

INSiGHT 2019

Annapolis

Centralized Control, Decentralized Execution

LtGen John Sattler

U.S. Marine Corps (ret.)



The Panel

Lessons from war



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The Planning Process



Transparency, Visibility, Data capture

- Develop **metrics** of performance.
- Are we doing **things right**?
- Are we doing the **right things**?
- Tracking systems with **timelines**.
- Well defined **decision points**.

The Decision Making Process

Maximize Communication

- Leader **sets the tone**
- Defines the challenge/opportunity
- Right people present (**inclusive**)
- **Empower** (demand) all speak
- **Stimulate** open discourse
- Disagreement is **not** disrespect



The Decision Making Process



Engage Workforce, Interactive

- Lead the discussion, **do not dominate**
- Never be the smartest person in the room
- Provide **guidance/intent**, not the solution
- Wargame Options (what if?)
- Validate assumptions (Request for Information)
- Develop branch & sequel plans (What next?)







Decision Acceptance

- **Must** execute with alacrity
- **Must** motivate buy-in from all
- **Must** drive periodic updates
- **Must** take heat if things go south
- **Must** make bold corrections if necessary
- **Must** motivate/inspire/instill confidence
- **Must** deflect all credit to the team



**Operate at the
Speed of Trust**



“You must train, coach, mentor and Empower your subordinates to make critical decisions in your absence so the plan unfolds at the Speed of Trust”

$$\text{Trust} = \text{Character} \times \text{Competence}$$

Selfless vs Selfish

“The moment there is suspicion about a person’s motives...

Everything he does becomes tainted.”

-- Mahatma Gandhi



If not **me**, then **who**?

If not **now**, then **when**?



A Practical Take-Away

Develop store/brand-unique cards

Have a Philosophy

- Keep it **simple**
- Say it **often**
- Live it **daily**

2D Marine Division

Accountability Code



I am accountable for my Marines/Sailors
I am accountable for my equipment
I am accountable for my actions
I am accountable for my lack of action



2D Marine Division

Daily Self Assessment

Who did I teach today, and what did I teach them?
What did I learn today, and who did I learn it from?
Who did I make smile today?

Thank You

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