LEADERSHIP DEVELOPMENT FRAMEWORK

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COMMANDANT INSTRUCTION 5351.3A

Subj: LEADERSHIP DEVELOPMENT FRAMEWORK

1. <u>PURPOSE</u>. To define and present the expected leadership knowledge, skills and abilities at every stage of a member's career to be an effective Coast Guard leader.

2. <u>ACTION</u>. All Coast Guard unit commanders, commanding officers, officers-in-charge, deputy/assistant commandants, chief of headquarter directorates must comply with the policies contained.

3. <u>AUTHORIZED RELEASE</u>. Internet release is authorized.

4. <u>DIRECTIVES AFFECTED</u>. The previous version of this Instruction, COMDTINST M5351.3 is hereby cancelled.

5. <u>BACKGROUND</u>. The Leadership Development Framework presents the career roadmap for the leadership competencies and behaviors that Coast Guard members will focus on at each stage of their career. All members of the workforce must understand what is expected of them, and this includes leadership competencies, and their associated behavior. The Leadership Development Framework draws a clear line from the Coast Guard's definition of a leader to the Leadership Competencies and behaviors of each Coast Guard member. Those expectations increase as a member's responsibility increases.

6. <u>DISCLAIMER</u>. This guidance is not a substitute for applicable legal requirements, nor is it itself a rule. It is intended to provide administrative guidance for Coast Guard personnel and is not intended nor does it impose legally-binding requirements on any party outside the Coast Guard.

7. <u>MAJOR CHANGES</u>. The Leadership Development Framework Policy has been shortened from 90 pages to ten. The definition of leadership has been updated. There are now five categories of leadership competencies instead of four. A new category called Leading Programs and Coalitions has been added between Leading Performance and Change and Leading the Coast Guard. The updated model includes the foundational leadership competencies, Leading Self, that every leader is expected to possess and master throughout their career. Beyond this are the levels of responsibility and leadership competencies that

leaders in certain paygrades are expected to additionally possess and master. While the total number of competencies remains at 28, the text describing the individual competencies is different.

8. <u>SCOPE AND AUTHORITIES</u>. The Leadership Development Framework codifies the Coast Guard's philosophy toward leader development. The Framework will be used as a reference for the basis of leadership training and development for all members of the Coast Guard workforce and throughout all levels of responsibility.

9. <u>IMPACT ASSESSMENT</u>. None.

10. <u>ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS</u>. The Office of Environmental Management, Commandant (CG-47) reviewed this Commandant Instruction and the general policies contained within, and determined that this policy falls under the Department of Homeland Security (DHS) categorical exclusion A3. This Commandant Instruction will not result in any substantial change to existing environmental conditions or violation of any applicable federal, state, or local laws relating to the protection of the environment. It is the responsibility of the action proponent to evaluate all future specific actions resulting from this policy for compliance with the National Environmental Policy Act (NEPA), other applicable environmental requirements, and the U.S. Coast Guard Environmental Planning Policy, COMDTINST 5090.1 (series).

11. <u>DISTRIBUTION</u>. No paper distribution will be made of this Instruction. An electronic version will be located in the Coast Guard Directives System Library internally, and if applicable on the Internet at www.dcms.uscg.mil/directives , and CGPortal: cg.portal.uscg.mil/library/directives/SitePages/Home.aspx .

12. <u>RECORDS MANAGEMENT CONSIDERATIONS</u>. Records created as a result of this Instruction, regardless of format or media, must be managed in accordance with the records retention schedule located on the Records Resource Center CGPortal site: https://uscg.sharepoint-mil.us/sites/cg61/CG611/SitePages/Home.aspx .

13. <u>FORMS/REPORTS</u>. The forms referenced in this Instruction are available on the Coast Guard Standard Workstation or on the Internet: www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-C4IT-CG-6/The-Office-of-Information-Management-CG- 61/Forms-Management/ .

    a) Leadership competency job-aids and graphic.
    b) Matrix of available courses and resources for developing Leadership Competencies.

14. <u>SECTION 508</u>. This Instruction was created to adhere to Accessibility guidelines and standards as promulgated by the U.S. Access Board. If changes are needed, please communicate with the Coast Guard Section 508 Program Management Office at Section.508@uscg.mil .

15. <u>REQUEST FOR CHANGES</u>. Units and individuals may formally recommend changes through the chain of command using the Coast Guard Memorandum. Comments and suggestions from users of this Instruction are welcomed. All such correspondence may be emailed to Commandant CG-128 at: HQS-SMB-OfficeofLeadership@uscg.mil .

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Appendix A. Leadership Development Framework

APPENDIX A. LEADERSHIP DEVELOPMENT FRAMEWORK

1. <u>DEFINITION</u>: **A leader is one who influences and inspires others toward a goal.**

This model is the visual representation of the Leadership Development Framework. It captures the 28 competencies that the Coast Guard values in an effective leader. These 28 competencies are a combination of management and leadership skills. Both skillsets are vitally important, and an effective Coast Guard leader must master both. Skilled leaders understand which competencies are the most appropriate choice to utilize in each scenario they face

- When a leader uses tools and tactics that fall within the category of Management, they choose to *influence* others toward a goal, meaning they leverage external factors such as discipline, policy, or pay.
- When a leader uses tools and skills that fall within the category of Leadership, they choose to *inspire* rather than influence, meaning they bring about internal motivation from their people.

2. <u>LEADERSHIP COMPETENCIES</u>:

The Leadership Development Framework's competencies are delivered through both formal and informal learning. Formal leadership development training is available to Coast Guard members as they prepare to progress to new levels of responsibility throughout their career. Informal training opportunities including on-the-job training, independent professional development, and mentorship, are critical ways that Coast Guard members learn and practice these competencies at all levels. Current information on how to attain training on the Leadership Competencies is located on the Office of Leadership's website. The 28 Leadership Competencies and their definitions are listed below.

LEADING SELF	
Leading Self competencies are the main area of focus upon a person's entrance to the Coast Guard, and they remain accountable to these foundational competencies throughout the entire duration of their career.	
Accountability	Builds trust by taking responsibility for own actions and actions of others in a transparent manner; demonstrates personal and moral courage. Holds self and others to organizational expectations. Complies with policies and doctrine.
Value Alignment	Embodies our Core Values. Personal values support organizational values. Consistently acts in a manner deserving of the public's trust. Does the right thing for the right reasons.
Self-Awareness	Regularly obtains feedback from multiple sources. Demonstrates understanding of their own conscious or unconscious biases. Values curiosity and a growth mindset. Practices self-reflection to learn from experiences of self and others.
Interpersonal Relationships	Treats all people with kindness, dignity, fairness, and respect. Is personable, empathetic, and collaborative. Maintains professional interactions and networks.
Health and Wellness	Builds resilience through demonstrated understanding of physical, emotional, spiritual, psychological, nutritional, social, environmental, and financial well-being. Knows how to access support programs and encourages others to seek support as needed.
Judgment	Considers impact of personal choices to ensure alignment with Core Values. Critically assesses situations, considers all perspectives available, and what information is needed to make the best decision. Analyzes information to understand constraints, manage risk, and achieve best possible outcomes.
Communication	Effectively transmits technical concepts, ideas, feelings, opinions, and conclusions verbally and in writing. Considers verbal and nonverbal cues, then adjusts approach based on receiver's needs to create a shared understanding, rather than to simply form a quick response.

LEADING OTHERS AND TEAMS	
Typically applies to O-1, O-2, E-4 – 6, and GS-9 – 12	
Customer Service	Anticipates and meets the needs of both internal and external stakeholders. Delivers high-quality products and services; is committed to continuous improvement.
Influence and Negotiation	Motivates, inspires, and persuades others. Builds consensus through give and take. Fosters cooperation from others to obtain information and accomplish goals while balancing competing demands.
Teamwork	Seeks out, creates, and leverages multiple perspectives and diverse experiences of team members to achieve the vision and mission. Builds and maintains trust and actively empowers all members to contribute to team goals. Clearly articulates expectations.
Personnel Development	Encourages growth mindset in self and others. Develops the ability of others to perform and contribute by providing mentorship, coaching, and learning opportunities. Provides constructive and timely feedback.
Personnel Support	Accurately assesses and aids the needs and well-being of others. Flexibly utilizes available programs and resources to build workforce's capacity for resilience to positively cope, adapt, and even thrive through the dynamic and challenging situations of daily life.
Technical Credibility	Fosters trust and builds influence with others by developing skills and appropriately applying principles, procedures, and policies related to specialized expertise. Remains current with technology, tools, trends, professional ethics, and evolving practices in area of expertise.
Cultural Awareness	Confident and inclusive in all interactions. Curious and motivated to deepen cultural understanding and learn from experience of others. Applies knowledge and skill to address racism, privilege, social constructs, identity, differing abilities, and bias that impact the workforce.

LEADING PERFORMANCE AND CHANGE	
Typically applies to O-3, O-4, CWO, E-7, E-8, and GS-13	
Innovation and Process Improvement	Anticipates the need for change and action; identifies, designs, and implements solutions to improve technology, programs, and processes. Takes measured risks, learns from challenges, shares perspectives, and creates a climate where others are empowered to do the same.
Inclusive Collaboration	Promotes a workplace where individual differences and sense of belonging are valued in the achievement of mission success. Holds others accountable for non-inclusive behaviors. Maximizes opportunities for employees to contribute to positive change and are recognized for their efforts.
Conflict Resolution	Employs emotional intelligence and encourages thoughtful communication. Anticipates and takes steps to prevent or de-escalate

	counter-productive interactions. Cultivates an environment where constructive dialogue and differences of opinion can be safely shared and valued.
Problem Solving	Critically assesses situations and considers all information and perspectives available, and what information is needed to make the best decision. Transforms knowledge into understanding to manage risk and constraints and achieve quality outcomes. Considers the impact and implications of decisions.
Vision Alignment	Demonstrates understanding of where the organization is headed in the short, medium, and long term. Translates organizational vision into individual, team, or unit action and seeks opportunities to capitalize on talents of self and others to contribute to organizational goals.
Partnership	Shares goals and purpose to build networks and alliances, collaborate across boundaries, and cultivate strategic relationships. Honest and transparent in support of stakeholders' concerns to gain buy-in and trust. Understands how unit-level decisions affect the Coast Guard's external relationships.

LEADING PROGRAMS AND COALITIONS *Typically applies to O-5, O-6, E-9, SEL, and GS-14 – 15*	
Strategic Thinking	Formulates objectives and priorities that are compatible with all organizational systems. Implements plans consistent with long-term organizational interests that account for resources, capabilities, and constraints. Ensures organizational plans are compatible with the global
Talent Management	Inclusively and strategically attracts, retains, and develops a diverse workforce to successfully meet the unforeseen challenges and demands of today and tomorrow. Implements equitable incentives, assignments, and opportunities that motivate employees to continually improve and meet organizational goals.
Resource Management	Efficiently acquires and optimizes human, financial, material, technological, and information resources in a way that instills public trust. Positions the organization for future success by identifying new opportunities while taking calculated risks to accomplish organizational objectives.
Technology Management	Seeks, adopts, and applies existing and emerging technologies through integrated planning and design that will improve the workforce and organization by increasing efficiency or effectiveness, or furthering strategic goals.
Financial Management	Prepares, justifies, and administers budget, procurement, and contracting functions for the unit or program. Uses cost-benefit thinking to set priorities and ethically monitor expenditures in support of organizational objectives and accomplishments.

LEADING THE COAST GUARD *Typically applies to Executive Leaders, Flag, SES, MCPOCG, and CMC*	
Inclusive Culture	Champions a purpose-driven culture where all people are valued, feel they can contribute meaningfully, and experience a sense of belonging. Weighs policy and resource actions to follow through with desired change.
External Awareness	Understands current local, national, and international policies and trends that affect the organization and shape public views. Considers organizational and political realities, the media, and special interests when making near-term and long-term decisions. Integrates Administration priorities into organizational goals.
Political Savvy	Confidently exhibits professional diplomacy while relating to people at all levels internally and externally in a timely manner. Demonstrates understanding of interrelationships, roles, and responsibilities connected to our organization. Recognizes when to leverage formal and informal networks to achieve organizational goals.