

Commissioned Personnel Center CYBERFLASH

27 May 2011

Announcements:

[New Email Addresses for Officer Career Management Division](#)

[Upcoming Officer Assignment Board](#)

Director's Message

The [NOAA Corps Leadership Development Framework](#), under Leading Others, defines listening as follows:

Listening – Leaders are active listeners, asking questions to clarify information. They are receptive to the messages conveyed through body language and tone of voice. Leaders respect speakers by being patient and non-judgmental.

Part 5: Barriers to Active Listening

This is the fifth and final part covering Active Listening. The ability to listen effectively is an essential component of leadership. Leaders who seek to improve their ability to actively listen may face a number of barriers. There are eight potential barriers that may trip-up a leader. These barriers are the image of leadership; silence as agreement; external pressures, lack of know-how; individual makeup; time and place; emotion; and cultural differences.

- **Image of Leadership:** Our image of a leader is one of action. This helps to undermine the ability to be quiet and listen. According to the Center for Creative Leadership, leaders believe they listen as much as they talk. But studies show they spend 80% of the time talking and only 20% listening.
- **Silence is Agreement:** Silence or quiet listening may be confused with agreement or acceptance of another's idea. Active listening allows different view-points to be assessed;
- **External Pressures:** Leaders have large daily demands placed upon them making it difficult to slow down, inquire and listen.
- **Lack of Know-how:** Active listening is a neglected communication skill. More emphasis is placed on getting the leader's message out and

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less is placed on the leader receiving messages from others.

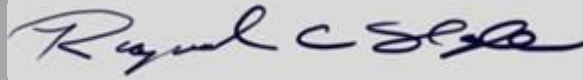
- Individual makeup: The leader's personality and background may also create barriers to effective active listening, such as being impatient or reserved.
- Time and Place: Technology has brought great advantages to the organization but it also makes active listening challenging. Tele/video conferences are impersonal and nonverbal cues are missing when an individual is not in the same room. In addition, a leader may be more likely to multi-task and engage less in active listening. A good example is the use of a Blackberry for checking email while conducting a conference call.
- Emotion: Emotions, whether yours or subordinates play a role at work. A good leader is able to manage his/her feelings and help others to manage theirs.
- Culture: Our culture background can create unexpected problems when dealing with individuals from other cultural backgrounds. It is important to be mindful of your own assumptions and interpretations.

Practicing active listening skills will make a difference in our interactions with others. As leaders, we benefit from the engagement and information that can come as a result.

Next week, Commander Anne Lynch assumes the duties of Director, Commissioned Personnel Center. Over the next two weeks, we will work closely together on CPC initiatives. Commander Lynch comes to the Director's job with a vast understanding of NOAA, OMAO, and CPC gained throughout her career. I have full faith and confidence in her abilities to carry forward the initiatives currently in progress and to develop new initiatives for CPC. On October 1, I will move to new adventures as a civilian. It has been a pleasure serving you. I thank you for all the great ideas and your commitment to the Corps.

As we go into the Memorial Day weekend, we should all keep our thoughts with the men and women of our armed forces who are putting themselves in harm's way in dangerous spots around the world for our country. I wish

everyone a safe and happy holiday weekend.



CAPT Raymond C. Slagle, NOAA
Director, Commissioned Personnel Center

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New Email Addresses for Officer Career Management Division

CPC has added a few new position-based email addresses for the Officer Career Management Division (OCMD).

When corresponding with OCMD, please use the appropriate address listed below. Doing so will assist OCMD with continuity of information and file management.

Chief, Career Management Division (CDR Swallow) -

Chief.CareerMgmt.CPC@noaa.gov

Assignment Coordinator (LCDR Hancock) - AssignmentBranch.CPC@noaa.gov

Recruiting Branch (LCDR Jablonski / LCDR Johnson) -

NOAACorps.Recruiting@noaa.gov

OIC, Officer Training Center (LCDR Miller) - OIC.NOTC@noaa.gov

JOIC, Officer Training Center (LTJG Heesch) - JOIC.NOTC@noaa.gov

Leadership and other non-maritime training (LT French) - CPC.training@noaa.gov

CPC sponsored Travel Orders / Vouchers (Ms. Barbara Smith) -

Barbara.Smith@noaa.gov

Officer Evaluation Reports - OER.cpc@noaa.gov

Upcoming Officer Assignment Board

The Officer Assignment Board scheduled for 27 May 2011, has been postponed until 14 June. The primary focus of the Board will be on O-5 and O-4 shore assignments. All officers should take this opportunity to update preferences in the OPF online.

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NOAA History-Signal Service Years

Personal View of Ford A. Carpenter

The military service of today (1922) and that of 30 years ago bear no resemblance to each other in the matter of distinction between officers and men. A generation ago, the Prussian dictum "The officers do the thinking, the enlisted men do the work" was in full force. Bearing this in mind one can readily see the logical working out of a unique institution such as the army weather service (Signal Service) with scattered enlisted individuals throughout the country officered by a handful of second lieutenants.

Signal Service Inspectors

One particular inspector was thrown in jail in his desire to humiliate Private Burton. On the Pacific Coast, the morning observation had to be taken at 4 AM. This inspector hurried over to the weather office before the hour, stealthily climbed on to the roof and there Private Burton found him. The inspector was in clothing. It was dark; there was no previous knowledge that an inspection was to take place. Private Burton had always suspected that sooner or later he was going to find a robber on the roof, so he collared the fellow notwithstanding his protestations, dragged him down stairs and turned him over to the town Marshall. He filed his telegram, leisurely ate his breakfast, and at 10 AM called on his friend the Marshall to appear against this suspicious character. Needless to say, the inspector never again tried to "surprise" a weather man early in the morning.

Importance of Signal Service Offices to the news media

Owing to the isolated character of the weather man's work it often happened that undue publicity attached to him. In some places he was as important as the postmaster. Always good material for "copy" the newspaper boys always worked the weather office for stories.

It was during the great storm of '88 (1888); all wires were down, there was a dearth for news and the ambitious 8 page paper of a western town had to be filled. Frantically the editor dispatched two of his men to the weather office. "The old man wants you to give him an interview - all you can give." The opportunity of a lifetime thus appeared, the weather man could not believe his ears, "do you mean to say that I can have all the space I want?" "Sure - fire away - we'll give you the whole front page of the Patagonian." The next morning the staid and sleepy residents of Harborland were astounded, for the entire front page was devoted to weather; weather of past years, weather on Mount Washington, weather forecasting, weather here and hereafter.

The Rain-Maker's Revenge

On the treeless levels in Wyoming - then a territory - a rainmaker appeared. He "contracted" with the ranchers to "make" so many inches of rain for so many thousand dollars an inch. He erected mysterious funnels projecting out of dilapidated tents. All this aroused the righteous indignation of the old Signal Sergeant. He rushed into print, filled the little cattle country paper with outbursts against the rainmaker and his promise. The rainmaker said nothing but waited for the long promised rain. The sergeant became as abusive as the paper would print. This was too much for the straight-shooting cowboys. They practiced gunplay on the sacred Signal Service's whirling anemometer cups, shooting them up as fast as new instruments were replaced by the frightened sergeant. They shot his rain gauge full of holes, and as a last indignity, they caught the sergeant one night and hung him to a big brass hook in his own office by the slack of his trousers. And then, against all official forecasts, the first

rain in six months came down in torrents!

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On the Horizon

31 May 2011	CDR Anne Lynch will report to CPC, as Director, to begin an overlap with CAPT Slagle.
07 June 2011	Uniform Awards Board
12 July 2011	Uniform Awards Board
10 July 2011 – 22 November 2011	BOTC 118 (tentative schedule)
13 – 21 September 2011	Mid-Grade Leadership Training (tentative)
01 October 2011	Promotion Selection OPB for Grade: O-3
01 October 2011	Tucked ODU no longer authorized
16 October 2011 – 14 November 2011	REFTRA 71 (tentative schedule)

Approve Resignations, Separations, and Retirements

The following officers have approved retirements, resignations, or separations. Be sure to thank them for their service to NOAA and nation.

LCDR Demian Bailey	01 June 2011
CDR Carl Groenveld	01 June 2011
LT Jason Seifert	01 June 2011
LT Katherine Peet	08 June 2011
LT James Falkner	14 July 2011
CAPT Michael Gallagher	01 August 2011
LCDR James Illg	01 August 2011
LT Natasha Davis	01 August 2011
CAPT Michael Francisco	01 September 2011
LT Kent Stein	06 September 2011
CAPT Christopher Moore	01 October 2011
CAPT Raymond Slagle	01 October 2011
LT Kelley Sage	07 October 2011
LT Elizabeth Crapo	30 October 2011
LTJG Bennie Johnson	01 November 2011

