

CDR Pena's Philosophy of Leadership

1) What I expect from you:

Character:

- Know that you belong to a dept. that exists to achieve a collective and greater good for our nation.
- Trust is earned! As a cooperative hierarchy, we must all be worthy of each other's trust.
- Never allow a situation where your personal integrity is questioned, it will reflect back on all of us.
- Hold yourself and your department accountable to remain in a cooperative spirit in spite of challenges.
- Understand the 'power of example'. Function as cohesive unit that sets a good example for us all.
- Few will accept services from those they have little confidence in. Help us all to be at our best.
- Show up to work on time, put in a good day's work, and don't break the law.

Competence:

- We live in a world of perceptions, not reality. If we are perceived as incompetent, that is OUR reality.
- We get the competency we reward. If we reward unprofessional behavior, that's what we become.
- We will train together on our professional basics and help each other perform at our best.
- Be proactive! Identify our department needs, and work as a team to meet those needs.
- Trust your department chain of command. We are here for you and we expect you to be there for us.

Connections:

- Develop your department connections. We function and look our best when we work together.
- No one can provide complete care by going at it alone, share the load to ensure our success.
- We should NEVER give anyone cause to accuse any of us of being "aloof" or "doing our own thing."
- We all come from different backgrounds and life experiences. Share your great ideas with us!
- All members of our department deserve, and will be treated with, respect and dignity. No exceptions!
- We will not always agree, not everyone will appreciate us, but we remain strong in cohesion.
- We must be proficient givers/receivers of mentorship towards each other in order to be our best.

2) What you can expect from me:

- To comply and model the *Character*, *Competence*, and *Connections* expectations you see above.
- To hold our department to a shared standard of accountability, discipline, and cooperation.
- To mentor, to be fair, and model empathy with all of you. We will not play favorites.
- Disrespect towards those senior to you, or mistreatment of subordinates, will NOT be tolerated.
- I value 2nd chances. When lapses in judgement occur, you can count on justice tempered with mercy.
- I expect highest moral conduct, along with strict obedience to orders, regulations, and policy.
- As first among equals, I will consider everyone's needs and inputs in my final decisions as department head.
- As a 'cooperative hierarchy', everyone's contribution is crucial to our overall situational awareness and success.
- Whenever possible, I will ensure we all share the load in policy making, operational focus, and direction.