

## PRINCIPLES OF NAVAL LEADERSHIP

### 1. Know yourself and seek self-improvement.

- Make an honest evaluation of yourself to determine your strong and weak personal qualities.
- Seek the honest opinions of your friends or superiors to show you how to improve your leadership ability.
- Learn by studying the causes of success or failure of other leaders.
- Develop a genuine interest in people.
- Have specific goals and definite plans to attain them.
- Have a systematic personal reading program that emphasizes not only professional subjects but also includes topics to help you understand people, both as individuals and in their functioning groups.

### 2. Be technically and tactically proficient.

- Know what is expected of you and then expend time and energy on becoming proficient at those things.
- Form an attitude early on of seeking to learn more than is necessary.
- Observe and study the actions of capable leaders.
- Spend time with those people who are recognized as technically and tactically proficient. Learn as much as you can from them.
- Seek feedback from technically and tactically competent people concerning your own performance. Be willing to change.
- Seek opportunities to apply knowledge through the exercise of command. Good leadership is acquired only through practice.
- Prepare yourself for the job of the leader at the next higher rank.

### 3. Know your subordinates and look out for their welfare.

- Put the welfare of the women and men for whom you are accountable before your own welfare.
- See the members of your unit and let them see you so that every one of them may know you and feel that you know them. Be approachable.
- Let them see that you are determined to fully prepare them for the accomplishment of all missions.
- Concern yourself with the living conditions of the members of your unit.
- Know your unit's mental attitude; keep in touch with their thoughts.
- Ensure fair and equal distribution of rewards.
- Provide sufficient recreational time and insist on participation.

### 4. Keep your subordinates informed.

- Whenever possible, explain why tasks must be done and any pertinent amplifying instruction.
- Arrange to get sufficient feedback to assure yourself that immediate subordinates are passing on necessary information.
- Be alert to detect the spread of rumors. Stop rumors by replacing them with the truth.
- Build morale and esprit de corps by publicizing information concerning successes of your unit.
- Keep your unit informed about current legislation and regulations affecting their pay, promotion, privileges and other benefits.

### 5. Set the example.

- Show your subordinates that you are willing to do the same things you ask them to do.
- Be physically fit, well groomed and correctly dressed.
- Maintain an optimistic outlook.
- Conduct yourself so that your personal habits are not open to criticism.
- Exercise initiative and regard the spirit of initiative of your subordinates within your unit.
- Avoid showing favoritism to any subordinate.
- Delegate authority and avoid over supervision, in order to develop leadership among subordinates.

### 6. Insure the task is understood, supervised and accomplished.

- Issue every order as if it were your own.
- Use the established chain of command.

- Encourage subordinates to ask questions concerning any point in your orders or directives they do not understand.
- Question subordinates to determine if there is any doubt or misunderstanding in regard to the task to be accomplished.
- Supervise the execution of your orders.
- Exercise care and thought in supervision. Over supervision hurts initiative and creates resentment; under supervision will not get the job done.

#### **7. Train your unit as a team.**

- Study, prepare and train thoroughly, endlessly.
- Encourage unit participation in recreational and military events.
- Do not publicly blame an individual for the team's failure or praise just an individual for the team's success.
- Ensure that training is meaningful, and that the purpose is clear to all members of the command.
- Train your team based on realistic conditions.
- Insist that every person understands the functions of the other members of the team and the functions of the team as a part of the unit.

#### **8. Make sound and timely decisions.**

- Developing a logical and orderly thought process by practicing objective estimates of the situation.
- When time and situation permit, planning for every possible event that can reasonably be foreseen.
- Considering the advice and suggestions of your subordinates before making decisions.
- Making sure your people are familiar with your policies and plans.
- Considering the effects of your decisions on all members of your unit.

#### **9. Develop a sense of responsibility among your subordinates.**

- Operate through the chain of command.
- Provide clear, well thought out directions.
- Give your subordinates frequent opportunities to perform duties normally performed by senior personnel.
- Be quick to recognize your subordinates' accomplishments when they demonstrate initiative and resourcefulness.
- Correct errors in judgement and initiative in a way which will encourage the individual to try harder.
- Give advice and assistance freely *when it is requested by your subordinates*.
- Let your people know that you will accept honest errors without punishment in return.
- Resist the urge to micro manage.
- Be prompt and fair in backing subordinates.
- Accept responsibility willingly and insist that your subordinates live by the same standard.

#### **10. Employ your command in accordance with its capabilities.**

- Avoid volunteering your unit for tasks that are beyond their capabilities.
- Be sure that tasks assigned to subordinates are reasonable.
- Assign tasks equally among your subordinates.
- Use the full capabilities of your unit before requesting assistance.

#### **11. Seek responsibility and take responsibility for your actions.**

- Learn the duties of your immediate senior, and be prepared to accept the responsibilities of these duties.
- Seek a variety of leadership positions that will give you experience in accepting responsibility in different fields.
- Take every opportunity that offers increased responsibility.
- Perform every task, no matter whether it be top secret or seemingly trivial, to the best of your ability.
- Stand up for what you think is right. Have courage in your convictions.
- Carefully evaluate a subordinate's failure before taking action against that subordinate.
- In the absence of orders, take the initiative to perform the actions you believe your senior would direct you to perform if present.