

Expectations of Headquarters Battalion

We have a complex mission and the CG's intent is clear – Prepare to Win. Our relationships between the Battalion, the Division and the Staff are critical to our success – in everything we do, remember we are One Team–One Fight. The following guidance outlines basics that we must reinforce daily.

Accountability

- Personnel, gear and equipment. There is no substitute for physical accountability. Checks and inspections before and after every movement, mission, operation. These are facts, not assumptions. We report numbers, not “up”. Take care of your fellow Marines and Sailors, be accountable for each other's actions.
- As Marines: Do the right thing, keep your honor clean and protect the reputation earned by those who came before us. We are always on duty – act responsibly and remain vigilant. Look like a professional in and out of uniform. In uniform sleeves are up or down, not halfway. Uniforms are complete unless there is a deliberate decision by a leader to modify the uniform for a specific task. Liberty: plan it like an operation or training – plans are your baseline for success. Our Camp: take pride in our home: police your workspace and pick-up trash wherever you see it – don't let anyone disrespect our house.

Training

- Training builds proficiency and eventually expertise. We have individual and collective skills the Division relies upon us to master. As long as we are out of direct fire contact with the enemy, training is the priority.
- Maximize training opportunities. Guard our most valued commodity = Time.
- Standards and throughput. All training will be done to standard – if a standard doesn't exist then write one. Throughput is the amount of time it takes to train a Marine(s) to standard on a particular task – do the 'training math' and manage time judiciously. These two elements will help to achieve efficient and effective training.

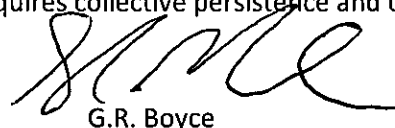
Fitness

- Our job will transition from our workspace to our back and we must be ready for the physical rigors of combat. Do not be lulled into peacetime complacency. Learn about fitness, and how to avoid and recover from injury.
- Focus on functional fitness and endurance. We must have the strength, speed and agility to fight under load in extreme conditions ... and when the close fight ends, have the endurance to move to the next fight. Fitness builds physical and mental toughness – and enables us to maintain our edge when fatigued. Remember that we are professional military athletes preparing for competition in the ultimate arena.

Leadership

- Set the example and lead from the front. Nothing is more toxic than hypocrisy. I challenge you to focus down – not up. Inject positive energy into the system whenever possible; get negative as a last resort. Negative leadership often results from lack of proficiency and/or lack of confidence.
- Do not waste Marines' time. Keep our Marines and Sailors informed. Plan training to develop specific behaviors and collective skills. Employ PT plans that challenge Marines and do not let the plans be boring.
- Know your Marines and Sailors: be an active, engaged leader. Do not relinquish your responsibilities to junior Marines out of laziness or ideas of privilege—leaders must work hard to achieve their team's potential.
- Mission Type Orders. Give Marines a task and purpose and the space to execute. We cannot expect Marines to exercise initiative and maneuver within Commander's intent if we do not exercise it every day. Employ Marines as units which have built-in leadership – avoid the 'working party' approach to tasks which tend to employ junior Marines as a herd. Someone is always in charge – Fire Team Leader, Squad Leader, etc...
- Promote innovation and provide an open door for Marines to share 'good ideas' – we need them!

This guidance isn't rocket surgery, but to execute it effectively requires collective persistence and committed leaders. We will advance together and prepare to Win as a team.



G.R. Boyce