

FULL SPEED AHEAD



CULTURE OF EXCELLENCE TRAINING

FACILITATION GUIDE

MODULE 2

Trust and Fairness



Department of the Navy
21st Century Sailor Office (OPNAV N17)

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Goals of Full Speed Ahead 3.0

Full Speed Ahead 3.0 (FSA 3.0) is rooted in the tenets of the Navy’s Culture of Excellence (CoE). FSA 3.0 weaves the CoE themes of Toughness, Trust, and Connectedness throughout modules that are tailored to timely and high-visibility topics, including diversity and equity, fairness and justice, inclusion and belonging, and recruiting and retention.

FSA 3.0 builds on the previous courses in the FSA series with a continued emphasis on character, competence, leadership, personal and peer accountability, and personal and organizational growth and betterment. As in previous courses, FSA 3.0 encourages Sailors to adopt and demonstrate the Navy Core Values, Navy Ethos, Core Attributes, and Signature Behaviors. Through guided discussions, Sailors are encouraged to think critically about their personal understanding of—and contribution to—the Navy’s CoE.

FSA 3.0 consists of four modules. Each module is intended to be delivered in 60–90 minutes, but facilitators are encouraged to block additional time in the event discussions run long.

The four modules are:

- **Module 1: Sailor Identity and Connectedness.**
- **Module 2: Trust and Fairness.**
- **Module 3: Diversity, Equity, and Inclusion.**
- **Module 4: Sailor Today, Sailor Tomorrow.**

Each module includes a realistic dramatized video vignette, a documentary video interview segment, and facilitated discussion.

As with previous FSA courses, these modules will:

- **Paint a compelling picture of what “right” looks like.** Emphasize that the Signature Behaviors that form the foundation of the CoE focus more on positive rather than negative behaviors. Remind Sailors that the Navy’s success depends on holding to the high ideals of integrity and service and fostering a climate (at the micro and macro levels) in which every Sailor feels included, respected, and empowered.
- **Demonstrate how to make “right” actionable.** Inspire Sailors to actively engage in inclusive behaviors, including demonstrating respect for all, making sure all shipmates feel connected to the team and the mission, knowing when and how to intervene when confronting negative behaviors, and knowing how to speak up against and report incidents of discriminatory behavior.

- **Motivate Sailors to examine their own thoughts and behaviors.** Prompt Sailors to acknowledge their personal biases and stereotypes. These biases and stereotypes may impact the way Sailors perceive and interact with others who are different from them.¹
- **Activate the peer group and tap into micro-climates.** Motivate Sailors to reflect on their own biases and recognize that steps toward countering these biases can lead to lasting positive change (personally, professionally, and in the workplace) and create a ripple effect in the behavior of others. Modify behaviors to create positive social norms that are embraced by Sailors and accepted and expected by peer groups, units and work centers, and other micro-climates. This effort will help create a positive and lasting transformation in our Navy culture.
- **Provide tangible actions that foster trust and confidence in leadership.** Give leaders tools to help Sailors embrace and live the Navy’s values, respect each other, work collaboratively as members of a team, take advantage of education and learning opportunities, achieve their full potential, and hold themselves and each other accountable. Encourage leaders to be transparent about their decisions, including those related to opportunities, recognition, and discipline to help promote equity. Motivate all Sailors to be leaders in advocating for transparency, fairness, and justice.
- **Emphasize the influential role of the Sailors in the “Critical Middle” (E5–E8, O1–O4).** Sailors in the Critical Middle have a unique ability to motivate, inspire, and influence positive cultural change because of their direct leadership of junior Sailors as well as their access to Sailors higher in the chain of command. They should encourage Sailors to take full advantage of opportunities afforded them, advocate on behalf of their Sailors, and hold the chain of command accountable for promoting the CoE.

¹ Acknowledging one’s own biases, assumptions, and stereotypes about others is a major step toward counteracting them. Additionally, recognizing that certain demographic groups have historically been denied equal opportunities will help move the Navy toward a more equitable future. (Chaney, K. and Sanchez, D. [2018]. *The Endurance of Interpersonal Confrontations as a Prejudice Reduction Strategy*. *Personality and Social Psychology Bulletin*, 44, 418–429.)

Facilitating Full Speed Ahead 3.0

PREPARE FOR YOUR SESSION

Sufficient preparation for the FSA 3.0 training course is paramount. Facilitators must be comfortable and familiar enough with the training materials to be able to focus on engaging all audience members during training sessions. An important attribute of an inclusive culture is the feeling of psychological safety, where all Sailors feel comfortable sharing their experiences without fear of judgment or retaliation from their leaders or peers. Discussions may be personal, emotional, and potentially polarizing. If facilitated properly, the FSA 3.0 series can positively affect team dynamics and short- and long-term CoE objectives. Discussions are intended to encourage Sailors to listen to one another, better understand the challenges others have faced, and show empathy and respect.

Following are several tips to ensure the effectiveness of each session:

- Inform Sailors about the training in advance and encourage them to think about what they would like to contribute to the discussion.
- Start the conversation in a positive and welcoming way.
- Encourage Sailors to engage with each other, be curious and empathetic, and respectfully disagree or offer alternative perspectives.
- Be aware of your own biases before you lead a discussion and refrain from commenting on the validity of anyone’s “lived experience.”
- Be prepared to share relevant stories from your own experiences; this will help get discussions started and will demonstrate that you have a personal stake in the topics.
- Be familiar with the Navy Core Values, Navy Ethos, Core Attributes, Signature Behaviors, and the key 21st Century Sailor Office support services and resources (See Appendices A and B).
- Build flexibility into the schedule to allow for additional time for each session, if needed.
- Manage extroverts so they do not overpower introverts. Allow for a few quiet moments of reflection; this time allows introverts to collect their thoughts and increases the likelihood they will participate in discussions. Watch for nonverbal cues that someone’s “gears are turning” and ask them their opinion.
- Organize the seats in your room in a “U” shape to encourage participation.

The training will be dynamic and engaging if you are confident in your presentation, move around the room, ask appropriate follow-on questions, and demonstrate that you care about what Sailors have to say and have empathy for what they have experienced. Add personal touches to the script to enhance your delivery.

Personal opinions about Navy policies or current and recent events may seriously undermine the learning objectives of the training. Be mindful of your word choices and body language while facilitating. You must talk the talk and walk the walk; do not engage in behaviors that are counter to the messages in the training.

Determine how to pace yourself to ensure you cover the material in each module within a 60–90 minute session. It is not essential that you cover each discussion question. Think about what is going on in your command and focus on the conversations that need to take place that align with the Navy’s CoE themes and goals. The Task Force One Navy report recommends a path forward to enhance CoE initiatives with a focus on diversity, equity, and inclusion efforts. The report can be found at <https://media.defense.gov/2021/Jan/26/2002570959/-1/-1/1/TASK%20FORCE%20ONE%20NAVY%20FINAL%20REPORT.PDF>.

Always be alert to Sailors who appear to be struggling and privately seek them out at the conclusion of the training. Do not press for details; just let the Sailor know you care and offer resources if they indicate they need support. Some Sailors may be reluctant to speak openly out of fear of retaliation. If you notice that a Sailor is demeaned or if someone discloses retaliation concerns to you, notify command leadership.

KNOW YOUR AUDIENCE

FSA 3.0 is designed for small groups of 30 people or fewer. Commands have the option of delivering in groups of similar ranks or in mixed-rank (i.e., all-hands) sessions. Review the material and discuss the best approach with your command or unit leadership.




This facilitation guide is tailored to four audiences:

- Mixed-rank.
- Junior Sailors (E4 and below).
- Critical Middle (E5–E8, O1–O4).
- Senior leaders (E9, O5–O10).

If you decide it is best to have a mixed-rank discussion, **ensure you get equal perspective and input from all ranks.**

USING THIS GUIDE

This guide includes a script and easy-to-use prompts for discussions and activities.

Prompt	Sample	Explanation
Script	FACILITATOR SCRIPT  <i>This is a sample script.</i>	Read the script aloud. The script will help you convey teaching points and transition between topics.
Instruction to Facilitator	[Don't read this aloud.]	These are reminders and tips for you. Do not read aloud.
Discussion Question	<i>What is "bias?"</i>	Questions are designed to generate thoughtful discussion. Even if an issue does not seem to be of concern to your unit, all issues addressed are concerns to the Navy.
Suggested Answer	<input checked="" type="checkbox"/> This is a possible answer.	Suggested answers are not comprehensive. Use suggested answers to stimulate discussion, validate Sailors' responses, or present an idea or perspective not mentioned by the group. There is no need to cover every suggested answer. Doing so will result in exceeding the 60–90 minute limit allotted for each module.
Play Video	 Play Video	These prompts indicate when the video sequence should be played.
Anchor Box	This icon identifies an anchor box: 	Anchor boxes correspond with specific content. They may be found in a discussion box or they may refer to content in the script, as noted by an asterisk (*). Content within anchor boxes should not be read aloud unless Sailors challenge the course content to which the anchor box refers.

EQUIPMENT REQUIREMENTS

To facilitate this course properly, you will need the following:

- Laptop or desktop computer (you must have a DVD drive if you wish to run the course via DVD*).
- Projector that can be connected to your computer.
- Projection screen or surface.
- Speakers/audio system.

The FSA 3.0 videos are available for download on the FSA 3.0 milSuite site at:

<https://www.milsuite.mil/book/groups/navy-fsa/>.

Commands may request that a DVD of the training materials be mailed to them by contacting the FSA 3.0 Team at ALTN_FSA.fct@navy.mil.

*NOTE: If you have received an FSA 3.0 DVD and wish to download the training materials from the disc to your computer, follow these directions:

1. Insert the DVD.
2. Double-click the DVD icon (on your desktop or under “My Computer”).
3. Drag the “FSA3” folder to your desktop.
4. Eject the disc when the transfer is complete.

Introduction

This module is designed to increase and enhance trust and confidence in the Navy. It features the topics of organizational trust and fairness and is framed specifically within the context of leadership. Aligned with the Navy Leader Development Framework, this module emphasizes the need for leaders who “demonstrate operational excellence (competence), high ideals of integrity and service (character) at every level of seniority, all the while expanding and enhancing trust and confidence (connectedness).”

The documentary sequence focuses on tangible actions that Sailors, particularly leaders, can take to build trust:

- Open communication.
- Giving all Sailors a voice.
- Having Sailors’ backs.
- Being inclusive, curious, and engaged.
- Being fair, consistent, and transparent.

Group discussions will expand on these themes, emphasize the CoE, and encourage Sailors to think about how they all can be leaders when it comes to diversity, equity, and inclusion.

The dramatic video focuses on a new Executive Officer (XO), CDR Marsha Westbrook, who has arrived on a ship to assume her responsibilities. The previous XO fleeted-up to become the new Commanding Officer (CO). The ship’s command climate under the previous CO was very negative. As the new XO, CDR Westbrook needs to help the new CO improve the situation on the ship, and she needs to empower the Critical Middle to demonstrate inclusive and intrusive deckplate leadership to begin to rebuild team trust, connectedness, and cohesion.

Trainees will observe the low morale and residual toxicity within the command and recognize the divisiveness caused by real or perceived inequities, as illustrated in racial, professional, and disciplinary contexts. This video will drive follow-on discussions about the role all Sailors play as leaders and the responsibility of all to demand and protect everyone’s right to inclusive, respectful, fair, and just workplaces.

As demonstrated in a social media scene, a takeaway from this course is that every Sailor can dramatically impact trust and cohesion and every Sailor must be accountable for his or her own behavior. This course encourages the Critical Middle and senior leaders to be introspective about their own actions and their role in fostering trust and fairness. In addition, the course encourages and empowers all Sailors to be leaders.

MODULE 2 | TRUST AND FAIRNESS

AUDIENCE: MIXED-RANK

Total Facilitation Time: 60–90 minutes

CULTURE OF EXCELLENCE THEMES	SIGNATURE BEHAVIORS	SKILLS AND COMPETENCIES
<ul style="list-style-type: none">• Trust.• Toughness.	<ul style="list-style-type: none">• Hold others accountable for their actions.• Be a leader and encourage leadership in others.	<ul style="list-style-type: none">• Communication.• Problem-solving.

Command Leader Introduction

Some command leaders may wish to kick off FSA 3.0 training sessions. This is not a requirement, and leaders should keep their remarks brief, highlighting the Navy’s imperative to embrace and implement CoE initiatives to improve readiness and maintain superiority. Appendix C contains information, talking points, and a brief sample script for leaders.

FACILITATOR SCRIPT

|| *Good morning/afternoon.*

[Facilitators, briefly introduce yourselves.]

|| *Thanks for coming today.*

|| *This is part of the Navy’s Full Speed Ahead 3.0 Culture of Excellence Training.*

|| *This specific module is focused on trust and fairness.*

|| *Before we roll into this first video, I’d like your opinion.*

Q.1

Who in the Navy is responsible for ensuring that Sailors, from the top down and from the bottom up, share mutual trust and that everyone is treated fairly? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Everyone.
- Leaders (and every Sailor is a leader).

FACILITATOR SCRIPT

Trust is everyone's responsibility.

Let's watch a quick video about the importance of trust and fairness in the Navy.



PLAY MODULE 2 VIDEO 1 (DOCUMENTARY) (Runtime: 4:16)

FACILITATOR SCRIPT

"Once a Sailor knows they can trust you, they'll walk the earth for you."

By a show of hands, how many of you have had this type of leader?

[Pause for raised hands.]

Hopefully, before we complete our Navy careers, every single one of us will be able to raise our hand.

*Today, we're going to talk about **trust and fairness** in the Navy.*

We want every Sailor to know what "fair" looks like.

And when something does NOT look fair, we want Sailors to know it's okay to say something.

Does anyone here worry that's easier said than done?

[Pause for raised hands.]

Our goal today is simply to talk about our experiences.

And hopefully along the way, we will identify ways we can build and enhance trust on our own teams and in our own command.

Q.2

In your opinion, why is trust so heavily emphasized in the Navy? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- It is critical to good order and discipline.
- It is imperative to mission success.
- It can be a matter of life or death.

FACILITATOR SCRIPT

Trust needs to happen at all echelons and between all ranks—top to bottom and bottom to top.

Q.3

For the junior Sailors in the room: In what ways do you need to be able to trust your leaders? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Trust in decision-making.
- Trust that Sailor well-being and safety are top priorities.
- Trust that promotions/growth/opportunities will be handled fairly and consistently.

Q.4

For the more senior Sailors in the room: In what ways do you need to be able to trust your subordinates? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Trust that tasks will be done correctly.
- Trust that Sailors are credible and honest.
- Trust that issues will be elevated and not swept under the rug.

Q.5

In your experience, what are the biggest roadblocks to mutual trust? (2 minutes)

[Answers will vary. Call on Sailors if there's a lack of participation.]

[Tip: Ask follow-on questions such as, "Does anyone agree or disagree, and why?"]

FACILITATOR SCRIPT

I'd like you to think about the leaders you've had in the Navy.

In the video, one commander talked about having coffee with her junior Sailors every week.

FLTCM Phillips made a comment about being a "curious" leader.

There's probably something about both of these approaches that help build trust.

Q.6

What are some of the things that YOU or YOUR leaders do to build trust? (3 minutes)

[Answers will vary. Call on Sailors if there's a lack of participation.]

FACILITATOR SCRIPT

Trust can be hard to earn and easy to lose.

Q.7

What might undermine trust and confidence in a leader? (5 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Lack of honesty.
- Lack of competence.
- Lack of care or concern.
- Lack of fairness/consistency.
- Perception of inequity alone is enough to erode trust.
- Harping on a small mistake.
- Not owning up to their own mistakes.
- Favoritism/always selecting the same people.

FACILITATOR SCRIPT

As you watch this next video, see if you identify some of the issues—in the command climate and among the Sailors—that lower morale and reduce trust.

And see if you can spot some of the issues with fairness.



PLAY MODULE 2 VIDEO 2 (DRAMA) (Runtime: 8:17)

FACILITATOR SCRIPT

*It's impossible to repair a climate like that overnight, but it looks like Sailors at every level are taking steps in the right direction.**



*Each member of the Navy is entitled to be treated with dignity and respect and to work in an environment free of harassment and unlawful discrimination. Harassment and unlawful discrimination must not be ignored or condoned.

MyNavyHR.mil, Navy Harassment Prevention and Military Equal Opportunity

Q.8

What factors do you think contributed to the lack of trust in this particular command? (4 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Discrimination/racism/unchecked bias.
- Real and perceived injustices and inequities.
- Inconsistent disciplinary actions.
- Sailors spreading rumors and gossiping.
- Previous leadership was not held accountable for injustices.

FACILITATOR SCRIPT

*Not only were Sailors cynical about leadership, but they were turning on each other.**

Morale was extremely low.



*If a Sailor questions you about Senior Chief's interaction with Petty Officer Green, acknowledge that Senior Chief should not have questioned Petty Officer Green about the incident without first advising him of his rights.

Q.9

In addition to low morale, how else can an unhealthy climate affect Sailors? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Sailors compete with each other instead of working as a team.
- Sailors are distracted.
- Sailors who otherwise have high potential may check out.
- Long-term, good Sailors may get out of the Navy.
- Sailors will "suck it up" because they think nothing will change or they won't be believed.

FACILITATOR SCRIPT

Sometimes, it can feel pointless to say anything.

*Sometimes, it feels easier to just keep our heads down and our mouths shut.**

I'd like you to think back for a moment.

Has there ever been a time when you noticed someone wasn't being treated with respect and you didn't speak up?

I bet many of us have been in this situation.



***Courage:**

"I will support and defend ..."

Courage is the value that gives us the moral and mental strength to do what is right, even in the face of personal or professional adversity.

The Navy Core Values

Q.10

If you could go back in time, what would you do differently?* (5 minutes)

[If Sailors don't answer, ask them to talk about why they think it's so hard to speak up in these situations.]

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Fear of retaliation or reprisal.
- Belief that someone else is going to handle it.



***Honor:**

"I will bear true faith and allegiance ..."

Accordingly, we will conduct ourselves in the highest ethical manner in all relationships with peers, superiors and subordinates ... and abide by an uncompromising code of integrity, taking responsibility for our actions and keeping our word.

The Navy Core Values

FACILITATOR SCRIPT

In the video, command leadership took deliberate action to restore trust.

The XO addressed the situation directly with the involved unit.

*It was determined to be appropriate in **this** situation.**

But as we know, when it comes to investigations, leaders aren't always at liberty to discuss.

*Leaders not only need to **BE** fair, they need to be **perceived** as fair.*

Because it's true what they say: Perception is reality.



*In the vignette, the CO convenes an investigation into the incident at the bar. After the investigation is complete, the XO states she is dismissing the incident.

In accordance with Rule for Court-Martial 306, only commanders have authority to make initial disposition decisions in cases.

Q.11

In what types of actions or situations do leaders need to demonstrate fairness and consistency?
(4 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Assignments.
- FITREP/evaluations.
- Disciplinary actions.
- General treatment.
- Mentorship.
- Leaders need to be transparent and communicate the rationale for certain decisions.

FACILITATOR SCRIPT

*All Sailors should have fair and **equitable** opportunities to succeed.*

Equality means everyone is given the same exact opportunities.

***Equity** means everyone is provided with what they need to succeed.**



*Equity is the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; women; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

Executive Orders 13985 and 14020

Q.12

In your opinion, what can leaders do to ensure their actions are perceived as fair and equitable?
(4 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Be transparent with actions and decisions.
- Communicate standards and requirements.
- Demonstrate equitable opportunities.
- Ask for input into the decision-making process (as appropriate).

FACILITATOR SCRIPT

One of our Navy's Signature Behaviors is to be a leader and encourage leadership in others.

Sometimes that means being an advocate for ourselves or for someone else, and that's not always easy to do.

*It takes **toughness**, ESPECIALLY when you're calling attention to an inequity or an injustice committed by someone senior to you.**



***Toughness:**

We can take a hit and keep going, tapping all sources of strength and resilience. Through rigorous training for operations and combat, the fighting spirit of our people, and the steadfast support of our families, we maintain a culture of warfighting excellence and hone our warfighting ethos. We don't give up the ship, we never give up on our shipmates, and we never give up on ourselves. We are never out of the fight.

Signature Behaviors of the 21st Century Sailor, Version 2.0, February 2020

Q.13

For the more senior Sailors in the room: What advice do you have for junior Sailors about bringing concerns to the attention of their leaders? (5 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Don't be afraid to bring forth concerns.
- These discussions can be honest and respectful.
- Come prepared with solutions to problems.

FACILITATOR SCRIPT

If the “direct” route is not your speed, the Navy has all kinds of resources available to Sailors who want to bring forward an issue or concern.

You can always go to your Command Managed Equal Opportunity (CMEO) representative.

You can speak with leaders outside of your chain of command.

You can use the command climate survey, submit anonymous feedback through the CO suggestion box, or call the IG hotline.

We also have a Command Resilience Team, or CRT, available to help us foster a Culture of Excellence within our command.

Q.14

As we wrap up, when we all practice fairness and work to build trust, what benefits are we likely to see? (5 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- All Sailors know what is expected of them.
- All Sailors are all held accountable and to the same high standards.
- Sailors are more likely to work as part of a team and to feel connected to each other and the mission.
- The command is more likely to succeed at its mission and overcome challenges.
- Sailors believe they can make a positive contribution and want to do their best.
- Sailors treat their peers better; they don't undermine others.
- All Sailors feel like they can succeed.
- We're better able to solve complex problems as a team.

FACILITATOR SCRIPT

We've covered a lot today, but the bottom line is this: When Sailors know they are valued and being treated fairly, we are a better Navy.

We are ready to accomplish any mission.

I ask that when you leave here today, you think about trust and fairness on your own team.

And think about what you personally can do to ensure that you and your shipmates have leaders you would "walk the earth" for.

Thanks for your participation, and have a great day.

MODULE 2 | TRUST AND FAIRNESS

AUDIENCE: JUNIOR SAILORS

Total Facilitation Time: 60–90 minutes

CULTURE OF EXCELLENCE THEMES	SIGNATURE BEHAVIORS	SKILLS AND COMPETENCIES
<ul style="list-style-type: none">• Trust.• Toughness.	<ul style="list-style-type: none">• Hold others accountable for their actions.• Be a leader and encourage leadership in others.	<ul style="list-style-type: none">• Communication.• Problem-solving.

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Some command leaders may wish to kick off FSA 3.0 training sessions. This is not a requirement, and leaders should keep their remarks brief, highlighting the Navy’s imperative to embrace and implement CoE initiatives to improve readiness and maintain superiority. Appendix C contains information, talking points, and a brief sample script for leaders.

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|| *Good morning/afternoon.*

[Facilitators, briefly introduce yourselves.]

|| *Thanks for coming today.*

|| *This is part of the Navy’s Full Speed Ahead 3.0 Culture of Excellence Training.*

|| *This specific module is focused on trust and fairness.*

|| *Before we roll into a video, I’d like your opinion.*

Q.1

Who in the Navy is responsible for ensuring that Sailors, from the top down and from the bottom up, share mutual trust and that everyone is treated fairly? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Everyone.
- Leaders (and every Sailor is a leader).

FACILITATOR SCRIPT

Trust is everyone's responsibility.

Let's watch a quick video about trust and fairness in the Navy.



PLAY MODULE 2 VIDEO 1 (DOCUMENTARY) (Runtime: 4:16)

FACILITATOR SCRIPT

"Once a Sailor knows they can trust you, they'll walk the earth for you."

By a show of hands, how many of you have had this type of leader?

[Pause for raised hands.]

Hopefully, before we complete our Navy careers, every single one of us will be able to raise our hand.

*Today, we're going to talk about **trust and fairness** in the Navy.*

We want every Sailor to know what "fair" looks like.

*And when something does **NOT** look fair, we want Sailors to know that it's okay to say something.*

Does anyone here worry that's easier said than done?

[Pause for raised hands.]

Our goal today is simply to talk about our experiences.

And hopefully along the way, we will identify ways we can build and enhance trust on our own team and in our own command.

Q.2

In your opinion, why is trust so heavily emphasized in the Navy? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- It is critical to good order and discipline.
- It is imperative to mission success.
- It can be a matter of life or death.

FACILITATOR SCRIPT

Trust needs to happen at all echelons and between all ranks—top to bottom and bottom to top.

Q.3

In what ways do you need to trust your leaders? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Trust in decision-making.
- Trust that Sailor well-being and safety are top priorities.
- Trust that promotions/growth/opportunities will be handled fairly.

Q.4

In what ways do leaders need to trust their subordinates? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Trust that tasks will be done correctly.
- Trust that Sailors are credible and honest.
- Trust that issues will be elevated and not swept under the rug.

Q.5

In your experience in the Navy so far, what are the biggest roadblocks to mutual trust? (2 minutes)

[Answers will vary. Call on Sailors if there's a lack of participation.]

[Tip: Ask follow-on questions such as, "Does anyone agree or disagree, and why?"]

FACILITATOR SCRIPT

I'd like you to think about the leaders you've had so far in the Navy.

In the video, one commander talked about having coffee with her junior Sailors every week.

FLTCM Phillips made a comment about being a "curious" leader.

There's probably something about both of these approaches that help build trust.

Q.6

What are some of the things that your leaders do to build trust? (3 minutes)

[Answers will vary. Call on Sailors if there's a lack of participation.]

FACILITATOR SCRIPT

Trust can be hard to earn and easy to lose.

Q.7

What might undermine trust and confidence in a leader? (5 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Lack of honesty.
- Lack of competence.
- Lack of care or concern.
- Lack of fairness/consistency.
- Perception of inequity alone is enough to erode trust.

FACILITATOR SCRIPT

As you watch this next video, see if you identify the lack of trust.

And see if you can spot some of the issues with fairness.



PLAY MODULE 2 VIDEO 2 (DRAMA) (Runtime: 8:17)

FACILITATOR SCRIPT

*It's impossible to repair a climate like that overnight, but it looks like Sailors at every level are taking steps in the right direction.**



*Each member of the Navy is entitled to be treated with dignity and respect and to work in an environment free of harassment and unlawful discrimination. Harassment and unlawful discrimination must not be ignored or condoned.

MyNavyHR.mil, Navy Harassment Prevention and Military Equal Opportunity

Q.8

What factors do you think contributed to the lack of trust in this particular command? (4 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Discrimination/racism/unchecked bias.
- Real and perceived injustices and inequities.
- Inconsistent disciplinary actions.
- Sailors spreading rumors and gossiping.
- Previous leadership was not held accountable for injustices.

FACILITATOR SCRIPT

*Not only were Sailors cynical about leadership, but they were turning on each other.**

Morale was extremely low.



*If a Sailor questions you about Senior Chief's interaction with Petty Officer Green, acknowledge that Senior Chief should not have questioned Petty Officer Green about the incident without first advising him of his rights.

Q.9

In addition to low morale, how else can an unhealthy climate affect Sailors? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Sailors compete with each other instead of working as a team.
- Sailors are distracted.
- Sailors who otherwise have high potential may check out.
- Long-term, good Sailors may get out of the Navy.
- Sailors will “suck it up” because they think nothing will change or they won't be believed.

FACILITATOR SCRIPT

Sometimes it can feel pointless to say something.

*Sometimes it feels easier to just keep our heads down.**

I'd like you to think back for a moment.

Has there ever been a time when you noticed someone wasn't being treated with respect and you didn't speak up?

I bet many of us have been in this situation.



***Courage:**

“I will support and defend ...”

Courage is the value that gives us the moral and mental strength to do what is right, even in the face of personal or professional adversity.

The Navy Core Values

Q.10

If you could go back in time, what would you do differently?* (5 minutes)

[If Sailors don't answer, ask them to talk about why it's so hard to speak up in these situations.]

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Fear of retaliation or reprisal.
- Belief that someone else is going to handle it.



***Honor:**

"I will bear true faith and allegiance ..."

Accordingly, we will conduct ourselves in the highest ethical manner in all relationships with peers, superiors and subordinates ... and abide by an uncompromising code of integrity, taking responsibility for our actions and keeping our word.

The Navy Core Values

FACILITATOR SCRIPT

In the video, command leadership took deliberate action to restore trust.

The XO addressed the situation directly with the involved unit.

*It was determined to be appropriate in **this** situation.**

But as we know, when it comes to investigations, leaders aren't always at liberty to discuss.

*Leaders not only need to **BE** fair, they need to be **perceived** as fair.*

Because it's true what they say: Perception is reality.



*In the vignette, the CO convenes an investigation into the incident at the bar. After the investigation is complete, the XO states she is dismissing the incident.

In accordance with Rule for Court-Martial 306, only commanders have authority to make initial disposition decisions in cases.

Q.11

In what types of actions or situations do leaders need to demonstrate fairness and consistency?
(4 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Assignments.
- FITREP/evaluations.
- Disciplinary actions.
- General treatment.
- Mentorship.
- Leaders need to be transparent and communicate the rationale for certain decisions.

FACILITATOR SCRIPT

*All Sailors should have fair and **equitable** opportunities to succeed.*

Equality means everyone is given the same exact opportunities.

***Equity** means everyone is provided with what they need to succeed.**



*Equity is the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; women; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

Executive Orders 13985 and 14020

Q.12

In your opinion, what should leaders do to ensure their actions are perceived as fair and equitable?
(4 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Be transparent with actions and decisions.
- Communicate standards and requirements.
- Demonstrate equitable opportunities.
- Ask for input into the decision-making process (as appropriate).

FACILITATOR SCRIPT

One of our Navy's Signature Behaviors is to be a leader and encourage leadership in others.

Sometimes, that means being an advocate for ourselves or for someone else, and that's not always easy to do.

*It takes **toughness**, ESPECIALLY when you're calling attention to an inequity or an injustice committed by someone senior to you.**

If the "direct" route is not your speed, the Navy has all kinds of resources available to Sailors who want to bring forward an issue or concern.

You can always go to the Command Managed Equal Opportunity (CMEO) representative.

You can speak with leaders outside of your chain of command.

You can use the command climate survey, submit anonymous feedback through the CO suggestion box, or call the IG hotline.

We also have a Command Resilience Team, or CRT, available to help us foster a Culture of Excellence within our command.



***Toughness:**

We can take a hit and keep going, tapping all sources of strength and resilience. Through rigorous training for operations and combat, the fighting spirit of our people, and the steadfast support of our families, we maintain a culture of warfighting excellence and hone our warfighting ethos. We don't give up the ship, we never give up on our shipmates, and we never give up on ourselves. We are never out of the fight.

Signature Behaviors of the 21st Century Sailor, Version 2.0, February 2020

Q.13

As we wrap up, when we all practice fairness and work to build trust, what benefits are we likely to see? (5 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- All Sailors know what is expected of them.
- All Sailors are held accountable and to the same high standards.
- Sailors are more likely to work as part of a team and to feel connected to each other and the mission.
- The command is more likely to succeed at its mission and to overcome challenges.
- Sailors believe they can make a positive contribution and want to do their best.
- Sailors treat their peers better; they don't undermine others.
- All Sailors feel like they can succeed.
- We are better able to **solve complex problems** as a team.

FACILITATOR SCRIPT

We've covered a lot today, but the bottom line is this: When Sailors know they are valued and being treated fairly, we are a better Navy.

We are ready to accomplish any mission.

I ask that when you leave here today, you think about trust and fairness on your own team.

And think about what you personally can do to ensure that you and your shipmates have leaders you would "walk the earth" for.

Thanks for your participation, and have a great day.

MODULE 2 | TRUST AND FAIRNESS

AUDIENCE: CRITICAL MIDDLE

Total Facilitation Time: 60–90 minutes

CULTURE OF EXCELLENCE THEMES	SIGNATURE BEHAVIORS	SKILLS AND COMPETENCIES
<ul style="list-style-type: none">• Trust.• Toughness.	<ul style="list-style-type: none">• Hold others accountable for their actions.• Be a leader and encourage leadership in others.	<ul style="list-style-type: none">• Communication.• Problem-solving.

Command Leader Introduction

Some command leaders may wish to kick off FSA 3.0 training sessions. This is not a requirement, and leaders should keep their remarks brief, highlighting the Navy’s imperative to embrace and implement CoE initiatives to improve readiness and maintain superiority. Appendix C contains information, talking points, and a brief sample script for leaders.

FACILITATOR SCRIPT

|| *Good morning/afternoon.*

[Facilitators, briefly introduce yourselves.]

|| *Thanks for coming today.*

|| *This is part of the Navy’s Full Speed Ahead 3.0 Culture of Excellence Training.*

|| *This specific module is focused on trust and fairness.*

|| *Before we roll into this first video, I’d like your opinion.*

Q.1

Who in the Navy is responsible for ensuring that Sailors, from the top down and from the bottom up, share mutual trust and that everyone is treated fairly? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Everyone.
- Leaders (and every Sailor is a leader).

FACILITATOR SCRIPT

Trust is everyone's responsibility.

It may seem like an obvious answer.

But our goal today is ensure that Sailors up and down the chain of command share a mutual trust.

As Sailors in the Critical Middle, you have a unique opportunity to fortify this trust.

Let's watch a quick video about the importance of trust and fairness in the Navy.



PLAY MODULE 2 VIDEO 1 (DOCUMENTARY) (Runtime: 4:16)

FACILITATOR SCRIPT

"Once a Sailor knows they can trust you, they'll walk the earth for you."

By a show of hands, how many of you have had this type of leader?

[Pause for raised hands.]

Hopefully, before we complete our Navy careers, every single one of us will be able to raise our hand.

And hopefully, you have junior Sailors going through this training who are raising their hand with you in mind.

*Today, we're going to talk about **trust and fairness** in the Navy; they go hand in hand.*

We want every Sailor to know what "fair" looks like.

And when something does NOT look fair, we want Sailors of all ranks to know that it's okay to say something.

Does anyone here worry that's easier said than done?

[Pause for raised hands.]

Our goal today is simply to share our opinions and our experiences.

And hopefully along the way, we will identify ways we can build and enhance trust on our own teams and in our own command.

Q.2

In your opinion, why is trust so heavily emphasized in the Navy? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- It is critical to good order and discipline.
- It is imperative to mission success.
- It can be a matter of life or death.

FACILITATOR SCRIPT

Trust needs to happen at all echelons and between all ranks—top to bottom and bottom to top.

Q.3

In what ways do your junior Sailors need to trust you? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Trust in decision-making.
- Trust that Sailor well-being and safety are top priorities.
- Trust that promotions/growth/opportunities will be handled fairly.

Q.4

In what ways do you need to trust your Sailors? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Trust that tasks will be done correctly.
- Trust that Sailors are credible and honest.
- Trust that issues will be elevated and not swept under the rug.

Q.5

In your experience, what are the biggest roadblocks to mutual trust? (2 minutes)

[Answers will vary. Call on Sailors if there's a lack of participation.]

[Tip: Ask follow-on questions such as, "Does anyone agree or disagree, and why?"]

FACILITATOR SCRIPT

I'd like you to think about the leaders you've had in the Navy.

In the video, one commander talked about having coffee with her junior Sailors every week.

FLTCM Phillips made a comment about being a "curious" leader.

There's probably something about both of these approaches that help build trust.

Q.6

What are some of the things that YOU do to build trust? (3 minutes)

[Answers will vary.]

FACILITATOR SCRIPT

Trust can be hard to earn and easy to lose.

Q.7

In your experience, what might undermine trust and confidence in a leader? (5 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Lack of honesty.
- Lack of competence.
- Lack of care or concern.
- Lack of fairness/consistency.
- Perception of inequity alone is enough to erode trust.

FACILITATOR SCRIPT

As you watch this next video, see if you identify some of the issues—in the command climate and among the Sailors—that lower morale and reduce trust.

And see if you can spot some of the issues with fairness.



PLAY MODULE 2 VIDEO 2 (DRAMA) (Runtime: 8:17)

FACILITATOR SCRIPT

*It's impossible to repair a climate like that overnight, but it looks like Sailors at every level are taking steps in the right direction.**



*Each member of the Navy is entitled to be treated with dignity and respect and to work in an environment free of harassment and unlawful discrimination. Harassment and unlawful discrimination must not be ignored or condoned.

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Q.8

What factors do you think contributed to the lack of trust in this particular command? (4 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Discrimination/racism/unchecked bias.
- Real and perceived injustices and inequities.
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- Previous leadership was not held accountable for injustices.

FACILITATOR SCRIPT

*Not only were Sailors cynical about leadership, but they were turning on each other.**

Morale was extremely low.



*If a Sailor questions you about Senior Chief's interaction with Petty Officer Green, acknowledge that Senior Chief should not have questioned Petty Officer Green about the incident without first advising him of his rights.

Q.9

Has anyone ever witnessed trust or fairness problems on a team? What kind of impact did you see on the Sailors? (5 minutes)

[If Sailors don't share, ask: "Generally speaking, how else can lack of trust affect a team?"]

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Sailors compete with each other instead of working as a team.
- Sailors are distracted.
- Sailors who otherwise have high potential may check out.
- Long-term, good Sailors may get out of the Navy.
- Sailors will "suck it up" because they think nothing will change or they won't be believed.

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All Sailors should have fair and equitable opportunities to succeed.

*Equality means everyone is given the **same exact** opportunities.*

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Executive Orders 13985 and 14020

Q.10

In what situations do you, as leaders, need to demonstrate fairness, equity, and consistency?
(4 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Assignments.
- FITREP/evaluations.
- Disciplinary actions.
- General treatment.
- Mentorship.
- Leaders need to be transparent and communicate the rationale for certain decisions.

FACILITATOR SCRIPT

In the video, command leadership took deliberate action to restore trust.

The XO addressed the situation directly with the involved unit.

*It was determined to be appropriate in **this** situation.**

But as we know, when it comes to investigations, leaders aren't always at liberty to discuss.

The “appearance” of fairness can be a significant challenge, as it was in the video.

As the saying goes, “Perception is reality.”



*In the vignette, the CO convenes an investigation into the incident at the bar. After the investigation is complete, the XO states she is dismissing the incident.

In accordance with Rule for Court-Martial 306, only commanders have authority to make initial disposition decisions in cases.

Q.11

What can leaders do to help manage the perception that they are fair? (4 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Be transparent with actions and decisions.
- Communicate standards and requirements.
- Demonstrate equitable opportunities.
- Ask for input into the decision-making process (as appropriate).

FACILITATOR SCRIPT

*Part of ensuring fairness on a team is empowering Sailors to hold themselves—and us—accountable.**



***Honor:**

“I will bear true faith and allegiance ...”

Accordingly, we will conduct ourselves in the highest ethical manner in all relationships with peers, superiors and subordinates ... and abide by an uncompromising code of integrity, taking responsibility for our actions and keeping our word.

The Navy Core Values

Q.12

How can you foster an environment in which Sailors feel comfortable voicing their concerns?
(4 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Ensure you know your Sailors on a personal level.
- Regularly engage and communicate.
- Be known for being fair, honest, and trustworthy.

FACILITATOR SCRIPT

One of our Navy's Signature Behaviors is to be a leader and encourage leadership in others.

Sometimes that means being an advocate for ourselves or for someone else, and that's not always easy to do.

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And of course it isn't easy to take criticism for our own actions either.



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Signature Behaviors of the 21st Century Sailor, Version 2.0, February 2020

Q.13

Have you ever spoken out about a situation you didn't think was fair or had someone come to you to point out an issue? Would anyone care to share? *(5 minutes)*

[Answers will vary.]

[If Sailors don't share, ask them to talk about how they would handle either situation.]

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If the “direct” route is not your speed, the Navy has all kinds of resources available to Sailors who want to bring forward an issue or concern.

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Q.14

As we wrap up, when we all practice fairness and work to build trust, what benefits are we likely to see? (5 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- All Sailors know what is expected of them.
- All Sailors are all held accountable and to the same high standards.
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We are ready to accomplish any mission.

I ask that when you leave here today, you think about trust and fairness on your own team.

And think about what you personally can do to ensure that you are that leader your Sailors would "walk the earth" for.

Thanks for your participation, and have a great day.

MODULE 2 | TRUST AND FAIRNESS

AUDIENCE: SENIOR LEADER

Total Facilitation Time: 60–90 minutes

CULTURE OF EXCELLENCE THEMES	SIGNATURE BEHAVIORS	SKILLS AND COMPETENCIES
<ul style="list-style-type: none">• Trust.• Toughness.	<ul style="list-style-type: none">• Hold others accountable for their actions.• Be a leader and encourage leadership in others.	<ul style="list-style-type: none">• Communication.• Problem-solving.

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FACILITATOR SCRIPT

|| *Good morning/afternoon.*

[Facilitators, briefly introduce yourselves.]

|| *Thanks for coming today.*

|| *This is part of the Navy’s Full Speed Ahead 3.0 Culture of Excellence Training.*

|| *This specific module is focused on **trust and fairness**.*

|| *Before we roll into this first video, I’d like your opinion.*

Q.1

Who in the Navy is responsible for ensuring that Sailors, from the top down and from the bottom up, share mutual trust and that everyone is treated fairly? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Everyone.
- Leaders (and every Sailor is a leader).

FACILITATOR SCRIPT

Trust is everyone's responsibility.

It may seem like an obvious answer.

But our goal today is to ensure that Sailors up and down the chain of command share mutual trust and respect.

As senior leaders, you have an important role in setting the expectations for your lower-level leaders and establishing a command climate that underpins this trust.

Let's watch a quick video about the importance of trust and fairness in the Navy.



PLAY MODULE 2 VIDEO 1 (DOCUMENTARY) (Runtime: 4:16)

FACILITATOR SCRIPT

"Once a Sailor knows they can trust you, they'll walk the earth for you."

By a show of hands, how many of you have had this type of leader in your Navy career?

[Pause for raised hands.]

Hopefully, you have Sailors going through this same training who are raising their hand with you in mind.

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*We want every Sailor to know what **trust and fairness** look like.*

And when something is off, we want Sailors to know that it's okay to say something.

Our goal today is simply to share our opinions and our experiences.

And hopefully along the way, you can identify ways to build and enhance trust on your own teams and in your own command.

Q.2

In your opinion, why is trust so heavily emphasized in the Navy? (1 minute)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- It is critical to good order and discipline.
- It is imperative to mission success.
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FACILITATOR SCRIPT

Trust needs to happen at all echelons and between all ranks—top to bottom and bottom to top.

Q.3

In what ways do your Sailors need to trust you? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Trust in decision-making.
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In what ways do you need to trust your Sailors? (1 minute)

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Q.5

In your experience, what are the biggest roadblocks to mutual trust? (2 minutes)

[Answers will vary. Call on Sailors if there's a lack of participation.]

[Tip: Ask follow-on questions such as, "Does anyone agree or disagree, and why?"]

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I'd like you to think about the leaders you've had in the Navy.

In the video, one commander talked about having coffee with her junior Sailors every week.

FLTCM Phillips made a comment about being a "curious" leader.

There's probably something about both of these approaches that help build trust.

Q.6

What are some of the things that YOU do to build trust with your Sailors and within your command? (3 minutes)

[Answers will vary.]

FACILITATOR SCRIPT

Trust can be hard to earn and easy to lose.

Q.7

In your experience, what might undermine trust and confidence in a leader? (5 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Lack of honesty.
- Lack of competence.
- Lack of care or concern.
- Lack of fairness/consistency.
- Perception of inequity alone is enough to erode trust.

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Morale was extremely low.



*If a Sailor questions you about Senior Chief's interaction with Petty Officer Green, acknowledge that Senior Chief should not have questioned Petty Officer Green about the incident without first advising him of his rights.

Q.9

In addition to low morale, how else can an unhealthy climate affect a command? (2 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

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- Sailors are distracted.
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- Long-term, good Sailors may get out of the Navy.
- Sailors will "suck it up" because they think nothing will change or they won't be believed.

Q.10

Have you ever witnessed trust or fairness problems on a team? What impact did this have on Sailors, the team, or command? (5 minutes)

[Answers will vary.]

FACILITATOR SCRIPT

In the video, command leadership took deliberate action to restore trust.

The XO addressed the situation directly with the involved unit.

*It was determined to be appropriate in **this** situation.**

But as we know, when it comes to investigations, leaders aren't always at liberty to discuss.

*Leaders not only need to be fair, they need to **be perceived** as fair.*

Because it's true what they say: Perception is reality.



*In the vignette, the CO convenes an investigation into the incident at the bar. After the investigation is complete, the XO states she is dismissing the incident.

In accordance with Rule for Court-Martial 306, only commanders have authority to make initial disposition decisions in cases.

Q.11

In what types of actions or situations do leaders need to demonstrate fairness and consistency?
(4 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Assignments.
- FITREP/evaluations.
- Disciplinary actions.
- General treatment.
- Mentorship.
- Leaders need to be transparent and communicate the rationale for certain decisions.

FACILITATOR SCRIPT

All Sailors should have fair and equitable opportunities to succeed.

The “appearance” of fairness was a significant challenge for the leadership team in the video.

Again, as the saying goes, “Perception is reality.”

Q.12

What can leaders do manage the perception that they are fair? (4 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Be transparent with actions and decisions.
- Communicate standards and requirements.
- Demonstrate equitable opportunities.
- Ask for input into the decision-making process (as appropriate).

FACILITATOR SCRIPT

*Part of ensuring fairness on a team is empowering Sailors to hold themselves—and us—accountable.**



***Honor:**

“I will bear true faith and allegiance ...”

Accordingly, we will conduct ourselves in the highest ethical manner in all relationships with peers, superiors and subordinates ... and abide by an uncompromising code of integrity, taking responsibility for our actions and keeping our word.

The Navy Core Values

Q.13

How can you foster an environment in which Sailors feel comfortable voicing their concerns? (4 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- Ensure you know your Sailors on a personal level.
- Regularly engage and communicate.
- Be known for being fair, honest, and trustworthy.

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One of our Navy's Signature Behaviors is to be a leader and encourage leadership in others.

Sometimes that means being an advocate for ourselves or for someone else, and that's not always easy to do.

*It takes **toughness**.**

And of course, it isn't easy to take criticism when feedback is directed at us, either.



***Toughness:**

We can take a hit and keep going, tapping all sources of strength and resilience. Through rigorous training for operations and combat, the fighting spirit of our people, and the steadfast support of our families, we maintain a culture of warfighting excellence and hone our warfighting ethos. We don't give up the ship, we never give up on our shipmates, and we never give up on ourselves. We are never out of the fight.

Signature Behaviors of the 21st Century Sailor, Version 2.0, February 2020

Q.14

Have you ever spoken out about a situation you didn't think was fair or had someone come to you to point out an issue? Would anyone care to share? (5 minutes)

[Answers will vary.]

[If no one shares, ask them to talk about how they would handle either situation.]

FACILITATOR SCRIPT

The Navy has all kinds of resources available to Sailors who want to bring forward an issue or concern.

Ideally, we establish a climate in which Sailors feel comfortable in speaking openly about their concerns.

But they can always go to the Command Managed Equal Opportunity (CMEO) representative.

They can speak with leaders outside of their chain of command.

They can use the command climate survey, submit anonymous feedback through the CO suggestion box, or call the IG hotline.

As leaders, it's also important to know that we have a Command Resilience Team, or CRT, available to help us foster a Culture of Excellence within our command.

The CRT is a great resource for us as well as our Sailors.

Q.15

As we wrap up, when we all practice fairness and work to build trust, what benefits are we likely to see? (5 minutes)

[Listen for the following points. If these points are not addressed, use them to prompt and promote discussion.]

- All Sailors know what is expected of them.
- All Sailors are all held accountable and to the same high standards.
- Sailors are more likely to work as part of a team and to feel connected to each other and the mission.
- The command is more likely to succeed at its mission and to overcome challenges.
- Sailors believe they can make a positive contribution and want to do their best.
- Sailors treat their peers better; they don't undermine others.
- All Sailors feel like they can succeed.
- We're better able to **solve complex problems** as a team.

FACILITATOR SCRIPT

We've covered a lot today, but the bottom line is this: When Sailors know they are valued and being treated fairly, we are a better Navy.

We are ready to accomplish any mission.

I encourage everyone to continue to think about what we can do ensure that we are the leaders that our Sailors would "walk the earth" for.

Thanks for your participation, and have a great day.

APPENDICES

Appendix A: Navy Culture of Excellence, Core Values, Ethos, Core Attributes, and Signature Behaviors

NAVY CULTURE OF EXCELLENCE

The Navy's Culture of Excellence (CoE) is the foundational approach supporting our cultural transformation, incorporating and building off the guiding principles that are seminal to the Design for Maintaining Maritime Superiority 2.0, Navy Leader Development Framework, Navy Family Framework, Navy Civilian Framework, and FRAGO 01/2019. The CoE champions warfighting excellence across the Navy by empowering and tapping into the energy and capability of our actively inclusive teams to maximize our collective potential.

This approach is the underpinning that drives the Navy's culture toward continued positive, inclusive organizational and individual actions and adoption of Signature Behaviors across the fleet to create an inherent prevention focus.

The CoE is about bundling and harnessing (not replacing or competing with) our existing Navy Core Values, Navy Ethos, Core Attributes, and Signature Behaviors to create this transformation of behavior, norms, and culture at every level of our Navy. Our culture is the sum of our behavior and the norms we create.

The CoE manifests through three core themes: Toughness, Trust, and Connectedness. These themes and the behaviors and skills that facilitate them (e.g., communication, conflict resolution, resilience, bias identification, and problem-solving) will be the focus of training touchpoints across the developing Behavior Learning Continuum for all members of the One Navy Team.

TOUGHNESS: The ability to thrive in any condition—psychologically, physically, and emotionally. We can take a hit and keep going, tapping all sources of strength and resilience.

TRUST: The reciprocal, transparent commitment between inclusive teams, leaders, peers, and subordinates that contributes to an authentic environment with reduced bias and promotes learning and self-improvement.

CONNECTEDNESS: The relationships and resources that act as the glue binding our Sailors, units, families, and communities together through rough seas.

NAVY CORE VALUES

Honor: "I will bear true faith and allegiance ..."

Accordingly, we will conduct ourselves in the highest ethical manner in all relationships with peers, superiors and subordinates; be honest and truthful in our dealings with each other and with those outside the Navy; be willing to make honest recommendations and accept those of junior personnel;

encourage new ideas and deliver the bad news, even when it is unpopular; abide by an uncompromising code of integrity, taking responsibility for our actions and keeping our word; fulfill or exceed our legal and ethical responsibilities in our public and personal lives 24 hours a day. Illegal or improper behavior or even the appearance of such behavior will not be tolerated. We are accountable for our professional and personal behavior. We will be mindful of the privilege to serve our fellow Americans.

Courage: “I will support and defend ...”

Accordingly, we will have the courage to meet the demands of our profession and the mission when it is hazardous, demanding, or otherwise difficult; make decisions in the best interest of the Navy and the nation without regard to personal consequences; meet these challenges while adhering to a higher standard of personal conduct and decency; be loyal to our nation, ensuring the resources entrusted to us are used in an honest, careful, and efficient way. Courage is the value that gives us the moral and mental strength to do what is right, even in the face of personal or professional adversity.

Commitment: “I will obey the orders ...”

Accordingly, we will demand respect up and down the chain of command; care for the safety, professional, personal, and spiritual well-being of our people; show respect toward all people without regard to race, religion, or gender; treat each individual with human dignity; be committed to positive change and constant improvement; exhibit the highest degree of moral character, technical excellence, quality, and competence in what we have been trained to do. The day-to-day duty of every Navy man and woman is to work together as a team to improve the quality of our work, our people, and ourselves.

NAVY ETHOS

We are the United States Navy, our nation’s sea power—ready guardians of peace, victorious in war.

We are professional Sailors and Civilians—a diverse and agile force exemplifying the highest standards of service to our nation, at home and abroad, at sea and ashore. Integrity is the foundation of our conduct; respect for others is fundamental to our character; decisive leadership is crucial to our success.

We are a team, disciplined and well prepared, committed to mission accomplishment. We do not waver in our dedication and accountability to our shipmates and families. We are patriots, forged by the Navy Core Values of Honor, Courage, and Commitment.

In times of war and peace, our actions reflect our proud heritage and tradition. We defend our nation and prevail in the face of adversity with strength, determination, and dignity.

We are the United States Navy.

NAVY CORE ATTRIBUTES

The current security environment demands that the Navy be prepared at all levels for decentralized operations guided by the commander’s intent. This operating style is reliant on clear understanding up, down, and across the chain of command. It is also underpinned by trust and confidence created by demonstrating character and competence. Our actions must always reflect our Core Values of Honor, Courage, and Commitment.

Four Core Attributes define our professional identity and serve as guiding criteria for our decisions and actions. Leaders at all levels must continue to educate and focus our Sailors through example, education, and dialogue.

INTEGRITY: Our conduct always must be upright and honorable. Our behaviors as individuals, as teams, and as an organization must align with our values as a profession. We will actively strengthen our resolve to act consistently with our values.

ACCOUNTABILITY: We are a mission-focused force. We achieve and maintain high standards. Our actions support our strategy. We clearly define the problem we are trying to solve and the outcomes to which we will hold ourselves accountable. In execution, we honestly assess our progress and adjust as required. We are our own toughest critic. Our leaders in command recognize the unique trust and confidence placed in them to operate independently. This is a profound responsibility.

INITIATIVE: We strive to accomplish what needs to be done, even in the absence of direct orders. Leaders at all levels take ownership and act to the limit of their authorities. We foster a questioning attitude, and we encourage everyone to look at new ideas with an open mind. Our most junior teammate may have the best idea; we must be open to capturing and implementing that idea.

TOUGHNESS: We can take a hit and keep going, tapping all sources of strength and resilience. Through rigorous training for operations and combat, the fighting spirit of our people, and the steadfast support of our families, we maintain a culture of warfighting excellence and hone our warfighting ethos. We don't give up the ship, we never give up on our shipmates, and we never give up on ourselves. We are never out of the fight.

NAVY SIGNATURE BEHAVIORS

Signature Behaviors are positive and honorable, promote the Navy Core Values and Navy Ethos, and include the following:

1. Treat every person with respect.
2. Take responsibility for my actions.
3. Hold others accountable for their actions.
4. Intervene when necessary.
5. Be a leader and encourage leadership in others.
6. Grow personally and professionally every day.
7. Embrace the diversity of ideas, experiences, and backgrounds of all individuals.
8. Uphold the highest degree of integrity in professional and personal life.
9. Exercise discipline in success through actions and attitudes.
10. Contribute to team success through actions and attitudes.

Appendix B: Key 21st Century Sailor Office Support Services and Resources

The 21st Century Sailor office provides our Sailors and families with the support network, programs, resources, training, and skills needed to overcome adversity and thrive. 21st Century Sailor promotes resiliency in all service members and Navy families, as well as collaboration and synergy across a spectrum of wellness that maximizes total force fitness.

Access the 21st Century Sailor website at
<https://www.mynavyhr.navy.mil/Support-Services/21st-Century-Sailor/>.

Separate links are included on the website for the following areas:

Culture of Excellence (COE): CoE empowers the fleet to achieve warfighting excellence by fostering psychological, physical, and emotional toughness; promoting organizational trust and transparency; and ensuring inclusion and connectedness among every Sailor, family member, and civilian throughout their Navy journey.

Diversity, Equity, and Inclusion: This area shapes Navy policy, strategy, and program execution, strengthening the Navy's inclusive and diverse culture. It uses best practices, collaboration, and data-driven decisions to ensure that all Sailors have the opportunity to succeed and contribute to mission success.

Drug Detection and Deterrence: Our mission is to support fleet readiness by fighting drug use.

Equal Opportunity: Each member of the Navy is entitled to be treated with dignity and respect and to work in an environment free of harassment and unlawful discrimination. The Command Managed Equal Opportunity program promotes equal opportunity as being critical to mission accomplishment, unit cohesiveness, and military readiness. Harassment and unlawful discrimination must not be ignored or condoned.

Expanded Operational Stress Control (E-OSC): The E-OSC team leader works within the Command Resilience Team to identify factors that affect crew resilience. They have been trained in tools that will help them to enhance those factors that support resilience and mitigate those factors that reduce resilience.

Family Advocacy Program (FAP): FAP is a command-directed program that provides clinical assessment, treatment, and services for service members and their families involved in incidents of child abuse and domestic abuse.

Family Readiness: This area develops policies, directs programs, and influences decision makers based on results from sound assessments and thorough analysis.

LGBT Resources: It is the policy of the Department of Defense to treat all service members in a professional and neutral manner regardless of sexual orientation to ensure maintenance of good order and discipline.

Life-Work Balance: Meeting the professional and personal development needs of our Sailors and their families will be an increasingly important aspect of recruiting and retaining our best and brightest to ensure mission accomplishment.

Navy Alcohol Abuse Prevention (NAAP): NAAP provides information and assistance to support the individual and command alcohol abuse prevention efforts.

Navy Nutrition: Our mission is to set the foundation for a culture that supports healthy eating by providing policy, program, and planning resources for the Department of the Navy.

Parenthood-Pregnancy: This area provides information, guidance, and resources for assistance.

Physical Readiness: Our mission is to set the foundation to instill a Culture of Fitness that assists Sailors in developing their ability to complete tasks that support the command mission and Navy operational readiness.

Retired Activities: The Retired Activities Branch provides the retired community knowledge of their benefits, entitlements, rights, privileges, changes in retirement law, and customer service to our retirees, families, annuitants, and survivors.

Sexual Assault Prevention and Response Program (SAPR): This program issues policies and standards to aid in the prevention of sexual assault throughout the Navy, provides support to victims, defines requirements, and assigns responsibility for implementation of the Navy SAPR Program.

Sponsorship and Indoctrination Program: This program provides incoming personnel with information to facilitate a smooth transition and assimilate into the new command.

Suicide Prevention: The focus of this area is to provide information, training, guidance, and resources.

Appendix C: Introduction Script for Command Leadership

Support from leadership is essential to the successful rollout of Full Speed Ahead 3.0 (FSA 3.0). As a command leader, you can demonstrate support for this training in a variety of ways:

- Communicate genuine support for the training when executing the requirement.
- Actively participate in the training yourself.
- Release relevant strategic communications in support of the training requirement that will explain its goals and objectives.
- Encourage any command-wide “question of the day” or “topic of the day” initiatives that align with or complement Full Speed Ahead 3.0 goals.
- Challenge all Sailors in your command, including the Critical Middle (E5–E8, O1–O4), to continue to engage in respectful dialogue about the important and sensitive topics covered in FSA 3.0.

Additionally, you can demonstrate support by providing introductory remarks before one or more FSA 3.0 training sessions. Please note that FSA 3.0 modules require a full 60 minutes to deliver; any introductory remarks will extend the course beyond the allotted hour. Consider framing your introduction around the following questions:

1. Why is this training important to you and to the Navy, especially in today’s current environment, but also moving forward?
2. What do you hope your Sailors will learn or be inspired to think and talk about during and after this training?
3. In what ways is this course relevant to your command and your leadership philosophy?

SAMPLE PRE-ROLLOUT COMMUNICATION:

We are going to conduct Full Speed Ahead 3.0 training [today, next week, etc.].

This training builds on previous courses in the Full Speed Ahead series, which focused on the Navy Core Values, Navy Ethos, Core Attributes, and Signature Behaviors. Full Speed Ahead 3.0 focuses on the Navy’s Culture of Excellence. It will emphasize themes such as Toughness, Trust, and Connectedness as they relate to our objective of fostering diversity, equity, and inclusion throughout the Navy. The ultimate goal is to continue the process of positive cultural transformation and ensure the Navy’s readiness moving forward.

The content of the module will provoke engaging and sometimes difficult discussions. It is critical that we have these discussions in an atmosphere of mutual respect. This will not be the time or place for you to criticize fellow Sailors or air your disagreements with Navy policies.

This training is a great opportunity for your personal and professional growth, the development of your work center, and for our overall success as a command.

Please be ready to engage with the material. I encourage you to participate and discuss the topics honestly and in an atmosphere of mutual respect.

Always keep in mind that our ultimate goal is to build a better and stronger Navy to execute our mission successfully and uphold our operational readiness and warfighting advantage.