

- Chief of Naval Operations announced his One Navy Team message on September 27, 2016 (Appendix A-1) and included the memo in the Navy Leader Development Framework 2.0 on April 2018.
- Diversity is not just about numbers, gender or race. It is about benefitting from the talent, experience and insights of Sailors from every community who make up our Navy. We are one Navy Team – a mosaic of America comprised of a diverse mix of active duty and reserve Sailors, Navy Civilians and families – with a rich history of service, sacrifice and success.
- We need a Navy where we draw on the diverse resources, skills, capabilities and talents of our people. It's important that we not think, and act, and look the same. The strength of our service is our diversity - diversity of thought, of education and background. We need it at every level, in every command, and at every decision table throughout the Fleet.
- Diversity is a source of the strength for the Navy, and is key component to maintaining our highest state of readiness. Diversity encompasses more than race and gender – we seek to include diversity of thought, background, language, culture and skills.
- Inclusion and diversity are enablers; they enable maximum possible performance. With the right leadership, those words become strength, partnerships, performance and more importantly, they become an integral part of our future. The key is to create an inclusive culture.
- Ultimately, our diversity -- the unique experiences each of us have had, the fact that each of us thinks differently, and the differences in the way we look, our inclusive culture, and leadership – all combine to create our asymmetric advantage.
- We are simply better at what we do when we are more diverse.
- Sailors come from all over the world with many different backgrounds and stories. Each Sailor is different and brings a unique perspective to unit life, mission challenges, problem solving and creating new ideas.
- While there is more work to be done, we have made progress in developing a Navy that leverages the diverse backgrounds, experiences and skillsets of all Sailors to improve naval power and our warfighting posture.
- Our success is intrinsically linked to our core attributes of integrity, accountability, initiative and toughness. These attributes guide our values, define our actions and sustain our Navy Team with inclusion and diversity woven throughout.

- Our force must also be ready to learn and adapt quickly as we face new threats and complex challenges – some which we have never before encountered. We must continue to attract, retain and lead the brightest our Nation has to offer while valuing our differences. We are simply better at what we do, when we are more diverse. The uniqueness of our team makes us stronger, fosters innovation, builds warfighting capability and challenges the very core of our adversaries.
- The American people deserve our trust and that comes from a Navy that keeps them safe and fosters a professional environment where all Sailors are respected and encouraged to contribute their professional best. We all want to be respected and know we've contributed to the mission.
- Inclusion and diversity are integral parts of the Navy's effectiveness. They foster creativity and fuel innovation and are woven throughout the Design for Maintaining Maritime Superiority. Every Line of Effort requires leadership to embrace new, different, and at times, unfamiliar things, which is exactly what inclusion and diversity are about.
- We have made several changes to how we look at diversity organizationally. The Strategic Workforce Council is chaired by the Vice Chief of Naval Operations and aligns Navy's recruiting, development, and retention efforts. The board is made up of senior leaders of every warfare community and supporting specialty in the Navy.
- We continue to learn from industry best-practices, affinity group interactions and inter-service collaboration.



APPENDIX A-1

CHIEF OF NAVAL OPERATIONS

September 27, 2016

One Navy Team

"A Design for Maintaining Maritime Superiority" speaks to the operational and warfighting advantage strengthened by developing high performing, fast learning teams. Leveraging our diversity - from around the country and around the world - is key to reaching our potential and maintaining our advantage against our adversaries.

Respect for the dignity of all in the Navy Team, as well as our many partners, is essential to conducting ourselves according to our core attributes of accountability, integrity, toughness and initiative, as the expression of our core values of honor, courage, and commitment.

In our Navy, we have individuals from many different cultures, ethnicities, and histories. We must recognize this advantage and include the broadest-possible spectrum of people and perspectives.

As well, we often work with organizations that have different cultures than ours. Expanding and strengthening our partnerships requires us to welcome these partners as far as possible into our trust and confidence. We must work hard to forge unity of effort as one team.

Generating success as a team means going beyond merely understanding the unique perspectives of different people and cultures - understanding is too passive. Achieving top performance is enhanced when leaders tap into the energy and capability of an actively inclusive team.

This is harder than it sounds. We all have built-in biases that unconsciously influence our choices and decisions. Putting measures in place to help us overcome these biases will help us first to form a diverse team and then to include that team to achieve the fullest advantage.

Trust is the foundation of strong teams - we cannot win tough fights without it. In our business, trust is earned by demonstrating competence and character. We welcome verification and validation of that trust. Including diverse views and perspectives, and appreciating everyone for what they bring to the team, helps us improve trust - and therefore performance - throughout all phases of naval operations. Creativity and new ideas are important in the beginning, when our plans are just forming, to ensure we don't miss something. During execution, we must communicate openly, trust each other, and hold each other accountable. Finally, we should listen intently to all contributions during rigorous post-event assessments. Different perspectives shine lights into our blind spots and illuminate things we wouldn't otherwise see. In this way, we will learn and improve faster.

Actively being inclusive and open to diverse perspectives will produce leaders and teams who learn and adapt to achieve maximum possible performance, and who achieve and maintain high standards, to be ready for decisive operations and combat. Let's get to it.



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