From: Master Chief Petty Officer of the Navy  
To: All Chief Petty Officers

Subj: CHARACTER

1. Technical competency alone does not make a great Chief Petty Officer; character is equally important. As performance can be measured, so can character development. It is my expectation that personal character development and technical proficiency be the two attributes we seek in order to advance our culture within the Chiefs Mess.

2. Chiefs of character model humility and genuineness; this is their strength. They show empathy and are authentic in how they lead. They foster an environment of respect, coaching, encouragement, continuous learning, and self-motivation. They have the courage to be honest, humble, and transparent about individual or team performance. They hold their Sailors accountable. They are their own toughest critic in setting a personal example, and they hold themselves accountable as well.

3. Chiefs of character are empowered by their leadership role and take action. They have the courage to stand up for what is right, even if there are personal consequences. They know their actual capabilities and limitations and are committed to self-improvement. They are aware how their leadership, technical, and personal shortfalls impact readiness, the mission, and their Sailors. They address their underperformance. They seek and accept feedback to be self-aware, so they may lead boldly and with clarity. They take ownership and never abandon their responsibilities. They honor, reward, and value each member of their team.

4. Chiefs create opportunities and remove barriers for their Sailors. They are aware that every Sailor is entrusted to their care. They shoulder this responsibility knowing that each Sailor has hopes, dreams, and goals. They are aware of their struggles, challenges, and shortfalls. They work to bring out the best in their Sailors, both personally and professionally. They know that behind every Sailor is a family member trusting that their loved one is properly and safely led, trained, and treated with dignity and respect. They are aware of this trust and the heavy task placed on them.

Chiefs embrace this role.

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