**Episode 4 – Junior Level Leadership Outline**

**INFORMATION:** Junior level leadership is challenging. Sometimes the only thing separating you from having peers instead of subordinates is a job title.

**\* History Segment:** Master-at-Arms Second Class Mark Anthony Mayo: For heroism while serving at Naval Station Norfolk Security Detachment, Norfolk, Virginia on 24 March 2014. While performing his duties as Chief of the Guard, Petty Officer Mayo was alerted to a suspicious individual walking towards USS MAHAN (DDG 72) on Pier 1, Naval Station Norfolk. Petty Officer Mayo pursued the individual up the brow of the ship while both he and the Quarterdeck watch-standers directed the individual to stop and provide identification. Failing to comply, the individual approached the Quarterdeck, attacked and disarmed the Petty Officer of the Watch. After boarding the ship, Petty Officer Mayo realized that the Petty Officer of the Watch no longer had control of her weapon. With complete and total disregard for his own personal safety, Petty Officer Mayo immediately placed himself between the Petty Officer of the Watch and the assailant. While fearlessly engaging the assailant and shielding the Petty Officer of the Watch, Petty Officer Mayo was fatally wounded. His exceptionally brave actions saved the lives of four watch-standers and ensured the safety of the entire crew of USS MAHAN (DDG 72). By his courageous and prompt actions in the face of great personal risk, Petty Officer Mayo prevented the loss of lives, thereby reflecting great credit upon himself and upholding the highest traditions of the United States Naval Service. **6 year MA2, 24 years old**

**I. Introduction**

 A. Attention (Junior level leadership is challenging. Sometimes the only thing separating you from having peers instead of subordinates is a job title.)

 B. Motivation (Junior leaders need to understand what they can do at their level, how to do it and why they’re doing it in order to effectively lead their subordinates successfully.)

 C. Overview (We’re going to talk about what you can to do be successful as a junior leader. I’ve gotten a lot of questions about this because there is, as we discussed in the introduction, zero preparation for these roles. You’re thrown into the fire and expected to figure it out unless blessed with a tremendous mid-level leader or uncommonly engaged senior leader.)

**II. Body**

 A. Main Point 1 (Be a thinker, not just a doer)

 1. Sub-point (What CAN you do) – look around and don’t fall into a trap of helplessness. Be it from lacking confidence or because your leaders do not empower you. Focus on the difference you can make.

 2. Sub-point (Analyze the process) – what can you make better and how? There are processes you have control over that you can influence and change for the better. No matter how small your scope of responsibility is. DO THAT.

 3. Sub-point (Identify the climate) – you’ve heard of command climate, but what is it? What is the climate of your charges? What can you do to make it better?

 B. Main Point 2 (Be proactive)

 1. Sub-point (Squeaky wheel gets the grease.) – Even if you have a good leader, it doesn’t mean he/she will be focused on your leadership development – unless you give them a reason to. They’re busy people and are mostly likely focused on developing senior leaders – rightly so.

 2. Sub-point (Volunteer) – Inside every organization there is work that just is not getting done. I call it “My Life’s To-Do List”. All those projects that would be amazing if I had three more of myself.

 3. Sub-point (Questioning attitude) – RESPECTFULLY challenge the status quo. Ask why? Sometimes you may get a really great answer for why we do something in a way you don’t understand because you didn’t have the perspective. Other times, you may open the door to presenting your bright idea.

Ask questions. Of supervisors, of peers, of subordinates. Of people doing it the right way and the wrong way. Even when you’re paralyzed by the inaction of your organization there are always ways to learn and grow. You will gain the trust of your co-workers instead of spurning them by coming in and immediately telling them what they’re doing wrong and how they can fix it.

 C. Main Point 3 (Control what you can control) – When you challenge the status quo, you will inevitably, at some point, get told to shut up and color. Change is hard and uncomfortable. Being a catalyst for change is even more difficult, so understand you cannot change everything in one day. Be patient, and control what you can control at your level in your sphere of influence.

 1. Sub-point (Don’t get lost) – We’ll hit this later in a full episode, but don’t fall into the trap of what everyone else is doing. When you’re a proactive leader that is a catalyst for change you will find yourself looking around at times wondering why the hell you’re doing so much and others are doing so little. DON’T. WHO GIVES A SHIT. Answer your own question…you’re doing it because you’re a proactive leader that chases positive change. Any they’re not. And sometimes it’s because they haven’t seen anything like you before and they may be inspired by what you’re doing. Some are just phoning it in. Don’t fall into that trap.

**III. Conclusion**

 A. Summary – So we talked about…

1) Be a thinker, not just a doer. Anyone can do things the easy way. Be better.

2) Be proactive (Squeaky wheel, volunteer to do extra, questioning attitude)

3) Control what you can control (Don’t get lost!)

 B. Re-motivation (There IS an impact to be made. A significant one albeit on a small scale. The lack of leadership training and development at your level leaves an untold amount of untapped potential. Imagine the possibilities if an organization had strong leadership from bottom to top? That starts with YOU.)

 C. Closing (Believe in it. If you’re in this position now as a junior level leader, you’re a leader. Don’t let anyone tell you different. And don’t sell the importance short just because, for now, it’s on a small scale. This is where you make your mistakes. This is where the battle scars come from…so that when you ARE in a mid-level or senior leadership position with the broader impact you crave, you’re ready for it. Your charges ARE ABSOLUTELY ENTITLED- ENTITLED!!! TO THE BEST POSSIBLE LEADER YOU ARE CAPABLE OF PROVIDING. So, make it happen…)