



UNITED STATES NAVAL ACADEMY
honor... courage... commitment...

MIDSHIPMEN LEADERSHIP DEVELOPMENT GUIDE



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DEPARTMENT OF THE NAVY
COMMANDANT OF MIDSHIPMEN
UNITED STATES NAVAL ACADEMY
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COMMANDANT OF MIDSHIPMEN INSTRUCTION 1600.4A

Subj: MIDSHIPMAN LEADERSHIP DEVELOPMENT GUIDE

Ref: (a) COMDTMINDNINST 1600.2D
(b) COMDTMIDNINST 5400.6L (Midshipman Regulations)

Encl: (1) First Class Performance Tracking Card
(2) Second Class Performance Tracking Card
(3) Third Class Performance Tracking Card
(4) Fourth Class Performance Tracking Card

1. Purpose. To publish instructions for the administration and operation of the Midshipman Leadership Development Guide.
2. Background. The Leadership Development Guide was developed to serve the Commandant's Staff and Midshipmen as a framework to outline the four year development program at the United States Naval Academy. Within the Leadership Development Guide, there are requirements of performance for each specific class year which identify the roles and responsibilities of each Midshipman as a member of that class and provide specific measurable objectives to gauge Midshipmen development and performance.
3. Responsibilities. Each leader within the Brigade is tasked to review each respective section prior to assigning Aptitude for Commissioning grades. Per reference (a), those leaders should accurately measure Midshipmen personal performance as well as the performance of their subordinates. Additionally, each Midshipman is tasked to complete the provided class specific qualification card not only as an aptitude assessment tool, but also as a self-assessment tool to be used as a guideline for the development for all Midshipmen; subordinates, peers, and seniors.


MATTHEW L. KLUNDER

Distribution:
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THE SUPERINTENDENT'S VISION

The United States Naval Academy Graduates Set the Standard for the Fleet.

“So long as there is an Annapolis, there will be an America. And so long as the spirit of Annapolis lives, the spirit of American freedom has nothing to fear.” (Vice President George H. W. Bush to the Class of 1981)

The Naval Academy, like all commissioning sources, aims to develop high-caliber junior officers to meet the demands of the Navy and Marine Corps. Today's naval forces are continuously adapting to maintain strategic, operational, and tactical superiority over our enemies. Our commissioning sources must be equally innovative and adaptive. We are charged with recruiting and transforming America's most talented and patriotic young volunteers into outstanding junior officers - men and women who are *privileged to serve* as leaders of Sailors and Marines.

How are we to most effectively use our resources to better prepare Midshipmen and officer candidates for service during these challenging and perilous times? Since assuming responsibilities as the 60th Superintendent of the Naval Academy in June, I, along with my leadership team, have devised a road map for developing exceptional Navy and Marine Corps officers who understand and embrace the unremitting responsibility of military leadership. The road map focuses on the following three concepts:

- ***We are a nation at war.***
- ***We must develop every Midshipman morally, mentally, and physically to lead the Sailors and Marines who volunteered to serve their country during wartime.***
- ***We are the face of the Navy***

Our mission is the moral, mental, and physical development of every Midshipman. *All other activity is secondary, optional, and conditional.* Graduating and earning a commission are significant accomplishments, but they are just the beginning. Junior officers need to be ready to lead starting on the first day. Sailors and Marines and their Senior Enlisted Leaders care about three things when they meet their Division Officers or Platoon Leaders:

- ***Competence*** - Do you know your job?
- ***Character*** - Will you make the right decision even if it costs you personally?
- ***Compassion*** - Do you care about me as much as you care about yourself?

Our Midshipmen should be proud of their commissioning source. They should be the best of the best, and they should not have to say a word. Actions, not words should demonstrate the outstanding character of each officer commissioned from the Naval Academy. This mindset must be absorbed during Plebe year and maintained for four years. It is the true north reference point guiding Midshipmen in their development.

USNA Mission Statement

To develop Midshipmen morally, mentally and physically and to imbue them with the highest ideals of duty, honor and loyalty in order to provide graduates who are dedicated to a career of naval service and have potential for future development in mind and character to assume the highest responsibilities of command, citizenship and government.

USNA Midshipman Attributes

We accomplish our mission by graduating Midshipmen who are warriors ready to meet the demands of a country at war or at peace:

Our graduates are:

- Selfless leaders who value diversity and create an ethical command climate through their example of personal integrity and moral courage.
- Mentally resilient and physically fit officers who inspire their team to accomplish the most challenging missions and are prepared to lead in combat.
- Technically and academically proficient professionals with a commitment to continual learning.
- Critical thinkers and creative decision makers with a bias for action.
- Effective communicators.
- Adaptable individuals who understand and appreciate global and cross-cultural dynamics.
- Role models dedicated to the profession of arms, the traditions and values of the Naval Service and the constitutional foundation of the United States.

Selfless - Inspirational - Proficient - Innovative
Articulate – Adaptable - Professional

17 SEP 08

COMMANDANT'S STANDING ORDERS TO THE BRIGADE OF MIDSHIPMEN

LEADERS

United States Naval Academy graduates are the future leaders of the Fleet. Throughout its existence, the Naval Academy has always produced exceptionally trained and highly motivated leaders to serve our nation during times of war and in times of peace. At the very foundation of our institutional spirit is the requirement to provide Navy and Marine Corps officers who can capably lead our Nation's maritime security efforts both near the Homeland and abroad. *We must continue to develop morally, mentally, and physically strong officers that can promote security and prosperity in any future conflict or global condition.* **Leadership; it is absolutely at the core of our existence.**

FAMILY

We have all accepted the challenge to serve our Nation and put country and humanity before self. As a member of the Brigade or supporter that regularly interacts with the Brigade of Midshipmen, *you are part of a very special family, the Naval Academy Family.* At this tremendous institution, we maintain an undeniable trust and commitment to cultivate, mentor and care for our impressive young men and women. **These future leaders are a positive reflection of our country's diverse social make-up and we always attempt to fully honor and optimize the value they bring to our team.**

MISSION ACCOMPLISHMENT

Mission accomplishment demands the promise of true dedication and selfless leadership. *It does not represent only a promise to your Nation. It includes a promise to the Navy and Marine Corps, a promise to the Brigade, and a promise to self, to always live by the highest ideals of Duty, Honor, and Loyalty.* As an institution and part of your Family, it is our promise to provide you with all the proper tools to succeed and maintain an atmosphere committed to learning and innovative thought. **We must be successful in developing future leaders that can execute the mission and excel in an unpredictable and rapidly changing global environment.**

RESPECT

To truly lead our Sailors and Marines of the Fleet, we must demand that you *"Do the Right Thing". The right thing is not always written in a rule book or detailed instruction, but instead comes from within.* This core capability cannot waiver and is a requirement of all team members to achieve mission success and operational effectiveness. **Treating all people with dignity and respect and having the honor and courage to pick the correct path, regardless of the consequences, is vital to our existence.**

PATRIOTISM

The United States Naval Academy has proved, since its inception in 1845, that it can maintain the steady core of professional leadership and academic brilliance that is required of Navy and Marine Corps officers. To sustain this capacity, however, we must always be willing to put our Nation first in all matters. *A true patriot is not someone who needs the parades, bands, and big crowds to be inspired. Patriotism, is instead, defined by the man or woman who can find inner strength and personal honor in doing what is right when no one is around.* We are tested and learning every day. **I ask you to fully immerse yourself in this patriotic standard and enter the Fleet with the spirit and drive that only Naval Academy graduates can possess.**

MORALLY, MENTALLY, AND PHYSICALLY STRONG!

Captain Matt Klunder

Introduction – A Lifetime of Leadership

The men and women who make up our Navy and Marine Corps are the services' most valuable resource. When America sends its sons and daughters into military conflict, its citizens expect them to be well-trained, well-equipped, and most of all, well-led. The four-year program at the Naval Academy is designed to prepare you to accept this lifelong challenge of leadership. Leaders are critical because they set the standards and are the individuals most responsible for unit mission accomplishment.

The *Midshipman Leadership Development Guide* is designed to provide a common basis for this leadership development over a full, four year curriculum. In addition, this document clearly defines the role of each class in the squad, the company, and in the Brigade. For each year, major goals are identified—and then quantified—by specific, measurable objectives.

The *Midshipman Leadership Development Guide* will assist you in your quest for advancement throughout your four years at the Naval Academy. When you leave Annapolis, your quest for career advancement will continue to challenge you each and every day. In order to ensure that you are ready when it comes time to take the next step in your career, you must develop goals that help you prepare for a future duty. Your goals should also align with the Navy's method of evaluation of your leadership ability. The Navy has defined the areas that make up today's warriors and whether you are leading Plebes into King Hall, leading Marines in the field, or taking Sailors hundreds of feet below the seas in a submarine, you should strive towards excellence in these same areas:

- Professional Development
- Personal and Physical Development
- Leadership and Character Development
- Academic Development

As you arrive in the Fleet, one of your first tasks will be to qualify in some field. This is not only during your first tour, but every time you arrive at a new command. The primary means of accomplishing your qualification is through a Performance Tracking Card (PTC). The concept of a Performance Tracking Card is one that gives you a list of goals to accomplish, improving overall levels of knowledge and abilities at task performance. The signatures you obtain in your PTC signify that someone who is already a system expert has discussed with you the topic and believes that you have the required knowledge and skill to perform these tasks. The PTC will be initialed and signed off by the next senior person in the chain of command or higher. The First Class PTC will be signed by the 1/C Squad Leader, Platoon Commander, Company Commander, SEL or Company Officer as appropriate. ***The signature on the PTC guarantees that Midshipman is qualified in that mission area and the signatory has full faith and confidence in the professional development and is now accountable for that Midshipman.***

The Performance Tracking Card in the *Midshipman Leadership Development Guide* is used as a counseling tool to give your superiors a better understanding of your proficiency level and progression during the semester and year. Use this tool to help you embark on your own personal leadership development—first as a Midshipman and then as a junior officer.

Maximizing your time at the Naval Academy requires sustained effort. The *Midshipman Leadership Development Guide* will assist you in focusing on the basics of your duties and responsibilities as a leader, but you should also begin to develop your own leadership style and vision.

Honest and critical self-evaluations and the ability to set and strive toward goals are fundamental skills that will help you in your own professional development. You will also be more prepared to assist your subordinates with their own career development.

To be a truly effective leader, you must lead from the front and set the example. Once you have established a vision of your own goals and developed a plan for execution, you will be able to devote time to the development of your subordinates. Understand that the most rewarding aspect of our time of service comes not from personal accolades or awards, but from the successes of the men and women we lead. Through their success comes our success.

The *Midshipman Leadership Development Guide* defines the performance goals you should expect for yourself; what your superiors, peers, and subordinates should expect from you; and what areas of performance will provide a basis for your semester aptitude evaluation. While there is flexibility built into the *Midshipman Leadership Development Guide* performance goals, you must meet these fundamentals before accelerating your own program. But most importantly, you should seek to mentor and assist your immediate subordinate—this professional relationship is critical to encouraging our leadership development and growth as Midshipmen.

1.0 First Class Year – Final Checks to Commissioning

First Class year is significant. It is your last opportunity at the Naval Academy to refine your skills and knowledge before you are commissioned. More importantly, it is now fully your responsibility to create opportunities for the other classes to learn and grow. The leadership you practice as a First Class Midshipman will carry you into the Fleet. Take the challenge and use this training environment to fine-tune your leadership style.

The real challenge is when you have to care for both yourself and your subordinates while encouraging your subordinates to do the same. The peers in your squad—or the personnel in your company or staff—are looking to you as *the* example. **YOU** will impact their Academy experience and be held responsible for what they learn during this year.

The greatest single impact a 1/C Midshipman can make is to understand and use the chain of command – specifically, the Midshipman chain of command. The positions and rank structure among the 1/C Brigade Striper organization down through the companies exists for the single purpose of establishing good order and discipline for the Brigade. The 1/C are charged to lead the Brigade and that can only work when good order and discipline work as designed. The 1/C have the most difficult task of enforcing standards among their peers. This has to happen with deference to position and Midshipmen rank to be successful in establishing and maintaining the standard for the underclass. It is up to you to look at your responsibilities as a First Class Midshipman and take the next step to ensure you are well prepared to join the Fleet and lead.

1.1 *Role of the First Class Midshipman*

Make the expectations you have of your subordinates known early. By publicizing and supporting squad and staff goals early, the people under your charge can translate your goals into their own. Ensure they know what needs to be done and what they can do to contribute as early as possible and then provide clear feedback.

You are **responsible** and **accountable** for the actions of your peers and your subordinates. If a member of the team is not doing his or her job, you must step in and make sure the established standards are being upheld.

Sit down with each person in your direct command or area of responsibility and help him or her create goals to work toward. Be creative and help your people achieve their individual goals – and ensure that these goals support the unit’s mission and vision. The unit is the squad, the platoon, the company, the battalion, the Academy, and ultimately the Fleet!

Leadership Development: NOW is the time for you to begin preparing yourself to be a Division Officer or Platoon Commander. Begin working on developing your counseling skills with your juniors. Work on developing a team attitude with your subordinates. Be the professional example to the underclass Midshipman.

17 SEP 08

- Formally counsel the 2/C, 3/C and 4/C you mentor at least three times a semester and review their performance tracking cards. First Class Squad Leaders will maintain peer evaluations.
- Maintain a Leadership Notebook of all interaction with 2/C, 3/C, and 4/C. The Leadership Notebook will include time, date, location, subject and observations of the meeting.
- Attend and teach at least one SMT
- Read a book from the CNO/Commandant of the Marine Corps' reading list and discuss with CO, SEL or other mentor.
- Demonstrate involvement in your company and take an active role in building your company into a team
- Receive and understand company level training on writing the following items:
 - FITREPs and enlisted Evals
 - Documentation of counseling
 - Nominations for special programs
 - Proposals
 - Citations for personal awards
 - Financial counseling

Character Development: To be an effective leader, you must hold yourself to the standards you are imposing on those subordinate to you. You should use the tools you have gained in your three years at the Academy to develop your own leadership style within the brigade. You should have a good understanding of what a good leader is at this point and be able to incorporate this experience into your daily interactions with your subordinates.

- Serve as an active member of the First Class in your company and set the example
- Ensure the continued development of personal integrity within your subordinates
- Review your Honor Journal and develop your own honor lesson to give to your subordinates

Academic Development: Effectively balance academic and leadership requirements. The ability to learn, understand and train others will serve you regardless of your warfare profession. Being able to better appreciate and comprehend the complexities of today's modern weapon systems will provide you with important credibility when dealing with your subordinates.

Personal/Physical Development:

- Pass the PRT.

17 SEP 08

- Obtain counseling from your Company Officer, Senior Enlisted, or other officer mentor regarding progress with the career goals discussed during 2/C year.
- Take on a leadership position within the physical programs at USNA. Actively participate in SMT, a varsity or club sports team, or intramurals as a captain, coach or referee, or organize and teach at SMT.

1.2 *Follow the Commander's Intent*

It is important to have a clear understanding of your senior's vision and expectations.

1.3 *Chain of Command*

Make the chain of command work:

- Pass down word as if it is your own.
- Communicate the commander's intent to your people
- Get feedback from individuals in your command and channel constructive solutions to the problem
- Write proposals that suggest constructive solutions instead of complaints.

1.4 *Lead from the Front*

The 1/C need to lead the Brigade by setting a positive example. Demonstrate to the under classes proper decorum at all times, impeccable uniforms, outstanding room appearance, etc.

1.5 *Delegate*

Although you may find it difficult to assign your subordinates a job for which you are ultimately responsible, delegation is essential for all leaders. Delegation involves prioritizing tasks and dividing work equitably among personnel. You are still responsible and expected to ensure everything gets completed on time.

1.6 *Supervise*

Ensure your expectations are clear: You are accountable! Hold others accountable too!

To be an effective leader, you must hold yourself to the standards you are imposing on those under your charge. You should use the tools you have gained in your three years at the Academy to develop your own leadership style within the Brigade.

If anything is not how you expect it to be, you now have enough time to provide feedback so that the problem can be corrected in a timely manner. If you do not supervise to make sure those

under your charge understand their job, you cannot provide the feedback necessary to ensure they have every chance to succeed.

1.7 *Turnover*

All year you should be preparing the 2/C to take over the Brigade, the 3/C to take over for the 2/C, and so on. Ensure your relief understands their stated job and associated duties.

To ensure proper turnover:

- Keep good documentation of lessons learned and best practices
- Write a thorough after action-report
- Meet with the person who will be taking over your job
- Ensure each person under you has fulfilled the requirements necessary to advance to the next rank

1.8 *Aptitude for Commissioning*

Conduct a self-evaluation and assess your own strengths and weaknesses. Take the time to talk with your Company Officer and Senior Enlisted Leader to get an outside evaluation on your abilities as a future junior officer in the service. You have been given all the tools and opportunities for success here at the Naval Academy. Carry these lessons out to the Fleet and continue to apply them to your own life as well as the lives of those serving under you. Your success will partly rest on the success of those working for you. You will find that your job will always entail being a follower, but now you are ready to step up and be a leader in today's Navy and Marine Corps.

2.0 Second Class Year – Committed by Oath to Professionalism

Second Class year is the pivotal year in your development as a Midshipman at the Naval Academy. As a Second Class you reaffirmed your oath to the Constitution, to the Navy and to the U.S. Naval Academy. You are expected to live up to this oath by assuming added responsibilities. The time management skills you have developed will be put to the test this year by your academic endeavors, your development of the 3/C and 4/C, and your involvement in the company.

The change this year goes beyond the number of people assigned to you. Many of you will be serving as Squad Leaders, but even if you do not have a formal position, you should be very involved in the long-term planning for your squad and company. You should learn to recognize both strengths and weaknesses in subordinates and help guide their development accordingly. In addition, you must understand the importance of accountability. It will be the cornerstone of your development into a junior officer.

The theme running through your Second Class year is your place in the chain of command. The chain of command should not be seen as a machine telling you what to do, but as a mechanism for you to accomplish your own goals, to help others accomplish theirs, and collectively, for your company to fulfill the Academy mission.

2.1 Role of the Second Class

Leadership Development: This is the time to step up and assist in leadership of the Brigade. You will work at developing not only the Plebes in your company, but the more difficult task of the Third Class and your peers. Amidst all of this, you need to begin to think what you need to do in order to reach your leadership goals for the upcoming First Class year. Specifically:

- Review the “Guide for Squad Leaders” found on the Commandant’s Virtual Notebook. Discuss with your CO or SEL.
- Ensure that the 4/C gain a broader understanding of the professional knowledge topic, aside from what is in the book. Relate the current topic to those of weeks past and personal Fleet experience in helping them to see the big picture concept and how it all fits together.
- Counsel your 3/C three times a semester and guide them in completing their cards.
- Ensure that 3/C have a professional working relationship with their Plebes, and that proper come-arounds and mentoring sessions are being conducted.
- Maintain a Leadership Notebook of all interaction with your 3/C and 4/C. The Leadership Notebook will include time, date, location, subject and observations of the meeting. Squad Leaders will also maintain peer evaluations.

17 SEP 08

- Discuss future in-company and out-of-company striper positions or other goals with your Company Officer, Senior Enlisted Leader, or other USNA Officer Mentor. Also address how you plan to use your summer training to prepare you for service selection preferences.
- If you are a Squad Leader, provide the Platoon Commander with weekly reports on performance of the squad – this includes peer evaluations. If not, provide your Squad Leader weekly reports of your subordinates in the squad or company.

Never expect more effort from your subordinate than you are willing to put forth yourself. Put forth your maximum effort in every endeavor. Excellence is your standard.

Second Class Midshipmen can lead by demonstrating the following:

- A strong work ethic
- Professionalism
- Uncompromising personal integrity
- High room and uniform standards
- Excellence in all aspects of the daily routine – never be satisfied w/mediocrity
- Consistency
- Never criticizing someone in public and never behind his or her back.
- Physical Aptitude
- Continual professional and physical improvement.

Character Development: The primary job of a 2/C Midshipman is to set the Academy's standards and to lead from the front by maintaining the highest personal standards of integrity, appearance, professionalism, and self-discipline. These qualities should be something that 3/C and 4/C aspire to attain every time they observe you.

- Read a book from the CNO/CMC reading list and discuss with your CO/SEL.
- If not a Squad Leader, maintain responsibility for Plebes and 3/C within the squad (possibly utilizing the “fire team” model). Squad leaders are responsible for the entire squad.
- Assist 4/C and 3/C in fire team/squad to achieve goals that have been set. Help them to find tutors, give them options for workouts, and brainstorm multiple different paths to achieving their goals.

- Ensure high uniform and room standard. Perform at least three times a week walk through inspections of your 3/C and 4/C. Hold yourself and your peers accountable.
- Find an officer on the yard that is in the service community of your interest and discuss honor in the Fleet.
- Continue your Honor Journal. Reflect on experiences and lessons learned in preparation to help reinforce the integrity of your shipmates.

Personal/Physical Development

- Organize and teach a minimum of two SMT sessions a semester. (In season varsity and club sports athletes who cannot participate in the required two SMTs must find two equivalent substitute training sessions.)
- Discuss with your SEL how to balance your personal and professional life.
- Maintain involvement with an ECA and discuss your level of involvement with your squad leader during counseling.
- Pass the PRT.

2.2 *Train the Plebes...Train the Youngsters*

Take an active role in the training and development of the Plebes. You are the primary trainers of the Plebes and must realize their successes and shortcomings reflect upon your personal efforts and are your responsibility.

Demand the highest standards in academics, personal integrity, and physical development in yourself and your subordinates. Ensure everyone is performing to their individual potential.

Many different leadership styles have proven to be effective. Experiment with different types and choose the one that you feel best fits your personality.

The bottom line when it comes to training subordinates: set the example and hold them accountable. Build a professional relationship that fosters effective two-way communication.

Examples of 2/C training:

- Come-arounds (to improve/develop pro-knowledge).
- Conduct room and uniform inspections of 3/C. Make sure 3/C do the same for 4/C. Make the appropriate corrections and hold personnel accountable.

- Make sure Plebes know daily rates.
- Ensure Plebes work as a unit and are sharing collective duties (laundry, newspapers, etc...).
- Participate in SMT, attend Blue and Gold on Sunday evening, go to chow calls and sporting events (both company intramurals and intercollegiate). **Be present and set the example!**

2.3 *Support the Chain of Command*

The chain of command can only be as effective as you make it. Establish credibility on each level of the chain of command, and never undermine those senior to you.

Examples of supporting the chain of command:

- Pass down orders as if they were your own.
- Do not defy or criticize the chain of command in front of subordinates.
- Follow the saying “praise in public, reprimand in private” when you have personal conflicts, especially with those senior to you.

2.4 *Take an Active Role in the Company... 2/C Make Things Happen!*

Don't sit and watch things happen around you-- realize that this is your company and you can make a difference. Taking an active role in the company better prepares you to be the 1/C and allows them to better serve the company and prepare for commissioning. Interact with those within your company and get to know them on a personal level.

Examples to take more of an active role in the company as a 2/C:

- If you hold a billet, integrate within your squad and company; don't use the position to isolate yourself.
- Organize squad, platoon, or company functions.
- Take charge of your own development as a leader in the company.

2.5 *Foster Company Esprit de Corps*

Take advantage of the Brigade 2/C striper organization from the company level with Platoon Sergeants and First Sergeants up to the Brigade Sergeant Major. Utilize this organization so that issues can be handled more efficiently. Look for ways to improve the company at any and every level.

Examples in which 2/C can foster esprit de corps:

- Organize company functions
- Forward suggestions to company 1st Sergeant
- Praise and publicly recognize people who are doing good work
- Provide positive feedback to your subordinates and company on their efforts
- Set the example in all things
- Take pride in being the best
- Foster healthy inter-squad competition to improve excellence

2.6 *Develop 3/C Leadership*

You will be held accountable for your subordinates. Hold the 3/C accountable in their roles as mentors to the Plebes and their Plebe's performance. Empower 3/C to take an active role in the company. Recognize that your 3/C are the link between you and your Plebes.

Examples to develop 3/C leadership:

- Assign appropriate tasks to 3/C.
- Verify 3/C participation in planning and executing company functions.
- Hold the 3/C to a higher standard than the 4/C and help them to continue their development.

2.7 *Prepare for 1/C Leadership*

You will soon be the leadership in the Brigade of Midshipmen. Be ready to step up to the leadership challenge. Know what is expected of a 1/C Midshipman.

To prepare for 1/C leadership:

- Conduct professional counseling sessions
- Write proficient fitness reports
- Identify and refine your leadership skills

3.0 Third Class Year – Junior Leader and Mentor

Youngster year is your opportunity to begin to define and refine your personal leadership style. One of your most important roles is the development of your subordinates.

One day you may be in a position of command where you will depend on the skills of your people. You may lead a division, a department, or a platoon. Your job is to ensure, through your Commander's Intent that your subordinates are prepared to accomplish their mission.

The role of a "leader" crosses the gamut of teacher, mentor, disciplinarian, and inspiration. Leadership is an intangible trait that is only honed through experience, dedication and honor.

To facilitate your understanding of leader-subordinate interaction, you will be assigned a Plebe in your squad. You will support, guide, motivate, and teach your Plebe. In doing so, you will simultaneously learn, practice, and enhance your leadership skills. This is your role as a Third Class Midshipman. How well you fulfill the leadership roles outlined here, combined with the effort you make to improve yourself and your Fourth Class, will determine the level of your success in your Youngster year. Your chain of command will help you in this process, but it is your responsibility to ensure your Plebes can successfully complete "the mission" of Plebe year.

It is important during Youngster year to form a relationship with your Plebes in which they feel comfortable in approaching you for help. In this relationship it is important the Fourth Class do not cross the line that distinguishes an encouraging and helpful atmosphere from an unduly familiar relationship. The differentiation can be difficult at the early stages of leadership development, but with guidance from upper class this distinction should become clear.

3.1 *Role of the Youngster*

Work with your current Squad Leader and upper classmen to develop your Plebe in a professional manner. You are the one interacting most directly with your Plebe; you must, therefore, be fully in tune with your Plebe's progress as well as his or her needs. A description of your role as a Youngster follows.

Leadership Development: As a Youngster, you have moved past the basics and are experiencing your first chance to practice leadership. To be successful at this new job, you need to lead by example and provide the support your Plebe will need in order to be successful.

- You are responsible and will be held accountable for **at least** one Plebe in your squad. Your goal is to guide and motivate positive change through their transition to military life at the Academy.
- Wear your uniform with pride on and off the Yard
- Maintain a Leadership Notebook of all interaction with your 4/C. The Leadership Notebook will include time, date, location, subject and observations of the meeting.

- Stand proper CMOD watches and maintain the duty log in a professional manner
- Hold mentor meetings with your 4/C at least three times a semester and ensure that he/she fully understands what is required of them. Keep documentation of counseling in Leader Log.
- Guide Plebe in completing their Performance Tracking Card.
- Instruct your Plebes on how to make an appointment with the Writing Center. Recommend teachers and tutors for EI as well as MGSP, as necessary.
- Attend SMT.
- Attend Blue and Gold.
- Provide 2/C in squad with weekly reports on performance of the 4/C in the squad. Brief your 2/C on each counseling session conducted with your Plebe.

Character Development: **Authority may be delegated, but you can never delegate responsibility.** Develop a sense of ownership for the personal and professional development of the persons you will be leading. Ensure that if your Plebe has a problem, you are the first to know of it and work towards finding a solution for them in order to get back on track.

Ensure that the **class distinction** exists at the academy by always maintaining a professional attitude with those junior and senior to you. Work with your Chain of Command and take part in helping improve not only your company's professional reputation in the Brigade.

- Help your 4/C set tangible squad and company goals. Write these goals in your Leadership Notebook and reference them in counseling sessions.
- Uphold your own high uniform and room standards and those of your 4/C. Conduct walk through room inspections daily. Inspect 4/C uniforms at daily come-arounds and make appropriate corrections.
- Hold yourself responsible and be accountable for 4/C rooms and uniform appearance and professional behavior.
- Ensure that come-arounds are professional and effective. Strive to have your 4/C genuinely understand and learn the weekly professional lesson rather than rote memorization of the Professional Manual.
- Continue your Honor Journal. Develop and expand your own personal honor concept beyond simply lying, cheating, and stealing. What is your personal standard?

- Begin to think about the meaning of your upcoming 2/C commitment and your commitment to the Navy after graduation. Discuss with your Company Officer, Senior Enlisted Leader, or other mentor you have developed at USNA the responsibilities that lie ahead of you should you choose to commit to serve as an officer in the Navy and Marine Corps.

Academic Development: Continue in your pursuit of knowledge. It is imperative that you realize that the military success you have here at the Academy must also be balanced with your academic success. You will receive more training in your specialty field to give you the ability to intelligently discuss problems with your people that arise on your boat, ship, plane, or ground unit. Your academic success here is a key in developing the skills to habituate life-long learning.

- Define measurable academic goals in initial counseling with Squad Leader

Personal / Physical Development: You need to continue to set an example throughout the year of what a leader should be. This requires you to not only act as one, but to look like one. Take the initiative to continue to improve yourself not only on a personal physical level but also work towards improving your Plebe and ultimately your company through ECAs and yard sports.

- Discuss your involvement in Extracurricular Activities with the Squad Leader in counseling sessions.
- Pass the PRT.

3.2 *Teacher*

You will teach the weekly professional subject material to your Plebe. Your Plebe's pro-knowledge proficiency will reflect your ability to convey the information. Your role as a teacher extends beyond professional knowledge. You have just completed Plebe year, you **are** expected to be an expert at maintaining a good uniform and room standards. You are also well aware of the work necessary to successfully complete Plebe chemistry and calculus. There are many ways in which you can help your Plebe be successful in his or her first year here at the Academy.

3.3 *Guide*

A leader helps his or her subordinate "navigate" or understand the inner workings of the organization—here, the Naval Academy, and the U.S. Naval Service. You must explain the requirements of Plebe year and the proper use of the chain of command. How well you carry out your responsibility in this area will determine how quickly your Plebe becomes accustomed to the tasks and skills necessary to succeed during the academic year. The proper wear of uniforms, room standards, location of classes, use of e-mail and the Internet, personal PT programs, proper use of the chain of command, and time management are a few examples of such skills.

3.4 *Motivator*

Be involved as a senior in the chain of command so you are in a good position to help subordinates through tough times. You must constantly be aware of your Plebe's "ups and downs" to do this effectively. You must "know" your people!

You should be able to adjust your leadership style to the situation in order to adapt to the events in your subordinate's life. At the Academy, this will involve communicating with the upper class in your squad to adjust the workload put on your Plebe each week, keeping in mind factors such as academic schedule, the physical mission and past performance.

Be aware of varied methods of motivating your Plebe through tough spots. Their year is meant to be challenging, staying motivated is sometimes quite difficult. Keep your Plebe focused on developing as a Midshipman. As a result, his or her sense of self-respect and self-worth will increase.

3.5 *Advocate*

Create opportunities for your subordinates that may not otherwise be available. Give your Plebe the opportunity to be successful in **front** of the chain of command.

In your support role, you should accurately represent your Plebe's strengths and weaknesses to the chain of command, but do not intentionally put the Plebe into positions where he or she will fail. Do not confuse this task with your role in challenging your Plebe in increasingly difficult situations—guide them, teach them, support them. Conversely, do not cross that line of professionalism in your relationship that leads to fraternization. You are not the Plebe's "buddy."

In all situations, **your subordinate's development is a reflection of your leadership**. Do your best and learn your strengths and weaknesses in this capacity.

3.6 *Role Model*

As you remember from last year, the actions of those above you made a huge impression on how you viewed the organization and the Naval Academy. A role model strives to support the system (the military) that he or she represents by internalizing its values. The phrase, "lead from the front," says it all.

This aspect of leadership goes much deeper than room standards, your personal appearance, and how well your shoes are shined. Your example is reflected in how you handle yourself in varied situations: your daily interactions, your demonstrated maturity level, your daily demeanor, your level of integrity, loyalty, and your emotional soundness.

You must also show that you, too, understand the necessity for continual improvement. To aid such development, take the time to look at yourself morally, mentally, and physically. Reflect upon the person you have become, the person others see and the leader you want to become.

4.0 Fourth Class Year – Transition from Imposed Discipline to Self-Discipline

As a Plebe, your role is quite simple: **To learn!** Your acceptance of your appointment to the Naval Academy reflected your commitment to become a naval officer and a leader. However, to reach that goal you must first become a good follower. Plebe year is the time for you to develop these followership skills. By following the guidelines set forth in the *Midshipman Leadership Development Guide* you will be prepared to meet the challenges of Plebe year and to make a successful transition into Youngster year. Your full commitment to learning will make this transition much easier, but you will only receive the rewards of the effort that you display. General Eisenhower once said, “The one quality that can be developed by studious reflection and practice is the leadership of men.” The challenges and opportunities are here, it is up to you to accept them.

4.1 *Understand and embrace the role of a Plebe within the Brigade. Strive for excellence in everything you do.*

The primary job of a Plebe is to **learn how to follow**. You must understand how to be a follower before you can be a leader. Respect the authority and experience of the upper class.

Understand and follow the restrictions placed on the Fourth Class. Realize that you are responsible for and will be held accountable for your actions.

Leadership Development: To lead, one must learn to follow. Begin to think about what style of leadership you see around you and which one best suits your strengths.

- Prepare a ten minute presentation, to be given to classmates about a monument on the yard or a prominent naval leader that discusses both history as well as a leadership lessons learned
- Discuss each week with your chain of command a positive or negative example of leadership seen at the Naval Academy or one that you have read about or discussed in class.

Character Development: Embrace the Honor Concept. These are the standards that all Midshipmen have pledged to uphold.

- You are strongly encouraged to start an Honor Journal. Keep this journal all four years. Write about thoughts, feelings and experiences when honor has been brought to the forefront of your daily life.

- Attend a Brigade Honor Board at least once a year

Academic Development: Make the most of the incredible academic resources and facilities that the Naval Academy has to offer.

- Attend the writing center as necessary.

17 SEP 08

- At the beginning of each semester, create an academic study schedule for review by your upper class chain of command through your Squad Leader.
- Attend an MGSP session at least once

Physical /Personal Development: Make a conscious effort to improve on the level of physical fitness that you attained during Plebe Summer.

- Pass the PRT
- Discuss Extracurricular Activities (ECA) with your Midshipman chain of command at least through your Squad Leader

4.2 *Develop a Sense of Pride in the Naval Academy*

Only a select group of volunteers are extended the incredible opportunity to attend the Naval Academy. Take advantage of this opportunity and keep perspective!

Learn about the great leaders this institution has produced and strive to emulate their examples. Familiarize yourself with the history and traditions of the Naval Academy. You are now part of this history—your actions are a direct reflection of this heritage.

Every time you put on your uniform you represent every graduate of this institution who has served with honor both in peacetime and in war.

4.3 *Develop and Uphold the Highest Levels of Professionalism and Conduct*

Learn what it means to have high standards and be prepared to maintain them throughout your career in the military.

Realize that self-discipline and integrity will become the foundation of your professional development. Without self-discipline and integrity, you cannot achieve the standards that will be expected of you by both your superiors and subordinates. For example,

- Maintain high standards of room and uniform appearance.
- Maintain professional relationships with your upper class throughout the year
- Learn, demonstrate and sustain professional military etiquette.

4.4 *Acquire Effective Listening and Observation Skills*

Observe and take in as much as possible. A good awareness of your environment will help your development—both as a Midshipman and as a junior officer.

Begin to distinguish between the many different leadership styles that you observe. Over time you will discover which methods best motivate you, and you will be able to assimilate them into your own leadership style.

Take advantage of the Officers and Senior Enlisted Leaders on the Yard. Never again will you be in the company of such a large group of outstanding experienced leaders whose primary job is to guide your development. These ladies and gentlemen are the best the Fleet has to offer, and they provide a wealth of knowledge.

4.5 *Build a Strong Base of Professional Development*

The professional knowledge that you acquire over the course of Plebe year will form the foundation of your technical competence as an officer. As an officer it is crucial that you have a broad understanding of all aspects of the Naval Service.

It is important to understand the military in general, and specifically the service you have chosen to enter.

- Read and understand the Superintendent's Vision, Commandant's Standing Orders to the Brigade of Midshipmen , the *Midshipman Leadership Development Guide* and review with your 3/C.
- Wear the uniform with pride on and off the Yard.
- Greet all staff, faculty and upper class Midshipmen by name (e.g. Mr. or Ms. Jones) with the appropriate greeting of the day (i.e good morning, afternoon, or evening).
- Stand proper CMOD watches and maintain the duty log in a professional manner.
- Demonstrate ability to write a memo in proper memorandum format.
- Demonstrate knowledge of respective class rates to your squad leader.
- Participate in Saturday Morning Training (SMT).
- Receive an 80% or higher on weekly professional knowledge quizzes.
- Schedule and prepare for come-arounds with upper class Midshipmen at least once a day with each a 3/C and a 2/C.
- Display conversational knowledge of Navy and Marine Corps history, traditions, and capabilities.

1/C Midshipman Performance Tracking			Week											
+ = Above Average ✓ = Average - = Below Average														
Weekly Performance														
Mentor assigned 4/C throughout the week; discuss weekly topic and other areas														
Maintain Leadership Log of interaction with 2/C, 3/C and 4/C														
Inspect and spot check underclass to ensure upholding room and uniform standards														
Be aware of underclass activities at the Academy as well as on liberty/leave														
Take full responsibility and accountability for your subordinates														
Carry out duties of assigned billet														
Pass Uniform Inspection (9 or higher)														
Pass Bravo Room Inspection by Squad Leader or staff striper														
Good conduct during the week														
Attend EI or MGSP if needed or tutor classmates who need academic help														
Semester "Checklist"														
	Initial	Activity												
		Pass the PRT												
		Develop own honor lesson to give to subordinates												
		Attend/Organize/Conduct SMT												
		Attend/Organize/Conduct SMT												
		Attend/Organize/Conduct SMT												
		Be academically SAT in CQPR and SQPR at 6 weeks												
		Be academically SAT in CQPR and SQPR at 12 weeks												
		Be academically SAT in CQPR and SQPR at end of semester												
		Share information about academic experience with underclass												
		Attend one Sunday Evening Blue and Gold												
		Read/understand Superintendent's vision, Commandant's Standing orders, and all elements of Midshipmen Leadership Development Guide												
		Receive/understand training on writing FITREP												
		Receive/understand training on writing counseling												
		Receive/understand training on writing awards												
		Discuss service selection/career goals with CO/SEL or other USNA officer mentor												
		Read book from CNO/CMC reading list and discuss with CO/SEL												
		Read/Comprehend Guide for Leaders on Dant's Web page												
Comments														

2/C Midshipman Performance Tracking											Week									
+ = Above Average ✓ = Average - = Below Average																				
Weekly Performance																				
Conduct proper come-arounds with 4/C; discuss weekly topic																				
Maintain Leadership Notebook of interaction with 3/C and 4/C; (w/2/C for Squad Leaders)																				
Inspect and spot check 3/C and 4/C to ensure they are upholding standards																				
Maintain Squad Leader Notebook (if applicable)																				
Be aware of underclass activities at the Academy as well as on liberty/leave																				
Take full responsibility and accountability for your subordinates																				
Pass Uniform Inspection (8 or higher)																				
Pass Bravo Room Inspection by Squad Leader (or next senior person in the Chain of Command)																				
Good conduct during the week																				
Stand proper watches																				
Attend EI or MGSP if needed or tutor classmates who need academic help																				
Attend Sunday Evening Blue and Gold once a month																				
Semester "Checklist"																				
	Initial	Activity																		
		Pass the PRT																		
		Organize/Conduct an SMT																		
		Organize/Conduct an SMT																		
		Report 6-week grades to squad leader (or next senior person in the Chain of Command)																		
		Report 12-week grades to squad leader (or next senior person in the Chain of Command)																		
		Report end-of-semester grades to squad leader (or next senior person in the Chain of Command)																		
		Counsel subordinates at 6 weeks																		
		Counsel subordinates at 12 weeks																		
		Counsel subordinates at end of semester																		
		Read/understand Superintendent's vision, Commandant's Standing orders, and all elements of Midshipmen Leadership Development Guide																		
		Discuss extra-curricular activities/ECA involvement/physical fitness plan with squad leader/mentor																		
		Discuss 1/C roles/positions with CO/SEL																		
		Read book from CNO/CMC reading list and discuss with CO/SEL																		
		Know the SL Guide																		
Comments																				

3/C Midshipman Performance Tracking			Week										
+ = Above Average ✓ = Average - = Below Average													
Weekly Performance													
Develop mentorship role with 4/C in fireteam													
Maintain Leadership Notebook of interaction with fireteam 4/C													
Submit weekly report on 4/C to SL via Leadership Development Time log													
Conduct appropriate come-arounds with fireteam 4/C													
Take full responsibility for fireteam 4/C and communicate to SL pertinent issues													
Inspect 4/C spaces and uniforms daily													
Uphold high uniform and room standards													
Pass Uniform Inspection (8 or higher)													
Pass Bravo Room Inspection by Squad Leader													
Good conduct during the week													
Stand proper CMOD watches and keep professional logbook													
Attend EI or MGSP if needed or tutor classmates who need academic help													
Attend Sunday Evening Blue and Gold once a month													
Semester "Checklist"													
	Initial	Activity											
		Pass the PRT											
		Attend SMT if on duty											
		Attend an honor board- write an observation and lessons learned paper and submit to squad leader											
		Report 6-week grades to squad leader											
		Report 12-week grades to squad leader											
		Report end-of-semester grades to squad leader											
		Review Midshipmen Leadership Guide 1.0-1.4 and conduct/document mentor meetings/counseling (6 weeks)											
		Conduct/document mentor meetings/counseling (12 weeks)											
		Conduct/document mentor meetings/counseling (16 weeks)											
		Read/understand Superintendent's vision, Commandant's Standing orders, and all elements of Midshipmen Leadership Development Guide											
		Discuss extra-curricular activities/ECA involvement/physical fitness plan with squad leader											
		Discuss commitment to service with CO/SEL											
		Review SL guide and complete SL training syllabus											
Comments													

4/C Midshipman Performance Tracking											Week									
+ = Above Average ✓ = Average - = Below Average																				
Weekly Performance																				
Display conversational understanding of current events/weekly topic																				
Receive a 90% or higher on week's Pro Quiz; Average grade above 90%																				
Participate in scheduled daily come-arounds with upperclass																				
Pass Uniform Inspection (8 or higher)																				
Pass Bravo Room Inspection by Squad Leader																				
Good conduct during the week																				
Stand proper CMOD watches and keep professional logbook																				
Submit a positive or negative example of leadership to squad leader																				
Display knowledge of Navy/Marine Corps history/traditions/capabilities																				
Attend weekly sporting event																				
Attend EI or MGSP if needed or tutor classmates who need academic help																				
Semester "Checklist"																				
	Initial	Activity																		
		Pass the PRT																		
		Attend an honor board																		
		Start an honor journal																		
		Report 6-week grades to squad leader																		
		Report 12-week grades to squad leader																		
		Report end-of-semester grades to squad leader																		
		Read/understand Superintendent's vision, Commandant's Standing orders, and all elements of Midshipmen Leadership Development Guide																		
		Demonstrate ability to write memo in proper memorandum format																		
		Explain privileges of each class to your squad leader																		
		Discuss extra-curricular activities/ECA involvement/physical fitness plan with squad leader																		
		Prepare 10 minute discussion/lesson on a yard monument/naval leader with history and leadership																		
Comments																				