



DEPARTMENT OF THE ARMY
19th BATTLEFIELD COORDINATION DETACHMENT
UNIT 3050 BOX 15
APO AE 09094

AEAGC-BCD-CDR

4 June 2010

MEMORANDUM FOR RECORD

SUBJECT: Command Policy Letter 4, **Command Philosophy**

1. Excellence is achieved by mastering the fundamentals of our Profession through repetition. Excellence is sustained through leadership. I will provide you with professional leadership and a command climate in which you can lead, work, and succeed in achieving and sustaining excellence.
2. It is important that you know the things that I consider to be important; here are my top three:
 - a. Physical Fitness. Physical fitness is central to the Warrior Ethos and physically fit Soldiers are paramount to the success of our Team. Physical Training is the most important training event of the day; it should be the first thing we put on the training schedule and the last thing to come off. The theme "Army Strong" is a reflection of the importance of physical fitness. Sections should strive to average above 270 on the APFT.
 - b. Caring for Soldiers. Taking care of Soldiers is the very essence of leadership. Caring for Soldiers means preparing them for combat, instilling in them the Army Values, and preparing them for increased responsibility. Strive to achieve balance between work and off duty time; it is integral to Soldiers' and Families' well being. This is equally important for leaders. An organized Family Readiness Group and an effective command information program are crucial. Finally, remember the Golden Rule and treat everyone with dignity and respect.
 - c. Digital Marksmanship. Our digital systems are integral to our ability to accomplish our mission. We must be able to efficiently and effectively communicate with all elements on the battlefield. I expect regular digital proficiency training within our sections on our primary means of communication and cross-training between sections to build a bench of knowledgeable Soldiers who are able to operate in another section's absence.
3. One final thought; teamwork is extremely important. Always think in terms of "we, ours, us" not "I, me, my". If you have a good idea, share it, don't worry about who gets the credit. Being a great Soldier derives from being a great member of the Team.

A handwritten signature in black ink, appearing to read "Stephen J. Maranian", written in a cursive style.

STEPHEN J. MARANIAN
COL, FA
Commanding