

1. PURPOSE. This Instruction describes the Coast Guard's Leadership Development Program (LDP) and outlines responsibilities to carry it out. It outlines leadership competencies, provides a professional reading list, and introduces a leadership essay program to enhance leadership development.
2. ACTION. Area and district commanders, commanders of maintenance and logistics commands, commanding officers of Headquarters units, assistant commandants for directorates, chief counsel, and special staff offices at Headquarters shall ensure the contents of this Instruction are given widest distribution.
3. DIRECTIVES AFFECTED. None.
4. BACKGROUND. Coast Guard Goal One is to provide leadership and a working environment that enables all our people to reach their full potential and maximize Coast Guard mission success. The Leadership Development Program supports this goal. Over the past several years the Coast Guard has built a framework for strengthening leader development. We articulated our core values: Honor, Respect, and Devotion to Duty, values which frame the behaviors the Coast Guard expects from its people. The Commandant approved establishment of a Leadership Development Center, which will be an integral part of our Coast Guard Academy. Leadership work groups identified 21 basic leadership competencies consistent with our core values, missions, and work forces that are published in this Instruction. These provide a basis for describing specific leadership performance expectations for all work force levels. The Leadership Development Program includes all Team Coast Guard work force components ... active duty and reserve military, civilians (appropriated and non-appropriated), and Auxiliary. It will use a variety of methods to develop leadership skills (e.g., formal resident training, training aids, guidebooks, coaching, and self-development).

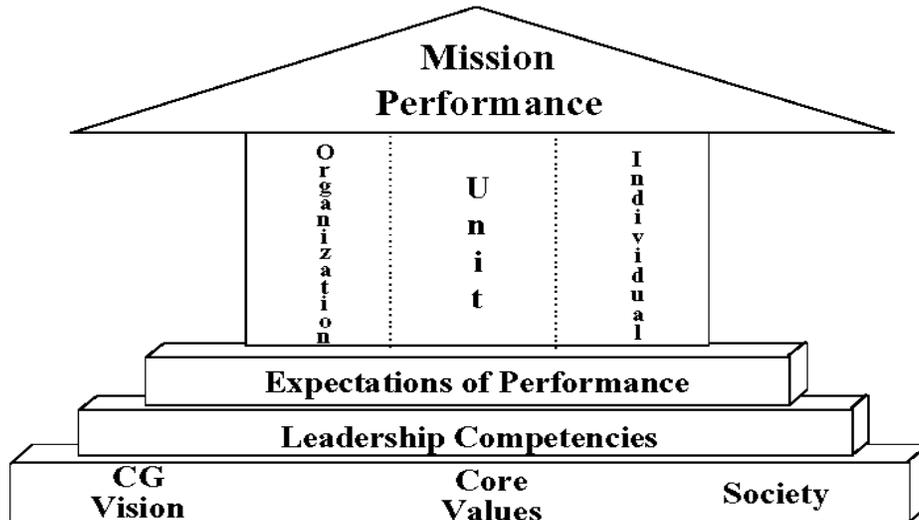
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The Leadership Development Program has four principal elements:

- Establishing leadership competencies and expectations of performance for all work force components at every level;
 - Standing up the Leadership Development Center (LDC) at the Coast Guard Academy. The LDC will include Officer Candidate School (OCS), Chief Warrant Officer Indoctrination, the Chief Petty Officers Academy, Officer-in-Charge/Executive Petty Officer Training, Command and Operations School, the Civilian Employee Orientation Program, and the Leadership and Quality Institute;
 - Building core values, leadership competencies, and expectations of performance into existing resident training (e.g., "A" Schools, OCS, and the Academy); and
 - Providing tools to help individuals and units improve leadership skills, e.g., support for continuing education, a professional reading list, a leadership essay program, better mentoring support, and other leadership training aids.
5. PROGRAM MODEL. As one of America's armed forces with a proud humanitarian heritage, the Coast Guard has long been distinguished by individuals willing to sacrifice personal interests to accomplish our missions and defend our Nation. This unique military and humanitarian Coast Guard identity demands leadership grounded in integrity as well as professional competence. It requires leaders who understand a broad range of leadership techniques and who can apply them properly and decisively across a wide variety of situations involving every component of Team Coast Guard. The Leadership Development Program is built on these principles.

As depicted in the model below, the program foundation includes the Coast Guard's vision, core values, and societal influences. The building blocks are leadership competencies and expectations of performance. Next are organizational, unit, and individual processes that assess and develop the leadership skills needed for mission success. Responsibility for leadership development has always been shared by each **individual**, his or her **unit**, and the **organization**. The individual element includes identifying one's own strengths and shortcomings, developing a personal plan for improvement, and taking initiative in pursuing education. The unit provides support such as formal and informal indoctrination and training, counseling, and mentoring. The Coast Guard organization provides formal systems and processes such as assignments, policy, training, and education.

The Coast Guard's Leadership Development Program



6. MISSION AND VISION.

- a. **Mission.** The Coast Guard's Leadership Development Program provides a framework that helps every member of Team Coast Guard achieve his or her full potential and maximize mission performance.
- b. **Vision (Desired End State).** A fully integrated Leadership Development Program encompassing the entire Coast Guard work force throughout their time in service.

7. DEFINITIONS.

- a. **Leadership.** The ability to work through others to accomplish a task.
- b. **Effective Leader.** A leader whose followers are committed to and achieve desired results by having the right tools, information, and working environment.
- c. **Leadership Development.** The system by which an organization grows its work force into leaders.

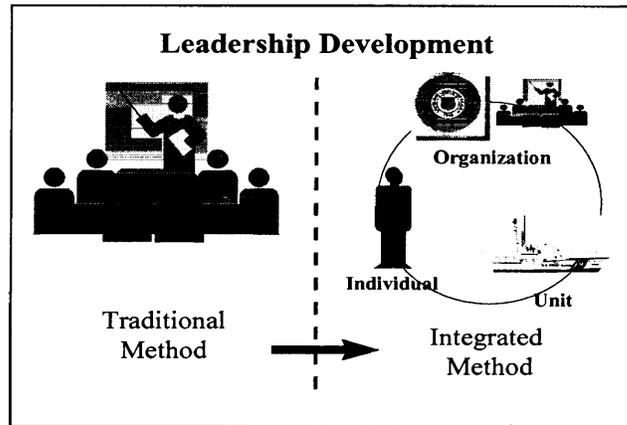
8. BASIC PRINCIPLES. The Coast Guard's Leadership Development Program (LDP) is:

- Fully integrated;
- Based on competencies and expectations of performance; and
- Job-related.

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a. **Fully Integrated.** The LDP includes:

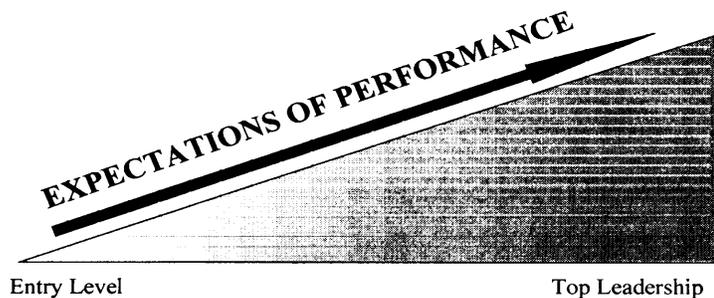
- All work force components *Military, Civilian, and Auxiliary at every rate, rank, grade, and position*
 - All methods *Training and non-training*
- (1) **Integration of Work Force Components.** Every member of Team Coast Guard has important leadership responsibilities. The LDP supports all members of Team Coast Guard.
- (2) **Integration of Methods and Levels.** The new Leadership Development Center at the Coast Guard Academy will strengthen leadership resident training. However, because leadership skills are developed not just by resident training but by a wide variety of other means such as observing others, self-development, on-the-job training, and performance feedback, values and practices taught at resident courses will be reinforced by systems, policies, and daily activities in our workplaces. The LDP considers *all* factors that influence leadership development, including:
- Resident and non-resident training;
 - Unit-level training;
 - Self-development programs for individuals;
 - Instruments for assessing unit and Coast Guard-wide work environments and culture;
 - Instruments to assess individual strengths and needs;
 - Systems and processes such as recruiting and hiring, pay and compensation, rewards and recognition, discipline, evaluations, assignments, and promotions; and
 - The impact of Coast Guard goals, regulations, and policies.



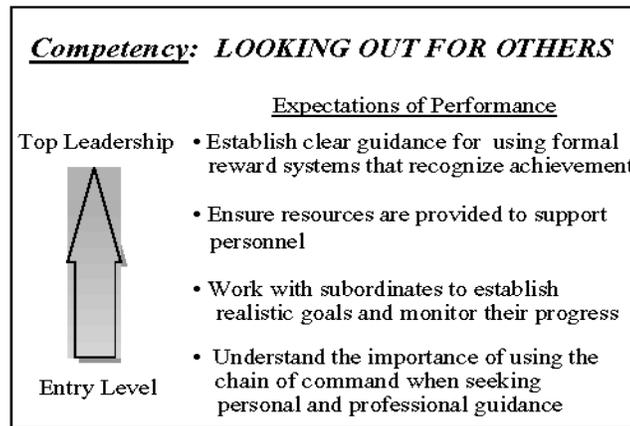
The traditional method for enhancing leadership emphasized formal training courses. The LDP includes training and non-training processes and involves the individual, unit, and organization.

b. Competencies and Expectations of Performance.

- (1) **Competencies.** Leadership competencies are measurable patterns of behavior essential to leading. The Coast Guard has identified 21 competencies which are consistent with our missions, work forces, and core values of Honor, Respect, and Devotion to Duty. Enclosure (1) describes the basic Coast Guard leadership competencies.
- (2) **Expectations of Performance.** Expectations of performance will be developed to describe the knowledge, skills, attitudes, and abilities the Coast Guard requires of each individual. They will be aligned with core values and competencies. They are cumulative and carried on through one’s career as shown by the picture below.



Example: To show how individual expectations change from entry level to top leadership, consider the competency, “Looking out for Others.” It is described: *Successful leaders identify others’ needs and abilities. They ensure fair and equitable treatment, project high expectations for subordinates and their teams, know their job, express confidence in their abilities, recognize achievements, and use reward systems effectively. Leaders appropriately support and assist in professional and personal situations and use formal and informal processes to positively resolve situations.*



As one moves from entry level to top leadership, the level of performance grows from awareness, to application, to overall responsibility.

Expectations of performance are developed using “needs assessments.” Two needs assessments, for non rates and chief petty officers, have already been completed. Because they addressed the senior and junior ends of the enlisted work force, they will also help to develop performance expectations for the petty officer pay grades in between. Additional needs assessments will be conducted over the next several years to develop performance expectations for other positions and work force components. Needs assessments for ensigns and top leadership, military and civilian, are scheduled to begin in 1998. Needs assessment results will influence current training (e.g., recruit training, “A” Schools, CPO Academy, Officer Candidate School, the Academy, civilian developmental programs) and non-training processes (e.g., recruiting, compensation, rewards and recognition, evaluations, assignments, and promotions).

- c. **Job-Related.** Coast Guard personnel have different leadership development needs depending on their job. Many factors create differences in leadership requirements. For example, a Chief Boatswain’s Mate who is an Officer-In-Charge of a cutter has different leadership requirements than one who is a Chief Master-At-Arms at a shore station. Additionally, because of internal promotion and assignment systems, military personnel generally move to positions of increased leadership expectations throughout a career. Civilians and Auxiliaries, however, can move through positions of greater leadership responsibility by different methods. The Leadership Development Program will take these job-related differences into account. Enclosure (2) gives examples of leadership

development tools each member of Team Coast Guard can expect from the Leadership Development Program.

9. PROFESSIONAL READING LIST. Life-long self-development is an important component of leadership development. To assist members of Team Coast Guard with their own development, enclosure (3) provides a professional reading list of books, magazines, and journals related to leadership. Individuals are encouraged to read materials on the list regularly and submit recommendations for new listings.
10. LEADERSHIP ESSAY PROGRAM. Enclosure (4) describes a Coast Guard leadership essay program designed to help individuals, units, and the entire Coast Guard share the leadership ideas and experiences of Team Coast Guard on a broad basis. Participation is voluntary.
11. RESPONSIBILITIES. Commandant (G-WTL), as program manager for the LDP, working with the Coast Guard Academy Superintendent and the Leadership Advisory Council will:
 - a. Establish the Leadership Development Center at the Coast Guard Academy according to the following schedule:

• Command and Operations School	On line
• Chief Warrant Officer Indoctrination	October 1997
• Officer-in-Charge/Executive Petty Officer Course	April 1998
• Leadership and Quality Institute	May 1998
• Officer Candidate School	July 1998
• Civilian Employee Orientation Program	July 1998
• Chief Petty Officer Academy (East Coast)	October 1998
 - b. Oversee the progress of needs assessments;
 - c. Develop and publish expectations of performance for all of Team Coast Guard;
 - d. Continually assess the performance of Coast Guard leaders against defined expectations. Help determine the causes of any significant leadership performance gaps and recommend appropriate remedies;
 - e. Act as program manager for the leadership portions of resident-training courses, including:
 - Officer and enlisted accession-point training;
 - Military training such as "A" schools, CPO Academy, CWO Indoctrination, Command and Operations courses;
 - Mentoring Course;
 - Civilian Employee Orientation and Career Development; and
 - Leadership and Quality Institute courses.

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- f. Develop a Coast Guard-specific CWO Indoctrination Course;
- g. Support and help standardize unit-level leadership initiatives; and
- h. Develop and publish a Work Force Career Development Guide.

- Encl:
- (1) Coast Guard Leadership Competencies
 - (2) Table of Future Leadership Development Tools
 - (3) Professional Reading List
 - (4) Leadership Essay Program

Coast Guard Leadership Competencies

DEFINITION

Leadership competencies are measurable patterns of behavior essential to leading. The Coast Guard has identified 21 competencies consistent with our missions, work force, and core values of Honor, Respect, and Devotion to Duty.

PURPOSE

Outlining our leadership competencies will help Team Coast Guard become familiar with these important concepts. Expectations of performance based on the competencies will be published in the future. Performance expectations are the leadership knowledge, skills, attitudes, and abilities individuals should possess at various levels. The competencies and expectations will be integral parts of our Leadership Development Program, the ultimate goal of which is enhanced *mission performance*.

CATEGORIES

The competencies generally fall into three broad categories: SELF, WORKING WITH OTHERS, and PERFORMANCE, although some competencies overlap categories. Together, these leadership competencies are keys to success. Developing them in all Coast Guard people will promote the continuous improvement necessary for the Coast Guard to provide valued service to the public and remain SEMPER PARATUS.

- Self--Fundamental to successful development as a leader is an understanding of self and one's own abilities, including personality, values, preferences, and potential as a Coast Guard member.
 - Working with Others--Leadership involves working with and influencing others to achieve common goals. Coast Guard people interact with others in many ways, whether as supervisor, mentor, manager, team member, team leader, peer, or subordinate. Positive professional relationships provide a foundation for the success of our Service.
 - Performance--Coast Guard people constantly face challenges in mission operations. To meet these challenges, leaders must apply leadership competencies in their daily duties.
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DESCRIPTIONS

Descriptions of the 21 competencies shown within the categories of Self, Working With Others, and Performance are shown on the next three pages.

Competencies of Self

Competency	Behaviors
<i>Accountability and Responsibility</i>	<ul style="list-style-type: none"> • Understand the Coast Guard's character and structure as a military service committed to being "Always Ready" • Recognize and use the chain of command appropriately • Understand the impact of your behavior on others, your unit, and the Coast Guard organization • Take ownership of your areas of responsibility • Use public resources efficiently
<i>Aligning Values</i>	<ul style="list-style-type: none"> • Understand and embody the Coast Guard's core values: Honor, Respect, and Devotion to Duty • Align your personal behavior with the Coast Guard's core values • Hold peers and subordinates accountable to the core values
<i>Followership</i>	<ul style="list-style-type: none"> • Understand that all Coast Guard personnel are followers • Look to leaders for guidance and feedback on your performance • Seek and accept challenging tasks to learn and develop competence • Seek to understand others through listening and questioning • Work with leaders to ensure successful mission accomplishment
<i>Health and Well-Being</i>	<ul style="list-style-type: none"> • Promote a safe work environment for yourself and others • Recognize and manage stress • Set a personal health example, emphasizing physical fitness and emotional strength • Encourage others to maintain health and well-being
<i>Personal Conduct</i>	<ul style="list-style-type: none"> • Personify high standards of honesty, integrity, trust, openness, fairness and compassion • Be self-motivated, professional, and results-oriented • Have confidence in your own abilities and ideas • Learn your strengths and weaknesses • Use position and personal power appropriately
<i>Self Awareness and Learning</i>	<ul style="list-style-type: none"> • Seek opportunities for self-development and life-long learning • Choose to learn and grow from experience • Adapt your behavior and work methods to changing conditions and unexpected obstacles • Seek feedback on your personal and professional strengths and areas for improvement • Learn to manage your time effectively
<i>Technical Proficiency</i>	<ul style="list-style-type: none"> • Be prepared: learn, develop, and demonstrate technical and functional expertise in your areas of responsibility • Understand how your skills and actions contribute to mission readiness and performance • Keep current on technological advances • Effectively organize and prioritize tasks

Competencies of Working With Others

Competency	Behaviors
<i>Influencing Others</i>	<ul style="list-style-type: none"> • Motivate others to achieve desired outcomes by directing, coaching, and delegating as the situation requires • Recognize the importance of building professional relationships • Develop networks of contacts and colleagues • Establish rapport with key players • Empower others by delegating power and responsibility and hold them accountable • Gain cooperation and commitment from others
<i>Respect for Others and Diversity Management</i>	<ul style="list-style-type: none"> • Understand and support the Coast Guard's commitment to respect for every individual in the workplace • Recognize and promote the value of diversity • Foster an environment that supports diverse individuals and perspectives, fairness, dignity, compassion, and creativity in the workplace
<i>Looking out for Others</i>	<ul style="list-style-type: none"> • Recognize the needs and abilities of others, particularly subordinates • Ensure fair and equitable treatment • Provide opportunities for professional development • Recognize and reward performance • Support and assist others in professional and personal situations
<i>Effective Communication</i>	<ul style="list-style-type: none"> • Learn to express facts and ideas succinctly and logically • Be an active and supportive listener • Encourage open exchange of ideas • Communicate face-to-face when possible • Write clearly and concisely • Speak effectively before an audience • Distinguish between personal and official communication situations and act accordingly
<i>Group Dynamics</i>	<ul style="list-style-type: none"> • Build commitment, pride, team spirit, and strong relationships • Recognize and contribute to group efforts • Foster group identity and cooperation • Motivate and guide others toward goal accomplishment • Consider and respond to others' needs and capabilities
<i>Leadership Theory</i>	<ul style="list-style-type: none"> • Study and understand different leadership theories and styles • Work with subordinates to develop their leadership knowledge and skills • Adapt leadership approaches to meet varying situations including crises
<i>Mentoring</i>	<ul style="list-style-type: none"> • Assist others in their development by sharing your experience and knowledge • Provide feedback to others on their leadership and career development • Help others identify professional goals, strengths, and areas for improvement

Competencies of Performance

Competency	Behaviors
<i>Vision Development and Implementation</i>	<ul style="list-style-type: none"> • Set and work toward a vision for your unit, division, or department in line with the Coast Guard's overall vision, missions, strategy, and values • Establish and clearly communicate objectives • Initiate action and provide support and systems to achieve goals • Manage and champion organizational improvement
<i>Customer Focus</i>	<ul style="list-style-type: none"> • Focus on external requirements • Actively seek feedback and suggestions and encourage others to do the same • Ensure internal and external customers' needs are met
<i>Decision-Making and Problem-Solving</i>	<ul style="list-style-type: none"> • Learn to identify and analyze problems under normal and extreme conditions • Learn to consider and assess risks and alternatives • Use facts, input from systems, input from others, and sound judgment to reach conclusions • Learn to lead effectively in crisis, keeping focus on key information and decision points • Commit to action; be as decisive as a situation demands • Involve others in decisions that affect them • Evaluate the impact of your decisions
<i>Conflict Management</i>	<ul style="list-style-type: none"> • Encourage open communication about controversial issues • Promote collaboration to manage contention • Confront conflict constructively to minimize impact to self, others, and the organization
<i>Performance Appraisal</i>	<ul style="list-style-type: none"> • Use goal-setting, delegation, and effective communications to manage performance effectively • Articulate performance expectations to subordinates • Coach and provide feedback to subordinates continuously • Document performance • Seek out performance expectations for yourself and your unit
<i>Management and Process Improvement</i>	<ul style="list-style-type: none"> • Use goals, milestones, and control mechanisms to measure and manage performance • Evaluate progress and outcomes of current processes • Seek continuous improvement through periodic assessments • Improve products and services to meet changing customer needs
<i>Workforce Management Systems</i>	<ul style="list-style-type: none"> • Understand and support civilian and military promotion, advancement, training, assignment, and award systems • Support personnel working on advancement, special programs, training, and future assignments • Use formal reward systems to recognize positive performance and development

Leadership Development Tools

This table shows examples of leadership development tools that exist or will be developed. The final tools will be shaped by the needs assessments to be completed over the next several years; some of the items shown may be modified based on outcomes of the needs assessments.

Enlisted Work Force

Enlisted Leadership Development Tools	E-1/2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	E-10
Standardized "A" School Leadership Curriculum		●							
Career Development Guidebook	●	●	●	●	●	●	●	●	●
CPO Academy Leadership Curriculum (Active Duty)						✓	✓	✓	
CPO Academy Leadership Curriculum (Reserve)						✓	✓	✓	
DoD Senior Enlisted Academies						✓	✓	✓	
Essay Program	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ethics in the Military Correspondence Course					●	●			
First-line Supervisor Correspondence Course (self-study w/case studies)			●	●					
Fundamentals of Coast Guard Leadership Correspondence Course (self-study)	●	●	●						
Leadership and Management School			✓	✓	✓	✓			
Leadership Case Study Individual Program		●	●	●	●	●	●	●	
Leadership Reaction Course (resident, hands-on)				●	●	●			
Mentoring in a Diverse Workforce Course					✓	✓	✓	✓	
Mentoring Program	✓	✓	✓	✓	✓	✓	✓	✓	✓
MRNs: Leadership Performance Based Qualifications		●	●	●	●	●			
MRNs: Leadership Sections of Correspondence Courses		●	●	●	●	●			
Officer-In-Charge/Executive Petty Officer Course				✓	✓	✓	✓		
Professional Reading List	✓	✓	✓	✓	✓	✓	✓	✓	✓

✓ = Present Leadership Tool ● = Future/Potential/Being Developed Leadership Tool

Encl. (2) to COMDTINST 351.1

Check official source for exact eligibility requirements for existing courses
(e.g., Commandant Notice 1540, Servicewide Civilian Sponsored Training Programs Catalog).

Leadership Development Tools (continued)

Enlisted Leadership Development Tools	E-1/2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	E-10
Recruit Training Company Commander Course				✓	✓	✓			
Recruit Training Leadership Curriculum	●								
Silver/Gold Badge CEA Training						●	●	●	●
Striker Leadership Program (computer-based)		●							
Successful Leadership Correspondence Course				●	●				
Top Leadership Development Seminar									●
TQM Facilitator Training				✓	✓	✓	✓	✓	
Tuition Assistance for Education	✓	✓	✓	✓	✓	✓	✓	✓	✓
Unit Leadership Program	●	●	●	●	●	●	●	●	
Unit "Welcome Aboard" Packages	✓	✓	✓	✓	✓	✓	✓	✓	
USCG Recruiter Training				✓	✓	✓			

✓ = Present Leadership Tool ● = Future/Potential/Being Developed Leadership Tool

Check official source for exact eligibility requirements for existing courses
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Leadership Development Tools (continued)

Officer Work Force

Officer Leadership Development Tools	W-2 W-3	W-4	O-1	O-2	O-3	O-4	O-5	O-6	O-7 O-8 O-9	O-10
Standardized Accession Point Leadership Training	●		●	●	●					
Capitol Hill Workshop							✓	✓		
Capstone									✓	✓
Career Development Guidebook	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Civilian Personnel Procedures for Supervisors	✓	✓		✓	✓	✓	✓	✓	✓	✓
Command and Operations School	✓	✓		✓	✓	✓	✓	✓		
Council for Excellence in Government Fellows Program							✓			
DoD Senior Service Schools								✓	✓	
Essay Program	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ethics in the Military Correspondence Course					●	●				
Executive Development Seminar								✓		
Executive Potential Program							✓			
First-line Supervisor Correspondence Course (self-study w/case studies)	●			●	●					
Graduate School Programs				✓	✓	✓				
Human Resource Issues for Senior Managers Program							✓	✓		
ICAF							✓	✓		
Leadership and Management School	✓		✓	✓	✓					
Leadership Case Study Individual Program			●	●	●					
Leadership Reaction Course (resident, hands-on)	●		●	●	●					
Leadership Seminars				●		●		●		
Management Development Seminar							✓	✓		
Managing Diversity for Managers and Supervisors	✓	✓		✓	✓	✓	✓	✓	✓	
Mentoring in a Diverse Workforce Course	✓	✓		✓	✓	✓				

✓ = Present Leadership Tool ● = Future/Potential/Being Developed Leadership Tool

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Leadership Development Tools (continued)

Officer Leadership Development Tools	W-2 W-3	W-4	O-1	O-2	O-3	O-4	O-5	O-6	O-7 O-8 O-9	O-10
Mentoring Program	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mid-Grade Officer Correspondence Course						●	●			
Naval War College						✓	✓	✓		
Power of Vision							✓	✓		
Professional Reading List	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Seminar for New Managers							✓			
Successful Leadership Correspondence Course					●	●				
Top Leadership Development Seminar									●	●
TQM Facilitator Training	✓	✓	✓	✓	✓	✓	✓	✓		
Tuition Assistance for Education	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Unit Leadership Program	●	●	●	●	●	●	●	●		
Unit "Welcome Aboard" Packages	✓	✓	✓	✓	✓	✓	✓	✓		
White House Workshop							✓	✓		
Women's Executive Leadership Program					✓	✓				

✓ = Present Leadership Tool ● = Future/Potential/Being Developed Leadership Tool

Check official source for exact eligibility requirements for existing courses
(e.g., Commandant Notice 1540, Servicewide Civilian Sponsored Training Programs Catalog).

Leadership Development Tools (continued)

Civilian Work Force (GS)

Civilian (General Schedule) Leadership Development Tools	GS 1-6	GS 7-10	GS 11-12	GS 13-14	GS 15	SES
Aspiring Leader Program	✓ (5-6)	✓ (7)				
Basic USCG Orientation Self Paced Training (computer-based)	●	●	●	●		
Capitol Hill Workshops				✓	✓	
Career Development Guidebook	●	●	●	●	●	●
Career Enrichment Seminar	✓ (5-6)	✓				
Career Strategies Seminar			✓	✓		
Career Transition Workshop	✓	✓	✓	✓	✓	✓
Civilian Employee Orientation Program		✓ (9-10)	✓	✓	✓	
Civilian Personnel Procedures for Supervisors	✓	✓	✓	✓	✓	✓
Council for Excellence in Government Fellows Program				✓ (14)		
Employee Tuition Assistance Program	✓	✓	✓	✓	✓	✓
Essay Program	✓	✓	✓	✓	✓	✓
Executive Development Seminar					✓	✓
Executive Potential Program				✓		
Federal Executive Institute					✓	✓
First-line Supervisor Correspondence Course (self-study w/case studies)	●	●	●			
Human Resources Issues for Senior Managers				✓ (14)	✓	
ICAF				✓ (14)	✓	
Leadership and Management School	✓	✓				
Leadership Case Study Individual Program	●	●	●	●		
Management Development Seminar				✓	✓	

✓ = Present Leadership Tool

● = Future/Potential/Being Developed Leadership Tool

Check official source for exact eligibility requirements for existing courses
(e.g., Commandant Notice 1540, Servicewide Civilian Sponsored Training Programs Catalog).

Leadership Development Tools (continued)

Civilian (General Schedule) Leadership Development Tools	GS 1-6	GS 7-10	GS 11-12	GS 13-14	GS 15	SES
Managing Diversity for Managers and Supervisors	✓	✓	✓	✓	✓	
Mentoring in a Diverse Workforce Course		✓	✓	✓ (13)		
Mentoring Program	✓	✓	✓	✓	✓	✓
Naval War College			✓	✓	✓	
New Leader Program		✓	✓ (11)			
Power of Vision				✓ (14)	✓	
Professional Reading List	✓	✓	✓	✓	✓	✓
Seminar for New Managers				✓	✓	
Successful Leadership Correspondence Course		●	●	●		
Top Leadership Development Seminar						●
TQM Facilitator Training	✓	✓	✓			
Unit Leadership Program	●	●	●	●	●	●
Unit “Welcome Aboard” Packages	✓	✓	✓	✓	✓	✓
White House Workshop				✓	✓	
Women’s Executive Leadership Program			✓ (12)			

✓ = Present Leadership Tool ● = Future/Potential/Being Developed Leadership Tool

Check official source for exact eligibility requirements for existing courses (e.g., Commandant Notice 1540, Servicewide Civilian Sponsored Training Programs Catalog).

Leadership Development Tools (continued)

Civilian Work Force (Wage System)

Civilian (Wage System) Leadership Development Tools	WG 1-8	WG 9-11 WL 1-5 WS 1-7	WG12-15 WL 6-14 WS 8-13	WL 15 WS 14-19
Aspiring Leader Program		✓		
Basic USCG Orientation Self Paced Training (computer-based)	●	●	●	●
Career Development Guidebook	●	●	●	●
Career Enrichment Seminar	✓	✓	✓	
Employee Tuition Assistance Program	✓	✓	✓	✓
First-line Supervisor Correspondence Course (self-study w/case studies)		●	●	●
Leadership and Management School	✓	✓	✓	
Leadership Case Study Individual Program		●	●	●
Managing Diversity for Managers and Supervisors	✓	✓	✓	✓
Mentoring in a Diverse Workforce Course			✓	✓
Mentoring Program	✓	✓	✓	✓
New Leader Program			✓	
Professional Reading List	✓	✓	✓	✓
Successful Leadership Correspondence Course			●	●
TQM Facilitator Training		✓	✓	✓
Unit Leadership Program	●	●	●	●
Unit "Welcome Aboard" Packages	✓	✓	✓	✓

✓ = Present Leadership Tool ● = Future/Potential/Being Developed Leadership Tool

Check official source for exact eligibility requirements for existing courses
(e.g., Commandant Notice 1540, Servicewide Civilian Sponsored Training Programs Catalog).

Leadership Development Tools (continued)

Civilian Work Force (NAF)

Civilian (NAF) Leadership Development Tools	NF1	NF2	NF3	NF4	NF5	NF6
Basic USCG Orientation Self Paced Training (computer-based)	●	●	●	●	●	●
Career Development Guidebook	●	●	●	●	●	●
Civilian Employee Orientation Program				✓	✓	
First-line Supervisor Correspondence Course (self-study w/case studies)		●	●	●		
Leadership and Management School			✓	✓		
Leadership Case Study Individual Program		●	●	●	●	
Managing Diversity for Managers and Supervisors				✓	✓	✓
Mentoring in a Diverse Workforce Course			✓	✓	✓	
Mentoring Program	✓	✓	✓	✓	✓	✓
Professional Reading List	✓	✓	✓	✓	✓	✓
Successful Leadership Correspondence Course				●	●	
Unit Leadership Program	●	●	●	●	●	
Unit "Welcome Aboard" Packages	✓	✓	✓	✓	✓	

✓ = Present Leadership Tool ● = Future/Potential/Being Developed Leadership Tool

Check official source for exact eligibility requirements for existing courses (e.g., Commandant Notice 1540, Servicewide Civilian Sponsored Training Programs Catalog).

Leadership Development Tools (continued)

Auxiliary Work Force

Auxiliary Leadership Development Tools	Member	FSO VFC FC BA BC	ADSO DSO DCP DVC DC	VCO RCO DCO
Auxiliary Flotilla Leadership		✓		
Deck Watch Officer PQS	✓	✓	✓	
Essay Program	✓	✓	✓	✓
First-line Supervisor Correspondence Course (self-study w/case studies)		●	●	
Leadership and Management School	✓	✓	✓	✓
Leadership Case Study Individual Program	●	●	●	
Mentoring Program	✓	✓	✓	✓
New Auxiliary Member Course	✓			
Professional Reading List	✓	✓	✓	✓
Successful Leadership Correspondence Course		●	●	
Top Leadership Development Seminars				●
TQM Facilitator Training	✓	✓	✓	✓
Unit Leadership Program	●	●	●	●
Unit "Welcome Aboard" Packages	✓	✓	✓	✓
VCO Training				✓

✓ = Present Leadership Tool ● = Future/Potential/Being Developed Leadership Tool

Check official source for exact eligibility requirements for existing courses

(e.g., Commandant Notice 1540, Servicewide Civilian Sponsored Training Programs Catalog, Auxiliary Web site).

Coast Guard Professional Reading List

PURPOSE

This reading list is designed to offer Coast Guard people recommended books, magazines, and journals related to leadership. This list is not all-inclusive; the goal is to provide a starting point or expand existing knowledge and skills.

The reading list provides a tool for **individual** leadership growth-taking into account that responsibility for leadership development rests on each **individual**, his or her **unit**, and the **organization**.

SELECTING FROM THE LIST

Books are listed in four categories by rank and grade. Categories were created as a means to organize the many books available. Do not feel bound to those listed at your level; explore up and down the list based on your own interests.

To help people choose the books that will be most valuable to them, summaries of each title will be made available on the Leadership Development Center Web site at <http://www.dot.gov/dotinfo/uscg/hq/uscg/ldc/ldc.html>.

E-1 to E-6, GS-1 to GS-6, WG-1 to WG-11, WL-1 to WL-5, WS-1 to WS-7, NF-1 to NF-3, AUX MBR

Consider reading four to six books annually from the following list:

- *The Coast Guardsman's Manual* (8th Edition), George E. Krietemeyer, CAPT, USCG (Retired)
- *The Art of Communicating*, Bert Decker
- *Beyond Race and Gender*, R. Roosevelt Thomas, Jr.
- *Castro's Ploy-America's Dilemma: The 1980 Cuban Boatlift*, Alex Larzelere
- *The Coast Guard at War: Vietnam, 1965-1975*, Alex Larzelere
- *Coastal Forces*, Barry Clarke, Jurgen Fielitz, and Malcolm Touchin
- *A Code to Keep*, Ernest C. Brace
- *Guardians of the Sea: History of the U.S. Coast Guard, 1915 to the Present*, Robert E. Johnson

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- *How Good People Make Tough Choices: Resolving the Dilemmas of Ethical Living*, Rushworth M. Kidder
- *Learning to Lead: A Workbook on Becoming a Leader*, Warren Bennis and Joan Goldsmith
- *Naval Ceremonies, Customs, and Traditions*, William P. Mack and Royal W. Connell
- *On Becoming A Leader*, Warren Bennis
- *On Leadership*, John W. Gardner
- *The Perfect Storm*, Sebastian Junger
- *Principle-Centered Leadership*, Stephen R. Covey
- *Sea of Grass: The Maritime Drug War 1970-1990*, Charles M. Fuss
- *The Seven Habits of Highly Effective People*, Stephen R. Covey
- *That Others Might Live: The U.S. Life-Saving Service, 1878-1915*, Dennis L. Noble
- U.S. Constitution

E-7, W-1 to W-2, Cadets and Officer Candidates, 0-1 to 0-3, GS-7 to GS-11, WG-12 to WG-15, WL-6 to WL-14, WS-8 to WS-13, NF-3 to NF-4, FSO, VFC, FC, BA, BC

Consider reading four to six books annually from the following list:

- *The Armed Forces Officer*, S. L. A. Marshall
- *Challenge of Command: A Reading for Military Excellence*, Roger H. Nye
- *The Change Masters: Innovation and Entrepreneurship in the American Corporation*, Rosabeth Moss Kanter
- *Command at Sea*, William P. Mack, VADM, USN (Retired) and Albert H. Konetzni, CDR, USN
- *Division Officer's Guide*, John V. Noel, Jr., CAPT, USN (Retired) and James Stavridis
- *Five-Star Leadership: The Art and Strategy of Creating Leaders at Every Level*, Patrick L. Townsend and Joan E. Gebhardt

- *Flight of the Buffalo: Soaring to Excellence, Learning to Let Employees Lead*, James A. Belasco and Ralph C. Stayer
- *The General Danced at Dawn*, George M. Fraser
- *Grant & Lee: A Study in Personality and Generalship*, J. F. C. Fuller
- *Lincoln on Leadership: Executive Strategies for Tough Times*, Donald T. Phillips
- *Mastering Change: The Power of Mutual Trust and Respect in Personal Life, Business and Society*, Ichak Adizes
- *Military Leadership: In Pursuit of Excellence*, Edited by Robert L. Taylor and William E. Rosenbach
- *Naval Leadership: Voices of Experience*, Karel Montor
- *The Naval Officer's Guide*, William P. Mack, VADM, USN (Retired) with Thomas D. Paulsen, CAPT, USN
- *Out of the Crisis*, W. Edwards Deming
- *Reluctant Warrior: A Marine's True Story of Duty and Heroism in Vietnam*, Michael C. Hodgins
- *Taking Charge: Making the Right Choices*, Perry M. Smith
- *To Get the Job Done: Readings in Leadership and Management*, John B. Washbush
- *Type Talk: The 16 Personality Types That Determine How We Live, Love, and Work*, Otto Kroeger and Janet M. Thue
- *The Wisdom of Teams: Creating the High-Performance Organization*, Jon R. Katzenbach and Douglas K. Smith
- *Women and the Military: Over 100 Notable Contributors, Historic to Contemporary*, John P. Dever and Marcia C. Dever

E-8 to E-9, W-3 to W-4, 0-4 to 0-5, GS-12 to GS-14, WL-15, WS-14 to WS-19, NF-4 to NF-5, ADSO, DSO, DCP, DVC, DC

Consider reading four to six books annually from the following list:

- *Beyond the Wall of Resistance: Unconventional Strategies That Build Support for Change*, Rick Maurer

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- *Call for Fire: Sea Combat in the Falklands and the Gulf War*, Chris Craig
- *Douglas Southall Freeman on Leadership*, Douglas Southall Freeman and Stuart W. Smith (editor)
- *The Empowered Manager: Positive Political Skills at Work*, Peter Block
- *The Fifth Discipline Fieldbook*, Peter M. Senge, et al
- *Hope Is not a Method: What Business Leaders Can Learn from America's Army*, Gordon R. Sullivan, GEN, USA (Retired) and Michael V. Harper
- *Implementing Organizational Change*, Gordon Lippitt, et al
- *The Influence of Sea Power Upon History, 1660-1783*, T. Mahan
- *The Joint Staff Officer's Guide*, National Defense University
- *Leadership and Management of Volunteer Programs: A Guide for Volunteer Administrators*, James C. Fisher and Kathleen M. Cole
- *Leadership and the New Science: Learning About Organization from an Orderly Universe*, Margaret J. Wheatley
- *Leadership: Development, Maturity and Power*, Lee and Norma Barr
- *The Military 100: A Ranking of the Most Influential Military Leaders of all Time*, Michael Lee Lanning
- *My American Journey*, Colin L. Powell
- *Naval Command and Control*, W. T. T. Pakenham
- *The New Leaders: Guidelines on Leadership Diversity in America*, Ann M. Morrison
- *The Parameters of Military Ethics*, Edited by Lloyd J. Matthews and Dale E. Brown
- *The Quiet Warrior: A Biography of Admiral Raymond A. Spruance*, Thomas B. Bue
- *Some Principles of Maritime Strategy*, Julian S. Corbett
- *True Faith and Allegiance: The Burden of Military Ethics*, James H. Toner
- *Typhoon, The Other Enemy: the Third Fleet and the Pacific Storm of 1944*, C. Raymond Calhoun, CAPT, USN (Retired)

- *Win-Win Negotiating: Turning Conflict into Agreement*, Fred E. Jandt
 - *Wolf: U-boat Commanders in World War II*, Jordan Vau
-

0-6 to 0-9, GS-15 to GS-18, NF-5 to NF-6, SES, VCO, RCO, DCO

Consider reading four to six books annually from the following list:

- *The Best and the Brightest*, David Halberstam
 - *Built to Last: Successful Habits of Visionary Companies*, James C. Collins and Jerry I. Porras
 - *The Nightingale's Song*, Robert Timberg
 - *Nimitz*, Elmer B. Potter
 - *On the Origins of War and the Preservation of Peace*, Donald Kagan
 - *One Hundred Days: The Memoirs of the Falklands Battle Group Commander*, ADM Sandy Woodward with Patrick Robinson
 - *Overcoming Organizational Defenses: Facilitating Organizational Learning*, Chris Argyris
 - *The Rise and Fall of the Great Powers: Economic Change and Military Conflict from 1500-2000*, Paul M. Kennedy
 - *Understanding Your Management Style: Beyond the Myers-Briggs Type Indicators*, Robert Benfari and Jean Knox
-

JOURNALS & MAGAZINES

The following leadership journals and magazines may be relevant to the challenges Coast Guard leaders face.

Executive Excellence: This magazine of leadership development, managerial effectiveness, and organizational productivity is written for today's leaders and managers. Contributing editors include Stephen Covey, Peter Senge, Elizabeth Pinchot, Ken Blanchard, and many others. It contains insights of top business consultants, trainers, and corporate executives. Tel. 800-304-9782, ext. 115.

Harvard Business Review: This publication contains original research and first-hand perspectives from leading business thinkers around the world. Focused on the issues confronting top managers in today's complex environment, the Harvard Business Review applies research and practice to the strategic challenges and operating problems of the day. Tel. 800-274-3214.

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Proceedings: The U.S. Naval Institute, a private, self-supporting, nonprofit professional society, publishes this magazine as a forum for the sea services. Regular departments include a leadership forum and professional notes. Tel. 800-233-8764.

Quality Digest: Each month *Quality Digest* provides the latest in management and quality techniques. Columnists include Ken Blanchard, Donald Wheeler, and A. Blanton Godfrey. Each issue is filled with information about Total Quality Management, employee involvement, service quality, Baldrige award updates, exclusive interviews, and articles by quality leaders. Tel. 800-527-8875.

**AVAILABILITY
OF BOOKS AND
JOURNALS**

Public and university libraries carry many of these books and journals. You may also contact the Academy library with questions about leadership reference material that your local library cannot answer. While the Academy library is not able to serve the reference needs of the entire Coast Guard at this time, they will do whatever they can to assist individuals and commands.

USCG Academy Library
Tel: 860-444-8553
E-mail: library@exmail.uscga.edu
library@exmail.uscga.edu/Internet (from CGSWII)

**ADDITIONAL
RESOURCES**

Leadership Development Center
U.S. Coast Guard Academy (LDC)
15 Mohegan Ave.
New London, CT 06320-4195

Tel: 860-437-6838
E-mail: ldc@exmail.uscga.edu
LDC/ACAD-CA (from CGSWII)
Web site: <http://www.dot.gov/dotinfo/uscg/hq/uscga/ldc/ldc.html>

**KEEPING THE
LIST CURRENT**

The Leadership Institute and the Leadership Development Center staffs will update the reading list and encourage people to recommend books, articles, journals, and magazines. The list will be updated regularly, and the most current list will be available on the World Wide Web at <http://www.dot.gov/dotinfo/uscg/hq/uscga/ldc/ldc.html>. Links to other reading lists are also available at this site.

**BOOK REVIEW
SUBMISSIONS**

We encourage all personnel (active duty, civilians, Reservists, and Auxiliarists) to submit book reviews with these specifications:

- Reviews should discuss the books as related to one or more of the 21 leadership competencies or the Coast Guard's core values.
- Reviews should be 200 words or less.
- Include your name; rate, rank, or grade; e-mail address; telephone number; and unit name.

Submit to: LEADERSHIP DEVELOPMENT CENTER
ATTN: READING LIST
US COAST GUARD ACADEMY (LDC)
15 MOHEGAN AVE.
NEW LONDON CT 06320-4195

E-mail: ldc@exmail.uscga.edu
LDC/ACAD-CA (from CGSWII)

PUBLICATION

Selected book reviews will be published on the World Wide Web at <http://www.dot.gov/dotinfo/uscg/hq/uscga/ldc/ldc.html> and in the quarterly Coast Guard newsletter, *The Leadership News*.

Coast Guard Leadership Essay Program

PURPOSE

The leadership essay program is intended to provide:

- A medium for individuals to research and write about leadership issues
 - Material for unit level discussions on leadership topics
 - A means for the Leadership Institute and the Leadership Development Center to publish information about leadership for the entire Coast Guard
 - When the topic is suitable, a tool for supervisors to use in working with subordinates on leadership improvement
-

ESSAY SUBMISSIONS

Members of Team Coast Guard are encouraged to share their ideas and experiences on leadership issues by submitting stories or short essays. Participation is voluntary.

- Base your submission on personal experience related to one or more of the leadership competencies or the Coast Guard's core values.
- Submissions should be 500 words or less.
- Include your name; rate, rank, or grade; e-mail address; telephone number; and unit name.

Submit to: LEADERSHIP DEVELOPMENT CENTER
ATTN: ESSAY PROGRAM
US COAST GUARD ACADEMY (LDC)
15 MOHEGAN AVE.
NEW LONDON CT 06320-4195

E-mail: ldc@exmail.uscga.edu
LDC/ACAD-CA (from CGSWII)

PUBLICATION

Selected essays will be published. They will also be posted on the World Wide Web at <http://www.dot.gov/dotinfo/uscg/hq/uscga/ldc/ldc.html>.

ACTION

Units can use the essays to hold leadership discussions with their personnel. Commitment to leadership begins with an immersion in what Eisenhower called "knowledge of craft." Serious study and exchange of dialogue on leadership issues is a time investment that can pay off in the form of fewer personnel problems and improved performance.

A sample agenda for a unit leadership discussion is provided in Exhibit 4-A on page 3.

Sample Leadership Seminar Agenda

This outline provides a sample format for holding workplace leadership discussions based on leadership essays.

A seminar leader should prepare for and guide the seminar. If the essay being discussed does not include workplace examples or case studies, the seminar leader may choose to find related case studies from the news or the Coast Guard to use in group discussions.

I. **Opening:** CO, XO, or other senior staff member makes opening remarks and presents essay overview

II. **Introduction**

- Seminar leader makes remarks, presents essay overview (if not already done), and gives instructions for dialogue. At larger units, participants break into smaller discussion groups (ideal group size is 3-9 people)

III. **Group Exercise**

- Group discusses the essay and related Coast Guard issues
- If case studies are included in the essay or provided by the seminar leader, sample questions the group could address are:
 - What decisions would you make as a leader and why?
 - Looking back, what could have been done to prevent the incident from occurring, and what can be done in the future to prevent it from occurring again?
 - What could the leader have done differently?
- Group records discussion and main points
- Group provides feedback to the entire forum on Discussions

IV. **Seminar Close and Evaluation**

- Seminar leader summarizes group viewpoints
- Seminar leader asks each participant to share an insight gained
- Seminar leader asks for and records positive impressions and constructive criticism of the seminar to consider in conducting future seminars

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Exhibit 4-A