



# Leading Change from the Middle 2001-2007



“Any commander who fails to exceed his authority is not of much use to his subordinates.”

ADM Arleigh Burke



# Leading Change from the Middle

- What did we help accomplish?



# Leading Change from the Middle

- Enterprise deployment of National Graduate School Masters Program
- Enterprise certification of Toughbook tablet computer
- Enterprise deployment of MISLE Lite
- Enterprise deployment of CG Mission Planning and Execution System
- Enterprise approval for connecting cellular air cards to Coast Guard Data Network
- A more efficient and effective Coast Guard



# Leading Change from the Middle

FalconView - LIMITED DISTRIBUTION - local

File Edit View Map Overlay Tools Options Favorites Help

100% IN OUT

Nov 11 15:33:01 2003

Reverse playback  
Sync to Clock  
Stat: Nov 11 14:01:56 2003  
End: Nov 11 17:14:31 2003  
Time Display  
Display time on map  
Text Position: Lower Left  
Font...  
Details >>

Moving Map Point Information

Location: (WGS84) N 42° 22' 07.13" W 071° 03' 52"  
Antenna Altitude: 365 ft (MSL)  
Ground Speed: 059 Kts, 110 km/h, 068 mph  
Course: 263° Magnetic, 254° True  
Date: Tuesday, 11 November, 2003  
Time: 15:33:01 Zulu  
Number of Satellites in Use: 4

Ground Speed: 057 Kts, 274° Mag, 4 satellites in view

Equal Arc CB

40.7" (3 ft)

Start MISLE Lite - Microsoft Int... FalconView - LIMITE... Untitled - TOPScene Document1 - Microsoft W... 2:12 PM



# Leading Change from the Middle

The screenshot displays two windows from the FalconView software. The left window, titled 'Untitled - TOPScene', shows a 3D perspective view of a large, modern hospital building with a helipad on the roof. Overlaid on the image is the following text:

LVL I TRAUMA/DIVE CHAMBER  
EOS 286 RAD 3.9 DME  
Freqs: 155.280 CMED/130.575 BOS MEDFLT  
ELEV: 214'  
BEST APPR: 160DG

Remarks: Lights-Pilot contr 128.925  
Call Medflt 800-233-4554/8998 for  
deconfliction. Hosp Ph: 800-872-8625

The right window, titled 'FalconView - LIMITED DISTRIBUTION - COP Tracks', shows a 2D map view of the same area. The map includes labels for 'Chelsea River' and 'Pleasure Bay'. Various markers are placed on the map, including yellow triangles, red circles, and blue circles, some with text labels like 'WHITE CROSS', 'ST. JOSEPH'S', and 'TOPScene Facility'. The map also shows a grid and various navigation tools.

The taskbar at the bottom of the screenshot shows several open applications: 'Start', 'MSLE Lite - Micro...', 'FalconView - LIM...', 'Untitled - TOPScene', 'Document1 - Micro...', 'Mass General ...', and the system clock showing '2:11 PM'.



# Leading Change from the Middle

FalconView - LIMITED DISTRIBUTION - localLPT\*

File Edit View Map Overlay Tools Options Favorites Help

100% IN OUT

69° GN 42°

LILY JEAN

IRON HORSE

HUMBAK

CLOSED AREA I

DS DG EG ES

DR DF EF ER

RUGRATS

MEGAN MARIE

FONA MAE

ILHA DO CORVO

GURLEW II

GOLDIE MARIE

NORSTAR RITE

ANNY MARIE

DONNA JEAN II

JOHN F. BETH

JOHN F. BETH

JEROME BETH

ODYSSEY

68°

HM

VICTORY

PALM MICHELLE

VOYAGEUR

JOHN B

BUZZARDS GAY

VIG TER RAE

50 40 30 20 10

41°

Equal Arc CADRG 1:1 M (ONC) WGS84 N 42° 04.20' W 069° 00.11'

Start Microsoft PowerPoint - [...] MISLE Lite - Microsoft... FalconView - LIMITED DI... pictures - Microsoft Outlook untitled - Paint 11:31 AM

### Vessel Details

Name: IRON HORSE  
VIN: 533196  
Flag: US Call Sign: WY28753  
Service: Commercial Fishing Vessel  
Class: Fishing Vessel  
Vsl Type: Fish Catching Vessel  
Sub Type: Trawler, Stern  
Mailing Port: PT JUDITH, RI Length: 71.6  
Hull Color: Blue Cabin Color: White

Last Position:  
Lat: 41 42.6 N  
Long 068 23.3 W  
Time 08/10/2005 11:59:08  
Age of position 3 hrs 31 min  
Course: 001 T  
Speed -1 kts

Sight this Vessel DR this Vessel

### Activity Histor

Start Date	Activity Type	CG Unit
2005/08/03	Vessel Sighting	AIR STATION CAPE COD
2005/06/23	Boarding	CGC SENECA
2005/04/06	Boarding	CGC SPENCER
2005/02/25	Boarding	AIR STATION CAPE COD

### Violation/Deficiency Histo

Issue Date	Closed	System	Sub System
2002/09/06		Fisheries	Permit
2002/09/06		Fisheries	Gear
2004/03/26		Lifesaving	Immersion Suits
2004/03/26		Lifesaving	Immersion Suits

Close



# Leading Change from the Middle

- More importantly, how did we do it?



# Leading Change from the Middle

Collaboration between hundreds of Coast Guard men and woman, DOD and DHS partners, industry, and academic partners

Just a few that come to mind:

## **Air Station Cape Cod Flight Mechanics, Rescue Swimmers, Storekeepers, and Yeoman**

**Bill Imle, Geoff Abbott, Lil Maizer, Bob DeYoung, Bill Balsinger, Ryan Kowalske, Matt Carty, Tim Travis, Michael Krouse, Hank Davison, Paul Hastert, Stephen Hoogasian, Snake Clarke, Doug Robbins, Lou Williams, Rick Barone, Eric Ridge, Ed Friedman, Bob Gee, Robert Netsch, Ryan Wheeler, Joe Healy, Paul Deveau, Charlie Mathieu, Pete Batcheller, Bob Feigenblatt, Rick Christoffersen, Bill Saunders, Dorothy Winchell, Freda Anderson, Tom Sperduto, Bob Griffin, Bob Giffen, Mike Butler, Ralph Kohler, Bonnie Stratton, Dave Morgan, Mitch Morrison, Dave Sohn, Audrey Pfeiffer, Nancy Weiss, Dan Ronan, Jack Santucci, Chris Bailey, Michael Boykin, Toni Dineen**





# Leading Change from the Middle



USCG Innovation Council

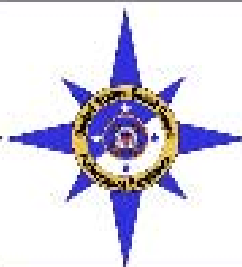
- Innovation Expos
- Innovation Grants
- Innovation Transitions



The National Graduate School

LCDR Maizer, CAPT Abbott, ADM Allen  
Maritime Awareness Data Dissemination Team 2002-2003

- Airborne Data Communications System 2003-2004
- Automatic Identification System Team 2005-2006



USCG Performance Excellence



Organizational Performance Consultant (OPC) Role



# Leading Change from the Middle

Questions?

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