SIGNATURE BEHAVIORS
OF THE 21ST CENTURY SAILOR

Version 2.0
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Shipmates,

As our Navy navigates the waters of Great Power Competition, we need to take the next step to further enhance our professional and personal performance. CNO has directed we achieve a "Culture of Excellence" across our Navy. To help in promoting success, we want to share with you 10 Signature Behaviors for use in driving our professional, as well as our personal lives. When adopted, these behaviors positively contribute to an improved well-being, greater connectedness, increased toughness, trust and resilience. We firmly believe that if we focus more on positive behaviors rather than the negative, the results will ensure our Navy can sustain a lethal warfighting force composed of Sailors who are tough masters of their trade and ethical warriors. We want each of you to know how proud we are of your great work and dedication to our Navy. We continue to be amazed by the pride and professionalism you demonstrate every day. In support of our emphasis on a "Culture of Excellence" we want to share with you a few tools we use that drive our professional, as well as our personal lives - 10 Signature Behaviors. When adopted and used in our daily lives, these behaviors positively contribute to an improved well-being, greater connectedness and increased toughness, trust and resilience. We firmly believe that if we, as a Navy, focus more on positive behaviors rather than the negative, the results will ensure our Navy can sustain a lethal warfighting force composed of Sailors who are tough, masters of their trade, and ethical warriors.

U.S. Navy's Mission

These behaviors are examples of the basic cornerstones to a successful Culture of Excellence that will lead the Navy to successfully execute its mission of maintaining, training, and equipping combat-ready naval forces, ready to win our nation's wars and to maintain freedom of the seas. In an Era of Great Power Competition, we can and must remain the toughest, most resilient fighting force in the world.

Team

From the intense requirements of executing aircraft carrier flight deck operations, long hours of standing a night bridge watch, or the stealth patrols of the ocean depths, a fundamental part of what we do in the Navy is work and execute missions in teams. The 10 Signature Behaviors demonstrate our commitment to one another, to work together in teams, and to ensure we have each other's back.

Self-accountability and Self-sufficiency

If made a part of your daily life, these behaviors will cultivate an ethos of true mutual respect for yourself and others as you learn to hold yourself accountable for your personal decisions and become a good role model for others. As you grow and learn life's lessons, these behaviors will foster a climate of positive change and commitment as you move forward in your Navy career and your personal life.

John C. Aquilino
Admiral, U.S. Navy
Commander, U.S. Pacific Fleet

Christopher W. Grady
Admiral, U.S. Navy
Commander, U.S. Fleet Forces Command

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Admiral, U.S. Navy
Commander, U.S. Naval Forces Europe and Africa

Shipmates,

Our enlisted Sailors remain our greatest asymmetric advantage, and your role in operating, maintaining, trouble shooting and repairing our warfighting systems during this era of great power competition could not be more important. Your integrity, initiative, toughness, and technical expertise are crucial to ensuring your command's capability to conduct prompt and sustained naval combat when called upon. However, readiness requires more than training, qualifications, and performing the tasks demanded by our profession. Our ability to achieve operational readiness and decisively win in any environment starts with the health, welfare, and safety of our Sailors and our Navy family.

Our Navy Core Values - Honor, Courage, and Commitment have been the bedrock for our way of life and the foundation of Integrated American naval power. They serve as a reminder to each of us that our sacred oath to country and our shipmates is not taken lightly. These core values, coupled with our Navy Ethos, must be applied in our daily behaviors, both on and off duty, with a sense of service to others before self. We must ask: Do our Core Values guide our daily decisions, and when they do not, do we use them to hold ourselves accountable and provide course correction?

This booklet is a reference that provides you examples of behaviors that Core Values in action and exemplify Warrior Toughness. We call these the Signature Behaviors and challenge all Sailors to use this resource to help guide their daily actions. Be the role models for others, reflect our Core Values during interactions with fellow shipmates, and hold each other accountable when we are at risk of falling short.

We are proud to have the privilege to lead the very dedicated group of Sailors who serve daily with honor and are ready to respond when called. You have already demonstrated your bravery and courage by serving as warfighters in the United States Navy. Thank you for being the best, both on and off duty!

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SIGNATURE BEHAVIORS

Signature Behaviors were developed in conjunction with the Secretary of the Navy's 21st Century Sailor initiative as a means to emphasize the positive and honorable behavior that our Sailors exhibit on a daily basis. Signature Behaviors are designed to assist Sailors to live out the Navy's Core Values, Navy Ethos, Culture of Excellence Core Themes, and Core Attributes in a practical manner. This document serves as a single source guide to enable Sailors to fully incorporate the tenets of Navy Core Values, Navy Ethos, and the newly developed Signature Behaviors and serve as the key to ensuring the Navy has a professional work environment that supports Sailors and empowers every Sailor to help create an environment of healthy norms and communities.

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"As we focus on the future, we will value and celebrate our heritage. Our Core Values of Honor, Courage, and Commitment and our attributes of Integrity, Accountability, Initiative, and Toughness will always guide us. They underpin who we are as members of the profession of arms: united by our common oath, dedicated to our special standards of ethics and character, and constantly honing our unique expertise in the art and science of naval warfare."

ADM Mike Gilday, Chief of Naval Operations

The CNO's vision for the 21st Century Sailor Office is a set of objectives, policies, and programs designed to maximize Sailor readiness, to maintain the resiliency of the force and to hone the most combat-effective force in the history of the Department of Navy (DON). The majority of the programs and policies under the 21st Century Sailor Office are not new, but rather are now being grouped together in order to prepare our Sailors and families with the tools to face all challenges. The objectives, programs, and policies fall under five categories: readiness, safety, physical fitness, inclusion and continuum of service. The programs or objectives include: alcohol-awareness campaign, zero tolerance for drug use, suicide prevention, family and personal preparedness, inclusion and diversity, financial and family stability, zero tolerance for sexual assault, motor vehicle safety, motorcycle safety, personal fitness, nutrition, smoke-free Navy, wounded warrior re-integration and a career-ready military.

Signature Behaviors look beyond the programs and policies to bring us back to the very foundation of our heritage — our Sailors. Signature Behaviors establish acceptable behaviors and bring to the deckplates what we expect of our Sailors, as well as what our Sailors should expect from their leaders and the organization which is the United States Navy. Signature Behaviors in Action merely demonstrate examples of what our Sailors do every day to live up to these standards.

WE DEMONSTRATE WHAT WE STAND FOR THROUGH:

Navy Core Values: Honor, Courage, Commitment

Navy Ethos: Integrity, Discipline, Teamwork

Culture of Excellence Core Themes: Toughness, Trust, Connectedness

Core Attributes: Integrity, Accountability, Initiative, Toughness

OUR VISION:

To continue to be the best and most capable Naval force in the world and in the history of the world.

OUR MISSION:

Maintain, train and equip the most effective combat-ready Naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas.

10 SIGNATURE BEHAVIORS

01. Treat every person with respect
02. Take responsibility for my actions
03. Hold others accountable for their actions
04. Intervene when necessary
05. Be a leader and encourage leadership in others
06. Grow personally and professionally every day
07. Embrace the diversity of ideas, experiences, and backgrounds of individuals
08. Uphold the highest degree of integrity in professional and personal life
09. Exercise discipline in conduct and performance
10. Contribute to team success through actions and attitudes

NAVY CORE VALUES:

HONOR

I am accountable for my professional and personal behavior. I will be mindful of the privilege I have to serve my fellow Americans.

- Abide by an uncompromising code of integrity, taking full responsibility for my actions and keeping my word.
- Conduct myself in the highest ethical manner in relationships with seniors, peers, and subordinates.
- Be honest and truthful in my dealings within and outside the Department of the Navy.
- Make honest recommendations to my seniors and peers and seek honest recommendations from junior personnel.
- Encourage new ideas and deliver bad news forthrightly.
- Fulfill my legal and ethical responsibilities in my public and personal life.

COURAGE

Courage is the value that gives me the moral and mental strength to do what is right, with confidence and resolution, even in the face of temptation or adversity.

- Have the courage to meet the demands of my profession and the mission entrusted to me.
- Make decisions and act in the best interest of the DON and the nation, without regard to personal consequences.
- Overcome all challenges while adhering to the highest standards of personal conduct and decency.
- Be loyal to my nation by ensuring the resources entrusted to me are used in an honest, careful, and efficient way.

COMMITMENT

The day-to-day duty of every man and woman in the Department of the Navy is to join together as a team to improve the quality of our work, our people, and ourselves.

- Foster respect up and down the chain of command.
- Care for the professional, personal, and spiritual well-being of my people.
- Show respect toward all people without regard to race, religion, or gender.
- Always strive for positive change and personal improvement.
- Exhibit the highest degree of moral character, professional excellence, quality, and competence in all that I do.

NAVY ETHOS:

We are the United States Navy, our nation's sea power – ready guardians of peace, victorious in war.
We are professional Sailors and civilians — a diverse and agile force exemplifying the highest standards of service to our nation, at home and abroad, at sea and ashore.
Integrity is the foundation of our conduct; respect for others is fundamental to our character; decisive leadership is crucial to our success.
We are a team, disciplined and well-prepared, committed to mission accomplishment. We do not waver in our dedication and accountability to our shipmates and families.
We are patriots, forged by the Navy's Core Values of Honor, Courage, and Commitment. In times of war and peace, our actions reflect our proud heritage and tradition.
We defend our nation and prevail in the face of adversity with strength, determination, and dignity.
We are the United States Navy.

CULTURE OF EXCELLENCE

Culture of Excellence is the foundational approach supporting our cultural transformation, incorporating and building off the guiding principles seminal to Design for Maintaining Maritime Superiority 2.0, Navy Leader Development Framework, Navy Family Framework, Navy Civilian Framework and FRAGO 01/2019. Culture of Excellence champions warfighting excellence across the Navy by empowering and tapping into the energy and capability of our actively inclusive teams to maximize our collective potential. This approach is the underpinning that drives Navy's culture toward continued positive, inclusive organizational and individual actions and adoption of Signature Behaviors across the fleet to create an inherent prevention focus.

Culture of Excellence is about bundling and harnessing (not replacing or competing with) our existing Navy Core Values, Navy Ethos, Core Attributes and Signature Behaviors to create this transformation of behavior, norms and culture at every level of our Navy. Our culture is the sum of our behavior and the norms we create.

Culture of Excellence Core Themes: The Culture of Excellence manifests through three core themes: Toughness, Trust and Connectedness. These themes and the behaviors and skills that facilitate them (e.g. communication, conflict resolution, resilience, bias identification and problem-solving) will be the focus of training touchpoints across the developing Behavior Learning Continuum for all members of the One Navy Team.

TOUGHNESS

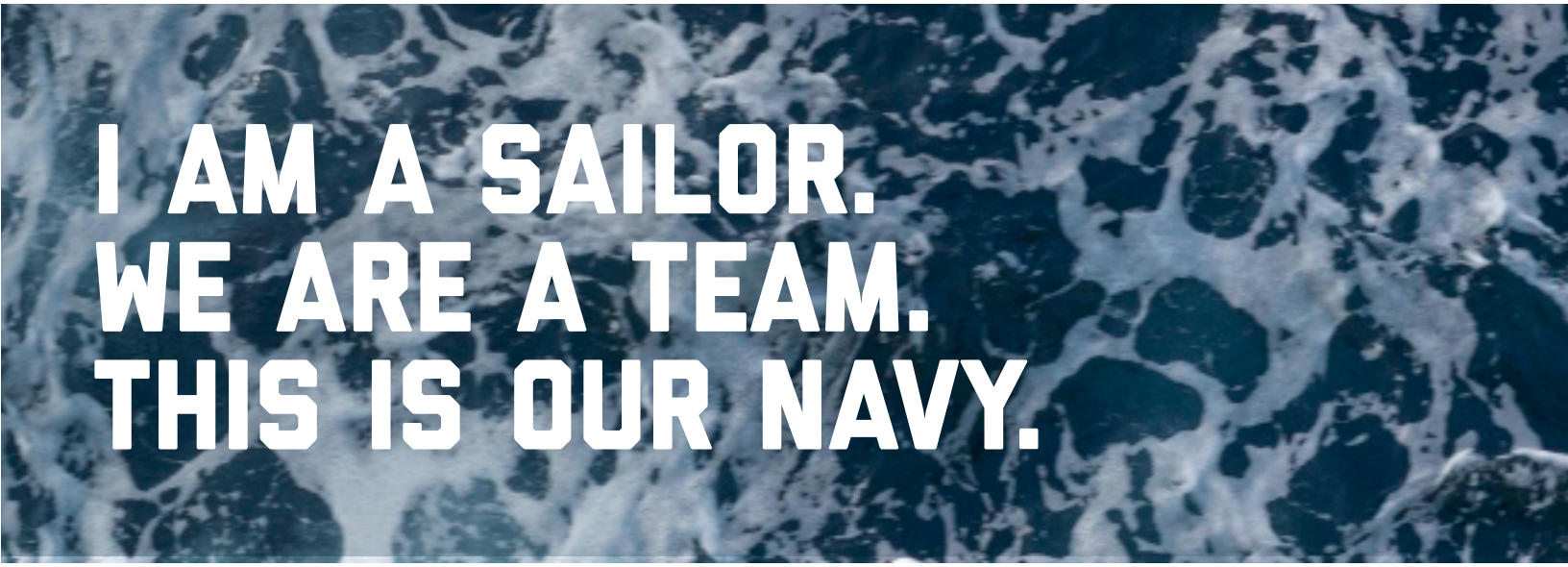
The ability to thrive in any condition — psychologically, physically and emotionally. We can take a hit and keepgoing, tapping all sources of strength and resilience.

TRUST

The reciprocal, transparent commitment between inclusive teams, leaders, peers and subordinates that contributes to an authentic environment with reduced bias and promotes learning and self-improvement.

CONNECTEDNESS

The relationships and resources that act as the glue binding our Sailors, units, families and communities together through rough seas.



CORE ATTRIBUTES:

The current security environment demands that the Navy be prepared at all levels for decentralized operations guided by commander's intent. This operating style is reliant on clear understanding up, down, and across the chain of command. It is also underpinned by trust and confidence created by demonstrating character and competence. Our actions must always reflect our core values of Honor, Courage, and Commitment. Four Core Attributes define our professional identity and serve as guiding criteria for our decisions and actions. Leaders at all levels must continue to educate and focus our Sailors through example, education, and dialogue.

INTEGRITY

Our conduct must always be upright and honorable. Our behaviors as individuals, as teams, and as an organization must align with our values as a profession. We will actively strengthen our resolve to act consistently with our values.

ACCOUNTABILITY

We are a mission-focused force. We achieve and maintain high standards. Our actions support our strategy. We clearly define the problem we are trying to solve and the outcomes to which we will hold ourselves accountable. In execution, we honestly assess our progress and adjust as required. We are our own toughest critic. Our leaders in command recognize the unique trust and confidence placed in them to operate independently. This is a profound responsibility.

INITIATIVE

We strive to accomplish what needs to be done, even in the absence of direct orders. Leaders at all levels take ownership and act to the limit of their authorities. We foster a questioning attitude, and we encourage everyone to look at new ideas with an open mind. Our most junior teammate may have the best idea; we must be open to capturing and implementing that idea.

TOUGHNESS

We can take a hit and keep going, tapping all sources of strength and resilience. Through rigorous training for operations and combat, the fighting spirit of our people, and the steadfast support of our families, we maintain a culture of warfighting excellence and hone our warfighting ethos. We don't give up the ship, we never give up on our shipmates, and we never give up on ourselves. We are never out of the fight.

Navy Core Values & Ethos	Signature Behaviors
Honor	Treat every person with respect
	Take responsibility for my actions
Courage	Hold others accountable for their actions
	Intervene when necessary
Commitment	Be a leader and encourage leadership in others
	Grow both personally and professionally every day
	Embrace the diversity of all ideas, experiences, and backgrounds of all individuals
Ethos: Integrity	Uphold the highest degree of integrity in professional and personal life
Ethos: Discipline	Exercise discipline in success through actions and attitudes
Ethos: Teamwork	Contribute to team success through actions and attitudes

Core Attributes

SIGNATURE BEHAVIOR #1
TREAT EVERY PERSON WITH RESPECT

NAVY CORE VALUE: Honor

CORE ATTRIBUTE: Integrity

Our behaviors as individuals and as an organization align with our values as a profession.

WE WILL:

Conduct ourselves in the highest manner in all relationships with peers, superiors, and subordinates.

Be honest and truthful in our dealings with each other and with those outside the Navy.

Be willing to make honest recommendations and accept those of junior personnel.

Respect others as a fundamental tenet of our character.

SIGNATURE BEHAVIORS IN ACTION:

"I will engage others with honesty and integrity and will proactively intervene or take action when witnessing those not doing so."

"I will listen to people and solicit, welcome, and respect their contributions."

"I will make honest recommendations and respect those of junior personnel."

SIGNATURE BEHAVIOR #2
TAKE RESPONSIBILITY FOR MY ACTIONS

NAVY CORE VALUE: Honor

CORE ATTRIBUTES: Integrity, Initiative, Toughness

We achieve and maintain high standards

WE WILL:

Abide by an uncompromising code of integrity.

Take responsibility for our actions and keeping our word.

Fulfill or exceed our responsibilities in our public and personal lives 24 hours a day.

SIGNATURE BEHAVIORS IN ACTION:

"I will not tolerate illegal or improper behavior or the appearance of such behavior and I will proactively counter and report this behavior when I witness or learn of it."

"I will do the right thing whether in uniform or not, whether I am on the job or not."

"I will wear my uniform with pride and represent the Navy in my community and at ceremonies with professionalism and respect."

SIGNATURE BEHAVIOR #3
HOLD OTHERS ACCOUNTABLE FOR THEIR ACTIONS

NAVY CORE VALUE: Courage

CORE ATTRIBUTES: Accountability, Toughness

We are a mission-focused force

WE WILL:

Make decisions in the best interest of the Navy and the nation, without regard to personal consequences.

Meet the demands of our profession and the mission when it is hazardous, demanding, or otherwise difficult.

Reduce the likelihood and acceptance of inappropriate behaviors.

Hold ourselves to the highest of personal and professional standards of thought and behavior.

Be loyal to our nation, ensuring the resources entrusted to us are used in an honest, careful, and efficient way.

SIGNATURE BEHAVIORS IN ACTION:

"I will hold Shipmates accountable for infractions even if these Shipmates are my buddies."

"I will not use sexist/racist comments or jokes and will correct others when they use them."

"I will 'take a stand and intervene when Shipmates are acting or treating others inappropriately."

SIGNATURE BEHAVIOR #4
INTERVENE WHEN NECESSARY

NAVY CORE VALUE: Courage

CORE ATTRIBUTE: Accountability

Trust and confidence is enhanced by our actions

WE WILL:

Correct inappropriate actions of peers, even if unpopular.

Alert others when dangerous situations arise.

Ensure small infractions are corrected so they don't accumulate into complacency or lead to larger problems.

Muster the strength to do what is right, even in the face of personal or professional adversity.

Respond to situations in a hostile environment in a measured manner.

SIGNATURE BEHAVIORS IN ACTION:

"I will confront and correct discriminatory behavior when it occurs."

"I will stop hazing and bullying and any other inappropriate behavior if I see it."

"I will intervene to protect my Shipmates from situations that may lead to sexual assault."

SIGNATURE BEHAVIOR #5
BE A LEADER AND ENCOURAGE LEADERSHIP IN OTHERS

NAVY CORE VALUE: Commitment

CORE ATTRIBUTES: Accountability, Initiative

Our leaders will take ownership and act to the limit of their authorities

WE WILL:

Exhibit the highest degree of character, technical excellence, quality, and competence in what we have been trained to do.

Demand respect up and down the chain of command.

Care for the safety and the professional, personal, and spiritual well-being of our people.

Challenge, question, and be open to change.

Communicate well and regularly.

SIGNATURE BEHAVIORS IN ACTION:

"As a leader, I will demonstrate that navigating through tough decisions with integrity — even when it isn't the popular thing to do — it's always the right thing to do. I will be courageous in conflict."

"As a leader, I will admit my mistakes. In this way, I will show those whom I lead the value of personal integrity and responsibility."

"I will exert peer leadership when necessary to ensure my shipmates successfully navigate through tough decisions, even when it isn't the popular thing to do."

SIGNATURE BEHAVIOR #6
GROW BOTH PERSONALLY AND PROFESSIONALLY EVERY DAY

NAVY CORE VALUE: Commitment

CORE ATTRIBUTE: Initiative

On their own, everybody strives to be the best they can be - we give 100% when on the job

WE WILL:

Make decisions that reflect the Navy's Core Values of Honor, Courage, and Commitment and contribute to a constructive outcome for us, others, and the Navy.

Be committed to positive change and constant improvement.

Create an environment that nurtures professional growth and confidence.

Live day-to-day with a sense of duty that all Sailors should work together as a team to improve the quality of our work, our people, and ourselves.

Choose excellence in all professional and personal commitments.

SIGNATURE BEHAVIORS IN ACTION:

"I will personally mentor a peer/subordinate who has fallen short of their professional and/or personal goals."

"I will challenge others to meet or exceed my performance on the physical readiness test."

"I will seek advancement opportunities and increased responsibilities whenever they are available."

"I will continue to seek education and training opportunities whenever they are available."

"I will represent my Navy with pride in my appearance, character, and manner."

"I will work hard, do my best, and put 100% effort into each task and goal."

SIGNATURE BEHAVIOR #7
EMBRACE THE DIVERSITY OF IDEAS, EXPERIENCE AND BACKGROUNDS OF ALL INDIVIDUALS

NAVY CORE VALUE: Commitment

CORE ATTRIBUTE: Initiative

Our most junior teammate may have the best idea; we must be open to capturing that idea

WE WILL:

Practice inclusion and value diversity.

Demonstrate fairness in rewards and promotions.

Assist others in understanding equal opportunity in the Navy.

SIGNATURE BEHAVIORS IN ACTION:

"I will encourage cross-cultural understanding and learning."

"I will not allow Shipmates to be treated unfairly because of race, religion, gender, sexual orientation, or gender identity."

"I will support DoD policy to treat all Service members with professionalism, dignity, and respect."

"I will support cultural and gender diversity, diverse backgrounds, and viewpoints to enhance our readiness and mission effectiveness."

SIGNATURE BEHAVIOR #8
UPHOLD THE HIGHEST DEGREE OF INTEGRITY IN PROFESSIONAL AND PERSONAL LIFE

NAVY ETHOS: Integrity

CORE ATTRIBUTESS: Integrity, Accountability

We actively strengthen each other's resolve to act consistently with our values

WE WILL:

Reject illegal or destructive behavior and the appearance of such behaviors.

Uphold responsibility and accountability for actions.

Speak up for what is right.

Live Navy Core Values, Ethos, and Core Attributes.

SIGNATURE BEHAVIORS IN ACTION:

"I will lead by example, striving for personal and professional excellence in all situations in a manner that brings credit upon me, my Shipmates, my command, and my Navy."

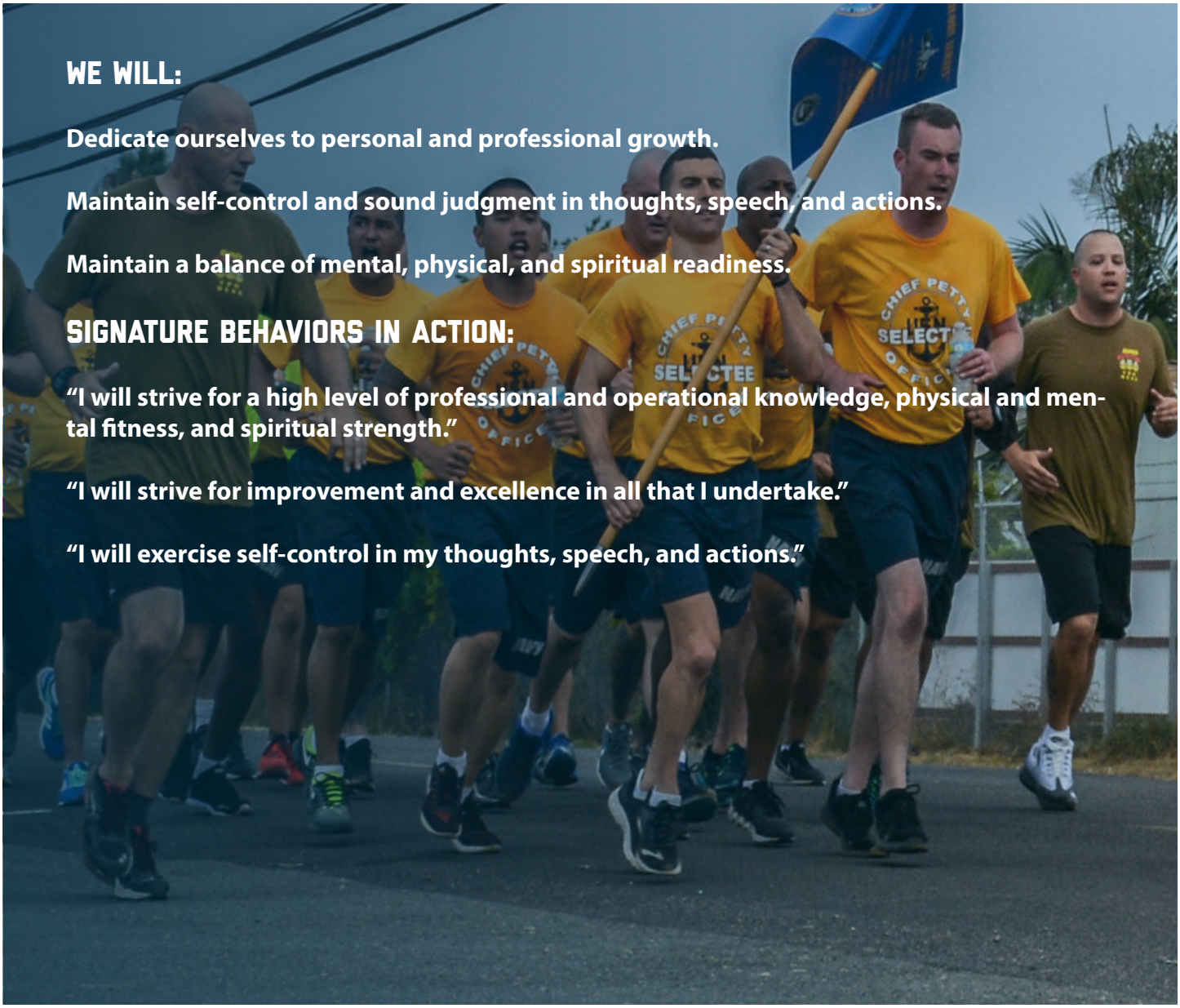
"I will remain loyal to my Navy, and when I see illegal or destructive behavior taking place, I will not tolerate it."

SIGNATURE BEHAVIOR #9
EXERCISE DISCIPLINE IN CONDUCT AND PERFORMANCE

NAVY ETHOS: Discipline

CORE ATTRIBUTES: Initiative, Toughness

We foster a questioning attitude and look at new ideas with an open mind



WE WILL:

Dedicate ourselves to personal and professional growth.

Maintain self-control and sound judgment in thoughts, speech, and actions.

Maintain a balance of mental, physical, and spiritual readiness.

SIGNATURE BEHAVIORS IN ACTION:

"I will strive for a high level of professional and operational knowledge, physical and mental fitness, and spiritual strength."

"I will strive for improvement and excellence in all that I undertake."

"I will exercise self-control in my thoughts, speech, and actions."

SIGNATURE BEHAVIOR #10
CONTRIBUTE TO TEAM SUCCESS THROUGH ACTIONS AND ATTITUDES

NAVY ETHOS: Teamwork

CORE ATTRIBUTES: Integrity

As individuals, as teams, and as a Navy, our conduct must always be upright and honorable both in public and when nobody's looking.

WE WILL:

Dedicate ourselves to Shipmates and the Navy, above ourselves.

Appreciate diversity and value the contributions of all.

Foster an inclusive environment.

Be dependable and reliable to those who are counting on us.

Invest personal efforts into team outcomes.

SIGNATURE BEHAVIORS IN ACTION:

"I will uphold the success of my team, my unit, and the Navy above my personal ambitions."

"I will build a culture of inclusion, considering and valuing the unique and diverse contributions of all team members."

"I will be ready for every team event, whether daily work or special evolutions — physically, mentally, and professionally prepared."

"If I need physical, mental, or spiritual assistance to successfully support my team, I will seek help."

NOTES

THE SAILOR'S CREED

I AM A UNITED STATES SAILOR. I WILL SUPPORT AND DEFEND THE CONSTITUTION OF THE UNITED STATES OF AMERICA AND I WILL OBEY THE ORDERS OF THOSE APPOINTED OVER ME.

I REPRESENT THE FIGHTING SPIRIT OF THE NAVY AND THOSE WHO HAVE GONE BEFORE ME TO DEFEND FREEDOM AND DEMOCRACY AROUND THE WORLD.

I PROUDLY SERVE MY COUNTRY'S NAVY COMBAT TEAM WITH HONOR, COURAGE, AND COMMITMENT.

I AM COMMITTED TO EXCELLENCE AND THE FAIR TREATMENT OF ALL.