

Leader Development Framework

Version 5.0 17 DEC 24

5.2.10 Leader Development Framework

TIME: 1.0 HR

TOPIC LEARNING OBJECTIVES

Upon successful completion of this topic, the student will be able to:

1. Understand the Navy Leader Development Framework and how it is used to create leaders.
2. Recognize the EDO Leader Development Framework and its intended use to support officer development.
3. Understand the role mentoring plays in personal and professional development.
4. Using the EDO LDF coupled with CPI-260 and MBTI results, begin to chart your individual course for development.

STUDENT PREPARATION

Student Support Material

1. Individual CPI-260 results
2. Individual MBTI results
3. Individual OPM 360 results

Primary References

1. Navy Leader Development Framework ver. 3.0, MAY2019
2. Engineering Duty Officer Leader Development Framework 3.0, JUL21



Overview

- Navy Leader Development Framework
- EDO Leader Development Framework
- Leader Development – Your Role



Leadership Transcends...

“There is one element in the profession of arms that transcends all others in importance; this is the human element. No matter what the weapons of the future may be, no matter how they are employed in war or international diplomacy, man will still be the most important factor in Naval operations. This is why it is so important that under the greater pressure to develop the finest aircraft, the most modern submarines, the most far ranging carriers, and the whole complex of nuclear weapons, we must keep uppermost in mind that **leadership remains our most important task.**”

-ADM Arleigh Burke, Chief of Naval Operations, January 1959



Leader Development Framework



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON DC 20350-2000

29 Oct 24

From: Chief of Naval Operations
To: Prospective Commanding Officer

Ref: (a) 10 U.S.C. §5947
(b) U.S. Navy Regulations (1990)
(c) America's Warfighting Navy (Jan 2024)
(d) Navigation Plan for America's Warfighting Navy (Sep 2024)
(e) Get Real, Get Better (Jan 2022)
(f) Culture of Excellence 2.0 (Mar 2024)
(g) Mental Health Playbook (Jul 2023)

Subj: CHARGE OF COMMAND

Congratulations on your selection to serve in the position of highest honor and greatest responsibility in our Navy: Command. Your selection to be a Commanding Officer is based on your proven performance and comes with the expectation that you will lead with integrity, courage, and humility. References (a) and (b) detail the key laws and regulations that both empower and bind Commanding Officers. References (c) through (g) provide my vision and priorities for our Navy, as well as standards and tools that will help you and your team deliver warfighting advantage. You should be familiar with these references prior to assuming command and refer to them often throughout your tour.

The world today is a more volatile and dangerous place that I can recall in the entirety of my 39 years of service. The threats to our Nation and our interests are real and growing, as is the potential for near-term crises and conflicts. View everything you do through a warfighting lens and be ready to fight and win in combat. On Day One, you assume absolute ownership for leading and building the great people, great leaders, and great teams that will deter our adversaries, respond effectively in crisis, and win decisively in war. As the Commanding Officer, it is your solemn responsibility to lead your team in combat or in support of combat, when called.

In both peacetime and in war, success requires individuals and teams to connect their dot – to connect the work they do every day – to the mission. It is your job to help them understand their role and see how critical they are to our Navy team. Unquestionably, the whole is greater than the sum of the parts. Strong and resilient teams succeed. A culture of dignity and respect is non-negotiable.

As the Commander, you will inherit people, platforms, and problems. At some point, you will turn the same over to your successor. Be a steward of your limited resources, solve problems where you can, elevate barriers when necessary, and act decisively on the challenges that undercut our safety, readiness, and resilience. Embrace the red. Create a climate for yourself and for your command that fearlessly adopts a mindset of constant self-assessment, self-correction, and learning. Make it a routine habit to perform your own self-assessment. Be ready to learn and grow in this tour, alongside your shipmates. Encourage and be open to receiving feedback, and constructively provide it to others.

Risk is Commander's business. I entrust you to understand and manage the risk associated with your mission and assigned forces. Clear, frequent, and transparent communication between you and your Boss, and you and the Sailors and Civilians in your charge is absolutely essential to achieving mission success and building trust. Empower your team with the ethos of Mission Command and

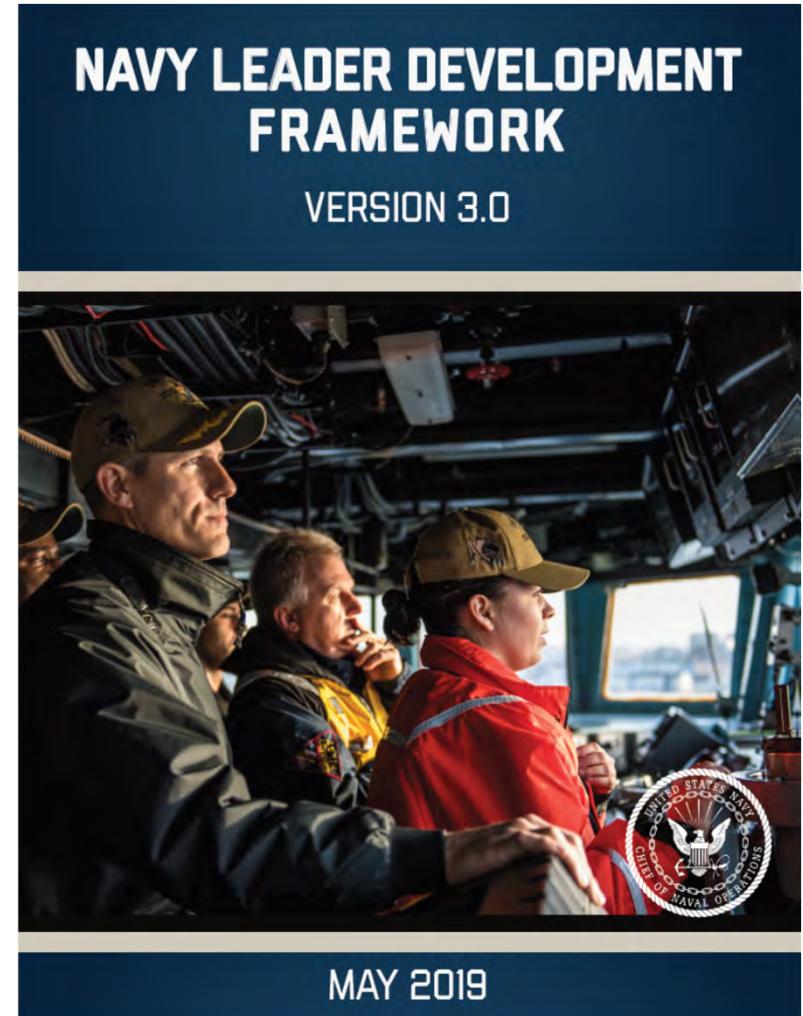


LDF supports Get Real, Get Better Behavior of Building Learning Teams



Navy Leader Development Framework

- Directly supports National Defense Strategy and Design for Maintaining Maritime Superiority
 - Leaders must personally learn and improve their teams faster than our adversaries
- Effective leaders:
 - Demonstrate commitment to personal and professional growth
 - Work from a foundation of humility and embrace Navy core values
 - Pursue excellence
 - Commit to improving competence, character & connections in themselves and their teams
 - Set ambitious goals and inspire teams to achieve best possible performance





NLDF Goal and Approach

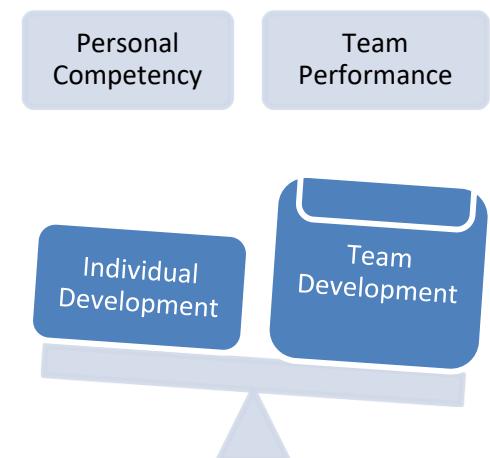
One Goal

Leaders inspire their teams...they ceaselessly communicate, train, test, and challenge their teams. They are toughest on themselves; they routinely seek out feedback...great leaders bring their teams to a deeply shared commitment to each other in the pursuit of victory

Balance a leader's personal competency vs. performance of the team

Three Lanes

- Competence
 - Become more skilled at our jobs as we grow
- Character
 - Strengthen our ability to always behave consistently with Navy core values
- Connections
 - Develop intellectual and personal connections

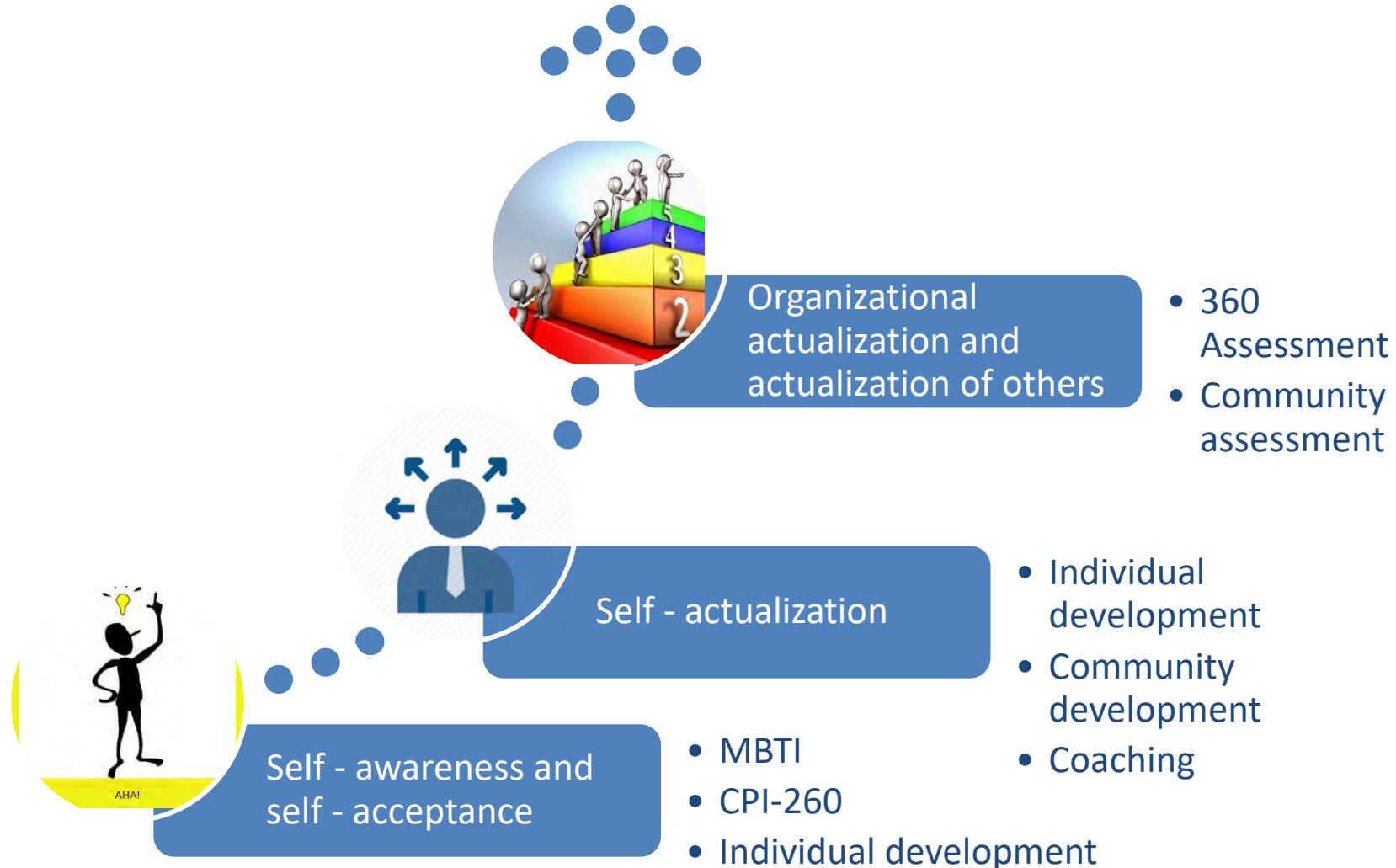


5.2.10 Leader Development Framework

Focus on team development grows with increased responsibility



Continuum of Leading

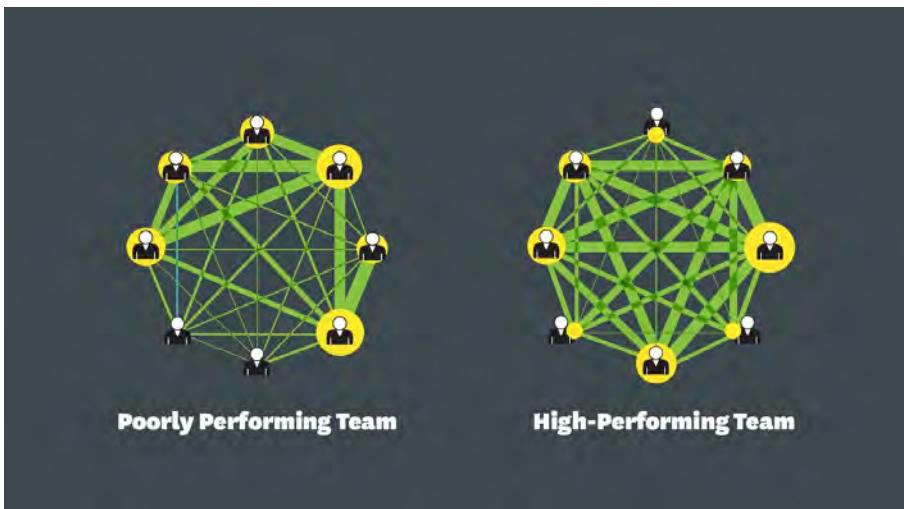


Path for deliberate growth of leadership traits and performance



NLDF 3.0 - Connections

- Intellectual
 - Information sharing/
team performance
- Personal
 - Relationships
 - Personal/professional



How does the EDO Community embody Connectedness?



NLDF – Three Methods



Schools

- NPS/MIT, EDO Basic, EDO Senior, ILC/SLC



On-The-Job Training

- EDQP, DAWIA, mentoring/coaching, command-sponsored



Self-Guided Learning

- Reading, mentoring/coaching, professional associations, education

Development Continuum





Overview

- Navy Leader Development Framework
- EDO Leader Development Framework
- Leader Development – Your Role



EDO Leader Development Framework 3.0

ENGINEERING DUTY OFFICER (EDO)
LEADER DEVELOPMENT FRAMEWORK (LDF)
Version 3.0

06 JULY 2021

VIII. Conclusions

The EDO community is small in numbers relative to the size of our naval force, but as Naval Officers and engineers, bring extensive technical and acquisition knowledge that serve as the conscience of the Navy. From that perspective, it is critical that we develop well rounded and exceptional leaders to deliver state-of-the-art warfare systems, while also provide adequate sustainment to those systems through their lifecycles to enhance the combat power the Navy offers. We bear tremendous responsibility in the execution of our Navy's budget, shaping current and future acquisition programs, and maintaining and modernizing the Fleet assets. We are building on current best practices and emphasizing character development throughout the individual and team levels. We must take ownership of our maximum responsibility, where junior and senior share in developing solutions and seeking development opportunities that are essential to our success. At all levels, we have the opportunity to continuously improve ourselves and those around us, for the betterment of our future. As the CNO said, "Competence and character are so tightly intertwined, that they must be strengthened together... World Class Leadership is our Navy's Decisive Advantage... Navy leaders must have a burning drive to develop their teams to consistently and sustainably deliver maximum performance." The time is now. *Go Lead!*

William J. Galinis
Vice Admiral, U.S. Navy
Commander, Naval Sea Systems Command

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- Purpose: Community strategy to develop leaders up to Major Command or its equivalent
- ED School has lead
 - Flag Lead: RDML Smith
- Follows CNO Guidance
- Incorporates mentoring policy
- Aligns development continuum (character, competence & connections) with leadership attributes and notional career path

Community leader development efforts briefed semi-annually to CNO/VCNO



Coaching vs. Mentoring vs. Career Counseling

What's the Difference?

- Career Counseling
 - What we are mostly familiar with
 - Largely focused on career development milestones/timing
 - May contain an element of mentoring, but usually not an ongoing relationship
- Mentoring
 - A deliberate, ongoing relationship
 - Mentor usually has some particular experience or expertise that the mentee is seeking
 - Can include career counseling, but typically takes a more holistic view of the officer
 - e.g., personal challenges (work or home) or professional development activities
- Coaching
 - A fixed-term relationship. Typically centered around individual development needs
 - Coach may or may not have any particular expertise in a subject area
 - Relationship is about helping the individual find their own solutions



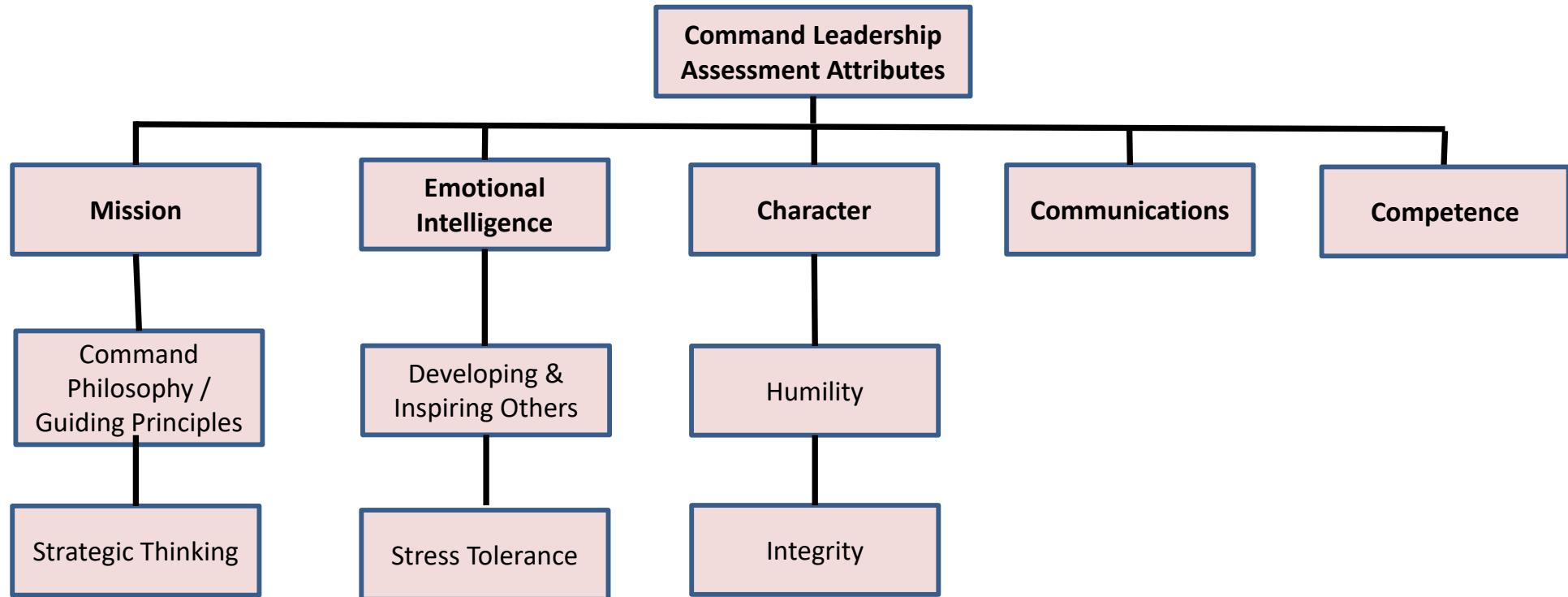
Leadership Development - EDO Command Job Analysis (Command Screening)

- Developed by Navy Personnel Command
 - Commissioned US Navy Operational Psychologists assigned to Talent Management Center of Excellence (TMCoE)
 - Similar to Command Job Analysis of other officer communities
- Defines primary attributes most strongly related to success in Command
- EDO Command Leadership Assessment (CLA) will assess EDO in:
 - Mission
 - Emotional Intelligence
 - Character
 - Communications Skills
 - Competence

Like your URL brethren, Command should be your ultimate career goal!



New Leadership Attributes from Command Leadership Assessment



Attributes from the new Command Screening process



EDO Command Screening Attributes - Mission

Characteristics	Below Average (0-1 - Likely to be ineffective)	Average (2-3 - Adequate)	Above Average (4-5 - Likely to be an asset)
Command Philosophy and Guiding Principles	<p>Unable to identify a consistent command philosophy or uphold guiding principles. Does not prioritize mission accomplishment or a positive command climate.</p> <p>Unable to provide a strategic vision or highlight and communicate the purpose of the mission. Exhibits organizational rigidity. Failure to identify clear expectations and standards for self and team. Lacks a team-oriented approach and does not lead by example.</p>	<p>Develops a command philosophy; though it is not consistent with mission priority, the philosophy still supports a positive command climate, and acceptable guiding principles.</p> <p>Guiding principles might lack consistency with the mission and purpose is not usually highlighted or communicated effectively. Principles are not consistently upheld, and expectations/standards are unclear or limited.</p>	<p>Develops a command philosophy that consistently prioritizes mission accomplishment, a positive command climate, and guiding principles.</p> <p>Guiding principles promote a strategic vision, passion and purpose for the mission, and a team-oriented approach. Demonstrates organizational agility, sets clear expectations and high standards for self and team. Leads by example, upholds the command philosophy and guiding principles.</p> <p>Uses command philosophy, strategy, and mission as a guide for decision making.</p>
Strategic Thinking	<p>Rigid, impractical, and/or ineffective in their problem solving and decision-making.</p> <p>Either too risk tolerant or risk averse. Unable to innovate or find creative solutions to problems.</p> <p>Slow to think critically or anticipate potential future problems. Stifles innovation and discourages input from others.</p> <p>Unable to understand the larger impacts to organizations and missions outside the command.</p>	<p>Can think ahead but may sometimes fail to recognize problems, identify their cause, or assess the effectiveness of plans and decisions.</p> <p>Only sees the strategic vision through the command lens, missing the bigger picture impacts to the Fleet and the Navy.</p> <p>May be indecisive and/or risk-averse at times. Perspective may be somewhat limited, rigid, or imbalanced.</p> <p>May be open to innovative ideas and creativity but may struggle to see how those ideas fit into the larger vision.</p>	<p>Ability to think ahead in a holistic manner, supporting the greater Navy strategic vision.</p> <p>Setting priorities and considering the second and third order effects, while simultaneously managing information and competing demands.</p> <p>Regularly assesses plans and flexible enough to adjust when needed.</p> <p>Decisive and deliberate regarding risk-taking. Maintains a balanced perspective, thinks critically to solve problems, and has a growth mindset.</p>



EDO Command Screening Attributes - Emotional Intelligence

Emotional Intelligence	<p>Inability to read a room or relate to others. Failure or unwillingness to fit within the team.</p> <p>Lacks compassion and empathy. Unable or unwilling to be fair and equitable; either has favorites or targets individuals. Unapproachable and/or off-putting. Poor conflict management.</p>	<p>Moderate ability to read a room and develop relationships with others. Moderate ability to fit within the team and aid in developing cohesive teaming behaviors.</p> <p>Can be somewhat compassionate, empathic, and personable but cannot balance this with fairness. Demeanor is welcoming but sometimes off-putting.</p>	<p>Strong ability to read a room and develop relationships with others, strives to fit well within the team. Accessible and approachable to the team and to stakeholders.</p> <p>Compassionate, empathic, and personable balanced with fairness. Welcoming demeanor. Manages conflict with diplomacy.</p>
Developing and Inspiring others	<p>Unable or unwilling to know their subordinates. Fails to earn trust, inspire, and develop them.</p> <p>Micromanages and/or doesn't trust the team to think or act independently. Discourages questions, innovation, or dissenting views. Overly critical, intolerant of mistakes, and/or risk averse.</p> <p>Disengaged, un-collaborative, or unwilling to interact or support the team.</p>	<p>Occasionally invested in knowing subordinates but might struggle to interact with, build the team, or inspire them. May not always lead by example.</p> <p>May mentor occasionally but does not always empower the team to problem solve and make decisions due to lack of trust, risk aversion, and/or limited experience as a leader.</p> <p>May tend toward either micromanagement or aloofness or alternate between the two without a logical reason. Does not consistently support or promote autonomy or ownership of their work and expertise.</p>	<p>Genuinely invested in knowing their subordinates and actively engaged in their personal and professional goals. Earns trust, inspires, and serves as a role model for the team.</p> <p>Takes the time to mentor and develop as needed, while still empowering the team to problem solve and make decisions autonomously.</p> <p>Provides guidance without being directive and encourages team members to take ownership of their work, the experience, and expertise. Good balance between providing opportunities for subordinate development and mitigating risk.</p>
Stress Tolerance	<p>Lacks resiliency. Crumbles under pressure, may overreact or lose their cool. Does not wear appropriate situational emotions, or appropriately wear the emotions on their sleeve</p> <p>Their stress may trickle down to the team. Inconsistent and ineffective with the team, reacts too soon or not soon enough, negatively impacting the mission.</p> <p>Failure to have a healthy work-life harmony, does not encourage the team to do the same. Tends to be negative or pessimistic.</p>	<p>Can be resilient, even keeled, and calm, but that may diminish when under pressure.</p> <p>Stress tolerance is not consistent, may negatively impact the team, especially under pressure or in a crisis. May bring in the team for input, but likely reacts ineffectively at times and may struggle to keep team calm.</p> <p>Positive at times, strives to maintain work-life harmony but may either be a workaholic or take too much time away from work.</p>	<p>Resilient, even-keeled, calm under pressure. Consistent and effective in managing stressful situations.</p> <p>Serves as the thermostat in the room, promotes a sense of urgency only when appropriate and needed. Brings in the collective team to obtain input but is also confident in making a time-sensitive and/or critical decision and is able to keep the team focused on that decisive action.</p> <p>Positive, can-do attitude, strives for work-life balance for self and team.</p>



EDO Command Screening Attributes - Character

Humility	<p>Arrogant, insecure, and/or entitled. Inauthentic, lacks humility. Failure to critically self-assess and/or learn from challenges, unaware of blind spots or is unwilling to change. Not invested in continual learning.</p> <p>Gets defensive, argumentative, or sarcastic when given critical feedback. Unable or unwilling to be vulnerable with others. Self-promoting, Unconcerned with the team or mission success.</p>	<p>May sometimes lack confidence or come off as arrogant but can still accept feedback without becoming too defensive. Sometimes authentic and genuine but this shifts as stress increases. Does not always learn from challenges, not always aware of blind spots.</p> <p>May struggle to be vulnerable at times. Only occasionally focused on mission or team success.</p>	<p>Confident in their abilities and who they are. Humble, authentic, and genuine. Able to self-assess, can learn from challenges, aware of blind spots, and makes active efforts to consistently self-improve and engage in continual learning.</p> <p>Open and receptive to feedback. Comfortable being vulnerable with others when needed. Selfless, focused on mission and team success.</p>
Integrity	<p>Lacks integrity, good judgment, and/or courage to do the right thing. Does not hold self or others accountable. Behaviors are not guided by a moral compass.</p> <p>Does not speak up for team or the mission. Lacks good character, can be toxic and demeaning, and treats others poorly.</p>	<p>Average integrity: may occasionally make poor judgement calls or fail to fully report issues. Moral compass may drift under pressure. May struggle to hold self and others accountable when consequences of doing so are unfavorable, may not always admit when wrong.</p> <p>May lack the courage to speak up for team or mission. Treats others fairly and with respect most of the time.</p>	<p>Strives to do right always, good judgment and character, consistent. Holds self and others accountable for mistakes and decisions.</p> <p>Morals and principles align to support internal and external customers.</p> <p>Has courage to speak up as needed for the good of the team and the mission. Speaks truth to power. Always treats others fairly and with respect.</p>



EDO Command Screening Attributes - Communication Skills and Competence

Communication Skills	<p>Unable to adjust various means of communication (verbal, written, or body language) to different audiences, stakeholders, and settings/IT forms.</p> <p>Talks over or shuts others down or does not seek to understand others' input. Dishonest, unclear, or ineffective in communication, gets bogged down in the details. Unrealistic when communicating about mission needs and goals.</p>	<p>Communicates effectively but sometimes misses the mark or struggles in one communication form (verbal or written).</p> <p>May have difficulty adjusting/targeting a message to different audiences, stakeholders, and settings.</p> <p>Does not always practice active listening, can shut others down at times. Might be unrealistic when communicating mission needs and goals.</p>	<p>Skilled in physical presentation, verbally, and written forms. Capable to communicate to all levels, internal and external to the command.</p> <p>Can easily adjust and effectively integrate messaging to reach different audiences in various settings.</p> <p>Practices active listening without responding preemptively or shutting others down. Honest, transparent, and reliable when communicating mission needs/goals.</p>
Competence	<p>Below average technical, cultural, and political competence; struggles to lead a team effectively; struggles to identify and solve problems or take initiative.</p> <p>Doesn't understand SMEs and/or follows their recommendations without critical thought. Lacks confidence in role and abilities and unable or unwilling to ask SMEs for help.</p> <p>Struggles to lead a team effectively; inability to facilitate teaming resolutions</p>	<p>Average competence: may need additional time to understand SMEs and make decisions based on their recommendations. Generally able to provide leadership and direction to a team.</p> <p>Feels confident most of the time in role and abilities but may not always reach out to SMEs when needed.</p>	<p>Technically, culturally, and politically competent and knowledgeable. Has built good credibility for self but also focused on being a skilled and capable leader. Takes initiative and achieves results.</p> <p>Confident in role and abilities, but also aware of when to reach out to SMEs for expertise and assistance. Provides their team with the tools to do their jobs and removes barriers to achieving goals.</p>



Attribute Comparison

CPI-260

Self-Management

1. **Self-Awareness**
2. Self-Control
3. **Resilience**

Organizational Capabilities

4. Use of Power and Authority
5. Comfort with Organizational Structures
6. **Responsibility & Accountability**
7. Decisiveness

Team Building & Teamwork

8. Interpersonal Skill
9. Understanding Others
10. Capacity for Collaboration
11. Working With and Through Others

Problem Solving

12. Creativity
13. Handling Sensitive Problems
14. Action Orientation

Sustaining the Vision

15. Self-Confidence
16. Managing Change
17. **Influence**
18. Comfort with Visibility

EDO Command Screen

Mission

1. **Vision**
2. Develops Command philosophy
3. **Set expectations**
4. **Decisive/deliberate**
5. Think critically

Emotional Intelligence

6. **Accessible/Approachable**
7. Compassionate, empathic
8. Earns trust
9. Inspires/empowers team
10. Invested in subordinates
11. **Resilient**

Character

12. Character
13. Humility
14. **Integrity**
15. **Self-aware**
16. Holds self and others **accountable**
17. Morals and principles align to support mission
18. Courage

Communications

19. Skilled in physical/verbal presentation
20. Active listening
21. Honest, transparent and reliable

Competence

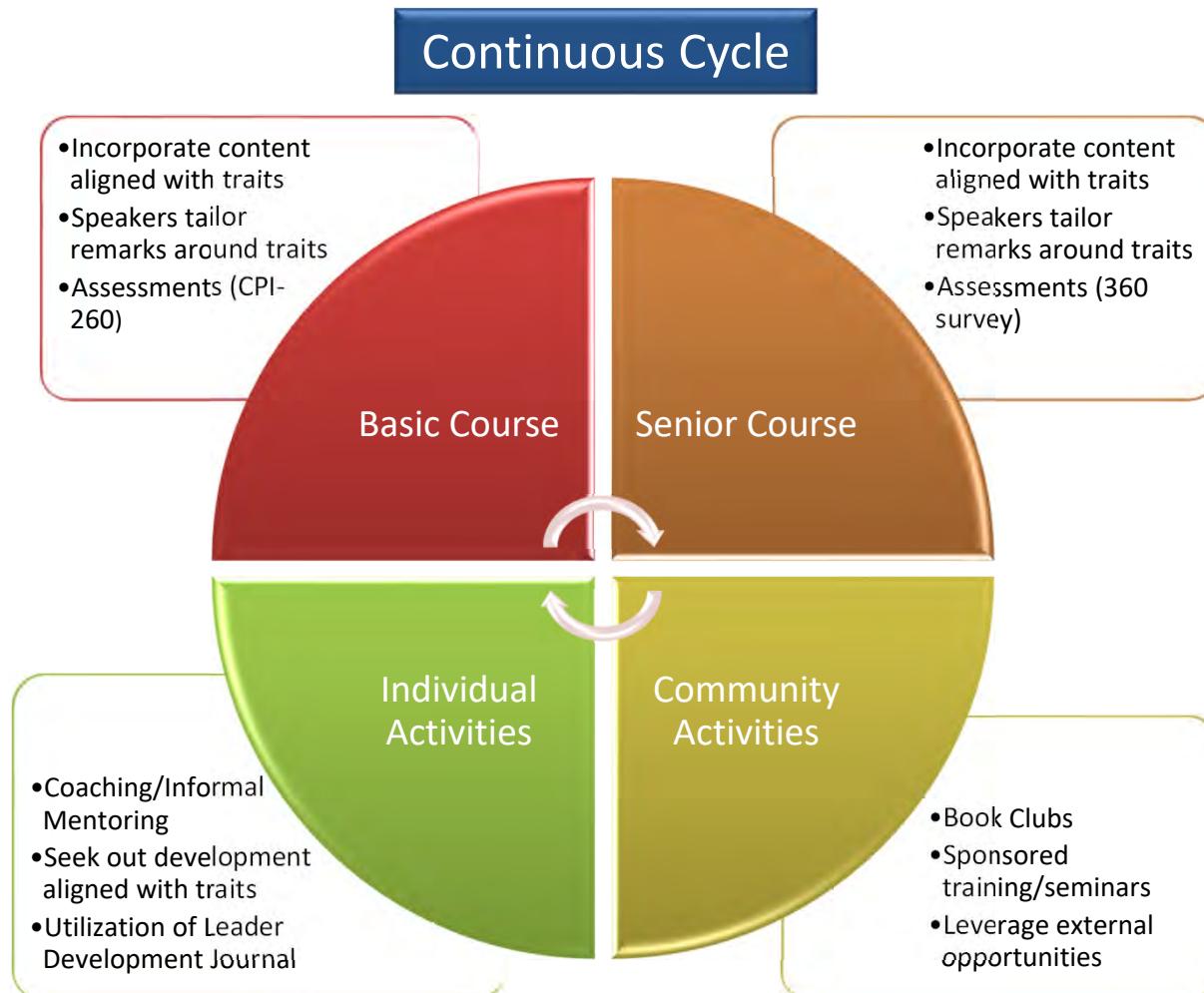
22. **Credibility**
23. **Takes initiative and achieves results**
24. Removes barriers
25. Technically, culturally and politically competent

*Red maps word-for-word

*Green and purple are combined/related items



EDO LDF Execution



Continuous cycle executed by all members of the EDO Community



Career Planner – Leadership Development

The screenshot shows two views of the Leadership Development module. On the left is a 'Select Proficiency Level attained' screen with dropdown menus for 'Level Attained' and 'Goal'. Red arrows point from this screen to the 'Accountability' section of a mentor's profile on the right. The mentor's profile for LCDR Patrick Stone includes a yellow flower logo, the name 'LCDR Patrick Stone', and a 'Leadership Development' section. This section lists three leadership attributes: 'Developing Others', 'Strategic Thinking', and 'Vision', each with a table for 'Attained' and 'Goal' levels. Red arrows also point from the 'Examples' table for 'Developing Others' to a 'Hand-written notes' area at the bottom of the page.

Foster thought-provoking mentoring sessions that help to improve leadership across the community

Select Proficiency Level attained

Select Goal

Auto-populate or Type discussion points

Retention / Update

Guide Mentor/Mentee discussions on leader development

Hand-written notes

Developing Others

Strategic Thinking

Vision

Last Modified: 20-Mar-2021



EDO Community Sponsored Leadership Development Activities

- **Quarterly Community-wide book club**
 - Run by Mentor Groups
 - Announced via EDO Main, Teams and your work email
- **EDO LDF Podcast (search for: The Wardroom)**
 - Leadership perspectives and questions answered from community leadership
 - Listen on Apple Podcasts, Spotify, Google Podcasts and more
- **Linked-In groups**
 - Engineering Duty Officer Leader Development Network
 - Navy EDO www.linkedin.com/in/navy-edo-7795362ab
- **Leverage NAVSEA sponsored Linked-In Learning accounts**
 - Hundreds of topics available that align to personal and professional development
 - Linked-In account not required
 - If you choose, EDO School will forward your name and email to the POC who will send you a LinkedIn Learning 'link' to open an account
- **Instagram**
 - https://www.instagram.com/navy_edo/profilecard/?igsh=Ymtlcmw2cnFvM2ds
 - @navy_edo





Overview

- Navy Leader Development Framework
- EDO Leader Development Framework
- Leader Development – Your (New) Role



Actions for EDOs

- Read ED LDF 3.0
- Update your planner in EDOcp.net
 - Utilize your CPI 260/OPM 360 to develop a self-improvement plan – Leadership Development (pg 3)
- Support community activities
 - Book Club, Podcast, LinkedIn Development Group, LinkedIn Learning, etc.
 - Ensure mentor group is providing feedback via EDO main
- Engage in leadership development discussions at your Command and with your mentor



Summary

- NLDF is CNO direction to maintain the Navy's decisive advantage – World-class leadership
- The EDO community is committed to leader development
- EDO LDF 3.0 provides the path to becoming and developing leaders
- Everyone is a leader
- Everyone's leader development journey is unique