



**SOMEONE ONCE TOLD ME – DON'T BE BORING AND LEAVE THE AUDIENCE WITH SOMETHING THEY CAN  
USE – LEADERSHIP TOOL KIT. I HOPE TO DELIVER ON THESE TWO COUNTS.**

**JOKE: YOU HAVE YOUR REFERENCE SECTION AND WE HAVE OURS... THE MILITARY LIVES AND  
BREATHES TRAINING MANUALS. HERE'S SOME WISDOM FROM ARMED SERVICE TRAINING MANUALS AND  
OUR SERVICE MEN & WOMEN...**

**'FIVE SECOND FUSES LAST ABOUT THREE SECONDS.' - INFANTRY JOURNAL**

**'ANY SHIP CAN BE A MINESWEEPER. ONCE.' - NAVAL OPS MANUAL**

**'NEVER TELL THE PLATOON SERGEANT YOU HAVE NOTHING TO DO.' - UNKNOWN INFANTRY RECRUIT**

**'IF YOU SEE A BOMB TECHNICIAN RUNNING, TRY TO KEEP UP WITH HIM.' - INFANTRY JOURNAL**

**'IF THE ENEMY IS IN RANGE, SO ARE YOU.' - INFANTRY JOURNAL**



## 1. BACKGROUND / WHAT I HAVE DONE...

- 24YRS, HIGGINS (23 OPS), 9 DEPLOYMENTS, NBSD (2<sup>nd</sup> LARGEST BASE, 34K PERSONNEL, 57 SHIPS, \$6B PLANT VALUE, \$100M OP BUDGET), GWOT
- FAMILY (FLIGHT ATTENDANT, 2 BOYS, PIERCE & DASH – ENDURANCE SPORTS)

## 2. INFLUENCERS: PARENTS (NAVY / MOVES / CMC), ACADEMICS, SPORTS, SCOUTING (EAGLE), VMI (HONOR), MILITARY (STRENGTHENED- PARENTS, SCHOOL, SCOUTS, MILITARY)

## 3. INTROSPECTION

## 4. MY DRIVERS: FAMILY & SELFLESS SERVICE

## 5. HAVE DO BE / BE DO HAVE

THERE'S A MYTH PREVALENT WITH THE YOUNGER GENERATION. IT GOES LIKE THIS... "IF I HAVE A MILLION DOLLARS, A BF/GF, POPULARITY, GOOD LOOKS; I'D DO WHATEVER I WANT; AND BE HAPPY."

HAVE / DO / BE

REVERSE THAT EQUATION. BE / DO / HAVE

FOR INSTANCE, "BE THE BEST FATHER TO DO THINGS I WANT WITH MY KIDS IN ORDER TO HAVE A GREAT RELATIONSHIP."

"BE THE BEST SAILOR TO DO THINGS WITH MY DIVISION/CREW, IN ORDER TO HAVE A GREAT RELATIONSHIP BUILT UPON TRUST."

**YOU CAN SHAPE THE "BE" ELEMENT OF THE EQUATION BY LEARNING THREE ITEMS ABOUT YOURSELF:**

- IDENTITY: YOUR SENSE OF SELF
- PURPOSE: WHY DO YOU EXIST
- VALUES: HOW YOU MAKE DECISIONS

**IF YOU HAVEN'T DONE SO ALREADY, I ENCOURAGE YOU TO EMBARK ON A JOURNEY OF**

**INTROSPECTION.** FIND A QUIET SETTING, ALONE, AND ASSESS YOURSELF. EXPLORE THESE QUESTIONS.

IDENTIFY YOUR STRENGTHS, LIMITATIONS, GOALS, ASK YOURSELF – WHAT'S MY PSYCHOLOGICAL DRIVER?

FOR ME, IT'S MY FAMILY.

FOR EXAMPLE, I'M UP EARLY IN THE OFFICE BY 0430 TO GET THRU THE EMAIL (HATE IT, BUT NECESSARY BALL & CHAIN) IN ORDER TO START MY DAY OF MEETINGS & GETTING OUT & ABOUT AND BE HOME FOR DINNER WITH THE FAMILY OR FAMILY EVENTS.

**FOLLOW UP WITH THE MYERS-BRIGGS TEST INDICATOR (MBTI) TO BETTER UNDERSTAND HOW YOU'RE WIRED.** SUBJECTING THOSE AROUND YOU TO IT WILL ALSO AID IN YOUR RELATIONSHIPS WITH THOSE PEOPLE.

WE OFTEN TALK PAST EACH OTHER, MISPERCEIVE, OR OPERATE ON A DIFFERENT SET OF EXPECTATIONS. **I ALSO COMMEND YOU TO ADD THESE BOOKS TO YOUR READING LIST: "WHEN GENERATIONS COLLIDE" BECAUSE THERE ARE FOUR IN THE WORKFORCE (TRAD, BABY BOOMERS, GEN X, MILLENIALS).**

**ANOTHER BOOK – "WHAT GOT YOU HERE, WON'T GET YOU THERE" – AND SKIM THROUGH IT DURING TRANSITIONS.**



***The Good Ships Never Struggle***

*24 years of minor observations*

- **Four overall steps to getting on, and staying on, a winning streak...**
  - *Lead by Example*
  - *Build a Team*
  - *Build a Game Plan*
  - *Sustainment*
- **Challenges**




### 1. WHY ARE WE TALKING ABOUT LEADERSHIP?

- WINNING WARS
  - “WARS MAY BE FOUGHT WITH WEAPONS, BUT THEY ARE WON BY MEN” GEN GEORGE PATTON
- INSTINCTIVE RESPONSE IN COMBAT
- INCENTIVIZED TO LOOK FOR EFFICIENCIES IN AUSTERE FISCAL ENVIRONMENT
- LEADERSHIP INSPIRES US TO DO MORE WITH LESS


### 2. ANY SHIP CAN GET GREAT RESULTS – THE REAL GOAL SHOULD BE GREAT RESULTS WITH GOOD WORKING HOURS. THE BEST SHIPS MAKE SUCCESS EFFORTLESS, AND A WINNING STREAK CREATES ITS OWN INERTIA.

### 3. “CHALLENGES ARE WHAT MAKE LIFE INTERESTING; OVERCOMING THEM IS WHAT MAKES LIFE MEANINGFUL” CAPTAIN JAMES T KIRK, CO OF USS ENTERPRISE



Lead by Example

- Listen aggressively
- Be decisive & consistent
- Take calculated risks
- Do your best
- Honesty, Integrity, Trust



### 1. LISTEN AGGRESSIVELY

- A. QUESTION MARK ON MY WALL
- B. TRAIN TO UNDERREACT TO REPORTS (GOOD & BAD) – AVOID WHITE NOISE SYNDROME

### 2. BE DECISIVE & CONSISTENT

- A. CREW ENJOYS PREDICTABILITY
- B. BIAS TOWARD ACTION
  - 1) BE PROACTIVE.  
DETERMINISTIC VICE FATALISTIC (ACT ON SITUATIONS RATHER THAN WAIT TO BE ACTED UPON). A DETERMINISTIC APPROACH MAKES LIFE EASIER TO KEEP UP RATHER THAN ALWAYS CATCH UP.
  - 2) I BELIEVE IN RESULTS MORE THAN RHETORIC; PROOF MORE THAN THEORIES
- C. NEVER SHY AWAY FROM DRIVING (DH COACHING) – SKILLS ATROPHY

### 3. TAKE CALCULATED RISKS

- A. EISENHOWER: GREAT HARMONIZER – “WHEN YOU HAVE A PROBLEM, ENLARGE IT
- B. THINK AHEAD, PLAN AHEAD, STAY AHEAD OF SCHEDULE. WHO IS LOOKING 6-12 MONTHS DOWN THE ROAD? IT CAN’T JUST BE THE CO AND XO. PICK ANOTHER PLAYER AND FREE THEM FROM THE INSIDE-THE-LIFELINES “DRUDGE” WORK. IF IT’S OPS, THE CO CAN’T HASSLE HIM ABOUT EVERYDAY DECK OR COMM ISSUES – WE HAVE DIVOS AND CPO’S RUNNING THESE DIVISIONS.


### 4. DO YOUR BEST

- A. SPROUT WHEREVER YOU ARE PLANTED. SET STANDARDS HIGH AND GROW PROFESSIONALLY, PERSONALLY

### 5. HONESTY, INTEGRITY, TRUST


- A. HONESTY – ALWAYS PLACE HONOR ABOVE SELF.
- B. INTEGRITY – PRIZED POSSESSION THAT CAN NEVER BE TAKEN, BUT ONLY GIVEN AWAY. THERE ARE NO DOUBLE STANDARDS.
- C. TRUST - WILL TALK TRUST A LITTLE LATER

JOS HAVE GOT TO SEE THE XO ENJOYING GOOD QUALITY OF LIFE WITH HIS/HER FAMILY OR THEY WON’T WANT TO BE AN XO SOMEDAY. STILL GOTTA MAKE THE SHIP GREAT, BUT A GREAT SHIP WITH GOOD WORKING HOURS CREATES RETENTION.



Build a Team

- **Must make employees...**
  - *Feel respected and useful*
  - *Exercise ownership*
  - *Value “Team Wins”*
- **Create a Climate of Trust**
- **Improve Quality of life**



## 1. SUBJECT YOUR COUNCIL/KEY STAFF WITH MYERS-BRIGGS TEST- BETTER UNDERSTANDING

## 2. MUST MAKE SAILORS (EMPLOYEES)

### A. FEEL RESPECTED AND USEFUL

- 1) BUILD UP YOUR PEOPLE
- 2) VISIT THE OUT OF SIGHT LOCATIONS (AFT STEERING, LAUNDRY)
  - “DON’T EVER THINK THAT YOUR JOB IS UNIMPORTANT. EVERY MAN HAS A JOB TO DO AND HE MUST DO IT.” GEN G PATTON (TRANSLATE: DECK SEAMAN PAINTING AND NATIONAL SECURITY)
- 3) TAKE CARE OF YOUR PEOPLE (DOES NOT MEAN BUYING POPULARITY, IT MEANS THINK ABOUT THE IMPACT TO THE CREW WHEN YOU MAKE A DECISION.
  - DON’T CONFUSE MOTION WITH ACTION, OR VOLUME WITH EFFECTIVENESS. THERE ARE PEOPLE WILLING TO WORK 15 HOUR DAYS FILLING INBOXES WITH ADMIN – IF IT ISN’T MAKING THE SHIP BETTER STOP THEM. THIS EXCESS ADMIN JUST SLOWS DOWN EVERYONE WHO HAS TO READ IT.
  - THE IMPORTANT THING TO DO WITH NEW SAILORS OR 'DIRTBAG' SAILORS AND/OR DIRTBAG DIVISIONS IS TO FIND THE THINGS THEY DO WELL AND ENSURE THEY EXCEL AND GET NOTICED. I.E. - SET THEM UP FOR A WIN. THIS WILL ALLOW THEM TO BE RESPECTED IN THE MESS LINE, BERTHING, ETC. ONCE THEY FEEL RESPECTED THEY'LL BECOME PART OF THE TEAM AND YOU CAN BRANCH THEM OUT INTO NEW AREAS.

### B. EXERCISE OWNERSHIP

- 1) DON’T WALK PAST A PROBLEM, NOT ONLY DO YOU ACCEPT IT BUT IT GETS WORSE
- 2) SPACE OWNERSHIP – WALK AROUND DAILY AND OUT OF SIGHT LOCATIONS

### C. VALUE “TEAM WINS”

- 1) THE SHIP WILL SUCCEED. MAKE THE SHIP’S GAME PLAN WORK. GETTING CREDIT ISN’T THE GOAL – A TEAM WIN IS.
- 2) MISSION, SHIP, SHIPMATE, SELF: FOSTERS TEAMWORK
- 3) HE LEFT...NO ONE NOTICED
- 4) BUILD A DEPTH CHART FOR KEY WATCHSTATIONS – KEY EMPLOYEES & PROJECTED INBOUND/OUTBOUND
- 5) PROMOTE/FAVOR THOSE WHO ELEVATE THE TEAM.
- 6) RECOGNIZE “STEADY STRAIN” IS BETTER THAN “HEROICS.”

## 2. CREATE A CLIMATE OF TRUST

### A. SPEED OF TRUST (COMMEND YOU TO READ IT, DON’T

- 1) INTEGRITY & INTENT: CHARACTER
- 2) CAPABILITIES & RESULTS: COMPETENCE

### B. CREATE CENTERS OF GRAVITY:

- 1) BUILD THEM UP IN PUBLIC
  - WOULD OFTEN SAY “I EXPECT YOU TO TELL ME WHAT I NEED TO KNOW. YOU ARE THE SMES AND I WILL RELY HEAVILY ON YOU TO GET THINGS DONE.
  - I DON’T WANT TO DO YOUR WORK; I DON’T WANT CREDIT FOR YOUR GOOD WORK. I’LL TAKE THE BLAME WHEN IT’S IMPORTANT FOR THE GOOD OF THE SHIP AND CHAIN OF COMMAND.
  - IF A WELL-INTENTIONED IDEA HAS BAD CONSEQUENCES, **DON’T**:
    - OVERREACT,
    - FLAY THE ORIGINATORS OF THE IDEA,
    - PUBLICLY SECOND-GUESS OR CRITICIZE THE COC INVOLVED.

C. GRANT AUTONOMY AS THEY EARN TRUST – THEY'LL NEED TIME EFFICIENCY TO EXCEL EVEN MORE

1) DELEGATION PRODUCES JOB SATISFACTION, AUTONOMY, AND BUILDS TRUST

- RUBBER BALLS THEN GLASS BALLS

-TRUST IS EARNED BY CONSISTENT GREAT WORK. AUTONOMY IS EARNED BY GAINING TRUST. EVERYONE WHO IS NOT AUTONOMOUS SHOULD EXPECT SOME LEVEL OF XO OVERSIGHT INTO THEIR TASKS. DON'T GRIPE – JUST DO BETTER WORK SO I CAN TRUST YOU AND GIVE YOU AUTONOMY (NOTE – THIS REDUCES MY WORKLOAD, TOO!)


**3. IMPROVE QOL**

A. REVIEW LIST OF ACTIVITIES I DID ON HIGGINS

B. ONCE IN A LIFETIME EVENTS (WEDDINGS, BIRTHS, DEATHS) FUNERAL- BE THERE OVER WEDDINGS/BIRTHS


**4. ENCOUNTERING PROBLEMS IS EXPECTED, BUT FAILING TO MENTION PROBLEMS CANNOT BE TOLERATED.** GATHER THE FACTS THEN MAKE RECOMMENDATIONS

**5. TELL ME WHAT YOU KNOW, WHAT YOU DON'T KNOW, AND WHAT YOU THINK**



## Build a Game Plan

- Plan with key players...  
teach everyone else
- Communicate Purpose & Meaning
- Organize before you try to accelerate...if not, you lose field position
- Execute, execute, execute



### 1. PLAN WITH KEY PLAYERS...TEACH EVERYONE ELSE

- A. RUN THE BASE AS A SHIP (DELIVER OPERATIONAL EFFECTIVENESS)
- B. RUN THE BASE AS A BUSINESS (LOOK FOR ENTERPRISE EFFICIENCIES)

### 2. COMMUNICATE PURPOSE & MEANING

- A. COMMAND TRIAD & DIVISION TRIADS
- B. CHIP WOOD MATERIAL
  - 1) DEFINE YOUR EXPECTATION WITH EACH EVENT
  - 2) EFFECTIVE DELEGATION
    - A TO B, WITH CONSTRAINTS AS REDLINES
    - FOR B, DEFINE DESIRED OUTCOMES, SUCCESS
    - CRITERIA, IMPORTANCE (TO THE ORG), RESOURCES, & TIMEFRAME
    - IPRS ALONG THE WAY

C. STANDARDS: LEARN, TRAIN, ENFORCE

D. NEED TO MANAGE THE EXPECTATION OF ENTITLEMENT: SEPARATE "WISH" FROM "NEED"


E. POST A FOOTBALL TYPE SCHEDULE OF THE IDTC SEASON, OR MAJOR INSPECTIONS, ETC. LET THE CREW SEE WHAT'S COMING. TRACK WINS AND LOSSES. SHOW HOW EARLY WINS AND "FIRST VISIT" CERTS REDUCE THE BURDEN LATER IN THE SEASON.

### 3. ORGANIZE BEFORE YOU TRY TO ACCELERATE...IF NOT, YOU LOSE FIELD POSITION


- A. BE ORGANIZED BEFORE CALLING A MEETING. ORGANIZE BEFORE ACCELERATING A GAMEPLAN.
- B. BRIEF THE CREW ON MAJOR EVENTS/EXERCISES – REVIEW THE MESSAGES AND GAMEPLAN, THE GEOGRAPHY, THE PEOPLE, THE GOALS. PICK A POC THAT WILL ORGANIZE THE CO, XO, CIC, BRIDGE, W/R AND CPO MESS BINDERS. SAME POC READS EVERY MSG IN DETAIL, AND BRIEFS THE CREW TO ENSURE WE HAVE A GOOD GRASP OF WHAT'S REQUIRED. IT WORKS BETTER IF A COUPLE OF COMPETENT MINDS ABSORB THE ENTIRE EVENT PACKAGE THAN TO EXPECT EVERYONE TO READ ALL THE MSGS INDEPENDENTLY. THEN ENSURE EVERYONE READS THE MSGS THAT APPLY TO THEIR WATCHSTATION.
- C. SAILORS RESPECT TOUGH CALLS IF IT'S A SOLID GAME PLAN, BUT THEY WILL SEE THROUGH A PHONY OR WEAK PLAN

### 4. EXECUTE, EXECUTE, EXECUTE





Sustainment



- Ask questions, stay informed
- Be observant of key indicators
  - create the trend lines, don't just react to poor ones
- Teach the next generation
  - put good people on the watch bill training reliefs

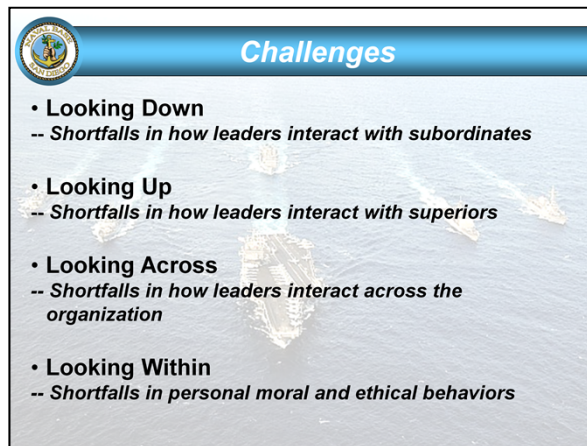
### **1. ASK QUESTIONS AND STAY INFORMED**

- A. THE SAFETY OF THE SHIP AND CREW IS MY (EVERYONE'S) JOB.
- B. ENGAGED LEADERSHIP NOT INTRUSIVE LEADERSHIP – SPONSORSHIP, MENTORSHIP, ADVANCEMENT & WELL-BEING

### **2. BE OBSERVANT OF KEY INDICATORS – CREATE THE TRENDLINES, DON'T JUST REACT TO POOR ONES (ONE TIME BAD JUDGEMENT OR TREND?)**

- A. 'NOTICE WHEN THINGS DON'T GO WRONG' - IT MUST MEAN SOMETHING IS GOING RIGHT. EXAMPLES
  - DECK SEAMAN AREN'T GOING TO NJP, THE CREW ISN'T GRIPING ABOUT FOOD, LAUNDRY, BARBERSHOP OR SHIP'S STORE HOURS, ETC. THIS MAKES THE ASSUMPTION THAT YOU CAN SEE THINGS ARE WORKING AS EXPECTED AND THERE ISN'T PHONINESS LIKE HIDING VIOLATIONS OF THE UCMJ.
- B. HAVE A SELF & SHIP ASSESSMENT ABILITY (MATERIAL, PERSONNEL & TRAINING)

### **3. TEACH THE NEXT GENERATION – PUT GOOD PEOPLE ON THE WATCHBILL TRAINING RELIEFS**



**1. LOOKING DOWN – SHORTFALLS IN HOW LEADERS INTERACT WITH SUBORDINATES**

- A. INSULAR ATTITUDE – LACK OF AWARENESS; GOOD RELATIONSHIP WITH STAFF?
- B. FEARING HONEST APPRAISAL – UNWILLINGNESS TO SELF ASSESS
- C. TECHNICAL ARROGANCE – UNWILLINGNESS TO WELCOME INPUT ON BASIS THEY'RE NOT KNOWLEDGEABLE ENOUGH
- D. TRIBAL KNOWLEDGE – RELIANCE ON MIX OF PROCEDURE, ORAL HISTORY & OJT
- E. PASSIVE OVERSIGHT – ASSUME SUBORDINATES KNOW WHAT TO DO WITHOUT YOUR DIRECT SUPERVISION OR FEEDBACK

**2. LOOKING UP – SHORTFALLS IN HOW LEADERS INTERACT WITH SUPERIORS**

- A. MORAL COURAGE – RELUCTANT TO QUESTION AUTHORITY; REFLEXIVE OBEDIENCE; BLIND ACCEPTANCE
- B. NOT QUESTIONING ASSUMPTIONS – UNWILLINGNESS TO QUESTION METHODOLOGIES
- C. ADDING NEW PRIORITIES WITHOUT SUBTRACTING – NO ONE WANTS TO TELL THE BOSS "NO"
- D. CONCEALING DISSENSION – OVER-FILTERING INFORMATION TO CONCEAL DISSENSION

**3. LOOKING ACROSS – SHORTFALLS IN HOW LEADERS INTERACT ACROSS THE ORGANIZATION**

- A. SURRENDER TO BUREAUCRATIC PROCESS – PROCEDURAL COMPLIANCE OVERWHELMS PROFESSIONAL JUDGMENT
- B. NOT MY PROBLEM – UNWILLINGNESS TO LOOK AT THE BIG PICTURE
- C. MISSION CREEP – ARE WE GETTING DISTRACTED BY THE NEXT SHINY NEW THING?
- D. GROUPISM – REDUCING DECISIONMAKING TO CONFORMITY

**LOOKING WITHIN – SHORTFALLS IN PERSONAL MORAL AND ETHICAL BEHAVIORS**

- A. GETTING ANGRY – WHITE NOISE, UNPRODUCTIVE
- B. THINKING YOU'LL GET AWAY WITH IT
- C. COMPARTMENTALIZING LEGAL/ETHICAL/MORAL CHOICE - RATIONALIZING
- D. EVERYONE ELSE DOES IT



## Questions

***“A leader is a [person] who has the ability to get other people to do what they don’t want to do, and like it.”***

-- Harry S. Truman

***“All the regulations and gold braid in the Pacific Fleet cannot enforce a sailor’s devotion. This, each officer in command must earn on his own.”***

-- Lt. Cdr. Arnold S. Lott