

3d Battalion 3d Marines Commanding Officer

From: Commanding Officer
To: Trinity

Subj: Vision, Mission, and Leadership Philosophy

Vision...

In today's combat environment train, fight and win on both the tactical and ethical battlefield, always cultivating the values of honor, courage, and commitment, ultimately producing morally guided American citizens whose obligations and responsibilities supersede rights and privileges.

Enable a climate of positive attitude where one can answer: *can I trust you, are you committed to excellence, do you care?*

Mission...

To locate, close with, and destroy the enemy by fire and maneuver or repel the enemy's assault by fire and close combat in order to destroy him or his will to resist.

Leadership / Command Philosophy...

1. *What you can expect from me:* I am an authentic leader who has character, applies emotional intelligence, and sets the example at all times. I will primarily utilize a democratic style. I make decisions from a fundamental idealist perspective within the values of honor, courage, and commitment. I believe leadership is a multidirectional relationship of special trust and confidence amongst leaders and followers. The best leadership occurs in a non-coercive or authoritative environment, where all people are responsible for their actions, and where the leader creates an optimistic atmosphere for positive change.
2. You, the Marines, are our greatest asset - *preparing yourself and those under your charge morally, mentally, and physically to fight and win in combat* is the absolute priority for this battalion – period. Let no individual in this battalion ever lament that they did not train to the level of mental and physical readiness and competence necessary to win on the field of battle that awaits you.
3. *Create an environment in where Marines are forced to think and are given the leeway to fail.* The dynamics of the modern battlefield mandate that we develop Marines at all levels that can understand intent, can think and confidently direct others, and can routinely act with a bias for action without fear of repercussion. The creation of that environment across this battalion must start now. First and foremost, we must recognize that there are only two kinds of people in this battalion, leaders and those aspiring to be leaders. As a result, all must be given the opportunity to practice leadership without fear of failure. “Let leaders lead” is a great maxim. Those aspiring to be leaders must be given the reins from time to time so that they can experiment with leadership styles and practices. We will give our Marines decision-making authority commensurate with their responsibilities. Initiative and imagination must be encouraged, recognized and rewarded.
4. Trinity is *our* battalion – it belongs to every Marine in this unit, regardless of rank, billet, or time in service. Every Marine and Sailor shares a common responsibility to conduct themselves – on MCBH, on leave or liberty, and in the most trying and tumultuous situations on the battlefields to come - in a manner that builds upon the great lineage of this command and brings nothing but credit to this unit. *Guard the reputation of this unit with vigor and do nothing to bring discredit upon it* - we owe that to all past, present, and future members of Trinity.
5. *Total Honesty.* Honesty holds us together. Integrity, like attitude belongs to you alone. Marines are never afraid of the truth—not to tell it and not to hear it. The trust that comes from this kind of honesty is critical—nothing can ever compromise it. Mean what you say, and stand behind your word. *Never lie, cheat, or steal.* Bad news never gets better with age. We must communicate—ask yourself: *“what do I know, who needs to know, and have I told them?”* I will often ask for your ideas on how to do things better, again think about the question, be honest, and give me the information I need. When we make mistakes, and we will, we own up to them. The honest mistakes we make are never as bad as what we do to try to cover them up.
6. I will exercise leadership through the XO, SgtMaj, Company Commanders, and other key leaders in this battalion. I expect all leaders to possess genuine concern for the emotional, spiritual, physical, and intellectual welfare of the Marines and Sailors in our battalion. The primary means of communication is through the chain of command. However, my door is open to every Marine and Sailor – 24 hours a day, 7 days a week.

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