

Subject: CPC CyberFlash  
From: "Director CPC" <Director.CPC@noaa.gov>  
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### **From the Director's Desk**

Last week's Cyberflash was delayed due to my visit to the NOAA Corps Payroll Unit in Topeka, Kansas and the closing of all Federal Government Offices on Friday in conjunction with the national day of mourning for former President Ronald Reagan.

The executive nomination package for the 137 temporarily promoted and 27 temporarily appointed officers has not received Senate consent. Hopefully this will be accomplished soon. As we can all see, this process takes time to effect. I have had several conversations with the U.S. Coast Guard regarding their promotion procedures and the timeframe associated with receiving conformation for their executive nomination packages. The USCG officer I spoke with indicated that at least two months, start to finish, is required to effect their promotions. Depending upon a variety of circumstances that time could be extended up to four months. We must all step back, take a deep breath and adapt to this process. It is not easy based on past practices, but four months is clearly better than eighteen months. It will be incumbent upon CPC to establish promotion projections at least one year into the future and convene the Officer Personnel Board to make recommendations for promotion. I ask all officers be ready and have your physical and professional qualifications completed well ahead of the scheduled OPB meetings.

Commander Jonathan W. Bailey, NOAA  
Director, Commissioned Personnel Center

### **ON BEING A COMMISSIONED OFFICER - PART 5 - Leadership.**

The information for this series is obtained from a DoD publication "The Armed Forces Officer" and modified to apply to a NOAA Corps officer.

Any leadership book must come to grips with the fundamentals. What is leadership? Can it be learned or taught? At what point is one supposed to be a leader? These are a few of the basic questions that should occur to any young officer. Leadership has two elements: a leader and a follower. What makes leaders and followers is the magic that makes any uniformed service work. Often the first question asked is if there is any difference between management skills and leadership. Yes and no. Both skills are required of an officer, and the very best officers know when to use each skill.

What are the common denominators of leadership? Many of our past great leaders have shared them. First is the ability to inspire trust and confidence. This does not result from

a single act, braid on your sleeve or time in service. It starts with the demonstration of a command of the craft. It matters not whether the craft is boat handling, flying or whatever. The officer's ability to demonstrate proficiency and knowledge will start to inspire people. They will willingly follow orders if they believe that the officer is going to be right. A second key and common ingredient of leadership is integrity. When an officer demonstrates that every action is based on duty and the right thing to do and that no personal gain is the reason for the action, people will follow willingly. The concept of integrity includes personal courage. Courage can be defined in a number of ways peculiar to the situation. Courage of conviction, courage to stand up for the rights of people, courage of decision and the courage to be wrong and admit it are a few that can be demonstrated daily. Leadership is communication. Demonstration of knowledge, integrity, duty and courage is a part of the process. So is the ability to listen and to direct action. Listen first! Nature provided two eyes, two ears and one mouth. Use them in that ratio. By demonstrating the basics of leadership, an officer learns that the people working with him or her have information that will help to make the right decision. All information is based on perspective. It may be accurate and correct as far as it goes. Part of the leader's job is to collect all the information and act. Leadership is the vision to keep the forest in sight when everyone else is seeing trees. The talent to gain and keep perspective is an essential ingredient of leadership. Leadership is a sense of timing and the willingness to put a new idea to work. Innovation based in knowledge makes innovation the middle name of successful leaders. Leadership is encouraging people to believe in themselves and how good they really can be. People are led, and things are managed. Management, like politics, is the art of consensus and accommodation to the possible. Leadership is the art of creating a willing followership for a common cause that may appear impossible. An officer will find need of both skills. Only a few will become "great captains," but all can be leaders.

**This message was generated for the Director of Commissioned Personnel**