

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

Adaptive Leaders

I thought I would share an excerpt from a leadership course I recently attended. The theme of this section of the program was identifying different types of leaders and leadership concepts. One of the objectives was to understand the difference between technical and adaptive changes.

People solve problems every day with know-how and procedures that have been developed over both short and long periods of time. But not all problems are amenable to authoritative expertise or standard operating procedures. These types of problems cannot be solved by someone who provides answers from a high. We call these adaptive challenges because they require experiments, new discoveries, and adjustments from numerous places in the organization or community. Without learning new ways-challenging attitudes, values, and behaviors- people cannot make the adaptive leap necessary to thrive in the new environment. The sustainability of change depends on having the people with the problem internalize the change itself.

Ronald A. Heifetz and Marty Linsky *Leadership on the Line* (Harvard Business School Press, 2002)

Facing different tasks and responsibilities, people in an organization bring to their work diverse values, beliefs, and behaviors. That is as it should be. Innovation and learning are products of differences. No one learns anything new without encountering a different point of view. Yet adaptive work requires a context if it is to be coherent; for diversity to generate innovation, the innovators must have an orientation. Adaptive leaders, in other words, must maintain a disciplined attention on the central issues confronting the business. Otherwise the collaborative effort can fragment into petty rivalries and secondary concerns.

We asked Jan Carlson, the legendary CEO of Scandinavian Airways (SAS), if he had difficulty with his senior team during adaptive change. "Absolutely a problem," he replied. "People classify problems in relation to their own experiences. There are two basic types of managers: those who are creative and innovative, and those who need to control and follow the rules of the organization. Creative managers want the freedom to explore new areas; controllers want freedom from innovation. These two types have very different vocabularies. They hear what the other group says, but come up with very different interpretations. Getting these people to listen and learn from each other is one of the leader's most challenging tasks, bringing the conflict out into the open, helping them to understand each other's assumptions and positions. The leader has to guarantee the legitimacy of debate. People at this level learn their way to collective solutions by

engaging in a debate and understanding each others assumptions.” Ronald A. Heifetz and Donald L. Laurie Harvard Business Review article “The Work of Leadership” (January – February 1997)

Which type of manager are you? And does that style help or hinder your ability to lead adaptive change in your organization? Hopefully this will help.

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

SEA PAY AND STATION ENTITLEMENTS FOR NEW SHIPS

Officers assigned to a ship before it is commissioned, activated, or reactivated, may not experience an immediate shift of station entitlements to the home port of the new ship. Further, sea pay, and credit for cumulative sea time for pay, shall be delayed until such time as the ship has been commissioned, activated or reactivated. The reason is that a ship may be located in a port other than its home port, and officers may be assigned to the ship months in advance of the ship's commission, activation or reactivation date. TDY orders, or TDY en route in conjunction with PCS orders to new ships, are used to ensure continued station entitlements for officers already living at the ships designated home port. But with TDY orders FROM an active ship to a ship which has not been commissioned, activated or reactivated, sea pay is interrupted on the 31st day following departure.

Since endorsed PCS orders are the certifying document for changing entitlements and starting sea pay, such endorsements will be coordinated with an official activation of each new ship.

Officers reporting to an active ship not located at its home port shall be entitled to BAH if the officer:

- * Submits a letter from the CO refusing government quarters
- * Occupies non government quarters 5 days after the ship in ports in any U.S. port

PHYSICAL/DENTAL EXAMINATIONS

While the majority of officers have current physical and dental examinations on file in CPC, an alarming number do not. In order to be nominated and promoted, you must have a current, approved physical and dental examination in your official medical file at CPC. We will be sending e-mails out next week to those officers who are delinquent and those who will require a new physical or dental examination in the next 90 days. Please keep in mind that submitting your examinations is your responsibility. If you have any doubt about your current status, please contact Lorna Brodsky via e-mail at Lorna.Brodsky@noaa.gov.

MARKETING YOURSELF FOR A SECOND CAREER

Attention officers in the Washington, DC metropolitan area: The Military Officers Association of America (MOAA) is providing a free two and one half hour professional lecture for officers who plan to leave the Service in the next one to five years. The lecture is scheduled on Tuesday, July 20, 2004, 0830 - 1100, at the Pentagon, Room 5A 1070. No reservations are required and spouses are cordially invited. Additional information may be obtained at the MOAA website www.moaa.org/tops.

ON BEING A COMMISSIONED OFFICER - PART 7 - Writing & Speaking.

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

Command is exercised by communication. Mastery of self-expression is one difference between the competent and the exceptional. All things being equal, the officer who has expended the effort to master the skills of writing and speaking will rise more rapidly, be a more effective leader and contribute more to the service and the nation. Ability to impart information in a clear, concise manner is a blessing for both superiors and subordinates. Superiors already overburdened with a mass of sometimes conflicting information welcome the discovery of an officer who can present an oral or written case that is logical, brief and to the point. For the subordinate who needs either directions or information, it is an equal blessing to find a superior who can provide clear information in an understandable manner. Most people neither need nor want long, detailed expositions of grand strategy. They simply want to know what they are supposed to do now. Good communication is essential for exceptional leadership. It then becomes a matter of personal decision whether the officer will develop the communication skills necessary for exceptional leadership or will hide behind the excuse offered by too many, "I have no gift for writing or speaking."

Writing

How does one become a good writer? It requires work. It doesn't come easily or quickly. It demands time and effort to master the language. It demands practice, practice and more practice. Lastly, the writer must have something to say. The task is to deliver the message of substance in the clearest possible way. Almost always this means the shortest way. The only way to become a writer is to write. Extensive practice creates the ability to look at a problem, define its important parts and discover the possible solutions. Before one can write, one has to think. What an officer thinks will be reflected in the structure, the choice of words and the logic of the writing. This does not mean that the task will ever become easy. Good writing always will require more perspiration than inspiration. While this may sound formidable, it is one key to professional progress and is worth the effort. Formal education is not a prerequisite for writing ability and having something to say. What is required is an interest in development of the skills and of the surrounding world. A few simple rules are helpful:

* The more simply a thing is said, the more powerfully it influences those who read it.

- * There is always one best word to convey a thought or feeling. The use of a weaker substitute will deprive the writing of force and impact.
- * Economy of words strengthens the writing.

Suggestions on writing could fill books. The important points are to master the language, practice the skills and have something to say.

Speaking

Be able to speak well is as important as being able to write well. For officers, it may be even more important. Judgment formed by superiors and subordinates are based in large part on what an officer says and how it is said. Most new officers will not be required to make speeches to Super Bowl-size crowds. They will be required, however, to present opinions, give briefings, talk to their people in both small and large groups and even represent their units or possibly their service. One key to being an effective speaker is to be interested in the topic. The interest will become obvious to the audience, and they will forgive minor stumbling. If they are talked to, not at, they also will forgive even obvious errors of syntax or pronunciation. Sometimes it is helpful to use an attention-getter to start a speech or training session. The attention-getter must fit the audience. Everyone loves stories. Humorous stories are even better received. The more times a speaker can drive home the point the better it will be understood. A lot of books on public speaking stress the “three times” approach. Tell them what you are going to say, say it, and then tell them what you said. All the stories and anecdotes do is to let a speaker or instructor say the same thing in a slightly different way. Humor is important, when it is appropriate. It provides counterpoint and spice to an otherwise serious profession. It is not easy to be funny. Though not easy, it is not difficult to be humorous, and being humorous can help an officer become a good speaker. Humor will not work if a speaker doesn’t try to use it as part of his or her speaking ability. It will never work if it is racist, derogatory to anyone or makes light of the supposed qualities of any group of people. Ethnic jokes and stories have no place in the public presence of any officer.

Uniformed services understand that people must develop the skills required for effective writing and speaking and will provide opportunities of increasing scope for the officer to develop them. Actual development is up to the officer.

This message was generated for the Director of Commissioned Personnel