

Experience of Leadership

University Canada West Management 601

Winter 2023

RAdm Nigel S. Greenwood CMM, CD, RCN (Ret'd)
Master Mariner FRIN, FNI



Leadership:

- Origins
- Organizational context
- ◆ Scope/Scale
- ◆ Nature/Nurture?
- **♦** Touchstones
- Challenges ...rewards?
- **♦** Examples

"Why would anyone follow me?"



Formal, Hierarchical Leadership



"College" in the sense of an institute oriented toward training a specific professional competence, a font/guardian of professional ethics, the epitome of professional conduct...



Leadership as a function of Organizational Ethos

Truth, Duty, Valour¹

Duty, Honor, Country²

- 1. Canadian Military Colleges motto
- 2. West Point Military Academy motto



Informal, Practical Leadership



Royal Canadian Sea Cadets
HMCS Quadra PL Course 1973

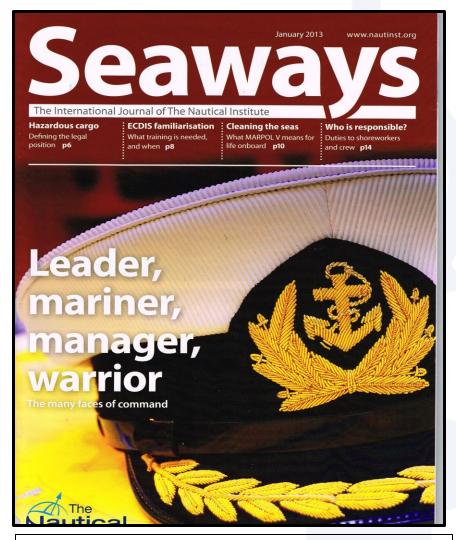
"Outward Bound"

- 12 teenagers (16-17 Yrs)
- 32' naval cutter
- Sail and oars only
- 1 day's rations for 5 days
- Round-trip itinerary of ~100nm
- "don't come back early
 ...don't come back late!"
- No adult supervision

No assigned leader



Leadership Competence ... Competencies



* LMMW are the pillars of the RCN's Command Development Course, the qualifying course for sea command candidates

Is there a difference in the leadership required of a "Commander"* rather than a "Manager"?



Leadership as a function of Context

...Large/Small Teams

International staff of the Sea Combat Commander onboard USS Kitty Hawk (CV63) at RIMPAC 2008 (crew of 5000)



Captain and helmsman in a "Panamax" bulk carrier (crew of 20)

Visible leadership ... invisible leadership



"No man is a hero to his butler..."

(Goethe)

Canadian Fleet Pacific 2007-2009 "Inner suite"



Leadership as a function of "Character"

By command*,

I mean the general's qualities of

wisdom, sincerity, humanity,

courage and strictness

Sun Tzu



^{*} In military usage, often synonymous with leadership

Character(istics) of Leadership*

- Loyalty
- Simplicity [honesty]
- Self Control
- Tact
- Energy, Enthusiasm, Perseverance
- Common Sense, Judgment, Acumen
- Assiduity
- Earnestness
- Justice
- Faith
- Truthfulness
- Courage, Decision
- Honour
- Discipline, Punishment

"Your actions speak so loudly, I can't hear what you're saying..."

RAdm R.D. Yanow (1992) RCN 1951-87



Greenwood's List of Leadership Essentials

- Vision¹
- Decision²
- Competence³
- Character⁴
- Communication

Not a shopping list!

... all of these essential in each leadership opportunity/ performance, but sometimes in different proportion

Elaborations:

- 1. Objective (goal), perception, analysis, intuition, strategy, innovation
- 2. Authority, risk acceptance, courage, commitment, timeliness
- 3. Professional ability, diligence, skill, experience
- 4. Personal motivation, ethics, empathy, fairness, enthusiasm, resilience
- 5. Articulation, clarity, logic, persuasion, *listening*!!



Leadership as a function of Achievement

"Leadership is the art of accomplishing more than the science of management says is possible."



Communication

"Mission First, People Always"

Or...

"People First, Mission Always"?

False dichotomies: Mission/People, Nature/Nurture, Efficiency/Effectiveness ...

Leadership is often about resolving dilemmas



Final Word on Leadership:

Share the successes, own the failures

Resilience, tolerance for failure ...



Questions?



RAdm Nigel S. Greenwood CMM, CD, RCN (Ret'd)

Master Mariner FRIN, FNI

4022 Rainbow Hill Lane Victoria, BC Canada V8X OA6

1 (250) 507-8445

nsg@greenwoodmaritime.com

