



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

15 Feb 23

MEMORANDUM

From: Chief of Naval Operations

Subj: GET REAL GET BETTER 2022 REVIEW AND 2023 GUIDANCE

Ref: (a) Memorandum, Get Real Get Better – Accelerating Warfighting Advantage,
15 Apr 22
(b) Memorandum, Get Real Get Better Advisory Council, 23 May 22

1. Purpose. This memorandum summarizes actions taken and outcomes achieved while implementing *Get Real Get Better* (GRGB) in 2022 and outlines my Commander's Intent for continuing implementation in 2023.

2. Background

a. Reference (a) established Commander's Intent for implementing the GRGB call to action. As part of the overall effort, it established three GRGB sprints to make progress toward bringing *Get Real Get Better* to the fleet, which contributed to the Navy-wide rollout to leadership teams in the first quarter of fiscal year 2023. Reference (b) established the Advisory Council and Advisory Group as the GRGB oversight governance. This memorandum consolidates, updates, and supersedes references (a) and (b).

b. Navy-wide implementation of *Get Real Get Better* is a multi-year campaign to deliver outcomes to improve warfighting advantage. This campaign started from the top in 2021, beginning with a series of GRGB discussions with Navy flag officer and senior executive leaders, and in December, we completed the initial rollout to all leadership teams from Echelon 1 to Echelon 5. We will learn from these engagements and adjust going forward.

c. In 2023, we will assess the progress of implementation and consider when to expand implementation beyond leadership teams. Within this context, we will pursue parallel paths of reinforcement and deployment, reinforcing GRGB leadership behaviors and Navy problem-solving methods with leadership teams while planning for eventual deployment to more of the Navy workforce. This next step will be conditions-based, with conditions centering on our confidence that leaders have the tools and training needed for further implementation on the deckplates.

3. Development Progress. The development phase began after four years of study and learning from high-performing Navy teams. The development team, composed of leaders from every Navy community, analyzed this data and condensed learning to identify where we need to deliver the most impactful changes to improve our warfighting advantage.

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a. North Star. The last year has been a period of intense learning, first in developing GRGB content and then in training leadership teams across the Navy. During that learning, we refined our North Star:

Through 2023, we will continue to improve our warfighting advantage by building a Navy of problem solvers and leaders who can assess, correct, and innovate better than any opponent. We will accomplish this by, with, and through the community leaders, reinforcing the GRGB standards and behaviors with monthly training on problem-solving tools and leadership behaviors. When conditions are met, we will expand the number of leaders trained.

b. Principles. The principles underlying *Get Real Get Better*, which were identified during the development phase, remain unchanged going into 2023.

(1) *Get Real Get Better* begins with our Navy Core Values: honor, courage, and commitment. This is the foundation for who we are.

(2) The GRGB mindset is one that is self-assessing, self-correcting, and always learning.

(3) We are a world-class Navy, but our *performance* is not consistently world-class. There remains unacceptable variability in performance between our best and worst commands. We must continue to act urgently to sustain and strengthen deterrence against our most consequential strategic competitor and pacing challenge.

(4) *Get Real Get Better* is about achieving warfighting advantage.

(5) We are choosing deliberately to think, act, and operate differently.

(6) What makes *Get Real Get Better* different is that we have developed measurable behaviors and standards.

(7) There is no finish line in pursuing continuous improvement.

(8) *Get Real Get Better* is for the entire Navy workforce, both uniformed and civilian.

c. The development team also defined GRGB behaviors and measurable standards.

(1) *Get Real Get Better* drives three immediate and sustained behaviors:

(a) Act transparently,

(b) Focus on what matters most, and

(c) Build learning teams.

(2) The GRGB standards are:

- (a) Align on standards and goals,
- (b) Find and embrace the “red”,
- (c) Encourage learning through trust and respect,
- (d) Specify ownership,
- (e) Use Navy problem-solving methods (e.g., spend 70 percent of your time in the “define, measure, and analyze” phases of problem-solving), and
- (f) Fix or elevate barriers.

(3) The GRGB standards for Immediate Superiors in Command are:

- (a) Remove barriers for subordinate commands
- (b) Physically visit subordinate commands, and
- (c) Continue learning about subordinate commands.

4. Deployment Phase Progress. Reference (a) established three sprints toward GRGB implementation.

a. **Sprint 1: Building Trust through Barrier Removal.** Reference (a) tasked Fleet Forces Command (FFC), as the supported commander for Sprint 1, to identify top barriers for fleet preparedness and role-model GRGB leadership behaviors and problem-solving to address these barriers.

(1) Progress. FFC surveyed the fleet and identified 26 high-impact barriers for resolution. Working with the other fleet commanders, FFC prioritized three Lines of Effort (LOE) to immediately address the most impactful barriers to resolve. These LOEs were addressed in a collaborative, whole-of-Navy manner with clearly defined supported-supporting relationships and action directed through Task Orders to provide clarity of purpose and effort.

(a) **Sailor Pay.** FFC worked with My Navy Career Center to eliminate Permanent Change of Station travel liquidation and separation/retirement backlog of overdue claims through a focused effort on improving training of Command Pay and Personnel Administrators, simplifying processes, streamlining access to personnel databases, surging personnel to process backlogged transactions, and delegating more authorities down to the waterfront through a comprehensive qualification process.

(b) **Sailor Quality of Service in Maintenance Periods.** FFC oversaw significant investment in initiatives that would improve morale and performance for ships in maintenance periods. They provided: (1) internet connectivity via Wireless Connectivity Bridge for

seventeen ships at seven shipyards for about 8,000 Sailors; and (2) habitability improvements to berthing barges and shipyard workspaces, including new furniture, shuttle service from parking lots, and access to Navy Exchange micromarts. FFC also established clear standards for shipboard habitability of berthing barges and associated certification.

(c) **Unaccompanied Housing.** FFC invested in improved generation, tracking, and timeliness of maintenance requests by tenants. An “Unaccompanied Housing Bill of Rights and Responsibilities” is in development to establish clear standards for habitability.

(2) By identifying these issues, determining clear command and control, and moving quickly toward resolution, we are able to transition this work, defined in reference (a) as “Sprint 1”, into meaningful long-term work under the title “Fleet Barrier Removal.” FFC is empowered to assign enduring Fleet Barrier Removal actions to appropriate Offices of Primary Responsibility (OPR). Assigned OPRs will assess and report progress toward achieving desired outcomes to FFC, and FFC will determine and report to the Advisory Council when desired outcomes have been satisfactorily achieved. FFC remains the supported commander for Fleet Barrier Removal. FFC shall:

(a) Make quarterly reports to the Advisory Council at regularly scheduled quarterly meetings. These reports should include: (1) progress on enduring Fleet Barrier Removal actions, including continued progress on the initial three LOEs; (2) new barrier removal opportunities identified; and (3) requests for Advisory Council adjudication and assignment of actions to appropriate OPRs, if required.

(b) Develop a Navy-wide communications plan so we can provide progress updates, align communication efforts, and ensure clear communication across the Navy regarding *Get Real Get Better*.

b. **Sprint 2: Behaviors and Culture.** Office of the Chief of Naval Operations (OPNAV) N17, as the supported commander for Sprint 2, developed the leadership behaviors and standards outlined in paragraph 4. This memorandum sun-downs Sprint 2 as an effort to support the GRGB rollout to triads. As follow-on work, OPNAV N1 also will work to adjust our talent management system to incentivize GRGB behavior, initially through fitness reports. OPNAV N1 will synchronize *Get Real Get Better* with existing Navy culture programs such as Culture of Excellence and Total Sailor Fitness into a simplified framework. The goals of this framework are to (1) develop a unified, concise approach for cultivating, sustaining, and measuring GRGB behaviors and (2) reduce the number of culture-related requirements at all echelons.

c. **Sprint 3: Problem Solving.** Chief of Naval Operations’ (CNO) Strategic Integration Group, as the supported commander for Sprint 3, worked with internal and external organizations to develop and present Navy problem-solving methods and tools to leadership teams during the initial GRGB rollout. We stood up the Problem Solving Office (PSO) to assist commands in solving their most difficult problems and oversee Navy-wide training in problem-solving tools. This memorandum sun-downs Sprint 3 as an effort to support the GRGB rollout to triads. As follow-on work, the PSO will serve as a resource for problem solving, initially to higher echelon organizations, and scale out problem-solving coaching to fleet concentration

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areas. Paragraph 5e articulates my vision for a PSO that is the supported commander for developing Navy problem-solving methods and tools.

5. Post-Rollout Implementation Roles and Responsibilities. References (a) and (b) directed the establishment of long-term governance to accelerate warfighting advantage through *Get Real Get Better*. The below paragraph updates that governance and supersedes references (a) and (b).

a. Vice Chief of Naval Operations (VCNO)

(1) The VCNO is the supported commander for GRGB implementation.

(2) The VCNO will report implementation status to the CNO on a quarterly basis.

b. Advisory Council

(1) As the supported commander for GRGB implementation, the VCNO will provide oversight via the Advisory Council.

(2) Members of the Advisory Council are:

(a) Deputy Commander, Fleet Forces Command

(b) Deputy Commander, Pacific Fleet

(c) Deputy Commander, Naval Forces Europe and Africa

(d) Director, Navy Staff

(e) Master Chief Petty Officer of the Navy

(f) OPNAV N1

(g) OPNAV N3/N5

(h) OPNAV N7

(i) Principal Military Deputy, ASN (RD&A)

(j) Navy Inspector General

(k) Executive Director, Fleet Forces Command

(l) Executive Director, Pacific Fleet

(m) Executive Director, Naval Forces Europe and Africa

(n) Leader, Learning to Action Board

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(o) Commander, Naval Safety Command

(p) Auditor General of the Navy

(3) OPNAV N17 and PSO shall attend Advisory Council meetings to advise the VCNO on issues related to GRGB leadership and problem-solving.

c. Advisory Group

(1) Reference (b) established the Advisory Group to review related material prior to convening the Advisory Council. In practice, the Advisory Group has become a Navy-wide synthesizer across identified communities and systems commands for GRGB-related best practices, concerns, and recommendations for accelerating warfighting advantage. The Advisory Group is chaired by the Deputy Commander, Fleet Forces Command.

(2) The Deputy Commander, Fleet Forces Command, is the supported commander for GRGB synthesizing across the communities and systems commands. They will lead in this capacity as chair of the Advisory Group.

(3) The Advisory Group will share GRGB best practices and foster inter-community relationships to reduce the variability in GRGB performance at the enterprise level.

(4) The Advisory Group shall report to the Advisory Council on a quarterly basis, or more frequently if deemed necessary by the Advisory Council and Advisory Group chairs.

(5) OPNAV N17 and PSO shall attend Advisory Group meetings to advise the chair on issues related to GRGB leadership and problem-solving.

d. OPNAV N1

(1) OPNAV N1 is the supported commander for developing the simplified framework described in paragraph 4b. The Advisory Group will refer cross-community recommendations for culture development to OPNAV N1 for consideration.

(2) Actions remaining from reference (a) are: simplify existing culture programs to ensure the net outcome of an eventual GRGB fleet-wide introduction is a reduction in requirements at Echelon 5; and provide recommendations for deliberately sequencing the GRGB fleet-wide rollout and adjustments to personnel policy, such as those to reward GRGB behavior.

(3) In addition, OPNAV N1 will:

(a) Provide a quarterly update to the Advisory Group and Advisory Council, during regularly scheduled meetings, on development and implementation of a simplified framework.

(b) Seek guidance from the Advisory Group prior to bringing matters before the Advisory Council.

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(c) As part of developing culture, recommend to the Advisory Council what adjustments are necessary for GRGB behaviors.

(d) Establish a deliberate plan for scaling, training, incentivizing, and measuring culture fleet-wide.

(e) Develop bi-monthly leadership training material for employment in ongoing fleet-wide GRGB training, in coordination with the PSO.

(f) Develop the method and content for teaching GRGB leadership when expanding training to wardrooms, Chief Petty Officer (CPO) messes, and civilian equivalents.

(g) Support OPNAV N7 by: providing learning outcomes for teaching leadership and culture, and distributing OPNAV N7-developed material to training commands under the purview of OPNAV N1.

e. PSO

(1) The director of the PSO is the supported commander for developing Navy problem-solving methods and tools. The Advisory Group will refer cross-community recommendations for Navy problem-solving to the PSO for consideration.

(2) Actions remaining from reference (a) are: provide problem-solving tools, techniques and templates in an online resource that is easily accessible and usable, at sea or ashore.

(3) In addition, PSO will:

(a) Provide a quarterly update to the Advisory Group and Advisory Council, during regularly scheduled meetings.

(b) Develop problem-solving training material bi-monthly (every other month) for employment in ongoing fleet-wide GRGB training, in coordination with OPNAV N1.

(c) Develop the method and content for teaching problem-solving when expanding training to wardrooms, CPO messes, and civilian equivalents.

(d) Support OPNAV N7 by providing learning outcomes related to the Navy approach to problem-solving.

f. OPNAV N7

(1) OPNAV N7 is the supported commander for developing and scaling Navy-wide education and training on GRGB behaviors and problem solving tools. The Advisory Group will refer cross-community lessons learned and best practices for education and training to OPNAV N7 for consideration.

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(2) OPNAV N7 is accountable for coordinating the development of GRGB curricula and learning guides for integration into high-leverage education and training opportunities. OPNAV N7 will:

(a) Develop and scale, as soon as able, to those commands that teach and train triads (e.g., Navy Leadership Education Command, Senior Enlisted Academy).

(b) Coordinate the development of supplemental material when expanding training to wardrooms, CPO messes, and civilian equivalents, including reference material and online training. The timing for this phase will be recommended by the Advisory Group and determined by the Advisory Council.

(c) Provide a monthly update to VCNO on progress on the above tasks.

g. GRGB Director

(1) This memorandum establishes a GRGB Director to oversee coordination and execution of the tasks outlined above.

(2) VCNO remains the supported commander for GRGB implementation. The GRGB Director will act as the VCNO's principal assistant for all GRGB matters, coordinating and synchronizing efforts tasked in this memorandum across key stakeholders. The GRGB Director will:

(a) Oversee intra-OPNAV coordination between N1, N7, and PSO.

(b) Track implementation progress across all communities in the Navy.

(c) Serve as the executive secretary for the Advisory Group and Advisory Council, supporting both chairs in shaping agendas and pursuing initiatives.

(d) Ensure GRGB behaviors and problem-solving tools are included in flag and executive leadership training, such as: New Flag and Senior Executive Training Symposium, Intermediate Flag and Senior Executive Training Symposium, Advanced Flag and Senior Executive Training Symposium, Department of the Navy Executive Leadership Program, and Senior Enlisted Leadership Course.

6. Execution. VCNO will oversee execution of this memorandum via the Advisory Council.

7. Review. The VCNO shall update this memorandum annually to highlight actions and outcomes over the previous year and issue new guidance for the following year. The VCNO may provide a mid-year update if deemed necessary.


M. M. GILDAY