**AFTER ACTION REPORT FOR STOCKDALE CENTER FOR ETHICAL LEADERSHIP**

**Introduction:**

Stockdale Center for Ethical Leadership is grateful to support your recent attendance at a leadership course. We look forward to discovering the benefit of your participation for you in your role as a Naval Academy key influencer of midshipmen.

We seek to be one of your greatest advocates for future leadership initiatives, seminars and leadership strengthening opportunities. Therefore, we are collaborating with stakeholders, including donors, to establish core high-level objectives determining the value of this particular course for other USNA key influencers.

We would greatly appreciate your assistance in this process. Would you help by providing answers to these questions? We realize your valued input comes to us based on your expertise as not only a leader but also as a recipient of this leadership opportunity. It would be highly beneficial to receive your response to these questions while the conference is still fresh. Stockdale Center’s Director of Influencer Development will review your responses and use them to further accelerate the mission of USNA’s commitment to strengthen leadership among the key influencers of midshipmen.

**Please submit your responses within five days.**

1. Your name and title: Major David R Haines, USMC, Staff Director

2. Title of conference/activity: Energizing People for Performance

3. Location of conference/activity: Kellogg School of Management, Northwestern University

4. Your conference/activity dates: 15 - 18 April, 2018

5. Specific role at conference/activity: Student

6. How did your attendance accelerate USNA’s mission to graduate leaders, enhance the importance and value of ethical leadership for USNA key influencers, and strengthen your personal ability to model ethical leadership at USNA?

The course focused on aspects of motivation and leadership from a business-management and sociological perspective, concepts that are not often addressed in leadership development in the fleet and which differ from combat leadership concepts taught at USNA. It was a good change in perspective and added tools to motivate Sailors and Marines that differed substantially from appealing to a service-oriented, or care-oriented, leadership style.

7. How did this experience fit into your long-term goals and objectives?

It will help me examine leadership challenges and interactions with subordinates from new perspectives, and will assist in my leadership, as well as mentoring leaders on my team.

8. What personal learning objectives did you achieve as a result of your attendance and participation?

How to find ways of motivating members of my team in new and novel ways, and how to more effectively delegate tasks to ensure buy-in as well as completion.

9. Briefly describe how you intend to implement what you gained from this conference/activity?

First, by changing my interaction style with certain subordinates, and adjusting to their personalities and personally motivating factors. Second, by giving me a framework for examining peer, subordinate, and manager relationships, so I can more effectively contribute in all areas. And lastly, by helping me identify and work on my strengths and the strengths of my team.

10. How will you evaluate these outcomes?

By comparing performance in the next annual year cycle to this one, and by evaluating the performance of individuals on my team, as well as my own effectiveness.

11. Please provide a statement on the value of this experience for current and potential donors/stakeholders of:

a.) the value of Stockdale Center’s influence-the-influencer initiative

I think introducing leadership education from different perspectives is invaluable. We hear a lot about the contributions that military members make to MBA classes after they transition, but there is a lot of value to take away from those programs outside of the finance-specific courses. Here at USNA, I plan on passing along information learned to my team as well as the various parts of the Brigade which I affect and mentor. Broadening these opportunities beyond LEAD helps reinforce positive behavior among the Midshipmen as well.

b.) the value of this specific conference/activity.

All of the classes, with few exceptions, were taught by social scientists and had an organizational as well as individual focus. I felt strongly that class would benefit all officers and enlisted leaders, whether platoon commanders, on staff, or taking command of a larger unit. There was a lot of value added for those looking to develop subordinates. Only a small fraction of my time in the military has been spent teaching completion of route tasks, much more is spent preparing individuals for larger roles and more responsibility. The coursework blends very well with that concept, both for maintaining engagement and creating more effective mentor-mentee relationships.

12. Why (or why not) would you recommend this experience for other USNA key influencers.

Beyond my answer to question 11, I think being among 30 individuals, and several instructors, with vastly different work and educational experiences was exceptionally valuable. The challenges faced in private business, and in other government functions, were often very close to our own, and the classes gave unique frameworks for examining problems and relationships.