

A large, three-masted sailing ship, the USCGC Barque Eagle, is docked at a pier at night. The ship's hull is white with a red stripe and a large eagle emblem. The masts and rigging are illuminated with warm lights. In the background, a vibrant display of fireworks in various colors (blue, green, purple, red) bursts against the dark night sky. The foreground shows a crowd of people sitting on wooden pilings, watching the fireworks. The scene is lit by streetlights and the ship's lights, creating a festive atmosphere.

LEAD

**USCGC Barque Eagle's
Contributions to Developing
Leaders of Character**

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



LEAD

Learn From Theory
Experience Through Practice
Analyze Using Reflection
Deepen Understanding From Mentoring

Cadet
Leadership
Roles

Domains

Frequent
Quality
Interactions



4/c Follower
3/c Role Modeler
2/c Cadre
1/c Leader



Physical
Intellectual
Professional
Values



CGA
Community

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	

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 persist

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

Sculpt the Learning Environment









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	<ul style="list-style-type: none">•Damage Control (Advanced)•Officer of the Deck (Under Instruction) or Oiler	<ul style="list-style-type: none">•Helm and Lookout•Auxiliary (Engine)
Advanced Qualifications (Optional)	<ul style="list-style-type: none">•Officer of the Deck (Open Ocean) or Engineer of the Watch	<ul style="list-style-type: none">•Damage Control (Basic)•Oiler•Quartermaster of the Watch•Assistant Boatswain Mate of the Watch

Metrics

Coast Guard Academy/Board of Trustees Metrics:

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

Joint Metrics:

- Surveys
- Off-Site



Follow us on Facebook
www.facebook.com/CoastGuardCutterEagle



Admiral James M. Loy Institute For Leadership

*47 Mohegan Avenue
New London, CT 06320*

*www.cga.edu/ifl
860.442.2691*

