

LEADERSHIP THROUGH CUSTOMER SERVICE

By LT (N) P. RICHARD MOLLER

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Although leadership and management go back to ancient times, they only became a field of specialized study in the early part of this century. In the past, management and leadership theoreticians looked to the military for their role models. People like Frederick W. Taylor, Henry Fayol, Max Weber and others fashioned the Classical Management model from the authoritarian, rigidly structured leadership and management style used in the military.

During the early 1930s the Human Relations Management theory emerged. It was based mainly on the research conducted by Professor Elton Mayo, of the Harvard Business School, at the Hawthorn Works of the Western Electric Company. These studies were the first to methodically explore the role of personality and the human psychological processes in the work environment. Mayo and his researchers concluded that workers wanted more than just money from their jobs and that effective management required social, as well as technical, skills.

Today, Modern Systems and Contingency Management views the organization as a total system with complex interactions both inside and outside of the organization. This recognises that each organization is unique, and that no one organizational system will be appropriate in all situations.

The military has lagged behind in the development of management and leadership theory. It is now time that the Navy took the lead in developing and influencing management and leadership theory. The Canadian Navy's strength has always been its people, and it is only by developing, implementing, and practising new methods in (to use that much over used phrase) "human resource management" that we will not only keep the outstanding people that we have, but attract more of them so that our revitalization can become a self sustaining reality.

This paper will look at how modern civilian management techniques, specifically a customer service based philosophy, can be used in the Naval milieu to strengthen our ties to Canadian society. In particular, it will look at customer service as it relates to the various aspects of Naval life and how it would change the way we treat, and lead, our people.

WHAT IS CUSTOMER SERVICE?

Customer service is a broad subject that really encompasses how we deal with people on a day-to-day basis within our work environment. In the Navy, however, our work environment tends to permeate into our "other", or civilian life more than in most organizations, because of this we need to be aware of how we interact with everyone in our lives. As soon as someone knows we are in the Navy we *are* "The Navy" to that person. How we act, communicate, and the ideas that we portray will, whether we like it or not, be ascribed, at least in part, to be those that are held by the Navy in general.

The essence of customer service is to strive to be a service provider in every aspect of our working lives. This means, simply put, finding out what your customers want, how they want it, and then “giving it to 'em, just that way!”¹ Customer Service is **not** empty slogans pasted on a wall. Customer Service is **not** an Admiral, or any other leader, standing at a podium, or signing a message, that says we should care about our people and our “image”. Customer Service **is** taking actions on an ongoing and consistent basis to reward our customers for their support. Customer Service is rewarding your employees for giving their support, and treating **their** customers with respect, and empathy.

This will surely mean that many of us, after evaluating our entire working life, will have to dramatically change how we do, and think about, many things. No one can honestly tell you this change will be easy, or painless. Keep in mind, however, that movement and change are the very essence of life. Change has become an all to demanding reality within our culture, and we must face it, and accept it, if we are to survive.

This does not mean change for the sake of change. Every change that we make should be done for a clear reason. Note, however, that this does not mean that you should know exactly where you would end up, and develop a long, in depth plan of exactly how you will get there. Keep in mind one of Napoleon's guiding principles: “He will not go far who knows from the first whither he is going.”²

Napoleon himself, “...calculated little things in advance with great precision; whereas his worldwide designs were originated, transformed, and improvised, in accordance with circumstances and developments. 'One who has become familiar with affairs, despises all theories, and makes use of them only like the geometers, not in order to move forward in a straight line, but merely to keep heading in the same direction.’”³ There are those who will say that Napoleon is not a good example of leadership because he lost on the battlefield. His loss on the battlefield at Waterloo is a fact; but was mainly due to the abandonment of his own advice. Although he did lose on the battlefield, there are few who assert that he lost the battle for the hearts and minds of his men, and this is what we must win long before we approach any battle.

If we do not change and develop we will be left behind; if that happens, we will be left with only the hope that history will remember us. In his book *The Art of War* Sun Tzu wrote: “The responsibility for a martial host of a million lies in one man. He is the trigger of its spirit.”⁴ Our job as leaders is to trigger the spirits of our customers, both junior and senior, so that the Navy can ignite a leadership revolution within the military, the public sector, and, perhaps eventually, Canada as a whole.

In order to fully understand the role of customer service lets look at its roots within the Navy. Perhaps the best-known Naval leader of all time was Admiral Lord Horatio Nelson. There was a man who knew who his customers were, and how to cater to them. He also knew the value of being inventive and non-traditional when dealing with, not only, his customers, but his competitors as well.

Nelson was, “...of a race that prided itself on never revealing its feelings, [yet] he was a melodramatic and emotional exception.”⁵ He was known to quite openly express his feelings of

gratitude to his fellow officers for kind acts towards him. It was his, "...essential humanity which endeared him to his officers and men; hard-bitten seamen genuinely loved him."⁶

He was a man who was not steadfast in the following of traditional ways of doing things. When he decided that the *Book of Signals* was not sufficient for him he did away with the old one and published his own. We should not be surprised that his dying words were "kiss me Hardy" if we remember that Thomas Masterman Hardy was one of his closest friends, and staunchest supporters.

Hardy was a massive, grave and kindly man from Dorset; who learned his leadership from Nelson. When several Spanish battleships were chasing Hardy's frigate *Minerve*, **he personally** lowered a boat and rowed after a seaman who had fallen over the side.⁷ It was only with Nelson's help that Hardy and the seaman made it back to the *Minerve* alive. That is an example of customer service we would not be likely to see today.

Today we should remember that our current traditions started because one man decided that they were a good idea *at that time*. It is our on going responsibility as leaders to ensure that we constantly evaluate these traditions and amend or eradicate them as required. We must also not shy away from starting our own traditions; thus giving future generations of Naval personnel a framework to evaluate, and work with when dealing with not only people within the Navy, but also with our customers outside the Navy.

Today our customers are all around us. As a government organization our customers are all the citizens of Canada (*id est*, almost everyone that we come into contact with on a daily basis), but lets be more specific. Our customers can be broken down into two broad categories:

- **Internal Customers:** those people that work for the Navy and the Military in general. Regardless of whether they are at another location in your building, another city, another Command, or sitting at the desk next to you, if they depend on you, and the work you do in order to be able to complete their own work, they are your customers. Hence our internal customers include our superiors, peers and subordinates.
- **External Customers:** the people who use or depend on the services the Navy provides. They are the ones who justify our funding, and allow us to remain operational.⁸

It is important to remember that if you yourself are not actually serving an external customer, your job is to serve those that do.

As leaders our most important customers are our subordinates. We must, "...motivate them, train them, care about them, and make winners out of them."⁹ How we treat our internal customers, and how we are treated, will have a direct effect on how we, and they, will treat our external customers. Everyone within the Navy comes into contact with our external customers on a daily basis. How we

treat our people, therefore, has a direct effect on the image that they will portray about the efficacy of the Navy to our external customers.

By way of illustration; think about what the typical reaction of an individual who has just spent three hours fighting with a claims office to get his claim settled would be. First, he is likely to go home and tell his wife how stupid, disorganized, and incompetent “those people in the claims office” are. Then, when he has a few people over, he will probably tell his story again. Imagine what a civilian will think about the Navy when they hear the story. They will not attribute the story to an individual, or group of individuals (*id est*, the pay office) but to the Navy as a whole. With only a few of these stories travelling around, the Navy's image within the civilian community will be severely tarnished. We must remember that people view an individual that they come into contact with as representing the entire organization that they are associated with; hence the entire organization's image depends on how that individual acts.¹⁰ In essence, we are all, everyday and in every way, public affairs people.

This also gives us a great opportunity to dramatically change our image within Canada. If we develop forward thinking, flexible, innovative ways to deal with our people then that is the image that the Canadian public (and politicians) will, eventually, get about the Navy. With this image we will be better able to demonstrate to the public how much they really need us, and why we are not just a waste of their tax money.

It is, unfortunately, more difficult to develop a good image than a bad one. Many different sources tell us that a person will tell a few people about good service they got, but will tell stories about bad service for years after the incident.

“When one treats people with benevolence, justice, and righteousness, and reposes confidence in them, [they] will be united in mind and all will be happy to serve their leaders.”¹¹ It is necessary for leaders to evaluate every action that they take, or cause to be taken, every day, every hour, and every minute to determine how it will affect their customers and how they will interpret it. It is often the little things that make a huge difference. One of the corner stones to providing excellent customer service is looking at your actions through your customers’ eyes. By treating everyone with respect and dignity we will be able to develop a fiercely loyal and supportive Navy, and one that is actively supported by the Canadian society as a whole. It is the job of leaders to search out the injustices, or perceived injustices, be they small or large, and change them.

In the Navy we have no fewer than 19,000 pages of orders and regulations telling us how to do our jobs. This only includes a very short list of the orders published for us to follow, and does not include the ones that tell us how to dress and groom ourselves. What does this say about the confidence we have in our people to do their jobs, and act in the best interest of the Navy? We must trust our subordinates and have the courage to remind them of what Sun Tzu wrote 2,500 years ago: “When you see the correct course, act; do not wait for orders.”¹²

When Rene McPherson took over as CEO of Dana Corp (a U.S. manufacturing company with an staff of 36,000 people and an operating budget of approximately 5 billion US dollars) he **publicly**

burned the entire corporate policy manual (a stack of paper about three feet high) and replaced it with a one-page policy statement. Its opening sentence was, “Dana Corporation does not believe in company wide policies; if a plant manager or division manager feels he needs a policy manual it is up to him to write it and explain it to his people.”¹³ Incidentally, one of the other things that McPherson did while he was CEO was to reduce the corporate headquarters to 100 people. “The essence of leadership is the ability to articulate a vision and get people to follow it.”¹⁴ One can only hope that we can define what we think the Navy is all about in somewhat less than 19,000 pages.

When trying to win peoples trust and respect, keep in mind that they, “...are far more persuaded by the depths of your beliefs and emotions than by any amount of logic or knowledge you posses.”¹⁵ We as leaders will be able to convey our ideas much better with actions (or even stories) that with reams of paper. Think about which makes a deeper impression. In the Bible the Old Testament defines 613 rules for living. How many people can name them? Conversely, how many people can describe the story, or the moral of the story, of the Good Samaritan.

As one embarks on any course of action that is in conflict with the status quo they should expect to be called, among other things, unreasonable. Keep in mind the words of George Bernard Shaw: “The reasonable man adapts himself to the world; the unreasonable one persists in trying to adapt the world to himself. Therefore, all progress depends on the unreasonable man.”¹⁶ The challenge comes when we are developing our subordinates. One of our jobs as leaders is to protect, and nurture these “unreasonable” people so that we can evaluate and incorporate their viable ideas into our daily lives. The job of protecting and nurturing these people is made even more difficult by the fact that we, as a government institution, are under constant public scrutiny.

As well, we have to realize that not every idea will work the first time (or at all for that matter), but the trying of new ideas is the only way that we will ever move forward to gain a leadership role within Canadian society. We should ask ourselves how close we have come to the prediction made by Robert Asprin when he wrote, “We keep saying we want our junior officers to show initiative and leadership. If we slap them down every time they try something that doesn't work, then pretty soon no one will have the courage to do anything that isn't under orders and by the book.”¹⁷

IN SEARCH OF A CUSTOMER SERVICE PLAN

How do we go about developing a customer service plan for the Navy, or for our department or division within the Navy? Before we can define who we serve we must decide what our organization stands for; then we must “say it, stick with it, and back it up with performance.”¹⁸ For example Ford Motor's “Quality is Job 1” or McDonalds' “What you want is what you get.”

Our statement of purpose (sometimes called a mission statement) should be short, easily articulated, and repeated over and over, and over again until everyone within the organization knows exactly what it is. It is not, however, enough to simply repeat this statement. We must also **live it** every day and every hour of our working life.

Once you have decided what it is that you do, you can move on to defining your markets. This step should be done before you look at what your talents and strengths are; because these can, and will, be modified as required. Defining markets means deciding who you are going to serve, and what service you will give them.

This could be for MARCOM “Providing safe passage for merchant ships, and security of our coastlines and the surrounding waters and resources”, or for a claims section head “Processing travel claims for all personnel on base.” This process should also include identifying who your competitors are.

Even within the Navy we all have to compete in some form with others. In the sample statement above for MARCOM the competitors would be the Coast Guard and the Department of Fisheries vessels as well as anyone who wants to violate our waters. In the second case the competitors could be the claims sections on other bases.

This may mean decentralising services. For instance, instead of MARCOM defining which Fleet School will offer which courses, allow each one to offer the courses that they wish and compete for students (and funding, which would be based on the student population). Dealing with the debate over centralization versus decentralization is not within the scope of this paper. However, the author agrees with Peters and Townsend in their assessment that on paper centralization will always look more efficient, but this is only because the MBAs and other “bean counters” cannot (and often do not want to) calculate in the human factor.¹⁹ See the account of the American Tactical Air Command under the command of General Bill Creech later in the paper for a graphic illustration of this.

Now that we know what we stand for, what we are going to do, and who we will be competing against, we should define who we are going to offer this service to. Defining one's customers, and developing a customer profile, is the biggest and most intensive part of a customer service plan. In order to develop a customer profile we need to define who currently uses our services and who might use them in the future. In the Navy we need to look not only towards the other people who use the seas, but also to the politicians. As individuals we must look at our, peers, subordinates and superiors.

One of the best ways to develop this profile is to get to know the customer and develop a relationship with each of them. This relationship should be based on sincere respect for them and their desires. “To quote IBM founder Thomas Watson, ‘If you don't genuinely like your customers, the chances are they won't buy.’”²⁰ For the Navy having the customer “buy” means gaining their support so that when we ask for funding we have the Canadian people behind us. Remember always “there's a big difference between selling and helping people to buy.... People love to buy, but hate to be sold.”²¹ Just look at the reaction to the HMCS TORONTO commissioning for a graphic example.

In all our dealings with our customers we need to “focus on what [they] want and need, [we should] help them to buy what's best for them, and make them feel good about it.”²² In order to do this we have to go through something that is often a humbling experience. That is, looking at ourselves

through the customer's eyes, and developing a realistic appraisal of our level of customer satisfaction. This means, listening (that is truly listening) to what they have to say about us.

We should “measure customer satisfaction, in customers' terms and emphasise the intangibles. Measure it regularly for all members of the [chain of command]. Tie measurement directly...to performance evaluation. Design support systems, training programs, et cetera, based upon the ‘lifetime value’ of the customer.”²³ These are not easy things to do, but they can be done if we focus on them, and make our subordinates focus on them.

“The only way to know how customers see your business is to look at it through their eyes.”²⁴ A very good way for us to do this is through the media. Look at media reports and instead of saying “Look at that, they got their facts wrong again!” Ask yourself “How can I ensure that next time the correct facts come to light?” or more importantly “How would my customers interpret these facts and how can I **graphically and dramatically** change this perception.”

Once you have decided who you are serving and what they think of you, you need to keep in touch with them, and keep them informed about what you are doing and how you are adapting their ideas into your organization. An example of this are the letters sent by Combat Division of Canadian Forces Fleet School (Halifax) to the students of past courses. These letters tell the students how the issues they raised in their critiques are being dealt with. These letters go out over the signature of the Combat Division Commander and allow the students to have a feeling of efficacy. They also mean that when the student returns to the Fleet School for their next course their attitude will be much more positive, because they know that if they have a problem it will be dealt with, not just ignored.

Once all this has been done we can turn our attention to the day-to-day implementation of our plan. This means making the most important goal of any employee the creating and keeping of customers. This can, and needs to be done at every level. We all end up interacting with our customers at some time, so the attitudes you have will have a substantial effect on how your customers feel about you. This attitude will also permeate into the Navy's corporate culture. When dealing with a customer remember to act as if you are the only personal contact that customer has with the organization and behave as if the entire image of the organization depends on you, because at that moment in time it does.²⁵

For instance how would a person feel about a claims department when she stands at the counter and is told that she has to wait two weeks in order to have her claim processed, when she knows that at other bases people have their money in hand within forty minutes.

Conversely how would a fisherman who had just had some of his equipment damaged or destroyed react if, instead of having to go to court to get repaid for his equipment, the Commanding Officer of the ship that ran over it showed up on his doorstep with cheque in hand, **and** a sincere apology. Further, if that ship were then to develop an ongoing relationship with the fisherman the Navy would have developed a toehold of support within that community.

For those who say that if we started doing that every fisherman would claim that the Navy had destroyed his equipment the response is: you missed the point. Treat your customers with sincerity and respect and you will be surprised, they will do the same to you. Simply put, “your customers will get better when you do.”²⁶

Our main job is to solve our customers’ problems. A problem is the difference between what you have and what you want. Therefore, if you want to solve their problem, ask them, “What do you have?” (What’s the situation now?) and, “What do you want?” (How would you like it to be?) While we are solving our customers’ problems we must remember to never tell them our problems. Customers buy for their reasons, not ours. In the Words of George Bernard Shaw, “It is unwise to do unto others as you would have them do unto you. Their tastes may not be the same.”²⁷

Save talking about our problems (be they lack of funding, or anything else) until the customers problem is solved and they have had a chance to realise how wonderful and deserving of support we are. When trying to help the customer buy, use both logic and emotion. People will be swayed by your emotion and convinced by your logic.²⁸ However, always beware of over promising and building unrealistic expectations.

HOW TO IMPLEMENT A SERVICE PLAN

In order to implement our plan we need to ignite a customer obsessed revolution. We must “routinely look at the smallest nuance of the tiniest program through the customer’s eyes, that is, as the customer perceives it, not you. Make champions of change in support of the customer, not guardians of internal stability, the new corporate heroes in every function.”²⁹

“People do what gets measured.”³⁰ So we must start measuring our level of customer service. The measurement must begin at the outset of the program and should be visible. It should be done by the participants; that is, by the natural work group, department, or organization itself. It must not be done “to” such groups by an “audit” or “inspector” unit.³¹ This is not an invitation to add more staff to Headquarters to better “keep an eye” on the front line people. “The best way of enlisting a commitment to service quality is through a system that holds every work group and every manager accountable for achieving **measurable**, service-oriented goals, and hands out rewards based on performance.”³²

In the era of Defence 2000 and Base DELEGAT it is also important to note “when quality goes up, costs go down. Quality improvement is the primary source of cost reduction.... The elementary force at work is simplification.”³³ This is true in both service and manufacturing based organizations. “Cost reduction campaigns do not often lead to improved quality, and except for those that involve large reductions in personnel, they don’t usually result in long-term lower costs either. On the other hand, effective quality programs yield not only improved quality but lasting cost reductions as well.”³⁴ This is not to say that The Navy could not afford to adjust or redistribute our manning resources. Another effective way to test the program is to get out of your office and find out what’s really happening, that is practice MBWA (Management By Wandering Around). This not only gives one a

way to demonstrate on a daily basis that you are committed to the program, it also gives you a chance to check out what **your** customer satisfaction is like.

Of course the best way of getting peoples attention and motivating them is to have a reward system that bases pay on performance. Within our current structure that is not a viable option so we must consider rewarding with recognition and promotion. “It usually costs little or nothing and it's the most powerful reward of all. People want to feel important and appreciated more than anything else, and a well-planned recognition program will get you incredible dedication. Employee-of-the-month awards with the employee's picture on the wall, changes in title, certificates, citations, trophies, plaques, personal congratulatory letters from top management, honours or awards presented a banquets, special pins..., favourable publicity, and anything that connotes status make excellent recognition rewards.”³⁵ This does not mean that we should rush out and have a Customer Service medal cast, it would probably be sufficient if it was known that nominations for various other medals or awards, such as the Order of Military Merit or CDS Commendations, would be looked on favourably if they leaned towards improving customer service. Napoleon once said, “give me enough ribbon and I will conquer the world.” He understood the motivating potential in public recognition.

To do this; set challenging, measurable, goals for the attainment of recognition, and make them public, then when they are attained by a group or individual make a big deal of it. Hold a special mess dinner or banquet and publicly applaud the performance. There are those who will scoff at the idea and say that we have never done this before. Remind them that twenty five hundred years ago Sun Tzu wrote, “Bestow rewards without respect to customary practice; publish orders without respect to precedent.”³⁶ Once again, change is the essence of life and it applies to an organization's life as well as it does to any other.

HOW OTHER GOVERNMENT ORGANIZATIONS HAVE APPLIED CUSTOMER SERVICE

The US Air Force's Tactical Air Command (TAC) had a dramatic turnaround under the leadership of General Bill Creech. TAC's “product” was the sortie with a “bottom line” of the sortie rate. When General Creech took command of TAC in 1978 the bottom line had been falling for ten years at a rate of 7.8%. In the five years after he took over the sortie rate climbed at an annual rate of 11.2%. During this same time his budget for spare parts **decreased**, and the time to get parts to planes dropped from four **hours** to eight **minutes**.³⁷

He had no outside help for this turnaround either. That is, he got no more people, there were no major changes in weapons systems, and, in fact, he had fewer parts available, and a less experienced work force. General Creech accomplished this turnaround within an organization of 113,000 people. He attributes most of the success to his attack on centralization. He says, centralization “creates functional ‘stove pipes’, long on management theory and short on overall mission responsibility.”³⁸

His guiding philosophy was that of Production-Oriented Maintenance Organization (POMO). This entailed a change of management focus from the higher-level unit to the lower level unit. Computerisation, management, and supply were all decentralised and the squadron was turned into the

customer. With his customer based, decentralised philosophy the squadron became more self-sufficient. Personnel were removed from headquarters positions and put in places where they could better serve their customer.

At the same time he instituted a program of MBWA. What did this mean? General Creech spent most of his time travelling around to his various units and finding out what was really going on. On one visit his sense of symbols and the dramatic was well demonstrated.

On this occasion “he came across a supply office in disrepair. . . . The supply sergeant, a fifteen-year veteran, occupied a government-grey chair with a torn back (mended with electrical tape) and only three casters—the forth leg was propped up on a block of wood. Creech ordered his aide to have the chair boxed and sent to TAC's Langley, Virginia, headquarters. Soon thereafter the general held a major ceremony. The three-star general who headed logistics was 'awarded' the chair, and told that it was now *his* chair, until the supply operation was cleaned up.”³⁹

How long did the turn around take? In TAC's \$35 billion operation the turnaround was well under way in the first year, with remarkable improvements after just two years. The building of a self sustaining new culture will take many years, but to get started on the right path can take only months, if the dedication and the actions are strong enough.

The Santa Barbara Police Department also had a turn around; under the leadership of Lieutenant Greg Stock. “How do you deliver good service when your customers are crooks and crime victims?” Lieutenant Stock sent his officers and himself on a MBWA mission. Stock explains: “After my Dirty Harry stage, after I'd been an undercover cop, I was promoted and put in charge of twenty-five young officers. I realized that most of us only see crooks and jerks all day and night, or their victims. Like me, most start out with lots of vim and vigour, but we get sceptical and hardened. A lot of people out there are paying our salaries. This is a way to let them know what a good job we're doing, get a wider basis of support and experience for the officer.” Not surprisingly, his idea was not eagerly embraced at first. Stock says he presented the idea as a challenge, to play up to their macho instincts. “I told them, ‘Not all you guys will be able to do this, to deal with getting some doors slammed in your face.’ And the general response was ‘Hey, I'm not afraid of anything.’”

The officers just ring a few doorbells every day, introduce themselves, give out a “business card” with emergency phone numbers and encourage the citizens to call for any reason. Stock says, “Our product—providing public peace and safety—will never go out of demand, and we don't have the incentive of having to be profitable. It's easy to get complacent and give rotten service—unless we keep challenging ourselves.”⁴⁰

The device once more, is simple—yet compelling. Beneath its simplicity however, there is the pervasive mind set that this paper has tried to emphasize: “I'm here to Listen—and help.” not: “Let me tell you. . . .”

A word of caution: “Service is more than smiles—at the very best it's attitude and supporting systems.”⁴¹ It takes more than just smiling at everyone you come into contact with. Remember its “service **with** a smile” not “service **is** a smile”.

“In the final analysis, problems are disguised opportunities.”⁴² How we deal with the problems, both internal and external to our Navy, will form the foundation for the public's view of us. Every time an angry customer confronts us we are being given the opportunity to show how great we are. If we deal with that moment of truth properly we will likely have made that person into a supporter for the rest of their life.

We have a new government, are developing a new White Paper on Defence, are struggling with a new world order, and are on the eve of a new century. In short, we are experiencing a period in history when such dramatic and profound changes are taking place that we must reinvent not only our Navy, but also ourselves as leaders.

We must invest in leadership for ourselves and for future generations. As leaders, we must empower our people to go forth and lead as never before. We must act as role models, and inspire our people to tap their enormous potential, challenge conventional ideas, take risks in pursuit of goals, create an enthusiasm for excellence and, finally, focus on visions that will guide our Navy, and our nation to greatness.

Our Navy, and our Nation, is, in many ways, at a turning point. Tremendous obstacles need to be faced; at the same time, however, there are windows of opportunity for enormous breakthroughs. These breakthroughs will only occur to the degree that more and more of us from every level in the chain of command see ourselves as leaders, stretch beyond our comfort zones, and commit ourselves to making a greater contribution.

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