

Dr. James Browning, President, Browning Leadership Institute

U.S. Navy, Washington, D.C.

Director, Command Excellence and Leader Development Programs: Accomplishment

Examples:

- Revitalized Navy-wide leadership development programs. Director and policy-maker for the U.S. Navy's worldwide leadership development program. Orchestrated dramatic and creative Navy-wide leadership and command excellence policies and programs. Devised responsive tools to evaluate student competency and course efficacy. Appointed member of the Secretary of the Navy's Quality Management Board for Education and Training and served as a key player in the Navy's effort to introduce Total Quality Management Navy-wide (Navy and Marine Corps - one million people, including civilians). Led strategic planning and implementation, funding, budget, facilitated Congressional support, and organizational change.
- Successfully argued for a change in name from TQM to Total Quality Leadership (TQL) implemented Navy-wide. Provided the first correlation of Navy values, leadership, and Quality Management principles with organizational excellence.
- With annual budget of \$30 million and \$135 million infrastructure (18 instructional sites worldwide), programs implemented in half the expected time and under budget. Using more than 260 certified instructors, trained more than 50,000 personnel annually. Conceived and implemented mobile training teams to carry training to additional sites throughout the United States, Asia, and Europe.
- Codified leadership principles for the first time in the Navy's 200-year history. Awarded the *Legion of Merit* by the Secretary of the Navy.
- Created highly effective continuum of enlisted leadership courses and programs for junior enlisted to top enlisted personnel. Chief of Naval Operations concurred with my recommendation to make the courses mandatory for advancement (first time in Navy history).
- Conceived, designed, developed, and facilitated accreditation of undergraduate courses in leadership and management for NROTC students nationwide.

Naval Inspector General U.S. Navy, Washington, D.C.

Senior Evaluator, Naval Inspector General: Accomplishment Examples:

- Evaluated organizational mission, structure, and effectiveness of major Navy commands. Directed Navy-wide Audit Follow-up activities and coordinated comprehensive organizational assessments.
- Transformed nonproductive Navy-wide Audit Follow-up Program into one recognized by the Congress and the Department of the Defense as the best. Doubled the Navy's reported savings to \$1.58 billion.
- Led comprehensive organizational assessments of the Naval Postgraduate School (Monterey, CA). Focus: faculty (pay, promotion, and tenure); academic progress and

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standards; student success; ADP; research; facilities; security; foundation support; and financial management.

- Directed a special Navywide review of the Navy's ability to surge naval assets in a crisis (peacetime) and mobilize for war (result of this effort led to the reorganization of Chief of Naval Operations Plans and Policy organization, which oversaw the Navy's successful mobilization in support of Desert Shield and Desert Storm).
- Led evaluation of Navy peacetime health care and combat medicine.

U.S. Navy, Pearl Harbor, Hawaii

Senior Planner and Evaluator, Commander in Chief, U.S. Pacific Fleet: Accomplishment Examples:

- Served as the General War and Mobilization Planner as well as Director of Disaster Preparedness programs, responsible for all planning for quick action responses and/or mobilization of U.S. Navy personnel and resources in response to military action as well as natural or man-made disasters.
- Turned the Navy's Disaster Preparedness Program from a nightmare to a progressive, positive direction of reform and reorganization. Conceived and conducted a first-ever Disaster Preparedness Conference. Coordinated with local US governments and Federal agencies, such as FEMA and DOD, to establish disaster relief and anti-terrorist defense policies and procedures. To test procedures and proposed programs, served as the Department of the Navy's representative and key spokesman to design and conduct major earthquake simulation (8.3 Richter scale earthquake with the epicenter at Palmdale, CA) with DOD, California state and local governments, U.S. Coast Guard, utilities, banks, and businesses participating. From this effort, refined policies, procedures, and developed methodologies for feedback and follow-up
- Managed a number of disaster response missions including monsoons in the Philippines and hurricane in Hawaii, including emergency systems for communication, evacuation, emergency accommodations, food distribution, utilities/power delivery, sanitation, fire and rescue, education, and health care.
- Developed General War and Contingency Plans that identified resources (people, materials, weapon systems, required transportation, and timed-phased) for quick and effective response as required by the President of the U. S. President and the National Command Authority.

National Defense University, Washington, D.C. (I was the first Navy senior fellow and it followed my graduation from the National War College in early 1980s)

Senior Fellow, War-Gaming and Simulation Center: Accomplishment Examples:

- Served as the program administrator, faculty, and Senior Fellow, for NDU's state-of-the-art strategic-level exercise and simulation center. Center provided learning opportunities

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and support for NDU students and for top leaders of the U.S. Government, e.g., the Secretary of Defense, White House, and the Congress. Ensured programs were of exceptional design and achieved key learning objectives. These efforts resulted in a fruitful source of insight and instruction on critical issues of multi-theater war planning and crisis decision making.

- As project officer, collaborated with the White House staff, Joint Chiefs of Staff, the Congress, the State Department, and military leaders to design and conduct highly successful global learning exercise/simulation (more than 260 key leaders from around the world participating). In addition to evaluating the decision-making process, the strategic issues and insights derived from the simulation were briefed to the Secretary of Defense, the Joint Chiefs of Staff, and other senior leaders. Many new initiatives to meet new or perceived threats and make changes in organizational missions and assigned tasks followed the conduct of this comprehensive global simulation, e.g., conceived and developed Senior Leaders' Guides to assist decision making.
- Developed and directed the reorganization and significant upgrading of the major political-military simulation conducted annually for more than 1000 senior field grade and general/flag officers of the Reserve components at various locations through the nation. These simulations provided knowledge and hands-on experience with the nation's policy-making process and outcomes of various strategic courses of action.
- Collaborated with the National Security Council (Executive Office of the President) to evaluate and subsequently improve their crisis decision-making capabilities and processes. This effort led to my co-authoring, "Enhancing National Decision Making During Crises," *Government Executive*.

Kaiser Aluminum & Chemical Corporation, Louisiana

Director of Safety, Health, and Security: Accomplishment Examples:

- Formulated, implemented and directed security, firefighting, medical department, accident prevention and safety programs, and management and safety training for five plants: Alumina, Caustic,-Chlorine, Coke, and Fluorochemicals.
- Commended on vast improvement of safety orientation, accident reporting procedures, concepts in accident prevention and job safe practices.

Other Former Key Leadership Positions and Expertise

- Comptroller, U.S. Navy
- Contracts and Logistics Manager, U.S. Navy
- Facilities Manager, U.S. Navy
- Pilot, Northwest Airlines
- Flight Instructor, U.S. Navy