

Surface Navy Association  
“USFF Update”  
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{Darwin Quote Slide}

THANK YOU, GOOD AFTERNOON, IT’S A REAL PRIVILEGE TO  
BE HERE WITH YOU TODAY TO ADDRESS THIS COMMUNITY,  
MY COMMUNITY, AND SHARE MY THOUGHTS ON SUBJECTS I  
BELIEVE TO BE OF SIGNIFICANT IMPORTANCE TO ALL OF US.  
AS THE OFFICIAL “OLD SALT,” YOU OF COURSE  
UNDERSTAND THAT WHAT I SAY IS NOW TO BE CONSIDERED  
GOSPEL – I AM THE BURNING BUSH!

SERIOUSLY, I AM VERY HONORED AND PRIVILEGED TO  
HAVE SERVED AS LONG AS I HAVE AND TO HAVE THE  
OPPORTUNITY TO SPEAK WITH YOU TODAY.

FOR THOSE OF YOU WHO HAVE ATTENDED THIS EVENT THE PAST FEW YEARS, YOU MIGHT REMEMBER THAT MY FIRST ADDRESS WAS ABOUT THE IMPORTANCE OF OUR SURFACE FORCE'S ABILITY TO RAPIDLY ADAPT TO OUR CHANGING OPERATIONAL AND FISCAL ENVIRONMENT.

IF YOU RECALL, FRANK HOFFMAN'S TERM "HYBRID WARFARE" WAS THEN IN VOGUE; IT WAS, AND REMAINS, A GREAT CONCEPT WHICH SUCCINCTLY FRAMED OUR NEED TO UNDERSTAND AND RAPIDLY ADAPT TO A CHAOTIC, COMPLEX, AND EVER-CHANGING STRATEGIC AND OPERATIONAL ENVIRONMENT – EXACTLY WHAT WE HAVE TODAY.

THIS ESSENTIAL FACT, THE ABSOLUTE IMPERATIVE OF ADAPTATION, HASN'T CHANGED. THERE ARE MANY EXAMPLES, ESPECIALLY IN THE CORPORATE WORLD, WHERE THE INABILITY TO ADAPT CARRIES DIRE CONSEQUENCES.

{1957 BEL AIR & 1958 PICTURE OF SEARS}

FOR EXAMPLE, I REMEMBER WHEN I WAS A YOUNG KID GROWING UP IN BALTIMORE WHEN ONE OF THE NEIGHBORHOOD DADS BOUGHT A NEW CAR FOR HIS DAUGHTER'S HIGH SCHOOL GRADUATION. THIS WAS A TRUE NEIGHBORHOOD EVENT - TO WALK OVER TO THE MILLER'S DRIVEWAY AND ADMIRE ELSIE'S NEW CANYON CORAL, 1957 CHEVY BEL AIR – A TRULY BEAUTIFUL CAR! THE BEST ANYWHERE IN THE KNOWN UNIVERSE!

NOW THIS WAS THE HEYDAY OF GENERAL MOTORS, AND WHEN A FAMILY BOUGHT ONE OF THEIR MARQUEE VEHICLES, IT WAS A TIME FOR THE NEIGHBORHOOD TO CELEBRATE. THIS CAR REPRESENTED EVERYTHING WE BELIEVED IN AND EVERYTHING THAT WAS GREAT ABOUT AMERICA.

WHEN WAS THE LAST TIME WE FELT THAT WAY ABOUT ANYTHING THAT CAME OUT OF DETROIT? SINCE 1955, GENERAL MOTORS HAS SOUGHT BANKRUPTCY PROTECTION AND SEEN THEIR SHARE OF THE U.S. CAR MARKET FALL FROM 50% TO ABOUT 15%. THEIR CARS HAVE COMPLETELY AND UTTERLY LOST THAT MARQUEE APPEAL...I DRIVE A SUBARU! WHAT HAPPENED?

ANOTHER EXAMPLE THAT DRIVES HOME THE IMPORTANCE OF ADAPTATION OCCURRED JUST A FEW WEEKS AGO WHEN SEARS MADE THE ANNOUNCEMENT THAT THEY WOULD BE FORCED TO CLOSE 120 STORES ACROSS THE COUNTRY. 50 YEARS AGO, THE PRODUCTS THESE COMPANIES PRODUCED WERE ICONIC AMERICA – WHAT HAPPENED?

THE COMMON ISSUE BETWEEN GM AND SEARS IS THAT THEY WERE UNABLE TO ADAPT TO THE CHANGING ECONOMIC ENVIRONMENT BETWEEN 1958 AND TODAY.

DURING THAT SAME PERIOD OF TIME, IBM – A COMPANY THAT EVOLVED IN THE FAR MORE FLUID AND RAPIDLY CHANGING ENVIRONMENT OF INFORMATION AND TECHNOLOGY HAS NOT JUST SURVIVED, BUT THRIVED.

BUT TO ACCOMPLISH SUCH LONGEVITY, IBM ALSO HAD TO REINVENT ITSELF MULTIPLE TIMES RECOVERING FROM NEAR-DEATH EXPERIENCES TO MEET THE DEMANDS OF THE TIMES.

WHY DO I BRING THIS UP? BECAUSE OUR NAVY HAS BEEN FORCED TO RAPIDLY AND SIGNIFICANTLY ADAPT OVER OUR 236 YEAR HISTORY. AND WHEN WE HAVEN'T ADAPTED, THE RESULTS HAVE BEEN DEVASTATING AND DEADLY. FAR MORE DESTRUCTIVE THAN THE LOSS OF A BUSINESS.

[SLIDE OF SAVO Island]

THINK ABOUT GUADALCANAL WHEN OUR NAVY FACED AN EXTRAORDINARILY COMPLEX WARFIGHTING CHALLENGE IN THE LITTORALS IN THE SOLOMONS ISLAND CHAIN IN THE SOUTHWEST PACIFIC.

THE ACTIONS OF THE AMERICAN COMMANDERS WERE POORLY COORDINATED AND NOTHING IN THEIR TRAINING BEFORE THE WAR PREPARED THEM FOR THE REALITY OF NAVAL COMBAT AS PRACTICED BY THE JAPANESE. BY THE END OF THE FIRST BATTLE OF SAVO ISLAND, THE JAPANESE WOULD SINK FOUR ALLIED CRUISERS – THE CANBERRA, VINCENNES, ASTORIA AND QUINCY –SERIOUSLY DAMAGE A NUMBER OF DESTROYERS, AND KILL OVER 1,000 SAILORS. CONVERSELY, FIVE JAPANESE SHIPS ARE SLIGHTLY DAMAGED WITH LESS THAN 100 KILLED.

IN LESS THAN ONE HOUR THE JAPANESE INFLICTED THE WORST DEFEAT AT SEA THE U.S. NAVY HAS EVER EXPERIENCED. THE SIGNIFICANT FAILURE THAT ACCOMPANIES CONFIDENCE WITHOUT READINESS, REDUCED STANDARDS, AND MOST IMPORTANTLY, A FATAL LETHARGY OF THE MIND – A FAILURE TO ADAPT TO THE GRIM REALITY THE ENEMY BRINGS WITH HIM.

[SLIDE OF 20S WARGAME AT NAVAL WAR COLLEGE]

BUT THERE ARE ALSO GREAT EXAMPLES IN OUR HISTORY OF WHERE WE DID LOOK WAY DOWN RANGE, AND WE DID THE CRITICAL THINKING NECESSARY TO PREPARE THE NAVY AND MARINE CORPS FOR A CHALLENGING AND DANGEROUS FUTURE. WILLIAMSON MURRAY, IN HIS BOOK “MILITARY ADAPTATION IN WAR” WRITES ABOUT THE PERIOD OF THE GREATEST AND MOST SIGNIFICANT INNOVATION FOR OUR NAVY AND MARINE CORPS DURING THE INTER-WAR PERIOD BETWEEN WORLD WAR I AND WORLD WAR II.

MURRAY WRITES, “HERE THE U.S. NAVY AND THE U.S. MARINE CORPS DISPLAYED A WILLINGNESS TO INNOVATE THAT WAS TRULY EXTRAORDINARY. WAR GAMING AT THE NAVAL WAR COLLEGE IN NEWPORT IN THE EARLY 1920S PROVIDED THE KEY INSIGHTS INTO THE POTENTIAL THAT THE AIRCRAFT CARRIER MIGHT POSSESS AT A TIME WHEN THE NAVY DID NOT POSSESS A SINGLE CARRIER.”

“THE INNOVATORS IN THE NAVY THEN TRANSLATED THOSE CONCEPTUAL INSIGHTS INTO ACTUAL CAPABILITIES THROUGH EXPERIMENTS ON BOARD THE FIRST CARRIERS, FLEET EXERCISES, ADDITIONAL WAR GAMES, AND CONSISTENT, INTELLIGENT DEBATE.”

MURRAY GOES ON TO WRITE, “SIMILARLY, IN 1931, THE MARINES TOOK THEIR ENTIRE EDUCATIONAL SYSTEM AND CONCENTRATED SOLELY ON THE DEVELOPMENT OF A DOCTRINE FOR AMPHIBIOUS WAR, AT A TIME WHEN VIRTUALLY THE REST OF THE WORLD’S MILITARY ORGANIZATIONS HAD FLATLY REJECTED THE UTILITY AS WELL AS THE POSSIBILITY OF MAJOR AMPHIBIOUS OPERATIONS IN FUTURE WARFARE.”

“THE POINT HERE IS THAT THE INTELLECTUAL CAPITAL CREATED WITHIN THE OFFICER CORPS OF THE NAVY AND THE MARINE CORPS WOULD GO FAR IN FURTHERING THE ADAPTATIONS THAT ALLOWED THE WESTERN POWERS TO RETURN TO THE EUROPEAN CONTINENT AND CAPTURE THE ISLAND BASES THAT LED TO THE DEFEAT OF IMPERIAL JAPAN.”

{STAY EXPEDITIONARY SLIDE}

SPEAKING OF THE MARINE CORPS, IN A FEW WEEKS WE WILL CONDUCT THE LARGEST AMPHIBIOUS EXERCISE IN OVER A DECADE ON THE EAST COAST WITH BOLD ALLIGATOR 2012. AT ITS CORE, BA12 IS A TRAINING EXERCISE TO ENSURE THAT THE FORCES PRESENTLY ASSIGNED TO USFF AND MARINE CORPS FORCES COMMAND HAVE THE ABILITY TO PLAN AND EXECUTE SIGNIFICANT EXPEDITIONARY OPERATIONS WHICH WE ARE EXPECTED TO BE ABLE TO DO WITH THE FORCES WE HAVE TODAY.

LOOKING TOWARDS THE FUTURE, AS WE CONTINUE TO DEAL WITH OUR ECONOMIC SITUATION AT HOME AND OUR COMPLEX AND RAPIDLY CHANGING OPERATIONAL ENVIRONMENT, WE MUST, REPEAT MUST, REINVIGORATE THE HISTORICALLY STRONG PARTNERSHIP BETWEEN THE UNITED STATES NAVY AND MARINE CORPS.

OUR SERVICES WERE BORN AND BRED TO BE  
EXPEDITIONARY – IT IS IN OUR DNA. AND WITH THE  
WITHDRAWAL FROM IRAQ AND AS WE ANTICIPATE AN  
ORDERED DRAWDOWN IN AFGHANISTAN, THE MARINES  
WILL RETURN IN FORCE TO THEIR MARITIME ORIGINS AND  
WE MUST REAFFIRM AND STRENGTHEN OUR  
EXPEDITIONARY CAPABILITIES.

{STRATEGY AND BOOK}

THE NAVY AND MARINE CORPS TEAM BRINGS OUR NATION  
OPTIONS – AND THESE OPTIONS GO FAR BEYOND SIMPLY  
BRINGING AN ARG/MEU TOGETHER ON A ROUTINE BASIS. IT  
IS MY GOAL THAT BOLD ALLIGATOR 12 WILL KICK-START A  
PERIOD OF INTENSE FOCUS ON NAVAL OPERATIONS AND  
THE NAVAL BATTLE AND REINVIGORATE THE NAVY’S  
EDUCATION ON ALL THINGS MARINE, AND THE MARINE  
CORPS’ EDUCATION ON ALL THINGS NAVY.

IT IS CERTAINLY A TWO WAY STREET AND IT WILL TAKE TIME, BUT I BELIEVE EVERY SURFACE WARFARE OFFICER SHOULD MAKE AN EFFORT TO UNDERSTAND AMPHIBIOUS OPERATIONS JUST AS I BELIEVE EVERY MARINE OFFICER SHOULD MAKE AN EFFORT TO UNDERSTAND COMBINED OPERATIONS AT SEA – THE TWO ARE INEXTRICABLY LINKED.

[BOLD ALLIGATOR SLIDE / CNO – CMC SIDE BY SIDE GUIDANCE SLIDE]

I AM VERY INTERESTED IN USING THE SINGLE NAVAL BATTLE AS AN ORGANIZING PRINCIPLE TO DRIVE PURPOSEFUL THINKING WELL BEYOND EXISTING CONOPS, CONPLANS, AND COMMAND AND CONTROL CONSTRUCTS.

I BELIEVE THIS SHOULD BE A CRITICAL ELEMENT AND FOCUS OF OUR TRAINING – IT ISN'T JUST ABOUT OPERATING AT SEA AND GETTING MARINES ASHORE, BUT IT IS ABOUT EVERYTHING THAT MUST OCCUR TO SUCCESSFULLY EXECUTE AMPHIBIOUS OPERATIONS – FROM COMMAND AND CONTROL TO LOGISTICS TO THOSE CORE CAPABILITIES THAT THE OTHER SERVICE MAY TAKE FOR GRANTED LIKE ASW AT SEA AND DELIVERING FIRES AND MANEUVER ASHORE.

BOTH THE CNO AND THE COMMANDANT ARE WORKING TOWARD THIS GOAL OF STRENGTHENING OUR NAVY AND MARINE CORPS PARTNERSHIP WITH EFFORTS LIKE THE AMPHIBIOUS CAPABILITIES WORKING GROUP AND THE RE-ESTABLISHMENT OF THE NAVAL BOARD, JUST TO NAME A COUPLE. I ENCOURAGE EVERYONE HERE TODAY TO THINK ABOUT THIS RESURGENCE OF OUR EXPEDITIONARY CAPABILITY AND WHAT ROLE YOU CAN PLAY IN IT. THERE'S IMPORTANT AND MEANINGFUL WORK HERE FOR ALL OF US.

{SLIDE OF OPERATION TOMODACHI}

NOW, THE REMAINDER OF MY REMARKS TODAY ARE FOCUSED MORE ON THE FUNDAMENTALS OF BEING A SWO. FOR THOSE OF US WHO LIVE AND BREATHE THE SURFACE NAVY, THE PAST TWO YEARS HAVE BEEN A SERIOUS WAKE-UP CALL – ONE IN WHICH WE DISCOVERED THAT THE MATERIAL CONDITION AND READINESS OF OUR SURFACE FORCE CANNOT BE TAKEN FOR GRANTED AND THAT LEADERSHIP DECISIONS TAKEN OVER LONG PERIODS OF TIME, DRIVEN BY UNIQUE AND WIDELY VARYING CIRCUMSTANCES, CAN HAVE A SIGNIFICANT CUMULATIVE IMPACT ON THE MATERIAL CONDITION OF THE FLEET.

BUT THE PAST TWO YEARS HAVE ALSO BEEN BOTH  
EXCITING AND ENCOURAGING AS WE HAVE  
DEMONSTRATED THE ENDURING RELEVANCE AND  
OVERALL RESPONSIVENESS OF OUR SURFACE FORCE IN  
OPERATIONS UNIFIED RESPONSE, ODYSSEY DAWN,  
TOMODACHI, ENDURING FREEDOM, CONTINUING COUNTER-  
PIRACY OPERATIONS, AND EXECUTING THE PRESIDENT'S  
PHASED ADAPTIVE APPROACH FOR BALLISTIC MISSILE  
DEFENSE IN EUROPE.

EVERY DAY, REPEAT EVERY DAY, WE SEE THE DIRECT  
IMPACT THE SURFACE FORCE IS HAVING AROUND THE  
GLOBE AND IT IS AN ENORMOUSLY SATISFYING SIGHT.

THIS SUMMER WILL MARK MY THIRD YEAR IN COMMAND OF US FLEET FORCES. NOW, WHILE I'M PRETTY SURE I'M NOT GOING TO GET ANOTHER THREE YEARS, I WOULD LIKE TO ADDRESS A FEW AREAS WHERE THE WORK IS UNFINISHED - AREAS I HOPE AND EXPECT THE SURFACE COMMUNITY WILL CONTINUE TO FOCUS ON IN THE COMING YEARS.

{SLIDE WITH BULLETS OF UNFINISHED BUSINESS}

WHEN I TOOK COMMAND OVER TWO AND A HALF YEARS AGO, IN PARTNERSHIP WITH ADM BOB WILLARD, THEN COMMANDER PACIFIC FLEET, I INITIATED A COMPREHENSIVE REVIEW OF THE STATE OF OUR SURFACE FORCE.

AS I EXPECTED, WE DIDN'T LIKE MANY OF THE ISSUES WE FOUND. THE MATERIAL CONDITION OF OUR FLEET HAD DETERIORATED AFTER WE IMPLEMENTED A SERIES OF EFFICIENCY INITIATIVES AND, AT THE SAME TIME, OPERATED AT AN HISTORICALLY HIGH OPTEMPO AROUND THE GLOBE.

WE HAD LOWERED OUR MANNING REQUIREMENTS ON OUR SHIPS BASED ON TECHNOLOGY INITIATIVES THAT DID NOT DELIVER AS EXPECTED AND THEN RESOURCED OUR SHIPS TO 90% OF THAT LOWER REQUIREMENT. WE SCALED BACK OUR 3-M PROGRAM AND REDUCED OUR PREVENTIVE MAINTENANCE REQUIREMENTS.

[SLIDE RUST AND HOLE IN TANK PICTURE SID BY SIDE]

AT THE ROOT OF MANY OF THOSE ISSUES WAS THE FACT THAT THE SURFACE FORCE HAD RELIED TOO MUCH ON THE DECISIONS OF NON-ACCOUNTABLE “COMMITTEES” INSTEAD OF ACCOUNTABLE OFFICERS IN A STRONG CHAIN OF COMMAND.

THESE COMMITTEES MADE DECISIONS WHICH INVARIABLY RESULTED IN BROKERED-AGREEMENTS TO ACCOMMODATE THE LOWEST COMMON DENOMINATOR BETWEEN ALL PARTIES’ DESIRES AND, AS A RESULT, FUNDAMENTALLY IMPACTED MISSION AREAS FOR WHICH THEY WERE NEITHER RESPONSIBLE NOR ACCOUNTABLE.

I DON'T CARE WHAT TYPE OF BUSINESS YOU ARE IN, THAT METHOD OF COMMAND AND CONTROL INEVITABLY RESULTS IN BAD BEHAVIOR AND DECISIONS WITH UNINTENDED, AND USUALLY UNFORESEEN, CONSEQUENCES.

RE-ESTABLISHING THE FUNDAMENTALS OF HOW WE TRAIN, HOW WE EQUIP, AND HOW WE OPERATE AND THEN PUTTING THOSE FUNDAMENTALS BACK UNDER ACCOUNTABLE OFFICERS IN THE CHAIN OF COMMAND IS SOMETHING I HAVE BEEN WORKING ON DURING MY ENTIRE TOUR AND SOMETHING THAT I BELIEVE MUST, REPEAT MUST, CONTINUE.

ACCORDINGLY, WE HAVE TAKEN THE INITIAL STEPS TO REVERSE THE NEGATIVE MATERIAL CONDITION TRENDS WITH OUR SURFACE FLEET. BETWEEN THE RESULTS OF THE BALISLE PANEL AND THE NOBLE WORK DONE BY VADM MCCOY AND HIS TEAM, AND OUR CURRENT SURFACE COMMUNITY LEADERSHIP, VADM HUNT AND RADM THOMAS, WE ARE SEEING REAL PROGRESS.

NOW, AS WE FOCUSED ON PERFORMING THE NECESSARY TRIAGE WITHIN OUR COMMUNITY AND THE SUPPORTING NAVSEA STRUCTURES, WE HAVE STOOD UP MANY ORGANIZATIONS THAT “OWN” DIFFERENT, AND SOMETIMES OVERLAPPING, PIECES OF THE SAME SOLUTION.

OVER THE PAST TWO AND A HALF YEARS, WE'VE CLEARED OUT THE BRUSH AND WE MUST NOW KEEP THE PRESS ON, BUT WITH A SHARPER FOCUS ON ASSIGNING THE CORRECT RESPONSIBILITIES TO THE ACCOUNTABLE OFFICERS IN THE APPROPRIATE ORGANIZATIONS AND ENSURING WE ARE GETTING THE FULL VALUE OF EVERY MAINTENANCE DOLLAR WE SPEND.

SPEAKING OF ORGANIZATIONS AND ACCOUNTABILITY – BACK IN THE 1930S WHEN ALBERT EINSTEIN, NEIL BOHR, AND WERNER HEISENBERG WERE LEARNING ABOUT THE INTERNAL STRUCTURE OF THE ATOM AND DEVELOPING THE THEORIES OF QUANTUM MECHANICS, THEY DID NOT YET HAVE THE TOOLS TO PROVE OR DISPROVE THEIR THEORIES – THERE WERE NO PARTICLE ACCELERATORS OR ATOMIC FORCE MICROSCOPES AT THE TIME – SO THEY DEVELOPED “THOUGHT EXPERIMENTS” TO WORK THROUGH THE CONSEQUENCES OF THEIR THEORIES.

IN THIS TRADITION, I WOULD LIKE TO TAKE YOU THROUGH A THOUGHT EXPERIMENT REGARDING OUR AEGIS COMBAT SYSTEM. LET'S IMAGINE THAT YOU ARE GOING TO BRIEF ADMIRALS NIMITZ AND BURKE ON THE STATUS OF OUR AEGIS COMBAT SYSTEM.

AEGIS HAS JUST ABOUT BECOME THE CENTERPIECE FOR MUCH OF OUR SURFACE NAVY – ESSENTIAL FOR THE DEFENSE OF OUR FLEET, THE BASIS FOR OUR BALLISTIC MISSILE DEFENSE PROGRAM, AND EVEN USED TO SUCCESSFULLY SHOOT DOWN THE ODD ERRANT SATELLITE. IT'S AT THE HEART OF WHAT WE DO TODAY AND WHAT WE WILL DO AS WE PROJECT AND SUSTAIN NAVAL POWER AROUND THE GLOBE.

NOW YOU ARE GOING TO BRIEF ADMIRALS NIMITZ AND BURKE ON YOUR RECOMMENDATION ON HOW TO BEST SUSTAIN AND MAINTAIN THIS FOUNDATIONAL ELEMENT OF OUR CRUISER-DESTROYER FORCE.

{AEGIS ORGANIZATIONS SLIDE}

AND AS YOU BRIEF ADMIRAL NIMITZ, WHO DIRECTED DESIGNATING HYMAN RICKOVER AS THE SINGLE ACCOUNTABLE OFFICER IN CHARGE OF OUR NUCLEAR PROPULSION PROGRAM, AND ADMIRAL BURKE WHO APPOINTED VICE-ADMIRAL “RED” RAYBURN TO DEVELOP THE POLARIS MISSILE PROGRAM, YOU SHOW HIM YOUR RECOMMENDATION TO USE THIS CONSTRUCT TO EFFECTIVELY MANAGE THE AEGIS WEAPON SYSTEM.

WHAT DO YOU THINK ADMIRAL BURKE OR ADMIRAL NIMITZ WOULD SAY TO THIS ORGANIZATIONAL SOLUTION? I THINK YOU WOULD HAVE A VERY SHORT CONVERSATION. YET, THIS IS WHAT WE HAVE TODAY. WHO IS RESPONSIBLE? FOR WHAT? WHO IS ACCOUNTABLE? AND TO WHOM?

AEGIS WAS SO SUCCESSFUL BECAUSE, IN ADDITION TO VERY EFFECTIVE GOVERNANCE BASED UPON THE PRINCIPLES OF SYSTEMS ENGINEERING AND THE PRIMACY OF SOUND TECHNICAL JUDGMENT, ADMIRAL WAYNE E. MEYER HAD A VERY HIGH DEGREE OF PERSONAL ACCOUNTABILITY FOR THE RESULTS OF THIS EFFORT.

FOR 15 YEARS, ADMIRAL MEYER WAS THE SINGLE ACCOUNTABLE OFFICER TO BRING AEGIS FROM CONCEPT TO DEPLOYMENT AT SEA AND PMS 400 WAS THE SINGLE ORGANIZATION RESPONSIBLE FOR ALL ASPECTS OF THE AEGIS PROGRAM. FOR THE PAST 20 YEARS WE HAVE TRIED TO FIX PROBLEMS BY STANDING UP NEW, OVERLAPPING, SOMEWHAT REDUNDANT, AND GENERALLY UNACCOUNTABLE ORGANIZATIONS.

WE NO LONGER HAVE AN ADMIRAL MEYER AND PMS 400. AEGIS WAS ONCE A SMALL ISLAND IN A BIG FLEET – NOW AEGIS IS THE FLEET.

AND AS AEGIS HAS GROWN, SO HAVE THE NUMBER OF ORGANIZATIONS RESPONSIBLE FOR SOME PIECE OF THE AEGIS PIE. BASED ON THE “ORGANIZATION” BEHIND ME, WHO IS RESPONSIBLE TODAY FOR THE PERFORMANCE AND

CONTINUING DEVELOPMENT OF OUR AEGIS PROGRAM.

WHO “OWNS” IT?

PROBLEMS LIKE THESE AREN'T SEXY. IT IS FAR EASIER TO STAND-UP NEW ORGANIZATIONS OR CONVINCING OURSELVES THAT A COMMITTEE OR AN ENTERPRISE CAN BE MORE EFFECTIVE THAN A SINGLE PERSON.

MY EXPERIENCE OVER MY CAREER IS THAT IF YOU PLACE ONE PERSON IN CHARGE, GIVE THAT PERSON THE APPROPRIATE AUTHORITY, AND MAKE THAT PERSON ACCOUNTABLE FOR THE RESULTS – THAT IS EXACTLY WHAT YOU WILL GET – RESULTS.

THE ABSOLUTE ACCOUNTABILITY OF OUR COs IS THE FOUNDATION FOR THE PERFORMANCE OF OUR NAVY UNDER THE MOST CHALLENGING CONDITIONS IMAGINABLE. WE KNOW IT WORKS. WHY HAVE WE SO

READILY WALKED AWAY FROM THIS CONCEPT IN HOW WE DELIVER COMBAT CAPABILITIES TO THE FLEET?

{SAND PEBBLES QUOTE SLIDE}

IT'S ALL ABOUT OWNERSHIP: KNOWING THE STANDARDS, OPERATING TO THE STANDARDS AND MAINTAINING TO THE STANDARDS – IT DOESN'T MATTER IF IT'S OUR AEGIS COMBAT SYSTEMS OR PROPULSION PLANTS OR THE SUPPORTING HME SYSTEMS.

“MACHINERY WAS FAIR AND HONEST AND IT COULD FORCE PEOPLE TO BE FAIR AND HONEST.” WORDS TO LIVE BY.

IT'S OWNERSHIP AND ACCOUNTABILITY BUILT ON THE BED-ROCK FOUNDATION OF TECHNICAL COMPETENCE AND OPERATIONAL EXPERIENCE; NOT MANAGEMENT, NOT HOPEFUL THEORIES, NOT ORGANIZATIONAL HOCUS-POCUS; BUT WHAT WE'VE LEARNED REALLY WORKS OVER THE

PAST 236 YEARS. WE KNOW HOW TO DO THIS; WE NEED TO GET BACK TO IT.

LET'S CONTINUE DISCUSSING ACCOUNTABILITY - FOR THOSE OF YOU KEEPING TRACK, WE HAVE SEEN A LARGE NUMBER OF FAILURES IN COMMAND THIS YEAR – AND NOT JUST PROFESSIONAL FAILURES, BUT PERSONAL FAILURES. ALTHOUGH THERE ARE CHARACTERISTICS THAT ARE COMMON TO MANY OF THESE ISSUES, I DON'T BELIEVE THERE'S A SINGLE, MAGIC FIX.

OUR CNO'S ACCOUNTABILITY LETTER, THE CHARGE OF COMMAND, IS A VERY GOOD FIRST STEP IN REMINDING OUR COMMANDING OFFICERS AND ALL IN COMMAND THAT WE ARE NECESSARILY HELD TO A FAR HIGHER STANDARD THAN WHAT SOCIETY AND OUR POPULAR CULTURE DEEM ACCEPTABLE – AND THE EXPECTATION TO MEET THIS HIGHER STANDARD IS EXPLICIT IN NAVY REGULATIONS.

WE'RE NOT SUGGESTING HERE – IT IS A MUST DO. AND THOSE WHO WON'T, OR CAN'T, MEET THIS STANDARD WILL BE HELD ACCOUNTABLE FOR THEIR FAILURE.

HOWEVER, WE NEED MORE THAN SIMPLY EPISODIC ENGAGEMENT WITH OUR LEADERS. WE NEED A CONTINUUM THAT STARTS EARLY AND TEACHES OUR JOs AND OUR PETTY OFFICERS ABOUT THE ESSENTIALS OF LEADERSHIP – ABOUT THE IMPORTANCE OF PROFESSIONAL COMPETENCE, INTELLIGENT GOOD SENSE, AND RESPECT FOR THE DIGNITY OF THOSE THEY ARE PRIVILEGED TO LEAD THROUGHOUT THEIR CAREERS.

WE CAN'T HAVE JOs LEARN ABOUT LEADERSHIP AT USNA / ROTC/ OCS AND THE NEXT TIME THEY REALLY HEAR ABOUT IT IN AN ORGANIZED MANNER IS AT THE PCO COURSE. AT THE END OF THE DAY, IT IS ALL ABOUT RE-INSTILLING AND REINFORCING TRUST IN THE CHAIN-OF-COMMAND. AND YOU BUILD TRUST THROUGH PRINCIPLED LEADERSHIP.

AND WE NEED TO HELP OUR LEADERS LEARN WHAT  
PRINCIPLED LEADERSHIP REALLY MEANS AS THEY  
ADVANCE UP THE CHAIN-OF-COMMAND.

THIS TRUST IS ESTABLISHED THROUGH INTERNALIZING THE  
STANDARD, LIVING THE SAME STANDARD, AND  
COMMUNICATING THE STANDARD THROUGH DIRECT,  
HUMAN CONTACT WITH MEANINGFUL ENGAGEMENT AT  
EVERY LEVEL OF THE CHAIN OF COMMAND AT EVERY  
OPPORTUNITY. QUITE SIMPLY, THIS TRUST IS THE GLUE  
THAT HOLDS IT ALL TOGETHER AND THAT TRUST MUST BE  
BUILT STEADILY AND CONSISTENTLY, EVERY DAY AT  
EVERY LEVEL OF THE CHAIN-OF-COMMAND.

THE MOST IMPORTANT DEMAND ON ANY OF OUR OFFICERS  
AND SENIOR ENLISTED IS THAT THEY UNDERSTAND  
EXACTLY WHAT IT MEANS TO PROVIDE LEADERSHIP TO THE  
SAILORS WE PLACE IN THEIR CHARGE. WE MUST PROVIDE  
THAT UNDERSTANDING IN A CONTINUUM OF PROFESSIONAL

DEVELOPMENT TRAINING AT EVERY SIGNIFICANT STEP IN  
THEIR CAREER.

THIS FUNDAMENTAL RESPONSIBILITY, LEADING SAILORS,  
TRANSCENDS ALL OTHERS – IT IS THE SINGLE MOST  
IMPORTANT THING WE DO, BAR NONE AND SO WE MUST  
GIVE THE SAME LEVEL OF ATTENTION AND CONCERN TO  
DEVELOPING OUR OFFICER AND ENLISTED LEADERS AS WE  
DO TO ANYTHING ELSE WE DO.

LET ME CLOSE WITH SOME THOUGHTS ON OUR CURRENT SITUATION WITH RESPECT TO OUR BUDGETS OVER THE NEXT FEW YEARS; IT'S CLEAR THAT THESE VERY CHALLENGING BUDGET ISSUES WILL MOST LIKELY DOMINATE THE HEADLINES FOR SOME TIME TO COME; HOWEVER, I WILL TELL YOU THAT, IF I WERE STILL IN COMMAND NEXT YEAR, I WOULDN'T BE STANDING AROUND WRINGING MY HANDS WORRYING ABOUT WHAT OUR BUDGETS WILL MEAN FOR OUR OPERATIONAL READINESS – BECAUSE, AT THE END OF THE DAY, WE HAVE CHOICES – REAL CHOICES – CONCERNING WHAT WE DO WITH WHAT WE'RE GIVEN.

{CHOICES, NOT CIRCUMSTANCES SLIDE}

LAST YEAR, JIM COLLINS AND MORTEN T. HANSEN WROTE A BOOK ENTITLED “GREAT BY CHOICE.” THIS BOOK WAS A COMPREHENSIVE STUDY OF VARIOUS BUSINESSES TO DETERMINE WHY SOME COMPANIES SURVIVE AND THRIVE DURING TIMES OF GREAT UNCERTAINTY AND EVEN CHAOS, AND OTHERS DO NOT.

IT IS REALLY A TERRIFIC BOOK BUT THE TITLE TELLS YOU THE ANSWER – INDIVIDUALS AND ORGANIZATIONS SUCCEED BECAUSE THEY MAKE THE CHOICES WHICH LEAD TO SUCCESS. IN THEIR FINAL PAGES, COLLINS AND HANSEN WRITE, “WE SENSE A DANGEROUS DISEASE INFECTING OUR MODERN CULTURE AND ERODING HOPE: AN INCREASINGLY PREVALENT VIEW THAT GREATNESS OWES MORE TO CIRCUMSTANCE, EVEN LUCK, THAN TO ACTION AND DISCIPLINE – THAT WHAT HAPPENS TO US MATTERS MORE THAN WHAT WE DO.”

“IF THERE’S ONE OVERARCHING MESSAGE ARISING FROM MORE THAN SIX THOUSAND YEARS OF CORPORATE HISTORY ACROSS ALL OUR RESEARCH...IT WOULD BE THIS: GREATNESS IS NOT PRIMARILY A MATTER OF CIRCUMSTANCE; GREATNESS IS FIRST AND FOREMOST A MATTER OF CONSCIOUS CHOICE AND DISCIPLINE.”

“THE FACTORS THAT DETERMINE WHETHER OR NOT A COMPANY BECOMES TRULY GREAT, EVEN IN A CHAOTIC AND UNCERTAIN WORLD, LIE LARGELY WITHIN THE HANDS OF ITS PEOPLE. IT IS NOT MAINLY A MATTER OF WHAT HAPPENS TO THEM BUT A MATTER OF WHAT THEY CREATE, WHAT THEY DO, AND HOW WELL THEY DO IT.” OUR CHOICES MATTER MOST; NOT OUR CIRCUMSTANCES.

WE HAVE A TENDENCY TO GLAMORIZE OR LOOK FONDLY UPON OUR HISTORY AND CHARACTERIZE THEM AS “THE GOOD OLD DAYS” BUT THE FACT OF THE MATTER IS – IN 236 YEARS, OUR NAVY HAS HAD VERY FEW EASY PERIODS – WE ALWAYS HAVE HAD TOUGH CHALLENGES AHEAD OF US.

AFTER WORLD WAR I, THE TERMS OF THE WASHINGTON NAVAL TREATY FORCED US TO FOCUS ON INNOVATION BECAUSE THE TREATY PUT STRICT LIMITS ON TOTAL NAVAL TONNAGE BY SHIP CLASS, CONSTRUCTION OF CAPITAL SHIPS AND AIRCRAFT CARRIERS, AND ALSO LIMITED THE DISPLACEMENT OF INDIVIDUAL SHIPS.

THE TREATY ESSENTIALLY HALTED THE GROWTH IN BATTLESHIP CONSTRUCTION AND FORCED OUR NAVY TO GREATLY INCREASE THE CAPABILITIES OF ITS FLEET THROUGH MEANS OTHER THAN LARGE SHIP CONSTRUCTION

SO OUR PREDECESSORS DID THE HARD WORK AND THE CRITICAL THINKING REQUIRED TO OVERCOME THE STRATEGIC CHALLENGE THEY WERE GIVEN. AND DURING THAT PERIOD OF TIME, THROUGH STRATEGIC THINKING, LARGE-SCALE WARGAMING WITH HYPOTHESES VERIFIED IN UNDERWAY FLEET TRAINING EXERCISES, THE NAVY DEVELOPED CARRIER AVIATION, DEVELOPED THE CONCEPTS OF THE MOBILE FLEET LOGISTICS TRAIN AND UNDERWAY REPLENISHMENT, AND, WITH THE MARINE CORPS, DEVELOPED THE FUNDAMENTALS OF AMPHIBIOUS OPERATIONS SO CRITICAL TO THE TRANS-OCEANIC CAMPAIGN IN THE PACIFIC IN WORLD WAR II.

GREAT THINGS WERE ACCOMPLISHED IN A TIME OF GREAT ADVERSITY AND AUSTERITY.

{RODGERS, SAILORS, CHOICES, NOT CIRCUMSTANCES SLIDE}

AND IN A FEW MONTHS, WE WILL BEGIN CELEBRATING OUR NAVY'S ACTIONS DURING THE WAR OF 1812 – OUR SECOND WAR FOR INDEPENDENCE – ANOTHER TIME OF GREAT ADVERSITY FOR OUR NAVY AND OUR NATION. IT WOULD CERTAINLY BE EASY TO GLOSS OVER THE CHALLENGES THAT OUR NAVY FACED JUST PRIOR TO OUR DECLARATION OF WAR WITH BRITAIN AS WE KNOW THE FINAL OUTCOME; HOWEVER, IN 1812, OUR NAVY FACED ENORMOUS CHALLENGES AND THE OUTCOME WAS VERY MUCH IN DOUBT.

BUT OUR NAVY, IN KEEPING WITH OUR FINEST TRADITIONS, FIGURED OUT WHAT IT MUST DO AND MADE THE HARD DECISIONS TO DO IT.

JUST PRIOR TO THE WAR, SECRETARY OF THE NAVY HAMILTON WROTE A LETTER TO COMMODORE JOHN RODGERS IN WHICH HE WROTE, “AS A WAR APPEARS NOW INEVITABLE, I REQUEST YOU TO STATE TO ME, A PLAN OF OPERATIONS, WHICH, IN YOUR JUDGMENT, WILL ENABLE OUR LITTLE NAVY TO ANNOY IN THE UTMOST EXTENT, THE TRADE OF GREAT BRITAIN WHILE IT LEAST EXPOSES IT TO THE IMMENSE NAVAL FORCE OF THAT GOVERNMENT.”

BASICALLY, SECRETARY HAMILTON ASKED COMMODORE RODGERS “HOW WOULD YOU DO THE BEST WITH WHAT YOU HAVE TO ANNOY THE MIGHTY BRITISH NAVY”?

COMMODORE RODGERS BEGINS BY STATING THAT HE WOULD SAIL OUR SHIPS TO THE WEST INDIES AND OFF BRITISH HOME WATERS TO HARASS BRITISH TRADE USING SMALL GROUPS OF SHIPS.

BUT HE DOESN'T STOP THERE; HE GOES ON TO WRITE,  
“SUCH A VIEW AS I HAVE TAKEN OF THE SUBJECT MAY, AT  
FIRST SIGHT, APPEAR CHIMERICAL: PARTICULARLY IF WE  
REASON ARITHMETICALLY, & TAKE INTO CONSIDERATION  
THAT WE HAVE ONLY A DOZEN VESSELS IN COMMISSION &  
THEY FIVE HUNDRED: BUT THIS IS THE VERY REASON, I  
THINK, WHY SUCH DISPERSION SHOULD BE MADE, AS IT  
WOULD REQUIRE A COMPARATIVELY MUCH GREATER  
FORCE TO PROTECT THEIR OWN TRADE, EVEN AT THE  
MOUTHS OF THEIR OWN HARBORS, THAN IT WOULD TO  
ANNIHILATE OURS, & OUR LITTLE NAVY; WAS SUCH A  
DISPOSITION TO BE EXERCISED AS TO INVITE THEIR WHOLE  
DISPOSABLE FORCE TO OUR COAST, OR EVEN TO ANY  
CONSIDERABLE DISTANCE FROM THEIR OWN.”

AND COMMODORE RODGERS DIDN'T JUST GIVE HIS OPINION BUT ALSO WENT OUT AND DID IT. HE ENDS HIS LETTER TO SECRETARY HAMILTON BY STATING: "PERMIT ME, SIR, TO SAY, THAT IN THE EVENT OF A WAR IT WOULD BE PARTICULARLY GRATIFYING TO ME TO COMMAND, ON THE COAST OF ENGLAND, SUCH A SQUADRON AS I HAVE MENTIONED; AS I CONCEIVE THAT, BARRING UNFORESEEN ACCIDENTS, SUCH AS OUGHT NOT TO BE EXPECTED, I MAY WITH PROPRIETY PLEDGE MYSELF TO MAKE THE COMMERCE OF THAT ARROGANT NATION FEEL ITS EFFECTS TO THE VERY QUICK – THEY HAVE ALREADY, I PERCEIVE, HONORED ME WITH A PLACE IN THEIR LYING NAVAL CHRONICLE WITH THE TITLE OF BUCCANEER, AND NOTHING ON THIS SIDE OF THE GRAVE WOULD AFFORD ME MORE SATISFACTION, THAN TO HAVE SUCH AN OPPORTUNITY, AS I HAVE MENTIONED, OF AFFORDING THEM A MORE BITTER SUBJECT FOR THEIR STILL MORE BITTER & ILLIBERAL ANIMADVERSIONS."

SO, COMMODORE RODGERS IS ASKED BY THE SECRETARY OF THE NAVY HOW TO TAKE OUR NAVY'S DOZEN SHIPS AND "ANNOY" A NATION WITH 500 SHIPS, AND HE RESPONDS WITH ESSENTIALLY "LET ME TELL YOU HOW WE ARE GOING TO KICK THEIR ASS, AND LET ME LEAD THE CHARGE."

THAT IS OUR HISTORY; THAT IS OUR HERITAGE. WE DO  
INDEED HAVE SOME VERY TOUGH CHOICES AHEAD OF US,  
BUT THEY PALE IN COMPARISON TO WHAT OUR NAVY HAS  
FACED IN THE PAST AND I'M VERY CONFIDENT WE'LL MAKE  
IT THROUGH AS WE ALWAYS DO, IF WE FIRST ENGAGE IN  
THE CRITICAL THINKING THAT MUST BE THE INITIAL STEP  
OF ANY INTELLIGENT COURSE OF ACTION, IF WE SUSTAIN  
THE TRUST OF OUR SAILORS AND STRENGTHEN OUR  
FOUNDATIONS OF ACCOUNTABILITY AND RESPONSIBILITY,  
AND IF WE FOCUS OURSELVES ON BEING BRILLIANT ON THE  
BASICS – TRAINING, MAINTAINING, AND OPERATING IN  
ACCORDANCE WITH OUR TIME-TESTED STANDARDS OF  
PERFORMANCE WITH EFFECTIVENESS, NOT SIMPLY  
EFFICIENCY, AS OUR BOTTOM-LINE.

WE CAN DO GREAT THINGS IN THE FACE OF GREAT  
ADVERSITY, THAT'S WHAT OUR PREDECESSORS DID AND  
THAT IS EXACTLY WHAT WE WILL DO BECAUSE WE HAVE  
THE PEOPLE WHO CAN DO WHAT MUST BE DONE.

IT ISN'T GOING TO BE EASY; IT IS CERTAINLY GOING TO BE  
HARD, BUT HARD IS AUTHORIZED AND I'M CONFIDENT,  
VERY CONFIDENT, THAT WE WILL DO WHAT IT TAKES TO  
BRING OUR NAVY THROUGH THE CHALLENGES AHEAD.

NEVER FORGET THAT IT IS OUR CHOICES, NOT OUR  
CIRCUMSTANCES, THAT WILL DETERMINE OUR FUTURE.  
AND THOSE CHOICES ARE UP TO US. AND IF WE ARE  
COGNIZANT OF OUR HISTORY AND CONFIDENT IN  
OURSELVES, WE WILL MAKE THE RIGHT CHOICES AND OUR  
NAVY, OUR SURFACE NAVY, WILL NOT JUST SURVIVE, BUT  
THRIVE!

IT IS TRULY UP TO YOU, SO GET IT DONE. THANK YOU.