

# U.S. Naval Academy Leadership Conference Report



## *Leadership Under Stress: Transforming Crises into Opportunities*



24-27 January 2010  
Annapolis, Maryland

## 2010 Leadership Conference Attendees

### American University

**Margaret Marr**  
Stephen Bronskill  
Philip Cardarella  
Leslie Kodet  
Anthony Miller

### Auburn University

**LT Shaun Dennis**  
Zachary George  
Molly Hanas  
Jeronica Pinkney  
Lilly Ware-Dunn

### Boston College

**Jonah Berman**  
Meredith Loughlin  
Bryan Ramos  
Katharine Riedy  
Paul Wooten

### Boston University NROTC Consortium

**LT Chuck Frantz**  
Lada Kukuy  
Ian Leatherman  
Shawna Sinnott  
Christian Yoo

### Bucknell University

**Doug Allen**  
Sarah Bowen  
Rushtin Chaklader  
Spencer DePhillips  
Rachel Morris

### Case Western University

Sean M. Hobson  
Matthew J. Langston  
Monica A. Schager  
Susannah K. Selnick

### Christopher Newport University

**Dr. Benjamin Redekop**  
Charles Elmore  
Roxanne Moore  
Lucia Schaefer  
Dylan Young

### Colgate University

**Ann-Marie Guglieri**  
Steven Miller  
Calista Victor

### Duke University

**LT Noah White**  
Jordy Goldstein  
Benjamin Hu  
Kaitlin Smith

### Hampton University

**Opel Jones**  
Malcolm Brown  
Stephanie Chastang  
Amber Kearney  
Tyrone Kee II  
Desiree Williams  
Whitney Wills

### Lehigh University

**Ms. Melissa Rich**  
Krista Belick  
Maureen McReynolds  
Carly Potock

### Louisiana State University at Shreveport

**Wayne Hogue**  
Brandon Leggio  
Kline Moore  
Trey Powell  
Brad Troedel

### Maine Maritime Academy

**Captain Jeff Loustaunau**  
Wesley Darling  
Stephanie Dehaven  
Gillian Faustine  
Duke Higgs  
Michael McClary  
Daniel Woods

### Marietta College

**Dr. Gama Perruci**  
Scott Burnham  
Crystal Craycraft  
Cody Hamilton  
Kylee Hamilton

### North Carolina State NROTC

**LT Kyle McVay**  
Karen Achtyl  
Brock McQueen  
Joel Shipley  
Zachary Tart

### Notre Dame University

**Drew Dewalt**  
Nicholas Geraci  
Eric Leis  
Matthew Zak

### Pennsylvania State University

**Ryan Whittington**  
Alice Cheng  
Steve DeSandis  
Lydia Karlheim  
Matt Orman

### Pennsylvania State University Schryer Honors College

**Lisa Kerchinski**  
Lauren Bieniek  
Michael Cronin  
Keegan McCoy  
Kelsey Stewart

### Rensselaer Polytechnic Institute

**Andrew Morgado**  
Joseph Albano  
Erika Hango  
Julie Hawkins  
Jonathon Kohl  
Erin Nelson  
Nicholas Wengrenovich

### Royal Military College of Canada

**Major Bernadette Myslicki**  
Ron Carver  
Kieran Higgans  
Steve Julliet  
Laura Virgin

### Siena College

**Dr. Erik Eddy**  
Peter Arndt  
Jeff Bruneau  
Jenna Eckerle  
Lindsey Paulsen

### Southern Methodist University

**Dr. Carol Clyde**  
Jessica Chi  
Patrick Kobler  
Haynes Strader

### Texas A&M University

**Andrew Lamson**  
Nick Decker  
Ross Mohr  
Joshua Morris  
Patrick Wilcox

### Tufts University

Rachel Baras  
Katie Monson  
Patrick Schmidt  
Tomo Takaki

### U.S. Air Force Academy

**Capt Nathaniel Renes**  
Patrick Bergstreser  
John Dombroski  
Erin Green  
Tyler Keener  
Robert Louder  
Kristen Smith

### U.S. Coast Guard Academy

**LCDR Kathy Felger**  
Jenna Carpenter  
Tim Olah  
Doug Piper  
Adam Stanek  
Alexandra Zieser

### U.S. Merchant Marine Academy

**LTC Chuck Boyd**  
Robert Dunn  
Michael Fitzgerald  
William Ford  
David Mund  
Donal Occhipiniti  
James Garrett Sheatzley

### U.S. Military Academy

**Major Jordan Swain**  
Joseph Carothers  
Ben Cummings  
Carissa Hauck  
Aaron Mallory  
Nicholas Oceguenda  
Alison Randall

### University of Southern California/University of California at Los Angeles

**LT Tarek Elmasry**  
Jovan Dinglasan  
Timothy Tran

### University of Maryland

**Luke Glasgow**  
Elliot Pepper  
Graham Suchman  
Daniel Tortolero  
Muhammad Waqar

### University of Nebraska at Lincoln

**Betsy Klemme**  
Kaitlyn Bauer  
Allison Bentley  
Ben Boselager  
Lindsey Dykman  
Reed Janousek

### University of North Carolina

**Alexa Forsyth**  
Daniel Balance  
Randall Martin

### University of Pennsylvania Fox Leadership Program

**Mr. Joe Tierney**  
Jed Bergman  
Sally Bronston  
Rachael Marchand  
Grant Mellon

### University of Pennsylvania Wharton School of Business

**Dr. Chris Maxwell**  
**Dr. Kathy Maxwell**  
Courtney Gardner  
Joo Kim  
Xenia Kolesnikov  
Henrik Stal

### University of Richmond

**Dr. Kerstin Soderlund**  
Steve Handy  
Kristen Jobs  
Emily LaFave  
Danielle Mosher

### University of Texas

**Walter Sack**  
Christopher Cardinal  
John Cruz  
Christopher Olander  
Jason Tucker

### Virginia Polytechnic Institute & State University

**William Stringer**  
Christine Barry  
Kelsey Gibson  
Brittany Kicks  
Adam Kucera  
Robert Latimer

## *Thank You*

The United States Naval Academy, the Department of Leadership, Ethics and Law, along with the Hart Foundation and the USNA Class of '38, were proud to sponsor the 2010 Leadership Conference at the Naval Academy in Annapolis, Maryland, January 24-27, 2010.

## *This Program*

This program is an after action report of the conference. We have included speech and discussion overviews of all the speakers in the hope that your learning will continue through the experiences and lessons of this conference.

## *Mission Statement*

The U.S. Naval Academy Leadership Conference brings together the best minds in the practice and study of leadership to exchange ideas, experiences and methodologies with both military and civilian undergraduate students of leadership.

## *Background*

Since 1984, the Naval Academy has hosted an annual leadership conference for senior cadets and midshipmen from each of the service academies. In 2002, the conference expanded to include students from civilian universities and broadened its scope to include leadership topics relevant to government, business, and academia, as well as the military. Made possible through the generous support of the Class of 1938 and Mitch and Linda Hart, the USNA Leadership Conference now includes more than 200 participants from over 40 military and civilian colleges. In 2006, the Leadership Conference incorporated a student generated and professionally published conference report that addressed key issues related to the conference theme. In recent years, the Leadership Conference has varied presentation formats and increased the amount of small group interaction and discussion in order to foster learning experiences among attendees.

THE 2010 UNITED STATES NAVAL ACADEMY  
LEADERSHIP CONFERENCE

January 24-27, 2010  
Annapolis, Maryland

*“Leadership Under Stress:  
Transforming Crises into Opportunities”*

CONFERENCE REPORT

by Midshipman First Class Claire Clancy

*Theme for 2010*

The USNA 2010 Leadership Conference *“Leadership Under Stress: Transforming Crises into Opportunities”* challenged you to be ready to lead in a crisis and transform it into an opportunity for success and positive change. We will all be called to lead, motivate and manage in times of crisis in all aspects of our lives. The USNA 2010 Leadership Conference introduced you to the concepts, ideas and skills necessary to succeed as a leader during crisis situations.

Some of the important questions and issues addressed at this year's conference: How do we turn a crisis into an opportunity? How do we resolve ethical dilemmas as they occur? What leadership skills can be developed that will be most useful in a crisis? How do we interact with the media? While each situation is different, is it possible to train for crisis leadership?

At the USNA 2010 Leadership Conference, you learned from military, business, diplomatic, and community leaders who have successfully overcome obstacles and transformed crises into extraordinary opportunities. In interactive sessions, you challenged yourself to practice what you learned and to apply the lessons to your life. We are happy you joined us in this unique opportunity to grow as a leader.

THE FOCUS OF THIS YEAR'S THEME

When the staff for the 2010 Leadership Conference began discussing possible topics on which to base the conference, we focused on current events, public sentiment, and present-day leaders. We felt that it was crucial for young leaders to understand how to face the challenges with which our generation is presented. With a changing economy, military operations all over the world, and various other challenges, we wanted to help provide college students with tools to begin constructing a practical, but also an ethical basis on which to make their decisions. Since our topics would cover everything from making hard decisions for failed businesses to combat leadership, we settled on the theme of *“Leadership Under Stress: Transforming Crises into Opportunities.”*

As the title of the conference suggests, and as many of our speakers emphasized, crisis may be stressful and challenging, but there are always opportunities to be gained and lessons to be learned. Our panelists and keynote speakers agreed that being a good leader under stressful conditions involves many facets of a “well-rounded” person: moral, mental, ethical, and physical, to name only a few. We were fortunate to have speakers who were extremely well versed in these areas.

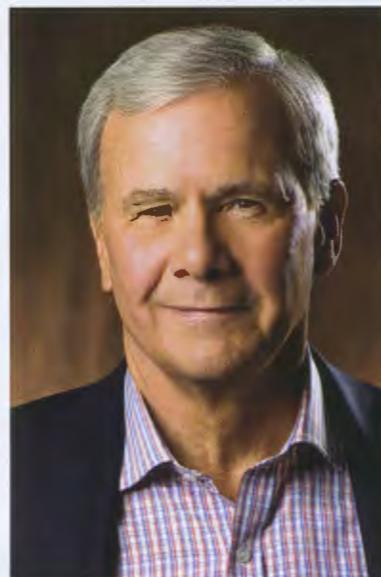
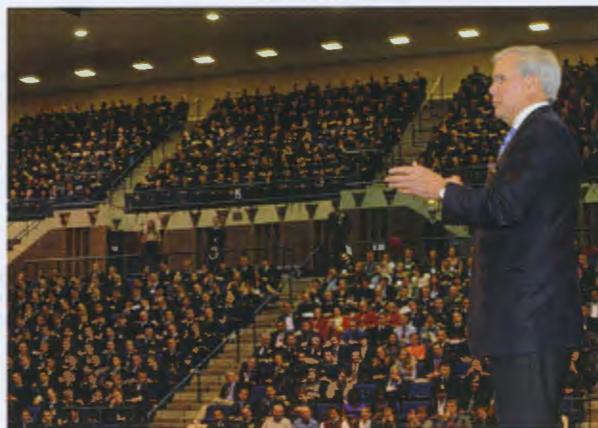
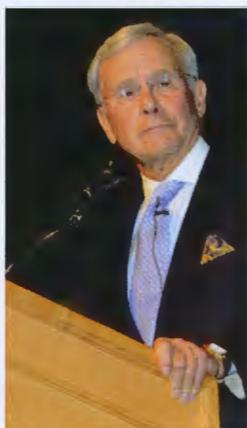
What follows is a summary of the lectures and notable events during the 2010 United States Naval Academy Leadership Conference. The conference staff sincerely hopes that what is represented here has helped develop us as people and leaders and has begun to prepare us for *“Leadership Under Stress”* so that we may truly turn crises into opportunities.

**N**BC correspondent Tom Brokaw, the Forrestal Speaker for the Leadership Conference, combined humor and inspiration during his speech to the Brigade of Midshipmen and participants of the Leadership Conference. He took the time to call the “greatest generation” to action and called “all hands on deck.”

In keeping with the theme of the Leadership Conference, Mr. Brokaw discussed several intense crises that the nation has faced, from September 11, 2001 to the combat leadership immediately necessary in the Afghanistan and Iraq theaters. He commented on the inherent service of military members, and noting that there are still young men and women willing to serve, the nation is in good hands, and that he felt confident America could survive any crisis.

Mr. Brokaw emphasized that it is not just military members who keep our nation safe in times of uncertainty and turmoil. It is through cooperation between uniformed and non-uniformed members of society that we can persevere through anything. What gives him confidence, he noted, is that the young leaders of the current generation seem to understand the necessity of communication between every sector of society. When asked for a specific example, Mr. Brokaw said he wanted to see more civilians involved in missions that the military accomplishes, and one way to accomplish this would be by implanting groups who are specialized in humanitarian outreach where the military is currently stationed.

According to Mr. Brokaw, the juxtaposition of military and civilian service should not be an oxymoron. Mr. Brokaw said that truth in life comes from values, whatever one's position, and that to serve one's country is the greatest vocation anyone can have. After thanking the Brigade, Mr. Brokaw was thanked in turn with a roaring ovation, optimism for the future, and a sense of energy and focus for our calling to serve.



**Mr. Tom Brokaw**  
NBC News Special Correspondent

*Tom Brokaw, one of the most trusted and respected figures in broadcast journalism, is a special correspondent for NBC News. Brokaw is traveling across the country, reporting on the changing face of the nation for his documentary, American Character Along Highway 50, which airs on USA Network. In addition, he reported on the baby boomer generation for a documentary which aired in March 2010 on CNBC. He has received numerous honors, including the Edward R. Murrow Lifetime Achievement Award, the Emmy Award for Lifetime Achievement, and he was inducted as a fellow into the prestigious American Academy of Arts and Sciences. Brokaw has received the Records of Achievement Award from The Foundation for the National Archives; the Association of the U.S. Army honored him with their highest award, the George Catlett Marshall Medal, first ever to a journalist; and he was the recipient of the West Point Sylvanus Thayer Award, in recognition of devoted service to bringing exclusive interviews and stories to public attention. His insight, ability and integrity have earned him a dozen Emmys and two Peabody and duPont awards for his journalistic achievements.*

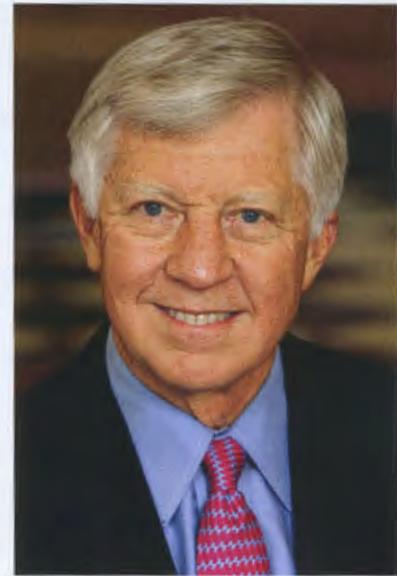
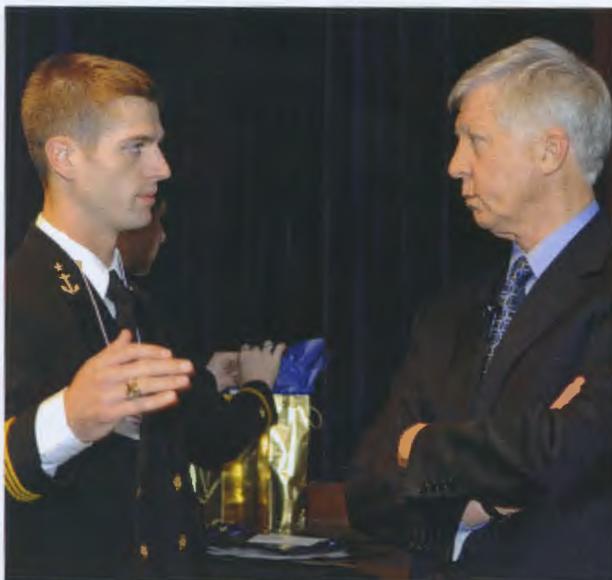
As a professor of management practice at Harvard Business school, and the author of four best-selling books: *7 Lessons for Leading in Crisis*, *True North*, *Finding Your True North*, and *Authentic Leadership*, Bill George was an ideal opening speaker on what he considers an "extremely appropriate topic for today's environment:" crisis leadership.

Mr. George started by laying out the broader picture; he introduced strategic decision making under extreme pressure as a function of the "real test: when things get rough."

He used the anecdote of Lance Armstrong's strength of character as an example of how challenges lead to opportunities for crisis leadership.

Mr. George introduced the concept of "True North" as the epitome of making the right decision in the face of serious adversity. He warned against "distractions from the True North" such as ambition and greed, and looking up to leaders who have more charisma than character.

His entire presentation led up to a specific new model of leadership for the 21<sup>st</sup> century: Align by informing people of the mission, empower people to lead themselves, serve those people and collaborate by creating a sense of teamwork. Mr. George concluded with a few personal leadership lessons, including the importance of delegation, commitment to the crisis and facing the reality and, unsurprisingly, a heartfelt plea that no future leader waste the opportunity of a crisis for developing inspired leadership.



**Mr. William W. George**  
Professor of Management Practice and  
Chief Executive Officer, Medtronic, Inc.

*Mr. George currently serves as a director of Exxon Mobil and Goldman Sachs, and also recently served on the board of Novartis and Target Corporation. He is also currently a trustee of the Carnegie Endowment for International Peace, World Economic Forum USA and the Guthrie Theater. He has served as board chairman for Allina Health System, Abbott-Northwestern Hospital, United Way of the Greater Twin Cities, and Advamed.*

*He has been named one of the "Top 25 Business Leaders of the Past 25 Years" by PBS; "Executive of the Year-2001" by the Academy of Management; and "Director of the Year-2001-02" by the National Association of Corporate Directors. Mr. George has made frequent appearances on television and radio and his articles have appeared in The Wall Street Journal, Business Week, Fortune, Harvard Business Review, and numerous other publications.*



## *Leadership Conference Panel 1—Planning & Preparing for Crisis: Not If, But When*

*Moderator: CAPT Mark H. Adamshick, USN, Director, Division of Leadership, Education and Development, U.S. Naval Academy*

The first panel, *Planning for Crisis: Not If, But When*, introduced participants to the practical aspects of crisis leadership. RADM Marty Evans, USN (Ret.), provided the opening remarks, stressing the importance of commitment, perseverance and a strong adherence to values during times of crisis. Most importantly, she addressed transparency within an organization in the midst of a crisis, which includes everything from communicating with those inside and outside of the organization to maintaining calm and keeping hysteria at a minimum. She drew on her experiences leading the Red Cross and as a commanding officer in San Diego, and was able to provide excellent insight into various ways to plan and react to crises.

Dr. Jeff Sternlicht focused on how an emergency room prepares for disaster by being constantly vigilant and adaptable, and willing to test new methods, if needed. CAPT Brent Jett Jr., USN (Ret.) followed up these comments by stressing the importance of maintaining calm within chaos, and focusing on the mission, people and equipment when disaster strikes. Drawing on his experiences as an astronaut at NASA, he was adamant that no matter the disaster, having good communication is the key to getting through the chaos.

CAPT Shoshana Chatfield, USN, urged the participants to think of long-term consequences in the immediate aftermath of a crisis, while also considering the fact that on-scene responders are most likely going to have to deal with extreme human tragedy.

Following CAPT Chatfield's insightful comments, the first question asked how to deal with crisis as the replacement head of an organization. CAPT Jett provided an excellent 'DDEE' model for participants in response: Delegate decisions, Develop the next leaders, Evaluate how your people are doing and Elevate them by providing honest feedback. The next question asked what style of leadership is best when dealing with a crisis. The panelists unanimously said that in a crisis, a take-charge attitude is necessary because decisions need to be made quickly and the leader must ensure this happens.

Another participant then asked a question on a pertinent current crisis: How could we reconcile civil and military differences and take proactive steps to combat the conflicts in Afghanistan? CAPT Adamshick stressed the importance of cultural awareness for everyone serving there while CAPT Chatfield said that military personnel need to be more aware of NGOs and how to coordinate with them. Finally, the last question for the panel focused on how to motivate personnel and train them for a crisis. Mr. Jett closed up the panel remarks by saying that you should constantly put your people in situations where the rules don't apply so that they learn to think outside the box and don't become complacent.

The panel was a wonderful opening to the conference and CAPT Adamshick encouraged a great deal of student participation. The questions were thought-provoking, and the panel offered excellent insights to the questions posed by participants of the Leadership Conference.



*CAPT Shoshana S. Chatfield, USN*



*Dr. Jeff Sternlicht, M.D., F.A.C.E.P.*



*RADM Marsha J. ("Marty") Evans, USN (Ret.)*



*CAPT Brent W. Jett Jr., USN (Ret.)*





**The Honorable Joseph Kernan**  
Former Governor of Indiana, Vietnam POW

*Joe Kernan's lifetime commitment to service continues today as he fulfills numerous roles as a business executive, community leader, lecturer, consultant, and former governor. Kernan is the President and owner of South Bend Enterprises, Inc., a community and business development consulting firm. He is an Adjunct Professor at the University of Notre Dame, where he teaches public Policy and the Executive Branch. He is the Managing Investor and President of the South Bend Silverhawks, the Single A affiliate of the Arizona Diamondbacks. Kernan and his wife, Maggie, reside on the north side of South Bend, where they have lived since 1976. In 1969, Kernan entered the U.S. Navy and served as a Naval Flight Officer aboard the USS Kitty Hawk. In May 1972, he was shot down over North Vietnam and was held as a prisoner of war. Kernan was repatriated in 1973 and continued on active duty until December 1974. Kernan's military awards include the Navy Commendation Medal, two Purple Hearts, and the Distinguished Flying Cross.*



**T**he Honorable Joseph Kernan is a former Governor of Indiana and Vietnam Prisoner of War. He has spent a lifetime serving in numerous roles, including business executive, politician, military service member, and professor. While Governor, Kernan provided strong leadership and initiative by strengthening job training, promoting business, realigning Indiana's education system, and expanding veterans assistance. He has worked for the United Way, the Special Olympics, the Boys & Girls Clubs, and umpiring Little League games.

Governor Kernan opened by describing how crises come in all shapes and sizes; leadership, although difficult to define, is fundamental to resolving crises. Crises are opportunities that present themselves in many ways, some that can be prepared for, and others that will suddenly be thrust upon an organization. Wisdom comes from experience, leadership, therefore, becomes the ability to learn and grow from mistakes and successes and apply those lessons to new crises. Governor Kernan expressed a strong belief that leaders must be genuine. A leader must be true to himself, his morals, his style, and respectful to his subordinates. Leaders must inspire, must be able to listen, and have a sense of humor. The Governor stated that attitude towards a job, a position, and especially a crisis, can make or break a situation. When a crisis arises, the leader must become an optimist and keep a good perspective.

Finally, Governor Kernan left the conference with a lesson in leadership. The best leaders are the ones who are willing to admit when they are wrong, learn from the mistakes they made, and realize that they don't have control over the past, but they do control the future.



## Leadership Conference Panel 2—Voicing Crisis: The Role of Leader Communication

Moderator: Professor W. Brad Johnson, Leadership, Ethics, & Law Department, USNA



*RDML Dennis Moynihan,  
USN*



*Mr. Paul M. Dabbar*



*Ms. Kathleen Troia "KT" McFarland*



The second panel, *Voicing Crisis: The Role of Leader Communication*, discussed the role of leader communication in a crisis. The members of the panel had experience with crises on Wall Street, in the Pentagon, the White House, and the battlefield. They were able to share their stories and lessons learned regarding how communication can determine the outcome of a crisis.

Rear Admiral Dennis Moynihan, the U.S. Navy's Chief of Information, spoke to the conference about the influence of tone, frequency, and alignment. He stated that in a crisis, the leader sets the tone. If the leader displays emotional tendencies, the people under him will become emotional in the crisis. He discussed how a leader cannot subcontract communication to subordinates; he must deliver the message to show strength and resolve. However, a balance must be set; under-communication yields naysayers and critics while over-communication implies to the followers that they are not doing their jobs. RDML Moynihan described how modern forms of communication cannot be neglected in the modern age. Things like Facebook and Twitter are part of the social fabric that can sway an entire population and give the leader the ability to instantaneously affect a situation.

Mr. Paul Dabbar, a Managing Director for Global Mergers & Acquisitions at J.P. Morgan Chase & Co., spoke about internal and external communication. When entering a crisis, you must have practiced your moral character in order to see it through. Leaders in crisis must overcome fear in order to accomplish the mission. Internally, he stated, a leader must seek opinions from others and recognize that he does not have all the answers. External communication is a much more complicated situation involving delicate and well-chosen words in order to avoid causing a panic in the public.

Ms. KT McFarland further discussed external communication, relating the leader to the anecdotal airline gate agent when a flight is delayed or cancelled. A leader must be part of the solution, not just passing on the information. She discussed how Presidents Franklin D. Roosevelt and Lydon B. Johnson used communication in their presidencies. FDR spoke every week on the radio to the public in "Fireside Chats;" he was on the radio while declaring war in 1941, clearly defining an honest set of objectives. FDR involved everyone in the country, creating a united front in the war. LBJ, on the other hand, had no declaration of war, did not engage the population, and his lack of communication led the Vietnam conflict to be known as "LBJ's War." Ms. McFarland argued that by continuing communication, being open and honest, a crisis can be converted into an opportunity.

The panel fielded questions about the best ways to hone communication skills. Ms. McFarland discussed how shorter communication blurbs are more effective. Mr. Dabbar said a leader must understand the needs and problems of the audience. RDML Moynihan told the participants that communication in a crisis must be developed before the crisis even occurs. Trust must be maintained and improved by telling the truth and having the hard conversations. Trust between the leaders and followers cannot be "surged" in a crisis.

The panel stated that in a crisis the line between a charismatic and decisive leader depends on the sector. To Ms. McFarland, who served in the White House, the greatest leader is one who can accomplish both. Mr. Dabbar stated that in the private sector it is more important to be a decision-maker who can make the hard and right decisions. RDML Moynihan stated that leaders making hard decisions must stand by those decisions and face the consequences. The panel concluded that decision-makers must have the credibility and resolve to see a conflict through to resolution.







## Leadership Conference Panel 3—Stress and Crisis: Physiological and Emotional Challenges

Moderator: CDR Anthony P. Donan, MSC, USN, Leadership, Ethics & Law Department, USNA



*Dr. Charles R. Carlson*



*COL Christopher P. Hughes,  
USA*



*RDML Terry B. Kraft, USN*



*Dr. Roberta Vasko Kraus*

The third panel of the conference, *Stress and Crisis: Physiological and Emotional Challenges*, brought together a professor of psychology, an Army combat commander, a sports psychologist and an experienced Navy Admiral to address the human dimensions of leadership under stress. The combination of military and civilian perspectives on stress during crisis proved to be an extremely interesting blend, as the panelists led an engaging discussion at the start of the second day of the conference.

Rear Admiral Terry Kraft started the discussion by delineating two kinds of stress: anxiety about personal performance and the stress that comes when lives depend on one's actions. He stressed that it is crucial to take care of subordinates during times of stress and to maintain standards for the organization, while also taking care of oneself. His advice: physical fitness, routine self-examination and chocolate!

COL Christopher Hughes, USA, started his remarks with a quote from Martin Luther King Jr., "The measure of a man is not how he leads in times of comfort, but how he leads in times of stress and controversy." He continued by stressing the importance of value sets, and pushing oneself in uncomfortable positions so that one does not become complacent. He urged everyone to maintain physical, mental and spiritual toughness, while never compromising one's integrity as a leader.

As a complement to the operational considerations, the next two panelists addressed clinical and applied psychological aspects of stress. Dr. Roberta Kraus offered the sports perspective and stressed the importance of consistent top performance, which can be achieved by positive dominant thought and self-talk. She offered amusing anecdotes and lively engagement with the audience throughout her remarks. Professor Charles Carlson continued the trend, stressing commitment, control under stress and getting rid of negativity in your life.

The many questions following the panel's remarks addressed everything from 'hitting the wall' in sports to the importance of maintaining creativity in a stressful environment. The panelists did an excellent job offering their perspectives to the participants, and gave truly insightful commentary on the human dimensions of stress during crisis.





**Vice Admiral James W. Houck, USN**  
Judge Advocate General Corps  
United States Navy Judge Advocate General

*Vice Admiral James W. Houck became the 41<sup>st</sup> judge advocate general (JAG) of the Navy on Aug. 14, 2009. As the judge advocate general, Houck is the principal military legal counsel to the secretary of the Navy and chief of Naval Operations. Following graduation from the United States Naval Academy, Houck entered the Navy's Law Education Program and later earned a Master of Laws. Houck's assignments include service in the Office of the Legal Counsel to the chairman of the Joint Chiefs of Staff, the Navy Office of Legislative Affairs, and in the Office of the Judge Advocate General of the Navy. Houck's personal decorations include the Navy Distinguished Service Medal, the Defense Superior Service medal, the Legion of Merit (five awards), the Defense Meritorious Service Medal and the Meritorious Service Medal (three awards), the Navy Commendation Medal (two awards) and the Navy Achievement Medal.*

Vice Admiral Houck, the keynote speaker for the second day of the conference, connected themes from the previous day with fresh points to discuss and consider. Leaders, he argued, are both born and made, and practice is the only way to improve. In quoting General Eisenhower, VADM Houck pointed out that “decision making is of the essence” in leadership, and especially when in crisis.

VADM Houck averred that there are two particular temptations in crisis situations: (1) to “play by your own rules” and (2) to rush towards a decision without having sufficient dissent and argument presented before one makes a move. He argued a clear head and an open mind are some of the most important assets during a crisis. He said that sometimes people simply look to get rid of obstacles when a situation gets complicated and they stop listening to opposing voices – but in that opposition could potentially lay a leader’s opportunity to succeed.

To address the idea of the temptation to “play by your own rules,” VADM Houck did concede that sometimes rules get in the way of a quick decision during a crisis. This, he reminded the audience, is a slippery slope – if a leader breaks a rule, it becomes progressively easier to break more. More importantly, if a leader breaks a rule, it sets a precedent for everyone that it acceptable to do the same. He stressed that when a rule is set aside, you have abandoned values which are the most valuable assets in a crisis.

Finally, he reminded attendees that challenges and crises sometimes hold the best opportunities for success. Stay by your values, he stressed, and success will inevitably come.



## Leadership Conference Panel 4—Ethical Dilemmas of Crisis: Leader Values, Character, and Moral Courage

Moderator: Professor Joseph Thomas, Distinguished Military Professor of Leadership, Lakefield Family Foundation, USNA



Mr. Jeff Neufeld



Dr. Charles Beadling



LCDR Denise Wallingford,  
CDC, USN



Col William R. Costantini, USMC

The fourth and final panel addressed the topic of *Ethical Dilemmas of Crisis: Leader Values, Character, and Moral Courage*. This was an excellent topic with which to close the conference as it ended on a positive note and helped to summarize everything attendees had learned over the previous days.

The panel opened with Mr. Jeff Neufeld who helped to define priorities for a leader of character. He defined crisis as any tough decision that a leader will have to make in the upcoming years – decisions that “make your palms sweat and your heart pound.” Most importantly, Mr. Neufeld stressed that if leaders take care of their troops, their troops will take care of them in any normal situation but especially in crisis.

After Mr. Neufeld spoke, Dr. Beadling tackled the subject of moral courage and personal ethics in leadership. He stressed courage and strength during crises, and encouraged attendees not to be afraid to deviate from their “life path” – as change in leadership is natural and necessary. However, he emphasized that leaders should never lower their standards to navigate a crisis.

Chaplain Wallingford echoed Dr. Beadling’s sentiments and encouraged young leaders to decide on their personal moral standards early so they can make good decisions under stress. She recommended creating hypothetical “if-then” situations to test moral standards in crisis leadership. When a crisis comes, Chaplain Wallingford offered a few points to remember: it is easy to make immoral decisions when under stress, leaders must accept the consequences of their personal standards, it is best to prepare early, and find and learn from “moral mentors” who can help leaders prepare for challenges ahead.

Colonel Costantini offered similar reflections but pointed out that sometimes even our rules can exist in conflict. As a leader, he said, one has to decide which rules have to be followed, assess the risks, and determine whether a boundary (either ethical or moral) is going to be crossed. Ultimately, leaders have to understand that the mission needs to be accomplished, and that in crisis situations, leaders are responsible for providing a moral compass for their troops. This is the biggest challenge of crisis leadership, Colonel Costantini asserted.

When asked to what extent an individual’s psychological profile has on moral leadership, Dr. Beadling responded with a question in kind: Is there a genetic code for being moral or ethical? Dr. Beadling asserted how one was raised can have a large influence on personal ethics and morals, but to a certain extent, it is the conscious choices made in life, and especially in crisis situations, that define who a person is. Chaplain Wallingford said that all leaders needed to ask themselves the question: What baggage do I carry and what are my emotional and reactionary barriers? One of the biggest obstacles to reacting positively in a crisis situation, she said, is not to have worked through what has happened in the past and developed a moral and ethical response to like situations.

The panel closed with all members agreeing that moral and ethical courage is a hard attribute to obtain in a crisis, but the hard work done beforehand will ultimately pay enormous dividends when leaders are confronted with inevitable challenges.





**Colonel Arthur J. Athens, USMCR (Ret.)**

Director, Vice Admiral James B. Stockdale Center for Ethical Leadership, U.S. Naval Academy

*Colonel Arthur J. Athens, United States Marine Corps Reserve (Ret.), is the Director of the U.S. Naval Academy's Vice Admiral James B. Stockdale Center for Ethical Leadership. During his time as an active duty Marine Corps Officer, he held significant staff or command positions with multiple Marine Aircraft Wings. Following his move from active duty in 1994, Colonel Athens served as Executive Director of Officer Christian Fellowship, and subsequently he served as the Commandant of Midshipmen of the U.S. Merchant Marine Academy.*



Colonel Athens took the stage last, and offered a perfect ending to the conference. Always a favorite speaker at the Academy, Colonel Athens encouraged conference attendees to walk away from the conference with one or two things they would want to change in their lives – any more will be overwhelming, he said. Colonel Athens described crises as defining moments in the lives of leaders when they have to ask themselves what they will do with what they have learned. He stressed that every leader will have to take charge in the midst of a storm.

He immediately captured the audience's attention by offering a personal story about the loss of his son during a crucial time in his professional life. Colonel Athens talked about the fatigue he felt, the anger he experienced, the fear he suffered, and the numbness he could not overcome. Sometimes, he cautioned, our training does not prepare us entirely for what lies ahead.

But Colonel Athens also offered that this crisis in his life taught him invaluable lessons and made him a stronger person. He mentioned the importance of trust and how he had to trust his subordinates to keep the "shop" running without his direct control. He learned the futility of asking why a crisis has happened – "Sometimes," he said, "you will just never know – but surviving the challenge will help a leader learn humility and strength." But most importantly, Colonel Athens argued, a leader must learn the three "C's" – courage, competence, and compassion.

Colonel Athens used nautical terminology for the audience packed with midshipmen, and offered that the three "C's" form a leader's "keel." The keel, he said, provides stability, and as leaders we work with our intellect and our physiology, but our soul is the keel. If we do not keep our keel well maintained, he stressed, we will not be prepared to face the storm.

He summarized his remarks by emphasizing that in the end, leadership is about people. And no matter what crisis comes along, as long as leaders maintain a strong keel and the three "C's" they cannot only survive but succeed. Finally, Colonel Athens offered that every conference attendee can be the future. But, he cautioned, it is not just about having a good feeling upon leaving this conference, it about passion and action; if leaders want change they must effect it themselves. With that, Colonel Athens said, leaders will be able not only to face organizational crises, but life and personal crises as well.

## 2010 Questions for Further Discussion

*(As asked by the small-groups at the conclusion of the 2010 Conference)*

What physiological effects of stress affect you most? What can you do about implementing tactics to ameliorate stress and maintain steady leadership?

In what ways have you ever deviated from your "True North?" What did you do to get back on course? How do you help those under you stay on course?

There was extensive discussion about the interaction between the private and public sectors. What specific lessons can one learn from each side? How are stress and crisis similar/different for leaders in the private sector and the public sector?

What values or morals must you focus on most to prepare for the ethical challenges of crises? What can you do to strengthen the three "C's" (courage, competence, compassion) in your life?



## Leadership Conference 2010 *From the Class of 1938*

**Rear Admiral Maurice H. Rindskopf, USN (Ret.)**  
Class President, World War II Submarine Skipper,  
Former Director of Naval Intelligence  
and Distinguished Graduate Awardee 2007

*The class of 1938 has traditionally addressed the conference theme from a “back-then” viewpoint.*

Crisis can come in all shapes and sizes, and they can present themselves quickly or gradually. The communications involved in crises will impact the response and the outcome.

Take a look at communications in the early days of the Republic—six weeks to Europe, and six weeks back; a week from Massachusetts to this fledgling nation’s capital. It was under these conditions that our leaders addressed the War of 1812. Outcome positive!

Now, fast forward to World War II. That’s when the Class of 1938 entered upon the scene. The war in Europe, a crisis by any definition, was trumpeted by radio and newsprint. In spite of that, I vouchsafe that few amongst my class saw it coming, let alone appreciated the chaos and mayhem which ensued.

But, President Roosevelt, with a clarion call, led a nation, along with its allies, to victory in four long years. There were heroes in Generals Eisenhower, Patton, and the Brit Montgomery. There were Admirals like King, Nimitz, and Halsey; and industry responded as never before.

The Class of 1938 fought from the shores of Europe to the far reaches of the Pacific—surface sailors, submariners, aviators, and Marines. The crisis put them in command at a very early age with many performing with valor, but of the 400 who graduated, 52 did not survive.



**Rear Admiral Robert W. McNitt, USN (Ret.)**  
Former Class President, Former Superintendent Naval Postgraduate  
School, Former U. S. Naval Academy Dean of Admissions  
and Distinguished Graduate Awardee 2003

### *One Intrepid Leader, a Crisis and an Opportunity*

On 16 May, 1565, Europe faced a crisis. The Ottoman Empire was at its peak. The Sultan of Turkey, having conquered Constantinople, Belgrade, Baghdad and Hungary, attacked the Island of Malta near Sicily to establish a base for the invasion of Europe. This was a huge amphibious operation with 180 ships and 30,000 soldiers, outnumbering the defenders three to one.

The Turkish army commander, after a long summer of costly attacks against fiercely defended forts, began a final assault on Fort St. Angelo. The Maltese defenders, led by 600 Knights of Malta, were wounded and sick, nearly out of ammunition, food and water, and were prepared to surrender. The Turkish sappers blew a breach in the 8-foot thick stone wall. As the exultant Turks stormed over the rubble, all seemed lost. It would have been, except for one man.

The Grand Master of the Knights, Jean Parisot de La Valette, who had survived a year as a galley slave chained to an oar on a Turkish ship while a prisoner of war, buckled on his helmet, seized his sword, and by himself, at the age of 71, charged the onrushing enemy. The other Knights rallied around their intrepid leader, hurled the invaders off the parapets, broke the momentum of the attack, and as it turned out, defeated the invasion itself. Within three weeks, the invaders boarded their ships to return home before the winter storms began. One determined leader transformed a desperate crisis into an opportunity for Malta and all of Europe to escape the dangerous embrace of the Ottoman Empire.



## *Sponsors of the Leadership Conference 2010*

### HART FOUNDATION

**Milledge A. Hart, III "Mitch"**  
**Chairman, Hart Group, Inc.**

Milledge A. Hart, III a native Texan, is a 1956 graduate of the United States Naval Academy. Following service in the Marine Corps, Mr. Hart joined IBM Corporation as a marketing representative. In 1962, Mr. Hart joined Ross Perot as one of the founders of Electronic Data Systems Corp. In 1969, he became Executive Vice President of the company and became President in 1970, the position he held until his retirement in 1977.

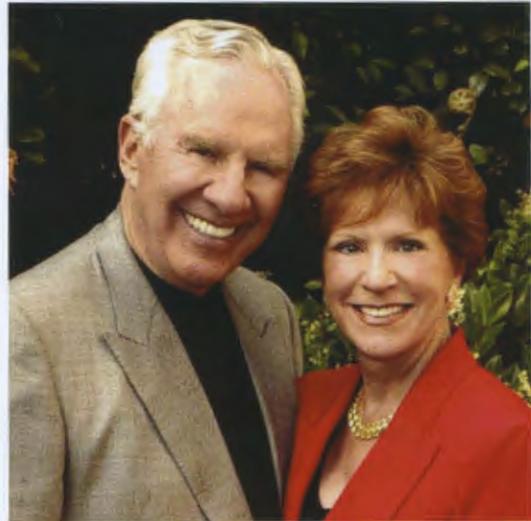
Later in 1978 Mr. Hart founded, and remains Chairman of the Board of Rmax, Inc., which manufactures rigid isocyanurate insulation. Rmax currently has plants in Dallas, Texas; Greenville, South Carolina; and Reno, Nevada. Its products include residential sheathing and residential and commercial roof insulation, as well as other specialty products.

In 1983, he formed Hart Group, Inc., a diversified group of companies involved in insulation manufacturing and investments. Subsequently, Hart Group, Inc. was founded in 1988.

In addition to being Chairman of the Board of the Hart Group, Inc. and Rmax, Inc., Mr. Hart serves on the following outside boards:

- The Home Depot, Inc. (one of the original founders; retired from Board in 2008 after 30 years of service), served on the following Committees: Executive Committee and Chairman of the Information Technology Advisory Council
- Docucorp International, Chairman of the Board and served on the following Committees: Compensation, Governance and Nominating Committee Chair, and Audit Ex-Officio
- Southern Methodist University former Board of Trustee, Campaign Leadership Council, and various Committees of the Board: Executive, Academic Policy Trustee and Investment Committee Chairman
- Southern Methodist University Willis M. Tate Distinguished Lecture Series: Nominating Committee (former Chairman)
- Southern Methodist University Hart Global Leaders Forum (endowed and funded) and sponsorship of the Hart Presidential Scholars
- Southern Methodist University Lyle School of Engineering Executive Board Member and Campaign Steering Committee
- Episcopal School of Dallas, Board of Trustees and Chairman of the Endowment Committee (Former Chairman of the Board and Founding Director)
- Duke University, Trustee Emeritus, Sanford Institute Board of Visitors. Terry Sanford Institute of Public Policy and Hart Leadership Program benefactor (endowed this undergraduate program in 1986)
- Baylor Health Care System Foundation Board
- Recipient of the National Society of Fund Raising Executives - Dallas Chapter 1999 Outstanding Philanthropist
- Claridge Association (President)
- Strawberry Park Home Owners Association, President (Beaver Creek, Colorado)
- Beaver Creek Property Owners Association

Mr. Hart is also a member of World Presidents Organization, Chief Executives Organization, Inc., and was also selected as a member of *Who's Who in American Business* and *Who's Who in Texas*.



## *Sponsors of the Leadership Conference 2010*

### HART FOUNDATION

**Linda Wertheimer Hart**  
**Vice-Chairman and Chief Executive Officer**  
**Hart Group, Inc.**

Linda Wertheimer Hart is Vice-Chairman and Chief Executive Officer of Hart Group, Inc., a diversified group of companies involved in insulation manufacturing and investments. She is also Chairman of Imation Corp. (NYSE: IMN), a global digital storage products, audio and video electronics and accessories company. In addition to being a director of each of the Hart Group companies and Chairman of Imation, Ms. Hart is currently, or has been, a member of a variety of outside Boards, including the following:

- Imation Corp. (*Non-Executive Chairman of the Board; Former Lead Director; member and Former Chairman, Nominating and Governance Committee; member, Compensation Committee*)
- Conner Peripherals, Inc. (*Chairman, Audit Committee; member, Compensation Committee*)  
(*Conner Peripherals, Inc. sold to Seagate Technology*)
- WordPerfect Corporation (*merged*) - (*Chairman, Compensation Committee; member, Audit Committee*)  
(*WordPerfect Corporation sold to Novell, Inc.*)
- SICPA Industries of America, Inc.
- Center for Strategic & International Studies, Washington D.C. (*CSIS*) *Board of Trustees (Member, Executive Committee; Chairman, Real Estate Committee)*
- World Affairs Council of Dallas/Fort Worth Board of Advisors
- New York Stock Exchange Legal Advisory Committee (*Former Chairman; Ex-Officio member*)
- Women's Leadership Board, Harvard University, Kennedy School of Government
- Southwestern Medical Foundation Board of Trustees
- DFW Directors Roundtable Advisory Board
- Southern Methodist University Hart E-Center Advisory Board
- Southern Methodist University Tate Lecture Series Board (*Former Chairman*)
- Southern Methodist University School of Law and Cox School of Business Executive Boards
- Southern Methodist University Hart Global Leaders Forum Board
- The University of Texas at Dallas School of Management Advisory Board (*Former Chairman*)
- The University of Texas at Dallas Management School Foundation (*Former Chairman*)
- The University of Texas Southwestern Health System Board of Visitors (*Charter Member*)
- Dallas Citizens Council Board
- Dallas Symphony Association, Inc. (*Former Chairman of the Board*)
- Dallas Opera Board (*Member, Finance Committee*)
- Duke University Terry Sanford Institute of Public Policy
- Greater Dallas Chamber of Commerce Board
- AFI Dallas International Film Festival Board
- Texas National Research Laboratory Commission Board (*Texas Agency-Superconducting Super Collider*)
- International Women's Forum Leadership Foundation Board
- Dallas Women's Foundation (*Chairman, Advisory Council*)
- Susan G. Komen Breast Cancer Foundation National Advisory Board
- Vail Valley Music Festival Executive Board

For the 24 years prior to joining the Hart Group in 1990, Ms. Hart was engaged in the private practice of law in Dallas, Texas, specializing in corporate and securities matters. While continuing her legal practice in Dallas, Ms. Hart also served as outside consultant to the Securities and Exchange Commission, Washington, D.C. and as a Visiting Professor at Stanford Law School. She is a graduate of the University of Pittsburgh (B.S. *cum laude* 1962) and Southern Methodist University Law School (L.L.B. 1965). Ms. Hart has been a member of the American Bar Association House of Delegates and has written and lectured frequently throughout the country on corporate and securities law subjects.

Ms. Hart served on the NYSE Special Study on Self Regulation, is Chairman Emeritus of the University of California Securities Regulation Institute, has been a member of the Legal Advisory Committee of the National Center on Financial Services of the University of California at Berkeley, the Trade and Investment Task Force of the Dallas Commission on International Development and the Executive Committee of the U.S. Government Business Forums on Capital Formation and was selected as an International Business Fellow. She is a member of the Committee of 200 and is Past President of International Women's Forum – Dallas.

# 2010 LEADERSHIP CONFERENCE

## Conference Report



*Sponsored by  
Mitch and Linda Hart  
and  
USNA Class of 1938*

DEPARTMENT OF LEADERSHIP, ETHICS AND LAW

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Lieutenant Michael Saunders, USN, Conference Coordinator

Lieutenant Bryan Kendris, USN, Conference Assistant Coordinator

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