



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON DC 20350-2000

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MEMORANDUM

From: Chief of Naval Operations

Subj: GET REAL, GET BETTER – ACCELERATING WARFIGHTING ADVANTAGE

Ref: (a) CNO Surface Navy Association Remarks, 11 January 2022
(b) Charge of Command, 10 January 2022
(c) Get Real Get Better Principles, 11 January 2022

1. Purpose. This memorandum establishes commander's intent for implementing the January 11, 2022 call to action for the Navy to Get Real and Get Better (GRGB).

2. Background

a. As stated in reference (a), in the face of highly competitive strategic competition, the Navy is not operating to its full potential. Two causal factors are key. First, the gap between Navy's strongest and weakest performers is too large; there is unacceptable variability in performance. Second, consistently strong Navy performance is impeded by an outdated approach to institutional learning and problem solving that undervalues dynamic learning and innovation.

b. Four years of powerful learning from highly-performing Navy organizations have illuminated a clear path to delivering consistently strong Navy mission outcomes: every individual, unit, and enterprise adopting a GRGB mindset, one that is self-assessing, self-correcting, problem solving, and learning.

3. North Star. To achieve our full potential by August 2023, Navy will:

a. Maximize readiness for combat by training, educating and incentivizing leaders to build and empower teams that self-correct, self-assess, solve problems and learn better than any potential adversary.

b. Reward and promote Navy leaders for not only the GRGB outcomes they achieve, but also the culture and teams they build in achieving these outcomes, using clear measures and assessments.

4. Principles. In achieving the GRGB North Star, Navy will:

a. View our Command Triads and Sailors as "supported" in this effort, providing solutions that accelerate their readiness for combat and do not add additional burdens.

Subj: GET REAL, GET BETTER – ACCELERATING WARFIGHTING ADVANTAGE

b. Simplify, streamline and align efforts at every opportunity, considering no program or process off-limits for adjustment, inclusion, or termination. Simple, integrated, principle-based policies and requirements will become the countermeasure to self-induced, unproductive, and burdensome bureaucracy.

c. Work by, with and through Community and System Command leaders to both implement GRGB and role-model GRGB behaviors.

d. Apply a deliberate change management framework, focusing on the three primary and supporting levers of culture:

(1) Primary Levers: **Behaviors** (how we act and lead together to deliver outcomes); **Systems** (the tools and techniques we employ together to deliver outcomes); and **Processes** (the governance, forums and interactions in which we demonstrate behaviors and employ systems together to deliver outcomes).

(2) Supporting Levers: **Education and Training** (how we provide the knowledge and skills necessary to demonstrate GRGB behaviors, team-building culture and problem-solving); **Talent Management** (how we incentivize our people and promote leaders who demonstrate GRGB behaviors, team-building culture and problem-solving); and **Storytelling** (how we share stories of success and failure to help others learn).

5. Implementation

a. To begin GRGB implementation, Navy will execute three sprints to initiate the gap closure process to the North Star future state (paragraph three).

(1) Building Trust through Barrier Removal. Reference (b) guides leaders to “generate trust through action.” This sprint will do so in the context of GRGB; Senior Leadership will role-model Leadership *Behaviors* and Problem Solving *Systems* by addressing the top barriers to Fleet preparedness for combat. For each barrier, a time-bound, measurable plan will be developed to accelerate resolution, and a robust communications strategy will be executed so that progress and outcomes are identifiable to All Hands, beginning with our Command Triads. Supported: Fleet Forces Command. Timeline: Provide barrier resolution statuses, target resolution dates, and communication strategy by May 15, 2022.

(2) Behaviors and Culture Sprint. Navy’s ability to lead and empower teams that continually self-assess, self-correct, learn and solve problems faster than any adversary requires a workforce ready to live, act, and lead at their best. This sprint will synchronize GRGB with the Culture of Excellence to develop standards and measures for Navy *Behaviors* – how we act and lead together to deliver outcomes. Once complete, this team will develop a framework and long-term plan to simplify, streamline, and align existing programs designed to develop, sustain and measure Navy culture and behaviors. In doing so, the Sprint will develop recommendations for: 1) Deliberately sequencing the rollout of any new policy or adjustment to current policy; 2) Adjustments to the OPNAV N17 21st Century Sailor Office; and 3) The manner/method for

Subj: GET REAL, GET BETTER – ACCELERATING WARFIGHTING ADVANTAGE

training Command Triads to Navy standards for culture, *Behaviors*, and Problem Solving *Systems*. Supported: OPNAV N17. Target completion: June 15, 2022.

(3) Problem Solving Systems Sprint. Navy has several related initiatives that employ Navy-proven problem-solving *Systems*, including, but not limited to Perform-to-Plan (P2P)/Naval Sustainment System (NSS), Navy Performance Improvement Educational Resource (N-PIER), the Problem Solving Canvas used in the NAVPLAN Implementation Framework (NIF) Process, Naval X, and command data and analytics programs. This sprint will unite these *Systems* into a unified problem solving framework, providing tools, templates and techniques in a resource that is easily accessible and usable. In addition, this sprint will recommend the initial missions, functions, tasks, and timeline for a Navy Problem-Solving Improvement Office that will build a community of best practice and offer problem-solving coaching at all levels. Supported: Navy Strategic Integration Group (SIG). Target completion: June 15, 2022.

b. The SIG will orchestrate these sprints and develop a phased-implementation plan that simplifies, streamlines, and aligns the communications (*Storytelling*), engagement and actions required across the Navy. In doing so, the SIG will work with Sprint, Community and System Command leaders to:

(1) Develop, test, and ready-for-deployment a Minimum Viable Product (MVP) for a summer all-Navy rollout that provides standards and measures for Leadership *Behaviors* and Problem Solving *Systems* at all levels and environments. This MVP should also include messaging on Navy's new Safety Management System and the role of the Learning-to-Action Board (L2AB).

(2) Create a Navy standard for Playbooks, which will combine Leadership *Behaviors* and Problem Solving *Systems* with proven Best Practices so that Leaders at all levels have a current, accurate starting point for how to tackle known problems, or problem types (e.g. Shipyard Availabilities).

(3) Establish metrics and methods for assessing the pace of gap closure from Navy's current baseline to the GRGB North Star future state.

(4) Work with the Navy Chief of Information (CHINFO) to generate a communication standard and process for simplifying, streamlining, and aligning how Navy communicates to the Fleet via such paths as email, message traffic (to include Personal-Fors), web-sites, and social media.

(5) Deploy Navy standards for Leadership *Behaviors* and Problem Solving *Systems* in Navy leadership courses spanning NLEC, FELIX, NFLEX, IFLEX and AFLEX.

(6) Develop a strategy for post-GRGB summer rollout to include:

(a) Incentivizing GRGB through *Talent Management*.

Subj: GET REAL, GET BETTER – ACCELERATING WARFIGHTING ADVANTAGE

(b) Expanding understanding of Navy standards for *Behaviors* and Problem Solving *Systems* throughout all levels of Navy's uniformed and civilian workforce via its education and training curriculum.

(c) Building on Navy standards for *Behaviors* and Problem Solving *Systems* by community leads tailoring GRGB to their communities via their education and training curricula.

(d) Establishing long-term governance for efforts to advance Navy culture through GRGB. Include or streamline existing forums such as L2AB, COE Governance Board, Navy Leader Development Forums, and the DEI Council.

6. Command and Control

a. The Vice Chief of Naval Operations (VCNO) is the supported commander for GRGB implementation. The VCNO will establish a GRGB Advisory Council of uniform and civilian leaders to steer implementation and maximize GRGB impact across Navy's diverse communities. A charter for this Advisory Council will be signed by May 1, 2021, and outline how Community and Systems Command leaders will review and discuss GRGB Sprint material prior to rollout. The Advisory Council will approve a date for the summer rollout by June 15, 2022.

b. Sprint Leads will work together and through the Advisory Council to ensure alignment and report progress. Sprint Leads will develop a working group of key stakeholders at the O6/GS-15 level to generate and refine content.

7. Conclusion. Our Navy shares a passion to ensure we remain the greatest maritime fighting force the world has ever known. History shows the Navy which adapts, learns, and improves the fastest gains an enduring warfighting advantage. The essential element is fostering an ecosystem—a culture—that assesses, corrects, and innovates better than the opposition. Bringing the GRGB mindset and behavior consistently alive in service of this shared purpose will be hard. It's worth it. It's proven. The nation needs and deserves this from each of us.


M. M. GILDAY

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