

*Please join TPP and the Pax River Council of the Navy League*

**A Briefing with RADM (ret) Sinclair Harris on:**



- ◆ **Leadership & Mentoring**
- ◆ **Toxic Leadership**
- ◆ **Diversity, Equity  
& Inclusion**

**RADM (ret) Sinclair Harris,**  
*Vice President for Client Relations, LMI  
President of the National Naval Officers  
Association | National Vice President of  
the Navy League of the United States*



Patuxent River Council

Thursday, February 24th  
8:30-9:30am

VENUE: USMSM - Bldg 2  
Center Hall

REGISTRATION OPEN:  
[https://paxpartnership.org/tpp  
-event/sinc-harris/](https://paxpartnership.org/tpp-event/sinc-harris/)



# PERSPECTIVES ON TODAY'S DYNAMIC WORKPLACE

RADM SINCLAIR M. HARRIS, USN RETIRED

VICE PRESIDENT FOR CLIENT RELATIONS, LMI LLC

PRESIDENT, NATIONAL NAVAL OFFICERS ASSOCIATION

NATIONAL VICE PRESIDENT, NAVY LEAGUE OF THE UNITED STATES



[https://www.linkedin.com/posts/pascalbornet\\_inspiration-leadership-activity-6864796138881605632-yw9v](https://www.linkedin.com/posts/pascalbornet_inspiration-leadership-activity-6864796138881605632-yw9v)

# MODERN WORKPLACE ENVIRONMENT

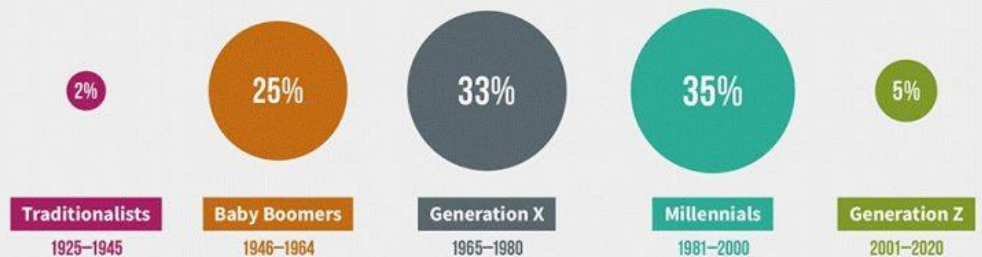
“The modern workplace environment has a **blended workforce**, is becoming more responsive to problems, and less tied down to physical locations. Employees now use modern collaborative software like Skype and Google Docs to communicate more effectively with their colleagues around the world in real time.” – [Marcus Johnson, LEAD GENERATION \(July 2020\)](#)



## GENERATIONAL DIFFERENCES IN THE WORKPLACE

One size doesn't fit all when it comes to today's workforce—five generations of workers means five approaches to work.<sup>1</sup> Learn how to adjust to a multigenerational workforce.

Current U.S. workforce numbers<sup>2</sup>:





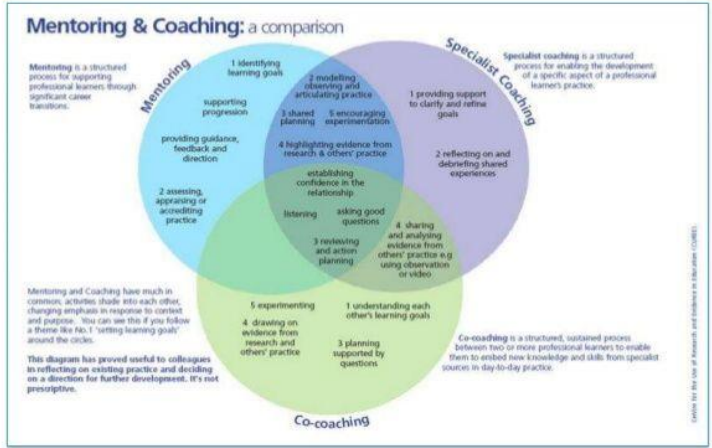
# WHAT MATTERS MOST AND WHY?

- Leadership
- Mentoring, Coaching and Advocacy
- Toxic Leadership
- Diversity, Equity and Inclusion

Toxic Leadership



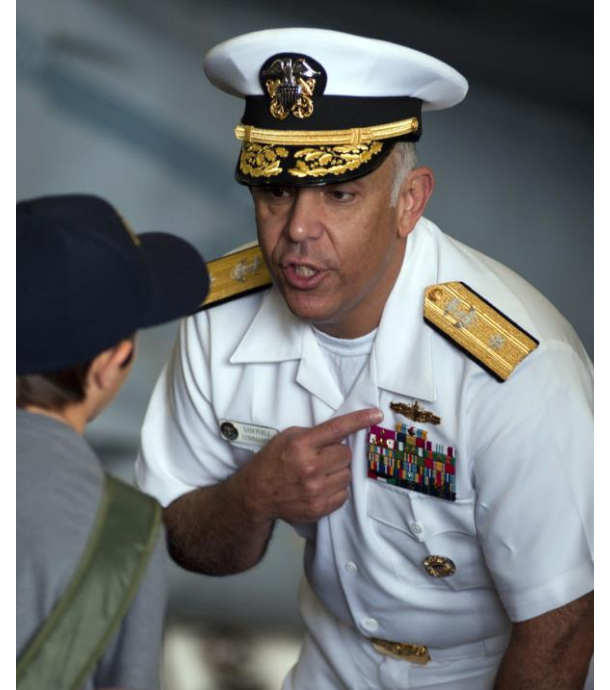
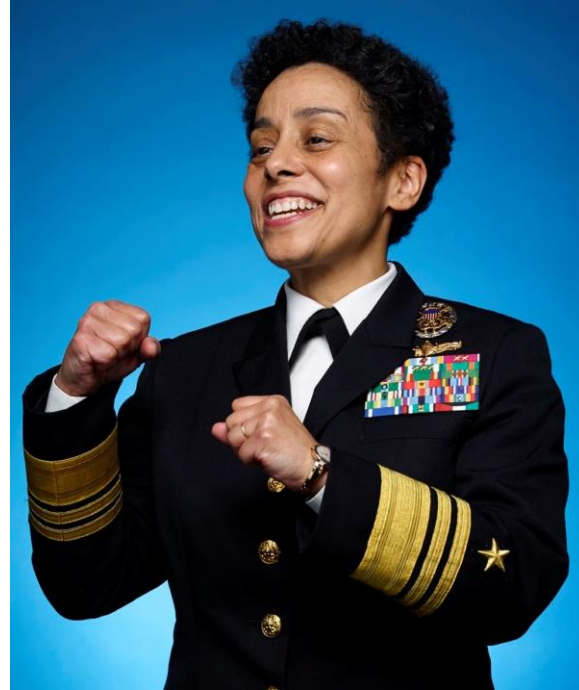
## MENTORING AND COACHING: A COMPARISON





LEADERSHIP





# MENTORING, COACHING AND ADVOCACY



# EXAMPLES OF TOXIC LEADERSHIP IN THE MOVIES





## 8 TRAITS OF A TOXIC LEADER



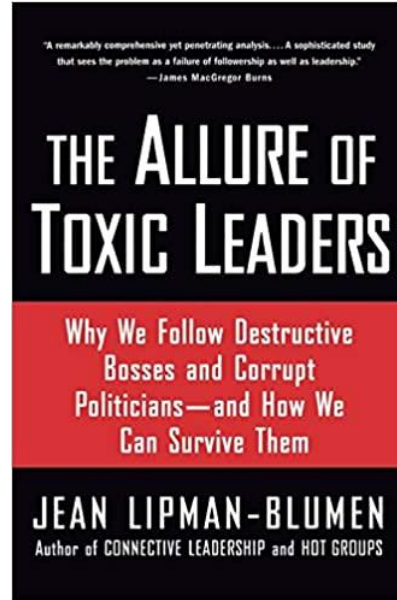
1. Frequent lying or inconsistent expectations
2. Doesn't listen to feedback
3. Arrogance
4. Places importance on hierarchy
5. Discriminates against employees
6. Lacks confidence
7. Incompetent at their job
8. Self-interested



# TOXIC LEADERSHIP

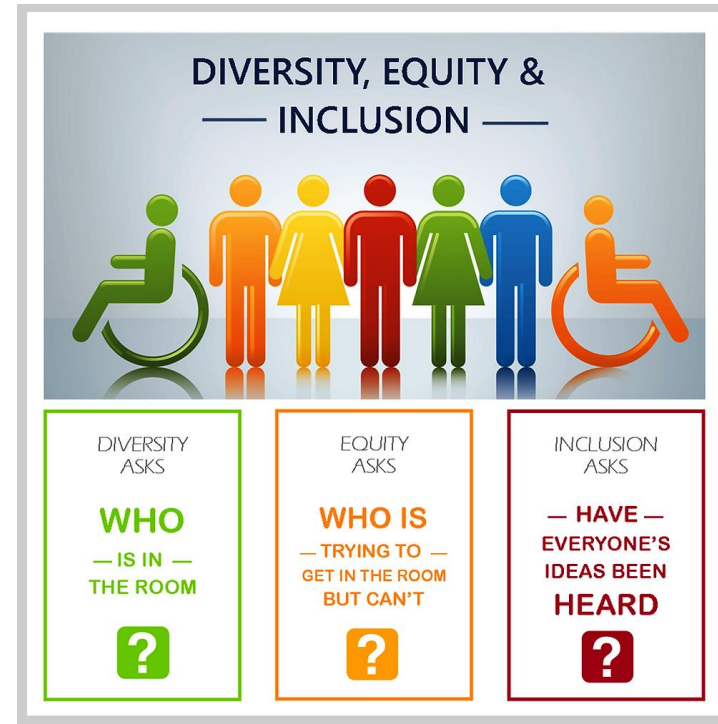
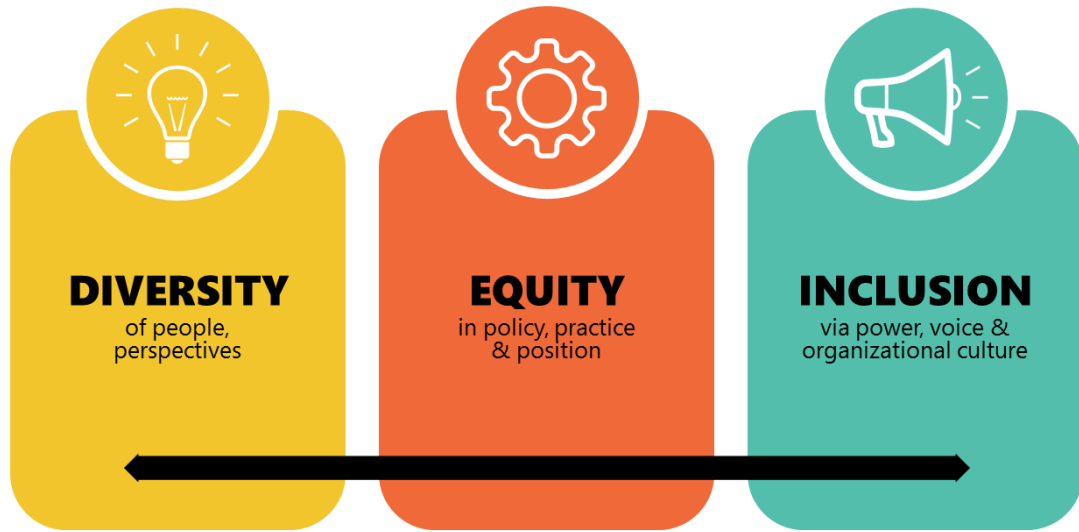
- Nothing new
- Recognizing it
- How to deal





# TOXIC LEADERSHIP — NOTHING NEW

- Nearly 3 million results in Google
- 500 results in Amazon
- Not unique to any organization, firm, military service or unit
- A trait that is not unique to gender, race, sex, or orientation



## WHY IS DIVERSITY, EQUITY AND INCLUSION IMPORTANT?

### **Diversity, Equity & Inclusion - 21<sup>st</sup> Century Sailor**

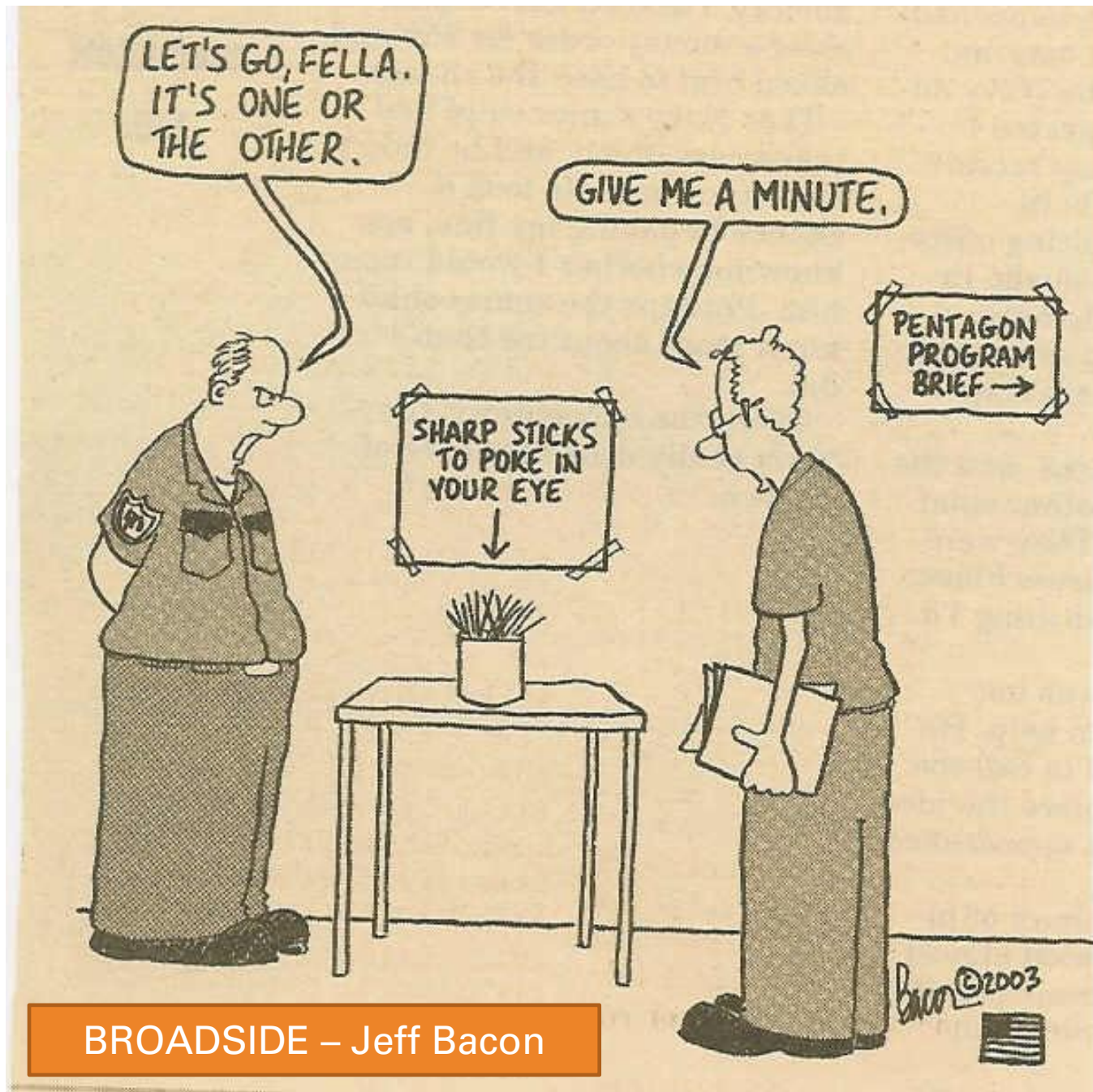
Shape Navy policy, strategy, and program execution, strengthening Navy's inclusive and diverse culture. Utilize best practices, collaboration, and data-driven decisions, ensuring all Sailors have the opportunity to succeed and contribute to mission success.







QUESTIONS,  
ANSWERS,  
SNIDE  
REMARKS?



BROADSIDE – Jeff Bacon





**BACK UP SLIDES**

# NAVIGATION IN A TOXIC LEADER ENVIRONMENT



Ms. Cynthia Miller served as the Chief of Human Resources Group at the National Security Agency (NSA) after a 27-year career, retiring as a Captain in the US Navy. Ms. Miller is a Senior Advisor to the National Naval Officers Association.

- Be confident in your abilities
- Stellar performance
- Open a dialogue
- Utilize protections that may be in place such as EEO, Hostile Work Environment, Dispute Resolution policies
- Speak with mentors and sponsors
- Document! Document! Document!
- Have Faith; keep a level head; don't allow anger, disappointment or doubt guide your words, actions or next steps
- Build a non-emotional case to present to senior leadership-if needed/warranted





### Eric Milzarski

Eric is a U.S. Army veteran and was deployed to Kandahar, Afghanistan with the 101st Airborne Division where he served as a radio operator. After being honorably discharged, he then pursued a career in the film and television world. He is now the resident "nerd" at We Are The Mighty. To follow Eric on social media, please check out the links below. <a href="https://www.facebook.com/EricMilzarski/">Facebook</a>

## 7 do's and don'ts of surviving toxic leadership in the military - We Are The Mighty

Whatever doesn't kill us makes us stronger

# TOXIC LEADERSHIP – DO'S AND DON'T'S

1. Do praise the good leaders
2. Don't give up
3. Communicate with respect and professionalism
4. Don't disrespect their position/rank
5. Do Command Climate Surveys
6. Keep your bearing
7. Be a better leader

# 8 TRAITS OF A TOXIC LEADER



1. Frequent lying or inconsistent expectations
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6. Lacks confidence
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