

Unit 2: Team-Building

Lesson 7: Loyalty

Lesson Duration: 60 minutes

ENABLING OBJECTIVES:

- **EXPLAIN** the characteristics of loyalty.
- **DESCRIBE** how the Chief Petty Officer supports the chain of command.
- **DESCRIBE** the importance of organizational loyalty and transparency.

INSTRUCTOR PREPARATION:

1. Review Lesson 7 objectives.
2. Review Lesson 7 lesson plan, instructions, 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 participants on a chart pack or white board.

6. Materials:

- a. Lesson 7 presentation
- b. Pens
- c. Sticky notes
- d. Chart pack paper/white board
- e. Role-play scenarios included at the end of this lesson

REFERENCES:

Mission, Vision, and Guiding Principles

<http://www.merriam-webster.com>

TITLE	RELATED FACILITATOR ACTIVITY
7-0 Chief Petty Officer Selectee Leadership Course	DISPLAY: Slide 7-0 Chief Petty Officer Selectee Leadership Course.
7-1 Lesson 7	<p>DISPLAY: Slide 7-1 Lesson 7.</p> <p>SAY: Loyalty to the Navy, your command, your Sailors, and yourself is something that should never be assumed or taken for granted.</p> <p>While loyalty is often expected, in many ways it must be earned. You cannot expect blind loyalty from your Sailors nor should you foster an environment of blind loyalty within the command.</p> <p>As a leader, you can demonstrate loyalty towards your Sailors and the command. In doing so, you will set the example and, in turn, earn the loyalty of your subordinates, peers, and superiors.</p>
7-2 Objectives	<p>DISPLAY: Slide 7-2 Objectives.</p> <p>REVIEW: Objectives. Discuss what trainees will be able to accomplish after this session.</p>
7-3 Define Loyalty	<p>DISPLAY: Slide 7-3 Define Loyalty.</p> <p>INDIVIDUAL ACTIVITY (10 min):</p>

TITLE	RELATED FACILITATOR ACTIVITY
	<p>SAY: Define loyalty, in your own words.</p> <p>Share your answers.</p> <p>Discuss common themes.</p>
7-4 Loyalty	<p>DISPLAY: Slide 7-4 Loyalty.</p> <p>Loyalty: faithful to a person, unit, or service</p>
7-5 Loyalty	<p>DISPLAY: Slide 7-5 Loyalty.</p> <p>REVIEW: Have a trainee read aloud the slide.</p> <p>Chiefs remember that loyalty must be demonstrated to seniors, peers, and subordinates alike, and that it must never be blind. Few things are more important than people who have the moral courage to question the appropriate direction in which an organization is headed and then the strength to support whatever final decisions are made. (Mission, Vision, Guiding Principles (MVGP))</p>
7-6 Characteristics of Loyalty	<p>DISPLAY: Slide 7-6 Characteristics of Loyalty.</p> <p>GROUP ACTIVITY (20 min)</p> <p>ASK: What are some characteristics of loyalty?</p>

TITLE	RELATED FACILITATOR ACTIVITY
	<p>ASK: Why is loyalty important to a Chief Petty Officer (CPO)?</p> <p>ASK: How do ethics and Navy Core Values play a role in loyalty within the chain of command?</p> <p>DO: Capture answers on chart pack paper.</p> <p>POSSIBLE ANSWERS:</p> <ul style="list-style-type: none">• Being loyal requires you to be courageous, determined, responsible, trustworthy and brave.• Showing your subordinates, peers, and supervisors that you are faithful and committed to the institution, unit, and them is important in establishing trust.• Navy Core Values and Ethics are the embodiment of our service to something larger than us.• As leaders, we have to use our Navy values and beliefs in all of our dealings. We must also show that we are loyal to them.• We must show that values and ethics will not be set aside for any person or unit.

TITLE	RELATED FACILITATOR ACTIVITY
7-7 Loyalty Within a Command	<p>DISPLAY: Slide 7-7 Loyalty Within a Command.</p> <p>SAY: Loyalty should not be blind. You should be asking questions to help further your understanding of decisions and leadership philosophies.</p> <p>The ability to ask the <u>right</u> questions will further your understanding and also allow you to better share the vision or directive.</p>
7-8 What Will You Do?	<p>DISPLAY: Slide 7-8 What Will You Do?</p> <p>GROUP DISCUSSION: Ask the group to review the scenario and consider the question on slide.</p> <p>POSSIBLE ANSWERS:</p> <ul style="list-style-type: none">• Bring the Sailor into the office, and read his/her Article 31b rights.• Ask the Sailor what happened. Did they know that the previous Chief did not pass the information up the chain of command?• Inform the Sailor of your obligation to pass this up the chain of command.• Inform the Sailor that you will be by his/her side as s/he goes through this.

TITLE	RELATED FACILITATOR ACTIVITY
	<ul style="list-style-type: none">• Contact the Division Officer (DIVO), Department Leading Chief Petty Officer (DLCPO), Department Head (DH), Command Master Chief (CMC).
7-9 What Will You Do?	<p>DISPLAY: Slide 7-9 What Will You Do?</p> <p>GROUP DISCUSSION: Ask the group to review the scenario and consider the question on the slide.</p> <p>POSSIBLE ANSWERS:</p> <ul style="list-style-type: none">• Inform the Chiefs that their conversation is unprofessional and that they should not be talking about the CMC.• Tell the Chiefs that if they know something or have concerns, they should report it.• Inform the DLCPO and ask him/her to go speak to the CMC.• Let the CMC know that you have heard multiple people talking about rumors regarding the CMC and a petty officer first class (PO1).• Inform the CMC that you are obliged to pass this to the executive officer (XO)/commanding officer (CO).

TITLE	RELATED FACILITATOR ACTIVITY
7-10 What Will You Do?	<p>DISPLAY: Slide 7-10 What Will You Do?</p> <p>GROUP DISCUSSION: Ask the group to review the scenario and consider the question on the slide.</p> <p>POSSIBLE ANSWERS:</p> <ul style="list-style-type: none">• Talk to the DLCPO about the situation and share concerns about the disloyalty to the Navy and the command.• Speak to the CMC about your concerns and ask what can be done to help the situation.• If the CMC does not attempt to take some action after an appropriate period of time, go to the XO.
7-11 What Will You Do?	<p>DISPLAY: Slide 7-11 What Will You Do?</p> <p>GROUP DISCUSSION: Ask the group to review the scenario and consider the question on the slide.</p> <p>AFTER DISCUSSION, REVIEW POSSIBLE ANSWERS:</p> <ul style="list-style-type: none">• Ensure that you have your facts correct.• Work through your department head (DH) to ensure the CO gets informed.

TITLE	RELATED FACILITATOR ACTIVITY
	<ul style="list-style-type: none">• Speak with your Command-Managed Equal Opportunity (CMEO) advisor or Equal Opportunity Advisor (EOA).• Speak with the CMC.
7-12 Transparency	<p>DISPLAY: Slide 7-12 Transparency.</p> <p>SAY: The definition of “transparency”: the quality that makes something obvious or easy to understand</p> <p>SAY: When you ask the right questions appropriately, you set the standard for transparent decision-making, problem-solving, and effective communication.</p>
7-13 Loyalty and Transparency	<p>DISPLAY: Slide 7-13 Loyalty and Transparency.</p> <p>PARTNER ACTIVITY (10 min): Have the trainees pair-off and discuss the importance of organizational loyalty and transparency.</p> <p>ASK: What does a lack of loyalty and transparency do to leadership and a command?</p> <p>POSSIBLE ANSWERS:</p>

TITLE	RELATED FACILITATOR ACTIVITY
	<ul style="list-style-type: none">• Break down of trust.• Loss of communication up and down the chain of command.• Double standards or no standards.• Loss of effectiveness in CPO Mess.• Erosion of morale and command climate. <p>ASK: What questions are appropriate to ask regarding decisions?</p> <p>POSSIBLE ANSWERS:</p> <ul style="list-style-type: none">• Why was that decision made?• What effect will it have on the crew?• What can be done to mitigate the problems?• How will we communicate it to the crew? <p>ASK: What does a positive example of loyalty bring to a command?</p> <p>POSSIBLE ANSWERS:</p> <ul style="list-style-type: none">• It builds a trust throughout the organization.

TITLE	RELATED FACILITATOR ACTIVITY
	<ul style="list-style-type: none">• It makes it clear we are all part of the organization.• It allows better flow of communication up and down the chain of command.• It shows that no one person at the command is bigger than the command—we all have a responsibility to the Navy and the command.
7-14 Knowledge Check	<p>DISPLAY: Slide 7-14 Knowledge Check.</p> <p>ASK THE FOLLOWING QUESTIONS TO CHECK FOR UNDERSTANDING:</p> <ul style="list-style-type: none">• Define the characteristics of loyalty.• Why is loyalty important to the role of a Chief Petty Officer (CPO)?• As a CPO, how can you demonstrate loyalty to the chain of command?• Why is organizational loyalty and transparency so important?

TITLE	RELATED FACILITATOR ACTIVITY
7-15 Objectives	DISPLAY: Slide 7-15 Review Objectives.
7-16 Summary	DISPLAY: Slide 7-16 Summary. SAY: One trait that should stand out in every CPO is loyalty. You must always be loyal to the United States of America, the Navy, your command, your seniors, peers, and the Sailors who work for you.