



Deck Plate Leadership Series

ADM Papp's Personal Definition of Leadership

USCG Leadership Competency: Leading Others: Taking Care of People

Learning Outcomes:

- Describe ADM Papp's leadership philosophy.
- Discuss how to apply ADM Papp's leadership philosophy to the flotilla.

Time Required: 25 – 30 minutes

This is the first of six videos presenting ADM Papp's view of servant leadership and how he applies the approach to his daily leadership of the Coast Guard.

Facilitator Activities: Present the 4 minute 47 second video. Equipment recommended: 1) LCD projector, 2) Computer, 3) Screen. 4) Speakers, and 5) Internet connection to play video located at <http://www.youtube.com/watch?v=KAEYqrEC-Jc>

Facilitate discussion of at least one of the following questions:

- 1) How does following ADM Papp's philosophy that "it's the leader's job to set the bar high" achieve auxiliary mission accomplishment?
- 2) What does "relentlessly pursue perfection and you might achieve excellence" mean to you?
- 3) What stands in the way of a belief in our members?

Pre-video Discussion: Before showing the video facilitate a discussion of the following questions to gain attention:

- 1) Why is it important to know your personal definition of leadership?

Try to facilitate the answers toward if you don't know it how can you know how you will react to leadership challenges.

- 2) What are some of your Leadership definitions?

Look for responses and facilitate toward You – Others – Goal type responses

Post-video Discussion: After showing the video facilitate a discussion of the following questions:

- 1) How does setting the bar high achieve mission accomplishment?

Try to facilitate the answers toward belief in members' ability gives them the chance to succeed with the knowledge of that leadership supports them.

- 2) What does "Relentlessly pursue perfection and you might achieve excellence" mean to you?

Try to facilitate the answers toward that you will never hit perfection but you can hit excellence, a step below. If you aim above your ability you will achieve more.

- 3) ADM Papp said to trust your people. What are the benefits of this trust?

Listen to discussion facilitate the answers toward members' will accomplish more with less input for the leadership. They will feel valued and empowered.

Lesson Summary:

ADM Papp felt unqualified to discuss leadership as he views himself a "nuts and bolts" guy

- His leadership philosophy is:
 - Set the Bar High
 - Mission Accomplishment
 - Belief in ability and value of crew
 - Relentlessly pursue perfection and you might achieve excellence

Provide a summary of the discussion questions and the general answers given by the members. Then add - So, if leaders set the bar high and demonstrate a belief in the abilities and capabilities of their members there will be higher accomplishment of auxiliary flotilla missions

Subject Matter Background for the Facilitator:

Leading Others - Taking Care of People. Successful leaders identify others' needs and abilities in the Coast Guard, particularly those of 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



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appropriately support and assist in professional and personal situations and use formal programs to resolve situations positively.

CG Leadership definition There are hundreds of leadership definitions; they all have a common theme. "As noted by INSEAD in 2002, leadership is the most studied aspect of all human behavior. A simple search of Amazon.com reveals over 3,000 books published on leadership last year and over 12,000 in the last five years." (CCL, 2007, p. 3) The Center for Creative Leadership (CCL)

...asked respondents [to a survey conducted in 2007], how they would define leadership in their field. Though the leaders came from many different walks of life, there were some common elements that CCL pulled together into this definition. *Leadership is the ability to create of a vision for positive change, help focus resources on right solutions, inspire and motivate others, and provide opportunities for growth and learning.* Some examples of specific definitions are from each category are:

Inspiring people to seek out, refine and express their truth; developing a sense of connection and community; guiding a decision-making process that fosters communication and helps people make the best decisions for their future.

– Rabbi, Public Sector

Being competent, being good at what you do, and having good interpersonal skills with colleagues (doctors and nurses) and patients. Also, you must demonstrate confidence and competency in your field at all times, so parents and patients will trust you.

– MD, Professional Services

Providing clients with a solution that shows great insight. The goal of leadership in my business is winning as many clients as possible.

– Consultant, Small Business

Spiritually setting an example for the kids, watching everything they do, and being energetic and patient every day ... I am the CEO of my house. My husband has no clue what goes into running the house. From 3 to 8 p.m., I must be 100 percent with my kids. It is a full-time job.

– Stay-at-Home mom, Atypical Leaders

As a professor, leadership is the capacity to stimulate and effectively guide students in understanding the application and value of classes and the substance of what is being taught. Creating an effective environment for students to learn and be stimulated.

– Professor, Educators (CCL, 2007, p.5)

Source: Martin, A. (2007) *Everyday leadership*, Center for Creative Leadership, www.ccl.org, Greensboro, NC

The Coast Guard, in order to have a common understanding, came up with the definition of leadership as "You influencing or inspiring others to achieve a goal. (AUXLAMS Student Workbook, 2012, p. 10)

Servant leadership "The servant-leader *is* servant first... It begins with the natural feeling that one wants to serve, to serve *first*. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is *leader* first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions...The leader-first and the servant-first are two extreme types." Source: Greenleaf, R. K. (1982) *The servant as leader*, Robert K. Greenleaf Center, Westfield, IN

Leader effectiveness This is a measure of how the followers feel they were led and how well their skills and abilities were utilized to achieve the goal. Leadership effectiveness can be measured in a variety of ways. Leaders are considered effective when: 1) Their group performs well, 2) Followers experience satisfaction, and 3) Significant change occurs with successful implementation. Eight leadership skills often used in determining leadership effectiveness are: 1) • Emotional intelligence, 2) Directional clarity, 3) Change orchestration, 4) Reciprocal communication, 5) Contextual thinking, 6) Creative assimilation, 7) People enablement, and 8) Driving persistence. Appropriate use of these competencies allows a leader to move beyond just being a successful leader.

For additional preparation information of the subjects go to:

<http://www.uscg.mil/petaluma/e-pme/e-pme/apprentice/E-Lessons/3-E-01.pdf> (CG leadership definition)

<http://www.butler.edu/volunteer/resources/principles-of-servant-leadership> (servant leadership)

<http://ezinearticles.com/?Measuring-Leadership-Effectiveness&id=2255040> (effective leadership)