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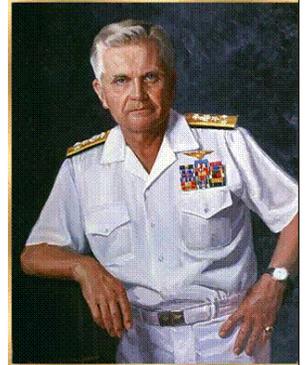
## Mark your calendar for these upcoming events:

27 February - Honor, Courage & Commitment Luncheon

28-29 March - McCain Conference

13 April - Military Ethics Case Competition (MECC)

# Taking Stock



## Dinner Honors Award Winners

by MIDN 1/C Adam Biethman



Featured speaker Admiral Moran

On 6 September 2018, the Center hosted the 31st annual Ethics Essay Award Dinner. The event, funded by the USNA Class of 1981, honors winning essays submitted for the Ethics and Moral Reasoning course, which midshipmen take their third-class year. Winners receive the USNA Class of 1951 William P. Lawrence Ethics Essay Award.

The featured speaker was Admiral Bill Moran, 39th Vice Chief of Naval Operations. He stressed that true greatness comes from service to others and doing "the right thing for the right reasons." Admiral

Moran referred to Senator John McCain, Vice Admiral William Lawrence, and Vice Admiral James Stockdale, all decorated naval veterans who upheld the ideals of honor, courage, and commitment in the most trying circumstances.

Speaking about today's midshipmen, Admiral Moran warned that young officers are entering an environment dominated by "problems without answers, in a world accelerating at amazing speeds." Such a world, he noted, required careful self-preparation that included committed practice to upholding key guiding principles. Ethical training is important because more automation, technology, and social networking will increase the uncertainty factor and stress traditional ethical boundaries.

Paper topics from the finalists ranged from critiques of St.

Thomas Aquinas' Just War Theory to moral considerations of a first-strike option against North Korea. The winners were Midshipman 2/C Lani Davis' paper entitled "Artificial Intelligence in Automated Weapons Systems" and Midshipman 2/C Max Gelbach's paper, "Moral Implications of Targeted Killings."

Next, the USNA Class of 1958 presented the Admiral Charles R. Larson Ethical Leadership Award to the late Captain Owen Thorp, USN, a longtime Weapons and Systems Department Permanent Military Professor. He also taught the Ethics and Moral Reasoning course and served as the Men's Lacrosse Team's Faculty Advisor. His wife Kathy Thorp received the award, which is given to a faculty member, staff member, or coach who best demonstrates the values modeled by Admiral Larson.

## Welcome Aboard



Mr. Michael Sears

The Center welcomes Mr. Michael Sears, JD MBA, as the Director of Leadership Innovation at the Boeing

Leadership Innovation Laboratory, Stockdale Center. Michael works to bring technological innovation to the study of leadership and ethics. Michael spent more than 30 years as a technology entrepreneur and venture capitalist in California's

Silicon Valley. He rose through the ranks to become a CEO of a technology company and the founder of a small Internet media company. He was granted and received three U.S. patents as a co-inventor of technology.

Mr. Sears graduated from the Naval Academy in 1978. As a Marine Officer, he served in an infantry battalion as the unit's Intelligence Officer, and the sniper and surveillance Platoon Commander. After earning his

Naval Aerial Observer wings, Mr. Sears served as a Flight Officer in a reconnaissance squadron. Post military service, Mr. Sears earned both a JD degree and an MBA from Stanford University in Palo Alto, California.

The Stockdale Center also welcomed new fellows. This year's fellows are: Alycia LaGuardia-LoBianco, Brent G. Kyle, and Joshua Kassner.

*Continued Next Page*

## Welcome Aboard (Continued)



Dr. LaGuardia-LoBianco, photo by Nicholas Hampton

Dr. LaGuardia-LoBianco received her BA in philosophy at SUNY Stony Brook and did her graduate work at the University of Connecticut where she focused her research on the philosophical assumptions

about suffering. She was a Humanities Institute Fellow at the University of Connecticut before receiving her PhD in 2018. Her dissertation focused on ethical implications of non-ideal cases of suffering, including self-induced suffering, self-care under conditions of suffering, and the possibility of virtuous responses to suffering. Her project at the Stockdale Center involves identifying the moral damages of trauma and abuse and developing a self-regarding ethic for repairing that damage.



Dr. Kyle

Dr. Kyle completed his undergraduate education at Tabor College, his master's degree in the philosophy of religion from Yale University's Divinity School, and his PhD from Cornell University, focusing on ethics and epistemology. His first teaching position was at the University of New Brunswick in Canada.

He is now an Associate Professor at the Air Force Academy, where he teaches philosophy of religion, logic, modern and medieval philosophy, as well as various courses in ethics, including military ethics and medical ethics.



Dr. Kassner

Dr. Kassner is a former practicing attorney who left the practice of law to pursue a PhD at the University of Maryland, College Park. After earning his doctorate, he joined the faculty of the Division of Legal, Ethical, and Historical Studies at the

University of Baltimore, where he teaches courses in political philosophy, ethics, and the philosophy of law.

His research focuses on the international arena, bringing a critical philosophical perspective to bear on the norms and practices that govern the international arena. In 2012, he published a book *Rwanda and the Moral Obligation of Humanitarian Intervention*. He is now working on a book about the moral limits of state sovereignty in a globalized age.

The USNA Classes of 1958 and 1962 and Mr. and Mrs. Don Freeman generously fund the Stockdale Center Resident Fellows.

## What People Are Saying

*"The Influence the Influencer initiative is of inestimable value in my opinion. Investing in influencers increases dramatically, if not exponentially, the number of midshipmen who are benefited by the dollar spent."*

—CDR Lon Olson, USN, Permanent Military Professor, Department of Leadership, Ethics and Law

## Best-Selling Author Addresses Distraction

by MIDN 2/C Travis Dill



Mr. Curt Steinhorst

The Stockdale Center hosted a luncheon to recognize key influencers at the Naval Academy on 12 June. The featured speaker was Curt Steinhorst, best-selling author of *Can I Have Your Attention? Inspiring Better Work Habits, Focusing Your Team, and Getting Stuff Done in the Constantly Connected Workplace*. He is also the founder of the business FocusWise, and his clients include J.P. Morgan Chase, GM, and Raytheon.

His topic was the distracted college classroom. He framed the issue in the context of a culture-wide loss of short-term focus, arguing that in a world of competing stimuli from every facet of our lives, the value of singular focus is higher than ever before but harder to achieve.

The ADD-diagnosed thought leader personally attested that no one is immune to the effects of distraction, particularly when it comes to phones: the pocket supercomputers we take for granted every day. Nearly 90 percent of employees nationwide admit to "frequent mobile social media use" while on the job.

Mr. Steinhorst systemically demolished the myth of the multitasker, an appellation that fewer than five percent of the population can truly claim and yet one that has been deemed an aspirational ideal for the modern worker. He argued today's students and officers can accomplish their required complex tasks only if they are armed with a thorough understanding of attention. Technology has caused a paradigm shift, but the essential facts of focus have not changed.

While humans are not biologically wired to focus, the creation of a mental and physical space devoted to productive work can help. Constant connectedness to information and people slows and lowers throughput, so isolation from distraction is essential.

In the classroom, banning phones, he noted, is simply one strategy among many. He urged teachers to see themselves as competing for attention strategically, winning attention rather than seizing it.

The Stockdale Center's Influencer Development Program gives the Academy's key influencers—staff, faculty, and coaches—opportunities to develop their leadership confidence and competencies. Funding comes from the generosity of Dr. and Mrs. Ernst Volgenau, Ms. Greer Lautrup, Mrs. Susan Rorer-Whitby, and the Lynn Blackmore Harding Fund.

## U.S. Ethics Bowl Team Places in North American Competition



USNA Ethics Team

The U.S. Naval Academy team of 1/C Raymond Gerrety and 2/C Travis Dill placed third in the 16th Annual Collegiate Ethics Case Competition at the University of Arizona, Eller School of Management on 18 and 19 October.

The Stockdale Center and USNA Class of 1964 has sent teams to the Eller School of Management competition since 2008. In each of the past three years, the USNA team has placed in the top three of all competitors. This winning streak is all the more remarkable, since the USNA team competes against business schools from across the nation, Canada, and Mexico.

“Ray and Travis are a great team, able to research and digest an incredible amount of technical, legal, and financial information, and craft it into a very plausible and ethical strategic vision for the fictional company,” remarked the

coach, Shaun Baker, Assistant Director of the Stockdale Center.

Two weeks before the event, teams were given a business case that dealt with proprietary real-time facial recognition artificial intelligence (AI) and the risks and benefits it might present for the company as it partners with law enforcement agencies. The team members assumed the identity of chief executive officers of Boundless Brain, a fictional company, and were tasked with conveying their plan of action for making this technology available to interested law enforcement customers. The company was portrayed as having significant internal debate on the wisdom of such a move. The two CEOs had to resolve this debate.

In the competition’s first round, teams made a 30-minute presentation, with the panels of judges acting as employees and the board of directors. The Naval Academy team advised the company to partner with carefully “curated” police departments, those with demonstrated transparency, competency, and willingness to engage in a highly interactive and long-term pilot program.

Of the 25 teams competing in the Eller Competition, the Naval Academy’s team is the only one that is not from a business school.

### What People Are Saying

*“Having the opportunity to develop professionally and intellectually in order to improve my ability as a mentor and influencer at the Naval Academy is tremendous. Continuously improving and learning only enhances our ability to impact midshipmen. Attending the Kellogg School of Management created a great opportunity to engage with and learn from an immensely diverse group of leaders outside the military. This provided many new valuable perspectives on leadership that only enhance my ability to influence midshipmen.*

—LT Mark Hansberry, USN, 14th Company Officer

## Speaker Describes Creating a Business With a Purpose



Mr. Bill Kraus

On 25 September, Bill Kraus, the co-founder of Mission BBQ, was the featured [speaker](#) for the Stockdale Center’s Honor, Courage, and Commitment Luncheon. He shared his experiences in building a business with a mission, meaning, and significance.

Nine years ago, two friends with a passion for barbecue started a restaurant. They wanted to serve, honor, and thank America’s heroes—the

military, police, firefighters, and first responders. Mission BBQ was born, serving barbecue in a patriotic dining room filled with tributes to those who’ve served.

Bill Kraus shared his personal journey, from his youthful experiences as a paperboy and caddy to becoming a vice president of marketing with Under Armour. After bringing the company from 20 employees to 2,000, Kraus lost his parents and only sister within a three-year period. He left Under Armour, knowing it was time to take stock of his life, to commit to doing something with greater purpose and meaning. His eldest son joining the Marine Corps was a catalyst, giving him a new perspective and a determination to find a way to serve. “Maybe,” he said, reflecting on that time. “I could find a way to feed the troops.”

Kraus worked with his friend Steve Newton to develop Mission BBQ. They opened the first restaurant in Glen Burnie, Maryland on 11 September 2011, on the 10-year anniversary

of the 9/11 attacks. It was a success, and soon more stores opened. By the end of 2018, Mission BBQ is slated to add locations in three more states and open 80 stores. Kraus and Newton believe in supporting the local community. Mission BBQ also aligns itself with charities for police and firefighters and military non-profit organizations.

A lively Q&A session followed Kraus’ talk, which covered topics like orienting employees to company values, fitting into the local community, and the value of humility in building businesses.

The purpose of the Honor, Courage, Commitment Luncheon Seminar series is to provide a unique and valuable professional development opportunity for Naval Academy midshipmen, staff, faculty, and coaches. This luncheon is generously funded by Dr. Ernst Volgenau, USNA Class of 1955, and his wife Sarah.

## The Director's Cut



Colonel Arthur J. Athens, USMCR (Ret.)

This will be my final Director's Cut. After serving over a decade as the Director of the Stockdale Center, I am passing the "baton of leadership" on 31 December 2018.

As I depart the Center, I want to thank you publicly to the faithful and extraordinary Stockdale Center staff, esteemed colleagues at the Academy and other institutions, wise mentors and advisors, and generous supporters and partners who have enabled the Center to accomplish our mission "to empower leaders to make courageous ethical decisions." We did it together!

This is also my last opportunity to highlight some aspect of ethical leadership as I have done for the past years in this column. When I considered the various topics I could address, my thoughts turned to the New Zealand Rugby Team. Nicknamed "The All Blacks" because of the color of their uniform, they have become one of the most successful sports franchises in history.

James Kerr became an embedded journalist with the team in 2010. Based on his experience, Kerr published the book, *Legacy: What the All Blacks Can Teach Us about the Business of Life*. *Legacy* became a global best-seller and is on the bookshelves of many leaders.

In the opening chapter, Kerr describes a contest the All Blacks won handily 42-7. As the final whistle blew, the team moved to the "shed," a locker room area where they would debrief the game. Following a discussion about lessons learned, Kerr observed two of the team's senior members, one a two-time international player of the year, get up from the bench, head to a corner of the "shed," pick up two long-handled brooms, and begin to sweep. When questioned by Kerr about their unusual decision to clean up, they responded, "Never be too big to do the small things that need to be done."

After processing this selfless act and spending more time with the team, Kerr writes, "We might ask ourselves if

excellence—true excellence—begins with humility; with a humble willingness to 'sweep the sheds.'" He concludes humility IS the foundation for the New Zealanders' excellence and quotes the theologian Saint Augustine: "Lay first the foundation of humility; the higher your structure is to be, the deeper must be its foundation."

If I've learned anything over my years in leadership, I've learned humility IS the fundamental virtue if we are to lead with excellence, live with integrity, and build extraordinary teams. There is no substitute for seeing others as more important than ourselves ... looking out for others' interests even before our own ... and being quick to give others the credit.

So ... it's time to grab a broom and "sweep the shed"!

The Stockdale Center is supported by appropriated funds through the U.S. Naval Academy and by generous private contributions raised by the U.S. Naval Academy Foundation. For more information about supporting the Stockdale Center, please contact Captain Rusty Yeiser, USN (Ret.), the Naval Academy Foundation Director of Development Operations, at 410-295-4100 or [rusty.yeiser@usna.com](mailto:rusty.yeiser@usna.com).

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Take part in the ongoing conversation on our [Facebook page](#)

## About the Stockdale Center

For over a century and a half, the U.S. Naval Academy has served as a beacon of moral and ethical leadership to the nation and to the world—producing leaders of uncompromising character, who have fought our wars with honor and have gone on to serve as positive role models on a global stage.

In response to an ever-changing world and the cry to enhance the development of ethical leaders, the Secretary of the Navy established the Center for the Study of Professional Military Ethics at the U.S. Naval Academy in 1998. Building on the Academy's track record of developing some of the nation's finest leaders, the Navy chartered the Center to reach out to not only the Naval Academy, but also to the wider audience of the Navy, Marine Corps, and the nation at large. Over the years, the vision has expanded to transforming ethical leadership development worldwide. In 2006, the Center was given a new name: The Vice Admiral James B. Stockdale Center for Ethical Leadership. The Center has continued to refocus and refine its mission, which is to empower leaders to make courageous ethical decisions.

VADM Stockdale—a member of the Class of 1947, a prisoner of war for 7½ years (4 of which were in solitary confinement), a recipient of the Medal of Honor, and a lifelong student of leadership, philosophy, and ethics—embodied the selfless and courageous leadership sought in midshipmen, officers, and national leaders.

An officer and a gentleman in every sense, VADM Stockdale's accomplishments are well documented. A man of introspection as well as action, VADM Stockdale reflected on Vietnam and military service, distilling from his experiences hard-won ideas about truth and honor. The author of countless articles and books, VADM Stockdale wrote a column for the *Naval War College Review* while he was the president there. His column, appropriately enough, was called, "Taking Stock."