

NAVSEA Leadership Development Continuum



The Continuum allows employees to focus on leadership development through various stages of their careers, in preparation for future opportunities with the organization.

<https://navsea.portal.navy.mil/etm/SitePages/LeadershipContinuum.aspx>

Commander's Executive Fellows Program (CEFP)

"Learn Today, Lead Tomorrow"

The Naval Sea Systems (NAVSEA) created the Command Commander's Executive Fellows Program (CEFP) to develop capable leaders for NAVSEA now and in the future. The program seeks the top performers from the enterprise and provides them with a one of a kind opportunity to familiarize them with what it takes to lead at NAVSEA. Graduating the CEFP is a formal recognition of membership in the ranks of the NAVSEA "League of Leaders". It demonstrates a focus on raising both organizational and individual performance.



<https://navsea.portal.navy.mil/etm/cefp/SitePages/CEFPHomepage.aspx>

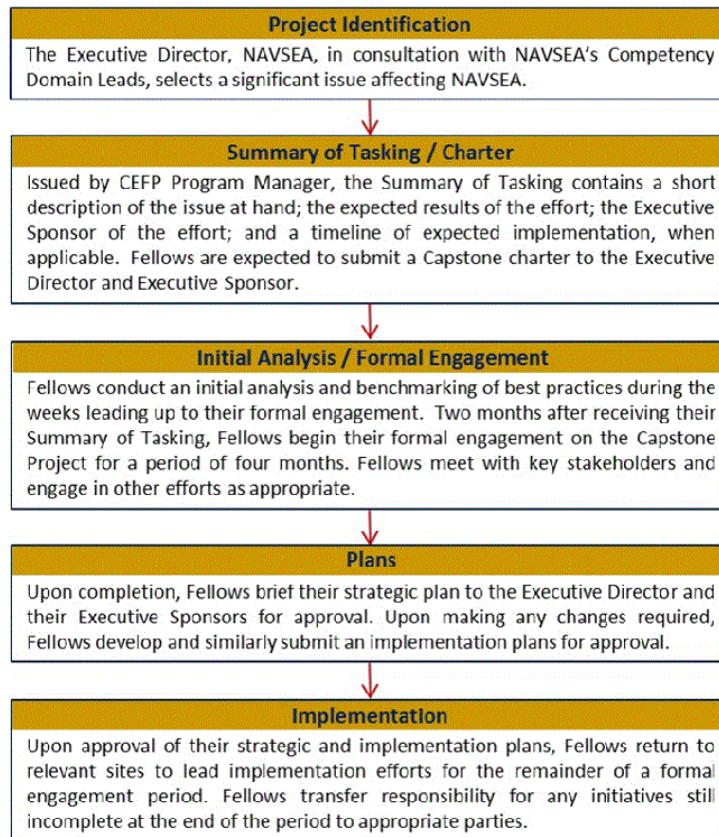


CEFP - Rotational Assignment Overview

Fellows complete rotational assignments during the program and may choose the order and nature of their rotational assignments to meet their Individual Development Plan (IDP). A catalogue of many available rotational assignments can be found the CEFP Portal. Fellows target each assignment to last between four and twelve months. This wide range gives Fellows leeway to fulfill any graduate education and other needs as defined in their IDP's.

CEFP – Capstone Project

Towards the end of their fellowship, CEFP Fellows engage in a Capstone Project designed to leverage and fuse all of the experiences and education gained during the Program.



CEFP – Advanced Certifications

Fellows have the option to work toward a professional certification or graduate degree in a desired field. Advisors work closely with Fellows to find and complete programs that best prepare them for accomplishment and advancement.

CEFP – Elective Curriculum

Fellows complete a range of curriculum to qualify for graduation to include DAWIA coursework, graduate degrees and other technical training.

Financial Management Curriculum

Fellows receive basic instruction in financial management through a variety of options.

CEFP – Program Management

Fellows receive training in leadership and program management each month with SES leaders and Senior Program Managers throughout NAVSEA. Each session features a different topic and learning objective.

Leadership

Fellows participate in a monthly online roundtable with selected SES members. The discussions provide additional leadership training for Fellows to round out the education and experience they receive through other elements of CEFP.

Program Management

Fellows participate in a regular online roundtable with leading program managers to discuss a range of issues centered on program management learning objectives obtained from the Defense Acquisition University Certification Program.

CEFP – Mentoring

Mentors and coaches help Fellows define and follow paths to achieve career and competency goals. They also provide career guidance and help identify DON Competencies to target.

Journey Level Leaders Program (JLL)

"Develop, Engage, Lead"

The Naval Sea Systems (NAVSEA) created the Journey Level Leadership (JLL) Program to advance capable leaders for NAVSEA, now and in the future. The program seeks the top mid-level performers from the enterprise and provides them with opportunities to develop and strengthen their leadership skills. The program's goal is to improve enterprise mission success by increasing the effectiveness of these selected professionals, or "Leaders", through participation in a special leadership course and hands-on learning experiences. Completion of the JLL Program will provide the individual with the skills and confidence to lead in the ever-shifting dynamics of the organization. It's a demanding role for the individual and an essential role for NAVSEA.



<https://navsea.portal.navy.mil/hq/10a/10hr/training/jll/SitePages/Home.aspx>

<https://navsea.portal.navy.mil/hq/10a/10hr/training/jll/SiteAssets/JLL%20Slick%205.0.pdf>

Training

Participants take part in a two one week long Leadership Course designed to develop leadership traits such as strategic planning, problem solving and developing others

Rotational Assignments

Participants complete one rotational assignment, lasting three months, and choose the nature of their rotational assignments to meet their Individual Development Plan (IDP).

Capstone Project

Participants leverage and fuse experiences gained during the Program to address a significant issue impacting NAVSEA. This project serves as a final exam, dissertation and practicum that Participants must pass in order to graduate.

JLL – Training

Participants engage in a two, week-long seminars in the Washington D.C. area with a range of curriculum to include

- Module 1 – Leadership Self-Assessment
- Module 2 – Organizational Culture
- Module 3 – Strategic Planning
- Module 4 – Workforce Planning
- Module 5 – Leading Change
- Module 6 – Communicating Effectively
- Module 7 – Developing Others
- Module 8 – Developing Teams
- Module 9 – Decision Making Techniques
- Module 10 – Problem Solving
- Module 11 – Managing Conflict
- Module 12 – Mastering Your Power and Influence

JLL - Rotational Assignments Overview

Participants complete one rotational assignment, lasting three months, and choose the nature of their rotational assignments to meet their Individual Development Plan (IDP).

There are a variety of factors to consider when looking at various rotational assignments. There may be positions of higher responsibility within your organization, opening your range of experience upwards. There may be positions on task forces and similar teams that can address a specific skill set you wish to develop. The key is to pick a rotational assignment only after completing your Individual Development Plan to ensure that the assignment fully aligns to your course of development.

Learning and applying lessons from the experiences of others to your rotational assignment is a valuable way to increase your impact and development.

JLL - Capstone Project Requirements

Participants engage in a Capstone Project designed to leverage and fuse all of the experiences gained during the Program. The Capstone project is designed to address a significant issues impacting NAVSEA, serves as a combination of a final exam, dissertation, and practicum that Fellows need to pass in order to graduate.

Participant Identification: As part of their application, Participants indicate their preferred NAVSEA mission priority area of focus for a strategic change initiative:

- It's All About the Ships
- Technical Excellence and Judiciousness
- Culture of Affordability
- Cybersecurity

During the week of the Leadership Course, Participants with like preferences are placed into teams.

Project Identification: The JLL Program Manager in consultation with senior NAVSEA leaders, select a project on which to engage, based upon the following criteria:

- An issue of significance across NAVSEA organizational boundaries;
- A strategic plan that can be completed, and significant progress toward a solution made, in a period of eight to nine months;
- A clearly defined goal and means to measure results;
- Development of unique solutions;
- A project that does not require significant actions or approvals of individuals or commands outside of NAVSEA; and
- The support of a NAVSEA leader (Executive Sponsor) who can empower Participants to develop and implement solutions.

Initial Analysis: Participants conduct initial research and data gathering on the Capstone Project, marking best practices, meeting meet with key stakeholders and engaging in other efforts, as appropriate.

Charter: Within 30 days after completing a Leadership Course, Participant Teams submit a Capstone charter to an Executive Sponsor and JLL Program Manager. The charter contains the following elements:

- The goal and scope of an effort;
- Points of view and agendas that may impact an effort;
- A list of assumptions and justifications of them;
- The expected implications of an effort on known stakeholders;
- Anticipated sources of data and information;
- Concepts and theories that may shape thinking surrounding an effort; and
- A description of expected results and how they are measured.

Upon charter approval by the Executive Sponsor and JLL PM, participants provide periodic updates to the executive lead. Upon any changes participants develop and similarly submit an implementation plan for approval.

An Executive Sponsor reviews the charter and directs changes, when appropriate.

Debrief: The capstone project serves as a final exam, dissertation, and practicum that participants must pass in order to graduate. Upon completion of the capstone project, participants brief the NAVSEA B-codes (Senior Executives) on their issues, approach and results.

Next Generation Leadership Program

“Tomorrow’s Leaders, Today”

NAVSEA created the Next Generation Leadership Program to develop capable leaders for NAVSEA, now and in the future. A two-year program designed for NAVSEA employees who are looking to take on more leadership roles at NAVSEA. This self-paced program is available enterprise wide. Individuals will gain leadership skills through a blended course approach (classroom & online) which involves assessment, experiential learning and individual development opportunities. A two-year program designed for NAVSEA employees who are looking to take on more leadership roles at NAVSEA.



<https://navsea.portal.navy.mil/hq/10a/10hr/training/NextGen/SitePages/Home.aspx>

Read to Lead

Read to lead is an activity that allows participants to explore topics of leadership in the format of a book club. This activity encourages collaboration, insightful thinking, and expanding knowledge on the

Shadowing

During a 5 day shadowing experience, participants will be exposed to leadership distinction, gain, visibility, view decision-making styles and problems solving techniques in high level situations.

Seminar

Forward Seminar is the final activity of the program. Three will be held a year participants need to attend one. They will receive a certification of completion at the seminar. Topics for seminar include: Developing successful leaders 180 assessment, leadership discovery, professional presentations.

Learning Experience

Individuals gain leadership skill through a blended course approach (classroom & online) which involves assessment, experiential learning and individual development opportunities.

- Learn to identify individual strengths and weaknesses.
- Gain a deeper understanding of how to motivate themselves and others.
- Learn various strategies improve effectiveness, including problem-solving, decision-making and communication skills.
- Learn techniques to deliver more effective, professional, and confident presentations.
- Obtain a framework to define and eventually refine objectives for an Individual Development Plan (IDP).
- Produce a career map to prepare for targeted future positions.
- Review the attitudes and commitment that define effective leaders.

Program Elements

Meet NAVSEA: This can be satisfied by one of the “Meet the Fleet,” “Meet the PEOs” or “Meet the Enterprise” programs. Or, sites can create their own specialized activity.

Read to Lead is an activity that allows participants to explore topics of leadership in the format of a book club.

The Next Generation Forward Seminar will be hosted 3 times a year (Jan, June & Oct) at the Washington Navy Yard beginning January 2017.

Next Gen participants are exposed to leadership distinctions, view decision-making styles and problem solving techniques in five-day Job Shadowing experiences.