

LEADING BEFORE YOU'RE IN CHARGE



Supervisory Investigator
USFDA/OA
Harrisburg, PA
2005 - Present



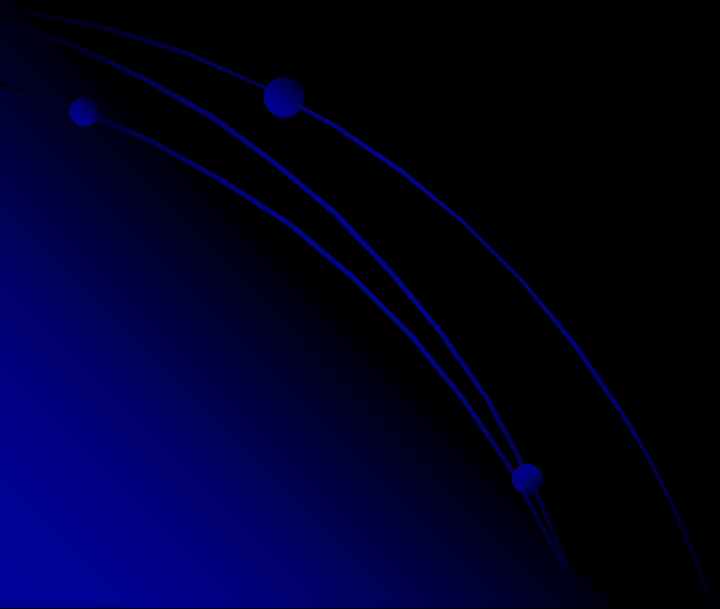
Team Commander
PHS-2 Rapid Deployment Force
2008 - 2017



Officer in Charge
Monrovia Medical Unit Team 1
OCT – DEC 2014

CAPT CALVIN W. EDWARDS MS•RS•CPH

Drew Dudley take aways



PHS Oath of Office

I do solemnly swear that I will support and defend the Constitution of the United States against all enemies foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God.

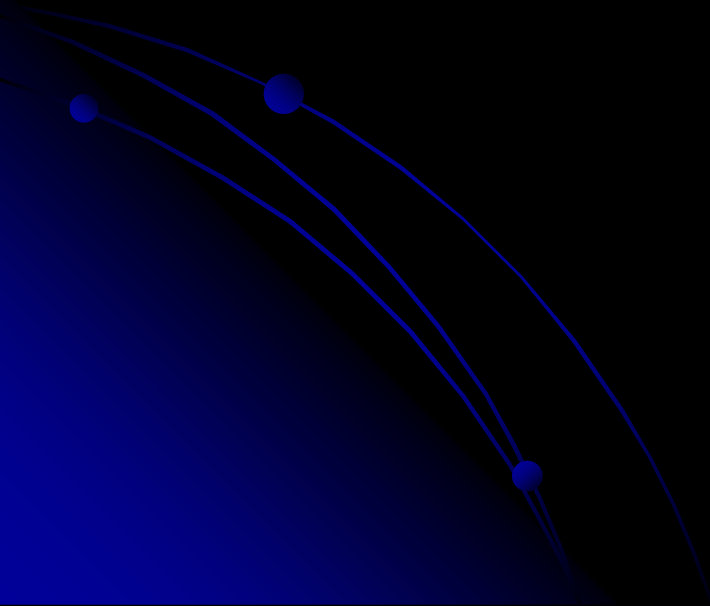


What office?

- **The office is that of a commissioned officer!**
- **The higher standard we hold ourselves to is that of the office of a commissioned officer!**
- **How long is that oath in force?**

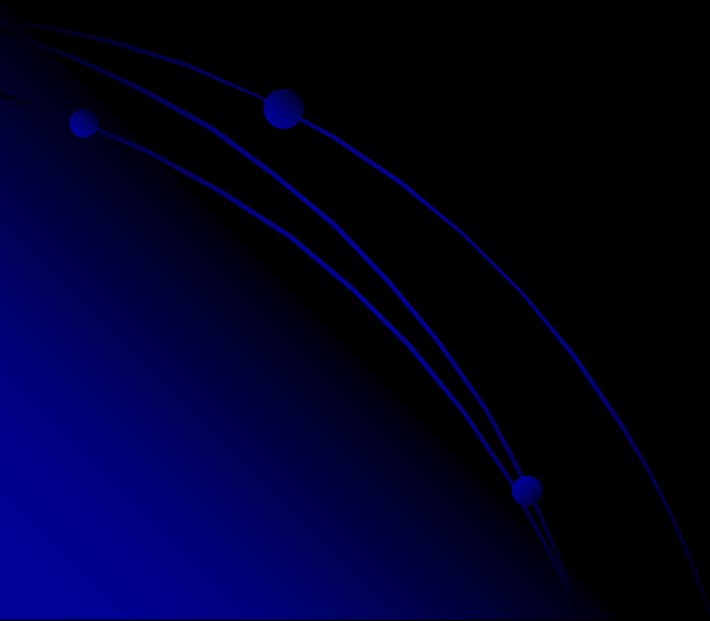
OFFICERSHIP

The aggregate of the qualities that guide us to “well and faithfully discharge the duties of our office” is officership.



OFFICERSHIP = LEADERSHIP

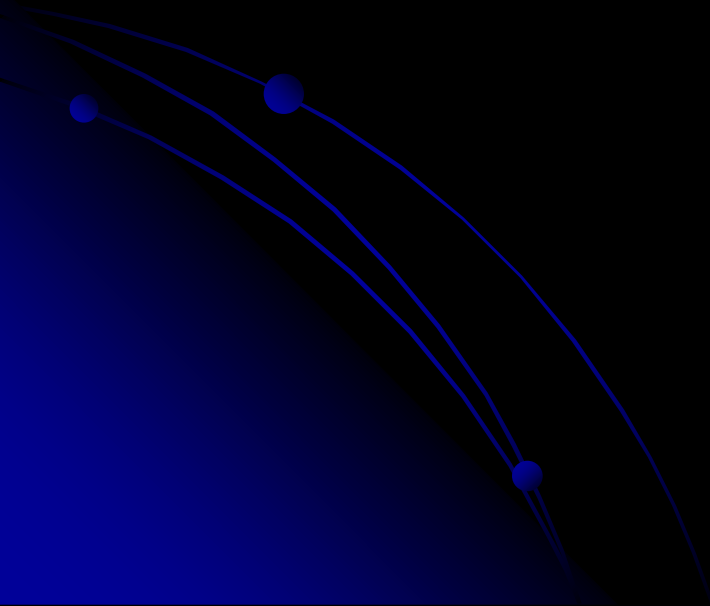
**And officership is primarily about
leadership**



OFFICERSHIP QUOTES

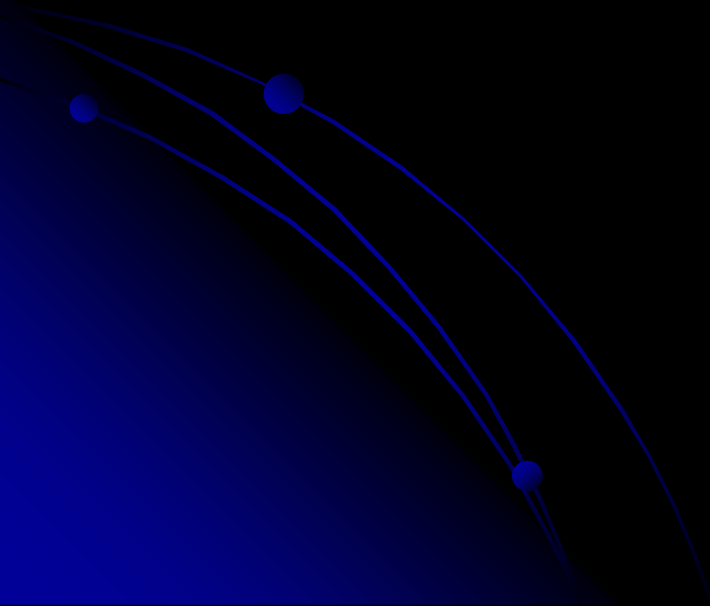
“These commissions will not make you leaders, they will merely make you officers.”

Major C.A. Bach in a farewell address to the Student Officers at Fort Sheridan, 1919

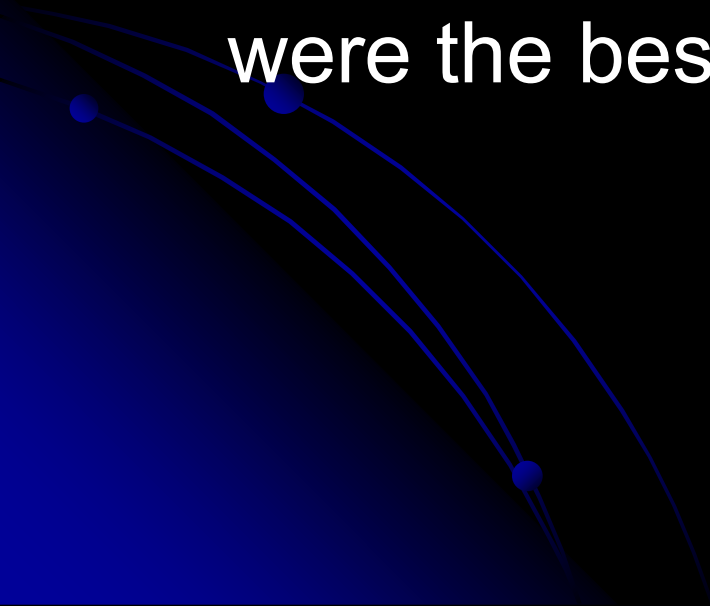


Questions 1

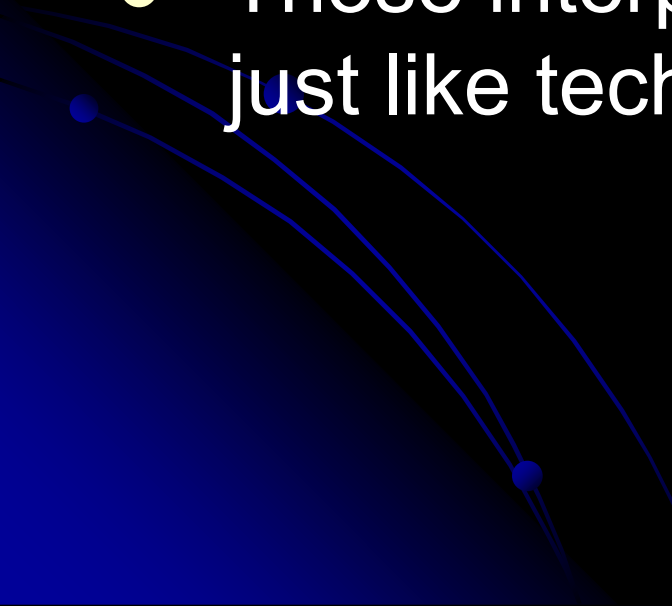
- How many officers are supervisors?
- How many officers are leaders?



2 Minutes of Contemplation

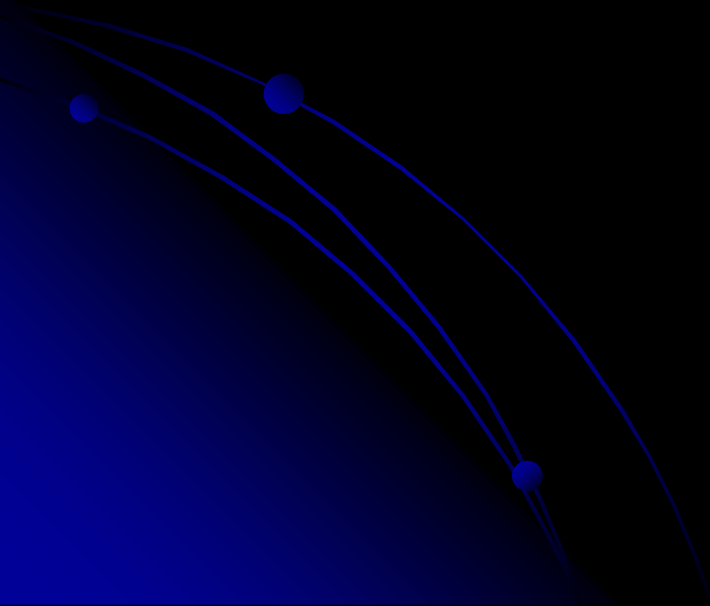
- Who was the best supervisor you ever had?
 - Why ? Write down two reasons why they were the best.
- 

Follow-up Questions

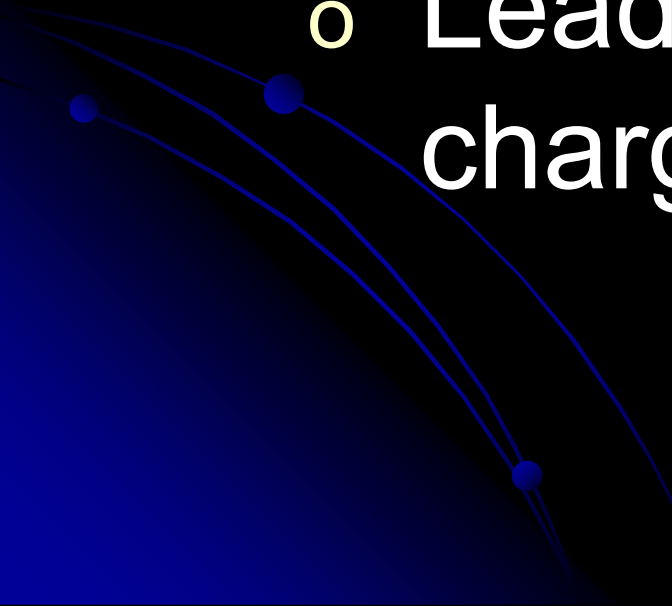
- Were they your best supervisor for their personal skills or their technical skills?
 - Those interpersonal skills can be learned just like technical skills.
- 

Worksheet Questions

- You don't have to be the leader
- You do have to be a leader



Basic – Leadership

- Leading before you're in charge
 - Leading when you are in charge
- 

Leadership Presumptions

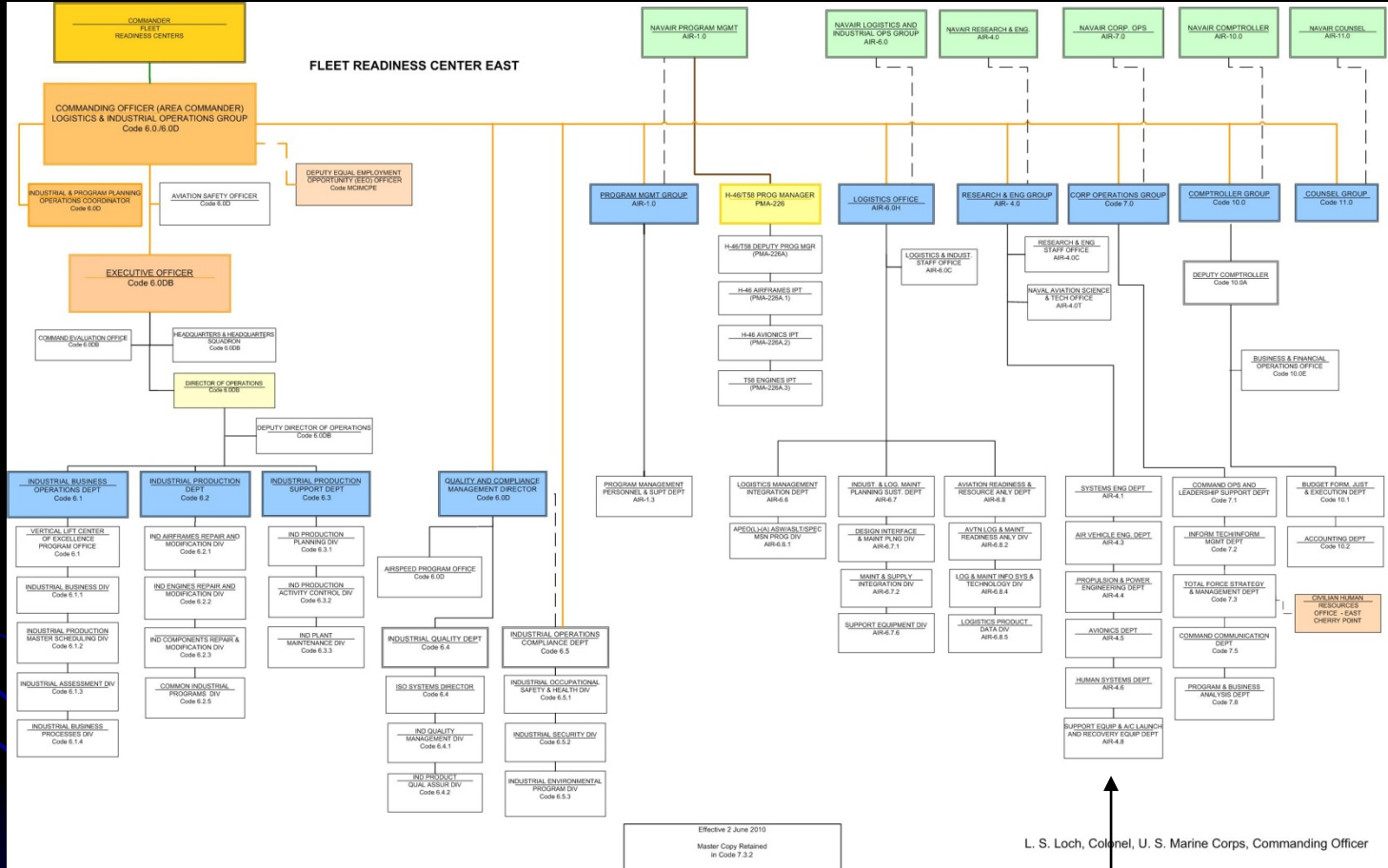
- No one best method
- Almost anyone can become a leader (D, CTC)
- Start where you are
- Foundational

Primary Leadership Myth

Primary Leadership Myth: We are leaders if we have the “right” organizational position or title.



Leader



Not a leader

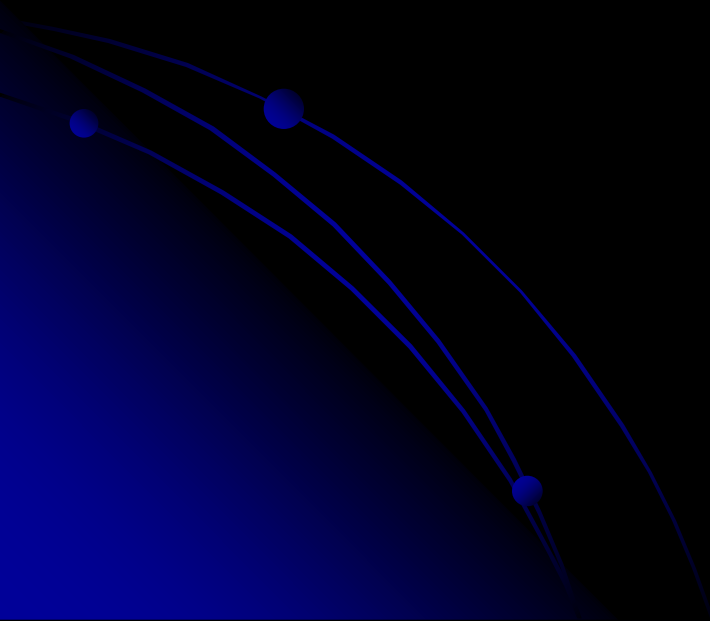
Primary Leadership Myth – Truth

Truth: Leadership is not about our
organizational position.



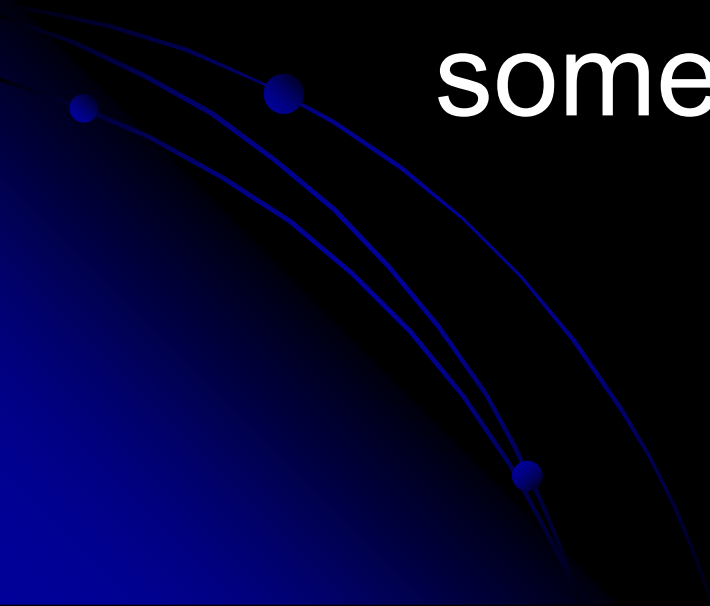
Primary Leadership Myth - Example

Does putting a 5 year-old behind
the wheel make him/her a
driver?



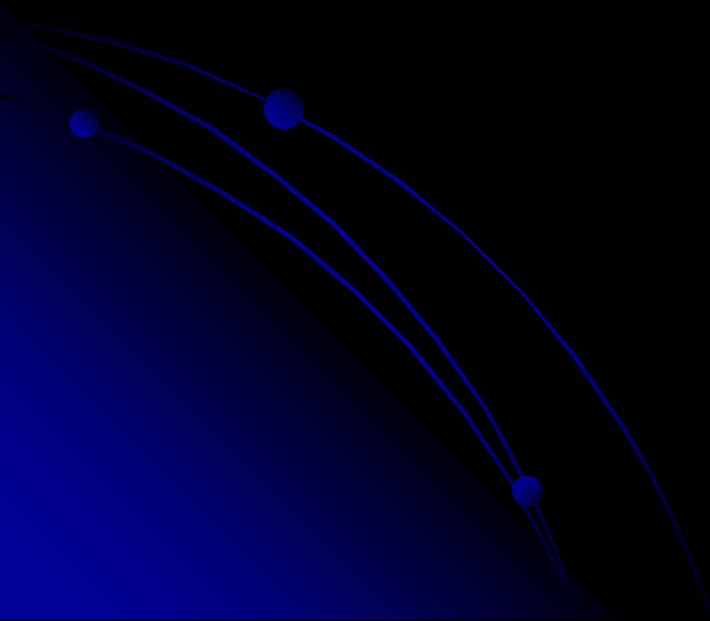
Primary Leadership Myth - Debunked

Being in a “leadership” position
doesn’t mystically transform
someone into a leader.



Primary Leadership Myth - Alternative

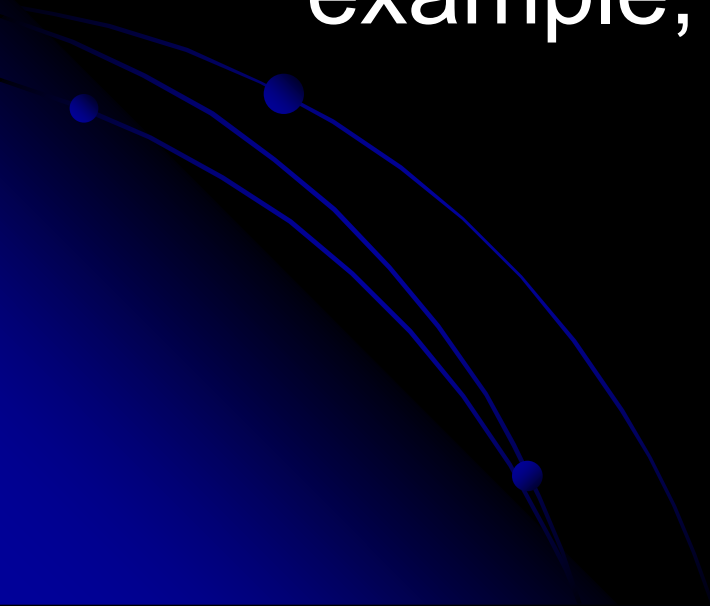
If not based on position, then
what is leadership?



Leadership and Influence

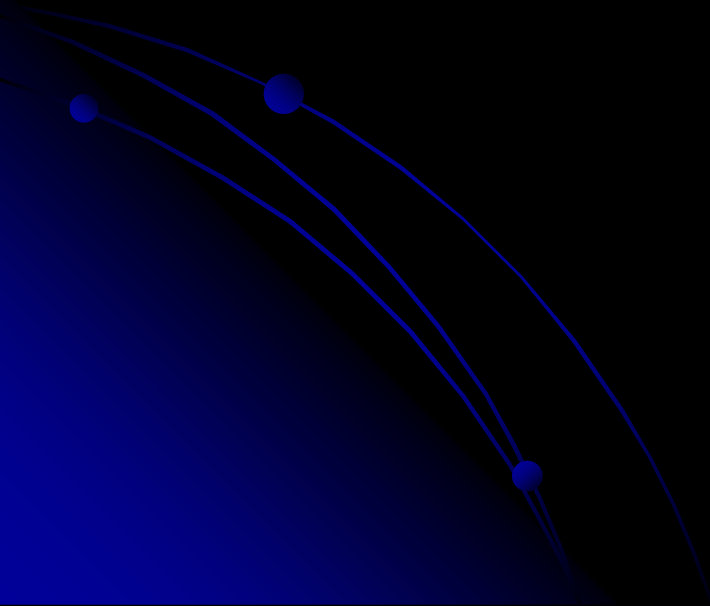
What does it mean to be led?

Choosing to do something or act a certain way because of the direction, example, or suggestion of another person.



Leadership is Influence

In being led, we give permission to someone to have influence over us.



What is Leadership?

Leadership is the ability to influence
others.

...and that has nothing to do with your
position or title!



Review

Start where you are now

Leadership is not about position

Leadership is the ability to influence
others



Leader Self Development

How do you develop the ability to influence others before you're in charge?

Lead yourself very well!

Successful people are willing to do what unsuccessful people are unwilling to do.

10 Principles of Leading Yourself: #1

1) Do your job!

- Faster and better – technically proficient
- Under promise/Over deliver
- Do what needs doing (rank, position, Q/Q)
- Lighten your boss' load – come with answers!

10 Principles of Leading Yourself: #2

2) Choose a positive perspective

- Keys (facts don't change)
- Cyninonymous (become a recovering cynic)
- Opposite of a leader is a.....

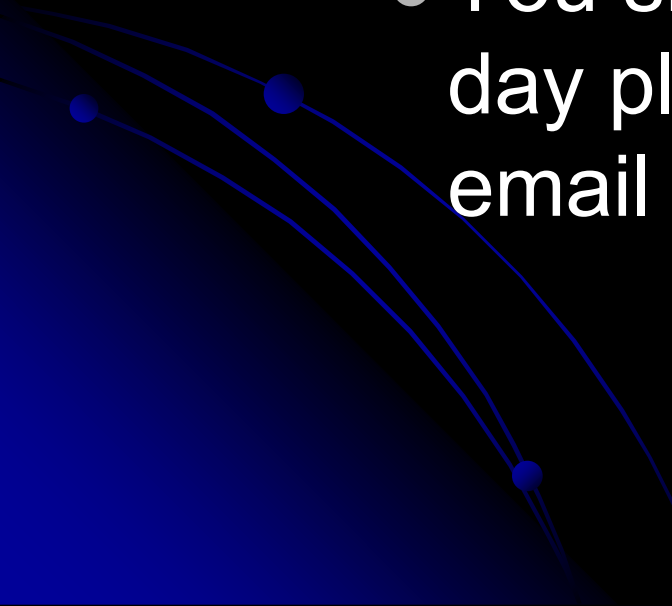
10 Principles of Leading Yourself: #3

3) Support your coworkers, management, and organization

- Right thing to do
- Disloyalty is not an officer quality
- Don't gossip (water cooler scenario)

10 Principles of Leading Yourself: #4

4) Develop time management skills

- Time machine
 - You should be able to plan your day planned before you look at your email
- 

10 Principles of Leading Yourself: #4+

4) Develop time management skills

- Priorities (if everything is a priority...)
- Learn to say “No” (to yourself and boss)
- Be a quitter

10 Principles of Leading Yourself: #5

5) Seek and take responsibility

- Volunteer for tasks
- Does not mean waiting to be asked or assigned
- Prepares you for higher level taskings

10 Principles of Leading Yourself: #6

6) Invest in relationships

- Mission first, people always
- Develop interpersonal skills (NB: Introverts!! Communications, conflict resolution, assertiveness,)

10 Principles of Leading Yourself: #7

7) Self introspection/self development

- grad school
- develop the ability to self-inspire (Gustav vote)
- self awareness (act, don't react)
- CTC

10 Principles of Leading Yourself: #8 & #9

8) Learn to say “It’s my fault”

9) Learn to say “I’m sorry”



10 Principles of Leading Yourself: #10

10) Boldly be an example


What if people followed my
example?



Why lead before you're in charge? - Quotes

When opportunity comes, it's too late to prepare – John Wooden

Law of Process: Leadership develops daily, not in a day.

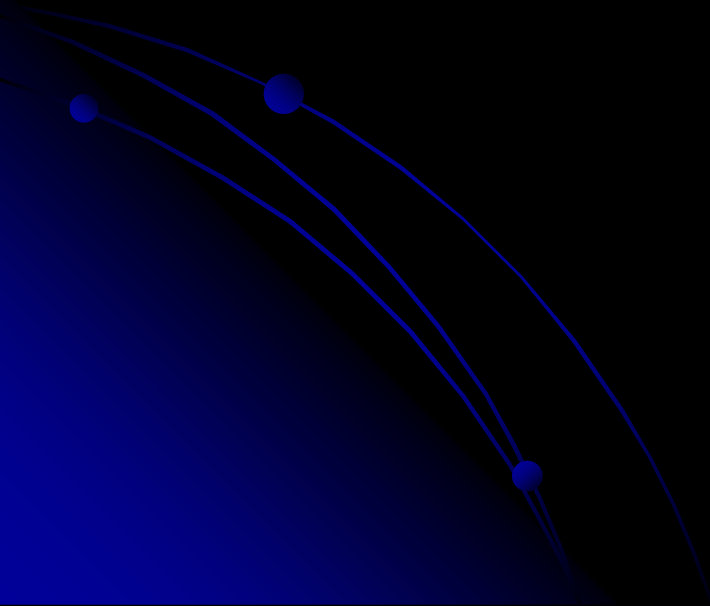


Said another way....

There is no leadership fairy or magic chip that will make you a leader if you haven't already practiced the skills you need before you need them

Why lead before you're in charge?

You owe it to those you will one day lead to be as skilled as you can be when it's your time.

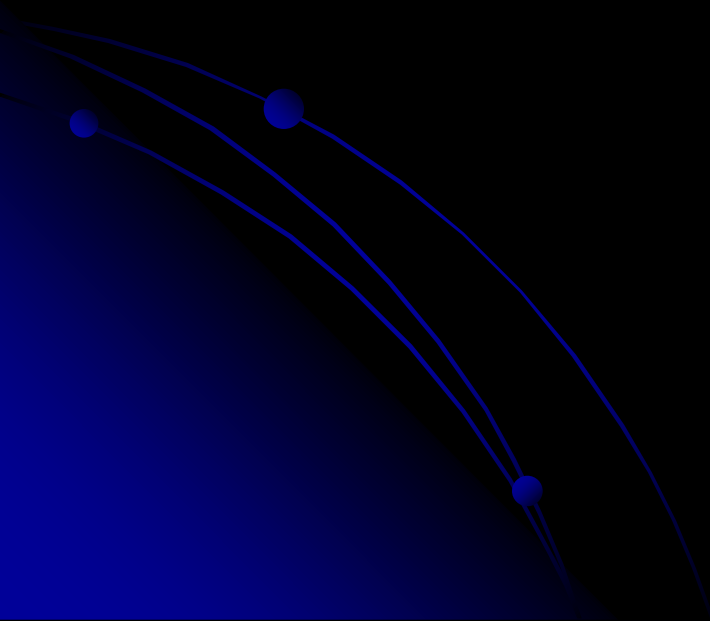


Basic Review

- 1) Do your job!
- 2) Choose a positive perspective
- 3) Support your management, coworkers, and organization
- 4) Develop time management skills
- 5) Seek and take responsibility
- 6) Invest in relationships
- 7) Self-introspection/self-development
- 8) Learn to say “It’s my fault.”
- 9) Learn to say “I’m sorry.”
- 10) Boldly be an example

Leadership Truth

Leadership can be
lonely!



Leader Self Development - Resources

- Leadership and Self Deception – Arbinger Inst.
- Primal Leadership – Daniel Goleman
- Developing the Leader Within You - John Maxwell
- 360°Leader – John Maxwell
- Psychology of Achievement – Brian Tracy
- Army's 11 Principles of Leadership - Google
- Time Management Seminars – Franklin Covey (Five Choices); also CareerTrack, Star 12, Fred Pryor, etc.

Pending your questions that
concludes this brief...

