

Admiral James M. Loy Institute for Leadership

Founded in 2005, the Loy Institute For Leadership (Loy IFL) is the United States Coast Guard Academy's center for leader development. Charged with ensuring that our cadets are service ready ensigns that are prepared for the volatile, unpredictable, complex, and ambiguous challenges of today's world.

Elements of the Coast Guard Academy Leader Development Program

- Shared Leadership Philosophy
 - Shared Leadership Standard
 - Shared Theoretical Models
 - Shared Leadership Journey

Shared Leadership Philosophy



Shared Leadership Standard

Leader of Character Competencies

Leading Self	Leading Others	
Accountability & Responsibility	Effective Communications	
Aligning Values	Team Building	
Followership	Influencing Others	
Health & Well Being	Mentoring	
Self-Awareness & Learning	Respect for Others & Diversity Management	
Personal Conduct	Taking Care of People	
Technical Proficiency	(COMPTINET F3F4 3)	

13 Competencies taken from (COMDTINST 5351.3)

Shared Theoretical Models

Coast Guard Leadership Theories and Models

I. The Leadership Challenge

The Five Practices of Exemplary Leadership:

- 1. Model the way
- 2.Inspire a shared vision
- 3. Enable others to act
- 4. Encourage the heart
- **5.Challenge the process**

II. DiSC Personality Profile

An individualized assessment that provides information about your workplace priorities and preferences, based on the following four styles:

• Dominance, Influence, Steadiness, and Conscientiousness

Shared Theoretical Models

III. The Interact Model

Communicate the observed behavior against the standard **Wait** for a response

Diagnose: role clarity, ability, willingness, emergent problem

IV. Tuckman's Stages of Group Development

A theory for team development with the following five stages:

Forming- Individual roles and responsibilities are unclear

Storming- Clarity of purpose increases but plenty of uncertainties persis

Norming- Roles and responsibilities are clear and accepted

Performing- The team knows clearly why it is doing what it is doing

Adjourning- Having fulfilled its goals and objectives, the team disbands.

V. The Leadership Action Model

A contingency based model that combines **Ability** and **Motivation**.

Shared Leadership Journey

- •An integral part of our LEAD Strategy is the A Analyze using reflection.
- •This element provides cadets with a platform for structured reflections of key experiences during their 200-week journey.
- Mentorship Program on EAGLE.

Goals:

- 1. Cadet leadership journals.
- 2. Encourage cadets to share their reflections with a mentor.
- 3.Create an ePortfolio system to capture and access
- reflections over a cadet's 200-week journey.

LEAD in Practice

FQIs (Frequent Quality Interactions)

- Sculpt the learning environment
- •Take the time to explain the "why" whenever possible
- Place the weight of responsibility on the cadets' shoulders
- Support the struggle/Tolerate risk of failure









Take the Time to Explain the "Why"





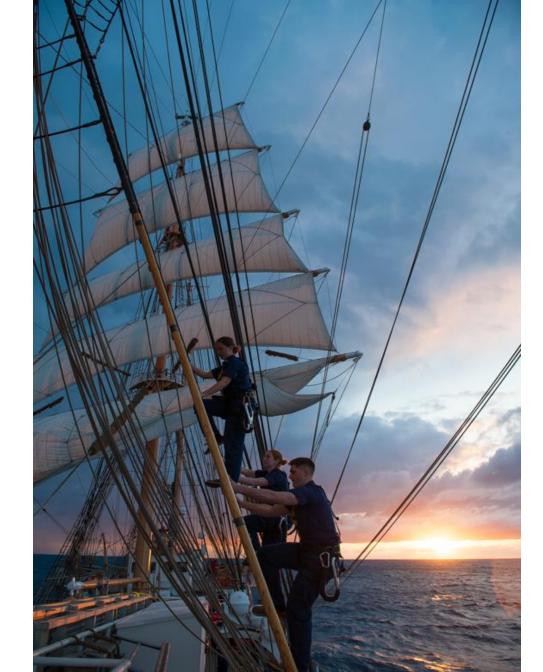




Place the Weight of Responsibility on Cadets











Support the Struggle/Tolerate Risk of Failure







Metrics

Qualification Completion Percentages

	1/c Cadets (Rising Seniors)	3/c Cadets (Rising Sophomores)
Required Qualifications	Damage Control(Advanced)Officer of the Deck(Under Instruction) orOiler	•Helm and Lookout •Auxiliary (Engine)
Advanced Qualifications	•Officer of the Deck (Open Ocean) or Engineer of the Watch	Damage Control (Basic)OilerQuartermaster of the

Assistant Boatswain

Mate of the Watch

Watch

(Optional)

Metrics

Coast Guard Academy/Board of Trustees Metrics:

- •IFL Assessment of EAGLE's various programs
- Sea Time Requirement

Joint Metrics:

- Surveys
- Off-Site



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