

# CIVILIAN MARINE

## Career & Leadership Development

### A Message from the Head Civilian Workforce Management Branch



The Workforce Development Section of the Civilian Workforce Management Branch, centrally funds various programs that provide training and education for tomorrow's leaders. One of these programs, the Department of Defense Executive Leadership Development Program (ELDP), was announced to the Bases and Stations by a February 2004 MARADMIN, requesting nominations from Civilian Marines who are highly motivated and who have demonstrated outstanding leadership potential. The ELDP is designed to identify future DoD executives, to provide them essential leadership development, and ultimately to support the warfighter and the combatant commanders. It is intended to produce leaders who have studied the national security decision-making process, who understand our defense strategy, who have experienced joint training in the field, and who have internalized the knowledge and belief that the ultimate mission of the DoD is to support the warfighter.

The ELDP is scheduled to begin August 2004 and end June 2005. It includes two-weeks of core-curriculum training covering areas such as team building, problem solving, decision-making, and communication skills; and one week deployments each month from December-June to military installations.

The solicitation of nominations for the program generated a great response. A panel of senior civilians, from Headquarters Marine Corps and the Department of the Navy, made the selections.

There were 30 nominees, Navy-wide, from which only 13 spaces were available. However, we are happy to inform you that the Marine Corps was successful in capturing 3 of the 13 available spaces.

I want to thank all of the commands for their participation in encouraging their Civilian Marines to apply for the Department of Defense (DoD) ELDP.

Our congratulations go out to the successful commands and to the successful applicants. Those selected are Mr. Dennis Duck, Marine Corps Community Services, MCAS Iwakuni, Japan; Mr. Kirk Nelson, Public Works Office, MCAS, Camp Pendleton, CA; and, Mr. Dieter Duarte, MCAS, Iwakuni, Japan. We know they will represent the Commandant of the Marine Corps well.

Ann Marie Khinoo

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### Civilian Career & Leadership Development Coordinators Gather to Discuss Leadership

*Article by Mr. Tony Parrish, Program Analyst, Workforce Development Section, HQMC, Quantico, VA*

The 3<sup>rd</sup> Annual Civilian Career & Leadership Development conference was held at the Norfolk Marriott Waterside, Norfolk, VA, on March 23 through March 25, 2004. Over 15 of the major bases and stations, plus Headquarters staff members gathered at the Marriott to hear about Leadership programs from Corporate America and other Defense Agencies.

Lieutenant General Martin R. Berndt, Commander, U.S. Marine Corps. Force, Atlantic, was the guest speaker for the Conference. He enlightened the conference on "Civilian Leadership", within FMFLANT. Ms. Ann Marie Khinoo, the Head,

Civilian Workforce Management Branch, gave an update on the implication of the National Security Personnel System, which will soon become the standard for all of the Department of Defense. Participants received an inspiring message from, Brigadier General, T. F. Ghormley, Director, Manpower Plans and Policy Division, on the topic of the "Civilian Marine Role as a Member of the Marine Corps Team". It was well received and enjoyed by the conference attendees.

There were presentations from various representatives outside of the Marine Corps:

- Mrs. Victoria E, Jones, Dean, Leadership College, General Motors University, spoke on the "Beginning of Leadership".
- Dr. Edith Alexander, Department of the Navy, Training Program Manager presented an overview of the DON Training Programs.
- Mr. Robin Bailey, Special Assistant to the Director of Personnel, Headquarters Air Force Materiel Command, briefed the direction the Air Force Material Command is heading in building their foundation for civilian leadership training.
- Mrs. Kimberly Robinson, Senior Program Manager for the USDA Graduate School's New Leader Program sent a presentation for the discussion on the USDA New Leaders Program.

The presentations received high marks from the participants and they were extremely motivated to return to their bases and stations to implement what they had learned. The next conference is scheduled for Spring 2005.

### Keep the Creative Juices Flowing

When a group of people are brainstorming about something—the solution to a complicated problem, a new advertising campaign, ways to attract new business, etc.—it often takes just one caustic comment from the leader to stifle all creativity. On the other hand, if the leader encourages input and responds to suggestions respectfully, the group will

be much more likely to come up with the innovative ideas it needs to get its work done. A recent Center for Creative Leadership e-newsletter listed several comments leaders should avoid if they want to foster creativity. Don't say:

- \* We've never done it that way before.
- \* It costs too much.
- \* Let's take a survey first.
- \* If it's such a good idea, why hasn't someone suggested it before?
- \* That's a good idea, but ...
- \* Be practical.
- \* Let's sit on it for a while.

For more information, see  
<http://www.ccl.org/cclcommerce/news/newsletters/enewsletter/2004/MARmondays.aspx>



### Civilian Marines Graduate from SDSU Leadership Course

BY: Sgt. David A. Bryant  
 Combat Correspondent for "The Desert Warrior"  
 MCAS Yuma, AZ

Twenty-three of the station's civilian employees graduated from an advanced leadership course presented by San Diego State University March 11. Colonel James J. Cooney, station commanding officer, attended the graduation to personally give out the certificates of completion.

The Best Practices of Leadership course covered subjects such as systems and strategic thinking, facilitation skills and influencing groups, measuring and managing change, resolving conflicts and increasing cross-functional collaboration and creating high-performance business units.

The course consisted of one session a month for six months and taught the students how to be better, more efficient and productive managers and leaders, said Shirley Beyer, lodging manager for Dos Rios Inn and Lake Martinez, Marine Corps Community Services.

"It was an awesome course," Beyer said. "I've taken a lot of leadership courses before, but this one had to be the best. There was so much good information, good networking and team-building skills taught."

The course was taught as part of the Career Civilian Leadership Development program, a program Headquarters Marine Corps is using to develop leadership abilities of civilian employees similar to the professional military education given to Marines, Cooney said.

"I'm pleased to see the outcome of this course," he said. "I came here and talked to these folks six months ago when the course started, and the room was full of people I could tell were not used to either a school-type environment or working with each other. They didn't understand how they were a part of the whole station team."

At the graduation, however, the participants had an entirely different attitude, Cooney added.

"All of them have a new confidence in their abilities, a certain poise they didn't have six months ago," Cooney said. "I'm really delighted to see this with our civilian Marines."

The course was a success, prompting a second course to kick off in January and conclude in June, said Kathleen K. Bickel, a management analyst with station administration. "The students have learned a lot and have really grown," Bickel said.

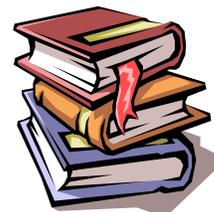
"The instructors were great -- they really went above and beyond."

Bickel, who worked to get the course offered on station, said that the participants had to sign a commitment to come to the classes or pay back the fee for the course. She added that not a single participant dropped from the class. They were so excited about it that they couldn't wait to come back to the next class," Bickel said.

"This will most definitely enhance the civilian leadership here on base," Beyer said. "Top-quality leaders are the result of top-quality teams. If we take the time to work together as a team on this base, we will see results; especially if the practices we learned are followed and we share what we learned with the others around us."

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## Civilian Marine Reading List



### **"The Heart of Change: Real-Life Stories of How People Change Their Organizations"**

*Written by John P. Kotter and Dan S. Cohen (Harvard Business School Press, 2002)*

In his 1996 international bestseller "Leading Change," Harvard Business School professor John P. Kotter presented change-wary leaders with an eight-step plan for enacting large-scale transformation in a tumultuous world. In his latest work, "The Heart of Change," he and coauthor Dan S. Cohen delve into what they say is the fundamental problem leaders face in all eight steps: how to move past simply getting your message out to actually changing behavior.

They organize their entire message around one basic premise: "People change what they do less because they are given analysis that shifts their thinking than because they are shown a truth that influences their feelings." In other words, if you want to motivate people to alter the way they do things, you can't just rely on numbers, charts, and reports to convince them that change is necessary. You have to speak to their emotions.

This might sound a bit touchy-feely, but "The Heart of Change" is anything but that. In a highly practical, easy-to-understand way, the authors explain why the "see-feel-change" approach results in successful, lasting change while the "analysis-think-change" method does not.

Given the point of their book, it's not surprising that they do this by showing, as opposed to just telling. As part of their research, a team headed by Cohen, a principal with Deloitte Consulting LLC, interviewed more than 200 people in 90-plus organizations on several continents. From those interviews, Cohen and Kotter selected 34 stories that most clearly illustrate what is effective and what is not during the eight change steps (which include increasing urgency, building the guiding team, getting the vision right, communicating for buy-in, empowering action, creating short-term wins, not letting up and making change stick).

The authors' analysis of these anecdotes is helpful, to be sure, but the stories themselves are what make the book's message so memorable. They cover a broad range of topics: showing a videotape of an angry customer (to increase urgency), getting rid of the executive floor (to communicate for buy-in), and filming manufacturing teams at work (to empower action), to name a few. Some make for more interesting reading than others, but they all offer valuable insight into how to implement lasting change.

Kotter and Cohen devote one chapter to each step in the change process. They conclude each chapter with a handy summary that highlights what works and what doesn't work in that particular phase. For example, in step five (empower action), "recognition and reward systems that inspire,

promote optimism and build confidence" work, while "ignoring bosses who seriously disempower their subordinates" does not work. Some chapters also include activities called "An Exercise that Might Help," which are designed to guide people as they apply what they've read to their own situations.

Change on any scale is never easy. But whether you're trying to modify the way a small department handles one particular job or leading a complete organizational overhaul, "The Heart of Change" will help you help the people you lead enact change that will stick.

*This article is used by permission from Dr. John C. Maxwell's free monthly e-newsletter 'Leadership Wired' available at [www.MaximumImpact.com](http://www.MaximumImpact.com).*

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## Key "Word":

### Interpersonal/Team Skills

*Considers and responds appropriately to the needs, feelings, capabilities, and interest of others; provides feedback and treats others equitably.*

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### Accountability For Leadership Development

*Article by Dr. Ed Dail, Civilian Career and Leadership Development Officer, MCAS Cherry Point, North Carolina*

Accountability is critical in improving the effectiveness of leaders. In implementing an evolving system for developing leaders in a dynamic work environment, various stakeholders are accountable. These stakeholders include management officials, supervisors, each employee, and mentors. These stakeholders will vary among differing organizations. No matter the work environment, all persons who are actively involved in mission accomplishment will have vested but varying interests in leadership development. But each must be held accountable.

Accountability just doesn't happen—it evolves. Accountability arises through three distinct phases. First, the person must gain knowledge and acceptance of his or her responsibilities. Communication, especially between the supervisor and employee, becomes critical in sharing and clarifying responsibilities. The employee must know what his or her duties are and standards of performance. In addition, the employee must understand how his or her work fits into the mission of the organization and the value of the work to the mission. Second, the person must believe he or she is empowered. Accepting responsibility is a foundation for empowerment. If the person desires greater decision-making authority, the person must be prepared for increased accountability for decisions. And third, ultimately, the conditions for personal accountability must be fulfilled.

Improving effectiveness of leaders in an organization depends on all employees, at all levels, working with each other to accomplish the mission. The premise of leadership development is all employees are leaders. In addition, each employee will continuously develop his or her own leadership style. The opportunities and strategies for leadership development will vary from one organization to another and support for development will also vary from one manager/supervisor to another.

Through establishing a mindset of ownership for leadership development, each involved person will take responsibility for active engagement. The engagement involves carrying out assigned or expected responsibilities. As mentioned previously, several parties have responsibilities for leadership development, including the senior management officials, supervisors, employees, and mentors. To become accountable, a person must first know what is expected. But knowledge of these responsibilities alone will fail to result in a person being accountable. To be accountable, the person must believe he or she is empowered.

Through empowerment, the person will make decisions and do whatever is necessary to carry out responsibilities. The person may develop action

steps, determine key resources, implement creative problem solving strategies, determine how to complete and integrate tasks, and so forth. Empowerment becomes the pathway to accountability.

Accountability will occur when the person owns the outcome of his or her actions as a leader. Results of effective leadership behaviors must be acknowledged and, hopefully, rewarded. Hence, the consequences of the behavior of the person become important. Consequences of actions must be clear, objective, and immediate. The person must know what will happen if he or she achieves or fails to meet expectations. Clarity of what to do, freedom to make choices, and perceived positive benefits increase accountability.

As envisioned and implemented in a work environment, leadership development provides benefits to all persons involved. From a management perspective, the organization will gain more competent performers, will be better able to pass on corporate memory, and will resolve diversity issues. The employee will benefit through enhancing competencies, building confidence, and achieving greater work satisfaction. Mentors will benefit through personal satisfaction from fostering growth in others and sharpening their own skills. Truly, leadership development becomes a “win-win” situation for all. But, there are negative consequences to leadership development.

In a downsizing environment, limited resources and increased workload may hinder the provision and support for leadership development opportunities. Dilemmas for a supervisor may be created by these impediments. Who carries out work when employees are attending training? Who carries out work when employees are on a 30-60 day rotational assignment? What priority should be given to occupational versus leadership skills? How can employees be recognized for both job performance and development? To hold persons involved in leadership development accountable, both considerable thought and creative accommodation and recognition approaches will be required.

High performance is achieved through accountability. Without accountability, employees, at all levels, lack needed information to do their jobs, flounder in unmade decisions, and lack guidance and support when faced with challenges. Without accountability, communications will breakdown, relationships will be undermined, territorialism will increase, and recognition for successful performance will disappear. Hence, friction and tensions among employees will increase. In addition, employees will rebel against inevitable changes. Non-performers will thrive while most employees will have to work harder to make up for those who lack accountability. Accountability is not an option for achieving and sustaining high performance—it is a necessity.

## Directing Your Future

*Article by Ms. Michelle McKamy, Project Manager Civilian Workforce Development Application, MARCORSYSCOM, Quantico, VA*

The fact that you are reading this newsletter puts you way ahead of where I was a year ago and quite frankly impresses me. This small act of taking the time to read a quarterly newsletter shows me that you are the type of person who is interested in learning more to better their future. It shows that you are an informed person. If you met me a year ago and asked me what Civilian Career and Leadership Development was about or if I had ever read a quarterly newsletter, I would have looked at you with a puzzled expression.

My name is Michelle McKamy and I am the Marine Corps Systems Command Project Officer for the Civilian Workforce Development Application (CWDA). I am a former Marine. I spent almost a decade in uniform and have now worked for the Marine Corps as a civilian for almost four years. Even with this history with our beloved Corps, it doesn't mean that I automatically understand the career path of a Civilian Marine or what is available. I didn't even know that there was a Civilian Marine Website. Additionally, if I asked a fellow Civilian Marine what their career path was/is (i.e., How do they get to the next grade or grades?), he/she either couldn't answer or said that they got where they are because they were

looking for opportunities – not because they had guidance.

The great thing about the Campaign Plan is that this is changing. I am excited to see such things as a formal acculturation program and a formal mentoring program; however, I am especially excited about the effort currently underway to bring you the Civilian Workforce Development Application (CWDA). What is this application do you ask?

CWDA is a web application and backend database that will facilitate the occupational and professional development of Civilian Marines. The database will contain data related to the leadership and functional core competencies of the Communities of Interest. CWDA will provide career and professional development information to all Civilian Marines and allow them to schedule training, update personal training/qualification data, view job vacancies within the Marine Corps, and analysis data for senior leaders of the COI's for forecasting vacancies. Specifically, the database will contain the types of data collected during the Civilian Communities of Interest (CCI) project. It will include information about the 21 COI's; the occupational series allocated to each COI; and finally, professional development information for each occupational series, to include functional and leadership competencies necessary for performance of occupational series related duties, professional development attributes related to career development, and training opportunities available to occupants of occupational series.

In real plain English – This application will allow the Civilian Marine – YOU – to have view of your career path. It will allow you to see what competencies are required for you at your current level or desired level. It will allow you to do a self-assessment to see how you match up. It will allow you to see training that is available to meet those competencies. It will allow for the building of an

Individual Development Plan (IDP), which will also facilitate mentorship.

All of this functionality won't be available at once, but a lot of it will be available by July/August of 2005. I can see it now – A confident Civilian Marine population that is educated in both functional/technical competencies and leadership skills; and that is meeting its full growth potential and is highly satisfied with their career choice.

If you are reading this and know of a fellow Civilian Marine that isn't and he/she doesn't know about anything I have mentioned, please tell them. Sharing will be appreciated and it allows for growth of individuals and relationships. Semper Fi and good luck in your career endeavors.

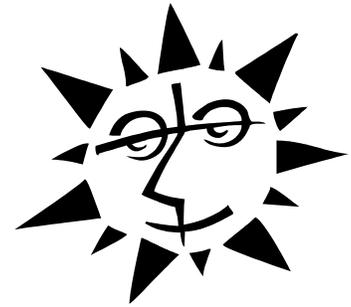
### **Have a story to tell or a book review to share?**

Do you have a story or book review for the **Civilian Marine**? We are looking for news about civilian leadership best practices, highlights of Civilian Marines accomplishing great things in support of our Marines and reviews of your favorite leadership books. Submissions should be in Word format via e-mail to [ReillyKE@manpower.usmc.mil](mailto:ReillyKE@manpower.usmc.mil). Not all stories will be published due to space limitations, and we reserve the right to edit for content and applicability. Author's by-line will appear as well as work location.

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## **Closing Thought:**

“Some people live an entire lifetime and wonder if they have ever made a difference to the world,

but the Marines don't have that problem...”

**President Ronald Reagan**

