

CHAPTER 21

LEADERSHIP AND SUPERVISION

To lead, you must first be able to follow; for without followers, there can be no leader.

—Navy Saying

Today's Navy operates with fewer people and resources than before. Therefore, good leadership is more important than ever. You may think that because you are nonrated, leadership doesn't apply to you. You're wrong! Learn as much as you can about leadership. Your leadership skills will have a strong impact on your Navy career and your personal life. It doesn't matter whether you're an apprentice, a chief petty officer, a division officer, or a commanding officer; you will assume responsibility and exercise authority within the chain of command. As you advance to higher rates, you'll assume more authority and responsibility as a leader. Now is the time for you to learn about leadership.

BASIC PRINCIPLES OF LEADERSHIP AND FOLLOWERSHIP

Learning Objectives: When you finish this chapter, you will be able to—

- Recognize the purpose of followership and leadership.
- Identify the fundamentals of leadership, including core values.

The Navy defines leadership as *the art of influencing people to progress towards the accomplishment of a specific goal*. Leadership occurs when one person influences other people to work toward a definite goal.

Leadership is based on personal example, good management practices, and moral responsibility. Every person in the Navy must set an example of military ideals and give personal attention and supervision to personnel below them in the chain of command.

You can determine your leadership ability by—

- Examining your conduct
- Reviewing your duties and responsibilities

- Determining how well you're performing

If you don't measure up to Navy standards, take steps to raise your performance level as well as the performance of the personnel who work for you.

ELEMENTS OF LEADERSHIP

You've heard the expression "leaders are born, not made" or "that person's a born leader." Forget these phrases; no one is a "born leader." Many people are "natural" leaders because of their strong, magnetic personality or because of their natural ability to learn rapidly (fast). However, such people are the exception, not the rule. Because leaders aren't "born," they must be "made" (trained). There are three elements that make an effective Navy leader:

1. Moral principles
2. Personal example
3. Administrative ability

Moral Principles

Moral principles include honesty, integrity, and loyalty. These principles of human conduct provide direction, solidity, and consistency to leadership.

The key to leadership is the emphasis you place on personal moral responsibility. You show personal moral responsibility by being honest and loyal. Your shipmates see those traits as your moral character. And a strong moral character influences others in a positive manner.

Personal Example

Leading by personal examples goes along with moral responsibility. Effective leaders have many different leadership traits, such as know-how, sincerity, and courage. Which trait is the most important is a

matter of opinion. However, if you show weakness in any trait a worker thinks is important, you lose that person's respect.

Respect isn't automatically given to a leader because of authority. You have to earn respect and confidence of personnel working for you by setting a good example. Lead your workers; don't drive them.

Administrative Ability

Administrative ability is more than maintaining logs, records, and other paper work. *Administrative ability* is another term for good management practices. Good management practices include the ability to organize, manage, and work with people. Learn to apply a personal touch in dealing with your workers. Always remember, everyone wants to be treated as an individual who has worth. Emphasize each person's importance in getting a job done.

Giving Orders

When you're the leader of a group, part of your job is to give orders. Give orders that are simple, clear, and complete; and make sure that everyone understands what's to be done.

A good order makes the following facts clear:

- What's to be done.
- When to do it.

Then, as circumstances require or permit, you may add the following information:

- How to do it.
- Why it must be done.

How you give an order is important. The way you speak is important. Speak in a tone that shows you mean business. When you act as though you expect the job to be done well, it usually will be. With experience and when you closely follow the rules for giving an order, you'll develop an effective technique for giving orders.

Praise and Reprimand

Learn when to praise and when to reprimand. Your workers do better work when they know that you appreciate their efforts. Tell them you appreciate their work; that's the only way they'll know. When a person does more than required, show your approval. If possible, show your approval in front of the other personnel.

At times, you'll have to reprimand. You probably don't like to do that, but warning and reprimanding are part of your responsibility as a leader. Remember, the purpose of a reprimand is to teach, not to embarrass. Therefore, give reprimands in private. Always be sure of your facts—the person may have a reason for the behavior that led to the reprimand. Tell the person what was wrong and why it was wrong. Then explain how the person can improve.

Remember to do the following:

- Praise in public.
- Reprimand in private.

Promoting Morale

Morale means different things to different people. If you ask your shipmates about their morale, you'll get different answers. For example, a person who's just been promoted will tell you morale is high. However, a person who's just been restricted will tell you morale is low.

Keeping morale high helps accomplish the Navy's mission. The Navy realizes the need for high morale; therefore, several ongoing programs are conducted to meet the need. These programs include moral and spiritual guidance, educational opportunities, and personal affairs counseling. Encourage your shipmates to take advantage of these programs.

Organized recreation programs, such as ball games, organizational parties, picnics, and sightseeing tours, contribute to good morale. They bring members of the organization together. Let your people know about all of your organization's recreational programs and activities. Showing interest in your people's welfare and morale helps keep morale high.

Student Notes:

PRIDE.—Many Navy units have an outstanding reputation for their professional ability and their ability to get the job done. Other units can't seem to do anything right. What makes the difference? The answer is simple—the outstanding outfit has *esprit de corps*. The members of the unit have pride in self, Navy, and their country!

Help your unit be a winner. Show your pride in self, Navy, and country. Wear your uniform proudly. Compliment personnel working for you on their sharp appearance and good work. By doing this, you help your unit become an efficient, tightly knit crew.

KEEP PERSONNEL INFORMED.—You can boost morale and promote *esprit de corps* and pride by keeping your personnel informed. Everyone likes to know what's going on. When will the ship get underway? What's the workload for tomorrow? When will the squadron deploy? This is the type of day-to-day information you can pass on to your personnel. Let them know about upcoming drills. Explain the reasons for the drills. Letting people know what to expect promotes good morale.

INTEGRITY.—Always be honest with yourself, your shipmates, and your superiors. Make promises only when you can keep them and only when you intend to keep them. Keeping promises earns you respect from your shipmates, and you must have their respect to be an effective leader.

FOLLOWERSHIP

Everyone in the Navy is in a position of followership. No matter how high you go in the chain of command, you still report to someone higher. Even the President, as Commander in Chief, reports to the people of the United States. To be a good leader, you must know how to be a good follower. Always carry out your orders promptly, to the best of your ability, and as cheerfully as possible. Show your workers that even if an order is disagreeable or causes personal inconvenience, you still must carry it out. Loyalty, both up and down the chain of command, is essential to effective leadership.

Commands and Orders

A good follower obeys all orders received from personnel higher in the chain of command. The Navy has two kinds of obedience—immediate and reasoned.

COMMAND.—Immediate obedience is an automatic response to a command. You must follow a command immediately and exactly as given without asking questions. For example, if you receive an order to make a turn while steering your ship, you do so immediately. If you didn't respond at once, you could endanger the ship.

ORDER.—Reasoned obedience is the proper response to an order. An order lets you ask questions if you don't understand. You can use your own judgment in carrying out an order. For example, if your leading petty officer (LPO) tells you to paint your living space, you decide the number of brush strokes to use. Reasoned obedience lets you obey an order while learning from your experience in carrying it out.

Followership Qualities

To be a good follower, try to develop the following qualities:

Loyalty—Always be loyal to the personnel above you in the chain of command, whether or not you agree with them.

Initiative—Do what must be done without waiting to be told. Showing initiative demonstrates your ability to be a leader.

Dependability—Be dependable. The person in charge must have help in carrying out the mission. The leader must be able to depend on the followers to get the job done. Dependable followers increase the efficiency of the leader and the command.

CONTINUOUS IMPROVEMENT PROGRAM

Learning Objective: When you finish this chapter, you will be able to—

- Identify the fundamental concept of the Continuous Improvement Program.

Student Notes:

The primary goal of the Continuous Improvement Program is to increase productivity and produce better quality through leadership. The most important part of this program is the process, or, how the job gets done.

You might ask, “Who is the most familiar with the job?”

The answer should be, “The person doing the job.”

Often, the way the job gets done is complicated or just doesn’t work. In most workplaces, it’s almost impossible for workers to get management to change the way the job is done. Under the Continuous Improvement Program, supervisors make sure that job improvement suggestions are heard and, if practical, made part of the way the job is done.

REVIEW 1 QUESTIONS

Q1. List the elements of a good Navy leader.

- a.
- b.
- c.

Q2. List the principles of conduct that give direction, solidity, and consistency to leadership.

- a.
- b.
- c.

Q3. What is another term used to describe administrative ability?

Q4. True or false. To be a good leader, you must know how to be a good follower.

Q5. List three followership qualities.

- a.
- b.
- c.

Q6. Describe the purpose of a reprimand.

Q7. List the ways you can help build morale.

- a.
- b.
- c.

Q8. What is the primary goal of the Continuous Improvement Program?

SUMMARY

In this chapter, you were introduced to the concepts of leadership and supervision. You learned that in order to be an effective leader, you first need to be a good follower.

Also in this chapter, the idea behind the Continuous Improvement Program was presented. Through this program, valuable suggestions about the work place can be acted on.

Student Notes:

REVIEW 1 ANSWERS

- A1. The elements of a good Navy leader are—
- Moral principles**
 - Personal example**
 - Administrative ability**
- A2. The principles of conduct that give direction, solidity, and consistency to leadership include—
- Honesty**
 - Integrity**
 - Loyalty**
- A3. Another term for administrative ability is *good management practices*.
- A4. **True**, to be a good leader, you must know how to follow orders.
- A5. The three followership qualities are—
- Loyalty**
 - Initiative**
 - Dependability**
- A6. The purpose of a reprimand is **to teach, not to embarrass; therefore, give reprimands in private**.
- A7. You can help build morale through—
- Pride—being proud of what your personnel have accomplished**
 - Integrity—being honest with yourself**
 - Keeping personnel informed—making sure your personnel know what is happening**
- A8. The primary goal of the Continuous Improvement Program is **to increase productivity and produce better quality through leadership**.

