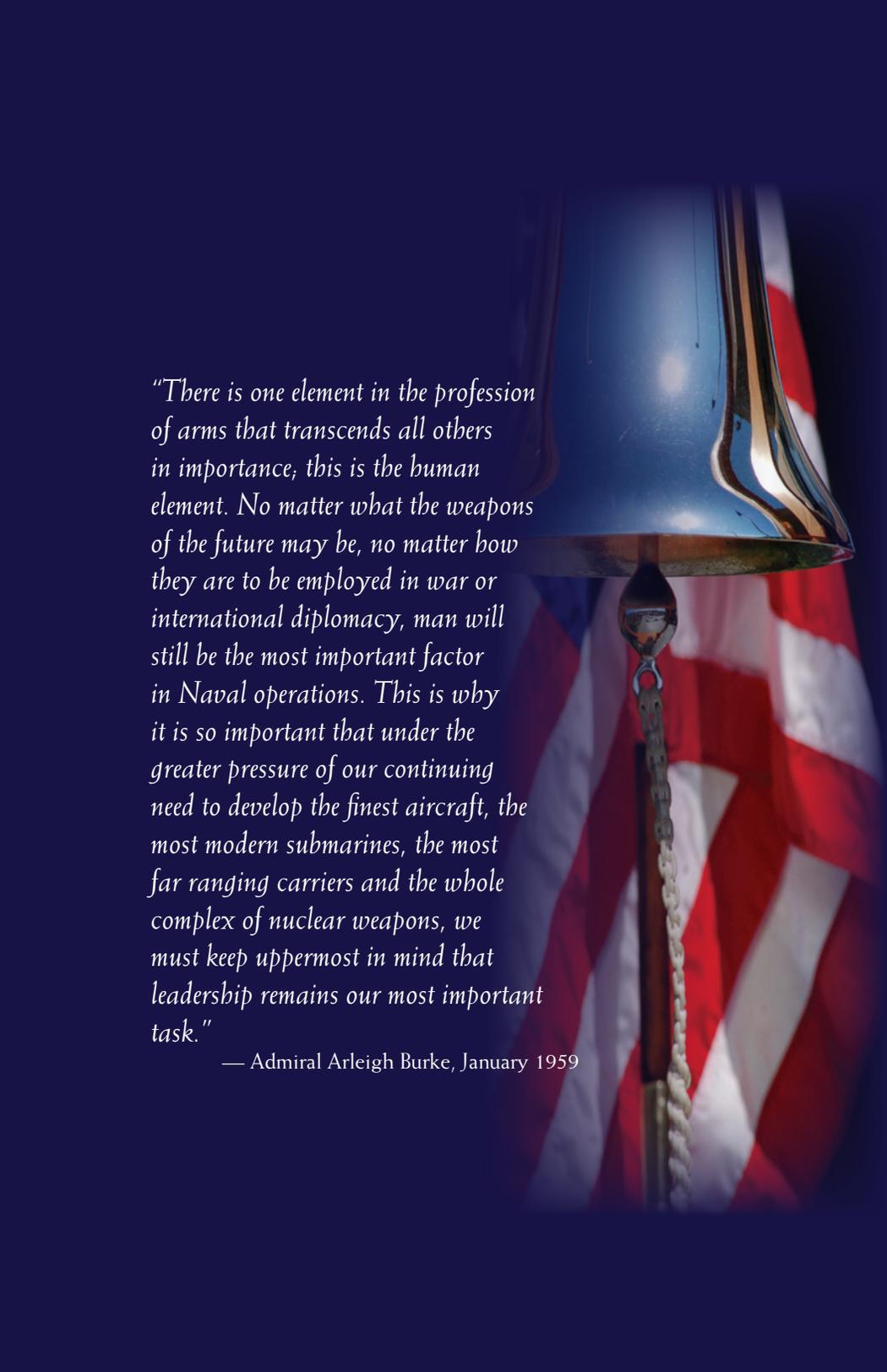


The Navy Leader Development Strategy





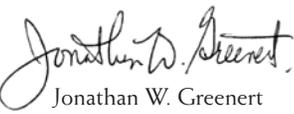
"There is one element in the profession of arms that transcends all others in importance, this is the human element. No matter what the weapons of the future may be, no matter how they are to be employed in war or international diplomacy, man will still be the most important factor in Naval operations. This is why it is so important that under the greater pressure of our continuing need 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."

— Admiral Arleigh Burke, January 1959

As described in my "Sailing Directions," one of our guiding principles is "People are the Navy's foundation." The Navy has always recognized that command at sea is a unique privilege, and a uniquely demanding position, requiring self-reliance, judgment, confidence, and dedication to the welfare of shipmates. At all levels of the Navy, leadership and character have always been vitally important dimensions of who we are and what we do. Leadership is not a unique skill set; it is alloyed with character and integrity. Each is an essential part of the whole. In today's complex and dynamic strategic environment, leadership is more important than ever, and developing enlisted and officer leaders must be one of our top priorities.

Time associated with rigorous leader development cannot conflict with the demands of tactical and technical competence. These skills are complementary, and necessary. They are necessary foundations of every community in the Navy.

The purpose of this strategy is to synchronize the Navy's leadership and strengthen our naval profession by providing a common framework for leader development – regardless of community – that is comprehensive in scope and enduring. Leader development in the Navy is accomplished through professional experience, training, education, and personal development. We need a single vision of Navy leader development that integrates these functions and binds us together as trusted members of the naval profession. For these reasons, we will move forward with this *Navy Leader Development Strategy*.


Jonathan W. Greenert
Admiral, U.S. Navy
Chief of Naval Operations

*Furthering our advantage as the world's finest Navy requires developing leaders who personify their moral obligation to the naval profession by upholding Navy Core Values and Navy Ethos, fulfill their obligations as leaders of **character** and **integrity**, and confidently exercise their authority and responsibility with a strong and abiding sense of accountability for their actions throughout a career of selfless service.*

THE STRATEGY FOR DEVELOPING NAVY LEADERS

 Our people are our most valuable and important strategic asset. They are the key to furthering our advantage as the world's finest Navy. There is no higher priority than to develop effective Navy leaders. Leader development is a shared covenant between the Navy and every Sailor. While roles and responsibilities vary by rank and position, all leaders share a professional and moral obligation to uphold their Oath of Office/Enlistment and exemplify the virtues embodied in our Navy Ethos and Core Values.

The Navy's culture of leader development has been forged by experience in operating independently at sea, in conflict and in peace. The Oath of Office/Enlistment and U.S. Navy Regulations establish

the requirements of leaders and are the foundation of our Navy Ethos. Leadership in the naval profession of arms demands self-reliance and independence, humility and integrity, discipline and resourcefulness, and trust and confidence. Leaders at all levels of our Navy must set the example by providing the purpose, direction, and motivation essential for successful mission accomplishment.

There is no higher priority than to develop effective Navy leaders.

Throughout our naval history great leaders have emerged to meet the challenges of their time, but this cannot be taken for granted. Success in the past is not a guarantee for success in the future. The spectrum of naval operations is broad and diverse. Navy leaders – at all levels – must be fully prepared to lead across the spectrum of naval operations.

RESPONDING TO NEW CHALLENGES



Rapidly changing and challenging times call for proactive, strategic, and comprehensive Navy leader development. In this environment, Sailors interact with a far greater variety of U.S. and multinational partners than did their predecessors. Therefore, Navy leaders must be culturally adept, and internationally focused to work seamlessly with coalitions/alliances as well as being tactically and operationally savvy.

fosters innovation, encourages lifelong learning, and shapes and enhances character and integrity.

This *Navy Leader Development Strategy* offers an integrated framework through a career-long continuum that aligns the multiple ways in which we develop our leaders. As stewards of the Navy as a profession of arms, we must develop our leaders with the same intensity with which we develop our weapons systems – and do so as an “All Hands” effort.

As stewards of the Navy as a profession of arms, we must develop our leaders with the same intensity with which we develop our weapons systems – and do so as an “All Hands” effort.

Operational primacy alone, while critically important, will not ensure the continued legacy of excellence and maritime dominance demonstrated by the Navy for over 200 years. While maintaining our warfighting ethos, we will augment the time-tested tenets of leadership with leader development that cultivates critical thinking, broadens perspectives in decision making, builds cultural expertise,

Anything less fails to make full use of our most important strategic asset and, in the worst case, exposes us to potentially catastrophic mission failure. Absent strong commitment to comprehensive leader development, we risk producing leaders who are ill equipped to lead and lack the mental and moral fortitude to ensure mission success in the future.

CHARTING THE WAY FORWARD



To realize this vision for leader development, the Navy must embrace institutional and cultural change, setting us on a clear course that guides leader development.

Strengthen Our Stewardship of the Naval Profession

The naval profession of arms transcends communities, binds us together, and exemplifies the highest standards of service to our nation. As stewards of our naval profession, we must ensure current and future readiness by developing courageous leaders with the knowledge and

understanding of proper moral, ethical, and cultural foundations. In addition to developing their technical and tactical warfighting competence, we must equip our Sailors with the ability to prevail in the face of adversity, with strength, determination, and dignity. Leader development must be a concerted and deliberate effort. It must be viewed as an enduring investment that is the responsibility of our Navy in its entirety – not simply the purview of individual communities or the responsibility of the individual Sailor.





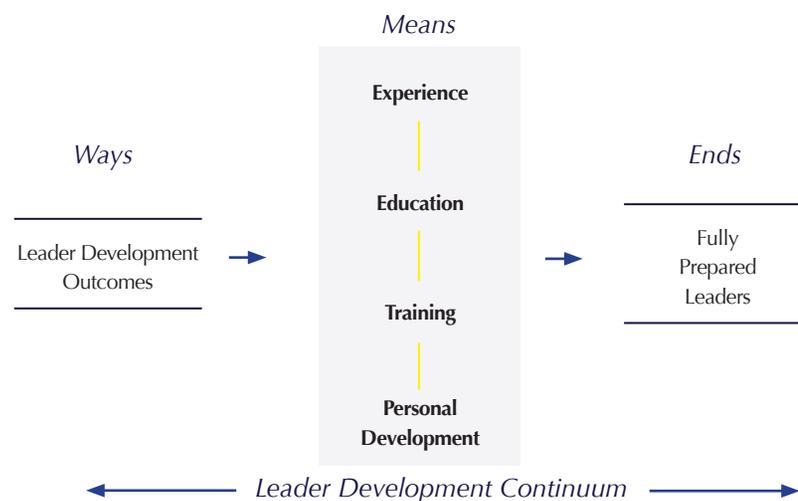
Increase Our Commitment to Navy Leader Development

The priority given to Navy leader development must match the complex demands placed on our Sailors. Conditions must be set so that every Sailor is inspired to participate in and benefit from all available career milestone leader development opportunities. We must operate from the conviction that leader development is central to our warfighting ethos and a fundamental requirement of command at every level.

Adopt New Ways of Thinking

We must critically examine existing policies, processes, and programs associated with personnel management, ensuring their relevance to evolving Navy leader development needs. We must challenge our assumptions about the way we develop Sailors, manage careers, and evaluate performance. Policies, processes, and programs must enable the mastery of warfighting skills and the integration of experience, education, training, and personal development to fully support comprehensive Navy leader development.

Navy Leader Development Framework



SETTING THE COURSE



The cornerstone for Navy leader development is a comprehensive, career-long *Navy Leader Development Continuum* that integrates four core elements – experience, education, training, and personal development – through leader development outcomes to produce fully prepared leaders. A continuous assessment process will ensure that Navy leader development remains current and relevant.

Core Elements of Leader Development

Each of the four core elements makes a unique contribution to leader development.

Experience is the principal means by which we develop leaders through practical application and learning. Experience builds resilience and confidence through success as well as failure, and fosters adaptation and innovation, while also reinforcing what was learned through education and training.

Education inculcates the fundamental tenets of Navy leadership, broadens the understanding of the naval profession, imparts advanced knowledge, enhances critical thinking, and fosters intellectual and character development. Education also serves to



contextualize past experience to enable the application of new learning to future assignments, cultivate adaptive leader abilities, and provide methods for exploring and addressing unknowns.

✦ *Training* develops role-specific leadership skills and builds confidence and competence.

✦ *Personal development* focuses attention on individual strengths and weaknesses, enables personal evaluation, furthers reflection on

Navy and personal values, and contributes to lifelong learning, diversity of thought, and moral growth. Personal development also includes performance evaluation, coaching, counseling, and mentoring.

Integration of these four core elements provides a benefit unavailable from each element operating independently. Ultimately, this outcomes-led integration provides a career-long leader development experience, unified in purpose and content, but

also flexible and responsive to our changing environment.

Leader Development Outcomes

Navy leader development outcomes are the character attributes, behaviors, and skills expected of Navy leaders. Defined for specific career transition points, the outcomes reflect increasingly complex applications of leadership principles as the scope of a Sailor's responsibility grows. This alignment with career milestones recognizes that different outcomes are best learned and demonstrated

at different times and in different contexts, reflecting the experience level of the Sailor. Achieving these outcomes is accomplished by capitalizing on – and ensuring the alignment of – existing Navy training courses, education opportunities, assignment experiences, and personal-development activities. The outcomes are rooted in foundational Navy documents such as the *Oath of Office/Enlistment*, *Navy Regulations*, *Navy Core Values*, the *Navy Ethos*, the *Charge of Command*, the *Sailors Creed*, and the *Chief Petty Officer Creed*.

		<i>Outcomes Enlisted</i>				<i>Outcomes Officer</i>			
		<i>E-1 to E-3 Committed Sailor</i>	<i>E-4 to E-6 Motivational Leader</i>	<i>E-7 to E-8 Inspirational Leader</i>	<i>E-9 Command-level Leader</i>	<i>O-1 to O-2 Trusted Leader</i>	<i>O-3 to O-4 Motivational Leader</i>	<i>O-5 to O-6 Inspirational Leader</i>	<i>Flag Visionary Leader</i>
<i>Foundational Elements</i>	<i>Core Values</i>	Motivated by Navy Core Values	Imparts Navy Core Values to others	Inspires trust and confidence	Epitomizes Navy Core Values	Understands and lives relationship of Oath to Navy Core Values	Instills Navy Core Values in others	Infuses Navy Core Values in command culture	Guardian of Navy Core Values
	<i>Moral Character</i>	Integrity and respect for others	Personal values consistent with Navy Core Values	Fosters ethical behavior in others	Exemplary ethical behavior	Personal values consistent with Navy Core Values	Fosters ethical behavior in others	Moral arbiter for the command	Exemplar for the Navy
	<i>Judgment</i>	Complies with rules, regulations, and procedures	Exercises sound judgment; enforces rules, regulations, and procedures	Anticipates requirements and acts independently	Applies intuition and displays vision	Practices sound judgment; enforces rules, regulations, and procedures	Anticipates requirements and acts independently	Exercises discernment and acts both boldly and prudently	Embraces forward-thinking, strategic perspective
	<i>Leadership</i>	Trusted team member Loyal to and respects authority	Valued team leader Motivates and instills pride in others	Command-respected leader Builds unity of purpose and sense of ownership	Exemplar of the naval profession of arms Strengthens chain of command	Valued team leader Fosters loyalty up and down chain of command	Adaptive leader and team builder Exercises morally responsible, credible leadership	Command leader Embraces authority, responsibility, and accountability of command	Steward of the naval profession of arms Conveys highest standards of the Service with strength, determination, and dignity

The chart above illustrates foundational outcomes for the development of the Sailor as a leader of character at specific career transition points. The enlisted and officer outcomes depicted are representative of baseline expectations that build cumulatively over the course of a career. The outcomes listed are not intended to be all-inclusive or exhaustive.

Leader Development Continuum

The *Navy Leader Development Continuum* provides an integrating structure where the Navy leader development outcomes are woven throughout the four core

elements – experience, education, training, and personal development. This establishes consistent themes that provide a common understanding of requirements and expectations for leaders at each career milestone, and aligns otherwise independent leader development efforts.

The chart on pages 12–13 illustrates current programs and activities to be leveraged in creating the *Navy Leader Development Continuum*, enabling and encouraging the diverse components of Navy leader development to better synchronize their efforts.

STEERING THE COURSE

The *Navy Leader Development Strategy* requires specific actions by every organization across the Navy. This is an “All Hands” effort. To achieve common understanding of requirements and expectations, and enable unity of purpose, the following implementation priorities are essential.

Ownership

The Chief of Naval Operations (CNO) will lead the execution of this strategy. The CNO’s warfighting community leaders are accountable and

shall be responsible for the attainment of the leader development outcomes throughout the continuum. All Navy communities are about warfighting.

The Advanced Education Review Board (AERB), chaired by the Vice Chief of Naval Operations (VCNO), has expanded responsibility for ensuring the relevancy and currency of the *Navy Leader Development Strategy*.

The Leader Development Continuum Council (LDCC), chaired by the President of the U.S.

Core Elements	Continuum Enlisted					Continuum Officer					
	RTC	E-1 to E-3	E-4 to E-6	E-7 to E-8	E-9	Accessions	O-1 to O-2	O-3 to O-4	O-5 to O-6	Flag	
	Experience	Technical Qualifications and Certifications	Work Center Supervisor Divisional LPO Small Team Leader	Divisional LCPO Departmental LCPO Command Senior Chief/COB	Departmental LCPO CMC		USNA/ROTC/OCS	Community-Managed Career Paths		CMD/MAJCOM Staff/Joint	Succession Planning
	Education	Introductory PME	Basic PME	Primary PME SEA	KEYSTONE		Bachelor's Degree	Primary PME NPS/JPME I Advanced Education		JPME II Advanced Education/ Fellowships	CAPSTONE PINNACLE C/JFMCC
	Training	Basic Military Training	Navy Military Training "A" School	PO INDOC E-5/E-6 Leadership Courses Navy Military Training "C" School	CPO Sel Training– CPO Mess Training CPO 365 (Phases I, II) Fleet CPO Training	Command Leadership School (CMC/COB)	Basic Military Training	Community-Specific Training Intermediate Leadership Training		Advanced Leadership Training Command Leadership School (PXO, PCO, MCC)	NFLEX NPS Flag Courses
		- General Military Training - - Mandated Training - (SAPR, IA, etc.; other recurring annual topics)					- General Military Training - - Mandated Training - (SAPR, IA, etc.; other recurring annual topics)				
	Personal Development	Learning and Development Roadmaps								Self-Awareness Tools 360° Evaluations Self-Awareness Tools	Individual Development Plans (IDPs)
		- Professional Qualifications - - Professional Reading - - Tuition Assistance -					- Professional Qualifications - - Professional Reading -				
		LEADER DEVELOPMENT OUTCOMES					LEADER DEVELOPMENT OUTCOMES				

Naval War College, supports the CNO by working with the fleet as well as all communities across the Navy to ensure the four core elements are properly aligned and synchronized. The LDCC identifies gaps in or challenges to the continuum and recommends appropriate solutions to the AERB. Through formalized assessment and feedback processes,

"I proudly serve my country's Navy combat team with Honor, Courage, and Commitment."

Sailors Creed

the LDCC recommends necessary adjustments to the continuum. The LDCC regularly evaluates the continuum for relevancy, success in execution, and its contribution to the attainment of Navy leader development outcomes. The leader development outcomes are vetted by the LDCC, approved by the AERB for signature by the CNO, and

promulgated by the Chief of Naval Personnel. The LDCC is composed of one- and two-star flag officers from the Aviation, Surface, Submarine, and Information Dominance Corps, the Director of the Senior Enlisted Academy, and representatives from other communities, the fleet, and other key stakeholders in leader development as required.

Implementation

Implementation of this *Navy Leader Development Strategy* is

accomplished through an OPNAV instruction that sets policy for Navy leader development and directs the creation of the *Navy Leader Development Continuum*. The instruction establishes leader development requirements, specifies responsibilities and authorities, and achieves organizational alignment across the Navy.

The implementation of the *Navy Leader Development Strategy* requires periodic review and adaptation, as appropriate,

of promotion, selection, and evaluation processes to ensure a career progression that is consistent with

the *Navy Leader Development Continuum* and aligned with the *United States Navy Education Strategy 2025*.

CONCLUSION



A comprehensive and integrated approach to leader development is essential for ensuring that we remain ready guardians of peace and victorious in war. Now and into the

future, our Navy and our Sailors will be at the forefront of our nation's response to global security threats. It is our obligation to the naval profession of arms to best prepare our leaders to succeed.

Honor.

Courage.

Commitment.



United States Navy Ethos

We are the United States Navy, our Nation's sea power — ready guardians of peace, victorious in war.

We are professional Sailors and Civilians — a diverse and agile force exemplifying the highest standards of service to our Nation, at home and abroad, at sea and ashore.

Integrity is the foundation of our conduct; respect for others is fundamental to our character; decisive leadership is crucial to our success.

We are a team, disciplined and well-prepared, committed to mission accomplishment. We do not waver in our dedication and accountability to our Shipmates and families.

We are patriots, forged by the Navy's core values of Honor, Courage and Commitment. In times of war and peace, our actions reflect our proud heritage and tradition.

We defend our Nation and prevail in the face of adversity with strength, determination, and dignity.

We are the United States Navy.

