

COMMAND MASTER CHIEF/CHIEF OF THE BOAT TOUR CHARTER

INTRODUCTION:

The Command Master Chief/Chief of the Boat Tour Charter is the focal point of the course. It is crucial that the CMC/COB and CMC/COB spouse fully understand each other's expected level of participation in all facets of the tour, both professionally and personally. This topic introduces the Tour Charter concept, discusses choices and suggests steps in developing the charter. This is a joint session.

GOAL:

The goal of this module is to:

- define CMC/COB Tour Charter
- explore possible command family needs, goals and issues
- develop group and individual considerations in creating a charter

READINGS:

- Glenn Van Ekeren, "Flying in Formation", pages 1-6-8 & 1-6-9
- Louis A. Tartaglia, M.D., The Great Wing



TOPIC OUTLINE

1. Introduction of CMC/COB Tour Charter
2. Value of the Tour Charter
3. Process - married couples
 - develop personal visions independently
 - share personal vision with spouse
 - determine common ground
 - address uncommon ground
 - focus on CMC/COB and spouse relationship and extend to family
 - specify understandings, agreements and expectations
 - use considerations as a check-list to make sure you've discussed all your concerns
 - review regularly together and possibly as a family
 - refine as necessary
4. Workarounds for single CMC/COB or geographic bachelors
 - identify activities and needs of the Command family
 - establish job descriptions
 - delegate responsibilities
 - ensure command understands arrangements
5. Possible considerations or unique concerns for Tour Charter and workarounds
6. Develop and present a Tour Charter (three to five minutes in length).
Providing visual aids helps to make the presentation fun and timely. You may use note cards, develop a video, create a power point slide show, etc.

Flying in Formation

By Glenn Van Ekeren

People challenges, work demands, personal turmoil, and organizational upheaval make it vital for teams to work together efficiently.

Northern geese provide a noteworthy model of teamwork. The natural instinct of geese is to work together, which enables them to do what they set out to do even in perilous conditions.

Every goose knows exactly where it is heading. Geese don't question the motives of other geese but remain committed to a common, mutually agreed upon destination. Each goose is accountable for keeping up with the rest of flock. Whenever a goose falls out of formation, it immediately experiences the drag and resistance of attempting to go it on its own. When needed, any goose is prepared and willing to assume leadership. When the lead goose gets tired and signals for assistance, a goose from the wing will slip in to the lead, thereby ensuring the flock can maintain its pace.

By flying in a "V" formation, each member of the flock creates an updraft for the bird immediately following. This cooperative effort allows geese to fly at incredible speeds for prolonged distances. In fact, scientists have discovered in wind tunnel tests that geese can fly 71 percent further in this V formation than if each goose went its own way. Breaking the resistance for one another is a critical component in enhancing any team's performance. Together, we can minimize whatever resistance we encounter. Geese also look out for each other. When a goose is wounded or becomes ill, two geese will go down with the goose to protect and assist it until it either recovers or dies. By flying in formation, geese provide a model for today's teams.

Being around some teams is emotionally draining. There is an underlined but significant tension. Just being in their presence is exhausting. Other teams are distinctly different. The environment is alive, energetic, and spirited. People appear to genuinely love what they are doing. They feel significant and sincerely concerned about the team's success. How can there be such a distinct difference between workplaces?

Five Principles

Vibrant teams that fly in formation are built around five principles. They:

1. Are dedicated to a common mission, values, and vision. Dynamic, productive teams need a guiding mission that functions as the operational gospel for which they can become constructively obsessed.

- **Mission.** The mission becomes the core around which decisions are made. It becomes every team member's frame of reference. People involved in a cause are energized to collaborate their efforts. In short, the mission is their reason for existence. Memorable missions are compelling, energizing, and inspire the commitment of the entire team. I prefer a clear, short, inspiring statement that focuses attention on one clear direction. Effective missions capture the team's reason for being: *Who you are, What you do, Who you do it for, Why you do it, and What makes you unique.* Getting your team focused is imperative. Ask yourself: "If you could get every person on your team to focus on one thing, what would it be?"

- **Values.** Values define the way people actually do things. Agreed-upon values determine a team's culture, environment, and personality. The practical expression of values tells people how things are "done around here." A clear, well-defined, consistent values statement creates an optimistic, congruent, consistent pursuit of mission. When values are vague, conflict, contradictions, and confusion emerge. Values come alive and are trusted as more than just words or philosophical statements when the principles are consistently expressed through team behavior. Real values are not the ones written down but the behavior observed. The gap that exists between actual behaviors and the stated values determines the team's character and culture.

• **Vision.** Vision is an elusive topic for most teams. Vision is often passed off as a futile exercise reserved for dreamers and avoided by doers. Compelling visions create a realistic, expanding, credible, challenging future for your team. Dynamic leaders and effective teams establish their vision and inspire others to commit to that future destination. Strategies are created to provide a compass for people to consistently move in the right direction.

Create an image of excellence consistent with the team's mission and values. Identify the steps needed to make the vision a reality by asking challenging questions: *What do we want to be? What is the best we can be? If your team was ideal, what would it look like, feel like, act like? What factors need to be present for the ideas to be achieved? What do we need to do to close the gap between the ideal and the present? What actions are necessary for us to overcome the obstacles limiting our progress?*

2. Achieve results through cooperation. The true measure of cooperation is not exceptional individual achievements or spectacular leadership. Great strength and progress develop when team members combine their efforts to better the organization. Interdependence destroys me-ism, territorialism, personal agendas, and a win-lose approach to relationships. Cooperation is not something you do. It is the natural outcome of the culture and operating personality. The environment is bred by a distinct set of interactive characteristics.

Mutual trust is at the heart of any cooperative effort. Elements like competence, communication, cordiality, character, commitment, and the like set the stage for trust to build. All other characteristics are dependent on the existing level of trust. Team actions consistent with a common purpose create continuity and are an integral facet of the environment. An environment that invites others to take full responsibility for their performance will benefit from explosive creativity and tremendous productivity. An abundance of appreciation, recognition, and encouragement are also integral components in a cooperative team. Add to this an unwavering determination to become better tomorrow than they are today and synergy is right around the corner.

3. Activate enthusiasm, expectations, and energy. Enthusiastic team members believe in what they do. Their enthusiasm is an outward expression of their inward belief in their jobs. As Robert Kriegel put it, "Passion kindles a spark that inspires you and others around you to greater heights." An enthusiastic team creates stretching expectations.

Excitement about the possibilities permeates the environment. Energy naturally evolves. Team members go to work, not just for something to do or to earn a paycheck but to do something to make a difference. Teams need members who have decided to believe in what they do and are willing to get excited about it.

4. Anticipate, accept, and adapt to change. Change is no longer an elective. Change is a way of life. To be proactive change agents, teams need to dispense with the status quo. The focus in this rapidly changing world is a vision of what could be. Create something new. Move forward. Stretch people. Commitment to continuous improvement is the new measurement of "change friendly" teams. Destruction of the present and creation of the future is one of today's conditions for survival. Tradition has a way of crippling teams. Challenge present thinking and determine how to become 1 percent better every day. What's good enough today won't be tomorrow. Teams need to shed themselves of habits, procedures, and programs that have outlived their usefulness. The times are crying for teams to anticipate, accept, and adapt to change.

5. Are mutually committed to each other. It is easy to get caught up in the part we are playing and forget all about the contribution of others. Critical guides for successful teams are the natural laws or relationships. What we give, we get. What we send out, comes back. What we sow, we reap. Teams would be wise to rally around the principle that says, "When I meet the needs of others, my needs will be met. When I help the team to be effective, my effectiveness will increase as well."

Working each day with an unselfish desire to help others be successful is imperative for making a caring environment a reality. Creating cooperative teams is an exciting challenge. Remember that alone you are good, but flying in formation, you can be the best in the world!

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Contributions to Consider as a CMC/COB Spouse

WHAT WILL YOUR CONTRIBUTION BE?

There is no single answer to this question. You and your spouse will design your own level of leadership commitment during this tour. It's very important that you each understand your expectations of each other as you head into this new assignment. As always, we will give you suggestions as to how you can be involved, but you must determine how much time you have to give and how far your comfort level will reach. Your experience of "coming up through the ranks" with your husband or wife is invaluable and can be a positive source of advice and common sense to the spouses of junior Sailors. Just as the CO and XO spouses are looked to for leadership and support, so is the CMC/COB spouse.

You may decide to jump in with both feet, or you may sit back and test the waters for a while before making any commitments. You may be involved in many things or choose one or two areas to volunteer. You may decide to not be active in anything. If you choose to be involved, some of the areas you may consider are:

- Participate as an active member of the Command Support Team
- Mentor spouses of the Chief selectees during CPO 365 and after the Chief's pinning ceremony
- Edit the Ombudsman or FRG newsletter
- Advisor to the Ombudsman
- Advisor to the Family Readiness Group (FRG) or other enlisted support groups
- Assist in forming a command FRG or spouse's club if one does not exist
- Attend command activities such as retirements, change of command, social events, etc.
- Volunteer in Navy and/or civilian community organizations such as:
 - Navy-Marine Corps Relief Society (NMCRS)
 - Fleet and Family Support Center (FFSC)
 - Naval Services Family Line (NSFL)
 - USO
 - COMPASS
 - Thrift Shops
 - American Red Cross (ARC)

ASSIGNMENT SHEET

CMC/COB Tour Charter Assignment

Description:

During the course week, couples should begin (or continue) to define and discuss concerns, expectations, and plans as a team approaching the CMC/COB tour together. In the process of doing this you should review personal vision statements and define personal, couple and family goals and priorities. Review “Considerations” to determine which ones you would like to address in your charter. Specifically discuss the spouse’s level of participation and involvement in the command, and possible alternatives, if required.

Requirement:

A presentation session scheduled Friday afternoon will provide an opportunity for sharing the ideas developed by each CMC/COB and CMC/COB spouse team during the week. Each couple will have 3-5 minutes to discuss their Tour Charter. Use any medium you desire in developing your charter; chart pack paper, index cards, Microsoft PowerPoint, a creative display, an interactive skit. There is no “school solution” for this assignment. Each couple is unique and has different priorities, concerns and interests. At this time, the process of developing the Tour Charter is more important than the product. Your Charter will likely be adjusted several times before and during the tour.

Intent:

The purpose of this exercise is not to determine how the command will operate or how the CMC/COB will lead. The purpose is not to develop a plan for the official command team. *The effort is the development of a charter that spells out the personal relationship of the CMC/COB and CMC/COB spouse team during the CMC/COB tour.* What will each give to the experience? What may each expect from the other during the experience? Command mission may be a consideration, but focus is on the CMC/COB and CMC/COB spouse team.