



Leadership and Command

Combat: The focus of this Division is preparing for and delivering excellence in combat. All our command and staff actions **MUST** contribute to this outcome. Excellence in combat can only be achieved through well planned and executed training. Training **MUST** be realistic, progressive, standards based, and physically and mentally challenging. Furthermore, we must be ruthless in our management of time. By this I mean we must be imaginative in seeking every opportunity to train – even when resources and people are far from ideal -- and then do our utmost to gain the greatest possible value from it. The actions and supervision necessary for our administrative and equipment readiness are critical to set conditions for success in the fight we may face tonight or tomorrow. Do not neglect them; they are **NOT** to be viewed as burdensome requirements, but **VITAL** combat enablers we all rely upon. Every individual Marine and assigned unit in this Division **MUST** prepare for success on the first day of battle. This is not a job, but a duty and for many, a calling – devote yourselves to it!

Standards and Discipline: Reward those who meet or exceed the standards of the Corps; discipline, mentor, and continue to lead those who do not. Marines want and expect standards and discipline - we must never fail to meet these expectations. Remember that to “teach, coach and mentor” means correcting Marines who are doing a task below standard or incorrectly. Never walk by a Marine not living up to the Corps’ standards without correcting, if you do not address the problem, you have just sanctioned a lower standard and needlessly put lives at risk by doing so. Always correct such Marines, but always leave them with a positive feeling. No need for yelling or making a scene – just educate and train. A leader’s fight is to win both the respect and affection of his Marines; inspired Marines will win every other battle we fight.

Attack, Attack, Attack: Always maintain a positive attitude – be cheerful in all circumstances and attack with a happy heart; be aggressive and work to develop in yourself and your unit a relentless desire to win; never quit and don’t await orders – always have a bias for action! Nothing clarifies uncertainty like a vigorous attack!

Lead by Example: If the leader will, his Marines will. Mission first, people always! Take care of your Marines, lead from the front and your Marines will follow you anywhere. Leaders **MUST** possess tactical and technical expertise in their MOSs; **MUST** have the physical fitness and endurance to lead from the front in the most demanding circumstances; and **MUST** devote themselves every day to win the respect and affection of their Marines through their **concerned, caring leadership** and exceptional performance of duty. Never forget the sixth Troop Leading Step – **Supervise**. Marines need timely course adjustments and feedback on how they’re performing. You can’t give it to them if you don’t inspect and supervise what they are doing and/or have just accomplished. You must be physically present to supervise, no emails nor text messages will suffice - that goes for the Corporal as well as the Colonel.

Accountability: Take responsibility for your actions – no excuses. People who are good at making excuses are seldom good at anything else. Account for your Marines and their equipment at all times. A sight count for personnel and equipment is always necessary after conducting any movement. You can’t fight with equipment that you don’t possess. There is no such thing as “missing gear” - only negligence on the part of the Marine or the leader who allowed equipment to either be stolen or misplaced. Marines and their leaders are accountable to the American taxpayers for their equipment – there will be **NO** missing gear statements in this Division.

Dignity and Respect: Treat ALL Marines with dignity and respect. We all know what hazing is and it will not be tolerated in this Division. There will be no “rites of passage” nor any pseudo disciplinary procedures that are not framed and sanctioned by the UCMJ. These sorts of things have more in common with a fraternity pledge event than a professionally run military outfit! Hazing erodes the bonds of cohesion and trust and makes us less combat effective - period. How can we cultivate the level of devotion needed to fight together and sacrifice for one another in a culture of hazing? When it comes to **equal Opportunity**, every Marine is judged on their individual potential and merit; gender, race, ethnicity, or religious faith will have **NO** bearing on what opportunities are afforded any Marine. Everyone wearing the Eagle, Globe and Anchor deserves our respect; make sure each one receives it and personally intervene to correct any situation when this is not the case. I expect the NCOs of this Division to foster a climate of dignity and respect “in every clime and place” and hold their fellow NCOs accountable for doing the same.

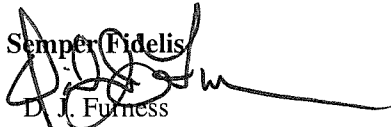
Character and Integrity: Always do the right thing, regardless if anyone is watching. The 5 “Don’ts” in this Division are: Don’t quit on yourself or a fellow Marine; Don’t lie, cheat, or steal; Don’t do drugs or abuse alcohol; Don’t assault fellow Marines; and Don’t disrespect NCOs. If you would not do it in front of the Sergeant Major or your First Sergeant, then don’t do it - EVER. You will be surprised how easy it is to always do the right thing.

NCOs: The Marine NCO **WILL** be the backbone of this Division. A unit lives and dies on the tactical proficiency and leadership of its NCOs. Marines respond to active, competent, concerned, and caring leadership – ensure they receive it. This is an awesome responsibility and every NCO **MUST** be absolutely devoted to it – I need **ALL NCOs** in this Division to devote themselves to the expertise and welfare of their Marines. Make yourself the kind of leader you want to follow into combat.

Focus on the basics: “Hit what you are aiming at”. Marksmanship is the cornerstone of all infantry skills. Every shot must be scored; in training, with a range book or feedback from a target; in combat, with the blood of our enemy. Be as good a marksman at night as you are in the light of day. Camouflage and concealment **MUST** be second nature to every Marine in this Division. If you can be seen, you can be hit. Practice the basics of field craft all the time. Every Marine must be a master at field-craft and small unit tactics. Great squads and sections make a great company; great companies make an unbeatable Division. NEVER lose an opportunity to train your Marines; this might be your last day of peace.

Physically and Mentally Tough: We will focus on combat fitness, **NOT** the PFT/CFT. We must hike with heavy loads, be able to carry a wounded Marine to safety, and be proficient in close combat. A unit that is not physically fit is not mentally fit and not ready for combat. Remember, fatigue makes cowards of us all, and a strong resilient mind does not grow in a weak body!

Unit Identity: We are the “Follow Me” Division. We are a team ready for combat. Every Marine in this Division must remember that their actions reflect on our Colors and every other Marine in this command. The Division’s reputation is important; it is in all of our hands! You follow in the footsteps of Marines who carried the Division’s colors overseas and won victories at Guadalcanal, Tarawa, Saipan, Tinian, Okinawa, Grenada, Beirut, Panama, Kuwait, Iraq and Afghanistan. Protect and foster that hard won reputation and have pride in it.


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