



## IMPORTANT DATES:

### Division Officer Leadership Course

**(DIVOLC)** Eligibility: O1-O3s that attended Officer Development School after January '18.

- 6 - 9 NOV 2023 - San Diego (In-Person)
- 13 - 17 NOV 2023 - Portsmouth (In-Person)
- 8 - 12 JAN 2024 - Portsmouth (Virtual)

19 - 21 NOV 2023

### The Navy Medicine Officer Orientation

**Course (NM 101)** Eligibility: New Naval Medical Department officers of all Corps.

4 - 15 DEC 2023

### Executive Medical Department Enlisted

**Course** Eligibility: E-7 to E-9 in the Armed Forces who are currently supporting Navy Medicine, Defense Health Agency, and Enhanced Multi-Service Markets.

31 DEC 2023 - 1 APR 2024

### Military Tropical Medicine

Infectious Disease and Tropical Medicine lectures. Eligibility: physicians and other licensed providers (NP, PA) from the Army, Navy and Air Force, IDC, nurses, veterinarians, and microbiologists and Foreign Military.

8 - 19 JAN 2024

### Advanced Readiness Officer Course

Eligibility: O4-O5 Officers and GS-12 and above civilians.

22 JAN - 16 FEB 2024

### Patient Administration Course

Eligibility: Military and civilian personnel currently assigned or impending assignment to a Patient Administration billet within an operational or MTF environment.

29 JAN - 5 APR 2024

### Financial and Materiel Management

**Training Course** Eligibility: MSC officers and BUMED-identified civil service personnel heading to resource and materiel management career fields.

19 FEB - 8 MAR 2024

### Plans, Operations, and Medical Intelligence

**(POMI) Course** Eligibility: Junior MSC Officers, O1-O4 in the HCA, PA, EH, or IH fields and Senior Enlisted Personnel (E7-E8) desiring to enter the POMI Community/field by either occupying a POMI billet or en-route to an authorized POMI billet.

To see all of NMLPDC's course offerings and eligibility requirements, [click here](#).



## Viewpoint

Twenty-five years ago, I commissioned and reported for duty as a LTJG at National Naval Medical Center, Bethesda, Maryland. I simultaneously experienced the great pride of my patriotism and the fear of failure to meet the expectations of the Navy, my shipmates and myself. Next month I will retire.

As I reflect upon the last quarter century and my officer development, were it not for my mentors, both senior and junior to me, I realize my life's journey would have been markedly different.

There is a famous book entitled *All I Ever Needed to Know I Learned in Kindergarten*. The title succinctly captures how I feel about the early guidance I received as a young officer. As you read this newsletter in your efforts to be a better leader, I humbly offer the sage wisdom I learned in the "kindergarten" of my Naval career.

**1. Appreciate what it means to wear the uniform or to be a civilian entrusted to represent our Navy.** Appreciate those who wore the uniform before us, and those who gave the ultimate sacrifice for our country. We are entrusted to protect our nation. Whether you're part of the one percent of all Americans who wear the uniform, or one of the civilians supporting the Navy's mission, don't forget why we're here.

**2. Leadership is a skill you can never truly master and a journey best done in the company of others.** Whether you realize it or not, you benefit from the guidance of all with whom you serve. Never underestimate the immeasurable resource you already have in the ability to reach back to shipmates outside of your chain of command. Chances are high they either have experienced, or will experience, similar challenges that you face, and will be a vital resource for you throughout your career.

**3. Effective leadership is never measured by the message you send, but by the message received by those whose actions you are trying to influence.** When you understand the motivation of those senior and junior to you, you will be able to better communicate with them, and by extension, be a better leader. Anyone can light fires beneath people. Wouldn't you rather be a leader that lights a fire within them?

**4. A great leader is always self-aware.** From the book, *First Break All The Rules*, "Self-awareness is the #1 trait of all successful top performers. They are conscious of what they are good at but acknowledge what they still have to learn."

**5. A great leader is courageous.** You will undoubtedly face challenges that will put you at risk physically, mentally, and possibly even professionally. But regardless of the consequences, if you take what you genuinely believe to be the righteous path, every time, you will find those you lead will respect you, support you, and be there for you whenever the need should arise.

**6. Great leaders stay authentic to themselves.** Those you are entrusted to lead will likely know you better than you know yourself. They will see when you are having a good day, and a not so good one. They will know if you are being honest with them, and if they feel you are not, you will lose their respect and never be able to lead them effectively. Effective leadership requires you to present yourself as constant and consistent – be true to who you are. Strong spirit is the result.

**CAPT David Brenner, MSC, USN**

Former Director, Leader Development Academy

Naval Medical Leader and Professional Development Command

# LEADER LESSON

## Shaping Behavior

By Veronica L. Restrepo Molina, LCDR, MSC, USN  
Special Assistant  
Naval Medical Leader and Professional Development  
Command (NMLPDC)



From the Division Officer Leadership Course to you, a checklist to help you shape the behavior of your team.

- Check yourself first. Are you a manager, a supervisor, or a leader?** [Click here](#) for a link to the full 2-minute-read article.
- Did you set clear expectations?** Set expectations that are SMART: **S**pecific; **M**easurable; **A**chievable; **R**elevant to the position; and provide **T**imely feedback.
- Did you challenge your assumptions?** Do not assume your team has the resources they need to succeed.
- Are you using different tools to help you shape behavior?** Having open, two-way conversations is the best way to shape behavior. Ensure your communications are timely, task dependent, and consistent, for example, “good job dealing with the frustrated customer.” Take advantage of Navy traditions, Quarters, huddles, awards programs, personal notes, etc., to recognize your team, and provide opportunities for training and coaching. When you have to correct behavior, do it in private.
- Are you documenting?** Document your actions and your subordinates’ good or misbehavior should you need to prove you have been addressing someone’s behavior.

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

### Consistency in Leadership

The world is full of circumstances requiring leaders to be flexible. For leaders to gain trust, however, one must demonstrate solid character and maintain the same values, standards, and principles even when it may be difficult and/or unpopular. [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

## Executive Medical Department Enlisted Course

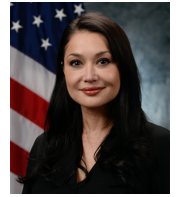


(Class 23-30 pictured)

EMDEC is the third course in the Executive Medical Department Enlisted Learning Continuum. The course provides Senior Enlisted Leaders with an in-depth overview of Navy Medicine’s executive management skill programs, and products, Eligibility: E7-E9 in the Armed Forces currently supporting Navy Medicine, Defense Health Agency, and Enhanced Multi-Service Markets.

# MENTAL HEALTH MATTERS

## Identifying and Addressing Toxic Behavior in Your Ranks



By Dr. Nicole Stoughton, Licensed Clinical Psychologist  
Psychiatric Continuity Services  
Behavioral Health Directorate  
Walter Reed National Military Medical Center

As an operational psychologist I have witnessed even the most experienced, ethically-sound leaders struggle when confronted with this unfortunate predicament: *“Do I address the allegations of misbehavior in my unit and risk reprisal from the individual accused of being toxic? Or perhaps I should just focus on other challenges in the unit and hope the situation resolves itself?”*

“Wait and see what happens” is problematic as it creates double standards as well as morale and retention issues. The leader must address the issue head on. [Click here](#) for a link to a 5-minute-read on a path forward to address toxic behavior in your ranks. No time for the article right now? The summary below will get you started.

1. Create an active organizational culture of psychological safety.
2. Appreciate what each team member brings to the table.
3. Spotlight even small accomplishments, not just misbehavior.
4. Identify toxic behavior knowing full well that toxic people are experts at impression-management and gaming the system.
5. Meet the alleged perpetrator with well-documented allegations.
6. Well-founded allegations mean the perpetrator faces consequences that lead to changing the toxic behavior.
7. Be specific with expectations, monitor progress, and document.

## BOOK REVIEW

### Switch: How to Change Things When Change is Hard

By Veronica L. Restrepo Molina, LCDR, MSC, USN

Is your work team resisting to the change you have to implement in the organization? In the book, *Switch: How to Change Things When Change is Hard*, we learn that experiencing fear, paralysis, or resistance when faced with change is normal and must be addressed in order to accomplish change. The book provides us with a set of psychological conditions to help us set the human mind at ease, freeing it to focus on moving forward. The book also provides examples which go beyond simply getting “employee buy-in for organizational change,” and add valuable context that apply in the medical and administrative environments, to name a few. I wish I had read this book earlier in my military career, it would have helped me tremendously as I was helping teams navigate through the changing of tides of Military Medicine. I highly recommend reading the book, or like me, listening to the audiobook.

