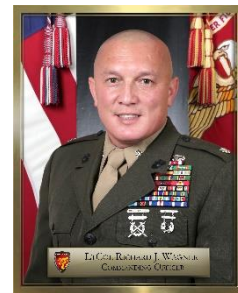




# Command Philosophy

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The purpose of this letter is to communicate my thoughts on command, leadership, and command climate. I am certain that you have heard some of my thoughts and priorities before. However, it is imperative for you to know my leadership priorities and emphasis so we can begin the process of knowing and understanding each other. It is only through a shared sense of purpose and understanding as it pertains to all aspects of being a Marine or Sailor that we continue the tradition by challenging ourselves daily in our pursuit for professional excellence. While I will communicate more detailed guidance in the future, the tenants of my professional and personal life follow. I expect each and every Marine and Sailor to be briefed on the contents of this letter.

1. **The Individual.** What should every Marine or Sailor in this command have at his/her core?
  - a. Be a good man or woman, a person of character and strength, and YOU will always be a good Marine or Sailor.
  - b. Never be afraid to take a moral or ethical stand on something you believe in your gut to be right. Stand up and be counted.
  - c. Someone has to lead in the absence of authority -- take charge.
  - d. "Band of Brothers" is not just a line from Shakespeare's *Henry the V*. Our Corps is a "Band of Brothers," so like a brother or sister, never turn your back on a fellow Marine or Sailor. All we do as Marines and Sailors depend on it.
  - e. Be accountable for your actions and the actions of those you lead.
  - f. Always strive to be technically and tactically proficient in all you do. *Brilliance in the Basics* leads to *Operational Excellence* -- the price of anything less is far too costly. Eventually, every Marine and Sailor will play a role in our Nation's war and will be in harms way. It will be an uncertain and lethal environment. Never let it be said you lost a Marine or Sailor because you failed to do your homework.
2. **The Organization.** What should III MEF Support Battalion "Bushido" have at its core?
  - a. Listen to and help any Marine or Sailor, anytime. This is the standard for myself and I expect all in this command to do the same. However, every Marine and Sailor must reach out and grab the "offered hand."
  - b. Remember who our customer is -- the Marine Corps and its future.
  - c. Take care of our families. Stress at home tears at the fiber of our organization.
  - d. Communicate up and down the chain of command as well as laterally throughout the organization. Information sharing is a critical component of success on the modern battlefield and in our command. The essence of our success lies in our ability to do our mission as one dynamic team. We must work towards implicit communication.
  - e. We will hold Marines and Sailors accountable for their actions commensurate with their grade and responsibilities at every level.
3. **Training and Execution of Our Mission.** What will our attitude be toward training and mission accomplishment?
  - a. III MEF Support Battalion provides and coordinates combat service support (CSS), security, and administrative support to the Marine Expeditionary Force Command Element (MEF CE) or Marine Expeditionary Brigade Command Element (MEB CE) and MEF Information Group HQ (MIG HQ) in order to sustain command and control of Marine Air-Ground Task Force (MAGTF) operations.
  - b. We will always strive towards an environment in which all personnel are encouraged to use their skills and produce the desired results. This will be pushed to the lowest levels of the organization -- our strength lies in the Marines and Sailors, both officer and enlisted.
  - c. Centralized planning and decentralized execution. The staff will be the central point from which planning will emanate. Use checklists or milestones in conjunction with thoughtful and thorough planning for everything. Plan it first, then execute it; and don't forget to supervise!
4. **Minefields.** What should I avoid?
  - a. Don't lie, cheat or steal. I WILL NOT tolerate it.
  - b. I will not accept hazing, racism or otherwise cruel, demeaning behavior. Such behavior is the hallmark of the ignorant and unprofessional, not of Marines and Sailors.

In conclusion, the Marine Corps has a long and proud history. Our institution and legacy belong to those Marines and Sailors that have gone before us. Be proud of that legacy; guard our reputation for military professionalism -- Protect What You Have Earned! Be proud of yourself, your unit, and our Corps -- I am. And remember, take care of each other and everything else will take care of itself.