

TOPIC 7 LEADERSHIP 1 HOUR

(SLIDE 2)

Enabling Objectives:

STATE the importance of the leadership and the relationship between the TRIAD and the Career Counselor

STATE your role in the command in relation to the Chain of Command

DESCRIBE The right way and wrong way to approach the CoC.

DESCRIBE Strategies to work through different command philosophies and leaders

DESCRIBE the working relationship between the CCC and the CMC and how to engage the CPO mess.

DESCRIBE how to de-conflict personality conflicts and how to successfully work together

(SLIDE 3)

STATE the importance of the leadership and the relationship between the TRIAD and the Career Counselor

- The CCC and TRIAD have overlapping roles and responsibilities. They are interdependent and neither can be effective without the full support and cooperation of the other.

- While the CCC team is focused almost exclusively on the CC program and the Sailor programs reviewed in the CIPR, the TRIAD has many competing priorities. An effective CC realizes this and finds ways to brief efficiently and at the correct time. Understanding the TRIAD's competing priorities is essential if the CC is to be successful.

- This exclusive focus by the CCC team also enables a degree of thoroughness and deeper understanding of the trends affecting Sailors. An effective CCC team will learn how to define and describe these trends and brief them to the TRIAD with recommended solutions.

(SLIDE 4)

- Relationships are the key to a successful program. The CC team should work diligently to cultivate relationships with the TRIAD. This not only improves communication flow, it also provides the opportunity to properly convey a sense of urgency when required.

- Although relationships are the key to success, the CC team may not be able to have the same relationship with every member in the TRIAD. The command team often splits its efforts among the CO, XO and CMC to save time and cover more territory. Focus on your POC and look for opportunities to expand relationships as they present themselves. Do not be disappointed if you only see the CO at the quarterly meeting. If you have a solid touch stone with the CMC and your concerns are being addressed at that level, your communication skills are effective.

(SLIDE 5)

STATE- your role in the command in relation to the Chain of Command- Working directly for the CMC vs. being a contributing member to admin or exec

- As previously mentioned, your linkage with the CMC is critical to your success. The CMC is responsible, by instruction, for nearly every program you execute or report on for the CIPR. While the entire administrative or executive department also contributes greatly to the command's success, the CCC's roles, responsibilities and function are more closely aligned to the CMC's.

- Consider the ADCON, TACON, OPCON relationships as a good guide for your relationship with the CMC. You are ADCON to your department, but are TACON to the CMC while performing your role as the CCC. As the CCC you serve three masters - your customers, the CMC (or TRIAD) and your parent department. Do not create tension by choosing one over the other. The art is in learning the balance between the three.

(SLIDE 6)

IDENTIFY- the responsibilities of the CCC to the Chain of Command

- The TRIAD considers you to be the expert in all things CCC and CIPR-related. You must know your instructions and the requirements cold. No one likes surprises and you are the person the CMC will look to when there are questions about the program.

- OPNAVINST 1040.11 states the CCCs responsibilities. Although these are your responsibilities, you must also familiarize yourself with the CO, XO and CMC/COB responsibilities as it is also your job to ensure they are meeting their obligations to the program. Just as if you fail - they fail, if they fail, you fail.

(SLIDE 7)

DESCRIBE - The right way and wrong way to approach the CoC.

- Timing and desired effect are the two questions you must resolve before approaching the TRIAD. Everyone is incredibly busy and often takes information in short, laser-focused sessions. You must decide what you want your end state is (desired effect) and build a relevant, informative efficient brief to achieve this end state. As you are delivering your brief be in tune to questions they have about your material. If there is confusion about your material there will be lots of questions.

- We all suffer from the desire to over-educate when we brief. Resist the urge to explain the entire CCC program each time you brief. Instead, create back-up slides you can rely on if the audience asks for amplifying information. Some of the best briefs I have attended went something like this: OK, got it, OK, alright, roger, thank you. There is power in brevity.

- Get on their schedules early and remain flexible to deal with changes as they occur. Passageway hits about a Sailor's career are not ideal if the CMC is distracted. Give everyone a chance at success and ensure information is passed at the appropriate time when attention can be dedicated to what you are saying.

(SLIDE 8)

DESCRIBE - Strategies to work through different command philosophies and leaders

- The key to success is understanding your boss. This is where the relationship building we discussed earlier is crucial. Each boss is different and each will have different visions about how you fit into their commands. What does not change, however, is the program or the requirements. I have witnessed programs where the CMC did not believe in the CC team or program and refused to participate in execution of the program. The CCC tried to develop good working relationships to no avail and was eventually forced to bypass the CMC in favor of a receptive XO. Once the program was stable and healthy the CCC re-engaged with the CMC to foster mutual understanding and build a working relationship.

- It is your job to flex to your seniors and exhaust all reasonable approaches to ensure the health of your program. Remember, it is all based on relationships. One good rule of thumb is, "If a junior and senior have a personality problem, the senior has the personality and the junior has the problem."

(SLIDE 9)

DESCRIBE - the working relationship between the CCC and the CMC and how to engage the CPO mess.

- The CMC is your key to the lock on the CPO Mess door. You need the CPOs to execute the program and they need you to ensure their Sailor's career needs are met. With this type of symbiotic relationship one would think it would be incredibly easy to work with the CPO Mess. What is often forgotten is that CPOs are first and foremost concerned with executing the command's mission. While every CPO certainly understands they need your team to properly care for their Sailors, they are also balancing your requirements and requests with mission requirements. Again, relationships and timing are everything.

- There may be a time you have to put a Chief on report to the CMC for a delinquency in your program. Before you do so, you had better ensure every reasonable attempt was made to accommodate the needs of the CPO and Sailor. Every CMC will gladly have your back if they are confident you went above and beyond to help the Chief avoid failure. Conversely, if you put a Chief on report with the CMC and it is apparent you did not do everything in your power to achieve a successful resolution, stand by for heavy rolls. CMCs have no problem disciplining Chiefs when they are wrong - but the CPO better be wrong.

- Once your relationship with the CMC matures you can find subtle ways to direct his or her attention to rough patches you are experiencing with the Mess. The CMC sets the tone about the weight the CPOs give you and your program, so a solid relationship is absolutely critical. Did I mention relationships are important?

(SLIDE 10)

DESCRIBE - how to de-conflict personality conflicts and how to successfully work together

- We all have innate personality traits that help determine how we approach conflict. Many of us do not deal with personality conflicts in an effective manner. Remember the junior - senior personality problem rule of thumb. Also, bear in mind the success of the program is infinitely more important than how you feel about your boss. We often confuse our personal feelings with our professional responsibilities. You do not have to like the person you are working for or with, but you do have to work for or with them.
- Your first priority is to discuss the differences and try to find workable solutions. Often, we get amped about an issue and stew on it without ever even discussing the perceived problem. If talking to them does not work, ask for help from other member of the team when you encounter an unresolvable personality conflict. Asking for help is a sign of strength among leaders. You must exhaust all efforts before you dig in and resign yourself to a bad working relationship. You have not done enough until you can lay your head on your pillow at the end of the night and honestly state to yourself that you have done everything in your power to work through the conflict.

(SLIDE 11) - QUESTIONS