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NAVY LEADERSHIP FRAMEWORK



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FRAMEWORK





Foreword

The Royal Australian Navy Leadership Framework relates to all Navy people and establishes that, regardless of rank or gender, leadership is a matter of integrity. Fundamentally, leadership is about 'Be'-ing the example, 'Know'-ing the skills, 'Do'-ing our best, and ultimately in 'Achieve'-ing desired outcomes.

No-one is a leader by accident, we must work hard to develop and to progress as leaders, and we must aspire to shape the Navy culture by the quality of the leadership example we set. My expectation is that we will all work hard to exemplify Navy values and to become accomplished in the practice of leadership.

My aspiration is that we will share in the achievement of a New Generation Navy, which is renowned for principled leaders who balance performance and people in a professional manner.

A handwritten signature in green ink, reading "R.H. Crane", with a long horizontal line extending to the right.

R.H. CRANE, AM, CSM
Vice Admiral
Chief of Navy
Aug 2009

Introduction

Leadership is the privilege and obligation shared equally by every person serving in Australia's Navy. It finds expression in our being, knowing, doing and ultimately, achieving. Navy's leaders must display consistent moral courage, ethical behaviour and loyalty. They must be able to balance performance and people in a professional manner, and they must be able to effectively influence across Navy and beyond. They must lead by example in living Navy's signature behaviours.

Navy's leadership philosophy is described in the BE, KNOW, DO, ACHIEVE Framework depicted on the following pages and summarised below.

BE Character describes a person's inner strength; it is the BE of the Navy Leadership Framework. Character helps us to know what is right and to link that knowledge to action. The Navy values are the foundation stones upon which our individual characters must be built. Understanding Navy's values is only the first step. We must each embrace and internalise these values, reflecting them in everything we do. If our personal values are not aligned with the Navy values, then our whole leadership concept becomes a hollow shell that sends the message that this 'values stuff' is all just talk.

KNOW A leader must have a certain level of knowledge to be competent. This is the KNOW component of the Navy Leadership Framework. That knowledge is spread across five domains. First and foremost a leader must have self awareness – understanding one's own thinking and behavioural styles, and the impact of these on others. Leaders must also develop interpersonal skills – that is, knowledge of people and how to work with them. Leaders must have conceptual skills – the ability to understand and apply guidance, doctrine and other ideas required to do one's job. Leaders must have specialist skills – that is, mastery of technical skills as applicable to one's role and the operating environment. Finally, leaders must master decision making skills – the ability to make the right decisions concerning the employment of people and equipment under all conditions.

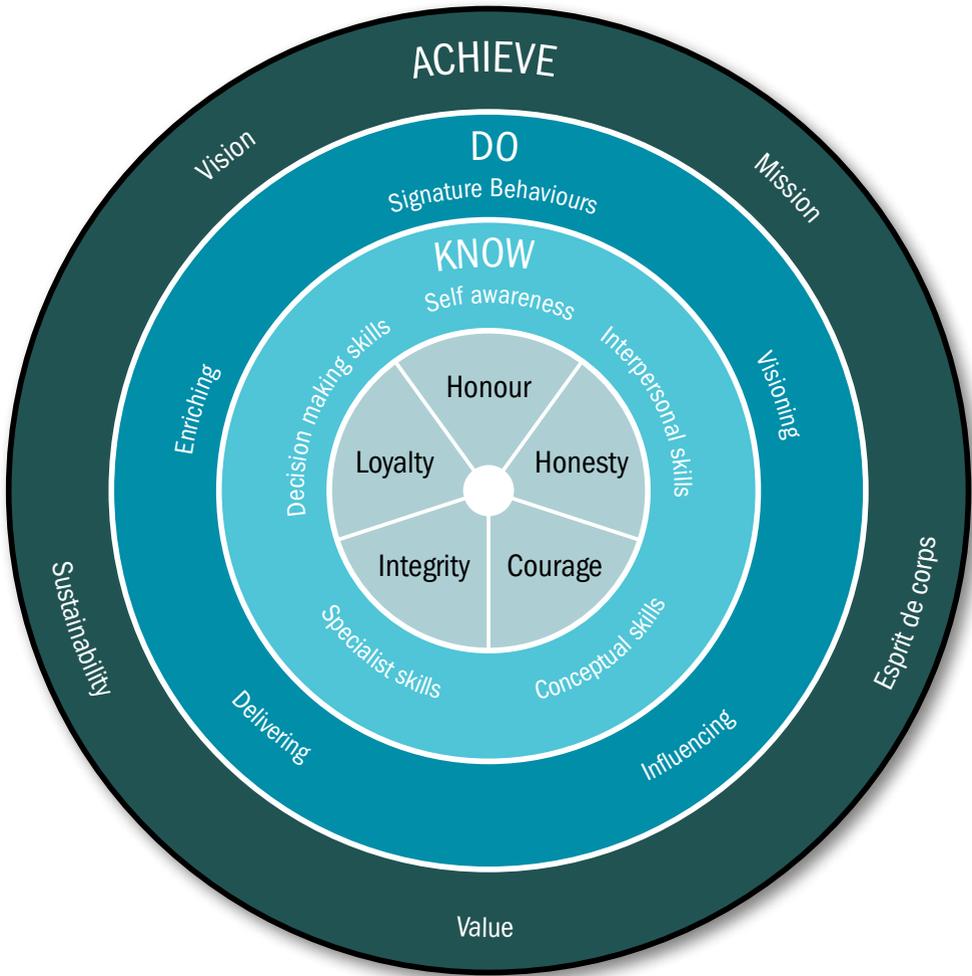
DO

There are five key things that leaders must DO in the Navy Leadership Framework. Firstly, they must enact Navy's Signature Behaviours. It is through the Signature Behaviours that we demonstrate attention to people, performance and professionalism. Leaders must engage in visioning; seeing and creating the future, providing direction, giving people a sense of purpose and motivating them to commit and achieve. Leaders must be able to exert influence. Influencing means building collaborative relationships with others; creating rapport at many levels across the organisation and beyond. Leaders must be able to deliver; turning ideas into outcomes. Finally, leaders must be able to enrich the organisation; developing, encouraging, nurturing and building the capacity of others.

ACHIEVE

Achievement is the outcome of our BE-ing, KNOW-ing and DO-ing. If we individually pay attention to these components of the Navy Leadership Framework, then collectively, the outcomes we achieve will include attainment of Navy's Mission and Vision, the Esprit that underpins our fighting spirit, our perceived Value in terms of our public accountability, and our Sustainability in terms of being positioned for future success.

The following pages provide further detail on these components.



Be

Honour	Honour is the fundamental value on which the Navy's and each person's reputation depends. Honour reflects our moral and ethical standards. It demands strength of will, and inspires physical effort and selfless service. Honour guides our actions in a way explicit rules cannot; it shapes our conscience and determines our notions of pride, self-respect and shame.
Honesty	Honesty is always being true to ourselves, our shipmates and our colleagues. Honesty demands we face our shortcomings. We must be open and upfront with each other and ourselves. Honesty drives personal and professional growth. A lack of honesty hinders improvement, allows incompetence to be swept under the carpet and encourages failings to be ignored. Honesty enables us to serve with a clear conscience, sincerity and selflessness.
Courage	Courage is the strength of character to do what is right in the face of adversity. Courage demands unwavering obedience to moral principles. Courage drives responsibility, humility and personal example. No amount of education or experience can overcome a deficiency of courage.
Integrity	Integrity is being committed to always doing what is right, no matter what the consequences. Integrity is unforgiving: if it's not right, don't do it - if it's not true, don't say it. Our integrity defines our moral power and underpins our fighting spirit. As people of integrity we confront and overcome wrong, regardless of personal cost.
Loyalty	Loyalty is being committed to each other and to our duty of service to Australia. Loyalty is a reciprocal obligation of our shared and mutual commitments to each other and to the nation. It requires we acknowledge commendable effort and that we accept responsibility and accountability for our actions and for those of our subordinates.

Know

Self awareness

Self awareness is understanding one's own thinking and behavioural styles, and the impact of these on others.

It includes:

- Being receptive, and open to environment and colleagues
- Understanding the thinking that drives own behaviour
- Being willing to pursue self-development and being aware of own strengths and weaknesses
- Awareness of the impact of own behaviour on others
- Understanding how to adapt behaviour

Interpersonal skills

Interpersonal skills are knowledge of people and how to work with them to achieve productive relationships.

These include:

- Being professional, approachable and empathetic
- Appreciating diversity and individuality
- Enabling collegial and respectful working relationships
- Understanding formal and informal social and cultural structures
- Stimulating others intellectually
- Communicating effectively

<p>Conceptual skills</p>	<p>Conceptual skills are the ability to understand and apply guidance, doctrine and other ideas required to do one's job.</p> <p>These include:</p> <ul style="list-style-type: none"> · Imagination and creativity · Understanding reasons, causes and effects · Drawing ideas together and building meaningful connections between concepts · Challenging the way we think
<p>Specialist skills</p>	<p>Specialist skills are the mastery of technical skills as applicable to one's role and the operating environment.</p> <p>These include:</p> <ul style="list-style-type: none"> · Being clear about one's role · Understanding environment and context · Applying relevant knowledge and skills for the context and environment
<p>Decision making skills</p>	<p>Decision making skills are the ability to make the right decisions concerning the employment of people and equipment under all conditions.</p> <p>These include:</p> <ul style="list-style-type: none"> · Making considered decisions - based on a critical appreciation of facts and consequences · Informing decisions with theoretical knowledge and applied experience · Making decisions that are definite, measured and timely · Making decisions that reflect principles and values · Making decisions that enable responsible consent · Making decisions that enable actions

Do

Signature Behaviours

The Signature Behaviours are how we demonstrate attention to people, performance and professionalism.

The Navy Signature Behaviours are:

- Respect the contribution of every individual
- Promote the wellbeing and development of all Navy people
- Communicate well and regularly
- Challenge and innovate
- Be cost conscious
- Fix problems, take action
- Drive decision making down
- Strengthen relationships across and beyond Navy
- Be the best I can
- Make Navy proud, make Australia proud

Visioning

Visioning is seeing and creating the future; providing direction, giving people a sense of purpose and motivating them to commit and achieve.

It includes:

- Creating and articulating a compelling vision
- Creating inspiring and sometimes unconventional pathways to success
- Creating a shared sense of moral purpose
- Creating an environment for strategic thought and innovation
- Providing meaning and challenge to others' work

<p>Influencing</p>	<p>Influencing is building collaborative relationships with others; creating rapport at many levels across the organisation and beyond.</p> <p>It includes:</p> <ul style="list-style-type: none"> · Listening, understanding and adapting to the audience · Building rapport, cooperation and partnerships · Inspiring trust – creating a frank and fearless environment · Encouraging the exposure of issues and challenges, negotiating their resolution · Being politically astute
<p>Delivering</p>	<p>Delivering is turning ideas into outcomes.</p> <p>It includes:</p> <ul style="list-style-type: none"> · Driving ideas towards accomplishments · Providing clarity, establishing direction, and determining measures of success · Taking ownership of actions · Showing stamina, resolve and resilience
<p>Enriching</p>	<p>Enriching is developing others; encouraging, nurturing and building the capacity of others.</p> <p>It includes:</p> <ul style="list-style-type: none"> · Building a climate of engagement · Building a leadership culture · Acknowledging and cultivating the potential of others · Anticipating future needs and ensuring requisite skills and resources · Building organisational adaptability and agility · Using lessons from the past to inform the future

Achieve

Vision	Navy's vision is an Australian Navy renowned for excellence in service to the nation.
Mission	Navy's mission is to fight and win in the maritime environment.
Esprit de Corps	<p>Esprit de corps is camaraderie, mateship and a sense of belonging.</p> <p>It includes:</p> <ul style="list-style-type: none">· A fighting spirit· Inspiration through honourable leadership· Commitment to a shared purpose· Service with pride· A shared appreciation of Navy's heritage and traditions
Value	<p>Value is the foundation for public accountability.</p> <p>It includes being valued:</p> <ul style="list-style-type: none">· As an integral element of national power· For prudent financial management· For delivering quality outcomes· As a responsible steward of assets entrusted to Navy's care· For efficient and effective use of Navy's resources
Sustainability	<p>Sustainability is being positioned for enduring success.</p> <p>It includes being:</p> <ul style="list-style-type: none">· Strategically focussed· Appropriately funded and resourced· Fully manned and fully utilised· Professionally capable and properly trained· Accountable for the responsible use of Navy's assets· Recognised as an organisation of exemplary reputation