

U.S. NAVAL ACADEMY LEADERSHIP CONFERENCE

COURAGEOUS LEADERSHIP: BOLD ACTION IN THE FACE OF ADVERSITY



**AFTER
ACTION
REPORT**

USNA L C 2013

**January 27-30, 2013
Annapolis, Maryland**

2013 Leadership Conference Attendees

American University
Margaret Marr, J.D.
Stephanie Burry
Dani Nispel
David Silberman
Emily Yu

Auburn and Tuskegee NROTC Consortium
LT William Gorum, USN
Matthew Blackburn
Gavin Falcona
Adam Morrow

Boston College: Jenk's Leadership Program
Brooks Barhydt
Judith Parra
Audrey Riedy
Christina Vail

Boston NROTC Consortium
Cameron McCord
Holly Meaden
Catherine Philbin
Vadim Reytblat

Bucknell University
Patrick Long
Jennifer Fish
Travis Friend
Michael Lansing

California NROTC Consortium
LT Louis Alvarez, USN
Michael Benner
Christian Farus
Marina Hierl
Thomas Hernandez

Case Western University
Sabina Kumar
Fynn McPherson

Catholic University
Mary Njai
Meghan Herock
Madeline Lopis

Christopher Newport University
Dr. John Carter
Emily Gotschalk
Samantha Watterson
Kelly Willet

Citadel: Krause Center for Leadership and Ethics
CDR Thomas White, USN
Matthew Holliday
Patrick L. Kolb
John S. Roos

Colgate University
Caroline Brawner
James DeCicco
Emily Manoogian

College of the Ozarks
Dr. Marvin Schoenecke
Jasmine McClammy
Josh Myers
Rachel Sampson

Cornell University
LtCol (Ret.) Jerome Rizzo
Courtney Culhane
Steven Sacks

Delaware State University
Dr. Richard Phillips
Kevin Guyton
Cynthia McNatt
Christine Noel-Brown

Hampton University
Battinto L. Batts
Justin Bingham
Alexis Fennoy
Willie Wilson

Hiram College
Saqiba Najam
Hannah Petcovic
Gurneet Raina

Lafayette College
Kaity McKittrick
Molly Belcher
Brittany Blass
Alec Golini

Lehigh University
Tenley Halaquist
Jimmy Miller

Maine Maritime Academy
LT Peter Stewart, USN
Sean Grandmaison
Adam Johnston
Spencer Lawn
Ryan Ramsay
Charles Spear

Marietta College
Dr. Robert McManus
Charles J. Englert III
Madison Moreno
C. Taylor Myers

Marquette University ROTC
LT Jonathan Jacesko, USN
William Coons
Geoffrey Pevitts
Samuel Ernst

MIT: Gordon Engineering Leadership Program
LTC Leo McGonagle, USN (Ret.)
Xeni Antipova
Emily Hupf
Daniel O'Malley

Naval Air Station Paxuxent River
CDR Bow Wheaton RN – F-35 ITF

Norwich University
Capt. David Castro, USMC
Isaac Derego
Michael Rodriguez

Patriot League
Ginger Fulton

Pennsylvania State University ROTC
LT Vic Schaefer, USN
Corey Ingraham
Sam Lorey
Aaron McMullen

Penn State University: Schreyer Honors College & Engineering Leadership Program
Dr. Andrew M. Erdman
Patrick Boynton
Dominic Mirabile
Herschel Pangborn
Kyle Walker

Princeton University ROTC
LTC Peter Knight, USA
Walter Snook

Rensselaer Polytechnic Institute
Catherine Persoon
Bryan Boyce
Bhumi Patel
Katherine Van Maldeghem

Royal Military College of Canada
LCdr Rob Francis, RCN
Paul Goddard
Amy Clements

Siena College
Elaine Phelan
Jessica Abel
Joshua Larvin
Sean Martin
Christopher Weaver
Cole Yager

Southern Methodist University
Stephanie Howeth
Alex Mace
John Oakes
Aliya Prasia

Southern Methodist University Hart Leadership Program
Dr. Jon Kiser
Braven Griffin
Taylor Henry

Stamps Foundation Scholars
Dustin Watts
Julia Weiss
Ryan Yan

Stanford University
Prof. Deborah Gordon
Vaeme Afokpa
Ravi Patel

Texas A&M University
Capt. Anita Genetti, USMC
Marquis Alexander
Ryan Crawford
Ethan Pagel

Tufts University
Ezra Dunkle-Polier
Patrick Harmon
Chloe Perez

U.S. Coast Guard Academy
LT David Stutt, USCG
Stephen Lozier
Joel MacArthur
Daniel Spangler

U.S. Merchant Marine Academy
CAPT Bob DeStafney, USMS
Vito Basso
Katherine Franchois
Alex Othmer

U.S. Military Academy
LTC Daniel Smith, USA
Duke Gee
Brendan Lorton
Anthony McDonald
Elizabeth Thomas
Hayden Tippet

University of Maryland
Dr. Daniel Ostick
Ivania Morales
Dustin Picard
Josh Ratner

University of Michigan: Gerald Ford School of Public Policy
Bridget Callahan
Evan Nichols

University of Nebraska-Lincoln
Betsy Klemme, MA
Emily Phillips
Chris Spanel
James Verhoeff

University of Pennsylvania: Fox Leadership Program
Maura Berni
Varun Anand
Nicholas Cemek
Abby Tran

University of Richmond: Jepson School of Leadership Studies
Anne Coglianese
Shelly Holland
Chelsea Prough

University of Texas ROTC
LT Christopher Hoover, USN
Levi Baugh
Michael Lowe
Andrew Watkins

University of Virginia NROTC
Scott Blaha
Creigh Greensmith
Caroline O'Dwyer

Villanova University ROTC
Carie Rose
Emily Davidson
Allison Haas

Virginia Polytechnic Institute & State University ROTC
CAPT James Snyder, USN (Ret.)
Joshua Daniels
Peter Nettekoven
Jonas Pasion
Andi Stone

University of Pennsylvania Wharton School of Business
Dr. Chris Maxwell
Sonya Park
Tim Schlegel
Jane Zhang

Yale University
Dean Rodney Cohen
Eric Abney
Gabrielle Fong
William Searcy

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 2013 Leadership Conference at the Naval Academy in Annapolis, Maryland January 27-30, 2013.

This Program

This program contains the after action report of the 2013 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 mission of the U.S. Naval Academy Leadership Conference 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 over 200 participants from more than 50 military and civilian colleges across the nation.



THE 2013 UNITED STATES NAVAL ACADEMY LEADERSHIP CONFERENCE

January 27-30, 2013
Annapolis, Maryland

COURAGEOUS LEADERSHIP: BOLD ACTION IN THE FACE OF ADVERSITY

CONFERENCE REPORT

by Midshipman First Class Michael DeLong

Theme for 2013

“Courageous Leadership: Bold Action in the Face of Adversity”

In an interconnected and global marketplace of ideas, products, and services, today’s government and business leaders are making difficult decisions each day affecting millions of people worldwide. In these conditions, leaders must deal with ill-defined problems, react quickly to shifting trends fueled by social media, and take bold action when clear answers are elusive. But there is a fine line between bold action and reckless risk-taking. Our political, military, and economic leaders are confronted with extraordinary challenges, yet some manage to create opportunity out of hardship. Leading is difficult even when conditions are favorable, but in strong winds and heavy seas, how do leaders weather the storm to overcome adversity? How does a leader inspire rebirth and rejuvenate an organization that is waning? When and how do leaders take the big risk and be the catalyst for change within an organization?

The 2013 Naval Academy Leadership Conference explored the role courage and risk management plays in the shaping of leaders, even and especially when faced with adversity. Participants gained insight and interacted with leaders who epitomize courageous leadership while serving in the political, business or military arena.

THE FOCUS OF THIS YEAR’S THEME

The Leadership Conference strives to bridge the gap between civilian and military undergraduate students uniting them through a common theme in the study and practice of leadership. A diverse, yet interconnected world brings to light new challenges and complexities. Recognizing the inevitability of adversity regardless of profession, the Leadership Conference Midshipmen and Officer Staff decided on a theme to help our nation’s prospective leaders anticipate, prepare for and overcome adversity.

This report summarizes the key takeaways and highlights addressed by the speakers, panelists and our overall discussion of courageous leadership. Our conference staff hopes that we provided each of our delegates—civilian and military—with new insight, resources and opportunity for reflection on the roles that courage, adversity and risk management play in defining our roles as leaders. We thank you for your participation in and contribution to the conference and look forward to seeing you again next year!



Forrestal Lecture Speaker

Coach Dale Brown **Author, Motivational Speaker and** **Retired Hall of Fame Basketball Coach** **Louisiana State University**

Coach Dale Brown addressed the 4,000 members of the Brigade of Midshipmen and guests of the Leadership Conference as this year's Forrestal Speaker. A former college basketball coach at Louisiana State University, Dale Brown captivated his audience with a short background film and kept them engaged with stories related to his experiences as the second winningest coach in SEC History. His words encouraged courageous leadership through personal development and by conquering what he considers to be the four main hurdles of life:

The first hurdle is "being told that one cannot succeed". Illustrating this hurdle with an anecdote Coach Brown described a tall, gangly young boy of about thirteen years of age, struggling on his high school basketball team. After seeking Coach Brown's advice on how to improve his skillsets and speed on the court, the young boy adhered to a disciplined training plan, but to no avail. Eventually, his high school basketball coach cut him from the team. Under Coach Brown's advice, the boy was able to cast the negativity aside and persevere. Less than 20 years later that young boy became known as legendary basketball player, Shaquille O'Neal.

The second hurdle Coach Brown addresses is "failure." He warns the audience that adversity will strike all; however, adversity only visits the strong, but stays forever with the weak. Again, he elaborates his point with a story. This time Coach Brown describes a man who dreamt his whole life of becoming a film director, but is rejected from film school multiple times. Finally accepted, the young man graduates and eventually becomes critically acclaimed film director, Steven Spielberg.

Brown articulated that the third hurdle of life that we must overcome is "handicap"—both physiological and psychological. Coach Brown described Paul Anderson who refused to let the diagnosis of a rare kidney disorder at a young age dictate the duration and quality of his life. Because of his tenacity and drive, Anderson becomes one of the world's strongest men setting multiple world records in weightlifting.

The final hurdle, according to Coach Brown, is the most difficult of all—"knowledge of one's true self." In order to truly understand one's self, Coach Brown suggests asking, "Who am I? Where am I going? What do I want out of life?" He defined success not by power or money, but rather by its 1806 dictionary definition of "fortune, happiness, kindness, prosperity." Coach Brown tells the story of "Pistol Pete" Maravich who at one point was the highest paid athlete in sports. Yet despite his monetary success, Pete struggled to find true happiness and purpose. The most challenging to overcome, Coach Brown adds that beating this fourth hurdle requires significant and consistent self-reflection and can sometimes take a lifetime to conquer.

Just a few years shy of 80, Coach Dale Brown's passion, energy and motivation was contagious. Delivering his message with fervor, he inspired the audience to embrace life's challenges with courage and conviction!



Opening Keynote Speaker

The Honorable Louis J. Freeh **Partner, Pepper Hamilton LLP, and** **Chairman of Freeh Group** **International Solutions, LLC**



Judge Louis Freeh, former Director of the FBI, was the opening Keynote Speaker of the 2013 Leadership Conference. Introducing the 2013 Conference Theme—*Courageous Leadership: Bold Action in the Face of Adversity*—Judge Freeh drew upon the experiences of many of our nation's greatest leaders including General Ulysses S. Grant, Senator John McCain and Admiral James Stockdale, as well as his own. Focusing on Ulysses S. Grant's contribution to the nation in the post-Civil War era, he emphasized the importance of a leader's ability to say, "No." Recognizing the need to rebuild a country divided, Grant defended General Robert E. Lee and other Confederate leaders to prevent them from being tried for treason. It was Grant's insight and moral courage to say "No" that initiated the nation's healing process. Judge Freeh elaborated this point by drawing on some of his own experiences while serving as Director of the FBI, to include his decision to initially decline the position.

Judge Freeh reiterated the idea that crisis has always existed and true leaders emerge during a moment of crisis. Referencing Senator McCain and Admiral Stockdale's Vietnam Prisoner of War experiences, Judge Freeh highlighted the importance of character and trust in a leader, especially during times of extreme adversity. As the experiences of both McCain and Stockdale imply, Judge Freeh also believes that in order to fully emerge as a great leader, the foundation of trust and character must be in place prior to crises.

Lastly, Judge Freeh addressed the topic of organizational change and improvement. He encouraged young leaders to influence and implement change upon recognition of flaws in the system or when frustrated with the direction the organization is moving. Once again relying on his own experiences, Judge Freeh discussed his decision to change the Bureau's policy regarding the hiring of new agents. While his decision initially caught employees a bit by surprise, it ultimately enabled him to build trust within the organization. In summary, Judge Freeh provided a list of attributes he believes quantifies great leadership—the most significant including trust, character, credibility, decisiveness and the moral courage to say, "No."



Leadership Conference Panel Discussion 1—Crisis Leadership: At the Helm in Heavy Seas

Moderator: Colonel Arthur J. Athens, USMCR (Ret.), Director, Vice Admiral James B. Stockdale Center for Ethical Leadership, U.S. Naval Academy

The first panel, “Crisis Leadership: At the Helm in Heavy Seas,” introduced participants to a key element Courageous Leadership—leading through crisis. The panel, moderated by Colonel Arthur Athens, USMC (Ret.), Director of the Vice Admiral James B. Stockdale Center for Ethical Leadership, consisted of a unique mix of civilian and military leadership with direct experience in leading through crises. Colonel Athens’ introduction to the panel included his own story of leading through crisis as the Special Assistant to the National Aeronautics and Space Administration (NASA) Administrator following the Space Shuttle Challenger accident. Through detailed description of their own insights and experiences, the panelists enlightened participants on how to overcome adversity, remain calm in the midst of chaos, accomplish the mission and ultimately, prepare for and preempt crisis.

Mr. Benedict Sliney described his first day on the job in his new role as the National Operations Manager for the Federal Aviation Administration; it just so happened to be September 11, 2001. Having never anticipated a scenario like the one he was faced with, he described those initial moments after the first attack as being in a reactive state, “trapped in the paradigm of [his] own experience.” Yet, as a leader, he understood that his organization was looking to him for a response and a decision, despite the fact that he had only been in the role for a few short hours. In turn, Mr. Sliney recognized he spent his career gathering information during his years as an air traffic controller and in turn, he made the timely decision to shut down U.S. air space, grounding 3,500 aircraft within the first hour after the attacks. In addition to maintaining an aura of calmness, Mr. Sliney attributed his success to trust in his team—elaborating that it was the skill of the aviation community and flight crews that facilitated the safe execution of the order.

Major Russell Lewis, former officer in the British Army’s Parachute Regiment and author of the book, *Company Commander*, described his tale of leading through crisis as a Company Commander in Afghanistan. His company of soldiers was attacked by a suicide bomber while on patrol. As his people turned to him for guidance, he too emphasized the importance of remaining composed during crisis, encouraging young leaders in the audience to develop a mantra. Major Lewis also emphasized that leadership is all about those below you. Sometimes as a leader, you have to choose what is required rather than what is desired. To elaborate his point, he described his decision to have the rescue helicopter land at a distant location from where the suicide attack had occurred mitigating risk to additional troops, but making his team’s extraction more difficult.

Finally, J.D. Messenger described his experiences while serving as the Exxon supervisor responsible for the Valdez Oil spill cleanup. In addition to the environmental implications, the remoteness of the spill sight in Alaska created significant logistical challenges for his team. Mr. Messenger stressed the significance of maintaining your moral compass, reminding the audience that leadership is not a popularity contest and often, you have to deliver the truth in the form of bad news, especially when faced with crisis.



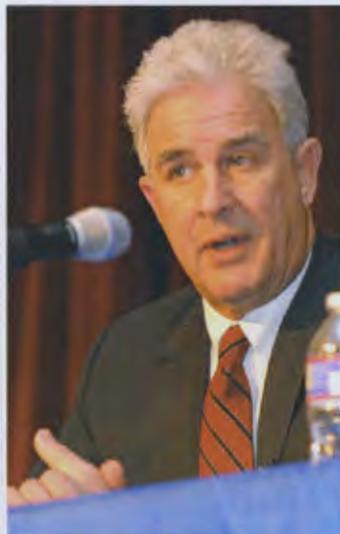
Ms. Anuradha Bhagwati



Major Russell Lewis



Mr. Jonathan D. Messenger



Mr. Benjamin Sliney

Keynote Speaker 2

Ms. M. Susan Chambers **Executive Vice President** **Global People Division** **Walmart Stores, Inc.**



Ms. M. Susan Chambers, Executive Vice President, Global People Division, Walmart Stores, Inc. served as the opening keynote speaker on the conference's second day. Focusing her discussion on the importance of Servant Leadership, she provided insight on how a leader can use the perspective gained from personal and organizational circumstances to become a better leader. With her respect for the military combined with her success as a leader in the civilian sector, Ms. Chambers captivated and engaged the audience.

At the start, she posed the question about whether leaders are born or made and as she shared her stories, it became clear Ms. Chambers believes that leaders are made; and that often adversity prepares one to be a more resilient leader. She elaborated with a story about a Midshipman who found himself in hot water after an incident during the Naval Academy's infamous "Army week." As this young Midshipman was moving through the adjudication process, he was questioning whether or not the Academy was the right place for him. Despite the self-doubts, he perseveres, learns some good lessons and goes on to graduate, receiving a commission in the United States Navy. This young man, who excelled during the remainder of his time at the Academy, is now a Lieutenant with the enviable responsibility for flying an F/A-18 Hornet fighter jet. This young Midshipman is Ms. Chamber's son.

Emphasizing the powerful lessons that often accompany setbacks, Ms. Chambers shared a story about her own personal growth after excerpts from a document, taken out of context, found their way into the press. It was a devastating and isolating time for her. Despite feelings of embarrassment and having let down her company, Ms. Chambers recognized that the only way to handle the issue was to tackle it head on. So, she summoned the courage to address the associates in the organization. She took full ownership of the issue and was relieved to learn the associates were willing to embrace and lift her up at a time when she felt at her lowest. She summarized this experience by expressing that Servant Leadership is not about the absence of power, but the presence of humility.

At the close of her remarks, Ms. Chambers introduced three Walmart associates who had accompanied her to the conference—each with a history of military experience. Retired Colonel Thomas Colella, USMC, current Vice President of Executive Recruiting; retired Brigadier General Gary Profit, USA, current Senior Director, Military Programs; and Rear Admiral Luke McCollum, USN, Vice President, Global Technology Services and Strategic Partnerships. Sharing their personal insights and experiences, these gentlemen reiterated Ms. Chamber's points about the power of Servant Leadership and their own personal development through adversity. Sincere, humble and relatable, Ms. Chambers made a lasting impression on conference participants.

Leadership Conference Panel Discussion 2—Building a Foundation of Success on the Heels of Failure

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

The second panel, “Building a Foundation of Success on the Heels of Failure” addressed the role failure plays in the development of an organization and a leader. Moderated by Dr. Joseph J. Thomas, USNA Class of 1961 Chair and Distinguished Professor of Leadership Education, panelists described the challenges associated with personal and professional setback on both the individual and organizational levels. Through the panelists’ stories, participants gained insight into rebuilding an organization, inspiring a team in the aftermath of defeat and how failure often leads to success.

Lieutenant Commander Meagan Flannigan, USN, shared her personal story as a female fighter jet pilot (F-14 Tomcat/F/A-18 Hornet). As the only female pilot embarked on the carrier, she was already in the spotlight; imagine the attention she received during the extensive period in which she struggled to complete a carrier landing. With her career at stake, and the image of female fighter pilots on the line, Lieutenant Commander Flannigan overcame adversity by taking a step back, analyzing the situation and finding the confidence to move forward. Her own story of setback not only facilitated her success in follow-on tours, but also inspired others to succeed on the heels of failure.

New York Fire Commissioner, Salvatore Cassano, described the Department’s return in the aftermath of 9/11. With 343 killed on that day, the Department lost more than it had in the previous 50 years combined. Although no one was prepared for the devastation that occurred on September 11, 2001, ultimately it resulted in a better trained and better prepared Fire Department, as demonstrated by FDNY readiness and relief efforts during Hurricane Sandy. Describing his progression through the ranks that led to his promotion as the Commissioner, he indicated that as a leader, “you have to see the job through the eyes of the people that serve with you.”

Sergeant Major Carlton Kent retired in 2011 as the 16th Sergeant Major of the Marine Corps, the highest ranking enlisted Marine in the Corps. With charisma, humility and a bit of humor, he quickly engaged the audience. Illustrating the challenges associated with embracing a leadership role after setback, Sergeant Major Kent described a time earlier in his military career in which his new command did not value his position because his predecessor had not done the position justice. Recognizing this obstacle, Sergeant Major Kent suggested that a leader is someone who can create harmony across all lines. If you can build harmony, you can build a team to accomplish the mission. After creating that harmony, he was able to redefine his role and successfully contribute to the command.

Beating cancer and then assuming the role as Commander of the U.S. Air Force’s Air Demonstration Squadron, the “Thunderbirds,” Colonel John “J.V.” Venable, USAF (Ret.) shared insight into what it’s like to lead a team of elites. First and foremost, a leader must not be afraid to be insecure—be willing to identify the problem and take a stand to correct it. Combatting entitlement and a series of incidents that grounded the demonstration team for a month, Colonel Venable described what it was like to ignite the fire in a team of elites after failure. He first had to convince the team to come to terms with failure, recognizing there was an issue. After accepting failure, the team had to get back to the basics—their moral foundation. Finally, as the leader, one must set elite goals.



Mr. Salvatore Cassano



LCDR Meagan Varley Flannigan, USN



Sergeant Major Carlton W. Kent, USMC (Ret.)



Colonel John "J.V." Venable, USAF (Ret.)







Keynote Speaker 3

Mr. Ronald E. Spears Senior Executive Vice President Executive Operations AT&T Inc.



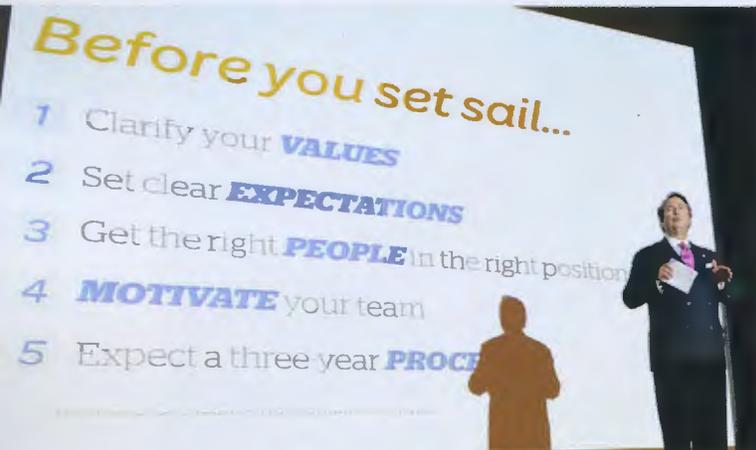
Mr. Ronald Spears, Senior Executive Vice President, Executive Operations AT&T Inc., served as the conference's final keynote speaker. Relying on both his military experience and knowledge as a senior executive for one of the largest telecommunications companies in the world, Mr. Spears offered insight into his personal views on leadership.

Specifically, Mr. Spears addressed the importance of organizational change in order to remain in front of failure. While he indicates that "leadership has not changed" he believes that those being lead will. Thus, as leaders it is crucial to ensure that the right people are in the in the right positions. Moreover, leaders must regularly evaluate their approach; verify that personal and organizational values are aligned, as well as clearly articulated; and set clear expectations.

Throughout his remarks, Mr. Spears stressed the importance of communication, stating that leaders have to "Communicate to Motivate." In other words, communication must be "open, honest, direct, continuous and transparent." Mr. Spears indicated that through effective communication, a leader can overcome resistance to organizational change, and convince the people to accomplish what they might otherwise consider to be the impossible. To illustrate his point, Mr. Spears provided examples of new communication methods AT&T utilizes with its employees to help the organization continuously evolve and remain a leader in the industry.

Yet innovation and communication, while critical to successful leadership, are only the first step; a leader must be able to execute! In Mr. Spears' words, a leader must be willing and able to "Make it Happen!" He challenged the audience to not settle for being a good leader, but strive to be a great leader. In doing so, you must be willing to commit to: change, streamline or improve the job.

Mr. Spears' ability to translate his military experiences into success in the civilian sector appealed to the diverse group of conference participants. Through practical methods and relevant examples, he provided the keys to successful leadership and techniques for implementing organizational change in order to elude failure.



Leadership Conference Panel Discussion 3—Eluding Failure, the Catalyst for Change

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

During the final panel, “Eluding Failure, the Catalyst for Change,” panelists weighed risk versus reward and described innovative techniques to implement organizational change and thwart failure. Professor of Psychology, Dr. W. Brad Johnson moderated the panel synthesizing the unique perspectives shared by our participants.

Naval Academy graduate and successful founder of three technology startup companies, Mr. Craig Malloy shared insight and advice based on his experiences in the military and civilian sector. Beginning his remarks with the idea that leadership does matter Mr. Malloy encouraged authentic and servant leadership. He emphasized the importance of team building, adding that a leader should select teammates whose strengths complement the leader’s weaknesses.

Mr. David Gardner, founder of The Motley Fool—a Multimedia Financial Services Company—described building a company from the ground up and the leadership attributes he looks for in a company when recommending investors. In building a company, Mr. Gardner recommended making “little bets” and failing quickly to learn fast! As for company attributes, Mr. Gardner looks for rare genius and competence. He said, “Talent hits a target that no one else can hit, and genius hits a target no one else can see.”

Lieutenant Colonel John Nagl, USA (Ret.), PhD, highlighted his role as an intellectual leader in the Army. Providing input to General Petraeus, Colonel Nagl was instrumental to the development of the Army Counterinsurgency Field Manual which helped change the tide of the war in Iraq. Emphasizing the importance of getting thoughts on paper, Colonel Nagl urged participants to articulate thoughts in writing and to publish their work.

Dr. Rodrigo Canales, Assistant Professor of Organizational Behavior at Yale University, described how large organizations can actually implement change. The catalyst for change sometimes occurs as a result of external forces, driving the organization to adapt or collapse. Similar to Mr. Gardner, Dr. Canales believes that small failures can actually be the catalyst for change and success within an organization.



Dr. Rodrigo Canales



Mr. David Gardner



Mr. Craig Malloy



Lieutenant Colonel John Nagl, USA (Ret.)



Dinner Speaker

Lieutenant Bradley Snyder, USN Wounded Warrior, Paralympian and Gold Medalist Swimmer



His attitude, demeanor and enthusiasm alone epitomize the conference theme—“Courageous Leadership: Bold Action in the Face of Adversity.” Embracing life without sight after being blinded by an Improvised Explosive Device (IED) while on deployment in Afghanistan, Lieutenant Bradley Snyder’s bravery, positive outlook and humor inspired conference participants.

Sharing a brief synopsis of the events that occurred on that fateful day, Lieutenant Snyder focused his remarks on the recovery process and life after the incident. Expressing to the audience how lucky he felt to have his limbs and faculties intact, Lieutenant Snyder embodied hope and optimism. Despite warnings about “dark days” from his care takers while rehabilitating, Lieutenant Snyder stated he really didn’t experience any. Referring to cynicism as a beast that must be battled and recognizing that the decision to move forward was his, he did just that—one step at a time.

It was not long before Lieutenant Snyder was able to return to a more familiar environment—the pool. A Naval Academy graduate and former member of the Men’s Swim Team, Lieutenant Snyder excelled in the water, even in darkness. Although daunting in the beginning, he equated his experiences in the water to his experiences as an Explosive Ordnance Disposal Officer, stating that the moment he started doing what he was trained to do he replaced fear and doubt, with confidence. Only eight months after his accident, he swam away with four gold medals in the Warrior Games. When approached about competing as a Paralympian, Lieutenant Snyder was thrilled at the opportunity to continue to make an impact and serve his country even after blindness. Earning a spot on the 2012 Olympic Team, he went on to win two gold medals and a silver in London. Lieutenant Snyder’s description of the Olympic Village and natatorium—the size, the sounds, the smells, and the experience as a whole, was uplifting. The highlight for him though—his selection by the Olympic Committee to carry the U.S. flag during the Closing Ceremony.

Lieutenant Snyder closed his remarks with a brief reminder for the participants to hug your mom because she worries. Lieutenant Snyder personifies zeal, optimism, humility and courageous leadership.



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

**Distinguished Leadership Chair,
Vice Admiral James B. Stockdale
Center for Ethical Leadership
U.S. Naval Academy**

Lieutenant General John Sattler, USMC (Ret.) embraced the challenge of closing out the 2013 Leadership Conference, summarizing nearly twenty speakers and panelists ideas, while also adding his own personal spin on "Courageous Leadership". With enthusiasm, charisma, conviction and a bit of humor General Sattler captivated participants and captured the salient themes of the conference in a clear, coherent message. Kicking off his remarks with the "Rocky" anthem while shadow boxing, General Sattler reminded the audience of the Commandant of Midshipmen, Captain Bob Clark's remarks, "Leadership is a contact sport!" Bringing his very own "leadership tool box" to the stage, General Sattler stressed that leadership is a lifelong learning process and as leaders, we must continue to grow and develop. He said, "The best time to plant a fruit tree was twenty years ago; the second best time is today."

Focusing on the key themes, General Sattler highlighted the connections among speakers' teaching points, despite differences in experience or background. He suggested that if you were to strip a leader down to the bare bones or look in his toolbox, a leader and those tools should be similar across all industries: business, government or the military. Perhaps one of the most notable tools, stressed by Judge Louis Freeh among others, is trust. Through a formulaic approach, the General added that trust is comprised of both character and competence. He shared a story about Marine Commander who passed up an opportunity to sleep in a hotel bed for the evening, so he could sleep on the tarmac of an airport runway with the rest of his Marines when the unit's travels were delayed. Quoting Ghandi, he said, "The moment there is suspicion about a leader's motives, everything he does becomes tainted." Elaborating on this point, he shared a story of the young Lieutenant who, despite Marine Corps custom, helped himself to food and beverage before his junior Marines, destroying that trust that existed between the Lieutenant and his men.

Reinforcing what several speakers highlighted, including Ms. Susan Chambers, Colonel "J.V." Venable, Commissioner Sal Cassano and Mr. Craig Malloy, General Sattler addressed the topic of servant leadership. Stressing the importance of team building and team pride, the General suggested removing the words "I" and "me" from our vocabulary and replacing them with "us" and "we."

Another tool for the toolbox, and key takeaway from the conference, is that of courage—both the moral and physical kind. Impressed by Lieutenant Brad Snyder's remarkable outlook on life, the General discussed the degree of mental and moral courage Lieutenant Snyder demonstrated in his life after the explosion that blinded him. He also reminded participants of the moral courage that Ms. Susan Chambers displayed in dealing



with personal and professional setback while in the spotlight as a leader in Walmart. Her willingness to look her people in the eye and assume ownership for the mistake earned the trust and support of her people.

In closing his remarks, General Sattler reminded the audience of the conference theme—*Courageous Leadership: Bold Action in the Face of Adversity*—encouraging participants to "always attack with alacrity." Lastly, he restated the importance of moral courage alluding there are "no time-outs in leadership" and summarizing his remarks with a quote from Confucius, "To know what is right and not to do it is the worst cowardice."



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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 Board of Trustees, 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
- Woodall Rogers Park Foundation Board

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 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 Chairman; 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 - (Former Chairman, Compensation Committee; Member, Audit Committee) (WordPerfect Corporation sold to Novell, Inc.)
- Center for Strategic & International Studies, Washington D.C. (CSIS) Board of Trustees (Vice-Chair, Member, Executive Committee; Chairman, Real Estate Committee)
- SICPA Industries of America, Inc.
- 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
- Tate Lecture Series Board (Former Chairman);
- Dedman School of Law and Cox School of Business Executive Boards
- Hart Global Leaders Forum Board
- Hart Center for Engineering Leadership 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, Executive Board; Member, Board of Governors)
- Dallas Opera Board (Member, Finance Committee and Nominating Committee)
- Woodall Rogers Park Foundation Board
- 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 Robert Waring McNitt, USN (Ret.)



*"All we have of freedom, all we use
or know—This our fathers bought
for us long and long ago."*

By Rudyard Kipling



Rear Admiral Robert Waring McNitt, USN (Ret.), died on 12 August 2012 in Annapolis, MD. He was 97 years old. "Bob" McNitt was born on 29 July 1915 to Robert Joseph and Dora Waring McNitt in Perth Amboy, NJ. He entered the Naval Academy from Perth Amboy High School and graduated in 1938.

After a year aboard the heavy cruiser Chicago (CA-29) and three years as chief engineer of the destroyer Rhind (DD-404), he completed five successful World War II war patrols as executive officer of the submarine Barb (SS-220), receiving two Silver Star medals. After obtaining an MS in mechanical engineering at the Massachusetts Institute of Technology, he served as gunnery officer in the aircraft carrier Midway (CVB-41) and helped design the Navy's first underwater atomic weapon at the Naval Ordnance Laboratory. Commands at sea thereafter included the destroyer Taylor (DDE-468) during the Korean War, Destroyer Division 322 and Destroyer Squadron 25. Shore assignments included the Bureau of Ordnance Research Division, the Industrial College of the Armed Forces, Director, ASW Tactical School and the Naval Academy, where he was responsible for the academic program, led a major curriculum revision and recruited the first civilian academic dean to replace himself.

Admiral McNitt's flag officer assignments were Deputy Chief of Staff for Plans, CinC Allied Forces Mediterranean, and Commander NATO Submarines Mediterranean; Cruiser Destroyer Flotilla Four; Superintendent Naval Postgraduate School, where he was awarded the Distinguished Service Medal; and Assistant Deputy CNO (Manpower).

After his wife, Barbara MacMurray, died in 1971, he retired from active service, was appointed Dean of Admissions at the Naval Academy and in 1973, married Patricia Hicks Miller. He retired after 13 years, having twice been awarded the Distinguished Civilian Service Medal as Dean of Admissions. He was elected president of the Naval Academy Alumni Association, with responsibility for raising the money to build Alumni Hall. He was given the USNA Distinguished Graduate Award in 2003. As a member of the Class of '38 and former President, he was instrumental to the evolution of the Naval Academy's Leadership Conference—facilitating the transition from a small exchange among service academies to the international forum it is today, hosting more than 50 colleges and universities.

Rear Admiral McNitt is survived by his eight children and ten grandchildren. He will be remembered for his innovative, courageous and selfless leadership and for his lifetime of service to our country, our Naval service and the United States Naval Academy.



LEADERSHIP CONFERENCE 2013
After Action Report

**Sponsored by Linda and Mitch Hart
and USNA Class of '38**

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