

Fellow officers, senior executives, colleagues. [] Good afternoon. Let me start by thanking Mr. John James for asking me to come and speak today. We met at a conference in June and he felt that sharing my experiences in diversity and leadership would be worthwhile. So today, I'm going to give you my perspective---a perspective shaped by my Navy adventures. Diversity means many things to many groups. How we define and see ourselves is germane to the discussion. And how we see ourselves is influenced not only by our upbringing, but by our experiences. Nurture as well as nature.

For example, when I had command of USS Rushmore I was asked to speak to elementary children in a neighborhood school. After talking a little bit about myself, the youngsters were allowed to ask questions. They were easy with me at first. I was able to answer with confidence, "Why are Navy ships gray?", and "Do you see dolphins when you're at sea?"

Then a young boy stood up. He started with, "How can you be in command of a ship? You're, you're..." He paused searching for words.

In that 2 second pause, so much went through my mind. Was he going to comment on me being a woman? I was praying. Please don't let him ask about my heritage.

He continued, "How can you be in command of a ship? You're short!"

Whew. If diversity was about how tall the leadership should be, I'm lucky. There's been some pretty short military commanders who've changed the world. Napoleon, Lord Nelson... Thankfully that route has been charted for me to follow.

Diversity is not about height. Diversity is about the opportunity to aspire to the heights. How we succeed as a diverse entity is an issue the Department of Defense has

been dealing with since its inception. My career illustrates the changing perspective. I'm going to share some thoughts on diversity, and to share a few tips with you that have helped me as a leader. The good news is that the advice, like the speaker, does not cost you anything.

Let me start with the most recent discussion I had with a male Ensign. He graduated this year from Annapolis, and is TAD at the Academy awaiting his training pipeline. He also happens to be Caucasian. We met while he was providing admin support at a conference. One of the topics had been diversity, and retention of junior officers. I caught him on the break and asked him what he thought of the day's session. He answered very frankly, "It would be easier if they just asked us (meaning the younger officers) how to improve retention." We started to talk. He had many ideas on why the young leaders today are different than the leaders of my era. Then he said the most astounding thing about race and gender. He told me, that if we wanted to retain women and minorities, we had to break up the cliques.

I was speechless. Then I was elated. There's enough of us to have cliques! I came into a Navy where women and minorities were rare. On my first three ships, I would have been a clique of one. The Navy was evolving, and I had not been mindful of the evolution and the consequences.

Here are some numbers to illustrate. I pulled from the Defense Equal Opportunity Management Institute figures related to diversity and the armed forces. When I was filling out my application form for Annapolis in 1976 (30 years ago), 1.6 percent of the Navy's officer corps was African American. African Americans were 2.8 percent of the officers in the Air Force, 3.4 percent of the officers in the Marine Corps, and 5.2 percent

of the officers in the Army. Now for the reality the Ensign lives in today: in 2003, when he was a midshipman, African Americans were: 6.6 percent of the Air Force officers, 7.3 percent of the Marine Corps Officers, 7.5 percent of the Navy Officers, and 12.8 percent of the Army Officers.

For Hispanics, in 1976 they were 1.0 percent of the Navy officers, 1.4 percent of the Air Force, and 1.6 percent of the Army and Marine Corps Officers. In 2003, they were 3.3 percent of the Air Force, 4.9 percent of the Army, 5.1 percent of the Navy, and 5.7 percent of the Marine Corps.

In 1976, five percent of the Navy Officer Corps was Asian Pacific Islander. The other services were 2 percent or less. In 2003, the Navy had over just 6 percent of Asian Pacific Islanders in the officer community, and the other services were at 2-3.5 percent.

Women made up 5 percent of the Navy officers in 1976. Today they represent 17 percent of the officers.

Stunning! Although, we still fall short of matching the demographics of the American public, we have moved forward in the span of my career fairly significantly. The goal is for our Navy to mirror the nation's demographics by about 2020. That would mean in about 15 years we have to just about double our minority representation. Now here's the constraint, for our officer programs, the year group for 2010 has already been selected. We have about 10 years to change how we look. If you think about it, what we did in the last 30 years, we need to do in the next ten. Breath taking!

Now let's go back to those DEOMI figures. In 2003 the demographics for the services showed that African American Officers were only 15 percent of the "tactical officer corps." The Tactical officer corps was defined as the career fields for infantry,

artillery, armored, surface warfare, aviation, etc. The greatest percentage of African American officers were found in supply, procurement and logistics, almost 17 percent. The greatest concentration of Hispanics, six percent, was in the administrative field. Asian American Pacific Islanders highest representation was just under six percent in the health care communities. The percentages vary from service to service, but one theme holds true. Minorities and women are underrepresented in the tactical officer corps. To me that means, for the most part, we're in support of the fight, we're not in the fight. In practical terms that means we have the opportunity to reach Commander and Captain and then retirement. The majority of our flag and general officers come from the "tactical" communities. When minorities and women are underrepresented in the combat arms that translates to future under representation at the executive level. It's not just about total numbers; it's where the numbers are in the organization.

Changing the way our Navy looks has to include moving (encouraging) minorities and women to work in non-traditional fields. Our senior executives must reflect demographics as well. Our young people will believe that opportunity exists when they can look at the photos on the E-ring of the Pentagon and see someone who looks like themselves. As one African American woman Captain told me, she's spent her career occasionally looking up the ranks for the successful person who looks like her. "When I see them," she said, "I know I can make it."

Changing the way the Navy looks...This is a challenging goal that we have set for ourselves. And as we come to the realization that the Navy must accelerate into diversity, we begin to realize that we're competing with corporate America for the same top candidates. Diversity in organizations means talent, and talent means success. It

means success in the business world as well as success in the armed forces.

The Economist, recently discussed the "Battle for brain power." They reviewed the impact of the changing work force on corporations. They suggest that "'intangible assets," ranging from a skilled workforce, to patents, to know-how, account for more than half of the market capitalization of America's companies. Accenture, a management consultancy, calculates that intangible assets have shot up from 20 percent of the value of companies in the S&P 500 in 1980 to around 70 percent today." *The Economist* concluded that the challenges facing companies today include: managing talent, recruiting and retaining talent (in other words, no more waiting for passive candidates but searching for the right people (screening conference lists, searching websites for people who have created new patents), and finally the challenge of culling international markets for talent.

Our manpower accounts echo the outlay of the S&P 500. We are finding that it costs more to buy the talent we need. The other themes sound familiar as well. DoD is awakening to the fact that we must recruit and retain our talent. We must find the right people, and not wait for them to come for us. And wherever feasible, we must search the international market for talent.

How does this happen? Well that comes to the second half of my chat with you today. Leadership---where are you in the quest to be the best? Here's the deal, if you succeed, you are that role model for that woman Captain I discussed. You are the role model for that a GS-13 (or Pay band 3 for some of you) is looking for. You are the bridge, the faith, that there is a path to success in this organization, the Department of the Navy.

Where are you in becoming successful? Have you decided yet? Are you are a manager or a leader? I submit to you, that the breakout occurs when you believe you are a leader in the organization, no matter what job you're been assigned. So let me discuss leadership for a few minutes.

The recent edition of "US News and World Report," focused on leaders in America. The series of articles included a special report that categorized truly authentic leaders with the five following traits:

- 1) Pursuing their purpose with a passion
- 2) Practicing solid values
- 3) Leading with their hearts as well as their heads
- 4) Establishing connected relationships
- 5) Demonstrating self-discipline

I'd like to discuss two of these traits with you. Establishing connected relationships, and pursuing purpose with a passion. Let's go back to the new Ensign's advice to me on helping minorities succeed. His suggestion was to break up cliques.

Establishing connected relationships is getting out of the clique. It's Networking. It's getting involved. OK?

Time for the truth. Are you in a clique of one? Do you have lunch frequently with people who don't look like yourself?

Let's try this. How many of you Golf? Raise your hands. (I don't golf, but I do bluff, that's why my hand is up) Why do you golf? I want to share something with you. From the time I made Commander, I had more than one person tell me that I needed to learn to golf in order to move up in the Navy. There is nothing about Golf that is

appealing. What on earth is the point of chasing a little white ball over several acres?

Now here's the leadership tip on establishing connected relationships. If you don't golf, go out with the group anyway. My not being able to golf has not stopped me from joining the golf outing. I offer to drive the cart. I offer to buy the beer at the end of the day (probably cheaper than paying for 18 holes). And even better, I get a day of making fun of my colleagues as they golf. The flip side of getting connected is getting away from the clique. What gets said in the golf social setting just may be important to your work, so step out and step into your profession.

Besides getting connected with your peers and the boss, there's the getting connected with those who follow you. As the Marine Corps slogan says, "Where looking for a few good men(tors)." If you don't like the word, "mentor", how about coach? How about just exchanging good ideas. As you become more successful as a leader, you will have more opportunities to influence positively those coming up. And if you're already at the far end of the spectrum, and feel like you're getting overwhelmed with mentoring requests. Try this, instead of committing to every request, try committing to finding the person the right mentor.

The second point is pursuing purpose with a passion. Passion sets you aside as a leader. What is passion? To quote one leadership expert, "it's the inability to stand by and watch things go to hell." I will tell you that true passion takes courage, because it is a double edged sword. Doing what you believe in will incur criticism. Passion for leaders is doing right, no matter what the pundits or polls say.

Let me give you an example. I recently read a synopsis of a former first lady. This former first lady was, QUOTE "the target of more adverse criticism and the object

of more praise than any other woman in American history." END QUOTE. In addition, the Gallup polls found that few Americans "were neutral in their feelings about this powerful woman who had refused to accept the traditional role of a president's wife.

Nearly half the people polled were emphatically positive in their approval, pleased with the fact that "she has a personality of her own and doesn't allow herself just to sit at home and do nothing." ...With equal fervor, however, about two out of five persons expressed strong disapproval of almost everything about her. Comments from the poll were:

"She ought to stay home where a wife belongs;
she is always getting her nose into government's business;
why the way she acts, you'd think the people elected her president;
she interferes in things that are not her affair;*

Who am I talking about? Eleanor Roosevelt. The poll was taken in December 1942. What on earth was the woman doing? Here's another comment from the poll. She is "stirring up racial prejudice." Eleanor Roosevelt had the audacity to be the keynote speaker at the Pullman Porters annual conference. She insisted women and minorities get equal pay. She agitated behind the scenes that Defense Industry support integrated factory floors.

She was a leader---a leader with passion.

So what do you do if you want to be a leader and you're not feeling the passion. I'll admit this happens to all of us. A young Marine Corps Captain shared with me last week, "I currently don't like my job, but I love the Corps." I understand. There have been days, when I loved the Navy, but not the billet. What do you do?

I recently attended New Flag Officer Training. In the course of the week, the Navy paid for each of us to have a session with a coach. During my session my coach and I talked about leadership. Her advice, is leadership tip number two.

"Fake it to you make it."

OK, I'm not being glib. There is much about passion that is based on attitude. If the coach's advice is phrased indelicately, try the words of Henry David Thoreau,

" I know of no more encouraging fact than the unquestionable ability of man to elevate his life by conscious endeavor."

"Conscious endeavor." Deliberately applying yourself. What the coach was saying is "CHOOSE." Choose to be passionate. Leaders, if you're not feeling the passion for your job that day, project the positive force anyway. You just may inspire yourself.

Let me close with the words of another passionate leader, Barbara Jordan. In 1976 (the year I was filling out that form for Annapolis), she was asked to speak at the Democratic National Convention. She talked about the responsibilities of government leaders.

She said, "Those of us who are public servants must set the example...If we promise, we must deliver. If we propose, we must produce. If we ask for sacrifice, we must be the first to give. If we make mistakes, we must be willing to admit them... We must provide the people with a vision of the future that is attainable."

"Providing the people with a vision of the future that is attainable." Those are the right words for my perspective today on diversity and leadership. Your success as a leader, as a senior executive, THAT is the attainable vision for the people. It's a vision that lets them know that the future belongs to them as well.

Thank you and God Bless our Sailors and Marines.

**No ordinary Time*, Doris Kearns Goodwin, pages 396~December 1942

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