

Command and Staff Group Guidance

Intercommunication – We all have to talk to each other and keep each other informed – “What do I know? Who else needs to know it? Have I told them?”

Inspections – We should never have to jump through hoops to get ready for an inspection - the inspectors will only be checking what we should be doing all along - review the checklists for your assigned areas regularly and live by them. That is your professional responsibility.

Supervision – I want to know what is going on with your unit or section, but I do not want to smother you. Keep me informed (I do not like surprises) and I will be content. Know also though that if I am asking you a lot of question, it is a pretty good indication that I do not feel comfortable with how much information you are providing. Above all, remember that no task is complete until its completion is reported back to the person who assigned the task.

Working Hours – Don't Confuse Efforts with RESULTS. You will be judged on mission accomplishment, not the amount of time you spend at work. Professionalism dictates you are available up and down the chain of command.

Correspondence – Credibility is built in a number of ways. One of them is through each and every piece of correspondence that leaves this unit being professional and complete. For some, the only basis that they will ever have to make a judgment on how good we are is by something we have sent them.

Area Appearance – Our individual and organizational spaces and Training Center area should be neat and orderly at all times – it is another area that can be the only way people have to judge us.

Guidance – Ask questions if you do not understand something I have said. I'd rather have you ask 20 questions than have you waste your valuable time attempting to do what you *think* I want. Ensure you understand, then go ahead and complete the task at hand.

Innovation – There is a saying that I admire – “Repetition does not establish validity”. Never be afraid to innovate and try new things. If the only reason we are doing something is because, “that's the way we have always done it”, then we may want to take a hard look at that activity.

Integrity and Moral Courage – You all have an obligation to tell me what I need to hear. It may not be exactly what I want to hear and it may even get me angry, but it is your obligation. I try never to yell or diminish and I do not stay angry for very long. Bad news never gets better with age – let's focus on fixing the problem – I am not interested in finding someone to blame.

Be Proactive and Aggressive – We should always avoid taking no for an answer. There is usually more than one way to get a job done; if a door closes, look for a window (legally). When you come back to me and tell me something cannot be done, I will assume you have done everything possible to make it happen and will defend that position vigorously. We will all look foolish if it turns out that we did not do our homework and there really was a way to accomplish the task that we should have reasonably foreseen.

Say “YES” – Find a way to say yes to supporting our mission. It is easy to say NO and avoid additional effort. To this point, I as the Commander reserve the only right within the Command to say “NO”. Ensure your positions are in line with my intent.



A handwritten signature in black ink that reads "S.D. Leonard".

S.D. LEONARD

Colonel, U.S. Marine Corps
Commanding Officer, Mountain Warfare Training Center