

# The Navy Leader Development Outcomes Wheel Book

These Navy leader development outcomes are the baseline character attributes, behaviors, and skills expected of you as a Navy leader as the scope of your responsibility grows throughout your career. The outcomes build over time and are designed to be both inspirational and aspirational as you advance in the Navy.

This Wheel Book is a tool for you to use for your own development as well as a guide to use for the development of those you lead. Space has been provided for you to set both personal and professional goals that will help you attain these outcomes.

Work on attaining these outcomes by taking advantage of opportunities that include Navy education, training courses, assignment experiences, and personal-development activities.

Don't be limited by what is expected of you at your current development level. Look up to what is going to be expected of you in the future.

Your commitment to attaining these outcomes will strengthen you as a leader of character and will enhance the mission effectiveness of our great Navy.

Now turn to.

## 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; 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.
- 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.
- Is 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 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.
- Rapidly develops professional skills associated with his/her designator, achieves technical/tactical qualification, and progressively requires less supervision.
- 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-1 to O-2 Trusted Leader

### Personal Goals

### Professional Goals

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## O-3 to O-4 Motivational Leader

- Effectively translates commanding officer's vision and policies into action that enhances mission readiness and accomplishment.
- Displays forward-looking and innovative approach to departmental 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.
- Is an 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 is 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.

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## O-5 to O-6 Inspirational Leader

- Is 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.
- Is a self-aware, innovative critical thinker, and skilled joint warfighter.
- Is effective in leading up tactfully, confidently, and with cooperative abilities.

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## Flag Officer Visionary Leader

- Is a guardian of Navy Core Values and steward of the Navy 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.
- Designs appropriate command and control architecture and communications procedures to facilitate the exercise of command in battle.
- 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.

## Flag Officer Visionary Leader

### Personal Goals

### Professional Goals