

U.S. Naval Academy Leadership Conference
Conference Report

Visionary Leadership

Navigating Through Uncharted Waters



January 29-February 1, 2012
Annapolis, Maryland

2012 Leadership Conference Attendees

American University

Margaret Marr
Sara Aucker
Mitchell Duncombe
Sarah Robinson

Auburn University

LT Charles Bennett, USN
Dylan M. Collier
George B. Evans
Alexander Sherrod
John E. Wong

Boston NROTC Consortium

LT Matthew Minck, USN
Shannon Cryan
Anthony Kardelis
Kristen Krock
Fiona McCoy
Catherine Philbin
Joshua Prince
Russel Shomberg

Bucknell University

Amelia M. Fish
Abraham J. Khan

California NROTC Consortium – University of Southern California, University of California at Los Angeles

LT Michael Humara, USN
Mitchell A. Horillo
Nicholas O'Donnell
Shawn Steggink
Keenan Wiles

Case Western University

Shannon French
Benjamin L. Brown-Groves
Dylan M. Simon
Joshua R. Suvak

Christopher Newport University

Brent E. Cusher
Virginia Blanton
Gabrielle C. Martin
Tierney Stark
Matthew Ware

Citadel, Krause Center for Leadership and Ethics

Captain Wouter Sijstma, Royal Netherlands Air Force
Colin Hicks
Alexander W. Morgan
Dimitri Paspalaris
Christian Scowcroft

Colgate University

Mona E. Nyheim-Canales
Caitlin R. Cremin
Patrick J. Letourneau
Jonathan O. Mputu

College of the Ozarks

Natalie Rasnick
Michelle Boillot
Hannah Richardson
Heather Summers

College of William and Mary

Christopher Fellner
Michael S. Kutner
Sophia M. Mortensen

Delaware State University

Dr. Richard Phillips
Laurie Barnes
David Carter
Elizabeth Cole

George Washington University

NROTC
LCDR Alex A. Dietrich-Greene, USN
Tiffany P. Aguiar
Ashleigh C. Evans
Claire H. Osterman
Shelby L. Smith
Maxwell H. Stewart

Hampton University

Battinto L. Batts
Malcolm Brown
Mark "Jeffrey" Fielding
Wille Wilson

Hiram College

Zachary M. Crotts
Kyle J. Peters
Anand Sharma

Lafayette College

Kaitlyn M. Mckittrick
Mara Kish
Andrew Shoop
Zachary Winthrop

Louisiana State University

in Shreveport
Wayne Hogue
Mesha Barrow
Harterica "Shay" Hines
Casey L. Thomas

Maine Maritime Academy

Peter Stewart
Robert Baribeau
Kevin Beard
Tate Wagstaff
Ethan Wall

Marietta College

Dr. Robert McManus
Alexandria R. Martin
Jonathan Perkey
Angela C. Sipes

Marquette University

Claire F. Garrova
Courtney L. Martin
Anthony M. Pandolfi

Massachusetts Institute of Technology-Gordon Engineering Leadership Program

Lt Col Leo McGonagle, USA
Richard Agbeyibor
Danielle Class
Isaac Evans

Morehouse College

Dr. Carter Savage
Camren Johnson
Ian Moore

North Carolina NROTC Consortium – Duke University, North Carolina State, University of North Carolina at Chapel Hill

LT John J. Donnelly, USN
LT Andrew Recame, USN
David Blanchard (Duke)
Thomas Petrillak (Duke)
Daniel Stefanus (Duke)
Marisa Zahn (Duke)
Eric Lantz (NCSU)
Julian Moten (UNC)
Stephen Ramey (NCSU)
Kathryn Ransom (NCSU)
Sam Bauckham (UNC)
Min Hubbard (UNC)

Pennsylvania State University

Megan Finley
Matthew Johnson
Katherine Kozak
David Leaf
Danielle Harley Miller
Colin Witman

Pennsylvania State University

NROTC
CDR Ronald J. Karun Jr., USN
James M. Clarizio
Matthew J. Dunlevy
Craig R. Henriksen
Joshua S. Rockman

Pennsylvania State University-Schreyer Honors College

Melissa Doberstein
Angela Brosnan
Dan Jensen
Jinghao Lu

Polish Naval Academy

Marta Gortad
Rafal Klosowski

Royal Military College of Canada

Capt Sebastien Boucher
Rodney J. Brown
Katelynn Hodges
Colin McNaughton
Jacqueline D. Ruis

Siena College

Mr. Mike Hickey
Courtney A. Bowman
Patrick Cunningham
Christina B. Manning

Southern Methodist University

Stephanie L. Howeth
Adriana Martinez
Yvonne Pitts
Austin Prentice

Texas A&M University ROTC

James F. Adams
Marshall B. Atwood
Grayson T. Coco
Jan-Ernst Young

Tufts University

Katherine Monson
Joel Wasserman
Shan Zhi Thia

United States Air Force Academy

Lt Col Eric Ecklund, USAF
Jim Evans
Amanda MacLean

United States Coast Guard Academy

David Stutt
Brett A. Morris
Cory D. Pray
Elizabeth Tatum
Jamie Z. Wright

United States Merchant Marine Academy

Benjamin Baitcher
Sarah Feldman
Spencer Fletcher
Erika Lawson
Antoinette Waller

United States Military Academy

Robert B. Lanier
James Clark
Amanda Darling
Alexander Kim
Eric Triller

University of Maryland

Deborah Slosberg
Kelly Brower
Abby Lynch
Brittany Suller

University of Memphis

Charles Jamison
Brandon McAuley
Timothy Strawser
Katherine M. Townsend

University of Nebraska at Lincoln

Betsy Klemme
Anh Ha
Isaac L. Inungaray
Yanghui "Elaine" Ji

University of Pennsylvania, Fox Leadership Program

Chuck Brutsche
Jason Fernandes
Elizabeth Kopec
James Sadler

University of Pennsylvania, Wharton School of Business

Aviva Legatt
Anna Pham
Janani Ramachandran
Greg Rose

University of Richmond, Jepson School of Leadership Studies

Jennifer E. Billings
Kerry A. Boland
Danielle M. Taylor

University of South Florida ROTC

John Sarao
Thomas Ashlock

University of Texas ROTC

CDR Vernon E. Neuenschwander, USN
Mark Jbeily
Jared Thompson
Andrew Watkins
Brandon Witherspoon

University of Virginia ROTC

Richard Skinnell
Christian Asaban
Burnell Clemmer
Peter Lai-Lepage
Gregory D. Rives

Villanova University ROTC

Ralph A. Gigliotti
John Dannemiller
Elise Fink
Megan Miller

Virginia Tech University

CAPT James Snyder, USN (Ret.)
Brian Burgos
Daniel Evans
Nathan Gunter
Forrest Seama

Yale University

Dr. Rodney T. Cohen
Felipe Montealegre
Mackenzie Naert
Rahul Singh
Aily Zhang

Thank You

The United States Naval Academy, the Division of Leadership Education and Development, along with Linda and Mitch Hart and the USNA Class of '38, were proud to sponsor the 2012 Leadership Conference at the Naval Academy in Annapolis, Maryland January 29-February 1, 2012.

This Program

This program contains the after action report of the 2012 Naval Academy Leadership Conference in Annapolis, MD. We have highlighted the discussion points of each speaker and panel with the hope that your learning and leadership development benefited from the lessons and experiences of our conference.

Mission Statement

The U.S. Naval Academy Leadership Conference's mission is to bring 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 midshipmen and cadets 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.

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.

Made possible through the generous support of Linda and Mitch Hart and the Class of '38, the USNA Leadership Conference now includes more than 200 participants from over 55 military and civilian colleges.



THE 2012 UNITED STATES NAVAL ACADEMY LEADERSHIP CONFERENCE

January 29-February 1, 2012
Annapolis, Maryland

Visionary Leadership *Navigating Through Uncharted Waters*

CONFERENCE REPORT

by Midshipman First Class Robert E. Swain III

Theme for 2012

"Visionary Leadership: Navigating Through Uncharted Waters"

In the complex and dynamic nature of society in the twenty-first century, it is easy to become overwhelmed by the imminent issues and urgent problems of the moment. In these constantly changing times, simply utilizing temporary or conventional solutions can cause detrimental repercussions to an organization's employee and customer loyalty, efficiency, and long term goal accomplishment. Visionary leaders, however, focus on the future of an organization and provide a unique vision that reinforces the why of what they do. Through their vision, they instill purpose, meaning and focus, empower and motivate followers, allow for growth and establishment of new ideas, and create organizations that are more adaptable and resilient.

The USNA Leadership Conference explored the challenges and issues that leaders and organizations face in changing times and why visionary leadership is essential for future success. Participants heard from and interacted with experts and senior leaders who have knowledge and experience leading through "uncharted waters."

THE FOCUS OF THIS YEAR'S THEME

Each year the midshipmen and officer staff of the United States Naval Academy Leadership Conference seeks to choose a conference theme tailored to bridge the divides between military and civilian collegiate leadership programs. Our 2012 Leadership Conference staff recognizes the complex and dynamic nature of twenty-first century society and appreciates the anxiety surrounding the imminent problems and urgent issues of day to day life. We decided a discussion on visionary leadership could prove greatly beneficial to all young people about to enter either the public or private working sectors.

The purpose of this report is to capture the highlights of the 2012 United States Naval Academy Conference, summarize the lessons imparted by the speakers, and provide the overall takeaways from our discussion of visionary leadership in the twenty-first century. Our conference staff sincerely hopes that the program of speakers and events we provided helped to develop our midshipmen, cadet, and civilian delegates, and inspired further reflection on the roles each of us can play as visionary leaders in any organization. All of us participated in this year's conference because we have chosen to challenge ourselves as members of American society and to carry on a tradition of visionary leaders. Our staff wishes all of you fair winds and thanks you for your participation!

Forrestal Lecture Speaker General James N. Mattis, USMC

Commander, U.S. Central Command

General James N. Mattis, USMC, Commander U.S. Central Command, was the Forrestal Speaker for the 2012 U.S. Naval Academy Leadership Conference.

In his motivating and inspiring address to both the conference participants and Brigade of Midshipmen he spoke to the theme of "Navigating through Uncharted Waters." General Mattis focused on education, self-confidence, and the importance of cultivating a positive relationship between yourself and the people you lead.

General Mattis' personal examples of visionary leadership were drawn from the experience reserve of an almost forty-year career of leadership in military service. He expressed that visionary leadership applies to not just the armed forces, but the civilian sector as well.

General Mattis spoke candidly about the importance of education to leadership, especially visionary leadership. He explained that when you "navigate through uncharted waters" it becomes essential that you have the education and discipline to fall back on. Inevitably, when you cover "uncharted territory," obstacles and challenges will surface that you may not have anticipated. The critical thinking skills and background information cultivated through education provide you with the tools to keep your vision on course.

Speaking to the military personnel in the audience as future U.S. Armed Service officers, but applying it to the future business and government leaders among the conference delegates, General Mattis reminded the entire audience that they control their own futures. He stressed the importance of maintaining faith in your ability to lead, and the essential quality of ethical leadership. General Mattis explained that as a visionary leader you need to exercise "unregimented" and disciplined problem solving. He said to help solve the problems plaguing our world we need leaders in the United States who exercise an ethical code and are not afraid to stand by it.

Diverging from visionary leadership, General Mattis used part of his time to acknowledge the value in both tradition and healthy established methods of operation. He encouraged the audience to "pick up tradition and fight," because healthy tradition acts as a source of strength against adversity. General Mattis supported a passion for excellence and achievement in his words, but warned the Brigade and conference delegates not to let this ambition outweigh compassion. He said that the greatest danger for a leader is to find yourself belittling or dismissing the enthusiasm of your subordinates either intentionally or inadvertently. He explained that there is no easier way to destroy morale in an organization than to make junior personnel feel that their contributions or input is worthless.

General Mattis provided an outstanding and appropriate Forrestal speech for the 2012 Leadership Conference on visionary leadership and his presentation received overwhelmingly positive feedback.



General James N. Mattis serves as commander, U.S. Central Command (USCENTCOM), located in Tampa, Florida. General Mattis has commanded at multiple levels. As a lieutenant, he served as a rifle and weapons platoon commander in the 3rd Marine Division. As a captain, he commanded a rifle company and a weapons company in the 1st Marine Brigade. As a major, he commanded Recruiting Station Portland. As a lieutenant colonel, he commanded 1st Battalion, 7th Marines, one of Task Force Ripper's assault battalions in Operations Desert Shield and Desert Storm. As a colonel, he commanded 7th Marines (Reinforced). Upon becoming a brigadier general, he commanded first the 1st Marine Expeditionary Brigade and then Task Force 58, during Operation Enduring Freedom in southern Afghanistan. As a major general, he commanded the 1st Marine Division during the initial attack and subsequent stability operations in Iraq during Operation Iraqi Freedom. In his first tour as a lieutenant general, he commanded the Marine Corps Combat Development Command and served as the deputy commandant for combat development. He also commanded the I Marine Expeditionary Force and served as the commander of U.S. Marine Forces Central Command. Previous to this assignment, he served as both NATO's Supreme Allied Commander Transformation from 2007-2009 and as commander, U.S. Joint Forces Command from 2007-2010. General Mattis, a native of the Pacific Northwest, graduated from Central Washington State University in 1972. He is also a graduate of the Amphibious Warfare School, Marine Corps Command and Staff College, and the National War College.



Opening Keynote Speaker

Mr. Guy Kawasaki

Co-founder of Alltop.com and Founding Partner at Garage Technology Ventures



Guy Kawasaki is the author of Enchantment: The Art of Changing Hearts, Minds, and Actions. He is also the co-founder of Alltop.com, an "online magazine rack" of popular topics on the web, and a founding partner at Garage Technology Ventures. He is also a columnist for the Open Forum of American Express. Previously, he was the chief evangelist of Apple. In addition to Enchantment, Mr. Kawasaki is the author of nine other books, including Reality Check, The Art of the Start, Rules for Revolutionaries, How to Drive Your Competition Crazy, Selling the Dream, and The Macintosh Way. Guy Kawasaki has a B.A. from Stanford University and an MBA from UCLA as well as an honorary doctorate from Babson College. Of his time with Apple Computer Inc., Mr. Kawasaki says, "When I saw what a Macintosh could do, the clouds parted and the angels started singing. For four years I evangelized Macintosh to software and hardware developers and led the charge against worldwide domination by IBM. I also met my wife Beth at Apple during this timeframe—Apple has been very good to me. Around 1987, my job with Apple was done. Macintosh had plenty of software by then, so I left to start a Macintosh database company called ACIUS. It published a product called 4th Dimension. I did this for two years and then left to pursue my bliss of writing, speaking, and consulting."

An energetic and enthusiastic speaker, Guy Kawasaki provided a wonderful balance of insight and humor within the context of visionary leadership. Mr. Kawasaki began his talk with a picture presentation of his Navy experience out of Naval Air Station San Diego with an E-2 Hawkeye Squadron. His jokes about the quality of life aboard both an aircraft carrier and E-2 were well received and appreciated by the military audience.

Mr. Kawasaki shared that the Japanese have a saying, "there are two kinds of fools. One fool never climbs to the top of Mount Fuji, the other fool climbs twice." He applied this to visionary leadership by celebrating and encouraging educated risk-taking, maintaining a rational approach to solving problems. He cited two men as the most influential visionary leaders of the twentieth century, Walt Disney and Steve Jobs, and provided some of the valuable lessons on leadership he learned by working for Mr. Jobs.

Mr. Kawasaki explained that visionary leaders need confidence in their inherent abilities and in the value of their own ideas. Bluntly, he stated "experts are clueless" and warned against taking the word of "experts" as the gospel truth. He explained that in many cases innovative and visionary leaders are dismissed by their peers and generate criticism. Mr. Kawasaki used the image of a curve to represent an industry and revealed that most companies start, stay, and die on the curve. The visionary leader's job is to strive to jump beyond the curve focusing on what their organization's purpose is rather than what service it provides.

Throughout his presentation, Mr. Kawasaki returned to the wisdom of Steve Jobs. He gave advice on how to disseminate a vision by discussing presentation. Using Apple products as an example, Mr. Kawasaki believes "design counts." Mr. Kawasaki also used Mr. Jobs to show that changing one's mind is a sign of intelligence and shared that Mr. Jobs surrounded himself with people he believed to be better than him. Mr. Kawasaki warned the audience, if you are an "A player" hire other "A players." This avoids the "bozo explosion" of diminished quality of personnel down the organizational hierarchy.

Mr. Kawasaki left the enthralled audience with the Steve Jobs visionary leadership quote, "some things need to be believed to be seen." He thanked the military members present for their service and said, because of them, he sleeps better at night.



Leadership Conference Panel Discussion 1—*Trailblazing: What is Visionary Leadership?*

Moderator: Dr. Joseph J. Thomas, USNA Class of 1961 Chair and Distinguished Professor of Leadership Education

The first panel, “Trailblazing: What is Visionary Leadership?,” introduced the participants to the fundamental principles of Visionary Leadership and the experience and traits that define visionary leaders. Dr. Joseph J. Thomas, USNA Class of 1961 Chair and Distinguished Professor of Leadership Education, successfully moderated the panel and honed the conversation to cover aspects such as what defines visionary leadership, if one has the ability to develop personal visionary leadership, and what separates visionary from traditional leadership. Drawing examples from their personal and professional lives, the first panel showed how each member mustered the strength in the face of adversity to act as visionary leaders for their respective organizations.

Dr. Albert Pierce discussed his experiences working at the National War College in Washington D.C., the United States Naval Academy’s Center for the Study of Professional Military Ethics, and the Institute for National Security Ethics and Leadership at the National Defense University. He explained that there are three types of people: visionaries, enablers, and executors. Dr. Pierce spoke about visionary leadership in terms of projects, specifically his role in developing the ethics center at the Naval Academy. He closed his comments stating that visionary leadership and visionary projects are not solo missions and demand cooperation from both the visionary leader and the members of the organization.

The second panelist, Lieutenant Colonel Julie L. Nethercot, USMC, shared her experiences leading in the Marine Corps as a Company Commander and Battalion Operations Officer, deploying twice during Operation Iraqi Freedom and Operation Enduring Freedom. LtCol Nethercot echoed Dr. Pierce, agreeing that visionary leaders need to build a team with talents and skills to operate successfully. This will contribute to a positive “command climate” where individuals can exchange ideas freely up and down the chain of command. LtCol Nethercot also voiced the importance of clearly articulating the vision. She argued that executing a vision is more effectively done by walking around, not through email or “impersonal” communication. She encouraged the audience to be open to all opportunities that present themselves, and not to fear alternating course towards vision accomplishment as necessary.

Rear Admiral Ray Smith, USN (Ret.) provided the conference with knowledge gleaned during thirty-one years of experience in the Navy Seal community. He expressed his belief that the generation of midshipmen and delegates before him was destined to imminently lead the nation. He explained that there is no template or model for visionary leadership. Rather, visionary leadership has the ability to morph. RADM Smith advised the conference to focus on relevant visions and approach them with passion.

The final panelist, Mr. Herman Boone, provided the conference with honest wisdom and humor. Coach Boone effectively related his experiences on the football field to visionary leadership in the professional world. He said his teams reflected any working organization. Every organization deals with a clash of egos and personalities that prove counterproductive if ignored. As a visionary leader, you need to excite the organization towards working together with a common goal. Coach Boone used personal examples to show the effectiveness of empowering your team members with the ability to make important decisions. Tying into the common thread of trusting your subordinates, Coach Boone told the conference to “practice like you play” and to prepare your team with training that is as realistic as possible.



Mr. Herman Boone



Lieutenant Colonel Julie L. Nethercot, USMC



Dr. Albert C. Pierce



Rear Admiral Ray Smith, USN (Ret.)



Keynote Speaker 2

Mr. Howard Putnam

Former CEO of Southwest Airlines



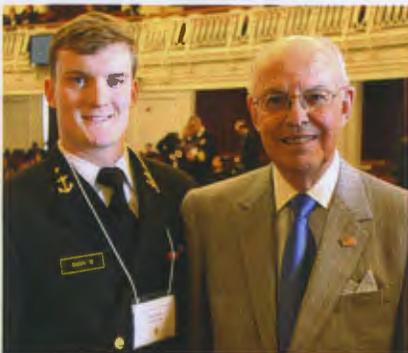
Howard Putnam's ultimate objective is "bottom line improvement." He believes that cultures that place "people" as their #1 priority have the greatest long-term impact and success. He is the former CEO of the highly successful Southwest Airlines whose foundation and culture placed people first. Later, when recruited to be the CEO of failing Braniff International, he was the first CEO to successfully restructure a major airline into, through, and out of Chapter 11. Earlier he spent over 20 years with United Airlines, his final position being Group VP of Marketing. He has been an entrepreneur and has served as a director of several startup technology companies. He is an author, speaker and advisor on business issues, change, leadership and ethics. HarperCollins published his first book, "The Winds of Turbulence." Harvard University wrote a case study on his Braniff experiences, "The Ethics of Bankruptcy." He has an MBA in marketing from the University of Chicago and attended Harvard's Advanced Management Program. Howard grew up on an Iowa farm and learned to fly out of a pasture. His wife, Krista, is a native of Ohio and a former flight attendant. Their son, Mike, is an airline Captain based in Charlotte, and daughter, Sue, is in public relations and advertising in Reno. Howard and Krista live in the mountains near Reno and Lake Tahoe.

Mr. Howard Putnam, former CEO of Southwest Airlines, opened up Day Two with valuable take-aways from the private business sector. He began his presentation talking about his humble Midwestern roots and the early adversity he faced on the road to his dream job of being President of an airline. He focused his visionary leadership remarks on the inevitability of "turbulence," the attributes of a great leader, and performing proactive leadership.

Mr. Putnam explained, "Turbulence is inevitable but misery is optional." He defined turbulence as all the obstacles and challenges we face in pursuit of our goals. Mr. Putnam advocated once you make a decision and the commitment you go with it and constantly pursue success.

The attributes of a great leader that Mr. Putnam highlighted in his speech are no surprise to any of us in a leadership development program; they included honest, accountable, responsible, able to build trust, passionate, inspiring, visionary, authentic, team-spirited, articulate, self-confident, proactive, appreciative of humor, and able to make turbulence work for them. Mr. Putnam explained that great leaders engage their people and encourage them to bring forth new ideas. He spoke to the importance of the hand-written note, and the value of saying thank you to building lasting relationships. Though Mr. Putnam did not include it as an attribute of a great leader, he seemed to value humility as a positive character trait for leaders. He quoted President Harry Truman saying, "It's amazing what you can accomplish when you don't care who gets the credit."

Throughout his presentation, Mr. Putnam returned to the theme of proactive leadership. He explained the value of preparation and the benefit of learning by repetition. This preceded his statement that "when the time to perform arrives the time to prepare has passed." He said that everything in life is cyclical and the proactive leader figures out where in the cycle his organization is functioning. This allows the visionary leader to understand the game his organization must play with the competition and potentially "change the way the game is played." Mr. Putnam developed this idea of "changing the way the game is played" by explaining that innovation "hatches from above" and it is up to the visionary leader to stimulate and empower his organization to embrace the innovation and take ownership of the new ideas.



Leadership Conference Panel Discussion 2—*Navigating: Leading Through Vision*

Moderator: Mr. Jeffrey A. Neufeld, Class of 1968 Senior Military Instructor of Leadership,
Division of Leadership Education and Development

The second panel, “Navigating: Leading through Vision,” explored the methods and application of visionary leadership once the visionary leader had established goals. The panelists were invited to discuss how they each disseminated their respective visions to their organizations, how they overcame obstacles and adversity, and in what ways they inspired and empowered their subordinates. The panelists’ experiences ranged from military service at the most senior level to coaching National Championship athletes. Mr. Jeffrey A. Neufeld, Class of 1968 Senior Military Instructor of Leadership, Division of Leadership Education and Development at the Naval Academy, presided as the moderator.

Ambassador Paula J. Dobriansky, National Security Chair at the U.S. Naval Academy, opened her remarks on implementing a vision by expressing that a leader must clearly and articulately state his vision. She also focused on the importance of delegation and teamwork. Ambassador Dobriansky introduced the concept of the “good multiplier effect.” She explained the “good multiplier effect” as the compounded positive outcome as one milestone in progress works towards the next on the path to vision accomplishment. Ambassador Dobriansky also emphasized the importance of flexibility towards vision accomplishment and the sometimes necessity of consolidating and cutting extraneous positions.

Mr. Anson Dorrance, Head Coach of the University of North Carolina women’s soccer team. Like Coach Boone, Coach Dorrance drew parallels between the athletic team dynamic and working in a professional environment. He focused on the importance of trusting your people and challenging them to perform at the highest level. He explained that fostering a disciplined, confident, competitive environment will breed an organization that strives to push itself to reach long-term goals. Coach Dorrance talked about setting big picture, long-term goals as well as several short term goals all designed as milestones towards the vision.

Brigadier General Thomas V. Draude, USMC (Ret.), President and CEO of the Marine Corps University Foundation, imparted the leadership experience of thirty years in the United States Marine Corps. BGEN Draude said vision is for the junior officers or junior members of an organization just as much as it is for the senior leadership. He encouraged the conference attendees to read, write, and publish their work. This tied into General Mattis’ theme of education being central to visionary leadership. He explained that public speaking and published material allows one to put his name out and receive constructive feedback. He encouraged the audience to avoid cynicism and that listening has become a lost art. Commenting on how to disseminate your vision, when working in an organization he said, “if you can explain ‘why’ most people can deal with ‘how.’”

The final panelist, Rear Admiral Robert Smith III, USN (Ret.), President and Chief Executive Officer, Texas A&M University – Galveston, also provided a military perspective on visionary leadership for Panel 2. His comments focused on the fact that you cannot quantify everything and there are different ways to gauge the value of a vision or visionary input. He also advocated for “leaping” away from trends and changing the status quo.



Ambassador Paula J. Dobriansky



Mr. Anson Dorrance



Brigadier General Thomas V. Draude, USMC (Ret.)



Rear Admiral Robert Smith III, USN (Ret.)







Keynote Speaker 3

Ms. Lynette Lewis

**Author, Corporate Speaker and Consultant, and
Founder of StopChildTraffickingNow.org**



Lynette Lewis has been inspiring men and women on issues of vision and purpose for over 20 years. She travels extensively, addressing audiences from 30 to 15,000 on topics including, "The Power of Purpose," "Building Personal Brand and Eminence," and many more. She is one of John C. Maxwell's Maximum Impact Speakers. A frequent panelist and often-quoted expert on career development, marketing, and branding, Lynette's eclectic 28-year career has taken her from PR and fundraising at a major university to the senior marketing leader for the National Women's Initiative at Deloitte & Touche in New York City. She worked with some of the firm's largest client teams including GE, Pfizer, Johnson & Johnson, and others. Her popular book, Climbing the Ladder in Silettes, has been published in several languages receiving recognition from numerous sources including The Wall Street Journal, The New York Post, and The Dallas Morning News. Lynette has appeared frequently on radio and television programs including The Today Show and Martha Stewart Living Radio. A passionate advocate for vulnerable children, she is the founder of StopChildTraffickingNow.org and the visionary behind its annual walks in several countries, 45 cities, and on 80 college campuses nationwide. A graduate of Oral Roberts University, she now serves on its Board of Trustees. Lynette is founder and host of the annual PureLife women's conference in New York City drawing hundreds of women from the U.S. and abroad. She and her husband, Ron Lewis, live in New York City and Cary, North Carolina. They have four grown sons.



The final keynote speaker, Lynette Lewis, author, corporate speaker and consultant, and founder of StopChildTraffickingNow.com, decided to address the conference with the theme "leading through life's storms." She approached visionary leadership by developing some of the adversity that leaders may face on a personal level which she compared to storms. She outlined three "storms" that leaders face in life and provided three "navigational tools" that leaders can use to weather the storms of difference, detractors, and dysfunction.

Ms. Lewis used personal examples to explain the storm of "different" as factors that oppose the things you want out of life. The storms of difference rage against your will or your plans and you may not understand why. Rather than face these storms like a dead end, Ms. Lewis recommended the delegates to see the storm of different as a stop sign where you look both ways, weigh your options, and move forward.

The second storm Ms. Lewis developed was the storm of detractors. This storm consists of all the critics, skeptics, and antagonists who tell you why you cannot or should not pursue or accomplish your goals. Ms. Lewis explained that approaching and dealing with this adversity helps leaders to develop patience and compassion for opposing forces. She encouraged the conference to find faith as a source of encouragement to draw upon in the face of these detractors.

The storm of dysfunction addressed the personal pain or struggling that every leader has to deal with in their personal life. Ms. Lewis explained that some people choose to cover up the dysfunction that each person deals with rather than "diving in" and confronting it at the root level to achieve wholeness in body and mind. Ms. Lewis focused on confronting your issues in an effort to achieve wholeness because followers and subordinates are more responsive and attracted to leaders who appear stable and wholly centered.



Leadership Conference Panel Discussion 3—*Charting the Course: Visionary Leadership in the Future*

Moderator: *Dr. W. Brad Johnson, Professor of Psychology, Division of Leadership Education and Development*

The third panel, “*Charting the Course: Visionary Leadership for the Future*,” attempted to tackle and develop solutions for the issues waiting to be addressed by visionary leaders today and into the future. The conference benefitted from a seasoned panel of both military and civilian representatives who functioned in senior leadership positions. Dr. W. Brad Johnson, Professor of Psychology, Division of Leadership Education and Development at the Naval Academy, presided as the moderator.

Mr. Charles T. “Tom” Burbage, Lockheed Martin Executive Vice President and General Manager, F-35 Integration, began his comments by acknowledging the difficulty of visionary leadership. He spoke briefly about his own experience on the F-35 project and the issues he faced when trying to coordinate the participation of three major corporations and building a unique culture for the visionary leader’s project. He advised the delegates to approach every relationship like it will become a long-term relationship and the perspective that provides you when dealing with other people.

Vice Admiral Joseph W. Dyer, USN (Ret.), Chief Operating Officer, I-Robot, shared with the delegates his own experiences which spoke to the power of an integrated team. He explained visionary leadership with a demonstration that required audience participation. He asked the entire room to stand up, close their eyes, and point north. After having everyone open their eyes and see the assortment of responses, VADM Dyer explained visionary leadership as the ability for a person to align all these people pointing in all directions toward a common goal.

Ms. Catherine Clark Mosbacher, President and CEO of the Center for Houston’s Future, spoke with the background of experience in the nonprofit, independent sector. She explained that by global survey, the independent sector is more trusted than the government or private sectors and that, clearly, trust is a major issue for visionary leaders. She explained the benefit of situational planning and scenario planning to visionary leadership and preparing for all possible outcomes. Ms. Mosbacher quoted John Gardner and applied his thoughts on corporate executives to military officers, “executives (officers) are given subordinates but have to earn followers.” She talked about the importance for visionary leaders to find common ground upon which their followers of varying backgrounds, cultures, and socio-economic situations can identify with each other.

The final panelist, Lieutenant General John F. Sattler, USMC (Ret.), Distinguished Leadership Chair, Vice Admiral Stockdale Center for Ethical Leadership at the Naval Academy, looked at visionary leadership at the junior officer, entry level position. This perspective benefited the young delegates and midshipmen in attendance. He first shared the three types of operation an organization needs to address, current day operations, future operations, and future plans. As a junior officer or entry level personnel, LtGen Sattler recommended helping to foster an environment of excellence by every day bringing an enthusiastic thought process, transparency, and creative energy.



Mr. Charles T. “Tom” Burbage



Vice Admiral Joseph W. Dyer, USN (Ret.)



Ms. Catherine Clark Mosbacher



Lieutenant General John F. Sattler, USMC (Ret.)



Closing Speaker

Colonel Arthur J. Athens, USMCR (Ret.)

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



Colonel Athens is the Director of the U.S. Naval Academy's Vice Admiral James B. Stockdale Center for Ethical Leadership and a member of the Academy's Senior Leadership Team. Colonel Athens retired from the Marine Corps in July 2008 with over 30 years of combined active duty and reserve service. As a Marine Officer, he commanded units in the 3rd and 4th Marine Aircraft Wings, served with the U.S. Space Command and instructed at Marine Aviation Weapons and Tactics Squadron 1, the Marine Corps equivalent of the Navy's Top Gun School. Additionally, he was a White House Fellow under President Ronald Reagan, the Special Assistant to the NASA Administrator following the Space Shuttle Challenger accident, the Executive Director of OCF, a worldwide non-profit organization helping military personnel integrate their faith and profession, the Commandant of the United States Merchant Marine Academy, and the Naval Academy's first Distinguished Military Professor of Leadership. Aside from his professional responsibilities, Colonel Athens has been a volunteer lacrosse coach at the high school and collegiate levels and the Washington Post recognized him as their High School Coach of the Year. Colonel Athens holds a bachelor's degree in operations research from the Naval Academy where he lettered in lacrosse and served as the Brigade Commander, the senior ranking midshipman at the Academy. He also earned masters' degrees from the Naval Postgraduate School and the Army's School of Advanced Military Studies. He is married to the former Mistina Root of Williamsburg, Virginia, and they have 10 children.



Colonel Arthur J. Athens, USMC, (Ret.), Director, Vice Admiral James B. Stockdale Center for Ethical Leadership at the United States Naval Academy, provided the closing speech for the 2012 Naval Academy Leadership Conference. He began by saying what an honor and a privilege it was to stand before the conference delegates and thanked his family members in attendance. Colonel Athens gave an inspiring talk, focusing his remarks on the power and utility of storytelling in visionary leadership.

Colonel Athens explained that leadership development is a lifetime pursuit, but applauded the young people in the audience for beginning their leadership development at such a young age. He referenced John Gardner and the importance the man placed on developing leadership in the younger generations. Colonel Athens explained that Gardner used relative population size to show that as our nation's population grows so should the number of inspirational and world-changing visionaries such as George Washington, Thomas Jefferson, and Benjamin Franklin. Colonel Athens explained that visionary leaders need to transform vision into action, action into execution, and execution into victory.

Using many personal and adapted examples, Colonel Athens demonstrated the power of storytelling to enacting a vision. He described storytelling as creative, adaptive, and a way of thinking outside of the box. Colonel Athens stated that leaders must exercise the ability to connect their stories to their vision "in a clear and memorable way." Colonel Athens mentioned Jim Donald, former CEO of Starbucks, as an example of a visionary leader in the American corporate world who used personal employee stories and applied them to the greater organization. Colonel Athens shared Jim Donald's famous phrase, "discipline with creativity" and Mr. Donald's story of Megan's Mocha.

Colonel Athens touched on the history of the art of storytelling and why the action can so easily adapt to visionary leadership. He referenced Aristotle's publication, *Rhetoric*, and the three elements of ethos, logos, and pathos. Colonel Athens explained that ethos spoke to the character and credibility of the leader, logos involved the organization of the story, and pathos appealed to the heart, and emotion of storytelling. As Colonel Athens' talk drew to a close, he told the story of speaking at his son's wedding and the importance of the word "commitment" in marriage. He received outstanding feedback from the delegates and closed the conference with wonderful insight and thought provoking material.



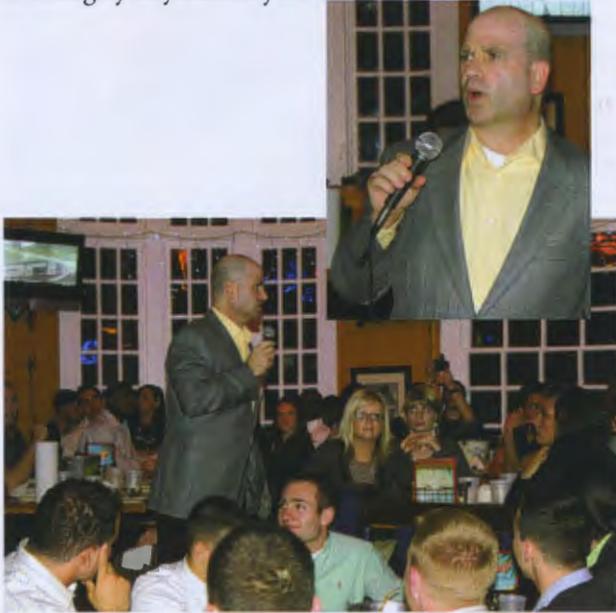
Dinner Speaker

Captain Mark H. Adamshick, USN (Ret.)

**Class of 1969 Chair for the Study of Officership at the
Simon Center for the Professional Military Ethic,
U.S. Military Academy**

Captain Mark Adamshick entertained and captivated the delegates and midshipmen as the first ever dinner speaker of the Naval Academy Leadership Conference. He used personal examples from his illustrious career as a naval aviator to impress upon the audience the importance of honesty, integrity, honor, and fairness.

His memorable stories reminded the audience not to fear facing a little embarrassment if it means taking the initiative to step up as a leader in uncertain, unpredictable, or "asymmetric" situations. He explained that a good plan today always beats a great plan at some point in the future. He left the delegates with the powerful message, "live your lives so that if anyone you know well thinks about kindness and integrity they think of you."



From 2007-2011 Captain Adamshick was the Director, Division of Leadership Education and Development and senior military professor of leadership and ethics at the U.S. Naval Academy. A graduate of the USNA class of 1981, he served in the U.S. Navy for 30 years. A Naval Flight Officer and Test Pilot School graduate (Class 93), he has over 3000 flight hours in over 25 different aircraft. A "TOPGUN" graduate, he has over 1000 carrier arrested landings, has flown over 100 combat missions and served in a variety of high level staff positions. He has a master's degree in public administration from the Harvard Kennedy School of Government and his Ph.D. in policy studies from the University of Maryland, School of Public Policy.

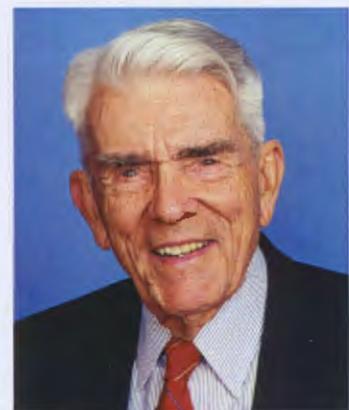
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Rear Admiral Robert W. McNitt, USN (Ret.)
**Former Class President, Former Superintendent of the Naval
Postgraduate School, Former U.S. Naval Academy Dean of Admissions
and Distinguished Graduate Awardee 2003**

Visionary Leadership is an excellent conference theme because it links the unique quality of vision with its practical execution. The most effective example of this rare ability in my experience was Admiral Arleigh Burke, USN, the only officer to serve three terms as the Chief of Naval Operations.

Admiral Burke's foremost vision in his first term was to combine the newly emergent technologies of nuclear propulsion and nuclear weapons for use in submarines and surface ships. He was able to persuade the civilian and officer leaders of the Navy to share his vision. He then chose Rear Admiral Raborn to organize this effort to develop the Fleet Ballistic Missile. His instruction to Admiral Raborn was a marvel of simplicity and effectiveness. It stated that if Raborn "runs into any difficulty with which I can help, I want to know about it at once, along with his recommended course of action....If there is anything that slows this project up beyond the capacity of the Navy and the department, we will immediately take it to the highest level."

The remarkable success of the Fleet Ballistic Missile program is largely due to the timely vision of Admiral Burke and his effectiveness in making it happen.



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LINDA & MITCH HART

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

Milledge A. Hart, III a native Texan, is a 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 Operating LLC, 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, 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 Operating, LLC, Mr. Hart serves/has served 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
- Southern Methodist University Hart Center for Engineering Leadership (funded) Board Member
- 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 Fundraising Executives - Dallas Chapter 1999 Outstanding Philanthropist
- Claridge Association (President)
- Strawberry Park Home Owners Association, President (Beaver Creek, Colorado)
- Beaver Creek Property Owners Association, Executive Committee

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*.



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LINDA & MITCH HART

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

Linda Wertheimer Hart is Vice-Chairman, President and Chief Executive Officer of Hart Group, Inc., a diversified group of companies involved in insulation manufacturing and investments. She is also the former Chairman of Imation Corp. (NYSE: IMN), a global technology company focused on storing, protecting, and connecting a digital world. In addition to being a director of the Hart Group companies, Ms. Hart is currently, or has been, a member of a variety of outside Boards, including the following:

- Imation Corp. (Former Non-Executive Chairman of the Board; Former Lead Director; member and Chairman, Nominating and Governance Committee; member, Compensation Committee)
- Conner Peripherals, Inc. (Former Chairman, Audit Committee; member, Compensation Committee)
(Conner Peripherals, Inc. sold to Seagate Technology)
- WordPerfect Corporation (merged) - (Former 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
- Southern Methodist University Hart Center for Engineering Leadership (funded) Board Member
- 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: Member, Board of Governors: Member, Executive Board)
- Dallas Opera Board (Member, Finance Committee and Nominating 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.

This Year's Conference is Dedicated to the Memory of Rear Admiral Maurice H. Rindskopf, USN (Ret.)



*"Lives of great men all remind us
We can make our lives sublime,
And, departing, leave behind us
Footprints on the sands of time;
Footprints, that perhaps another,
Sailing o'er life's solemn main,
A forlorn and shipwrecked brother,
Seeing, shall take heart again."*

By Henry Wadsworth Longfellow



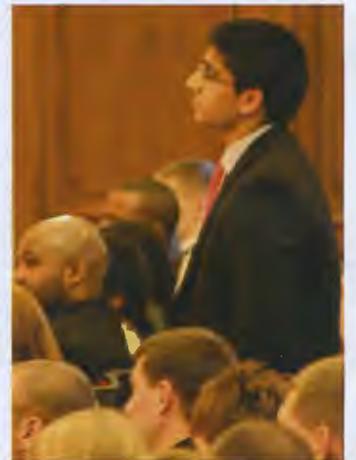
Rear Admiral Maurice H. Rindskopf, USN (Ret.), was born on 27 September 1917 in Brooklyn, NY. At the age of 16, he graduated from Poly Prep Country Day School, immediately traveling to Annapolis for induction into the Naval Academy Class of 1938. As a midshipman, Admiral Rindskopf demonstrated leadership in the classroom and on the athletic fields, graduating in the top 7% of his class and competing on the 1938 National Championship lacrosse team.

After graduation from the Naval Academy, Admiral Rindskopf was assigned to serve two years aboard USS COLORADO (BB-45). He then attended Submarine School in New London, CT, where he met and married his wife, Sylvia Lubow. Graduating near the top of his class, he served in R-4 (SS-81), before being ordered to commission USS DRUM (SS-228) in Portsmouth, NH, a month before the declaration of World War II. He served on the DRUM for three years, completing nine war patrols as torpedo, gunnery and then executive officer, and two patrols as commanding officer, the youngest to command a Fleet submarine (age 26). The DRUM was credited with sinking 11 ships and damaging 15 more. For his service on the DRUM, Admiral Rindskopf received the Navy Cross, the Silver Star, the Bronze Star with Combat V, and the Navy Commendation Medal with Combat V.

After the war, Admiral Rindskopf worked closely with developers to modernize submarine firing tactics and control. During the Cold War, Admiral Rindskopf commanded two flotillas and developed hydrofoil craft as part of his harbor defense strategy for the Navy. Returning to land, Admiral Rindskopf served as an intelligence director and an assistant chief of staff of intelligence for the Commander of the Pacific Fleet. Retiring from active duty, Admiral Rindskopf took a position at Westinghouse in the Oceanic Division.

Admiral Rindskopf continued to serve his *alma mater* as the Class of 1938 president. Under the leadership of Admiral Rindskopf, the Class of 1938 decided to provide the Naval Academy with a "living memorial with a practical purpose" for their 50th Anniversary Reunion Gift. They established the first "Leader's Forum" in 1984, and, by 1988, the Class of 1938 was able to present the Naval Academy with an Endowment Gift Fund. In 2007, the Naval Academy Alumni Association awarded Admiral Rindskopf with its highest honor, the U.S. Naval Academy Alumni Association Distinguished Graduate Award, in recognition of his contributions to the Navy, the nation and the Naval Academy.

Admiral Rindskopf passed away on 27 July 2011, survived by his granddaughter, Amy Kathryn Rindskopf; two great grandsons; and his daughter-in-law, Elizabeth Rindskopf Parker. Admiral Rindskopf's lifetime of service will continue to inspire generations of leaders who attend the Naval Academy Leadership Conference, and we dedicate this year's conference and program to his life.



LEADERSHIP CONFERENCE 2012



*Sponsored by
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