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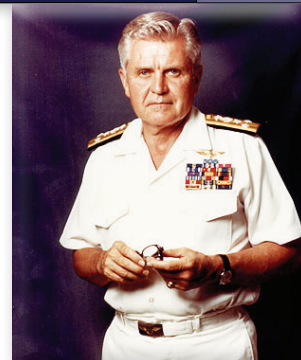
**Mark your calendar  
for these upcoming  
events:**

**Monday, 9 September  
VADM William P.  
Lawrence Ethics Essay  
Award Dinner**

**Monday, 30 September  
Moral Courage Lecture**

**Tuesday, 8 October  
Volgenau Honor, Courage,  
and Commitment  
Luncheon**

# Taking Stock



## McCain Conference Contributes to the National Debate

In light of serious economic and security challenges facing the United States, the 13th annual McCain Conference was held on 25-26 April to explore "The Ethical Dimensions of Extraordinary National Challenges." Faculty from all the service academies and staff/war colleges, defense policymakers, and select midshipmen participated in this year's Conference. Assembled to guide the deliberations were world-class speakers, including: The Honorable Michèle Flournoy, former Under Secretary of Defense for Policy; The Honorable David Walker, former Comptroller General of the United States and Head of the U.S. Government Accountability Office; New York Times journalist David Brooks; award-winning journalist and producer Hedrick Smith; Lieutenant General John Wissler, the U.S. Marine Corps Deputy Commandant for Programs and Resources; and former Chairman of the Joint Chiefs of Staff Admiral Mike Mullen.



Former Chairman of the Joint Chiefs, ADM Mike Mullen addresses the McCain Conference

Current and projected U.S. economic, fiscal, and social problems have led many analysts to draw uncomfortable comparisons to declines of former great powers, such as Rome and Great Britain, and the McCain Conference tackled this possibility head-on. The presentations and discussions

were focused on assessing our challenges, identifying their moral/cultural causes, and recommending appropriate courses of action to leaders of our culture-forming, economic, political, and military institutions. Also explored were potential moral and/or cultural roles that military

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## Meet the 2012-2013 Stockdale Center Resident Fellows

The Stockdale Center welcomed three Resident Fellows in September 2012. These prestigious and highly sought-after positions are made possible through the generous support of the USNA classes of 1958 and 1962, as well as corporate philanthropy.

The Fellows vigorously conducted in-depth research examining

America's extraordinary cultural, economic, and political challenges and the ethical implications of these challenges for our current and future naval leaders. Additionally, they worked with the Center's Director of Strategy and Research, Dr. Ed Barrett, on shaping the agenda and content for the annual McCain Conference.

The Fellows' year culminated in the McCain Conference, highlighted on page one of this newsletter. During their tenure, Drs. Davis, Hill, and Chance made significant contributions to the Stockdale Center, the Naval Academy, and the Department of Defense and will be remembered for their intellect, passion, integrity, and commitment.

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## Curt Steinhorst Addresses Generational Differences

**O**n February 21st, the Stockdale Center hosted Curt Steinhorst from the Center for Generational Kinetics to deliver remarks in support of our ongoing efforts to “Influence the Influencers.”

The goal of these seminars is to engage those individuals from across the USNA community—to include faculty, staff, and coaches—who have the most direct influence on the Brigade of Midshipmen. The idea for the seminars was borne out of the Center’s belief that, while USNA invests deeply in the leader development of the midshipmen, it invests comparatively less in the development of those personnel who interact with and shape the midshipmen’s development on a daily basis. Our hope is that these events will enhance the ability of USNA’s “Influencers” to engage with the midshipmen in a more productive and meaningful way.

Steinhorst is a recognized expert in the growing field of Generational Leadership, which seeks to bridge the cultural divide that exists between “Millennials” (loosely defined as those individuals born in the early 1980’s and onward) and those belonging to “Generation X” and the “Baby Boom” demographic. Given the vast technology-driven changes that have taken place

over the past thirty years in areas ranging from communications media to learning methodologies, it has become increasingly challenging to find more effective approaches to reach members of the millennial generation.

The ability of leaders to communicate with this demographic, be it in the workplace or the classroom, has direct bearing on overall organizational effectiveness and productivity. Steinhorst, along with the Center for Generational Kinetics, seeks to equip leaders with the tools necessary to engage more productively with millennials, and in so doing, develop them as more effective influencers of this complex audience.

Steinhorst spent an hour speaking with a select group of USNA Influencers helping them to both understand some of the unique characteristics of the millennial generation and also to identify some effective tactics they can employ in their interactions with the midshipmen. Everything—from the way we format e-mails to the type and manner of feedback we provide to the midshipmen—was focused on helping our audience members develop a “strategy for influence” that will enable them to

### Did You Know?

LtGen. John Sattler (USMC, Ret.), the Stockdale Center’s Distinguished Chair of Leadership, closed out the 2013 USNA Leadership Conference by reminding attendees that leadership is a lifelong process, in which leaders continue to learn and grow.

Reiterating the conference theme of “Courageous Leadership: Bold Action in the Face of Adversity,” he encouraged participants to “always attack with alacrity,” and remember that there are “no time outs in leadership.”

Sattler’s remarks capped off a 2013 program of nearly 20 speakers and panelists.

maximize their engagement(s) with the midshipmen in a diversity of settings ranging from the classroom to the field of athletic competition.

Steinhorst’s dynamic presentation was highly animated, and at times comedic as he drew upon some of the stark contrasts between millennials and their relatively more “seasoned” superiors. In the end, all in-attendance agreed that they emerged from the event with a much more informed perspective on the millennial generation and how they can improve their interaction with the midshipmen who comprise it.

At the conclusion of his remarks, however, Steinhorst made an impassioned (and humorous) plea to the audience when he begged us—on behalf of the millennials he represents—to “promise to NEVER retire.”

“Influence the Influencers” was made possible through the generous support of the USNA Class of 1987 and will remain an integral part of the Stockdale Center’s broader mission to enhance the leader development of midshipmen through innovative approaches in the future.



Curt Steinhorst Addresses Generational Differences and Challenges on February 21st

## Meet the 2012-2013 Stockdale Center Resident Fellows *(continued)*



Dr. Scott Davis

- **Dr. Scott Davis (USNA Class of 1958 Fellow):** Dr. Davis was born in Texas and grew up on the Stanford campus. He received an A.B. summa cum laude from Bowdoin College, followed by a Ph.D. from Princeton University. Davis taught at Columbia University, the University of Southern California, and Princeton University before being appointed the Lewis T. Booker Professor of Religion and Ethics at the University of Richmond. He is the author of *Warcraft and the Fragility of Virtue* (Idaho, 1992; Wipf & Stock, 2011), *Religion and Justice in the War Over Bosnia* (Routledge, 1996), and *Believing and Acting* (Oxford, 2012).

*"A great year spent at  
The Stockdale Center!  
Everyone who does ethics  
and war should be so lucky  
as to spend time with the  
men and women of the  
Naval Academy."*

*~SCOTT DAVIS*

- **Dr. Chris Hill (USNA Class of 1962 Fellow):** Dr. Hill earned his Ph.D. from The University of Texas at Austin in 2008 and has advanced degrees in both medieval and modern European history. He has taught at the University of Texas and Hamilton College, where he received the Sidney Wertimer Award for excellence in teaching in 2010. A legal historian by training, he is particularly interested in the relationship between



Dr. Chris Hill

religion and law during the high Middle Ages and the impact that relationship had on the idea of individual liberty in the developing English common law. An ardent critic of political orthodoxy in academe, while a graduate student, he wrote a novel satirizing political correctness on a fictional college campus. The book, *Virtual Morality*, won the Editors' Book Award from Pushcart Press in the year 2000. His reviews have appeared in the Wall Street Journal. He is currently researching the history of the concept of liberty as a Bakwin Fellow at the Alexander Hamilton Institute. He and his wife, Stephanie, live with their three children in Waterville, NY.



Dr. Alek Chance

- **Dr. Alek Chance:** Dr. Chance was born and raised in Moscow, Idaho, and completed a BA from St. John's College and a PhD in political theory from Boston College. He has taught international relations and political theory at Boston College and Loyola University Maryland. He is currently working on a book on power and ethics in Thucydides' *History of the Peloponnesian War*.

*"I have greatly enjoyed  
my time at the Stockdale  
Center. It has been a great  
experience to be able to  
deal directly with critical  
issues and to engage with  
a wide array of people on  
our research topic. My  
own research and writing  
agenda has really benefited  
from my time here."*

*~ALEK CHANCE*



## Volgenau Audience Challenged to Embrace “Courageous Followership”

In the latest installment of the Volgenau Honor, Courage, and Commitment Seminar Series, distinguished author and executive coach Ira Chaleff, discussed moral, ethical, and technical challenges facing organizations, as well as the nuances of the leader follower relationship in the public sector. Chaleff's presentation can be viewed online at <http://youtu.be/06qQqLud-Kc>.

Chaleff is the author of the critically acclaimed book *The Courageous Follower*, and was the catalyst for the first national conference on followership. He has conducted seminars and workshops on followership for a wide range of audiences including NASA, The Foreign Service Institute, Ernst & Young, Sandia National Laboratories, and numerous other institutions, agencies, corporations, and professional services firms.

Chaleff's primary message was the need for followers to be fully committed to the success of their leaders, but also stand ready to constructively “speak truth to power.” He emphasized that both leaders and followers can partner in a dynamic way that establishes a harmonious working

relationship and adds significant value to an organization's mission accomplishment.

Integral to the topic of followership, Chaleff noted, are many concepts that have already been extensively studied in academia. For one such example, Chaleff pointed out that the “esteem needs” level in Abraham Maslow's hierarchy of needs is the one at which concern for the values of honor, courage, and commitment reside. Chaleff tied such qualities to the practical ability to stand out from a crowd, break free from the pressures of a peer group, and stand as a courageous follower against unethical behavior within an organization.

Using poignant examples and anecdotes from military life, Chaleff delivered a clear and relevant message on the concept of courageous followership—one that can immediately be applied by the staff, faculty, coaches and midshipmen who were in attendance.

The Volgenau Honor Courage and Commitment Seminar Series is made possible by Dr. Ernst Volgenau, USNA Class of 1955, and his wife, Sarah.

### Did You Know?

During the 2012-13 Academic Year, the Stockdale Center supported the Leadership Education and Development Division by funding midshipmen and faculty attendance at eight separate leadership conferences sponsored by our sister service academies and private universities to include Yale and the Citadel. The conference attendees presented papers and made significant contributions to the current leadership and ethics dialogue while enhancing their own professional development.

## McCain Conference (continued)

leaders might assume, as well as the ethical obligations of, and to, the military during times of fiscal austerity.

Two conclusions were widely shared by the speakers and attendees: a drastic erosion of our economic and military power would be problematic for global security, and the U.S. is facing economic and fiscal challenges that—if unaddressed—could undermine our global role.

Although Georgetown Professor Robert Lieber argued that enduring national strengths mean that U.S. decline is “not baked into the cake,” David Walker warned that unsustainable entitlement-driven federal debt is leading the nation down a destructive pathway.

Addressing causes of these problems, Dr. William Galston of the Brookings Institution emphasized “political paralysis,”

while David Brooks, Hedrick Smith, and Dr. Edward Barrett of the Stockdale Center emphasized ethical leadership failures.

Post-conference, the Center is formulating a set of policy and professional military education (PME) recommendations, which will be sent to senior Naval Service leaders and published soon on the Center's website, <http://www.usna.edu/Ethics>.

Later this year, you can view the remarks delivered by several of our featured speakers via the Center's website, as well.

The McCain Conference is made possible through the generous support of Ms. Cynthia McCain, wife of Senator John McCain, U.S. Naval Academy Class of 1958.

*“This was a timely and stimulating conference! I congratulate all involved. Part of its success was the link between grand strategy questions (Flournoy) and character questions (Murray & Brooks). Very well conceived and planned!”*

*-USNA Faculty Feedback*

## Wal-Mart EVP Discusses Leadership and Work-Life Balance



COURTESY: WAL-MART STORES

In a personal and reflective discussion with select midshipmen, staff, and faculty, Susan Chambers discussed her unconventional journey to the executive ranks of the world's third-largest

public corporation. Currently serving as the Executive Vice President of Wal-Mart's Global People Division, Chambers eloquently addressed the complex and diverse challenges she has confronted to achieve professional success, as well

as the unique tradeoffs she has made to insure a healthy work-life balance.

With more than 26 years of experience in the manufacturing and retail industries, Chambers' responsibilities with Wal-Mart include the management, attraction, and retention of the Wal-Mart workforce, the largest private workforce in the nation. Prior to joining Wal-Mart in 1999, Chambers spent 14 years at Hallmark Cards, Inc.

Chambers is also a wife and mother, and spoke candidly of the challenges and, at times, heart wrenching decisions she made to meet personal and professional demands—stressing that quality family time is essential, as is a focused commitment to professional requirements. Chambers also shared her perception of modern values and trends in human resources and

retention and stated her unequivocal confidence in the current generation of young leaders.

Response to Chambers' remarks was overwhelmingly positive, with many noting the contemporary relevance of the issues she discussed and their admiration of what she has achieved. "I learned so much about not only personal qualities that you must have and employ on a daily basis, but also the sacrifices you must make and what to expect in terms of family relations to have a successful career," noted Midshipman 1st Class Catherine Reed. "I am so glad that I [had] the opportunity to hear her speak."

The USNA Class of 1987's financial support of the Stockdale Center enabled this lunch and discussion to be held with Ms. Chambers.

## Naval Academy Ethics Team Takes First at Berg Cup Ethics Competition

The Naval Academy Ethics Team recently received first place in the Berg Cup Competition, a nationally-known undergraduate business ethics competition held each spring at the University of Pittsburgh.

The competition draws some of the top business schools in the country, including the University of Pennsylvania's Wharton School of Business, the Kenan-Flagler Business School at the University of North Carolina, and the Olin School of Business at Washington University in St. Louis.

The competition requires the competing teams to role play a scenario testing their understanding of business ethics. This year the

teams played a strategic planning group for a bank reporting to the bank's board of directors, played by the competition's judges. The case involved decisions on adopting mobile banking, marketing pre-paid debit cards, and cyber crime as well as dealing with the conflicting personalities of the board members.

The teams had five days to prepare for their presentation to the "board," but were also tested by a last minute emergency situation in which they discovered some of the bank's accounts had been hacked.

This forced the team to make on-the-spot decisions on how to inform the public and how to recoup losses for the depositors and the bank.

"The role playing is quite intense in this portion of the competition," said Dr. Shaun Baker, assistant director of the Stockdale Center.

"The midshipmen's coolness under pressure and grasp of the ethical implications were so keen that we had a judge go out of his way to send an e-mail praising them afterward."

"We won the competition because when faced with pressure, we calmly responded to the inquiries of the judges and had a clear path laid out to deal with the problem at hand," said Midshipman 1st Class Daniel Roberts.

The USNA Class of 1964 generously sponsors the Naval Academy's Ethics Team.

## Ethics of "Future Warriors" Explored by Stutt Lecturer

On March 27th, the Stockdale Center welcomed Dr. Brad Allenby to present the Stutt Lecture to the Naval Academy Class of 2015. Dr. Allenby is Arizona State University's Lincoln Professor of Engineering and Ethics and the Associate Director of the Lincoln Center for Applied Ethics.

Dr. Allenby's timely and thought-provoking presentation, "Ethical Leadership in the Design of Future Warriors," captivated the audience and led to an extended question and answer period. Midshipmen in attendance noted the relevance and impact of

Allenby's words. "We often get lectures and briefs that relay the same message over and



over," noted Midshipman 3rd Class David Parker. "[Allenby's] talk was stimulating and refreshing, and made me ask a lot of questions I hadn't thought of before." Midshipman 3rd Class Jacob Slaughter, agreed, noting that even

amidst the unique access midshipmen have to guidance from respected thought leaders,

Allenby's message stood out. "We've had astronauts, senators, cabinet members, and countless admirals speak to us. However, I can honestly say that tonight's lecture was the most interesting I have attended in my two years at the Academy, as well as potentially one of the most relevant to our lives in the future."

William C. Stutt, Naval Academy Class of 1949, and his wife Carolyn have made this lecture series possible by their vision and generosity.

## The Director's Cut

by Colonel Arthur J. Athens, USMCR (Ret.)

Sometimes a crisis can remind us of some fundamental principles for living and leading with virtue and integrity. My crisis took the form of having quadruple bypass heart surgery eight weeks ago. As I reflected on this surgery, my thoughts turned to the Beatles' song "With a Little Help from My Friends."

My help came in the form of a cardiologist who had superb diagnostic abilities . . . a surgeon skilled in repairing and restoring a damaged cardiac system . . . a family who selflessly stood by my side every step of the way . . . and many others who provided encouragement and inspiration. I learned early on that a successful recovery would only occur with "a little help from my friends."

As I considered my need for others during this season of my life, I was reminded how living virtuously and ethically is also a "team sport." We are solely responsible for

our own actions, but steering an ethically steady course requires a "little help from our friends." As we confront the challenges of ethical leadership, we need others to hold us accountable, serve as a sounding board, and spur us on to do what is right.

If we look closely at the ethical failures of leaders, we will find a common theme of isolation. Typically, the fallen leader presented an attitude that help was neither required nor desired and this led to those around the leader withholding input, advice, and cautions. Vice Admiral Jim Stockdale countered this dangerous mindset when he wrote about Prisoners of War (POWs) in North Vietnam and their need for one another. Stockdale wrote, "What I am saying is that we communicated. Most of the time most of us knew what was happening to those Americans around us. POWs risked military interrogation, pain, and public humiliation to stay in touch with each other, to maintain group integrity, and to retain combat effectiveness."

As we aim to live with virtue and integrity, may we never fall into the trap of thinking we can navigate this journey alone. For me, I needed a major "heart tune-up" to remember the Beatles were right . . . we DO need "a little help from our friends."

## Did You Know?

When the 13th Master Chief Petty Officer of the Navy (MCPON) needed advice on how he can execute on his mission to "Build Future Leaders," he called on the Stockdale Center. On 24 April, MCPON Mike Stevens met with members of the Center staff, along with hand-selected members from across the USNA Community, to solicit ideas and feedback on how the Navy can better develop its most valuable asset—its people.

The Stockdale Center is supported by appropriated funds through the U.S. Naval Academy and by generous private contributions raised by the U.S. Naval Academy Foundation. For more information about supporting the Stockdale Center, please contact Captain Rusty Yeiser, USN (Ret.), the Naval Academy Foundation Director of Development Operations at 410-295-4100 or [rusty.yeiser@usna.com](mailto:rusty.yeiser@usna.com).

VADM STOCKDALE CENTER  
FOR ETHICAL LEADERSHIP

United States Naval Academy  
112 Cooper Road  
Annapolis, Maryland 21402-5022

Phone: 410-293-6085  
Fax: 410-293-6081  
[www.usna.edu/ethics](http://www.usna.edu/ethics)  
[Facebook page](#)

## About the Stockdale Center

For over a century and a half, the U.S. Naval Academy has served as a beacon of moral and ethical leadership to the nation and to the world—producing leaders of uncompromising character, who have fought our wars with honor and have gone on to serve as positive role models on a global stage.

In response to an ever-changing world and the cry to enhance the development of ethical leaders, the Secretary of the Navy established the Center for the Study of Professional Military Ethics at the U.S. Naval Academy in 1998. Building on the Academy's track record of developing some of the nation's finest leaders, the Navy chartered the Center to reach out to not only the Naval Academy, but also to the wider audience of the Navy, Marine Corps, and the nation at large. Over the years, the vision has expanded to transforming ethical leadership development worldwide. In 2006, the Center was given a new name: The Vice Admiral Stockdale Center for Ethical Leadership. The Center has continued to refocus and refine its mission, which is to empower leaders to make courageous ethical decisions.

VADM Stockdale—a member of the Class of 1947, a prisoner of war for 7½ years (4 of which were in solitary confinement), a recipient of the Medal of Honor, and a life-long student of leadership, philosophy, and ethics—embodied the selfless and courageous leadership sought in midshipmen, officers, and national leaders.

An officer and a gentleman in every sense, VADM Stockdale's accomplishments are well documented. A man of introspection as well as action, VADM Stockdale reflected on Vietnam and military service, distilling from his experiences hard-won ideas about truth and honor. The author of countless articles and books, VADM Stockdale wrote a column for the *Naval War College Review* while he was the president there. His column, appropriately enough, was called, "Taking Stock."