

Northwestern University
Naval Science 230
Leadership and Management I Seminar
Fall Quarter 2002
Tuesdays 1715-1915

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Overview

This seminar supplements IEC-22 or Management 305 and provides examples of and instruction in military leadership. By now most students have completed at least one year of NROTC training, a month of active duty, and have committed to earning a commission in the United States Naval Service.

The seminar is your first formal opportunity to ponder what it means to lead, something all NROTC students, unlike their civilian peers, must do almost immediately following their graduation from college.

Considering the responsibility an officer candidate will bear in less than three years from now, it is not too early to consider how you will carry it and in what manner. Leadership and management are the most challenging and rewarding parts of a naval career.

The class meets every other week for up to two hours. This time will be spent entirely in **discussion** (as opposed to lecture) of the previously assigned reading. As a result, it is imperative for the student to read all assignments thoroughly before attending class. Class discussion will only be effective and useful if the assignments are read thoroughly and reflected upon in advance.

Objectives

- Learn the basic elements of effective military leadership
- Learn the some of the likely challenges facing first tour naval officers
- Discover the concepts that make the military profession different others
- Learn to contribute constructively to dialogue in a seminar setting
- Assess individual leadership traits

Format

As stated, this course is built around reading. The bi-weekly seminars are designed to help the students understand what they have read and to expand on the ideas that were generated from the reading. Many of the readings are first-hand accounts of heroism and leadership and will be more than enough to stimulate constructive conversation. This will also probably be your first taste of corporate management literature, which is, I assure you, an acquired taste. Since leadership is an individual phenomenon, it is natural that some readings will resonate more than others. Keep trying to find the pearls of wisdom within each one.

Course Requirements and Grading

Attendance at all classes is mandatory and can only be excused by the previous permission of the instructor. There are so few meetings in this class that any missed session will significantly detract from the desired goals of the course.

There are no grades for this course and there will be no tests. However, if in the instructor's opinion the student has failed to effectively prepare for the meetings, he or she may be required to retake the course in a following semester. *Your seminar participation may impact your NROTC aptitude grade.*

Course Reading

The readings will be derived from three sources:

Thomas J. Carlson, ed, *Leadership and Management*, 2000. ("L&M")

John B. Washbush and Barbara J. Sherlock, eds, *To Get The Job Done*, 1984 ("TGTJD")

Course Packet

Most of these readings are short articles or cases designed to encourage thought on that week's subjects. It is imperative that you read and absorb the required articles before you attend class. Take some notes; they will come in handy during discussions and even in your naval service.

These articles are designed to be the first few instruments in a leadership "toolbox" (that's why you get the handy dandy binder) that you will develop over your career and your lifetime. I recommend copying the assignments from the books and keeping them; I guarantee you will reference them again in the fleet!

Supplemental Reading

You were all asked to read one book from each list in preparation for this course. I am including them again as a suggested reading list for your professional life. The first list suggests some well-known management theory books, while the second group of books are more illustrative (and entertaining in nature).

Films:

As a supplement to the seminar, I will be screening selected films the Tuesdays we do not meet at 1730 in the Midshipman Lounge. **Attendance is voluntary.** The atmosphere is designed to be informal and collegial; we will arrange for food and refreshments. This is a good chance to watch some great flicks (LT Caverley's money-back guarantee) and to apply your knowledge to more concrete (if fictional) situations. Movies will include *Mr. Roberts*, *Twelve Angry Men*, *Twelve O'Clock High*, and *The Thin Red Line*.

Date	Topic	Reading	Thought Assignments
8 Oct	<ul style="list-style-type: none"> -Why this class? Why now? -Leadership vs. Management -Self-assessment 	<ul style="list-style-type: none"> -Gravely, "Commissioning Address" TGTJD 275-277 -Thompson, "John Bobo: A Quiet Leader Men Could Trust" -Smith, "Looking at Yourself: The Importance of Introspection" L&M 227-233 -Lord, "From <i>Incredible Victory</i>" L&M 234-238 -Gaffe and Jones, "Why Should Anyone Be Led By You?" -Peters, "In the Navy, Good Commanders Do More Than Just Stay Afloat" 	<ul style="list-style-type: none"> -How does naval leadership and management differ from other "civilian" versions? Or does it? -What is <i>your</i> definition of leadership and management? -What sort of leader are you likely to be?
22 Oct	<ul style="list-style-type: none"> -Core Values -Motivation -Counseling 	<ul style="list-style-type: none"> -"Core Values of the United States Navy" -"Navy Organization" -Basic Officer Leadership Course "Policy Support" -Case Study "Let's Help Out!" -"Job Satisfaction" -Baldwin, "The Magic of Morale" -Basic Officer Leadership Course "Demotivating Work Situations" -Case Study "Counseling P-work" -Rickover "Thoughts on Man's Purpose in Life...and Other Matters" TGTJD 138-142 -O'Hara, "The Challenge of Moral Leadership" TGTJD 278-282 -Stockdale, "The World of Epictetus" TGTJD 143-149 -Zalezniuk, "Managers and Leaders: Are They Different?" 	<ul style="list-style-type: none"> -How would <i>you</i> describe the missions of the United States Navy and Marine Corps? -Can you accomplish unpopular divisional tasks while maintaining morale? -What is your responsibility as a leader in meeting your subordinates' needs?
5 Nov	<ul style="list-style-type: none"> -Followership -Teams -Hierarchy 	<ul style="list-style-type: none"> -Mosley, "Death on Board the <i>Sumner</i>" -Basic Officer Leadership Course, "Bring Up Junior: The Making of Better Officers" -Johnson, "Where's the Chief?" -Malbon, "The Junior Officer and the Chief" -Case Study "I'm There For You" -"Officer and Other Ranks" -Basic Officer Leadership Course, "Responsibility, Authority, and Accountability" -Loeb, "A Guide to Taking Charge" -Dean, "Authority: The Weakened Link" TGTJD 214-218 -Kelley, "In Praise of Followers" -Gaborro and Kotter, "Managing Your Boss" 	<ul style="list-style-type: none"> -What is the difference between responsibility, accountability, and authority? -How will the initial meeting with your first CPO/Pit Sgt go? Dept Head/Comp. Cdr? -What is the chain of command? Is there an acceptable time to go outside it?

<p>19 Nov</p>	<p>-Communication -Management Skills (MBWA) -Standards and Measurement</p>	<p>-“Hobson’s Choice” L&M 125-128 -Carlisle, “Leadership is Flesh and Blood” -“Management by Walking Around” -LaBarre “The Agenda – Grassroots Leadership” -Cotton, “The Gospel of Leadership According to John” -Fritz et al, “Nonverbal Communication L&M 265-273 -Fritz et al, “Theories of Active Listening” L&M 252-264 -Hayward, “Briefing Skills” L&M 302-311 -Basic Officer Leadership Course, “Communications Skills”</p>	<p>-Are you a careful writer and speaker? Are you sure? -What does it mean to supervise? How do you do it without getting “in the way?” -Is “politics” a four letter word?</p>
<p>3 Dec</p>	<p>-Conflict and Change Management -Organizational Theory -Crisis Leadership</p>	<p>Stockdale, “On Heroes and Heroism” L&M 566-573 Bass, “Stress and Leadership” L&M 526-538 Case Study “The Mining of <i>USS Samuel B. Roberts</i>” L&M 447-455 Case Study “Under Fire (<i>USS Stark</i>)” L&M 460-472</p>	<p>-What is risk management? How will you apply it to you job? -Why is the military described as a “profession?” -How can junior officers accomplish change? -How can you ensure you will make the right decision in times of crisis?</p>

Enclosure (1)
NORTHWESTERN NROTC LEADERSHIP AND MANAGEMENT I BOOK LIST

LIST 1

- **The Seven Habits of Highly Effective People*, Covey
Considered one of the classics of management “self-help” books. The Navy makes extensive use of it in its “Leadership Continuum” training program.
- **The One Minute Manager*, Blanchard and Johnson
Another “classic” book on encouraging and counseling subordinates.
- If It Ain't Broke Break It*, Krieger.
Engaging book on managing change.
- **Deming Management at Work*, Walton
An intro to one of the Navy’s favorite management theories, it includes a section on the United States Navy.
- On Becoming A Leader*, Bennis
Vice President Al Gore told all his advisers to read this study of the common traits of leaders in all parts of society.

LIST 2

- The Caine Mutiny*, Wouk
**A Man for All Seasons*, Bolt
In Love and War, James Stockdale
Play about Thomas More, beheaded by his “friend” Henry VIII for refusing to compromise his belief for political purposes.
Co-written by the Medal of Honor Winner and his wife. A classic description of sacrifice by members of the military and their families.
- **Nightingale's Song*, Timberg
Ostensibly about the Iran-Contra Affair (do you guys remember that?), it is really an examination of 5 unique characters, including Sen. John McCain, from the same Vietnam Era USNA class. I loved this book.
- The Art of War*, Sun-Tzu
Commander in Chief, Larrabee.
A very readable and historically rich profile of the leaders of WWII. Recommended to Pres. Clinton as he tried to get “up to speed” on his role as Commander-in-Chief.
- Cigars, Whiskey, and Winning: Leadership Lessons from General Ulysses S. Grant*, Kaltman.
A notable example of the too frequent “leadership secrets of Attila the Hun, Dr. Seuss, Winnie the Pooh, etc” this is a favorite of the Commandant of the USMC.
- **Rickover and the Nuclear Navy*, by Francis Duncan
Uncritical and rather dry (if you’re not an engineer) at times, the intro and last three chapters give a good glimpse of the legendary founder of Naval Reactors and his development and management of a remarkably effective organization. You will also gain an appreciation for how the government and defense industries work. I swear it’s not just for nukes!
- **On Watch: A Memoir*, by Elmo Zumwalt

Autobiography of the Navy's most colorful CNO.

Platoon Leader, McDonough

Memoir of a Vietnam-era LT. On West Point's reading list. One for the Marines.

**Once an Eagle*, Myer

Amazon.com: "America's fighting men have turned to *Once an Eagle* as a sourcebook for the military's core values since its publication at the height of the Vietnam War." There is not a single Army or Marine Corps general who hasn't read this thing multiple times.

**The Cruel Sea*, Monsarrat

Fictional account of the North Atlantic in WWII, portraying leadership styles under fire. CAPT Keho's pick.

The Terrible Hours: The Man Behind the Greatest Submarine Rescue in History, Maas

That's what I'm talkin' bout!

Breaking out: VMI and the Coming of Women, Fairchild Brodie

Even-handed examination of VMI's "assimilation" of women into their ranks.

**The Mask of Command*, Keegan

The famous military historian analyzes 5 famous generals and their leadership style.

*Asterisked titles are available for loan from LT Caverley. All of these books are available in the NU library.