

HSM-48 CLA Expectations

WHAT WERE YOUR EXPECTATIONS COMING TO THE CLA?

- "Death by powerpoint"
- "I thought this was going to be a generic leadership course"
- "That we would only talk about the feedback app"
- "Just to learn how the app works, and why the Navy bought the program"
- "Just another course"
- "None really, but surprised at how it went"
- "I thought this was about an App I didn't want"

WHAT RESONATED MOST?

#1 Leader Journey

"It's great to hear about others' successes and failures. Helps to learn from others."

"Learn more about myself and I am not the only one struggling"

#2 What's Working/ Not Working

"Eye opening."

"This directly impacts our command and sailors. It helped bring issues to light so we could work on a resolution."

#3 Peer Recognition

"Everyone got an opportunity to celebrate their peers"

#4 Gallery Walk

"Everyone got to participate"

#5 Decision Making and Teaming

HSM-48 Community Leadership Academy Summary

The intent of a Community Leadership Academy is for a leadership team to “jumpstart” more authentic discussions – fostering transparency, resiliency and connectedness within the leadership team.

TIMEFRAME 1 DAY

ATTENDEES 30 PEOPLE — All Khaki and selected first class

TUESDAY, 26 NOVEMBER, 2019

TIME	SESSION	INTENT
0730 - 0830	Breakfast	
0830 - 0930	Gallery Walk <ul style="list-style-type: none">• Each person writes up and shares 4 questions	TEAMING: Truth/Authenticity
0930 - 1000	CLA Kickoff <ul style="list-style-type: none">• Objectives for CLA• Schedule• Ground rules for CLA	Establishing Context
1000 - 1100	The 100 Year Change: Decision Making + Teaming	Establishing Context
1100 - 1145	What's Working <ul style="list-style-type: none">• Group Brainstorming	TEAMING: Truth/Authenticity
1145 - 1230	What's Not Working <ul style="list-style-type: none">• Group Brainstorming• Sticker voting (3 stickers WW and NW)• 5 minutes feedback (TAG: WWNW)	TEAMING: Truth/Authenticity
1230 - 1300	Lunch	
1300 – 1330	Brainstorming Sessions <ul style="list-style-type: none">• Taking the top working/not working items, the group collaborates and starts to address the issues/opportunities in the command	TEAMING: Connectedness/Collaboration
1330 – 1430	Presentations <ul style="list-style-type: none">• Regroup and present brainstorm results• 10-15 mins presentations per group• 2 minutes feedback after each presentation (TAG: WWNW Presentations)	TEAMING: Truth/Authenticity
1430 - 1600	Leadership Journey Exercise <ul style="list-style-type: none">• 10-minute kickoff• 30 minutes/per person to write your journey• 2 Volunteers to share journey with group	DECISION MAKING TEAMING: Coaching
1600 - 1700	Peer Recognition <ul style="list-style-type: none">• Who helped you succeed?	TEAMING: Connectedness

HSM-48 Community Leadership Academy Summary

RITUAL	INTENT	THEMES	OBSERVATIONS
Gallery Walk	To reflect about self and learn more about team members; jumpstart more authentic conversations	Stay in Navy for: Family, stability, retirement, travel Ashamed of: Not giving family 100%, not being able to save a sailor, staying motivated, my selfishness, divorce If Navy could do for me: Pay for college, tuition assistance, performance bonuses Guilty pleasures: Sports (watching and playing), drinking, eating, cooking, spending money, self-care	Tight knit command, values, connectedness Some fear of sharing "realness" openly with larger group
What's Working / Not Working	To build team trust and exposes what's on peoples' minds. Putting problems on the table destigmatizes issues. Captures the collective intuition on priorities	What's Working <ul style="list-style-type: none"> • Chiefs mess cohesion • Quality training with practical application • Trust in Maintenance What's Not Working <ul style="list-style-type: none"> • Better collaboration: DHs/Chiefs • Parking • Network/ IT infrastructure lacking <p>- Team engaged in general; more energy with "not working;" some dominant voices</p> <p>- Some defensiveness / justifying by senior leaders re: issues brought up</p> <p>-Triad chose the issues to work on vs. items with most votes</p>	<p>-Group found high value in airing out issues and solving problems together</p> <p>-Underestimated the brain power/ability of teams to solve –even "Big Navy"- problems</p> <p>-When transparency became more evident, resiliency was challenged</p>
Leader Journey	To better understand thought processes that drive decision making, causing us to make repeated mistakes/ limit our progress	<p>- Sharing this level of transparency new experience for many; more time needed to process further</p> <p>- Two emotional and personal journeys delivered by Sr Leaders re: Navy journey and family struggles</p> <p>- Team moved by CDR Randazzo's deeply personal journey</p>	<p>-Paved the way for others to be "human"/ show imperfection</p> <p>-Created even stronger bond with team</p> <p>-Team appeared "thirsty" for this level of connectedness</p>
Peer Recognition	Recognize those that help you succeed; increase connectedness in the team	<p>- Most, if not all, gave and/or received recognition</p> <p>- "Snake bites" were a hit</p> <p>- Some recognition comments seemed long "overdue"</p>	<p>-Group completely engaged</p> <p>-Long-awaited ritual; created thirst for even more connectedness</p>
Post CLA Survey	To learn what was effective/ what resonated for team	<p>-Leadership Journey most popular</p> <p>-WWNW #2</p> <p>-Least favorable was 100 year talk</p>	<p>Was a different experience (very positive) than what most had anticipated.</p> <p>Team left feeling engaged and ready for more</p>

HSM-48 Post CLA Survey Reponses

WHAT DID THE TEAM ACCOMPLISH TODAY?

“How to be ourselves and accept who our teammates are”

“Bigger understanding of LA”

“Coordination and honesty”

“A route for the future”

“Good discussion and ideas”

“That we aren’t hopeless, and all the good we do”

“Sharing with folks who don’t already know what we do. This is all about loving and supporting each other”

That we have the majority of the answers within ourselves

“Brainstorming efficiency and team cohesion”

“Awareness, both of different points of view but also problems within the squadron as well as things we are doing well”

“A way forward on developing process improvement”

“Getting to know the real person”

GENERAL COMMENTS

“All topics were informative and pertinent.”

“It was a great course”

“Had fun”

“Awesome job”

“Better than what I thought”

“Great leadership course”