

### **Unit 3: Accomplishing Mission**

#### **Lesson 14: Supporting the Triad**

**Lesson Duration:** 90 minutes

#### **ENABLING OBJECTIVES:**

- **EXPLAIN** why it is important to communicate the expectations of the leadership Triad.
- **IDENTIFY** ways the CPO Mess can align with the expectations of the leadership Triad.
- **IDENTIFY** issues and actions to solve a complex problem as a Chief Petty Officer.

#### **INSTRUCTOR PREPARATION:**

1. Review Lesson 14 objectives.
2. Review Lesson 14 lesson plan and corresponding presentation.
3. Prepare to give an overview of each topic.
4. Prepare to facilitate the questions with the group.

5. Prepare to facilitate a discussion on the posed questions or capture the answers of the trainees on a chart pack or white board.
6. Print out and distribute copies of the case study.
7. Materials:
  - a. Lesson 14 presentation
  - b. Case study
  - c. Case study worksheet
  - d. Pens
  - e. Chart pack paper
  - f. Individual sheets of paper

#### **REFERENCES:**

None.

TITLE	RELATED FACILITATOR ACTIVITY
<b>14-0 Chief Petty Officer Selectee Leadership Course</b>	<b>DISPLAY:</b> Slide 14-0 Chief Petty Officer Selectee Leadership Course.
<b>14-1 Lesson 14</b>	<p><b>DISPLAY:</b> Slide 14-1 Lesson 14.</p> <p><b>SAY:</b> The commanding officer (CO), executive officer (XO), and command master chief (CMC)/chief of the boat (COB)/command senior chief together make up the Triad.</p> <p>Each member of the Triad has responsibilities outlined in Navy regulations, Standard Organization and Regulations of the U.S. Navy (SORN), and CMC Program instruction.</p> <p>Over the past few decades, these three members of the unit have come to be known as the Triad.</p>
<b>14-2 Objectives</b>	<p><b>DISPLAY:</b> Slide 14-2 Objectives.</p> <p><b>REVIEW:</b> Objectives. Discuss what trainees will be able to accomplish after this session.</p>
<b>14-3 Expectations of the Triad</b>	<p><b>DISPLAY:</b> Slide 14-3 Expectations of the Triad.</p> <p><b>GROUP ACTIVITY (10min):</b> As a group, brainstorm some of the</p>

TITLE	RELATED FACILITATOR ACTIVITY
	<p>expectations the leadership Triad has for the Chief Petty Officer (CPO) Mess.</p> <p><b>POSSIBLE ANSWERS:</b></p> <ul style="list-style-type: none"> <li>• Trust</li> <li>• Alignment</li> <li>• Loyalty</li> <li>• Communication</li> <li>• Support command philosophy, policies, and guidance</li> <li>• Deckplate leadership (be actively involved throughout the unit)</li> <li>• Set the example</li> </ul> <p><b>ASK:</b> Why it is important to communicate the expectations of the Triad to our Sailors?</p> <p><b>POSSIBLE ANSWERS:</b></p> <ul style="list-style-type: none"> <li>• To align the whole crew with leadership’s expectations, mission, philosophy, and guidance (all in the same direction)</li> </ul>

TITLE	RELATED FACILITATOR ACTIVITY
	<ul style="list-style-type: none"> <li>• The CPO Mess is the voice on the deckplates (We bring the Triad’s goals to life (we execute)).</li> <li>• It builds trust throughout the chain of command.</li> </ul>
<p><b>14-4 Alignment with the Triad</b></p>	<p><b>DISPLAY:</b> Slide 14-4 Alignment with the Triad.</p> <p><b>GROUP ACTIVITY (20min):</b> Discuss ways the CPO Mess can align with the expectations of the leadership Triad.</p> <p><b>POSSIBLE ANSWERS:</b></p> <ul style="list-style-type: none"> <li>• Have routine meetings with members of the Triad to fully understand their goals and expectations</li> <li>• Have CPO Mess meetings to discuss plans to execute and communicate expectations cohesively</li> <li>• Have a good Wardroom and CPO Mess relationship built on teamwork, trust, and respect</li> <li>• Ensure CPO Mess works as a team</li> </ul>

TITLE	RELATED FACILITATOR ACTIVITY
<p><b>14-5 Keys to Success</b></p>	<p><b>DISPLAY:</b> Slide 14-5 Keys to Success.</p> <p><b>INDIVIDUAL ACTIVITY (5 min):</b> Individually, reflect on the last three days and what we've discussed as a group. Identify the concepts of leadership we discussed. Identify a few components of the training that resonated with you.</p>
<p><b>14-6 Case Study</b></p>	<p><b>DISPLAY:</b> Slide 14-6 Case Study.</p> <p><b>DO:</b> Introduce the case study. Trainees may work in pairs or as a group to discuss the case. Allow 45 minutes to complete the case study. Provide the case study worksheet.</p> <p><b>SAY:</b> Read the scenario, and review the case study worksheet. In pairs or in groups, identify the issues, concerns, actions, outcomes, and resources.</p> <p>Apply the key leadership concepts we've discussed. Use the following questions to guide your assessment:</p> <p><b>ASK:</b></p> <ul style="list-style-type: none"> <li>• What are the issues?</li> <li>• What concerns you about the issues?</li> </ul>

TITLE	RELATED FACILITATOR ACTIVITY
	<ul style="list-style-type: none"> <li>• What actions would you take?</li> <li>• What outcome do you expect from those actions?</li> <li>• What resources can help?</li> </ul>
<p><b>14-7 Case Study Debrief</b></p>	<p><b>DISPLAY:</b> Slide 14-7 Case Study Debrief.</p> <p>Debrief the case study with the following questions:</p> <p><b>ASK:</b></p> <ul style="list-style-type: none"> <li>• What issues did you identify?</li> <li>• What concerns did you have?</li> <li>• What actions did you take?</li> <li>• What outcomes may be a result of your actions?</li> <li>• What resources did you identify?</li> </ul>

TITLE	RELATED FACILITATOR ACTIVITY
<p><b>14-8 Knowledge Check</b></p>	<p><b>DISPLAY:</b> Slide 14-8 Knowledge Check.</p> <p><b>ASK THE FOLLOWING QUESTIONS TO CHECK FOR UNDERSTANDING:</b></p> <ul style="list-style-type: none"> <li>• Give three reasons why it is important to communicate the expectations of your Triad.</li> <li>• Describe three ways to align the CPO Mess with the expectations of the Triad.</li> </ul>
<p><b>14-9 Objectives</b></p>	<p><b>DISPLAY:</b> Slide 14-9 Objectives.</p> <p><b>REVIEW:</b> Objectives.</p>
<p><b>14-10 Summary</b></p>	<p><b>DISPLAY:</b> Slide 14-10 Summary.</p> <p><b>SAY:</b> The Triad will communicate command mission, vision, philosophy, and expectations. These are then passed to the Wardroom and CPO Mess for delivery and reinforcement.</p>

## **CASE STUDY – Lesson 14 Supporting the Triad**

### Monday

You are very excited about going to work today—you are just getting settled into your new command as a Chief Petty Officer (CPO). This is so much different than your last duty station at the U.S. Embassy in Riyadh, Saudi Arabia. There, you worked with only a few Navy personnel, and after you made CPO, you were the only CPO at the embassy during the last 13 months. You are excited to finally be a part of a CPO Mess and to get your own division. You pause at the brow and think back on your time in the Navy. You are so proud to wear the uniform of a United States Navy Chief Petty Officer—the same uniform your grandfather proudly wore so long ago.

As you cross the quarterdeck, you notice coffee cups and candy wrappers on the deck. You go back to inform the officer of the day (OOD), and he has his hands in his pockets. You correct the problems on the spot.

You stop by the CPO Mess to eat breakfast where you meet MAC Jefferies and OSCS Cangelosi. They are very friendly and welcome you aboard the Mess. You have a lively discussion about the command and their opinions. You notice OSCS Cangelosi seems a little bitter about having to retire in a year because of his Physical Fitness Assessment (PFA) failures. MAC Jefferies seems a little puzzled by how discipline is being administered across the ship. He says, “Operations Department seems to be more lenient on Sailors before using a report chit, as opposed to Engineering, which has little tolerance.” You tell MAC Jefferies that you were impressed with how professional your reporting urinalysis was conducted.

As you work your way to the division spaces, you pass a former shipmate, YN2 Brockett, who you remember as being a squared-away Sailor. You exchange words, and she closes by saying, “Chief, stop by sometime and see our Fitness Enhancement Program (FEP) workout, it’s better than our last

command.” You make a note of the FEP workout because you really like helping Sailors with their fitness. You make it to your spaces and Chief Collins, who you will be relieving, is waiting for you.

Chief Collins has the division officer notebook ready to discuss personnel. You have 15 Sailors in your division, and the discussion lasts about two hours. You make notes on a few Sailors where you believe action is warranted. The rest of the morning is filled with reviewing the Preventive Maintenance System (PMS) boards and talking to your leading petty officer (LPO) about the upcoming 3M inspection. After lunch, you spend time inspecting divisional spaces with your LPO. You find that most of the deficiencies from the last zone inspection have not been corrected nor annotated with a Job Sequence Number (JSN).

### Tuesday

You check your morning email and head to Khaki Call (Officer/CPO). It is located in the Wardroom. When you arrive, all the officers are on one side, and the Chiefs are on the other side. The executive officer (XO) leads off with the major events for the day, the rest of the week (stores load and gun shoot), and the rest of the month (3M inspection, Ultra S, Family Day Cruise, and underway period). He stresses that the upcoming 3M inspection should be the primary focus and that the 3MC has the lead.

You stop by to talk to your division officer, ENS Franklin. Your intent is to get to know him, build teamwork, and share your ideas about the Chief and division officer relationship. ENS Franklin mentions that he is a little worried about the 3M inspection. He says that Chief Collins never let him do spot-checks, so he is not sure the division is ready. He even expressed concerns that zone inspections haven't been done (in accordance with the XO plan). Right before you leave, ENS Franklin says, “Chief—it's good to have you aboard. I look forward to you helping me be a better division officer.”

During lunch, you eat with BMC Grant and ENC Brown. The discussion varies, but the upcoming 3M inspection has Chief Brown worried. He thinks his division is weak in the monitoring area because his

Sailors get nervous. You offer to conduct a PMS spot-check and he accepts. You make arrangements to conduct the monitor at 0800 tomorrow morning. He thanks you, and you head back to your spaces.

You meet with your division training petty officer to discuss qualifications. She shows you the training report and highlights the fact that no one is currently delinquent. Her biggest concern is that PO3 Riley is about to take the ESWS exam. The last two division members failed their first ESWS exam. She mentions that deck personnel always do well on the exams. She finishes with in-rate qualifications, mentioning that three Sailors have been waiting on the department head for quite a while for final interviews. You look at your watch and remember the FEP session.

You stop by to observe the FEP session already in progress. When the FEP session is over, you give the fitness leader, YN2 Brockett, a BZ for leading a great workout session. You noticed that OSCS Cangelosi was not in attendance, so you ask PO2 Brockett about it, and she tells you that OSCS hasn't been to a session in weeks.

The day was exhausting, but before you head home, you review the PMS card for the spot-check you have tomorrow morning. You also see an email from the command master chief (CMC) with a subject of "Follow-Up Check-In Interview." The CMC's email is a reminder of an appointment with him on Thursday at 1400.

### Wednesday

You arrive at work early to check emails and get things in order before your spot-check. You notice that the command fitness leader (CFL), SKC Martinez, has sent out the weekly FEP monitor report. You review it and notice that OSCS Cangelosi was marked as attending yesterday's session and that he is marked as attending three sessions each week for the past three weeks.

You arrive in the engine room for your spot-check at 0800, and they are ready. You will be watching the conduct of a weekly maintenance requirement (lube oil strainer inspection). You conduct the administrative checks crossing the PMS card with the Maintenance Index Page and PMS schedule with no problems. Then you look at the tools, parts, and equipment list and notice that they are missing the lint-free rags required per the PMS card. The Sailor says they have been out for months, and they have been using kimwipes instead. You make a note on the spot-check monitor sheet and continue the monitor. The lube oil strainer is removed, inspected, and wiped out with the kimwipe; you notice a few very small pieces of the kimwipe are being left behind. You ask one of the Sailors to get ENC Brown. He arrives, and you explain the issue with the kimwipes and that they are not on the equipment list. Chief Brown pulls you aside and says that he doesn't have the lint-free rags right now and that is the only way to get the job done. You tell him that you will have to document this on the spot-check form. He starts to go off on you—he says he wanted you to help, not make it worse. Chief Brown says, “Look boot, I've been doing this longer than you've probably been in the Navy. I knew I shouldn't have asked a non-engineer to monitor.” You finish the monitor and head back to your office.

At 1400, you attend the CPO meeting. The CMC discusses the 3M inspection preparations and the need for someone to step up and help the 3MC who needs to go on leave due to a family emergency. Additionally, the Family Day cruise came up, and the CMC said divisions need to get their inputs into LTJG Simmons as soon as possible (ASAP). He hasn't been keeping up with the plan, and some family members may not be able to attend if he doesn't get the input by Friday. One Chief in the corner (who you don't know) yelled, “He shouldn't have been put in charge of the cruise to begin with.” The CMC noted that we need to continue to work on cleanliness throughout the ship (particularly common areas). As you wait for the CO to arrive, you overhear, “Yep, those damn engineers don't know how to stand watch, last night one of them was found sleeping while standing the sound and security watch.” The CO arrived and said, “Chiefs, thanks for all the hard work. I need you to stay focused on the upcoming Ultra S. I know we have a lot going on, but this is critical—so don't drop the ball on this.”

## Thursday

At morning quarters, you notice SN Jackson looks detached and upset. You take him aside afterwards and learn that he just reported onboard four days before you (less than two weeks ago). He mentions that his wife just arrived this past weekend and that they need to find a place to live. She is stressing over him getting underway so soon. You tell him you will find him later. Before your division officer leaves, he asks you if you could help ENS Bobenreith with some questions about 3M and maybe even show him how spot-checks are done. You tell ENS Franklin that you can do it on Monday.

You have lunch with YNC Ortega and ETC Edwards. You mention to YNC Ortega that you served with PO Brockett years ago and that you were impressed by her professionalism during the FEP workout. The discussion moves on and leads to programs. YNC seems frustrated as to why some divisions and departments seem to do better on the warfare and advancement exams than others. ETC Edwards comments that his division officer (ENS Bobenreith) is clueless and doesn't understand anything about the Navy. Then OSCS Cangelosi sits down and the conversations stop.

After lunch, you stop by your office and pull out your copy of the Chief Petty Officer's Mission, Vision, and Guiding Principles. You read them again and can't help but remember your grandfather's stories and how much pride you felt the day you pinned on those anchors.

Your appointment with the CMC is now an hour away. You close your office door, pull out a notepad and decide what you are going to discuss with the CMC. You look back on the week you've had and you begin to write . . .

The CPO Mess

<b>Issues</b>	<b>Concerns</b>	<b>Actions</b>	<b>Outcome</b>	<b>References</b>

<b>Issues</b>
<p><b>Good Order and Discipline (GOAD)</b></p> <ul style="list-style-type: none"> <li>• Quarterdeck (cups, wrappers, hands in pocket)</li> <li>• Sound and security watch sleeping on watch</li> <li>• Variations in administration of discipline</li> </ul>
<p><b>Lack of Teamwork Between CPO Mess and Wardroom</b></p> <ul style="list-style-type: none"> <li>• Khaki Call seems divided</li> <li>• CPO comment about Family Day cruise preps (LTJG Simmons)</li> <li>• One division officer (LTJG Bobenreith) does not seem to be getting help</li> <li>• CPO (ETC Edwards) comment that division officer is clueless</li> </ul>
<p><b>Lack of Teamwork in the CPO Mess</b></p> <ul style="list-style-type: none"> <li>• CPO comment about engineers (sound and security watch)</li> <li>• Not sharing ideas about the warfare program (best practices for exams)</li> <li>• ENC Brown's PMS spot-check comments in the engine room</li> </ul>
<p><b>Sponsorship Program</b></p> <ul style="list-style-type: none"> <li>• SN Jackson's spouse arriving with no plans</li> </ul>
<p><b>Zone Inspection Process/Follow-Up</b></p> <ul style="list-style-type: none"> <li>• Last inspection deficiencies not corrected or annotated</li> <li>• Not in accordance with XO plan</li> </ul>
<p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>• Warfare preparation process (examination)</li> <li>• Department head interviews (waiting too long)</li> </ul>

<p><b>PMS Spot-Check</b></p> <ul style="list-style-type: none"> <li>• No lint-free rags (missing required items on PMS card)</li> <li>• ENC Brown setting poor example of 3M process</li> </ul>
<p><b>FEP Report Inaccurate</b></p> <ul style="list-style-type: none"> <li>• OSCS Cangelosi appears on report as mustered</li> </ul>
<p><b>Misalignment of Priorities</b></p> <ul style="list-style-type: none"> <li>• CMC/XO stressed 3M inspection</li> <li>• CO stressed Ultra S</li> </ul>

Going Well
<b>Urinalysis program</b> - Reporting urinalysis
<b>Division officer</b> - Seems very excited about the Chief's involvement
<b>Warfare qualifications</b> - Deck department seems to be doing well
<b>FEP workout</b> - Great session