Developing the Professional Ethic in the U.S. Navy

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“... We’re not a profession simply because we say we’re a profession?”

GEN Martin Dempsey
Chairman Joint Chiefs of Staff
U.S. Department of Defense
The U.S. Navy Culture

- Culture of Command at Sea
- Independent
- "Professional"
- Leadership an expectation
- Community-driven
U.S. Navy Perspective of “Ethics”

- Personal conduct
- Right/Wrong; Legal/Illega
- Inspector General (IG)/Judge Advocate (JAG)
- Ethics “Trinity”- Fire, Policy, Training
Key findings

- No established expectations for leaders
- No formal leadership guidance
- No continuum of leader development
Developing the Professional Ethic

- Vice Chief (VCNO) tasking “Continuum of Leadership Training”
- Leadership (do) vs. Leaders (are)
- Overarching strategy for Leader Development
- Leader Development Outcomes (LDOs)
INSPIRATIONAL LEADER

- Embraces the authority, responsibility, and accountability of command with enthusiasm, selfless devotion, and total commitment to mission readiness and accomplishment.

- Instills in his/her Sailors the warrior’s spirit and will to win.

- Develops a positive command climate based on mutual trust, loyalty, and respect, resulting in unity of purpose and unparalleled esprit de corps.

- Exercises discernment and acts boldly yet prudently in making sound decisions with due consideration of attendant risks.

- Virtuous in habit, infusing Navy Core Values into the command culture; the moral arbiter for the command.

- Self-aware, innovative critical thinker, and skilled joint warfighter.
Navy Leader Development Strategy

- Aligns Experience, Education, Training and Personal Development
- Integrates Outcomes as “Connective Tissue”
- Leader Development Continuum for each community
Overarching Approach

- Long-term view
- Many different angles
- Multiple “entry” points
- Co-opting existing culture
Where We Stand

- 4-stars, Community Leaders on board
- Gap analysis - experience, education, training and personal development
- Plan for “Re-invigorating the naval profession”
- Building cultural change
Educating Leaders since 1884

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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.