



## Commanding Officer, 4th Marine Regiment Camp Commander, Camp Schwab Command Expectations “Hold High the Torch”

Our Mission is close with and destroy the enemy by fire and maneuver, or repel the enemy's assault by fire and close combat. We are an expeditionary force in readiness--able to deploy, fight and win with little to no warning.

### Individual Character

1. Have a combat mindset regarding everything you do--both moral and physical aspects.
2. Study and know your job. Challenge yourself to become more competent--every day.
3. Accept responsibility for your actions.
4. Develop a competitive spirit; winning matters. Remain humble in your successes.
5. Keep track of your gear and maintain it.
6. When communicating with friends and family (social networks/media) and engaging the media: stay in your lane; share your courage; keep your honor clean; and maintain operational security.
7. Keep a journal and write down your personal short term and long term goals. Record your stories regarding life and events in our unit. These valuable memories and details fade over the years.
8. Invest quality time with your family.
9. Maintain a sense of humor and a positive attitude. Have fun!

**Leadership** Noncommissioned officers will be our main effort in achieving success. NCOs have great power and great responsibility. Our goal is to groom proactive aggressive fighter leaders who accomplish our mission and take care of Marines.

- \*10. Get to know your Marines; their background, personal interests, short and long-term goals. Set performance expectations; provide feedback and coaching—this will build trust and loyalty.
- \*11. Leaders must be obsessed with conducting quality training. Training that builds disciplined tactical habits that increases our unit's technical and tactical proficiency.
12. Look for opportunities to weave our Regiment's battle history into our daily culture.
13. Newly joined Marines and Sailors: how we receive them, their initial interaction with Salty Marines and their small unit leaders is vital to their future performance and attitude. Firmness, fairness, dignity and respect will set the foundation for initiative and a gung-ho attitude in our new joins.
14. Fighter leader philosophy.
15. Whenever possible tell our Marines what to do—not how to do it. Mission-type orders.
16. Trust and supervise, allow for mistakes, provide feedback for growth and development.
17. You are the moral rudder of your unit. Leaders live in a glass fish bowl. Perception is reality.
18. Unit leaders conduct inspections often; they say "show me." Leaders are inquisitive supervisors; patrolling, coaching and inspiring actions through personal example, social energy and enthusiasm.
19. When things go well give all the credit to your Marines; when things go bad take all the responsibility.
20. Apologize when you are wrong.
21. Praise in public; chastise in private.
22. Shared hardship is a priceless leadership principle. Being in the “zone of aimed fire” with your men when they are cold, wet, hungry and tired inspires a culture of loyalty, teamwork, discipline and Esprit de Corps.

K. A. NORTON