



The Commodore's Journal



Zach Railey at 2008 Olympics

Getty Images

OLYMPIAN ZACH RAILEY TO SPEAK AT FCA SATURDAY LUNCHEON

Don't miss this opportunity to meet a great young American. Make your reservations now for the FCA meeting at Charlotte Harbor Yacht Club in October.

Silver medalist Zach Railey, who has been named male athlete of the year by US Sailing, will be the special guest speaker at the FCA luncheon. Born in St. Petersburg, Zach got involved in sailing when he was just eight years old and his mother's dentist suggested enrolling him in a summer sailing program at Clearwater Yacht Club. After that first day he told his Mom, "I just love it so much because I can be down next to the water."

Zach quickly achieved national and international recognition as one of the top young talents in the sailing world. He first represented the US in a World Championship at the age of 11, and is considered by many to be the most decorated youth sailor the United States has ever produced.

After graduating from the University of Miami in May of 2006, Zach shifted his focus to realize his dream of representing the United States in 2008. His boat, the Finn, is considered to be the most physically demanding boat of all the Olympic Classes, and he shocked the sailing world by winning a silver medal in that class at the 2008 Games in Qingdao, China.

With the 2008 Games behind him, the 25-year-old Railey found a new challenge in Vallensbaek, Denmark, where he won the silver medal at the Finn Gold Cup, the world championship for the Olympic Finn class. No other sailor stood on the podium at both events, and it was the first time in 18 years that any USA sailor won a medal at the Finn Gold Cup.

Members of Clearwater Yacht Club are justifiably proud of their favorite son. Their website crows, "We have watched Zach Railey race sailboats from the time he was a young boy in an Optimist Dinghy through the Laser and into the Finn Class. It was thrilling when he won the US Olympic Trials and was to be our first CYC Olympian."





THE FLORIDA COMMODORES ASSOCIATION
"PAST, PRESENT AND FUTURE COMMODORES"

in Cooperation With

THE INTERNATIONAL COMMODORES ASSOCIATION
"THE KEEPERS OF THE FLAME"

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A GREAT YEAR!

By FCA Commodore Phil Bouckaert

A few weeks ago FCA Vice Commodore Dick Kelley invited me to Palm Coast Yacht Club to talk to past commodores of that club as well as those from St Augustine Yacht Club, Halifax River Yacht Club and Matanzas River Yacht Club about my favorite subject: the latest happenings in the Florida Commodores Association.

Over twenty past commodores from clubs around Northeast Florida came to hear about what has happened so far and what is continuing to happen in FCA chapters. When I finished, V/C Kelley presented our "TRADITIONS" program and concluded with questions and answers. Interest was intense. All of the copies of The Commodore's Journal, the e-Journal, and summary packages of the five current FCA programs that I brought were snapped up, and the yacht club office was pressed into service for more. The p/c's and their guests then moved into the dining room for dinner where discussions continued at many tables. I overheard several people say, "At last! Here's a past commodores' club that DOES something!"

"Doing something" has set FCA (and ICA) apart from other associations from the beginning. In only nine months, we've put together five programs that are currently being presented at clubs and organizations all over Florida. At the October meeting, we'll roll out a sixth one. Our special guest at that meeting will be an Olympic medal winner. We'll have a presentation on electronic communications and panel discussions on some very hot yacht club topics. And we continue to promote sundown ceremonies, and send out monthly "Sundown Thoughts" by email. We're even compiling those thoughts into a twelve-month package for sundowns in 2010.

It's been a great year; but there's a greater one coming.



THINGS ARE POPPIN' IN PENSACOLA

PENSACOLA YACHT CLUB CHAPTER RECEIVES FCA CHARTER

The Pensacola Yacht Club Chapter held its bi-monthly general membership meeting on Wednesday, August 12 at the yacht club. One of the highlights of the meeting was the presentation of the Florida Commodores Association Chapter Charter. FCA Fleet Captain Dr. Tom Reynolds presented the charter to PYC Chapter President and FCA Treasurer John Matthews.



During the presentation, Fleet Captain Reynolds reminded the PYC membership that Pensacola Yacht Club is one of the founding chapters of the Florida Commodores Association.

The chapter has been very active since it was officially established in January, 2009 with the birth of the Florida Commodores Association. The chapter has 26 Past Commodores who are active members and 16 associate members who are very active with the chapter. The chapter recently acquired a Winchester breech loading signal cannon that will be used during its Sundowner Ceremony. The first use of the cannon was during the Gulf Yachting Association's Junior Lipton Challenge which provided competition in the Flying Scot for junior sailors (not yet 18 years of age) who are members of GYA member yacht clubs. Pensacola Yacht Club won the event for the first time in 35 years.



NAVY YACHT CLUB PENSACOLA RECEIVES CHARTER



On Wednesday, July 8, the Navy Yacht Club Pensacola (NYCP) received its Chapter Charter from PC John Matthews, FCA Treasurer, at a special meeting held at the home of PC Claude Mullen, NYCP Chapter President.

Navy Yacht Club Pensacola was one of the first Chapters to join the Florida Commodores Association. The chapter has 10 full members and 1 Associate member. The chapter is very active in supporting Navy Yacht Club Pensacola activities and events.

In addition to presenting the Chapter Charter, PC Matthews also inducted two new members into the NYCP Chapter. The two new members were PC Maryanne Hayes and PC Fred Russell, both of whom had served as Commodore, Navy Yacht Club Pensacola.

PC Matthews administered the oath of membership and presented the two newest members of NYCP with their membership cards and their Charter Member lapel pins. PC Russell and PC Hayes were the last two Charter Members eligible for Charter membership in the Florida Commodores Association.



FLORIDA COMMODORES ASSOCIATION NOMINATIONS FOR 2010

P/C Richard Oakley, chair of the nominating committee has issued a report recommending the following slate of officers for 2009-2010:

Commodore - Ron Richards, Pensacola Yacht Club

Vice Commodore - Chari Stanley-Leitch, Charlotte Harbor Yacht Club

Rear Commodore - Tom Reynolds, Fort Walton Yacht Club

Fleet Captain - Larry Kimmerling, Treasure Island Tennis & Yacht Club

Secretary - John Slattery, Palm Coast Yacht Club

Treasurer - John Matthews, Pensacola Yacht Club

Election and installation of FCA officers will take place at the annual meeting scheduled for October 24, 2009 at Charlotte Harbor Yacht Club.

FORT WALTON BEACH CHAPTER



FCA Treasurer John Matthews has been a busy man lately – and he expects to get busier as more past commodores' clubs sign on to the FCA bandwagon.

On Thursday, July 23, John presented an FCA Charter to P/C President Robert Plummer of the Fort Walton Yacht Club Chapter. Dr. Tom Reynolds who is FCA Fleet Captain (see page 8) and currently doubles as Vice President of the chapter, and FWYC Secretary/Treasurer Phyllis Seaton were present along with most of the chapter members and their spouses including 6 FCA Associate Members.

FCA FLAG: RIGHT OR LEFT?

By P/C Joseph A. Tringali
Protocol Chair

Several members have ordered embroidered items from Stars Signatures and other vendors with the FCA flag crossed with the burgee of their home clubs. They have asked, "When crossing those flags, does the FCA flag go on the right or left?" The answer is "the right." Here's why.

When flags are crossed, the position of honor is on the left. As you are looking at the display, the superior flag goes on the left; the inferior flag is on the right. (If you want to get really technical, the staff of the superior flag crosses over on top of the staff of the inferior flag.)

When FCA was formed one of the very first decisions the founders made was to never infringe on the importance of members' home clubs. They all agreed that FCA, although it is a great organization, it is only an ancillary one; its main function is to be of service to members' clubs; not to replace them. We are not – nor do we ever want to be – a "club within a club."

Because of that basic founding principle, when crossed with a yacht club's burgee, the FCA flag is the "inferior flag," and it belongs on the right as you're facing it (that is, on wearing apparel, it's on the wearer's left).

The FCA flag remains in that position when it is crossed with the ICA flag because they are both ancillary organizations (neither one is a "home club") and in that case the "international" one tops the "regional" one.



MEETINGS WITHOUT THE MADNESS AVAILABLE IN OCTOBER



“Meetings without the Madness,” a new ICA/FCA PowerPoint presentation and script by P/C Joseph A. Tringali, was well received when it was introduced this month at the national Governing Board meeting of United States Power Squadrons in Kansas City, Missouri.

“I had been working on the project for ICA/FCA mostly at the request of FCA Commodore Phil Bouckaert,” Joe said, “and when USPS Rear Commander (and FCA member) E.J. Sacks called from Pensacola and said we needed a presentation for the Flag & Etiquette Committee, it seemed we could fill that request and get some recognition for ICA and FCA at the same time.”

“Meetings without the Madness” is subtitled, “Who the heck is Roberts and why should I listen to him?” “That was just a working title – a gag,” Joe explained. “But when one of the Assistant Attorneys General in my office asked me the question in almost those exact words, I thought we should keep it.”

The presentation takes a total of 20 minutes. It comes complete with its own script and although it is designed for yacht club officers, it is equally at home as a presentation to any group. It starts with a brief history of how the rules for assemblies came into existence in the first place (and no, Mr. Robert did not think them up by himself) and then lays out the five basic rules for effective meetings – without the chaos that results when rules are ignored. “Meetings without the Madness” lays out a simple, common-sense approach for meetings that accomplish goals instead of spinning wheels.

Meetings without the Madness will be presented at the FCA meeting in October. As usual, copies of the CD and the written script will be available free of charge to all ICA and FCA members.

KNOWLEDGE SHARERS TO BE RECOGNIZED BY FCA

“Sharing the Knowledge” is one of the basic principles of FCA, so it should come as no surprise that the members who gathered at the July meeting in Gainesville unanimously approved a proposal by P/C Joe Tringali to create two special categories for those members who volunteer to take the ICA/FCA message out on the road. Any member who presents five FCA programs will be designated a “Fellow of the Association,” and a member who presents fifteen programs will be designated a “Senior Fellow.” The categories come with their own special insignia: Fellows wear a lamp of knowledge; Senior Fellows wear a lamp surrounded by a wreath.

After the meeting, P/C Tringali admitted that he



was “a little stunned” when his suggestion was instantly approved. “I thought I’d at least catch some grief about mucking up the sleeve patch. But the only comments I heard were good ones. Everyone thought the insignia were meaningful and nicely sized for their purpose.”

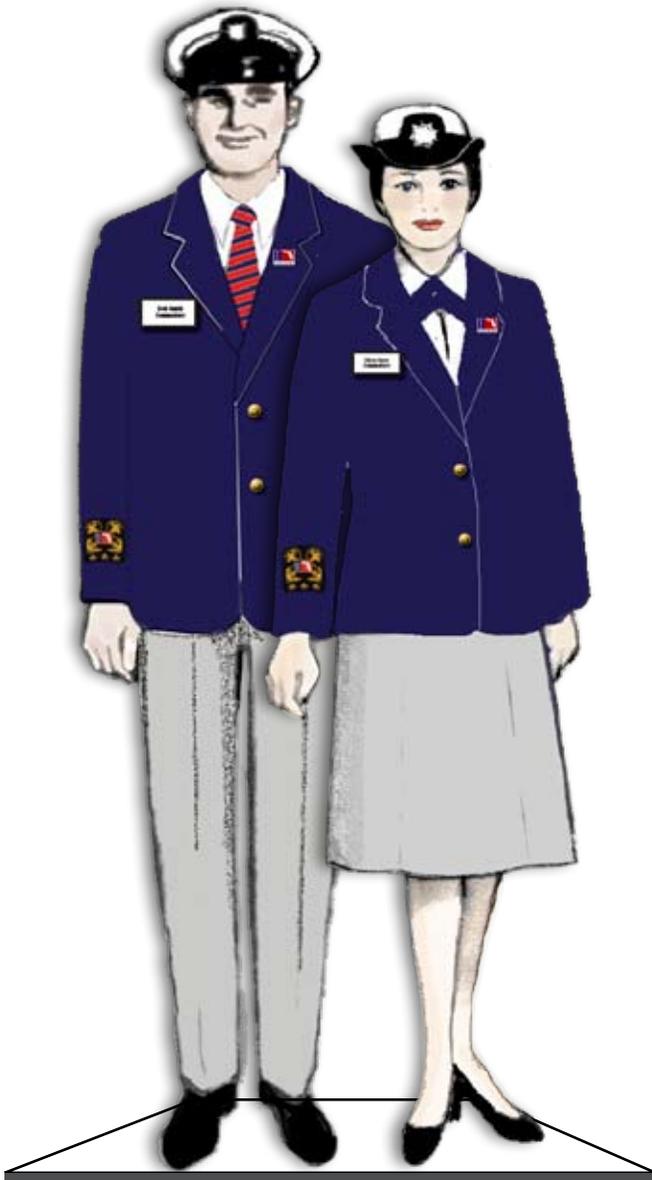
The title “Fellow” is most often used in an academic context: it is given to a person who is part of an elite group of learned people who work together as peers in the pursuit of knowledge or practice. That description pretty much fits our FCA volunteers who travel around at their own expense to bring ICA/FCA programs to Florida yacht clubs.

Is “Fellowship” for everybody? Does anyone “have” to do it? “Absolutely, positively NOT,” said Joe. “From the very first days of FCA, ‘Sharing the Knowledge’ was only one of our many purposes. No one is required to do it.” And then, after thinking for a moment he added, “Still, the members who choose to drive around our State hauling a screen and a projector, and then stand in front of an audience for an hour or so – well, they deserve some recognition, don’t you think?”



FCA FORMAL UNIFORMS

Uniform A



Uniform B



Single-breasted Navy blue blazer with white shirt, tie, epaulets and soft shoulder boards, grey trousers, black belt, black shoes and black socks for gentlemen; grey skirts and black shoes for ladies. Name tag should be worn on the right side at pocket height.

Sleeve Patch is centered on right sleeve, 4" from bottom of anchor to bottom of sleeve.

Lapel Pins

Men - One Lapel Pin - worn in button hole

Women - One Lapel Pin - worn on left lapel

Single-breasted Navy blue blazer with white shirt, tie, epaulets and soft shoulder boards, white trousers, white belt, white shoes and white socks for gentlemen; white skirts and white shoes for ladies. Name tag should be worn on the right side at pocket height.

Sleeve Patch is centered on right sleeve, 4" from bottom of anchor to bottom of sleeve.

Lapel Pins

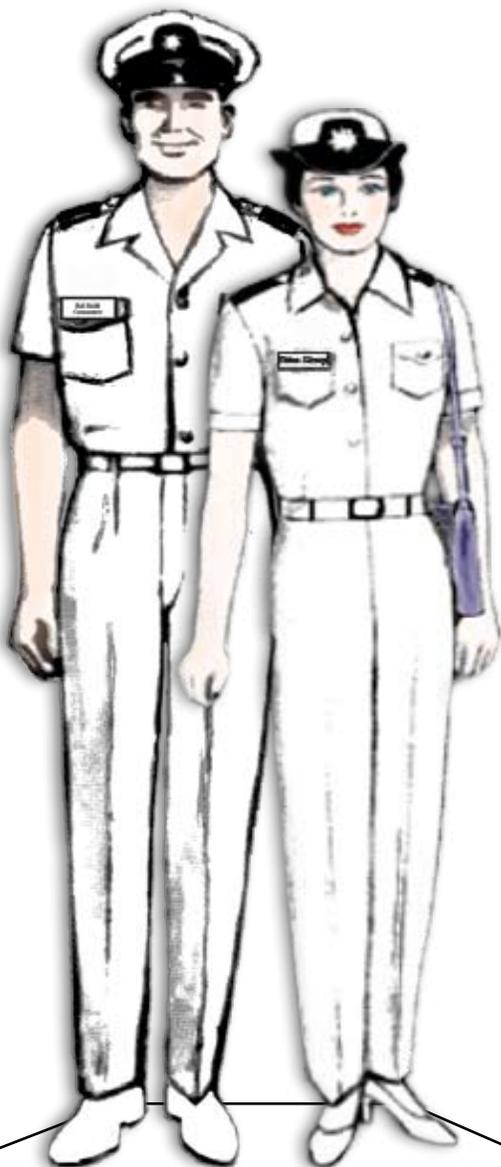
Men - One Lapel Pin - worn in button hole

Women - One Lapel Pin - worn on left lapel



FCA CASUAL UNIFORM

Uniform C



White open collar short sleeve shirt, epaulets and soft shoulder boards, white trousers, white web belt with brass buckle, white shoes and white socks for gentlemen; white trousers, white web belt with brass buckle and white shoes for ladies. Name tag should be worn on the right pocket.

No Lapel Pins

WEAR IT PROUDLY – WEAR IT RIGHT

When it comes to wearing a uniform there's only one way – the right way. The reason is simple: when you're wearing the uniform of a team, you are representing the team. And your team is our team. Everything you do reflects on us.

A uniform must be "uniform," and that means "the same." It means no extra geegaws: no extra lapel pins; no extra sets of stars; no extra name badges. We all know how much you love that "I Love NY" lapel pin and the snazzy belt with the nautical flags that march staunchly around your midsection. You can wear the pin on your baseball cap, and the belt with your tennis shorts, but you can't do it when you're representing our team.

Associate members of FCA have slightly more latitude than full members, but not much. Male associate members wear the same blue blazer with the appropriate associate patch (regular associate or spouse) on the right sleeve. Male associate members may wear a plain white shirt without epaulettes. If they wear a military-style shirt with epaulettes for Uniform C, they do not wear shoulder boards.

Female associate members wear the same type of blue blazer with the appropriate associate patch (regular associate or spouse) on the right sleeve. Instead of a military-style shirt and tie, they may wear a white shell blouse and official FCA scarf.

Associate members need not wear a uniform cap or "cover" unless they are actively participating in a formal ceremony, at which time an appropriate cap (male or female design) with appropriate insignia must be worn.

Your team is the FCA. We claim to be a cut above the rest. We expect ourselves to be better and sharper than any other past commodores' association. But WE can only do that if YOU do it. You earned your right to wear the FCA uniform. Do it proudly. Do it right.

Charlotte Harbor Yacht Club requests FCA members wear Uniform B for the Sundown Ceremony



DUTCH EAST INDIAMAN IS DESTROYED

By F/C Tom Reynolds

As the Fleet Captain of FCA one of my duties is to act as a keeper of seagoing traditions, and I'm sorry to report that one of those traditions has suffered a severe loss. A three-masted replica of the *Prins Willem*, a ship of the Dutch East India Company was destroyed by fire on 30 July in Den Helder, the Netherlands. According to the official press report, fire broke out (smoke was seen) around 0030 h but by the time that the actual location could be determined and reached it was far too late. Ultimately, "De brandweer lat het vuur gecontroleerd outbranden," – "The Fire Department let the fire burn itself out in a controlled manner." (This is just an example of the crazy things I read in an effort to not lose my Dutch language skills!)

The Verenigde Oostindische Compagnie (United East Indies Company), or VOC, was formed in the Netherlands in 1602 for the purpose of sending ships to East Asia to buy spices and return them to Europe. In 1610, the Company pioneered a new route to Java and Batavia – the "Dutch East Indies" – that took them close to the western coast of Australia. It cut six months off the sailing time, but the waters could be

treacherous. Between 1629 and 1727, at least four ships were wrecked on Australia's west coast. Historians estimate that at least 300 sailors, including some who went on rescue missions, survived those shipwrecks, but what happened to them remains a mystery.

The VOC Historical Society of Perth, Australia, maintains a website that covers the history of the VOC in Australia, including the stories of the shipwrecks and the likely fate of the survivors. You can check it out at www.voc.iinet.net.au.



PROFESSOR SAYS THE WORD IS, "PREPARE!"

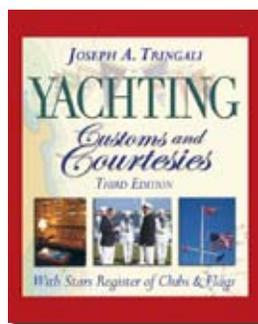
The FCA prides itself on "Sharing the Knowledge" and that's exactly what happened at the summer meeting in Gainesville. Our special guest was Dr. Wilbur Hugli, Adjunct Professor of the Department of Environmental Studies at the University of West Florida, who talked about everybody's most – and least – favorite summertime topic: hurricanes.

Dr. Hugli, who is a meteorologist by trade, is a National Rear Commander in United States Power Squadron where he has grade of Senior Navigator. He has over 30 years experience in small boat handling, and is a certified instructor for USPS and the American Red Cross. His wide-ranging afternoon lecture covered storm plans, judging approaching weather, hurricane holes and anchoring, recovery and rescue. He ended by saying he wanted to leave everyone with one word in mind: PREPARATION! It's the key to surviving a hurricane. "Whatever you're going to do," Dr. Hughli said, "do it early."

A Note to ICA Travelers

Here's an offer that's never been refused! Members of ICA have been greeted with open arms at yacht clubs from the Bay of Quinte to Valencia, Spain (during the America's Cup) when they showed up with a copy of P/C Joe Tringali's book under their arm. You can get the same treatment. If you're an ICA member and you're planning a trip that includes a visit to a yacht club, contact Joe by email at jatringali@bellsouth.com and tell him

the name of the commodore or the club you plan to visit. Joe will send you a personally-inscribed copy of *Yachting Customs and Courtesies* at absolutely no cost, so that you can present the book during your visit. Don't forget to take pictures and notes, so you can share your visit with readers of The Journal.



ANCHORING INFORMATION FOR FLORIDA CRUISERS

By Christopher C. Shaffner, TowBoatUS Palm Beach and TowBoat One Inc.

ALEXANDRIA, Va., July 30, 2009 - With the May 27th passage of Florida House Bill 1423, boaters across the state will no longer have to fear a visit from a law enforcement officer advising that their boat has “overstayed” its visit. That’s because the recent legislation makes it clear that local municipalities cannot usurp state authority on regulating recreational vessel anchoring. But what’s not so clear is who understands the changes, some of which came into effect on July 1 and others are due to take effect October 1, 2009.

“BoatU.S. wants to get the word out that the local restrictions on where and how long a boat may anchor are not applicable,” said BoatU.S. Vice President of Government Affairs Margaret Podlich. “As of today there are no enforceable anchoring ordinances outside of the marked boundaries of mooring fields anywhere in Florida,” she added. Before the passage of HB 1423, boaters sometimes had as little as 24 hours before being told by law enforcement they had to depart or fear a written citation.

In addition to working with a coalition of boating interests to pass the bill, BoatU.S. has created a new, easily downloadable two-page reference sheet, *Anchoring Information for Florida Cruisers* that shares the details of the new law. “Anyone boating in Florida should have a copy aboard in case any misunderstandings arise. Law enforcement officers may also find the document helpful,” added Podlich. The free reference sheet points out four significant aspects of HB 1423:

“Live-aboard” definition: Effective July 1, the definition of a “live-aboard” vessel has been substantially narrowed. Now, cruisers who reside on and move their boats are not considered live-aboards.

Local government laws on anchoring: Effective October 1, municipalities may not enforce any ordinance regulating anchoring -- other than live-aboards -- outside of marked mooring fields.

Mooring field pilot program: In the next few years the state will work in five geographic areas to develop a mooring field pilot program to test new

anchoring and mooring concepts with both live-aboard and non-live-aboard boats. While these local municipalities will be able to regulate by ordinance the anchoring of vessels outside of a pilot mooring field, it can only take effect after significant input from stakeholders and the Florida Fish and Wildlife Conservation Commission (FWC). It is expected to take several months before the first location is selected.

Boating restricted areas: As of October 1, for public safety reasons local governments will be allowed to create “boating restricted areas.” The Florida Fish and Wildlife Conservation Commission and the U.S. Coast Guard may use these areas to restrict speed or boat traffic. However, there are limits on where they may be placed and they are only enforceable after a uniform waterway marker is in the water. (Laws of Florida Chapter 2009-86, section 13).

For a copy of Chapter 2009-86 as signed into law and filed with the Florida Department of State on May 27, 2009, go to: http://laws.flrules.org/files/Ch_2009-086.pdf. More information is also available at www.BoatUS.com/gov.

About BoatU.S.: the Boat Owners Association of The United States - is the nation’s leading advocate for recreational boaters providing its 600,000 members with government representation, programs and money saving services. For membership information visit www.BoatUS.com or call 800-395-2628.

IN MEMORIAM – MONIKA ADAMS

Monika Adams, charter associate member of FCA and wife of P/C Alan Adams, passed away on April 5, 2009. “Monique,” as she was known to one and all, was an outstanding teacher in Palm Beach County and a driving force behind the creation of the North Palm Beach Yacht Club. She was there at the founding, and she will be greatly missed.

Check out the International Commodores Association online at www.internationalcommodores.org





INTERNATIONALLY SPEAKING: THE BAHAMAS

By P/C Alan Adams, North Palm Beach Yacht Club

My family has grown quite a bit since my first crossing to Green Turtle Cay ten years ago when I did it in the company of boats from the Palm Beach Sail & Power Squadron. There was no way *Laginappe*, my 27' SeaRay, was going to tackle the Gulf Stream with everyone aboard. The only solution was for my son-in-law Chris Rhemer and me to motor the 55 miles from West Palm Beach while the family took a cruise ship to Freeport and a taxi to West End where we would rendezvous to begin our adventure.

This was my seventh crossing, and the only



surprising thing about it was the improvement in communications. P/C Phil Bouckaert, who mans the Coast Guard radio in West Palm Beach, went to his station the morning Chris and I were to leave. It was no surprise that we could contact Phil when we left the dock in North Palm Beach and again when we went out the Palm Beach Inlet. The surprise came when we found we could stay in contact with him every half hour for the entire trip. It was quite a difference from a decade ago, when crossing to the Bahamas meant you would be out of contact with everyone ashore for several hours.

West End to Green Turtle Cay is 105 miles, and I knew there would be no comforting voice of Phil on the radio. We loaded *Laginappe* with ten days worth of food, two full coolers, ten adults and kids, and – considering our main purpose was to snorkel and island hop – a surprising amount of clothing. With full tanks of 100 gallons of fuel and 40 gallons of water we headed for Spanish Cay, 85 miles away.

I'll admit we had a little difficulty getting up on plane. I had to break my iron-clad rule of “no kids on the foredeck while we're moving.” Two of my grandchildren sat up there and balanced us until we planed out and I ordered them back into the cockpit.

The water was just like the travel magazines say it is: perfectly calm, so blue it almost hurts your eyes and so clear you can see all the way to the bottom. I've been a snorkeler for many years, and I've taught my children and grandchildren to appreciate the beauty of the sea and the wonders of nature. Our entire brood had been to the house I rented on Green Turtle Cay a few times, so the kids knew what was waiting for them and they couldn't wait to get into the water.



Green Turtle Cay was settled by British loyalists following the American Revolution. It's one of the many former British islands that now make up the nation of the Bahamas. There's a square in the middle of town with busts of the original settlers and, not surprisingly, their names are the most common names on the island today. What's really interesting is the plaque on the monument in the middle of the square. It tells the story of the Revolution from “their” point of view, and it's nothing like the version I remember from my school days in New Orleans.

Green Turtle is one many islands in the Abaco chain. The biggest town in the Abacos is Marsh Harbor, and – since our party included two daughters and three granddaughters – we boarded *Laginappe* and went there to check out the shopping. The town is known for handcrafted jewelry with a nautical theme, and granddaughter Danielle, who will graduate from high school with the Class of 2010, convinced her





parents that a custom-made ring from Marsh Harbor was much more practical than a high school ring which, she

make Nassau “The Island that Never Sleeps” our destination, but for me it would be hard to top the peace and tranquility of Great Abaco.



said, she’d probably never wear. Besides its jewelry stores, “Marsh,” as it’s known to the locals, has another claim to fame: a traffic light. One traffic light. Ask directions from a local and you’ll get them relative to that light. There isn’t a lot of traffic in Marsh Harbor.

As we prepared for the return to Florida, it seemed the only thing we had missed was getting up close and personal with some dolphins, and, sure enough, my secret wish was granted. Halfway

After we finished shopping and dutifully admiring the traffic light, we jumped aboard *Laginappe* and went island-hopping around the rest of the Abacos, stopping at places like Hope Town and Little Harbor. The only thing missing was a yacht club where we could show off our ICA flag. The two closest, Nassau Yacht Club and Royal Nassau Sailing Club, were some 50 miles away as the crow flies, and with *Laginappe* burning a gallon of gas per mile, not worth the round trip. The grandkids thought that maybe next time we should



between Green Turtle Cay and West End, my daughter Karin pointed to the turquoise water and shouted, “Dolphins!” I quickly threw the engines into neutral, and in a moment we were in the middle of a pod of at least twelve of them, frolicking and leaping, diving under our boat and coming up again for a better look. I was with my family in

crystal-clear water, surrounded by the beauties of the seas. For an old-time snorkeler like me, there couldn’t have been a better way to end our trip.



Or Current Occupant

LEADERS AND MANAGERS, THERE'S A DIFFERENCE

By M/Sgt. Herbert "Alex" Kinion Jr. (USAF Ret.)

University of Phoenix Doctoral Candidate

Contact: www.kiniongroup.com



Leadership is not management. Leadership is an art; management, a science. Management is a subset of leadership but not integral to it. Townsend & Gebhardt (1997) state that "a manager is a potential leader who hasn't finished evolving yet" (p. 9). For leaders to grow, managers must learn to let go. The hardest thing for a leader to do is to trust. But trust is the prerequisite for the confidence, both in self and in others, that underpins leadership. Leaders, confident and trusting, can empower. And empowerment makes leaders of stressed and confused followers (Townsend, & Gebhardt, 1997).

Many organizations have developed leadership-competency models to serve as the cornerstone of their leadership-development programs. The models highlight qualities or competencies important to leadership, including integrity, vision, technical competence, management skills, communication skills, and a customer focus. Of

these, the most important quality is integrity, the bedrock of character because character and integrity are essential to gaining people's respect and inspiring their confidence. Ultimately, these qualities determine whether people will follow someone and whether that person's leadership will be effective (Shulstad, 2009).

Shulstad, R.(2009).Senior Leadership Perspective. Air and Space Journal. Retrieved 13 August 2009 from <http://www.airpower.maxwell.af.mil/airchronicles/bookrev/townsend.html>

Townsend, P.L & Gebhardt E. (1997). Five Star Leadership: The Art and Strategy of Creating Leaders at Every Level. John Wiley & Sons, 605 Third Avenue, New York City Retrieved 13 August 2009 from <http://www.airpower.maxwell.af.mil/airchronicles/bookrev/townsend.html>

