

# Act Transparently and Align on Standards and Goals

This training is designed to be a conversation, ideally in a smaller group. No PowerPoint required!  
3-Steps: (1) Read this sheet; (2) Read the behavior card; (3) Discuss the content, guided by the questions.

**As we start – let’s talk about “Self Assess”:** Key to GRGB is a leader’s ability to self-assess.

Research shows that while 95% of people think they are self-aware, only about 10-15% actually are. If this is the case, how do we best self-assess, self-correct and get better?

Fundamentally, it is about asking “what” questions. What, specifically, can or should I (or my team) do to get better in a particular area? And then, once this awareness is generated, assess at the end of a day, week, or month whether you were able to put in practice “what” you wanted to do to get better.

## **Let’s go back to February**

As we started in 2023, we discussed **Building Learning Teams and Encourage Learning through Trust & Respect**, focusing on the importance of psychological safety.

Teams with high psychological safety, trust and respect, enjoy a climate that encourages this month’s behavior, and that is to **Act Transparently and Align on Standards and Goals**.

**What do we mean by Act Transparently?** There are two ways in which we Act Transparently.

The first is personal transparency, being willing to “let down the guard” and admit shortcomings and mistakes when they happen. Doing so allows a leader to model a self-assessing mindset and provides the space for all members of the team to act transparently as well.

The second is professional transparency, which is modeling our core values of honor, courage, and commitment. In doing so, leaders, without emotion or judgment, ensure absolute clarity in the assessment of how an individual or team is meeting a standard or goal.

## **Next step, Aligning on Standards and Goals**

This is different than stating standards and goals... and is a continuously repeating process.

Between leader and subordinate, aligning means a clear understanding of the expected standards for tasks, assignments, or areas... including the WHY for better understanding.

Between organizations, aligning means that stakeholders agree a particular standard, goal, or measure will achieve the desired effect.

*As an example, part of the journey for getting Sailor Pay right is to align, from E1 to O10 on what the standards/goals are, and then transparently share performance & expectations throughout the Navy.*

## **What are these Standards and Goals?**

A standard is a degree of quality or demonstrated expertise/skill in a given area that is the role model for others to follow. Standards are set by experts through clearly defined requirements, specifications, guidelines, and/or characteristics. They are known & enforced by individuals and their immediate supervisors working in a given area. Standards should be specific and measurable.

A goal is the output or outcome that execution-to-standard will achieve. Outcomes are different than Outputs in that: an Output describes the result of an activity, while an Outcome is the added value that results from the output.

*In the Sailor Pay example, the Output of standards and goals will be the mechanics of when and how a Sailor will be paid, the Outcome is that the Sailor feels valued and has one less life stressor.*

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## What does the Charge of Command have to say about this?

“As the Commander, you are the example your team reflects. Embody humility, selflessness, and complete transparency.”

“In the same way, measure the quality and transparency of your communications over these paths. Seek clarity and understanding.”

“Know precisely where you and your team are.”

**With this as a background, now read through the GRGB Leadership Behavior card** (located on Page 11 of the 2022 GRGB Training Packet).

**When complete, consider the following questions** for yourself and for your team, and then discuss your thoughts and observations.

### For yourself:

- What have you done differently since February to build better psychological safety with your team or command?
- What can you do differently this month, to become more transparent as a leader?
- What keeps you up at night, where you feel like the standard or goal isn't being met? What could be done to bring the organization to a place where the standard or goal is being met?

### For your team:

- When it comes to psychological safety, is your team getting better, staying the same, or worse? What could be done to make this area better?
- Is there an area within your team, command, or authorities where there is broad, silent awareness that there is not transparency? Is this because of fear, or just a long standing acceptance of status-quo performance?
- For the goals of your organization, how many of the required standards are measured, and then assessed over time (through a drumbeat/revisit)? Is this done with a periodicity that ensures your outcomes are delivered to-standard, on-time (and on-cost)? If not, what can you do to change?

### For your community:

- Community-specific question.
- Community-specific question.
- Community-specific question.

**Questions, Comments, or Observations?** Send them to [GRGB\\_Lead\\_N17@us.navy.mil](mailto:GRGB_Lead_N17@us.navy.mil).