

THE HELM

LEADERS
DEVELOPING
LEADERS



SPRING 2024

QUARTERLY NEWSLETTER OF NMLPDC'S LEADER DEVELOPMENT DIRECTORATE

IMPORTANT DATES:

Advanced Readiness Officer Course (AROC)

- 10-21 Jun 2024
- 22 Jul-2 Aug 2024
- 12-23 Aug 2024
- 9-20 Sep 2024

Division Officer Leadership Course (DIVOLC)

- 29 Jul-2 Aug 2024 - (Virtual)
- 16-20 Sep 2024 - Bethesda (In-Person)

Executive Medical Department Enlisted Course (EMDEC)

- 8-19 Jul 2024
- 2-13 Dec 2024

Financial and Materiel Management Training Course (FMMTC)

- 8 Jul-13 Sep 2024
- 27 Jan-4 Apr 2025

Military Tropical Medicine (MTM)

- 8 Jul-1 Aug 2024 (Didactic)
- 2-18 Aug 2024 (MTM Int'l Field Mission)

Navy Medicine Officer Orientation Course (NAVMED 101)

- 10-14 Jun 2024
- 15-19 Jul 2024
- 19-23 Aug 2024
- 30 Sep-4 Oct 2024

Patient Administration Course (PAC)

- 2-27 Sep 2024
- 21 Jan-14 Feb 2025

Plans, Operations, and Medical Intelligence (POMI) Course

- 12-30 Aug 2024
- 21 Oct-8 Nov 2024

To see the upcoming NMLPDC course offerings, review eligibility and nomination requirements, or to contact respective NMLPDC course staff, visit us at <https://www.med.navy.mil/Naval-Medical-Leader-and-Professional-Development-Command/> and click on the tab for Officer, Enlisted, or Civilian Training.



Viewpoint

Broadly understood, spiritual readiness is “the strength of spirit that enables the warfighter to accomplish the mission with honor.” By that definition, a strong spirit is a key contributor to readiness and a driving force behind the warfighter’s ability to meet mission. What is the spirit and what is the source of a strong spirit? Connection. Human beings are designed for relationship. Born of relationship, life’s deepest connections supply meaning and purpose, undergird core values, and fuel sacrificial service. Connection strengthens the spirit.

The deepest connections in life are experienced differently by all, but often involve connectedness to one’s understanding of God or the transcendent, the natural world, and caring relationships with the people who comprise families, circles of friends, and important communities. Common to human experience are the needs for meaning and purpose, faith, hope, and love as building blocks of character; and the fortitude to give sacrificially from one’s heart for the sake of the other. These qualities flow forth from life’s deepest connections to strengthen the spirit.

The Navy Leader Development Framework 3.0 identifies Competence, Character, and Connection as three lanes of leadership, all intersecting at key junctures to combine and compliment. Connection is foundational to an understanding of the spiritual and the spiritual foundational in understanding the nature and importance of human connection.

Spiritual readiness is the North Star of the Navy Chaplain Corps. Like other measures of readiness however, spiritual readiness is a North Star function of Navy leadership – all leaders, at every level. At their best, leaders foster relationships of connection within and between those they serve in leadership.

Born of relationship, spiritual readiness fuels deeper experiences of connectedness and even more meaningful relationships of care. A strong spirit is the result.

Thank you for your faithful and effective leadership!

CAPT William Hlavin, CHC, USN

Force Chaplain, Naval Medical Forces Atlantic
Command Chaplain, Naval Medical Center Portsmouth

From the Leader Development Framework, 3.0

Connections: “Intellectual connections improve competence by sharing mental models, comparing notes, improving our ability to anticipate our teammates’ next move. Personal connections strengthen our character and resilience by building relationships. We share what we experience and seek to understand what’s going on in others’ lives. Not only in mind, but in body and spirit as well. Personal connections—relationships—should certainly expand and deepen within our Navy Team, but...should also include our [families, friends, churches, health clubs, and other communities]. Personal and intellectual connections are essential to achieving the highest levels of performance.”

Highly-connected teams build commitment and toughness by developing a sense of belonging and cohesion. This increases the level of energy and effort we bring to our mission. Connections expand our competence and strengthen our character. Connectedness supports competence by allowing team members to better understand professional developments within the Navy. It allows us to share experiences, learn from each other, and develop levels of common understanding that make us better able to operate as teams.”

LEADER LESSON

Get Real, Get Better and What It Means for Navy Medicine

By CDR R. Jason Delinsky, MSC, USN
Deputy Director, Leader Development
Naval Medical Leader & Professional Development Command



Most are familiar with the terminology “Get Real, Get Better”, but some are not sure how to articulate what it is. Is it a program, an initiative, a philosophy, an objective, etc.? The answer: All of the above.

Get Real, Get Better (GRGB) is a call to action by the Chief of Naval Operations for all Sailors and Marines to adopt a mindset of Self-Assessment and Self-Correction to facilitate Learning Teams built on trust and mutual respect to advance Navy Culture, and ultimately, to WIN against our adversaries. While the GRGB terminology may be new, the underlying concepts are not. In fact, many of the GRGB principles are akin to the principles of High Reliability Organizations (HRO) which Navy Medicine has been pursuing for many years.

While some may believe GRGB is too broad or lacks specificity, one could also argue this is by design. The Navy’s intention is not to dictate to the various communities (Medical, Air, Surface, Nuclear, etc.) how or where GRGB principles are to be implemented. Instead, GRGB provides a vision but allows flexibility in meeting the goal recognizing each community may be at different points on the continuum. Thus, an "All Stop" and pivot toward this new GRGB “program” is not the directive. Instead, communities must align with GRGB, but they may leverage efforts already in place if the objectives are mutually beneficial.

As members of the Department of the Navy, we must become familiar with GRGB. Navy Medicine's commitment toward HRO principles, however, contribute to the goal of GRGB to change Navy culture.

[Click here](#) here to check out the Navy’s GRGB on-line resources.

45 SECONDS ON LEADERSHIP AND ETHICS, U.S. NAVAL WAR COLLEGE LESSONS

When is the Right Time to Make a Decision?

As results-driven leaders, we are biased toward action. When presented with an issue, our first instinct is to craft an immediate solution – usually informed by incomplete data and past experience. We frequently overvalue decisiveness. Instead of automatic reactions, we must be deliberate in our decision making. [Click here](#) to listen to and consider the words of William J. Nault, Interim Dean, U.S. Naval War College, in a 1-minute YouTube video.

IN THE SPOTLIGHT

Tri-Service Optician School (TOPS)

The TOPS mission is to provide formal optical training to Army Optical Laboratory Specialist MOS (68H) and Navy Hospital Corpsman Optician (NEC L19A) students with quality training through a 24-week, DoD, uniformed services school on the subjects of ophthalmic dispensing, ophthalmic fabrication, and clinical optics. Upon completing the required curriculum, graduates are immediately able to function as an independent optician in any military environment.



TOPS Class 23010

MENTAL HEALTH MATTERS

Mindfulness: Living Our Lives in the Present and with Purpose

By John E. Schmidt, PhD
Chair, Department of Psychology
Naval Post-Graduate Dental School
Naval Medical Leader & Professional Development Command
Professor, Uniformed Services University of the Health Sciences



We have a wonderful brain. It is capable of quickly learning how to carry out tasks, and it becomes so good at task execution, that our body often runs on autopilot while our mind is far away thinking of something else. Paradoxically, living “mindlessly” can also lead to constantly being “in our head,” experiencing automatic overthinking, looping negative thoughts, rumination, brooding, or constantly thinking about the past. This state of not being in touch with the “here and now” can be detrimental to our health.

A helpful skill that can help us live our lives in the present is mindfulness. Mindfulness has been shown to have positive outcomes in the treatment for chronic pain, depression, anxiety, and in stress management programs, and it can help us in our every-day lives, too.

So what is mindfulness?

1. Mindfulness is to be intentionally aware of the present moment. Aware of what our body is doing, what our senses are telling us, what our mind is focused on, and what thoughts are passing through our mind.
2. Mindfulness encourages metacognition, the capacity to notice what we are thinking and the ability to control our thoughts, improving our mood and emotional reactivity, helping us become more in-tune to our emotions, and to have more control over them.
3. Mindfulness boosts our ability to focus and our working memory - the part of our memory system that allows the brain to hold onto information for a short period of time while performing mental operations with that information. This is how we can do mental math, for example.

How can we practice mindfulness?

Go to the following link to learn how to practice using gentle breathing exercises to help you learn to control what happens in your brain: <https://med.navy.afpims.mil/Naval-Medical-Leader-and-Professional-Development-Command/Leader-Development-Continuum/The-Helm/2024/>.

FROM THE CNO's READING LIST

After decades of research, world-renowned Stanford University psychologist Carol S. Dweck, Ph.D., discovered a simple but groundbreaking idea: the power of mindset. In this brilliant book, she shows how success in school, work, sports, the arts, and almost every area of human endeavor can be dramatically influenced by how we think about our talents and abilities. People with a fixed mindset—those who believe that abilities are fixed—are less likely to flourish than those with a growth mindset—those who believe that abilities can be developed. Mindset reveals how great parents, teachers, managers, and athletes can put this idea to use to foster outstanding accomplishment.

