

# EO Newslines

## SUSTAINING THE LEGACY OF EXCELLENCE

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### Branch Head's Comments

*By Col W.C. Johnson*

*Head, Manpower Equal Opportunity Branch*

The history of our Corps finds Marines frequently at the leading edge of change. One example is our exemplary record of making America's Marines to win the Nation's battles for the past 225 years. As a result, the Marine Corps has earned the reputation as the premier leadership development institution in the world. Forward looking, innovative thinking has allowed us to maintain such prominence. With the world poised at the dawn of a new millennium, we remain engaged in developing our most precious resource, Marines, to operate effectively across the volatile, uncertain and changing environment of the 21st Century.

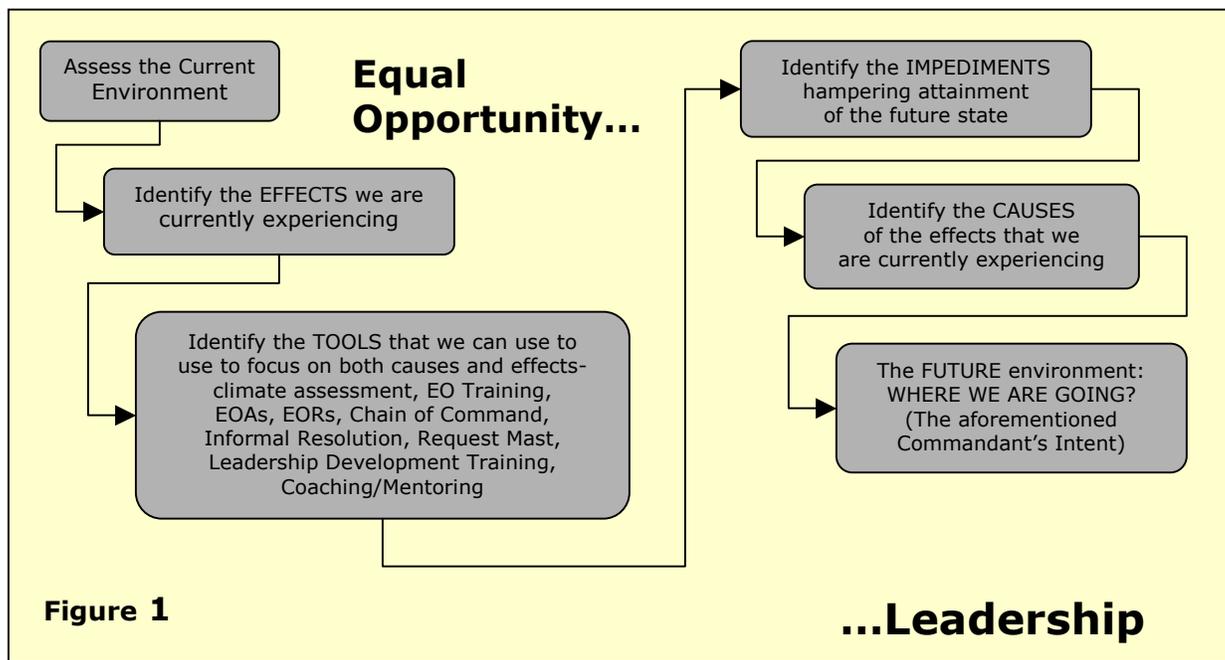
At this point in our glorious history, once again we find ourselves faced with a multifaceted opportunity to sustain the legacy of excellence in the area of leadership development which is as follows: Identify ways to develop inspirational leaders who will immerse themselves in the goal of creating an environment where the best, the brightest, the most creative are attracted, retained and most importantly – unleashed, which will assuredly capture the hearts and minds

of the citizens who have chosen to be Marines.

This multifaceted opportunity is restated in other words from the Commandant's Guidance, the year 2000 in review video and Strategy 21 as follows:

'We are one Corps in which all Marines participate in determining who we are; what we do and the principles for which we stand; Marines are empowered to know that there is a free flow of ideas from the bottom up as well as from the top down; Marines have a sense of belonging/ownership and are shareholders in the success of our Corps; we will strengthen trust, reward performance, accept mistakes and learn from them; enhance retention, and develop the full potential of our Marines.'

Fellow Marines in the Equal Opportunity community, I can assure you that we will play a vital role in bringing the aforementioned opportunity to fruition. This line of reasoning is in alignment with what we do each and every day, bring the best out of people. We all know that all equal opportunity issues are leadership issues but not all leadership issues are equal opportunity issues. Logically, it would seem to me that we would craft an all inclusive, multifaceted strategy that will accomplish the equal opportunity mission of fairness, dignity and respect for all by presenting the message in a language that Marines



whole, do a good job with positively reinforcing each other. Be we the senior or the junior, I think positive reinforcement goes a long way.

The most common way to positively reinforce another person is to thank them for a job done well. Not each and every time they do

Figure 1

...Leadership

know and understand, leadership development. Marines are already discussing ways to inculcate our core values, leadership principles and leadership values into all Marines that will lead to harmony, unit cohesion, bonding, high trust, thereby enhancing readiness and mission accomplishment.

One of many ways to graphically depict this opportunity is as follows-see Figure 1

Fellow Marines in the Equal Opportunity community, let us continue to identify ways to develop inspirational leaders who will immerse themselves in the goal of creating an environment where the best, the brightest, the most creative are attracted, retained and most importantly – unleashed, which will assuredly capture the hearts and minds of the citizens who have chosen to be Marines. Our efforts will sustain our legacy of excellence in leadership development for another 225 years. As change agents, we are indeed an invaluable part of the solution!

Cheers to you Marines and our Corps in 2001!

Semper Fidelis! ♣

## Senior EOA's Comments

By MGySgt P. McLane

Senior Equal Opportunity Advisor

Writing an article for the EO Newline is a difficult task for me. My reasons range from sitting still long enough to put words on paper, to not knowing what subject is prevalent or beneficial to the readers, to having "writer's block." So today is the deadline, actually it's days behind the original deadline, and I lean over my shoulder to our trusty Corporal and ask him what I should write about. The recommendation - positive reinforcement.

Taking a moment to think about it (and wondering if I should take ownership) the Corporal's idea is a good one. I do not think we, as a

something, that is not what I am referring to. I am referring to a sincere "thank you, good job," when in fact they did a good job. For some doing a good job is the norm. Others may have difficulty from time to time. And here we go with "know your Marines and look after their welfare," one of our principles of leadership. Positive reinforcement is a part of good leadership.

A way to provide positive reinforcement to juniors is by allowing them to make decisions. Provide the basic "mission" and allow them the opportunity to try and test the leadership "tools" that they have learned and gained so far. Trust them to do the job. This may mean that you bite your lip because you "have been doing it this way for a long time and it works." Afterwards have a discussion on what they learned and if they had it to do over again what would they do differently. Positive reinforcement is a way of developing your subordinates, a way to create trust, and a way to set the example.

When I started writing this article I did not realize how intertwined and connected positive reinforcement was with the Marine Corps' Principles of Leadership and Leadership Traits. It just goes to show that we can all learn something new when we take the time to think about it.

Semper Fidelis, Master Gunny  
McLane ♣

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## Hail and Farewell

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On 19 April 2001, the Defense Equal Opportunity Management Institute (DEOMI) EOA Course graduated.

Please take time to call and welcome the following Marines to the operating forces. Pass on any wisdom you have learned on the job to help smooth their transition. Remember when you were there!

MGYSGT Hosea	MarForLant
GYSGT Banks	MAGTF 29 Palms, CA
GYSGT Griggs	MCAS, Iwakuni

Our Programs/Liaison Officer in MPE, Major Ellis, will be departing the branch during May. He is headed back to his MOS as an Artillery Officer in the 1<sup>st</sup> Marine Division. Our thanks to the Major for his wise counsel, his support to EO, and his many informative Internet websites. He will truly be missed.

Our sincere appreciation goes out to the EOAs who recently completed their EOA tour and to those who will be departing shortly. Thanks for a job well done and keep spreading the word. Best wishes for continued success. ♣

MGYSGT Geeter	MCAS, Beaufort to FMCR
MGYSGT Crawford	MarForRes to G-7, MarForRes
MSGT Bowers	4thMarDiv to MCAS, Cherry Point
MSGT Simmons	4thMAW to FMCR
GYSGT Nash	MarForLant to FMCR

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## MPE News

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*By Capt D.H. Coleman*

The Manpower Equal Opportunity Branch has been active over the last few months with a schedule of conferences and projects. They include:

- Society of Hispanic Professional Engineers (SHPE) Conference – February 21-25, Fresno, California
- African American History Month Observance – Pentagon
- Women's History Month Observance – Pentagon
- Production of the Equal Opportunity Video – See the story on page 5.
- Commander's Course – March 19, Quantico, Virginia
- EOA Billet Review
- DEOMI Summit – See the story on page 6
- Association of Naval Services Officers Conference – April 17-20, New London, Connecticut

The SHPE conference, the first one on our schedule this year, was an

excellent opportunity to make contact with influencers in the Hispanic community and interact with college students.

The branch is currently working on two projects that will benefit EOAs and the operating forces in general.

The EOA billet review is a comprehensive look at where EOAs are stationed to see if the *status quo* makes sense from a geographic and population-served perspective.

The EO video is a new training tool that EOAs will be able to use in the operating forces. This video will be debuted at the upcoming EOA conference later this year. See the story on page 5 for more on this exciting new training aid.

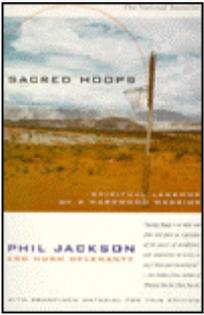
MPE coordinated Marine Corps attendance at the first ever DEOMI Summit. Participation from Headquarters Marine Corps was wide ranging, with officer and enlisted planners, military policy analysts, and members of the Personnel Management Division (MM) all attending so as to gain insight into the latest information on equal opportunity issues. ♣



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# Book Review

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By Capt D.H. Coleman

Sacred Hoops: Spiritual Lessons of a Hardwood Warrior by Phil Jackson and Hugh Delehanty © 1995.

Most people will recognize Phil Jackson as the former coach of the Chicago Bulls. His public persona is tied primarily to his tenure as coach of the Chicago Bulls and the team’s star Michael Jordan. This short, easy-to-read book adds considerable depth to his public figure by describing his twin passions of spiritual exploration and basketball, and the eclectic philosophical system that keyed his professional success.

Part memoir, part human potential manifesto, Sacred Hoops weaves together the author’s formative experiences as a basketball player and coach, and his intellectual wanderings as the son of a Pentecostal minister who drifted to Zen Buddhism and ultimately settled on a “Zen Christian” world view.

While not your typical military fare, Sacred Hoops does elaborate on themes that Marines will find familiar—leadership and teamwork. These themes receive a thought provoking treatment using Phil Jackson’s “Zen Christian” perspective. Some of his ideas resonate well; others, however, would be a poor fit with the Marine Corps’ warfighting ethos.

The striking aspect of Phil Jackson’s personal philosophy is that it is unabashedly “spiritual.” He believes that the key to developing a winning team is how effectively we can “call on [a person’s] need to connect with something larger than themselves.” Making this connection requires that individuals “surrender their self-interest for the greater good.”

By connecting his players’ mental and physical development with a spiritual dimension, Phil Jackson found that his players discovered that working together as team created an intrinsic motivating force, one that did not rely on “some frenzied coach pacing along the sidelines, shouting obscenities into the air.”

When you distill the essence of this “spiritual” approach, you find a dominant theme: “selflessness.” Whether Jackson was discussing leadership or teamwork, the unifying thread was the ability of people—in his case, his players—to identify with and pursue a greater good.

### Leadership

Phil Jackson’s thoughts on leadership follow a “middle path,” one that lies between the controlling leaders who manage every detail of a situation on one side and the *laissez-faire* ones who give their charges complete freedom to do what they want on the other.

Drawing on the ideas of management consultant James O’Toole, Jackson talks about “value-based” leaders, the ones who “enlist the hearts and minds of their followers through inclusion and participation. They listen carefully to their followers out of a deep respect for them ... and develop a vision that they will embrace because it is based on their highest

aspirations.” Instead of leading by pushing their people, leaders should instead lead “by the pull of inspiring values.”

This philosophy, in Jackson’s view, can be summed up in two words: compassionate leadership. His definition of compassion, drawn from Buddhism, is the understanding that all things derive their essential nature from everything else. “In terms of leadership, this means treating everyone with the same care and respect you give yourself—and trying to understand their reality without judgment.”

Understanding leads to awareness, which in turn contributes to the lowering of barriers between people. This lowering of barriers leads to the realization that we are all part of something larger than ourselves. Awareness is a crucial element in building an effective team because with it team members become more “attuned to each other” and, as a result, “play better and win more.”

### Teamwork

Where Buddhist thought inspired some of Phil Jackson’s views on leadership, the teachings of the Lakota Sioux Indians did the same for his views on teamwork.

The Lakota Sioux do not see themselves as a “separate entity, isolated from the rest of the universe,” but instead as an integral part—“Peace ... comes within the souls of men when they realize their relationship, their oneness with the universe....”

The Lakota Sioux apply this holistic worldview to teamwork as well. “A warrior didn’t try to stand out from his fellow band members; he strove to act bravely and honorably, to help the

group in whatever way he could to accomplish its mission.”

In his coaching, Jackson used the Lakota Sioux as a “model of selfless action” for his players as a way to “capture their imaginations.”

In addition to engaging his players on this abstract level, he also instituted an offensive scheme that complemented his larger vision, the triangle offense. By embracing a unified approach that integrated elements of his coaching strategy into his overall vision, his players were able to function in a system that did not have any internal contradictions.

Conclusion

Sacred Hoops tills some fresh soil by tying diverse cultural and philosophical systems together, and producing an approach to team play that has succeeded in the world of professional athletics. Could such an approach work in the Marine Corps?

The Marine Corps has its own distinct “language of leadership.” Outlined in various places, such as Leading Marines (MCWP 6-11) and in our Leadership Traits and Principles, this lexicon shares many similarities with Phil Jackson’s worldview. These include the importance of teamwork and trust.

Sacred Hoops emphasizes another principle that is not found in the Marine Corps’ literature on leadership. Value-based leadership, or leading by the “pull of inspiring values,” differs from the traditional leadership models provided for Marines. Value-based leadership opts for the pull of “inspiring values” over the traditional “push” method.

This is not to say that Marine leaders do not lead by the pull of “inspiring values,” many in fact do. The difference lies in how leaders develop their vision. Value-based leadership appears to depict leaders as mere reflections of those they lead— “[leaders] develop a vision that [their followers] will embrace because it is based on their highest aspirations.” While it is critical that leaders seek input from those they lead, the decisions they reach must ultimately be their own. Commander’s Intent should never become a plebiscite.

This short, easy-to-read book has much to offer basketball fans and as well as those interested in personal improvement. Although professional basketball and serving in the military are different worlds, they are both competitive, team-oriented activities where success is defined by the strength of the group. The discussions of leadership and teamwork were especially insightful and will give anyone who reads this memoir a new perspective on these subjects. ♣

(Ed. – If you have read a book recently that addresses human relations or equal opportunity issues, please forward them to us so we can consider them for publication.)

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## DEOMI Commander’s Course

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*By Capt D.H. Coleman*

Commanders have another option for Equal Opportunity training—the Equal Opportunity Orientation Workshop (EOOW). This seminar recently received high marks from several commanders who attended the

recent Commander’s Course in Quantico.

Targeted toward commanders and others in leadership positions, this workshop aims to communicate to



participants the manner in which EO issues affect unit cohesion, mission accomplishment, and combat readiness. It also helps to increase awareness, sensitivity, and understanding of EO issues.

Offered once a year, this workshop is five days long and takes place at DEOMI at Patrick Air Force Base, Cocoa Beach, Florida

If you are interested in this or other DEOMI workshops, please contact MGySgt McLane at (703) 784-9371. ♣

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## Live from Quantico...

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*By SSgt F.B. Zimmerman*

MARINE CORPS BASE QUANTICO, VA. (Mar. 16, 2001) – In an effort to boost its current Equal Opportunity training package, the Manpower Equal Opportunity Branch (MPE) recently contracted to have a new video produced.

The video, which was primarily shot on Marine Corps Base Quantico, is not going to replace any of the Equal Opportunity advisors current training aids, but will be another weapon to help train Marines.

"This will be a training aid used throughout the Marine Corps for small group discussions during annual Equal

Opportunity training," said MGySgt. Pat McLane, Senior Equal Opportunity Advisor for MPE. "The intent is that during training, you watch the vignettes and realize you may need to think of things in different ways. You can mandate a change to policy, but you can't change how someone feels."

The film is being made to enhance training with the current EO video, Resolving Conflict, not to replace it and will hopefully be ready to hand out at the EO conference in mid-June. The new video will have several more scenes demonstrating potentially offensive behavior.

"The video will have seven vignettes of different situations equal opportunity advisors have dealt with in the operating forces," said McLane. "Everyone in the video is a Marine. We held casting calls and asked for volunteers, but some happened to be in the right place at the right time."

GySgt. Jennifer Jones, Equal Opportunity Advisor for Marine Corps Base Quantico, said making a Marine Corps EO video is key to using it successfully in training.

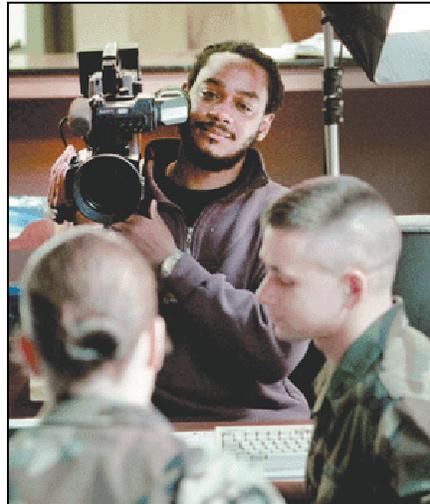
"Marines only respond to things in Marine language," she said. "We couldn't use a Coast Guard or Navy video, because Marines won't relate. That's why it's important for us to use Marines in the video and get out our own information."

McLane said the seven scenarios in the new video cover gender bias, sexual harassment, racism, religious accommodation, and hostile work environment. She also said the new video will be online with the older Resolving Conflict video.

"Resolving Conflict talks about trying to resolve things at the lowest level," said McLane. "Some things don't

always offend, but when something does, we need to still try and resolve it at the lowest level."

Jones said that the video will serve as an additional tool for leaders to get across the message that it's important to take other people's feelings into consideration.



"I think some Marines will be able to identify with the issues," said Jones. "I think some will be surprised, some will say 'yes, I can see that happening' and maybe some will say 'hey, maybe I need to watch what I say, because it could offend.'"

For McLane, the new video is a way for her to give something back to the Corps.

"I have 27 1/2 years in," she said. "For me, this is my opportunity to make the Corps better for tomorrow's Marines." ♣

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## The DEOMI Summit

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*By Capt D. H. Coleman*

The Defense Equal Opportunity Management Institute (DEOMI) held its first ever summit to gain a total

force perspective on major issues affecting equal opportunity (EO) and equal employment opportunity (EEO) and discuss ways that DEOMI can enhance its support to practitioners and leaders.

The theme of the Summit was, "Making a Difference." The summit was built around the activities and outputs from six working groups: Equity in DoD; Contemporary EO/EEO Issues Confronting Organizations; Changing Face of Discrimination I & II; Leveraging Best Practices from the Services and Corporate America; and Joint and Combined Operations Interface.

The working groups explored these challenging and evolving human relations issues, shared ideas, and identified common elements that could be tailored to help EOAs/EEOs better support their commanders. The Summit was a fruitful exchange of ideas and helped enhance DEOMI's ongoing education, training, and research roles in support of the DoD and DoT. ♣

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## Black History Month Essay

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*By Capt D.H. Rosenberg  
3d FSSG*

"Here we go again, Black History Month now, then we go to, Asian Appreciation, then Hispanic Heritage - What's next..." "We hear the rumblings all the time from those who just never seem to understand. THEY JUST DON'T GET IT!"

Look around your work section and take note of the recipe that creates success on a daily basis. Now remember back to your childhood as you walked into your warm home

smelling the sweet scent of those cookies baking, made by your grandma's secret recipe. What do the two have in common: a diverse mixture of exactly the right amount of certain different specific ingredients.

When we mix white flour with yellow butter adding in brown sugar with dark chocolate chips, drop in clear and yellow egg, and mix it all together, we begin to see that it takes many different tastes, textures, and manner of things to create success. A single homogenous ingredient yields nothing.

Its not a matter of color, or genetics, or attempts to point out our differences rather it is a matter of highlighting the accomplishments of those history has intentionally overlooked - A history full of heroes denied recognition, denied acceptance, and denied equality, but whose dollar was accepted every time store owners had wares to sell."

Chesty Puller noticed it on Guadalcanal, and grunted orders not to use derogatory terms for any of his men. He realized that the success of his regiment laid in the hearts, hands, and actions of those gallant and diverse men who stood together and fought together against a common enemy. That lesson is not lost on us today and we still have a common enemy: ignorance. We stand together to remind each other and to teach the younger generation to NEVER FORGET, and to expose the WHOLE PICTURE. ♣

(Ed. – Captain Rosenberg was the 2001 recipient of the Federal Asian Pacific American Council Meritorious Service Award.)

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