

# ***Leadership Imperatives***

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## ***Design for Maintaining Maritime Superiority and Navy's Inclusive Culture***



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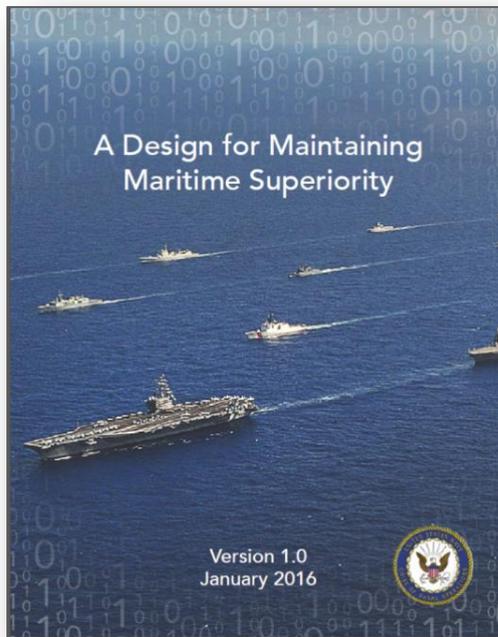
***16 August 2016***



# ***Navy Team LOE: Leadership Attributes***

## **Desired Outcome**

***A Naval Force that produces leaders and teams who learn and adapt to achieve maximum possible performance, and who achieve and maintain high standards to be ready for decisive operations and combat.***



- Aggressively pursue implementation of the “Sailor 2025” program and accelerate efforts to leverage information technology
- Strengthen and broaden leader development programs
- Strengthen organizational integrity by balancing administrative requirements
- Strengthen the role of Navy leaders in leading and maintaining civilian professionals

***Strengthen our Navy for the future***



# Leadership: What does it look like?



**Accelerate learning as individuals, teams, and organizations**



# Inclusion & Diversity Woven Throughout

## ■ Naval Power:

- Further ingraining information warfare
- Exploring new naval platforms & formations

## ■ Velocity Learning:

- Accelerate learning
- Bring in creativity, operational agility, and insight
- Adapt processes to be inherently receptive to innovation and creativity

## ■ Navy Team:

- Diverse mix of active duty and reserve Sailors, navy Civilians, and our families
- Focus on character and commitment to Navy core values

## ■ Partnerships:

- Deepen operational relationships with others
- Seek opportunities with non-traditional partners

**EXPAND AND STRENGTHEN OUR NETWORK OF PARTNERS:** Deepen operational relationships with other services, agencies, industry, allies and partners – who operate with the Navy to support our shared interests.

1. Enhance integration with our Joint Service and interagency partners at all levels of interaction to include current and future planning, concept and capability development and assessment.

**ACHIEVE HIGH VELOCITY LEARNING AT EVERY LEVEL:** Apply the best concepts, techniques and technologies to accelerate learning as individuals, teams and organizations. Clearly know the objective and the theoretical limits of performance – set aspirational goals. Begin problem definition by studying history – do not relearn old lessons. Start by seeing what you can accomplish without additional resources. During execution, conduct routine and rigorous self-assessment. Adapt processes to be inherently receptive to innovation and creativity.

**Four Lines of Effort**

The execution of this Design is built along four Lines of Effort that focus on warfighting, learning faster, strengthening our Navy team, and building partnerships. These lines of effort are inextricably linked and must be considered together to get a sense of the total effort. The corresponding objectives and first year tasks listed under each line of effort define how we will begin to move forward.

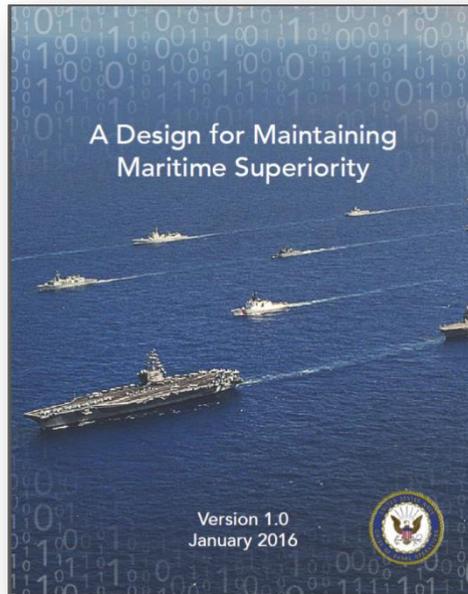
**A Design for Maintaining Maritime Superiority**

Version 1.0  
January 2016

Adapting to the emerging environment



# Tools to Address the Forces We Face



**Global  
Information  
System**

***Increased Capability:***  
*Diversity fuels innovation  
and the ability to adapt to  
change*

**Technological  
Creation &  
Adoption**

***Increased Retention:***  
*An inclusive culture has  
a significant and positive  
impact on retention*

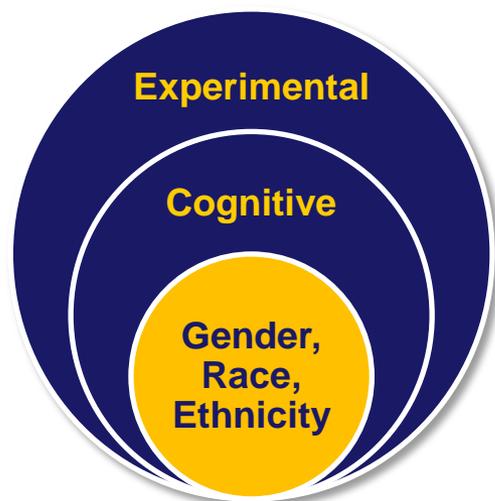
**Budgetary  
Pressure**

**Leveraging Navy's diverse team and inclusive culture**



# Inclusion & Diversity: What's the Difference?

## Diversity



## Inclusion



*Recruit*

*Develop*

*Retain*

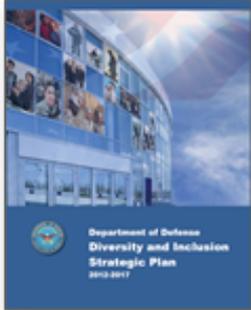
**Inclusion + Diversity enable maximum possible performance;  
leadership makes it happen.**



# Leadership Challenge

- View inclusion and diversity as integral parts of the Navy's effectiveness
- We are all responsible for creating an inclusive culture
- Foster an environment where every individual sees their future with the Navy
- Seek out diverse mentor/mentee relationships
- Commitment to life long learning

DRAFT // PRE-DECISIONAL



## Navy Inclusion & Diversity Strategy

- Institutionalize inclusive leadership**
  - Clarify the message
  - View inclusion & diversity as integral parts of the Navy's effectiveness
  - Identify and remove any institutional barriers
- Operationalize inclusion**
  - Oversee inclusion elements of leadership training
  - Oversee integration efforts
  - Oversee inclusion & diversity engagement policy and strategy
  - Imbed inclusion into decision-making processes
- Conduct routine and rigorous self-assessments**
  - Develop mechanisms to evaluate and assess progress
  - Be transparent with the results
  - Reward excellence in character and leadership
- Implement best practices & pursue continuous improvement**
  - Benchmark industry best-practices
  - Collaborate with other services
  - Transition from lagging to leading indicators

An inclusive culture of dignity and respect

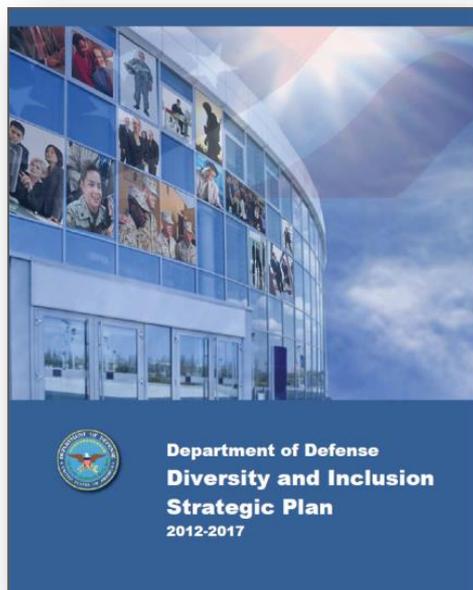
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**$(I+D)^x = \text{Maximum Performance}$ . Leadership is the “x” factor.**





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