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The Leadership Summit

Naval Postgraduate School

Monterey, California: Naval Postgraduate School.

http://hdl.handle.net/10945/45550
Executive Summary: In January 2000, the Honorable Jerry Hultin, then Under Secretary of the Navy, convened 19 mid-grade officers at the Center for Executive Education at the Naval Postgraduate School in Monterey, California. The course was called "30 Something," and was a seminal innovation by senior leadership to tap the ideas of mid-level Navy executives. The group was given free rein to envision their Navy/Marine Corps of 2020. While many ideas were developed the group focused around their core vision of a Navy/Marine Corps that could "attract and retain great people." A central part of this goal was leadership.

High quality leadership is a cornerstone of everything our Navy does. As the 21st Century, Information Age Navy takes shape, how will leadership need to adapt? Today's rapid pace of change and increasing uncertainty is fueled by the constant development of new information technologies. This forces our Navy to become more adaptable, faster, and flexible in response. Growing access to information will increase employee participation. Hence, our people must be ready to respond, in kind, by stepping up to the call for increased responsibility and leadership. Further, the changing values of the Internet generation are an important consideration for leaders at every level.

One of the outputs developed from "30 Something" was the Leadership Summit. It is an application of a new way to view and lead large-scale change called a Large Group Intervention (LGI). Combining LGIs with the positive change approach of Appreciative Inquiry yields a dynamic summit process for rapid, collaborative change. Hence, the Leadership Summit is aimed at leadership improvement and our Navy's system of leadership development, utilizing an LGI with Appreciative Inquiry to quickly get to decision points with input from all stakeholders. Additionally, anticipated outcomes are:

- Create a shared vision of the kind of leadership the Navy is calling for in its future
- Generate a set of ideas/change initiatives in alignment to realize that vision
- Create alignment among the stakeholders
- Allow key stakeholder leadership present to make significant policy decisions "on the spot"
- Empower participants to carry forward these ideas and change initiatives
- Embolden participants with new knowledge of Appreciative Inquiry and the summit method
- Provide spark for CNO's "Revolution in Education and Training"
- Establishes a method to collect examples of exemplary leadership
- Change "self-talk" from a negative to positive imbalance by focusing on strengths versus deficits
Demonstrate the value of this methodology for other complex issues facing the Navy
Participants return with a heightened sense of the possibilities ahead-positive effect on retention

The Leadership Summit initiative was briefed to the Chief of Naval Operations in October 2000. Admiral Clark has since championed the effort as a CNO pilot project. A Steering Committee was formed and met in May 2001, and made recommendations to the CNO on the depth and scope of the summit, which will be held 3-6 December 2001 at the Naval Postgraduate School.

The Leadership Summit is a helm for change, 
"...right full rudder."

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Appreciative Inquiry Links

- Advances in Appreciative Inquiry as an Organizational Development Intervention
- Five Theories of Change Embedded in Appreciative Inquiry
- Appreciative Inquiry with Teams
- Appreciative Inquiry in Organizational Life
- An Appreciative Inquiry Resource List
- Appreciative Inquiry Summit Model
- Appreciative Inquiry Conference, Baltimore First week of October
- Steering Committee AI Briefing Slides from 30 May 01
- A Short Introductory Book to Appreciative Inquiry

Leadership Links

- "A Lifestyle of Service" interview with Admiral Clark
- Leadership Summit brief
- Leadership Summit Interview Team
- Fast Company article about leadership of former CO of USS BENFOLD (DDG 65)
- National Journal article in Early Bird, entitled "Reforming the Ranks"
- www.navyleadership.com