Deputy Secretary of Defense
The Honorable Gordon R. England

Principles of Leadership

At the United States Naval Academy's Forrestal Lecture Series, Secretary of the Navy Gordon England identified important principles of leadership based on his personal experiences as a business executive and in government.

Those fifteen principles are as follows:

1. Provide an environment for every person to excel
2. Treat every person with dignity and respect – nobody is more important than anyone else
3. Be forthright, honest and direct with every person and in every circumstance
4. Improve effectiveness to gain efficiency
5. Cherish your time and the time of others – it is not renewable
6. Identify the critical problems that need solution for the organization to succeed
7. Describe complex issues and problems simply so every person can understand
8. Never stop learning – depth and breadth of knowledge are equally important
9. Encourage constructive criticism
10. Surround yourself with great people and delegate to them full authority and responsibility
11. Make ethical standards more important than legal requirements
12. Strive for team-based wins, not individual
13. Emphasize capability – not organization
14. Incorporate measures and metrics everywhere
15. Concentrate on core functions and outsource all others

"England Expects That Every Man Will Do His DUTY"
Admiral Lord Horatio Nelson, Battle of Trafalgar, 21 October 1805

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