



FLEET MASTER CHIEF
U.S. NAVAL FORCES EUROPE
U.S. NAVAL FORCES AFRICA
PSC 809 BOX 70
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Chief Petty Officer,

Congratulations to you and your family on achieving one of the highest honors in our Navy, selection to become a Chief Petty Officer. You should be incredibly proud! I can assure you that this is only the beginning of a **phase** that will become one of the best memories of your life – cherish it!

Remember to be the Chief, you must possess three "anchors" that will guide you through the most troublesome storms: **Knowledge, Understanding, and Wisdom**. Ensure you learn how to differentiate between these three anchors. **Knowledge** is the gathering of facts, **Understanding** is the proper interpretation of those facts, and ultimately **Wisdom** is the appropriate application of those facts. Shipmate, you are now considered the **Fountain of Wisdom**. Officers and enlisted will depend on you to find remedies for personal and professional obstacles. Your counsel and leadership now carry an immense mantle of responsibility that is sometimes hard to fathom and often overwhelming. You **MUST** rely upon and trust the Chiefs' Mess!

- "We don't rise to the level of our expectations; we fall to the level of our training." - Archilochus

Chiefs also know the difference between **productivity and activity**. **Productivity** produces results, while **activity** can be effort and energy expended without ever producing results. **Results not excuses**. We are efficient and effective leaders who work through those we have the honor to lead and mentor. Individual success does not determine a good Chief; instead, our teammates' accomplishments are the apparatus used to measure the effectiveness of a Chief. Be relentless in building a culture of the highest character.

- Focus our teams on areas that will provide an advantage to win in battle. -

As a Chief, your leadership compass will assist you in navigating the complex waters of **"Doing things right and doing the right thing."** A Chief learns how to navigate these troubled waters while never losing sight of our moral compass, which could cause them to compromise their integrity or the integrity of the entire mess. Stay the course!

- A Navy does not become tough in war by being complacent in peace. Always self-assess. -

Today I am charging you to go forth and lead, develop, and mentor our teams with boldness. – Our great country's best citizens are its service members. Each of them volunteered to protect and defend our constitution. They are America's best patriots!

"I wish to have no connection with any ship that does not sail fast; for I intend to go in harm's way. It seems to be a law of nature, inflexible and inexorable, that those who will not risk cannot win."

John Paul Jones, 1778