

THE HELM

LEADERS
DEVELOPING
LEADERS



WINTER 2024

QUARTERLY NEWSLETTER OF NMLPDC'S LEADER DEVELOPMENT ACADEMY

IMPORTANT DATES:

Advanced Readiness Officer Course

- 8-19 Jan 2024
- 12-23 Feb 2024
- 11-22 Mar 2024
- 15-26 Apr 2024

Division Officer Leadership Course (DIVOLC)

- 8-12 Jan 2024 - Portsmouth (Virtual)
- 4-8 Mar 2024 - Portsmouth (In-Person)
- 13-17 May 2024 - Bethesda (In-Person)
- 13-17 May 2024 - Portsmouth (In-Person)

Executive Medical Department Enlisted Course

- 29 Jan-9 Feb 2024
- 26 Feb-8 Mar 2024
- 1-12 Apr 2024
- 6-17 May 2024
- 8-19 Jul 2024

Financial and Materiel Management Training Course

- 29 Jan-5 Apr 2024
- 8 Jul-13 Sep 2024

Military Tropical Medicine (MTM)

- 31 Dec 2023-15 Apr 2024 (Virtual)
- 8 Jul-1 Aug 2024 (Didactic)
- 2-18 Aug 2024 (MTM Int'l Field Mission)

Navy Medicine Officer Orientation Course (NAVMED 101)

- 26 Feb-1 Mar 2024
- 1-5 Apr 2024

Patient Administration Course

- 22 Jan-16 Feb 2024
- 3-28 Jun 2024
- 8 Jul - 2 Aug 2024

Plans, Operations, and Medical Intelligence (POMI) Course

- 4-22 Mar 2024
- 13-31 May 2024
- 19 Aug-6 Sep 2024

To see all of NMLPDC's course offerings, review eligibility requirements, or to contact respective NMLPDC course staff, visit us at <https://www.med.navy.mil/Naval-Medical-Leader-and-Professional-Development-Command/>.



Viewpoint

Most are familiar with the adage, “[he/she] is a born leader.” But can one really be “born” a leader or are leaders made? To quote legendary NFL coach, Vince Lombardi, “Leaders aren’t born, they are made. And they are made just like anything else, through hard work.” Coach Lombardi would probably agree

Nurture is most important in the development of leaders, but **Nature** is an important consideration as well. While a recipe for the right mix of nurture and nature does not exist, most anyone can become a leader (note the emphasis).

Across the military service, we tend to emphasize rank when designating someone as a leader which causes some to mistake the two as one in the same. Though rank certainly plays a role in who is billeted into which position (a necessity in some cases), rank does not make one a leader; rather, rank offers one an opportunity to become a leader of others. So how does one become a leader?

Becoming a leader is a journey and will differ from person to person. The need for time and experience is common for anyone aspiring to lead successfully, but one must also be humble in understanding leadership is a skillset requiring deliberate effort to build. The Navy has invested in the development of curriculums to help transform personnel into leaders, but simply attending a school/course does not make one a leader in itself. Education provides tools to aid in one’s growth as a leader, but the application of concepts and principles in the practice of leadership is where the transformation takes place. Additionally, opportunities made available through on-the-job training and self-study contribute to one’s development as well. Some are naturally blessed with personality traits which may help in gaining the skills to lead effectively. Therefore, leveraging natural ability is indeed important – especially considering the value of authenticity in leadership. One cannot, however, rely on nurture or nature alone in leadership; a leader requires both.

The Chief of Naval Operations Leader Development Framework, 3.0 identifies three lanes on the path to leader development (Competence, Character, Connections) and offers three approaches which collectively create an environment for growth. One of these approaches is formal schools and education to help develop leaders. In fact, MILPERSMAN 1301-906, Navy Officer Leadership Continuum Training dated 7 March 2021, directs **all officers** (regardless of community) to complete at least three leader development courses during one’s career:

Division Officer Leadership Course	Prior to or during the officer's first tour following accession training
Intermediate Leadership Course	Typically O-3/O-4 and/or between 7-12 years of commissioned service
Senior Leadership Course	Newly selected O-5

Only through application of educational concepts and principles and refinement of personality traits and characteristics can one begin to reach his/her leadership potential. Although most anyone can become a leader, those who succeed in this endeavor do not get there by chance. And while there is a starting point in becoming a leader, there is not a definitive endpoint as one's leadership journey is continual.

What steps are you taking to develop your skillset as a leader to optimize your leadership potential?

CDR R. Jason Delinsky, MSC, USN
Director, Leader Development Academy
Naval Medical Leader and Professional Development Command

[Click here](#) to review the Chief of Naval Operations Leader Development Framework, 3.0. ■

LEADER LESSON

Empowering Teams by Communicating the Command Mission

By LT Jessica L. Wentlent, MSC, USN
Program Manager, Division Officer Leadership Course
Naval Medical Leader and Professional Development Command



Effective communication of the command mission (CM) and the Commander's Intent (CI) is vital for organizational success, but it can be hindered by interpersonal relationships, trust, active listening, and self-awareness. The following strategies can assist in overcoming communication barriers ensuring the CM and CI are effectively conveyed leading to better decision-making and increase ownership.

1. Clearly Understand, Articulate, and Apply the CI. CI reflects overarching priorities, vision, values, and the desired end state. It serves as a compass for staff at all levels empowering them to make informed decisions. Persistent articulation of CM and CI fosters a culture of ownership, decentralized decision-making, and critical thinking.

2. Seek Clarification for Effective Collaboration. The Stanley Milgram's obedience experiments in 1963 revealed the human tendency to conform. Individuals often prioritize compliance with authority figures over questioning instructions, even when they are ethically questionable. Yet, actively seeking clarification is a testament to competence, character, and a commitment to open communication. Proactive clarification can prevent misinterpretations and pave the way for more favorable outcomes.

3. Address Challenging Conversations Proactively. Divide the conversation into two aspects: factors under control, influence, and acceptability (CIA), and facts, opinions, and emotions (FOE). Determining CIA and FOE clarifies the issues, approach, and areas within one's control to facilitate change. ■

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

Consistency in Leadership

Two types of transparency are necessary for good leadership: personal and professional. Personal transparency is admitting to one's shortcomings when they happen. Professional transparency is modeling our Navy's core values of honor, courage and commitment. [Click here](#) to listen to and consider the words of Professor Lisa Kerr, U.S. Naval War College, in a 1-minute YouTube video. ■

IN THE SPOTLIGHT

Division Officer Leadership Course

DIVOLC is the foundational leadership course for O1-O3 Naval Officers and should be completed within one's first two tours following accession training. Employing curriculum published by the Navy Leadership and Ethics Center, the course resembles a Division Officer's first tour and



(Class 23-60 pictured)

focuses on building and maintaining a professional and healthy work climate for their teams while effectively managing resources. Navy Medicine offers virtual and in-person DIVOLC at Naval Medical Leader and Professional Development Command, Naval Medical Readiness and Training Command (NMRTC) Portsmouth, and NMRTC San Diego. ■

MENTAL HEALTH MATTERS

Providing a Supportive Work Environment for Mental Health

By Lacy Mucklow, MA, ATR-BC, LPAT-S, LCPAT, ATCS, CCTP
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A healthy workspace is friendly toward mental health and reduces stressors that create negative mental health conditions. Prevention is the standard, but what happens if you already have personnel who struggle with a mental health condition? How can you show understanding and provide a supportive environment to help employees effectively contribute to the mission? Below is a list of ways to provide support:

Destigmatize mental health conditions. Getting treatment and allotting time to heal mental health conditions is as important as doing the same for a broken bone. Mental conditions can be as debilitating as physical ones. Encourage personnel to seek help and provide them with resources such as Military OneSource.

Have an open door, nonjudgmental policy. Employees may need assistance navigating their treatment. By talking to them, you can identify needs, help problem-solve, and guide them to resources.

Make time for employees to attend appointments and therapy sessions. Missing appointments can limit progress and healing.

Be inclusive. People are different, allow them to be creative and to work in ways that differ from yours. Get to know your employees' personality types. Working with their strengths increases productivity and decreases stress for everyone involved.

Self-care is critical and should be encouraged individually and collectively. Self-care is a consistent way of taking care of oneself in physical, mental, social, psychological, spiritual, financial, and environmental ways. This can help one, or a group, maintain a baseline for health to better manage life's curveballs. Consider allowing:

- *Mental health days.* Sick leave is not just for physical ailments. Help prevent burnout by allowing time for proper rest.
- *Flexible scheduling or remote working capabilities* to optimize employees' peak performance time (for example, due to chronotype, medications) and to reduce time on the road.
- *Employee wellness.* Allow personnel time during the workday for exercise. Taking breaks during the day, especially in sedentary jobs, can lower stress and increase productivity.
- *Space for creative outlets.* Many people need time for a creative mental and emotional outlet such as taking 15 minutes to doodle, color a template, or draw a mandala.

For the full article, go to <https://med.navy.afpims.mil/Naval-Medical-Leader-and-Professional-Development-Command/Leader-Development-Academy/The-Helm/Articles/>. ■

FROM THE U.S. NAVY READING LIST

Ego is the Enemy, the Fight to Tame Our Greatest Opponent by Ryan Holiday A healthy self-esteem is essential for us to move forward and contributes to feelings of worth and confidence. However, the ego acts out of self-interest and seeks approval at all costs. To truly achieve our goals, the ego must be defeated. Read this book to learn how. ■

