Exercise:
Management Skills Comprehensive—Commencement Address by an Admiral: Navy Seals training
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Course: *MGT 370*
Title: Management Skills Development (3 units)

"A manager is responsible for the application and performance of knowledge."
---Peter Drucker (1909-2005)

"Making good decisions is a crucial skill at every level."
---Peter Drucker (1909-2005)

Goal:
Professional life is mostly orderly and occasionally chaotic. *Management* life, on the other hand, is mostly chaotic, and if you are a successful manager, occasionally orderly. Most professionals are in their "comfort zone"; managers can't even remember what a "comfort zone" looked like back when they were a professional.

I want you to practice using theories, models, and frameworks from this class. Additionally, I want you to practice them with a real world situation.

This is a team project; it is one deliverable per team.

Review the following YouTube video:

> https://www.youtube.com/watch?v=pxBQLFLei70

This is a commencement ("graduation") speech given by the current head (an Admiral) of the Department of Defense Special Operations Group. This is the Group that contains the most sophisticated military personnel from all of the military branches. This speech was given at the University of Texas. The Admiral is an alumnus of University of Texas.

The Admiral went through Navy Seals training many years ago when he was a junior officer in his mid-20's. Navy Seal training is the most difficult physical, psychological, and emotional training that exists for U.S. military personnel. This is because the Navy Seals do the most sophisticated and technically challenging combat work in all regions of the world.

What makes the commencement speech so interesting is that he relates some of the exercises done in Navy Seal training to help the graduates understand how to be

successful in personal and professional life. He does this through different analogies. It is very possible that these examples are simply different words and phrases for ideas we've learned in our MGT 370 course.

Objective:
Assume that you are the Vice-president of Human Resources. You report directly to the Chief Executive Officer of a large, Fortune 500 firm. You believe this video could be used as part of a new onboarding initiative for new junior managers. Your CEO boss, of course, has to approve and fund such a new initiative, and you know that the speech has to be justified in order to be used. You need to review the video and use the contemporary language of management skill development as the justification elements.

Your task is to relate what the Admiral says to what you have learned in this class. You do this by linking each major element from the Admiral's speech below to one or more ideas using the best theory, model, or framework from our course textbook. Just to be clear: a theory, model, or framework *explains* (what has happened in the past) or *predicts* (what is likely to happen in the future). An educated person uses appropriate theory to persuade and influence. Of course, when you have data, you use data too.

The following are the 10 major elements of the Admiral's speech. To make it simple, just use a single paragraph (e.g., four to seven sentences or so) to answer each of the following questions. Additionally, just label each paragraph with the relevant question number, such as "Q1".

Q1.   "Make your bed."

Q2.   "Find people to paddle with you."

Q3.   "Measure the size of heart, not the size of the flippers."

Q4.   "Get over being a sugar cookie and keep moving forward."

Q5.   "Don't be afraid of the circuses."

Q6.   "Sometimes you have to slide down obstacles head first."

Q7.   "Don't back down from the sharks."

Q8.   "You must be your very best in the darkest moments."

Q9.   "Start singing when you're up to your neck in mud. Hope for everyone."

Q10.   "Don't ever, ever ring the bell."

Length:
For this comprehensive exercise, I'm relatively indifferent to page length. Just write one (or two, if your team prefers) paragraph for each question (double-spaced). A team can probably get not much more than two paragraphs on a page. Other relevant formatting requirements ("style guide") are linked from the course web page. Recall also that for all written assignments in this course, 10% is deducted from the content score for each type of error in language use.

Performance Measurement:
The maximum number of points for content on this exercise is 1 (participation points).