

Class 1: Conflict Resolution, Managing Conflict and Teamwork

PURPOSE: To provide a basic understanding of leadership principles and their application for achieving teamwork. Leadership is all about getting people to work together to make things happen that might not otherwise occur. To resolve problems in a fair and just manner in such a way that maintains unit / group cohesion and an overall sense of teamwork. It is well recognized that a good leader should look after those entrusted to his or her care. It is not so well recognized that those in command, in charge, should look after them in matters they, the individual, consider important and not simply in matters the commanding officer or person in charge consider important.

OBJECTIVES:

1. Describe some of the leadership traits that would assist in achieving teamwork.
2. Describe some of the leadership traits that would assist in conflict resolution.
3. Describe ways in which cadets can resolve problems on their level and which can be directly applied once they graduate.
4. Describe what are the most important factors that will achieve and maintain a sense of teamwork / cohesion as a member of a group or crew.

OVERVIEW / INSTRUCTOR NOTES

The instructor should facilitate discussion by posing problems, encouraging discussion, listening, allowing for different views and questioning. A handout with Leadership Traits and Principles would be helpful. An example of a failure in teamwork / cohesion can be demonstrated by the film or book "The Caine Mutiny". Start a discussion with a common experience.

Striving for, achieving and maintaining teamwork is no easy feat of leadership. It takes time, commitment and a true sense of purpose. The use of personal stories based on experiences and how they relate to the cadets and the future careers they may choose to follow definitely makes it more relevant.

The leadership principles and leadership traits listed below are presented so as to provide or assist the instructor in relating their experiences to the cadets but more importantly how they have achieved teamwork. What worked and what did not work. Turning a blind eye or avoiding difficult problems can lead to unnecessary conflict within the team or unit. It is the responsibility of those in charge, in command to deal with all

problems in a fair and just manner. As a reminder although the Leadership Traits and Principles listed are taken from the military they are just as relevant to the private / civilian sector.

Leadership Traits are: Justice, Judgment, dependability, Initiative, Decisiveness, Tact, Integrity, Enthusiasm, Bearing, Unselfishness, Courage, Knowledge, Loyalty and Endurance.

Leadership Principles are: Be technically and tactically proficient, Know yourself and seek self improvement, Know your men and look out for their welfare, Keep your men informed, Set the example, Insure the task is understood, supervised and accomplished, Train your men as a team, Make sound and timely decisions, Develop a sense of responsibility among subordinates, Employ your command in accordance with its capabilities, Seek responsibility and take responsibility for your actions.

Class 2: Time Management, Prioritization and Organization

PURPOSE: The purpose of this period of instruction is to provide the student a basic working understanding of time management and prioritization. Employing sound time management skills the cadet / student can establish immediate, intermediate and long term goals that will assist them in their future careers and enhance and organizations ability to stay on mission.

OBJECTIVES:

1. Describe what is meant by time management.
2. Describe the need for setting priorities / prioritization of tasks and achievement of realistic and attainable goals.
3. Discuss examples of time management as they relate to the cadet now and in the future
4. Discuss setting realistic goals: Immediate, intermediate and long term.
5. Discuss Accountability

OVERVIEW / INSTRUCTOR NOTES

The instructor should facilitate discussion by posing problems, encouraging discussion, listening, allowing for different views and questioning. Start the discussion with a common experience.

Have an open discussion to see what the cadets see as as time management and its importance in achieving goals, assigning tasks and meeting deadlines. Keeping individuals informed of what is expected is crucial. The importance of reverse planning. The very real requirement for sleep and proper rest on a daily basis to achieve the established goals.

Assist the cadets to understand that what they learn here at the Academy is the training ground for their future careers. The instructor can guide the class along by posing questions actively engaging the cadets making sure, as much as possible, all in attendance feel they at least have the opportunity to speak if they wish. What is most important when it comes to solving problems when pressing deadlines are at the expense of what. Time management techniques will help but also explaining to the

crew / group what needs to be done. Supervision, assistance answering questions are crucial to the crew or group.

Safety in all its aspects is paramount to meeting deadlines. This cannot be stressed enough. What is the cost if safety is pushed into the background?

Class 3: Proper Planning, Effective Communication, Coordination and Cooperation

PURPOSE: Instilling within the students a basic, working understanding of the need for proper planning, the importance of constant communication, cooperation and coordination in achieving the common goals for the common good. The ability to figure out the right things to do and when to do it. Listening, set standards, delegate, inspect, and supervise collective feedback and build a sense of team.

OBJECTIVES:

1. Describe examples of coordination and cooperation and the difference if any.
2. Describe what is meant by constant, effective communication with others.
3. Describe the need for proper prior planning.
4. Describe the interpersonal skills required to plan and organize

OVERVIEW / INSTRUCTOR NOTES

The instructor should facilitate discussion by posing problems, encouraging discussion, listening, allowing for different views and questioning. Start the discussion with a common experience. The attack on the U.S.S. Stark can be used as an example as well as the sinking of the S.S Andrea Doria or most recently the Concordia.

Every facet of a cadet's time at Massachusetts Maritime Academy centers around a constant stream, of planning coordination and communication at all levels. Whether it be with the teachers, instructor or within their respective company. The key is to engage the cadet in expressing what they find to be a problem and for them to come to a logical conclusion. For the most part most problems can be resolved through a little more cooperation and communication. Everyone needs to focus on what is important and what needs to be accomplished.

Class 4: Tasking, Delegation, Inspection and Supervision

PURPOSE: To provide the cadet with a basic understanding of tasking, assigning others to achieve a common goal. The need to set the example for others to follow. To set realistic goals that can be achieved in the required amount of time / deadlines. Long term, intermediate and short term goals. The employment of the group / crew in such a manner as to achieve the established goals. The tasking of individuals allows in a large measure to independence of action at the same time it can never take the place, nor should it, of being part of a team. It is the team effort that counts and tasking individuals or groups must be of paramount concern. Common sense goes a long way.

OBJECTIVES:

1. Describe what is meant by tasking.
2. Discuss the ways an individual or group can assist the team.
3. Discuss interdependence and how it would it apply.
4. Discuss active listening, fitting people to the right jobs.
5. Discuss being assertive, ability to say “No” and holding everyone accountable.

OVERVIEW / INSTRUCTOR NOTES

The instructor should facilitate discussion by posing problems, encouraging discussion, listening, allowing for different views and questioning. Start the discussion with a common experience. No matter what position one holds everyone at one time or another is going to be in a position of responsibility. Everyone will be in a position of followership where they will be required to accomplish a task within a specified amount of time and within certain parameters.

The instructor can actively facilitate a discussion where everyone has the opportunity to make a statement. There is no way everyone can participate equally at the same time the instructor needs to guide and move the discussion along.