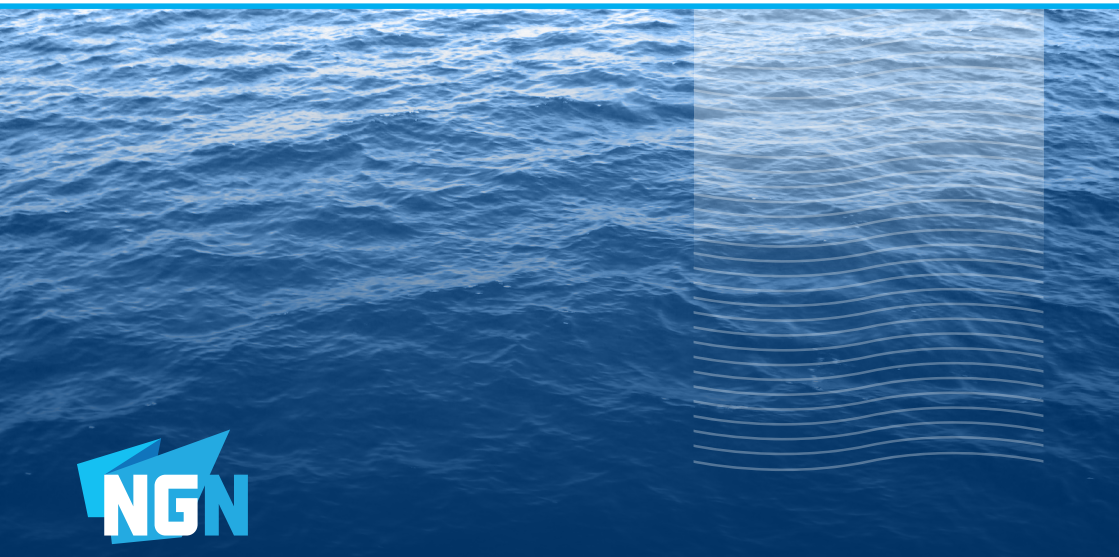




# NEXT GENERATION NAVY 2024-2027

Achieving Our Mission: With and Through Our People



---

**OUR VALUES**

SERVICE

COURAGE

RESPECT

INTEGRITY

EXCELLENCE

Acknowledgement of Country:

Navy acknowledges the Traditional Custodians of the land and waters throughout Australia and pay our respects to their Elders past, present and emerging. Navy also honours and respects the Aboriginal and Torres Strait Islander peoples who have contributed to the defence of Australia in times of peace and war.



About the Artwork:

---

“Together as One” by LSATA Brianna Briscoe was the winning artwork for the Navy Indigenous Artwork competition for 2023. The “I n 7” symbols around the meeting place in the centre represent the men, as the “I” represents the spear, the “n” represents the man and the “7” represents the number seven boomerang. The “I n O” symbol signifies the women, as the “I” signifies the digging stick, the “n” signifies the woman and the “O” signifies the coolamon.

LS Briscoe is a proud Anmatyerr woman from Anmatyerr Country, centred 200km north of Alice Springs.



# MESSAGE FROM THE CHIEF OF NAVY

The character, quality and performance of our sailors and officers determines our reputation and our potential as a High Performing Navy. It also reflects our cultural investment and development over many years. This is an ongoing journey that never ends because our crews and teams are always changing.

In this context, we must continue to strive to create the right environment for our People to thrive; to not only reach their potential but to become more than they thought they could be. That environment is enabled by a culture based upon common values and behaviours across our Navy and a shared commitment to excellence. It is a culture brought to life through our actions; it inspires and enables mastery, and it is based on trust.

At its core, the Naval enterprise is a human endeavour and trust is the fundamental building block of high functioning teams. This is the foundation of NGN, and assists us to achieve our mission – *with and through our People*.

High functioning teams must be enabled by our Leaders at every level of our Navy. Leaders that understand what their teams need to achieve to meet the expectations of our fellow Australians. Leaders who know themselves and their teams well enough to get them there, time and time again. Leaders who are trusted for their character, and their professional mastery. Leaders, focused on building resilient mariners and who lead with dignity, respect and modesty.

My responsibility is to provide the environment and the tools to enable *our People, our Teams and our Leaders*. NGN is a vehicle to do exactly that.

NGN 2024 – 2027 aims to focus our effort where it is most needed. It leverages our existing programs and seeks to reach more of our People. It recognises that it is the behaviours in each unit and work centre that drive our organisation, and that behaviours can be positively impacted by all team members owning the challenge. NGN is focusing investment in our Leaders who are at the deck plates across Navy seeking to better equip and enable them to lead, coach, mentor and inspire every day.

You are the key to our future success, and the environment you create is the single most important factor in determining our mission readiness and inspiring our People to continue to serve – because of what we do, and how we do it. I commend NGN 2024-2027 to you; with a challenge to think about what you can do to make a difference, today.

**MD Hammond, AO**

VADM, RAN

Chief of Navy

07 November 2023



# THE NGN VISION

Founded on our Values and supported by Our Behaviours, all Navy People are invested in how we achieve our mission, through:

**Our People** – Who are empowered to understand themselves and others, through a social mastery growth mindset, and they understand their contribution to the Navy mission, with a shared purpose, pride and commitment.

**Our Teams** – Who are focused on deliberately building a positive culture through their relationships, taking positive actions to build a lethal fighting force, together.

**Our Leaders** – Who inspire, guide and empower, and are committed to building an environment where our People and our Teams can thrive and not only reach their potential, but be more than they ever thought they could be.



# NEXT GENERATION NAVY –

## *An eye on the past to shape the Future*

NGN has been the foundation of Navy’s social and cultural transformation for over 14 years. We have invested in our People and set the expectation to help them understand Our Values and Our Behaviours. Our Navy culture continues to evolve; there will always be a “Next”.

Navy’s history of social and cultural transformation has shown:

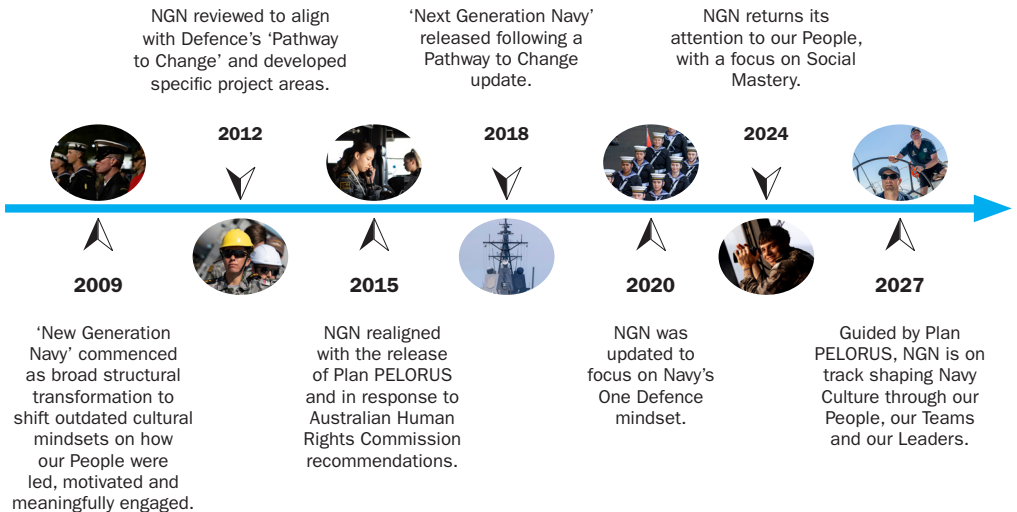
**Our People** – The positive way we treat one another builds strong results long-term.

**Our Teams** – A focus on effective teamwork and psychological safety builds trust and leads to high-functioning micro-cultures.

**Our Leaders** – Authentic leadership promotes the emotional connections vital to enabling and empowering our People and our Teams.

## NGN

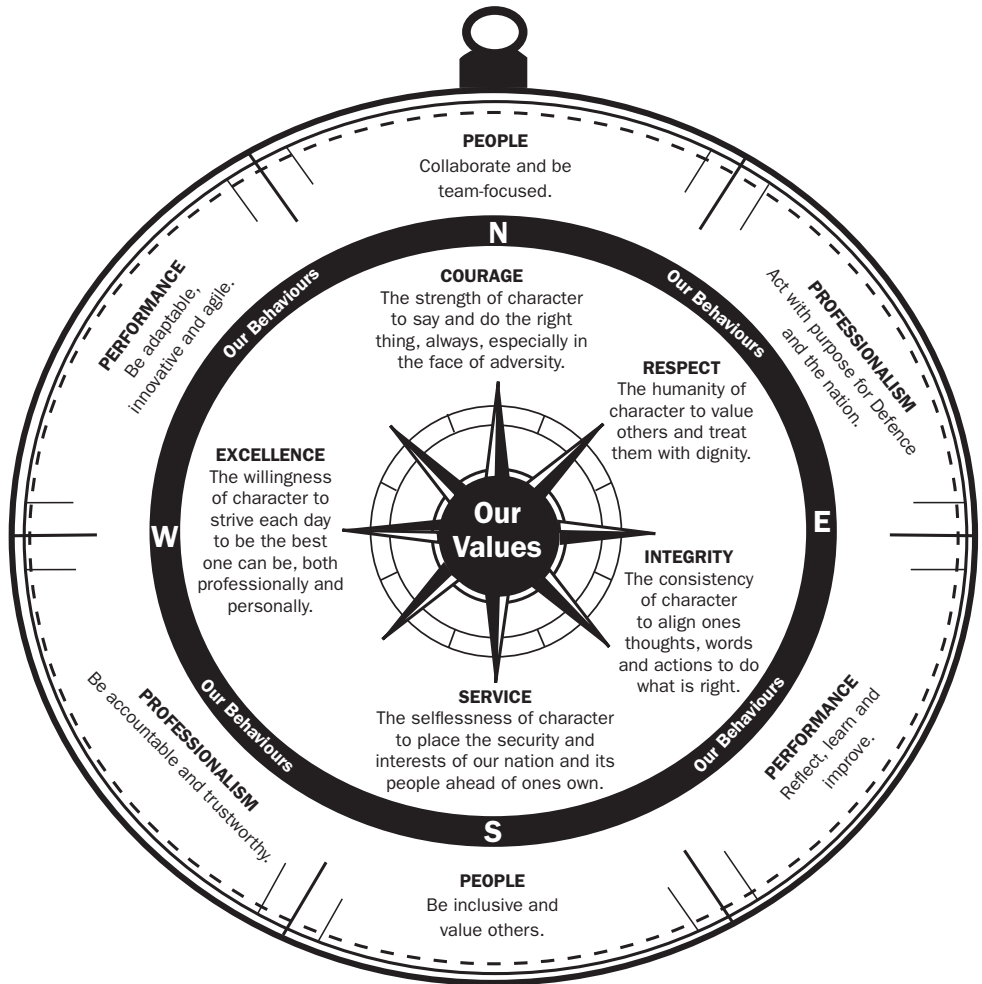
### Navy’s Ongoing and Enduring Cultural Transformation Program



# OUR VALUES AND OUR BEHAVIOURS

Our Values and Our Behaviours are at the core of NGN, ethical leadership and our profession of arms. Importantly, they provide a compass for our People, our Teams and our Leaders.

Through the effective application, encouragement and honest reporting of Social Mastery, our People will continue to embed and live Our Values and Our Behaviours in everything they do every day.



# NGN AND THE DEFENCE CULTURE BLUEPRINT -WORKING TOGETHER

The Defence Culture Blueprint (DCB) is our Defence-wide culture program, providing guidance to all Groups and Services. NGN is aligned with the DCB as we deliver a future-focused program that recognises the important role of culture in strengthening our ability to deliver our Joint Mission.



Adopting a single enterprise approach to culture – One Defence – recognises Navy’s interdependencies with other organisations and communities, aligns our governance and strengthens our ability to work effectively for our national goals.

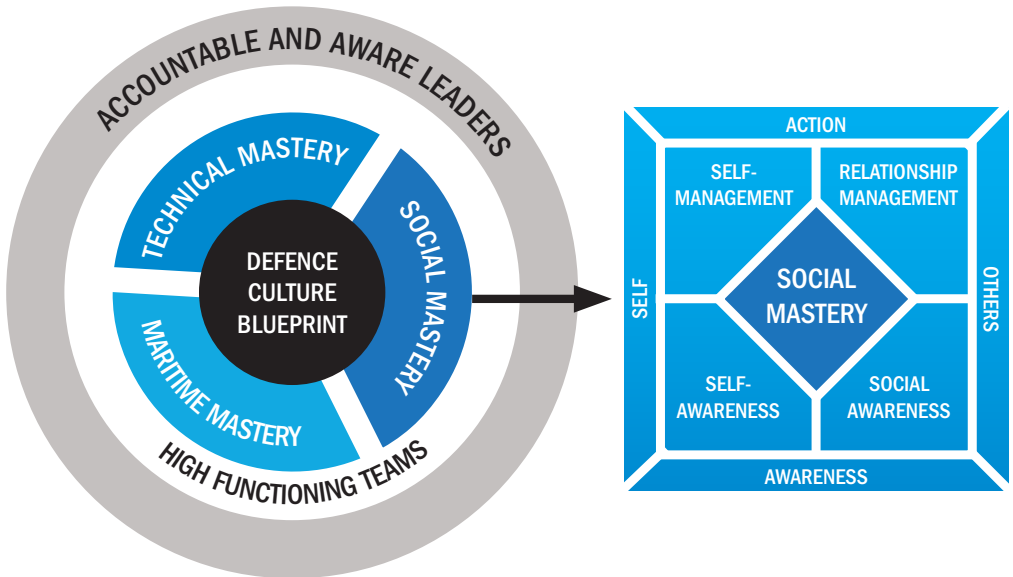
The DCB Framework shows the key components that shape our culture. With Our Values and Our Behaviours as the foundation, NGN will align its programs and initiatives with the Framework’s six cultural components.

# NGN'S ALIGNMENT WITH THE DEFENCE CULTURE BLUEPRINT

Plan PELORUS requires Navy to be ready to conduct sustained high-end combat operations as part of the Joint Integrated Force. This end state necessitates motivated and energised Maritime and Technical master, who operate as High Functioning Teams inside the Navy Mastery Model.

The environment in which this needs to occur can be characterised as uncertain, underpinned by a deteriorating geostrategic environment with reduced lead time for transition to crisis or conflict. To succeed in this environment, Maritime and Technical skills are not enough.

Social Mastery is therefore the foundation of the Navy Mastery Model and is critical to enabling individuals and teams to thrive in uncertainty, to increase individual and team performance when it is needed, and to sustain that effort over a protracted and uncertain period.



Navy has many programs and initiatives that directly support our Navy People's Social Mastery journey throughout their career. These reinforce and strengthen the DCB's vision of creating a culture that values Our People and serves to defend Australia:



# NGN'S FOCUS 2024-2027

## *Our People and our Programs*

NGN will help deliver a Navy that is achieving Maritime and Joint Integrated Outcomes in a productive and positive manner; not at our People's expense:

**Our People** – Growing in Social Mastery. You will better understand yourself and your impact on your team and learn the importance of developing a growth mindset and our shared purpose.

### *Building on Yourself*

**Our Teams** – aided by structured and resourced leadership programs, forums and workshops, as well as mentoring and coaching. The RAN Divisional System provides the framework necessary for our People to grow. Regular communication, teamwork and leadership reinforce how our individual roles contribute to Navy's mission, developing role clarity, empowerment and job engagement.

### *Investing in Your Team*

**Our Leaders** – committed to positive culture change, setting clear expectations for behaviours, promoting open communication and displaying personal accountability and transparency.

### *Recognising our Outstanding People and their Behaviours*



# MICRO-CULTURES - YOUR INDIVIDUAL AND TEAM'S GROWTH

The Social Mastery system promotes desirable individual and team behaviours: doing the right thing, treating one another with respect, using effective and constructive communication and upholding Navy's reputation.

To date, NGN's culture programs have concentrated on Navy's broader culture requirements; our overarching behaviours and expectations. NGN Strategy 2024-2027 is focused on Navy's micro-cultures; our "teams-within-teams" – whether a Bosun's department, a galley team or an ET workshop, a FLSE or a team working at Fleet HQ or in Canberra, the concepts are the same with Navy people applying Social Mastery skills throughout their career.

Culture is built each day as we work alongside and interact with one another, those within our team and between different teams. It is through our High Functioning Teams Framework that we enhance micro-cultures that demonstrate honest and transparent communication, mutual respect, and trust across all ranks – consistent with a culture across Navy and Defence that sets conditions for you to thrive, not simply survive.

	FOUNDATION	INTERMEDIATE	ADVANCED	MASTER
	Being part of a team	Achieving with the team	Leading the team	Leading teams of teams
Relationship Management Communicating collaborating	Listens without interrupting Chooses appropriate words and ways of communicating	Accepts constructive and honest feedback Maintains effective relationships with the team	Provides constructive and honest feedback Deals positively with issues to maintain team cohesion	Engages genuinely and with credibility at all levels Sets and explains the shared vision and purpose
Self-management Regulating emotions Adapting to change	Controls emotional responses Controls behaviour towards others	Remains calm when challenged Is inclusive and open to others	Manages own energy and creativity Invests time in developing self and others	Focusses own energy and presence for deliberate effect Invests time in developing leaders
Social awareness Understanding others Fitting in	Engages fairly with team members Shows respect for others	Encourages others to contribute Supports the team leader	Harnesses the mix of skills and abilities of the team Trusts the team to deliver	Unites across team boundaries Builds networks based on trust
Self-awareness In touch with own emotions Working towards goals	Aware of own emotions and mental state Aware of personal expectations and goals	Balances thoughts with feelings before responding Balances team goals with personal expectations	Is accountable to the team and self Sets realistic goals for self as part of the team	Sets and exemplifies the shared values Celebrates team wins, shares the lessons learned

Progression through the levels is independent of rank as our People strive for Mastery.

# NGN – HERE TO STAY, INVESTING IN OUR PEOPLE

## *Evolving to support our People and our Mission*

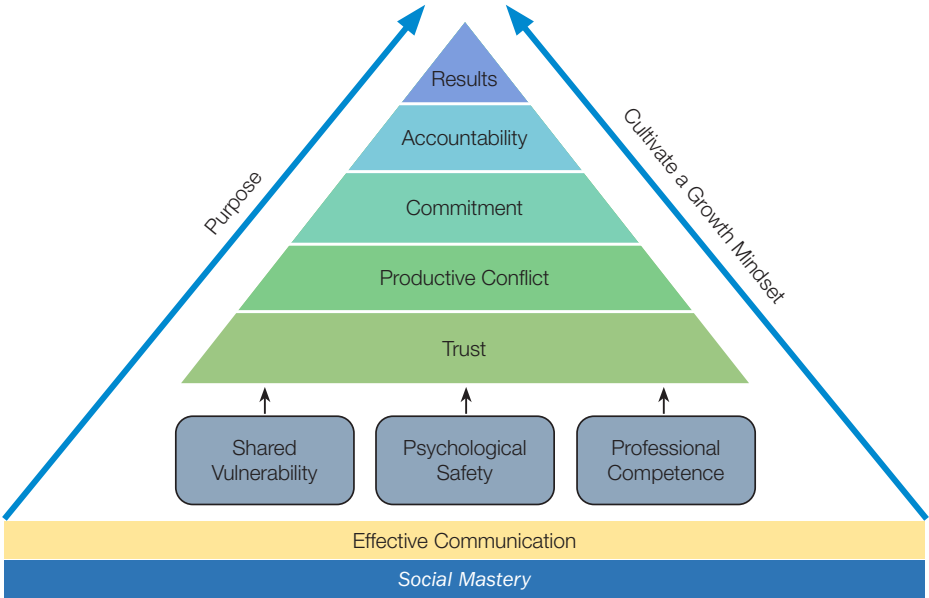
NGN was developed to support Navy's structural and cultural needs.

Aligned with the DCB and infused with the Social Mastery ethos, NGN provides contemporary and practical ways to support leadership at every level in our evolving and demanding geopolitical environment.

Our Navy culture is everyone's responsibility, and is the key to our current and future success.



# HIGH - FUNCTIONING TEAM FRAMEWORK



The High Functioning Team Framework is based on work by prominent researchers and organisational development experts, and builds on skills developed from Social Mastery to provide our People and our Teams with tools to develop together.



For more information, visit the DNC Internet site.



