

Navy Leader Development Outcomes

The Navy exists to conduct “prompt and sustained combat incident to operations at sea” (*U.S. Navy Regulations*, Article 0202). The attainment of the *Navy Leader Development Outcomes* through a continuum integrating experience, education, training, and personal development, will produce fully prepared leaders capable of successfully carrying out our warfighting missions.

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 ways.

These leader development outcomes build over time, and are intended to be both inspirational and aspirational. Achievement is accomplished by capitalizing on – and ensuring the alignment of – assignment experiences, education opportunities, training courses, and personal-development activities.

The outcomes are rooted in foundational Navy documents such as the *Oaths of Office/Enlistment*, *Navy Regulations*, *Navy Core Values*, the *Navy Ethos*, the *Charge of Command*, the *Sailor’s Creed*, and the *Chief Petty Officer’s Creed*. For Sailors to be effective leaders they must exercise the authority, responsibility and accountability commensurate with their level of responsibility.

The *Navy Leader Development Strategy* foundational outcomes are listed at the beginning of the Enlisted and Officer sections. They are then followed by supplemental outcomes that more completely describe the expectations for leaders of the naval profession.

Enlisted Leader Development

		<i>Outcomes</i> <i>Enlisted</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>
Foundational Elements	Core Values	Motivated by Navy Core Values	Imparts Navy Core Values to others	Inspires trust and confidence	Epitomizes Navy Core Values
	Moral Character	Integrity and respect for others	Personal values consistent with Navy Core Values	Fosters ethical behavior in others	Exemplary ethical behavior
	Judgment	Complies with rules, regulations, and procedures	Exercises sound judgment; enforces rules, regulations, and procedures	Anticipates requirements and acts independently	Applies intuition and displays vision
	Leadership	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

E-1 to E-3. Committed Sailor.

- Professionally competent, loyal Sailor who understands the Navy and command’s missions and his/her role in their accomplishment.
- Motivated, self-starter who functions daily with the Navy’s Core Values as the basis for his/her actions.
- Respects the diversity of shipmates and is inclusive in word and deed.
- Willingly follows rules, regulations, and established procedures. Respects authority and is trusted.
- Understands the value of a well-trained team in sustaining individual and unit resiliency.
- Eager to learn.

E-4 to E-6. Motivational leader.

- Technically proficient, confident Sailor with a strong sense of team spirit and whose priorities align with the Navy and command’s missions.
- Unquestioned loyalty. An effective team leader and supervisor, who values and draws upon the diversity of team members.
- Self-disciplined and selfless, yet assertive. Personal values are consistent with Navy Core Values; leads others to adopt those values.
- Seeks responsibility and, as a resourceful team leader, looks ahead and initiates. Ensures subordinates and self are well trained and prepared for mission accomplishment.
- Possesses a strong sense of responsibility for subordinates. Sets clear goals, fairly evaluates subordinates, provides constructive feedback, keeps people informed, understands risk management, motivates and instills pride in others.

- Exercises good judgment and acts with integrity. Enforces policies, rules, and regulations.
- Demonstrates competence, confidence and resiliency.
- Develops in their people the will to win.
- Puts the needs of the command/team above his/her own needs.
- Manages command resources efficiently and effectively.

E-7 to E-8. Inspirational leader.

- Recognized expert and command leader.
- Builds unity of purpose and sense of ownership within his/her division and across the command.
- Unwavering integrity. Exhibits moral courage. Inspires trust and confidence.
- Instinctive and innovative problem solver.
- Inclusive leader who empowers and mentors people. Fosters ethical behavior in others and works to strengthen the chain of command. Focuses on developing Sailors as leaders and preparing them for future responsibilities.
- Takes the long-range view. Has a clear understanding of where the command is going and actively contributes to planning efforts. Anticipates requirements and acts independently to see that they are met. Understands purpose and intent of the commanding officer within the task or mission.
- Efficiently manages work load, applying the right processes, resources, and people to accomplish the mission effectively.
- Skilled communicator. A conduit of information up and down the chain of command.

E-9. Command level leader.

- Role model. An exemplar of the Navy profession of arms. Poised and savvy leader who epitomizes the Navy's Core Values and exhibits exemplary ethical behavior.
- Skilled in networking and possessing strong oral and written communication skills. A gifted negotiator who strengthens the chain of command.
- Trusted advocate for Sailors and an advisor to the Commander. Exhibits the strength of character to stand for what is right and provide the Commander the unvarnished truth. Strengthens the chain of command through behavior/actions.
- Intuitive and visionary. Participates in formulating and implementing policies concerning the morale, welfare, job satisfaction, discipline, utilization and training of enlisted personnel.

Warrant Officer Leader Development

The warrant officer provides our Navy with a vital and invaluable form of leadership. These officer technical specialists have earned special trust and confidence to direct the most difficult and exacting technical operations in a given occupational area.

W-2 to W-3. Trusted Technical Leader

- Recognized technical expert in his/her specialty; experienced role model.
- Displays values and sentiments articulated in the Oath of Office and Navy Core Values.
- Unwavering integrity; exhibits moral courage.
- Instinctive problem solver.
- Results-oriented leader; possesses a clear understanding of divisional and departmental responsibilities.
- Exercises sound judgment, relying heavily on experience to execute the division's role in meeting mission requirements.
- Trusted advisor; provides sound advice to Division Officers and Department Heads.

W-4. Technical Expert/Command Leader

- Exhibits a high degree of technical competence across a broad range.
- Poised and savvy leader; anticipates requirements and acts independently.
- Innovative problem solver who understands the intricacies of his/her systems and the role they play in successful completion of mission requirements.
- Experienced, knowledgeable, and successful in the technical development of senior enlisted sailors and junior officers.
- Develops and executes operational, maintenance, production and repair plans at the departmental and command level.
- Trusted advisor; provides sound advice and direction at the department head and command level.

W-5. Technical Expert/Community Leader

- Sets the standard for technical competence as the most senior/experienced specialist.
- Inspires trust and confidence. Leverages years of experience to serve as a strategic and mission oriented thinker capable of influencing command and Navy policy.
- Displays critical reasoning skills in problem solving, decision-making, and risk management.
- Sees and affects the bigger picture outside the command. Provides input and direction to community managers regarding specific needs of his/her designator, setting course and direction within their technical competency.
- Trusted advisor; provides sound advice and direction at the department, command, and community levels.

Officer Leader Development

<i>Outcomes Officer</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>
Foundational Elements	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
	Moral Character	Personal values consistent with Navy Core Values	Fosters ethical behavior in others	Moral arbiter for the command	Exemplar for the Navy
	Judgment	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
	Leadership	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

O-1 to O-2. Trusted leader.

- Understands the relationship and lives the values and sentiments articulated in the Oath of Office and Navy Core Values. Personal values are consistent with Navy Core Values.

- Sets a positive personal example by exhibiting truthful, ethical, and principled behavior on and off duty; impeccable military bearing.

- Exhibits an enthusiastic approach to leadership with good time management and planning skills.

- Understands the value of taking care of Sailors, exhibiting a strong sense of duty to subordinates. Invests considerable time in his/her Sailors' well-being, earning their trust, respect, and confidence.

- Promotes respect for every Sailor and values the diversity of all team members. Displays commitment to the naval profession by proactively taking responsibility for the welfare and character development of others.

- Inspires commitment in others by developing a sense of ownership in subordinates for the command's mission and its successful accomplishment. Fosters loyalty up and down the chain of command.

- A results-oriented and valued team leader who can make good decisions due to his/her skills in hazard awareness and risk assessment/management. Displays coolness and courage in stressful situations. Places the needs of the team and the Navy above his/her own needs.

- Practices sound judgment, imagination, and analytical ability in leading a division, enforcing rules, regulations and procedures, and managing equipment, personnel, and programs.
- Sharpens written and oral communication skills and actively takes steps to strengthen the chain of command by fostering effective two-way communications; a good listener.
- Understands the nature and purpose of war.

O-3 to O-4. Motivational leader.

- Effectively translates commanding officer's vision, intent and policies into action that enhances mission readiness and accomplishment.
- Forward-looking, innovative, and judicious approach to administration and management of personnel, equipment, and programs.
- Displays critical reasoning skills in problem solving, decision-making, and risk management.
- Anticipates requirements and acts independently.
- Exhibits a high degree of technical/tactical competence.
- Influential communicator, team builder and major contributor to unit cohesion and esprit de corps.
- Fosters ethical behavior in others by exercising morally responsible, credible leadership that is consistent with the Navy Core Values.
- Develops the full potential of his/her people through effective delegation of authority commensurate with the development level of the Sailor; and effective coach, counselor and mentor.
- Models high standards of performance through personal example, self-discipline and a commitment to self-improvement.
- Understands the science and art of war at the tactical level, and building a foundation for operational level knowledge.

O-5 to O-6. Inspirational leader.

- A gifted communicator who inspires a shared vision within the command, by providing purpose, direction and motivation.
- 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.
- Effective in leading up tactfully, confidently and with cooperative abilities.

Flag Officer. Visionary leader.

- Guardian of Navy Core Values and steward of the naval profession whose behavior, actions, decisions and communication serve as an exemplar for the Navy.
- Personifies the highest standards of the service, exhibiting strength, determination, and dignity.
- Exercises audacity and brilliance in conceptualizing, articulating and executing a plan of action.
- Embraces a forward thinking, strategic perspective in grasping the significance of required decisions. Adept at crafting and updating Commander's Intent.
- Understands the mission requirements of subordinate commanders and empowers them to act with authority within the guidance of his/her published intent.
- Displays adaptability and flexibility in the application of operational doctrine to adjust the battle rhythm aggressively in a dynamic operational environment.
- Conveys concise and unambiguous orders to subordinate commanders to facilitate the conduct of their mission.
- Acts as a conduit for information up and down the chain of command to enhance the speed of decision making of superior and subordinate commanders.
- Applies resources effectively and efficiently to ensure mission accomplishment with minimal loss of equipment and personnel.