



***SEAPOWER THROUGH ENGINEERING***



5.1.6

Version 5.0 17 DEC 2024

5.1.6 Leading People

TIME: 2.0 HR

**TOPIC LEARNING OBJECTIVES**

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

1. Describe what it means to effectively lead people.
2. Discuss how the Charge of Command expects leaders to develop others.
3. Recognize the importance of Responsibility, Accountability and Authority in the execution of your positions throughout your careers.
4. Discuss the advantages of intent-based leadership in a complex environment.
5. Identify the importance of teambuilding and building trust.
6. Recognize the goals of the Navy's Get Real, Get Better program

**STUDENT PREPARATION**

Student Support Material

1. Leading People Discussion Guide

Primary References

1. "The Charge of Command" CNO Memo – Jan 2022
2. Turn the Ship Around by Captain (ret) David Marquet
3. The Speed of Trust by Stephen M. R. Covey
4. Team of Teams by General (ret) Stanley McChrystal

Additional References



# Overview

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- Leadership styles
- Leadership expectations
  - America's Warfighting Navy
  - Get Real Get Better
- Intent-based leadership



# Leadership styles

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- Vision
- Coaching
- Affiliation
- Democratic
- Pace setting
- Commanding
- What leadership style have you observed?
- Are leadership styles situational dependent?



# Responsibility, Accountability & Authority

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- Responsibility
  - The quality or state of being responsible such as moral, legal, or mental accountability
- Accountability
  - The quality or state of being accountable, especially an obligation or willingness to accept responsibility or to account for one's actions
- Authority
  - Power to influence or command thought, opinion, or behavior



# Leadership Characteristics

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- What are characteristics of a good leader?
- What are characteristics of a bad leader?
- What personal experiences have shaped your thoughts on leadership?

*What kind of leader are you or do you intend to become?*



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# America's Warfighting Navy



*Chief of Naval Operations  
Admiral Lisa Franchetti  
America's Warfighting Navy, Jan 2024*

- Focus areas:
  - **Warfighting: Deliver Decisive Combat Power.** Warfighting lens, Prioritize readiness & capabilities to fight & win at sea; & shore support. Naval integration with Marine Corps. Align with Joint Force, Allied interoperability.
  - **Warfighters: Strengthen the Team.** Mission command, empower leaders. Build strong teams thru recruiting & retention. World class T&E. QoS standards. Support to families.
  - **Foundations: Build Trust, Align Resources, Be Ready.** Trust & confidence of American people. Work with Congress. Team with industry & academia, interagency cooperation. Align ashore activity to warfighting needs of the Fleet.
- Deter aggression, defend national security interests, preserve our way of life
- WF Excellence: tools, winning mindset, integrity, safety. **ALL AHEAD FLANK!**



# Lead your Team

CNO Guidance to Navy

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From ADM Franchetti's Charge of Command (October 2024)

- View everything you do through a warfighting lens and be ready to fight and win in combat
- A culture of dignity and respect is non-negotiable
- Risk is Commander's business. Clear, frequent and transparent comms between you and your Boss, Sailors and Civilians in your charge is essential
- Focus on what matters: integrity, people, teamwork, professional and warfighting excellence and safety matter, every day!

From Get Real Get Better

- Apply Navy problem solving tools and best practices to shift from more activity to better outcomes
- Find and fix the root causes, not just symptoms. Set clear accountability and work collaboratively
- Fix or quickly elevate barriers. Measure yourself on creating opportunities for your team to progress



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# Get Real, Get Better (GRGB)



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

29 Oct 24

From: Chief of Naval Operations  
Prospective Commanding Officer

To: 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 3.0 (Mar 2024)  
(g) Mental Health Playbook (Jul 2023)

Subject: CHARGE OF COMMAND

Congratulations on your selection to serve in the position of highest honor and greatest responsibility in our Navy: Commander. 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 than 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 run 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 trust you to understand and manage the risks 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



CNO Franchetti: We will continue our Navy-wide culture renovation, where Get Real Get Better is the standard of leadership and problem-solving that leaders at all levels embrace and live. We are building teams that are self-assessing, self-correcting, and always learning toward one goal - delivering warfighting advantage.



# GRGB Behaviors

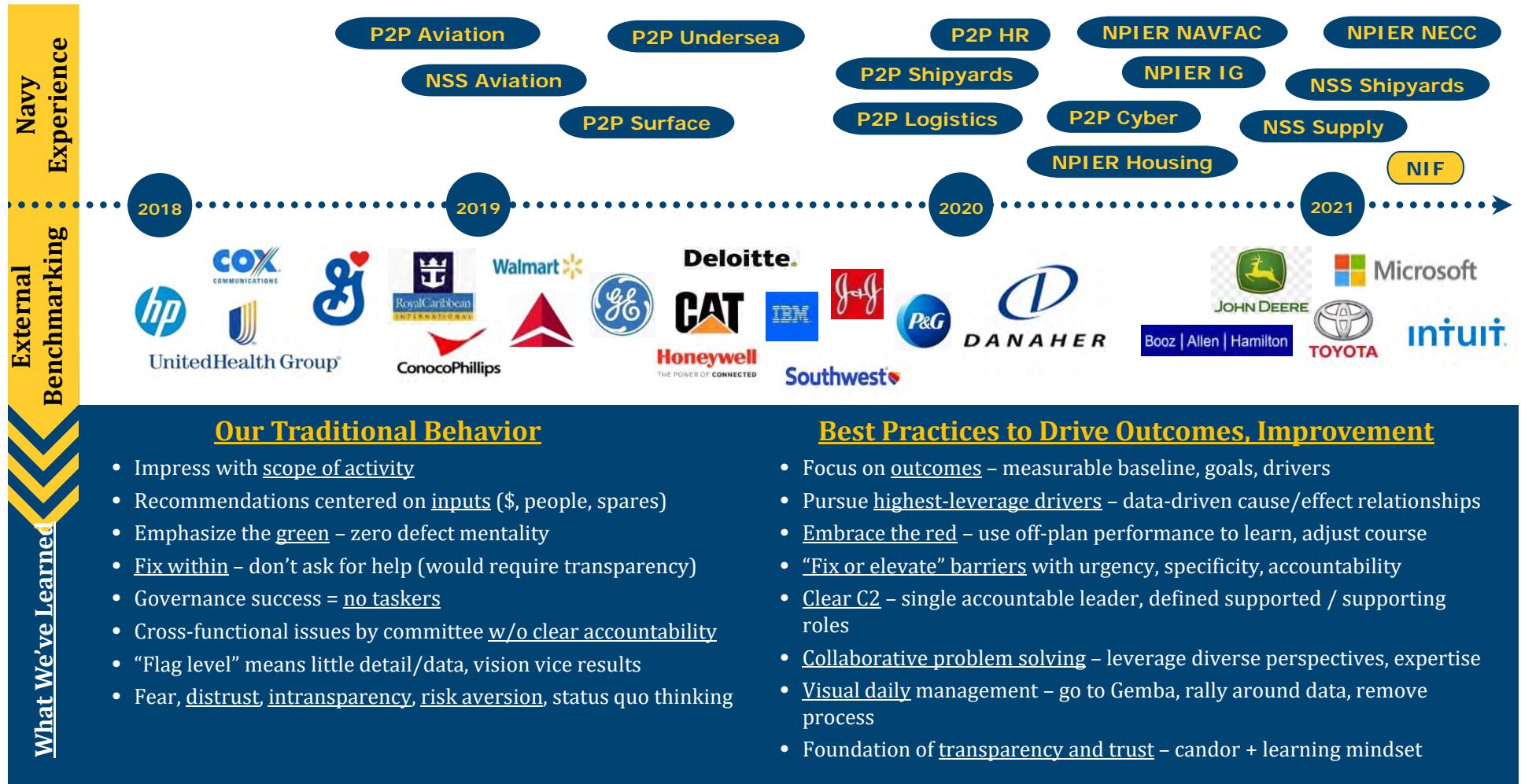
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- Get Real: Act transparently (self-assess transparently)
  - Align on standards and goals
  - Find and embrace the red
- Get Better: Focus on what matters most (self-correct effectively)
  - Use proven problem-solving methods
  - Fix or elevate barriers
- Build learning teams (always learning: self-improve powerfully)
  - Encourage learning through trust and respect
  - Specify ownership

"Strategic Competition and the Call to Action"  
<https://www.milsuite.mil/video/watch/video/57915>



# GRGB: Navy's Learning Journey



P2P: Perform to plan

NSS: Navy Sustainment System

CNRMC: Commander, Navy Regional Maintenance Center

NPIER: Navy Performance Improvement Educational Resource



# GRGB: Analytics and Actions

## CNRMC example



**Analytics:** Developed and tested duration forecasting machine learning models that improved availability planning accuracy by 30-50%

**Navy Action:** Updated the planning process to reflect realistic duration timelines; this reduces churn in schedules and budgets

**Analytics:** Developed key lever model that identified nine high-leverage improvement areas and quantified the potential ROI of SWE LOEs

**Navy Action:** Currently developing and implementing 10 LOEs targeting critical factors for reducing availability durations

*P2P SWE has identified and started improving 10+ key levers*



# Get Better: Analysis of leverage

- P2P key lever analysis identifies areas that drive the most improvement
  - Highlight Navy-controlled levers to prioritize, swarm, and escalate for barrier removal

Tier 2 Driver Section	Driver	Historical average (FY 14 to present)	Change this driver to...	Has this effect on duration*
Workload Demand vs Past Performance	T2: Workload Demand vs. Past Performance	106%**	101%	→ -2% duration
	T3: Workload Instability	17%**	12%	→ -4% duration
	T3: Work-Density	225 MD/Day	215 MD/Day	→ -1% duration
New Work	T2: % New Work (NW)	6%	1%	→ -4% duration
	T3: % NW Discovered by 40% Completion	79%	84%	→ -4% duration
Growth Work	T2: % Growth Work (GW)	21%	16%	→ -5% duration
	T3: % GW Discovered by 40% Completion	56%	61%	→ -5% duration
New & Growth Work	T4: Ave Contract Change Cycle Time (LOE2CC)	38 Days	28 Days	→ -1% duration
Contract Award	T2: On-time Contract Award	Late (46% on time)	On-time	→ -4% duration
Integrated Schedule	T2: Weekly IPS First Pass Yield	59%	69%	→ -1% duration

Data: SURFMEPP ACT 08/21, NMD 08/21, SMDII 08/21.

\* Duration is measured as a % of planned duration, e.g. final duration of 360 vs. a plan of 300 is measured as 120%

\*\* Workload metric analysis for CONUS NSA executing at least 100 MD/Day before SOA and <50% deviation in maximum number of avails in NSA

*Key lever modeling highlights Navy-controlled levers to prioritize, swarm, and escalate for barrier removal*





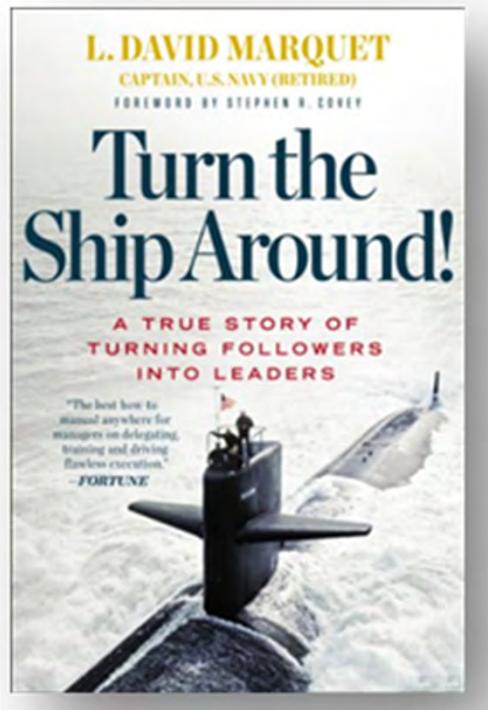
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# Intent-based Leadership



Captain Marquet's experience on the USS SANTE FE and his implementation of intent-based leadership:

[https://www.youtube.com/embed/pYKH2uSa\\_x8U](https://www.youtube.com/embed/pYKH2uSa_x8U)





# Building Blocks of Intent-Based Leadership

Making decisions concerning not only how we are going to work,  
but to what end.

People are technically  
competent to make the  
decisions they make.



People at all levels of the  
organization clearly and  
completely know what the  
organization is about (and  
what role they play in it).



# Team of Teams

The English are outmatched – 27 ships to 33 ships



"No Captain can do very wrong if he places his ship alongside that of the enemy."



# Team of Teams - Nelson

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- Nelson described the plan to his captains on September 29 and provide a secret memo on October 9 with the specifics of the columns
- Nelson was a brilliant man with an ingenious plan who pulled a marvelous trick and won an uphill battle, but...
- Seeds of victory were laid long before the battle and his famous line of “place his ship alongside that of the enemy”
- The “Nelson touch” – the idea that individual commanders should act on their own initiative once the battle began
- Nelson crafted an organizational culture that rewarded individual action and critical thinking, as opposed to simple execution command



# Where Do You Start?

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- “As effective Navy leaders, we must demonstrate a deliberate commitment to grow personally and professionally throughout our careers.” CNO LDF 3.0
- Expand your knowledge and understanding leadership through routine exploration
  - Books (e.g., Team of Teams, Speed of Trust, etc.)
    - Free audio and digital library via Overdrive Media
  - Podcasts (e.g., Harvard Business Review, EDO Wardroom, etc.)
  - LinkedIn Learning
    - Thousands of professional and academic topics
  - LinkedIn
    - EDO Leader Development Network



# Summary

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- Leadership and leading people are dynamic and multi-faceted activities
- Our individual experiences (good and bad) shape our leadership style
- Properly placed and exercised Responsibility, Accountability and Authority are critical to success
- Intent based leadership, built on competence and clarity, is a proven method to leverage the talents and energy of an organization