



# Towards Higher Performance

Captain(Navy) Kelly Williams  
Director of Maritime Strategy



# No ordinary business

## Flexibility of Sea Power





# No ordinary office building either !

## Flexibility of Sea Power





# Standards (1)

## Flexibility of Sea Power

- Define what and who we are
  - Ethos & shared values
  - Discipline





# Standards (2)

## Flexibility of Sea Power

- Impact the design, specification and performance of our equipment





# Standards (3)

## Flexibility of Sea Power

- Shape our action in peace-time and crisis
  - Instinctive Reaction
  - Calibrated Response





# Standards Personified - Your Sailors

Flexibility of Sea Power

- Highly Professional
- Adaptable
- Well Educated, Well Read
- Excellent Morale
- Clearly Informed on the Big Issues





# Demonstrating Canadian Standards Across the World

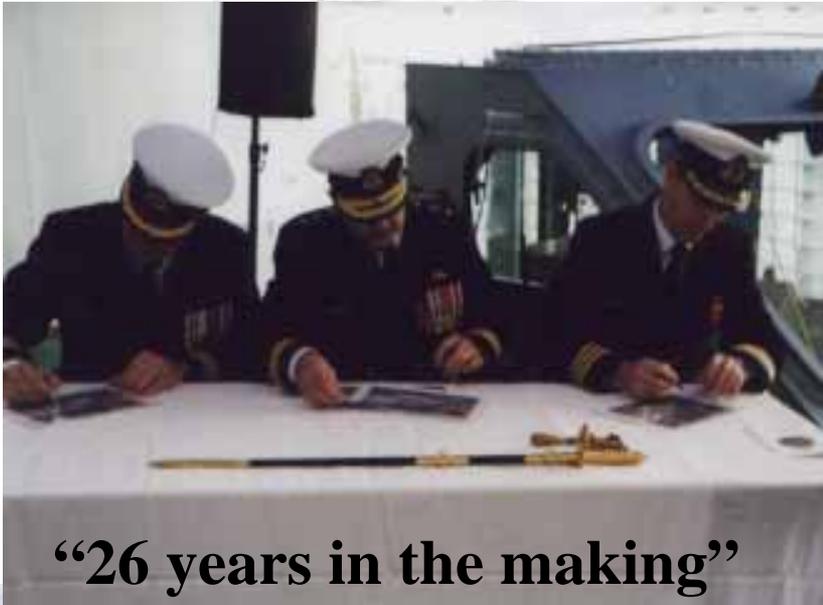
Flexibility of Sea Power





# Selected to Lead

Flexibility of Sea Power



**“26 years in the making”**

A seismic event – my worlds collide ?

Modern Business Practices  
and Emerging concepts

**MBA experience**

Navy culture and tradition



# What is High Performance?

## Flexibility of Sea Power

---

- Clear understanding of purpose / focus / vision
- A highly motivated / dedicated workplace
- Atmosphere that promotes and cherishes risk & innovation
- An organization that learns
- Clear and open communications
- Environment that promotes a sense of accomplishment and acknowledgement
- A well oiled “machine” with people doing not only the job, but the right job with the right skills



# Achieving High Performance

## Flexibility of Sea Power

---

- Trust / confidence / consistency
- Well developed interpersonal relationships at all levels
- Organization focused on learning
- Environment where diversity of ideas /opinions sought and respected
- Workers on the edge of self-actualization
- Devolution of decisions / responsibility
- Buy-in from people



# Establishing my standards

## Flexibility of Sea Power

---

- Focus on people and teamwork
  - Open and frank communications
  - Be informal while maintaining discipline
  - Use person-to-person influence
  - Inspire / challenge people to change
- Focus on outcomes -
  - Do the right things not necessarily things right
  - Hand out responsibility not orders or direction
  - Rely on trust (eliminate micro-mgmt)
- Be risk tolerant
- Make it fun



# What I didn't want ?

## Flexibility of Sea Power

---

- Focus on systems, process and structure
- Administer, organize and staff things
- Rely on control / require people to comply
- Use position-to-position influence
- To simply be efficient
- Seek predictability and order
- Be risk adverse
- To be seen as part of the “old guard”



# Where were you on 9/11?

Flexibility of Sea Power





# Integration / Interoperability: Standards in action

Flexibility of Sea Power



# OP APOLLO - Navy Called into Action

## Canada's Response to War on Terror



11 Sep 01

2001

2002

2003



HMCS HALIFAX (7 months)  
HMCS IROQUOIS (6)  
HMCS PRESERVER (6)  
HMCS CHARLOTTETOWN (5)  
HMCS VANCOUVER (7)

HMCS TORONTO (6)  
HMCS ALGONQUIN (7)  
HMCS OTTAWA (6)  
HMCS ST-JOHN'S (7)  
HMCS MONTREAL (8)  
HMCS WINNIPEG (8)  
HMCS PROTECTEUR (7)

HMCS IROQUOIS (6)  
HMCS FREDERICTON (6)  
HMCS REGINA (4.5)

HMCS CALGARY (6)

Task Group Staff (4 times)  
Fleet Logistic Support Units

• 2 SHIPS  
DEPLOYED

• 4-5 SHIPS  
READY

• 2 SHIPS READY  
FOR NAT.  
TASKING

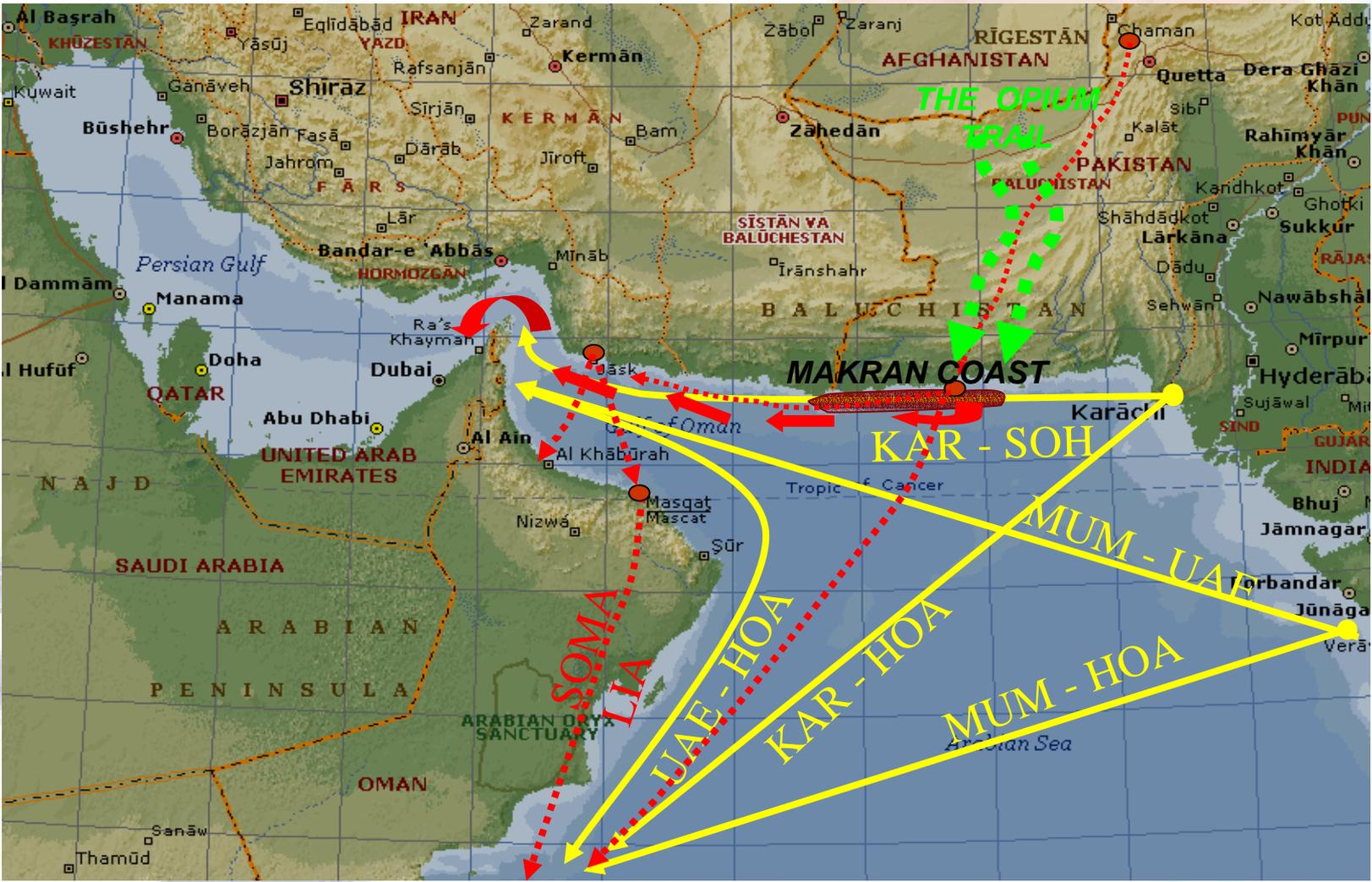
- Largest deployment of Naval Forces since Korea – every ship in the Navy committed to action except three
- HMCS HALIFAX was underway within 30 minutes of order to deploy
- Navy was first in and last out
- Only nation other than US assigned command role
- Deployed/sustained 4 ships each month for 24 months
- Approx 4,000 people deployed (50% of the Navy involved)





# Closing the Backdoor

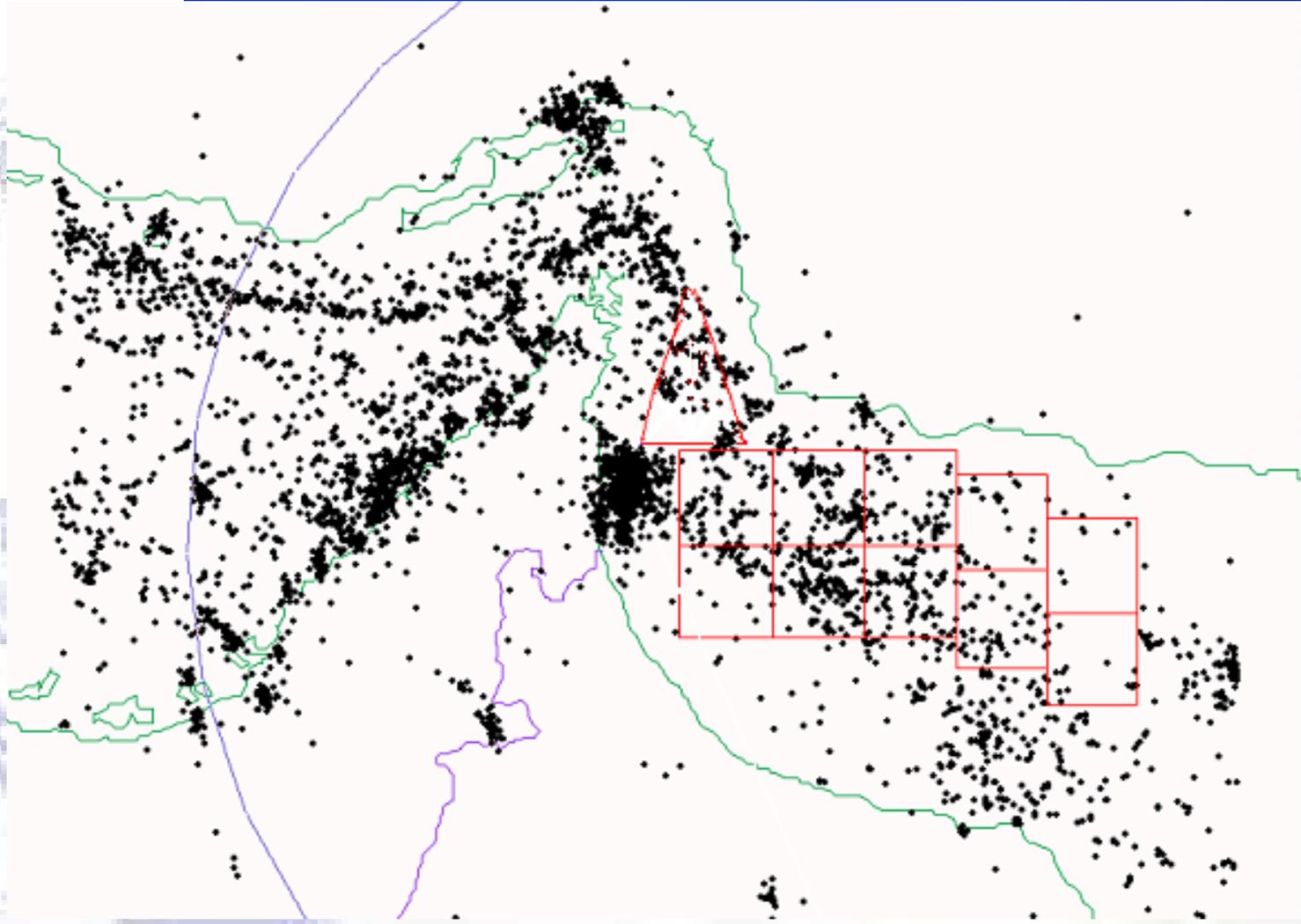
## Flexibility of Sea Power





# “Congested Battlespace”

Flexibility of Sea Power





# Threats in the Region

## Flexibility of Sea Power

- Deliberate Military Attack
- Small-scale terrorism
- Suicide Attack
- Small aircraft attack
- Alongside Vulnerability
- Potential SCUBA Attack
- Mines





# Interdiction Operations: Maritime and Leadership

Flexibility of Sea Power

(MIO)



Inspecting for: Unlawful cargo  
Legal Basis - UNSCR  
Vessel response is likely to be  
uncooperative

(LIO)



Inspecting for: Enemy Forces  
Legal Basis - Law of Armed Conflict  
Vessel response may be  
deadly force



# Boarding Operations

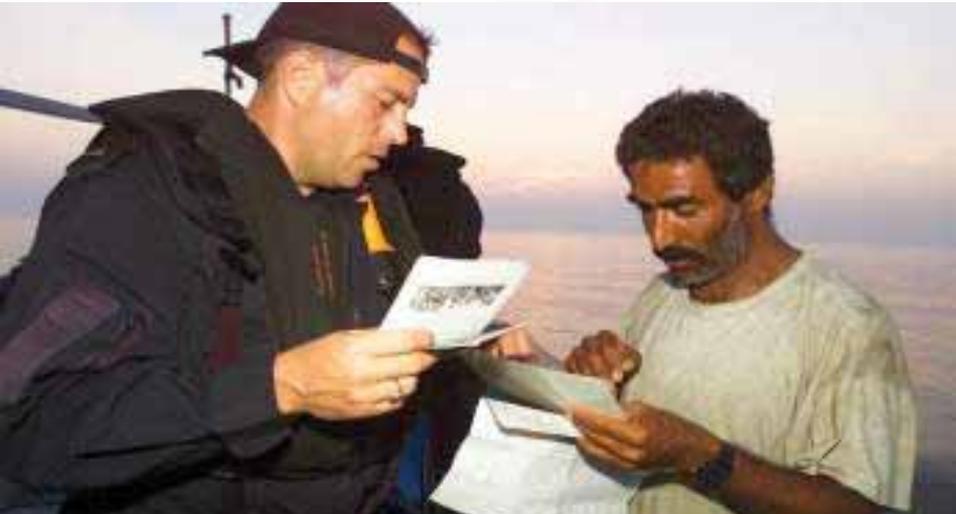
Flexibility of Sea Power





# Dhow Inspections

Flexibility of Sea Power





# Sorting the Wheat from the Chaff

## Flexibility of Sea Power

- Smugglers/traders traveling for mutual protection against pirates?
- Iranian Navy small boats practicing tactics?
- Terrorists monitoring and assessing coalition forces' reaction?
- Al Qaeda members attempting to escape from the area?





# Go Fast Inspections

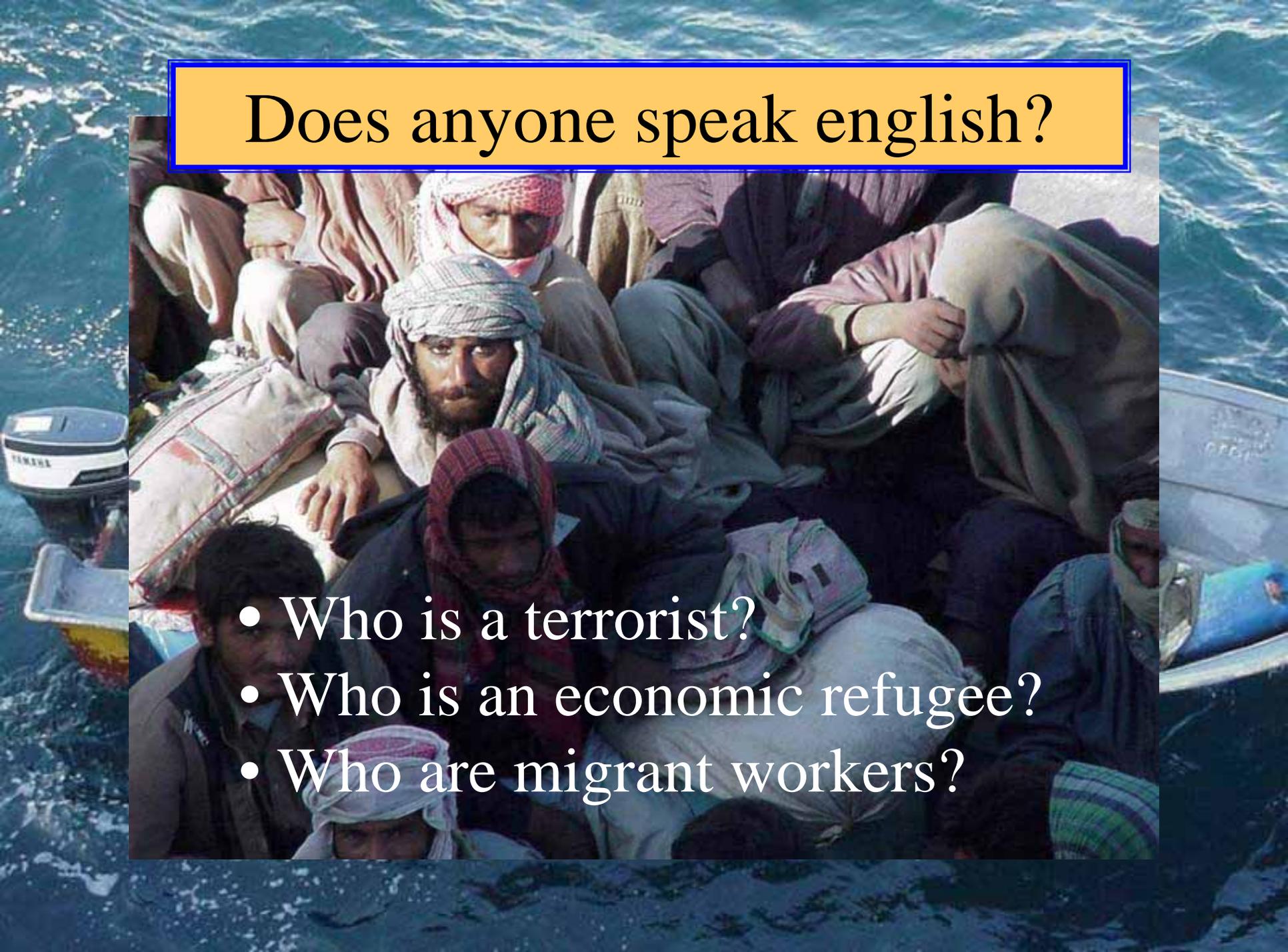
Flexibility of Sea Power

---



# Does anyone speak english?

- Who is a terrorist?
- Who is an economic refugee?
- Who are migrant workers?





# Projecting Canadian Values

Flexibility of Sea Power

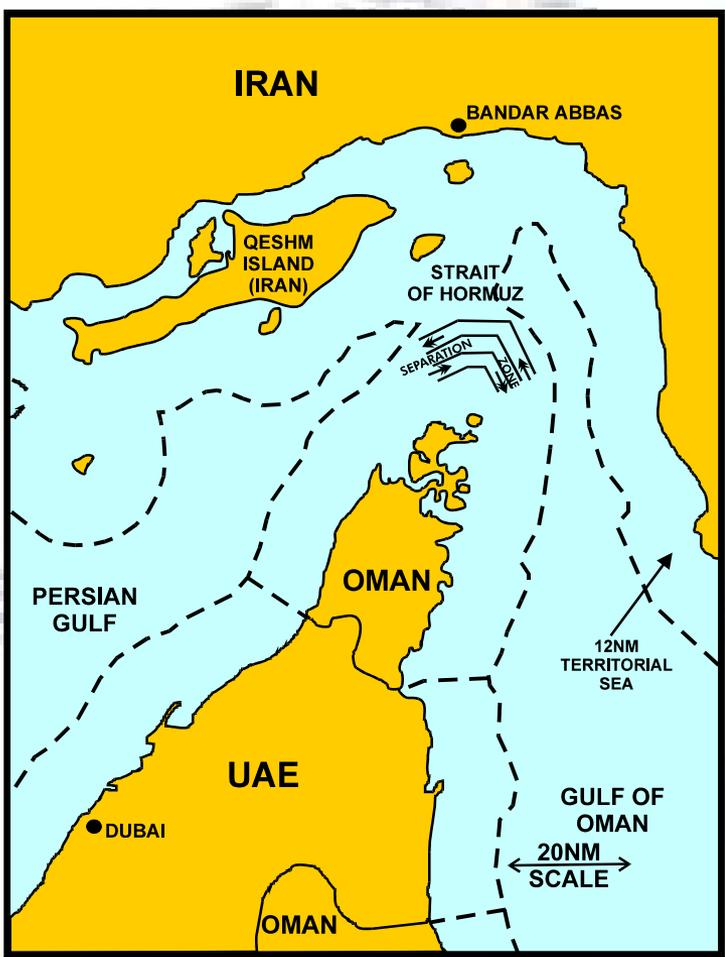
---





# Strait of Hormuz Escorts

## Flexibility of Sea Power





# Escort Operations

Flexibility of Sea Power

---



The Go Fast



# Never a dull moment !

## Flexibility of Sea Power



MV MIRIM Flag: Sao Tome





# The Long Road Home

Flexibility of Sea Power

Tensions build -

WINNIPEG OUTCHOP delayed  
extended 4 times in theatre





# Exorcising the Demons

Flexibility of Sea Power





# The Long Road Home

Flexibility of Sea Power





# The Long Road Home

Flexibility of Sea Power

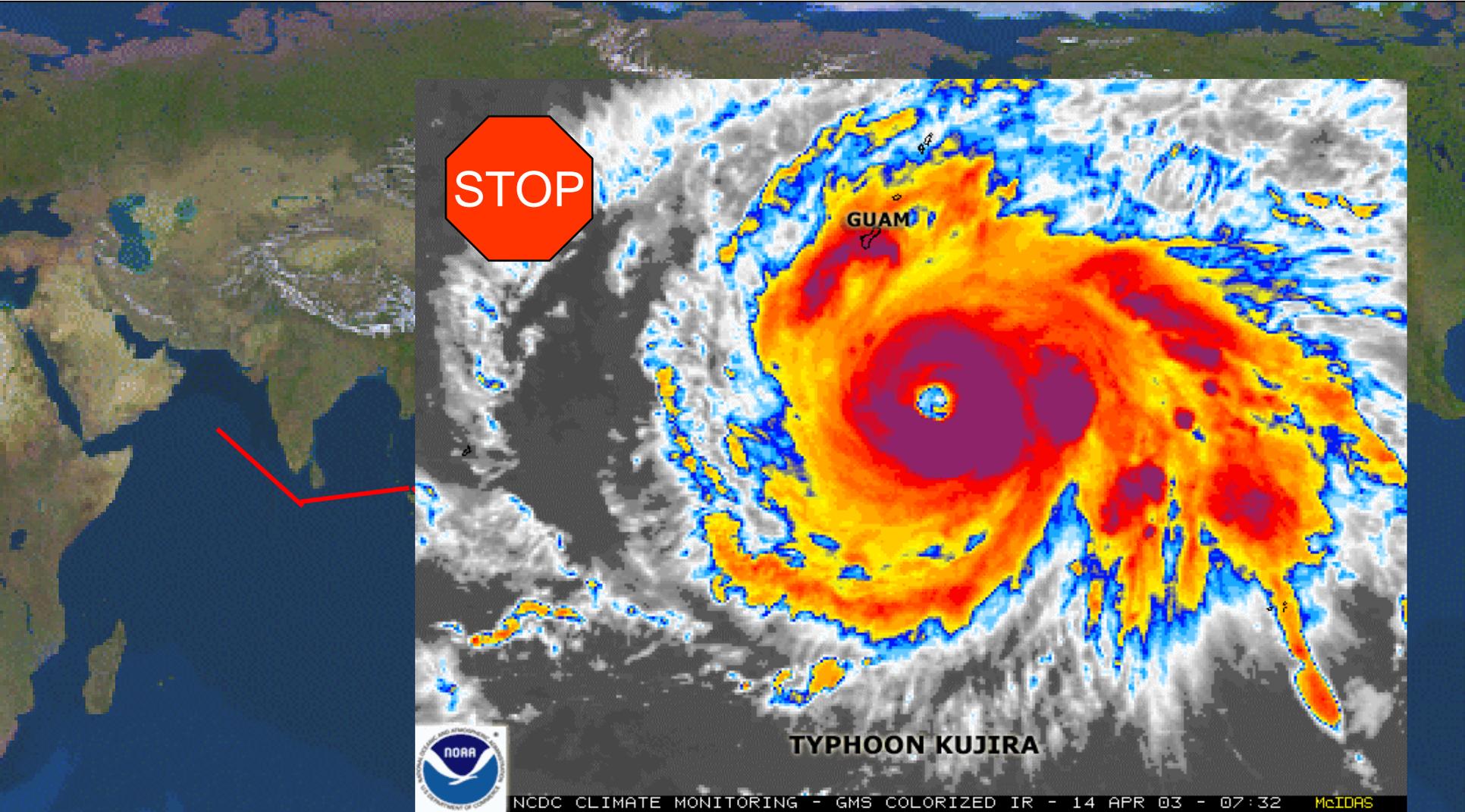


SARS



# The Long Road Home

Flexibility of Sea Power



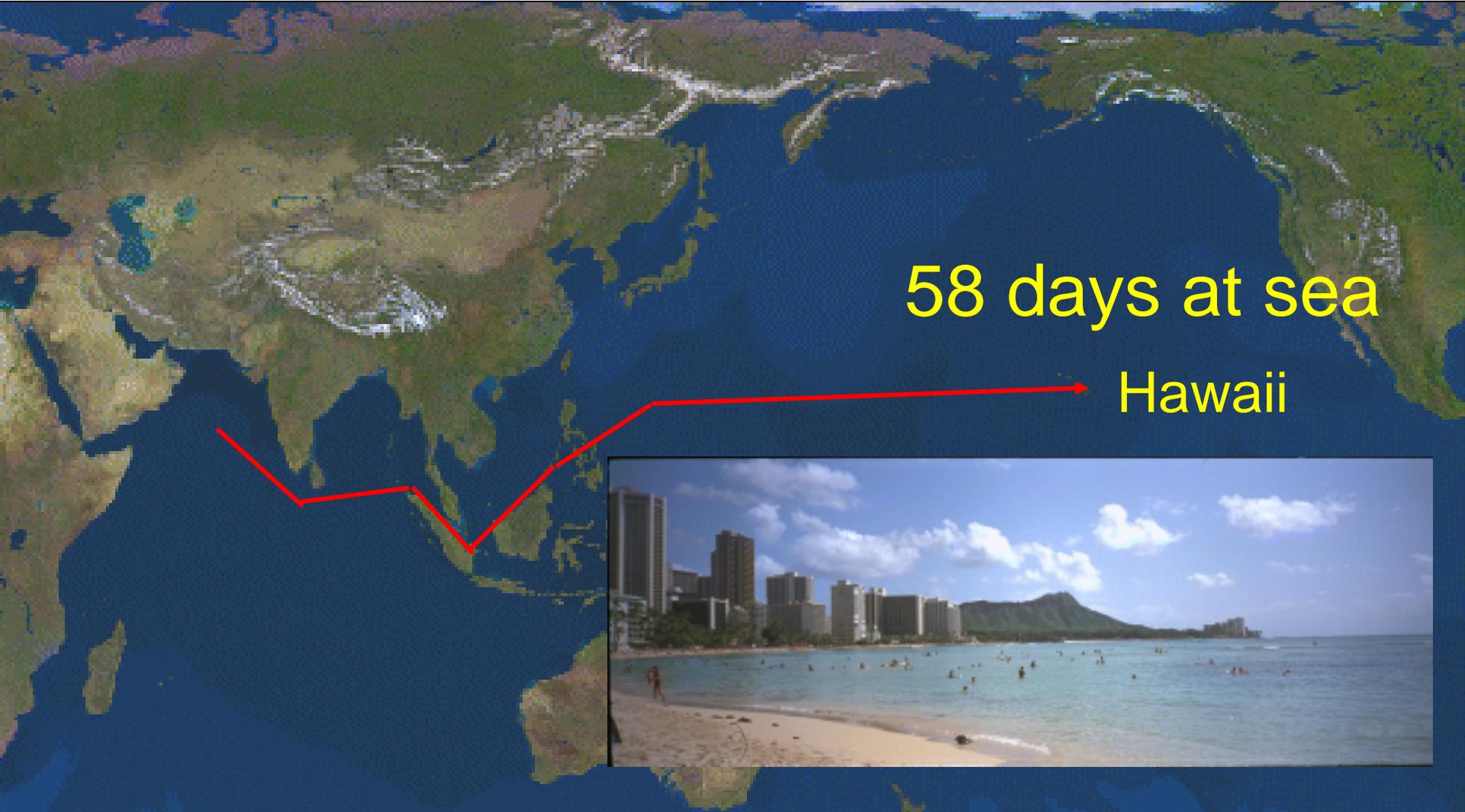


# The Long Road Home

Flexibility of Sea Power

---

---



58 days at sea

Hawaii





# The Long Road Home

Flexibility of Sea Power

## Overview of Operations



**229 days away**

**185 at sea (80.8 %)**

**44 in port (19.2 %)**

Esquimalt





# We missed every major family holiday in a year !!

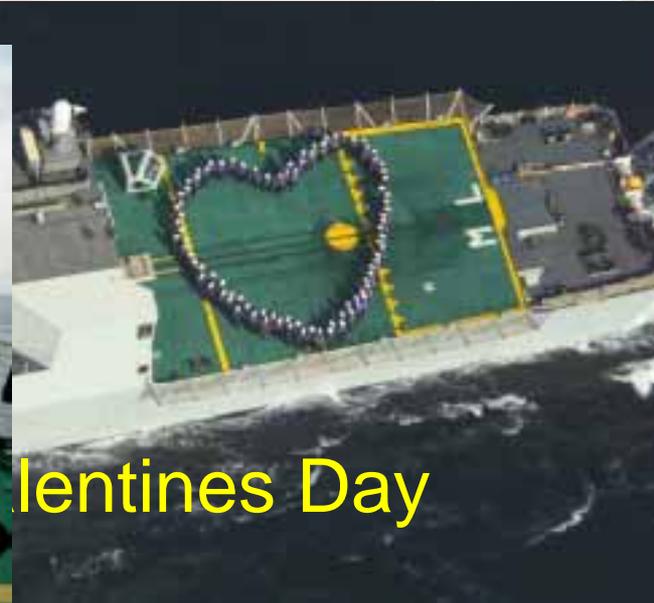
Flexibility of Sea Power



Thanksgiving



Easter



Valentines Day



New Years Day



Christmas



# Looking After Each Other (1)

Flexibility of Sea Power

---

---





# Looking After Each Other (2)

Flexibility of Sea Power





# Performance Measurement

## Flexibility of Sea Power

---



- Longest of all Canadian ships deployed (229 days)
- Highest number of coalition MIO/LIO interceptions and boardings
- Highest level of technical readiness for Canadian Navy
- Happy & informed ships' company
- Informed and engaged family network



# What did I learn (1)

Flexibility of Sea Power

High

Its all about people

The stories I've heard, and continue to hear, are about the ship's performance have not been about organizations, structures, accomplishments, processes or systems. They were about the sincere, human moments and gestures that have become part of the ship's enduring legacy.



# What did I learn (2)

## Flexibility of Sea Power

- The power of people
  - The team never let me down
  - Explain the requirement...not how to do things – focus on outcomes – the hell with process!!!!
  - The pillar to my success was open and frank communications



# What did I learn (3)

## Flexibility of Sea Power

---

- The power of people
  - Status quo and resistance to change are powerful forces
- Buy-in is easy to say...not so easy to achieve
  - Difficult to know when change has been truly accepted



# What did I learn (4)

## Flexibility of Sea Power

---

- The power of people
- Status quo and resistance to change are powerful forces
- Consequences of failure / mistakes – if acceptable let them be made

➤ Some of the best lessons that we learned we had to learned the hard way



# What did I learn (5)

## Flexibility of Sea Power

- The level of risk you accept is directly proportional to how well you know / trust the individual you are allowing to take the risk
- Need to have shared values / commitment to the task assigned



# What did I learn (6)

## Flexibility of Sea Power

- The power of people
- Status quo and resistance to change are powerful forces
- Consequences of failure / mistakes – if acceptable let them be made
- Risk management – its personal
- **➤ Takes a very long time to establish it ....and one event to destroy it**



# What did I learn (7)

## Flexibility of Sea Power

---

- The power of people
- Status quo and resistance to change are powerful forces

➤ I handled the stress of balancing MBA, work and home life.....then hit the wall coming out of the Gulf (1).....and the team had to watch me struggle through it

➤ Gulf (2) I confided in the team and they got me through it

# Higher Performance

A man in a dark blue shirt stands on a beach, looking out at the ocean during a sunset. The sun is low on the horizon, casting a warm glow over the water. A helicopter is visible in the sky to the left of the sun.

It's within your reach.....it takes vision and a personal commitment to your own standards.

# Questions?

