

Matthew S. A. Feely, Ph.D.
Captain, Supply Corps, U.S. Navy (Retired)

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Summary

Earned reputation as a numerate and articulate thought leader of integrity. Through scholarship and experience as a corporate advisor, teacher, and military officer, presents a broad and deep understanding of leadership and management approaches to meet challenges confronting public and private sector leaders. Recognized for having transformed the U.S. Navy's largest integrated operational logistics command in the face of strategic change and unprecedented operational challenges. Sought after adviser and speaker, providing leadership insight to senior executives. Represents excellence in teaching at the undergraduate, graduate, and executive levels. Certified as an Executive Assessment and Development Coach. Presents considerable knowledge and interest in:

- economic analysis (microeconomic analysis, applied microeconomics and industrial organization);
- corporate and enterprise strategy formation and execution;
- complex organizations and complex operations management and leadership;
- leadership decision-making and crisis leadership;
- financial, human and social capital formation, development, and alignment;
- communications strategy (incl. internal and external communications networks management);
- risk assessment and communication.

Education

BS U. S. Naval Academy (English/Engineering)
MBA Wharton School of Business, University of Pennsylvania (Public Management/Finance)
MS National Defense University, Distinguished Graduate – top 10% (National Resource Strategy)
PhD Center for Energy and the Environment/Wharton Center for Risk Management and Decision Processes, University of Pennsylvania (Decision Analysis)

Professional Experience

“Discourse for Democracy” (a 501(c)(3) educational entity) 2017-Present
Founder and Director

Facilitating a series of discussions to elevate the public's capacity and thirst for informed, political deliberation. Providing citizens and non-citizens across the spectrum of political orientation an opportunity to exercise the muscle of democracy – civil discourse (www.discoursefordemocracy.org).

Independent Consultant 2016-Present
Principal

Providing leadership and learning advice to public and private sector entities, and providing economic and policy analysis and advice to political campaigns. Clients Include: Memorial Sloan Kettering Cancer Center, New York; United Jewish Appeal – Federation of Jewish Philanthropies of New York, Japan Society of New York, and multiple political campaigns.

Department of Management, Columbia Business School, Columbia University 2016-Present
Lecturer, Division of Management

Teaching leadership to MBA, Executive MBA candidates and Advanced Management Program senior executives

Department of Management, Columbia Business School, Columbia University
(Adjunct) Faculty, Division of Management

2013-2016

Teaching leadership to MBA, Executive MBA candidates and Advanced Management Program senior executives

- Developed and taught a course called, “Top Management Process” investigating the leadership and management skills required to advance from functional area leadership positions to more complex, general manager (GM/CEO) leadership positions.
- Provided half-day leadership seminars focused on the application of leadership and management theory to a real world situation - leading a multinational workforce to provide humanitarian assistance and disaster relief in crisis conditions marked by process failure and evident dangers to life in the aftermath of the earthquake, tsunamis, and nuclear power plant catastrophes in the Tōhoku Region of Japan. Used a self-authored case study to equate theory with personal experience as the teaching vehicle. Senior executive feedback shows that participants consider the seminar to be “the perfect [advanced management] curriculum capstone.”

Jim Webb 2016 Presidential Campaign
Domestic Policy and Economics Advisor

2015-2016

Provided economic and policy strategy and counsel for domestic matters to Senator James Webb to prepare him for a possible independent candidacy for the Office of the President of the United States

Eisenhower School, National Defense University
Assistant Professor of Leadership, Department of Leadership
Logistics Operations Principal Advisor, Center for Joint and Strategic Logistics

2012-2015

Provided senior military officers and senior civil-servants from multiple nations leadership models to consider using as they matriculate to high levels within government. Served as the senior operational logistics advisor to the Department of Defense’s single entity responsible for defining joint force logistics education and training requirements to meet the complex logistics challenges of current and future operational environments.

- Directed (designed and administered) the Eisenhower School’s end-of-year, school-wide comprehensive capstone exercise.
- Co-led study of international NGO humanitarian assistance and disaster relief strategies.
- Co-led Agri-Business Seminar, Academic Year 2014-2015.
- Core member, National Defense University Strategic Plan Development Team. Strategy completed and accepted in January, 2013.
- Advised Commander, Navy Supply Systems Command in developing the command’s 2013-2018 Strategic Plan (for navy-wide supply and logistics policy oversight). Strategy completed and Accepted in March 2013.
- Provided instruction to senior military officers and government officials re: Industrial Organization of the Defense Industrial Base.

Fleet Logistics Center, Yokosuka, Japan
Commanding Officer (General Manager)

2010-2012

Led the U.S. Navy’s largest logistics services provider in the Pacific and Indian Oceans comprised of a multilingual and multicultural workforce of sailors, marines, soldiers and civilians in 14 locations representing 9 countries/territories and serving an area of responsibility covering ≈33% of the earth’s surface area.

- Developed a Pacific Fleet-wide procedure to improve utilization of third-party logistics service providers procedure now adopted for use in the Mid-Pacific region in addition to the Western Pacific and Indian Ocean regions.
- Upgraded ageing fuel farm infrastructure of the Department of Defense's largest liquid fuel storage and distribution system.
- Built a first-of-a-kind contingency response training regime for navy logistics organizations – now being adopted globally.
- Mobilized multiple supply chains at short-notice to (2010) Korean Peninsula Crisis and the (2011) disaster relief operation to Japan. Earned personal praise from Japan's Minister of Defense and U.S. national leaders for leading the successful logistics response to the disasters stemming from the Great East Japan Earthquake of March 2011.

U.S. Department of State
U.S. Navy's Liaison Officer

2010

Facilitated policy and operational coordination between the Department of State and Department of the Navy during the 2010 Haiti earthquake humanitarian assistance and disaster relief operation.

Chief of Naval Operations Staff
Deputy Director and Acting Director of Operational Logistics

2008-2010

Led the Navy's policy-making and budget-setting organization for operational logistics.

- Prioritized, organized, presented and defended logistics budgetary requests on behalf of the U.S. Navy's operational forces to the Secretary of Defense for the Defense Authorization and Appropriations Bills.
- Authored the revised U.S. Navy Nuclear Weapons Safety (i.e. "Surety") Policy, earning approval and praise from the Secretary of the Navy.

Global Logistics Operations Center, Defense Logistics Agency
Director

2006-2008

Led a twenty-five-person corporate information fusion center for worldwide logistics operations.

- Developed and implemented an enterprise-wide, global performance metrics system measuring the agency's efficacy and cost effectiveness of its delivery of logistics services. The agency's world-wide customer base recognized the system as the "most relevant, most customer-focused metrics package ever." It is still being used today – largely unchanged.
- Presented the "customer perspective" to decision-making committees and organizational leadership for all major corporate strategy and policy decisions.

Deployment and Distribution Operations Center, U.S. Central Command
Deputy Director

2006

Performed duties as the principal "operational logistics trouble-shooter" on behalf of U.S. military forces operating in Western Iraq.

- Designed and implemented an innovative training regime focusing on assuring at least a minimal degree of competence and awareness of environmental context for the frequently rotated personnel assigned to the forward deployed units operating from Camp Arifjan, Kuwait and Camp Victory, Iraq.
- Successfully negotiated with Jordanian officials to open the Port of Aqaba, Jordan for transshipment of U.S. Marine Corps personnel and equipment, enhancing logistics and reverse logistics flow.

North American Aerospace Command/U.S. Northern Command
Deputy Director and Acting Director, Logistics Plans and Operations

2003-2006

Provided logistics plans and operational guidance to military forces executing contingency operations in North America.

- Streamlined the humanitarian assistance and disaster relief contingency response requirements determination process during Hurricane Katrina operations.
- Developed and presented an “all-of-government” framework for providing humanitarian aid and disaster relief to victims of natural and human-caused disasters. The Commander, U.S. Northern Command would later credit the framework with providing the core of the Department of Defense’s contribution to the design of the new National Response Plan (NRP) – replacing the Federal Response Plan. The Deputy Commander for Logistics credited me with being “the brains behind” the framework.
- Developed the logistics directorate’s initial “Mission Essential Task List,” later used to define the essential elements of the directorate’s strategic goals and performance metric system.
- Developed and implemented the directorate’s first civilian workforce mentoring program.

Program Analysis and Evaluation, Office of the Secretary of Defense
Operations Analyst and Capital Investment Advisor to the Secretary of Defense

2001-2003

Advised the Secretary of Defense on costs and benefits of capital investments and the costs of military operations.

- Co-authored the “Cost of War Framework” – the principal document the Secretary of Defense used to present overseas contingency operations budgetary requirements to the United States Congress.
- Principal system life-cycle analyst of the Guided Missile Strategic Submarine (SSGN) weapon system – used to formulate future years’ budget request for the new submarine type.
- Provided the Secretary of Defense with financial and operational analysis for all major proposed environmental legislation.

Early-Mid Navy Career

1983-2001

Eighteen years of staff and field experience in multiple locations worldwide, emphasizing: decision-making, transportation logistics planning, inventory control, warehousing, contracts management, acquisition management, and customer relations. Selected highlights: principal architect for successfully re-engineering surface logistics operations originating from Bahrain to support the increased numbers of U.S. Navy and coalition ships deployed to the Persian (Arabian) Gulf (1989-1990) – later used to support Operation Desert Storm; one of only two officers awarded a fully-funded graduate business education fellowship to study at a top civilian graduate school of business management (1990-1992) – selection based principally upon professional performance as a Navy Supply Corps Officer; served as the logistics planner for the NATO command, Iceland Defense Force (1992-1994). Activities included repositioning of stockpiled war materials in the northern element, given the changing threat from the Soviet Union, served selected for and successfully completed an assignment as the leader for a navy-wide, high-priority project to define feasibility and method to execute a proposed merger of the Naval Supply Center, Pearl Harbor and Supply Department, Naval Shipyard, Pearl Harbor (1994) – product received the ultimate compliment – used as the template for the analysis done for each additional proposed similar merger

world-wide; taught economics at the U.S. Naval Academy (1994-1995); selected for a “National priority assignment in the wake of the fall of communism – to serve as financial oversight expert, U.S. Military Mission Training Team to the parliament, supreme court and defense department of the Republic of Georgia, Tbilisi – presented United States military financial control practices as a paradigm for civilian oversight of military budgets in the newly independent republic (1996); designed and implemented a business performance metrics system for the contracts department of the navy’s organization that procures its aircraft and related systems (1998) – metrics system won praise as the “the gold standard” – other departments emulated the system for their own use; taught managerial economics and information economics at the U.S. Naval Postgraduate School (1999-2001).

Intellectual Interests

Intellectual interests listed herein are limited to those derived largely through experiences as a naval officer and as a scholar of leadership and economics sciences (including decision sciences):

- risk management (incl. low-probability, high-consequence decision-making);
- multiple attribute decision-making;
- crowd-sourced decision-making (incl. multiple constituency decision-making);
- personal attribute development for adaptive leadership within hierarchical organizations;
- corporate cultural change.

Publications

With multiple authors, “Adaptive Leadership in Military and Government Settings,” (book chapter) illustrating the ideas that leaders within the military or government bureaucracies must consider to practice Ronald Heifetz’s ideal of “adaptive leadership” in complex organizations.

(In progress) “Project Solarium,” (case study) exploring the collaborative, group decision-making process President Eisenhower utilized to derive the United States National Security Strategy.

(In progress) “Using Values Trees to Know Oneself,” (case study) instructing the mechanics of using decision analysis and values trees to enhance a leader’s self-knowledge.

With Paul Ingram, “Operation Tomodachi: Managing Complex Operations in Conditions of Uncertainty,” *Columbia CaseWorks*, Columbia Business School, Columbia University, ID # 130401, January 29, 2013, a case study exploring the leadership challenges of a high consequence event marked by uncertainty and complexity (This case is also available as a multi-media case study – the first ever produced at Columbia University. Paper case available for review from Matthew Feely.).

“Using Values to Navigate to Leadership Success,” (Translated into Japanese) *4th Service School Year Book*, Japan Maritime Self-Defense Force 4th Service School, Maizuru, Japan, 2011, a description of the leadership philosophy of (then) Captain Matthew S.A. Feely Supply Corps, United States Navy (English and Japanese versions available from Matthew Feely.).

Book Review

Review of “National Defense and the Environment,” by Stephen Dycus. *Armed Forces & Society*, Summer 1999 25: 688-691 (Available from Matthew Feely.).

Conference or Seminar Papers/Presentations (Selected)

“The Elemental Importance of Understanding Culture and Personal Values as a Global Business Leader,” presented to The Japan Society at Columbia University, New York, New York, July 7, 2016.

“What is the Appropriate Response of a Leader in a Crisis Situation?” A seminar focused on understanding fundamental steps to prepare complex organizations for risky and uncertain future operations. Sponsored by Mitsui Corporation and the Center on Japanese Economy and Business, Columbia Business School, New York, New York, March 1, 2016.

“Leadership Under Crisis,” presented as a seminar to multiple business schools’ alumni, focusing on decision-making during crisis situations. Sponsored by Columbia Business School Alumni Club of Philadelphia, Philadelphia, Pennsylvania, November 16, 2015.

“In the Defense Industrial Base We Trust?” A seminar presented at a symposium to military and defense industry executives examining the definition of trust and whether the relationship between the defense industrial base and the United States Government is built upon trust. Sponsored by the Logistics Officer Association, Arlington, Virginia, October 19, 2015.

“Using Environmental Scanning for Contingency Planning,” presented to the Operations Management Faculty Group, McDonough School of Business, Georgetown University, Washington, DC, May 1, 2014.

“Joint Concept Development for Logistics” panelist for two days of analyzing and critiquing the Defense Department’s strategic planning method for real and human capital investment to enhance global logistics operations. Sponsored by the Joint Staff (J7), Directorate for Joint Force Development, The Pentagon, April 1-2, 2015.

“Resiliency: The New Business Imperative,” presented as a panelist member under the theme of “Logistics, Business & Public Policy,” at the Smith School Business Summit, University of Maryland, Robert H. Smith School of Business, College Park, Maryland, March 28, 2014.

“Operation Tomodachi: Managing Complex Operations in Conditions of Uncertainty,” half-day case study presentation and discussion at Columbia University’s Senior Executive Program Seminar, Columbia Business School, Columbia University, New York, New York, (multiple dates, 2012-2016).

“Operation Tomodachi: The Leadership Challenge,” presentation and discussion with senior leadership at Naval Supply Systems Command Headquarters, Mechanicsburg, Pennsylvania, July 21, 2011.

“The Leadership Triangle: Authority, Responsibility and Accountability,” presentation (using simultaneous interpretation) to faculty and students at Japan’s Maritime Self-Defense Force 4th Service School, Maizuru, Japan, July 4, 2011.

“Developing a Common and Robust, Multiple-Party Approach to Risk,” Presented to the 2004 Multinational Concept Development and Experimentation Conference, North Atlantic Treaty Organization, Winnipeg, Canada, February 2004.

“Utilizing Decision Analysis to Map Stakeholder Risk Preferences,” Working Paper Presented at the 21st Century Trust Fellows Conference, Merton College, University of Oxford, Oxford, UK, April 2001.

Dissertation

"Involving citizens in a complex, technical, multiple-attribute problem: The case of the United States Navy's San Francisco Bay sediment project" (January 1, 2004). Available from ProQuest. Paper AAI3125814.
<http://repository.upenn.edu/dissertations/AAI3125814>

Professional and Civic Associations/Activities/Memberships

Board of Directors, Tall Ship Providence Foundation, Alexandria, VA
Advisor, Education Programs, The Japan Society, New York, New York
Member, Association of Climate Change Officers
Member, American Polar Society
Member, American Economic Association Member,
Academy of Political Science Member, Society for
Risk Analysis
Past Supporter, Alexandria Seaport Foundation, Alexandria, VA
Fellow (Lifelong), Twenty-First Century Trust, London, England
Member, Chamber of Commerce, Alexandria, Virginia
Member, Council of Former Federal Executives, Washington, DC
Member, Army and Navy Club, Washington, DC
Member, New York Yacht Club, New York, NY

Professional Credentials

Executive Assessment and Development Coaching Certification, 2015
National Security Classification: Top Secret, Last Updated March 2013
Full Joint Professional Military Education Credential, 2001
Department of the Navy (Contracts) Acquisition Professional Community Designee, 2001
Acquisition Level Two Contracting Credential, 1997

Veteran's Status

Disabled Veteran: Disability Rating of 80% (No special needs required in excess of those provided by VA medical care.)