



DEPARTMENT OF THE ARMY

3d CAVALRY REGIMENT
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REPLY TO
ATTENTION OF

AFZC-R-RCO

16 November 2011

MEMORANDUM FOR THE REGIMENT OF MOUNTED RIFLEMEN

SUBJECT: 74th Colonel's Command Philosophy

The operational environment of the 21st century is complex and ambiguous. Our enemies will come in hybrid forms and will seek to counter our strengths with asymmetric means, adapting and evolving to try and seize the initiative from us. We must be able to adapt faster to win. Below is my command philosophy on how to **grow adaptive leaders** and **build a team of teams** to achieve and maintain the competitive advantage over our competitors, ultimately leading to victory on the field of battle.

Leader Development. Leadership is what gives us our greatest competitive advantage over our adversaries. Growing adaptive, servant leaders with the highest moral-ethical standards is our main effort and is our single most important function. Our junior leaders are our legacy and will lead the profession long after we are gone. Invest in their development, foster their growth, and expand their talent through empowerment, mentorship, and training.

Mutual trust is essential in building a reliable, high performing organization and critical for leader development. We aspire to earn and maintain that trust every day. This mutual trust springs from a **command climate** conducive to mission command. Trust grows in a positive climate that encourages and rewards experimentation, prudent risk taking, and innovative problem solving. Trust is earned through actions and not words alone. It is the responsibility of leaders at all levels to set the personal example which is vital to creating this climate, that environment where **trust** takes root and becomes the foundation of the organization.

Empowering junior leaders demonstrates that **trust** from senior to junior and sets the conditions for leader development. This empowerment leads to the **creativity and collaboration** required to develop adaptive solutions to complex problems. We will grow adaptive leaders and Troopers by trusting them with the appropriate responsibility while holding them accountable through appropriate feedback. This empowerment allows them to execute *their* solutions and learn from their experiences; while allowing leaders to coach, teach, and mentor to maximize the learning opportunity. Trust is reinforced when junior leaders know the chain of command will underwrite honest mistakes or even failure during prudent risk taking in the spirit of capitalizing on an opportunity. Provide that overhead cover...it inspires trust.

Training must be tough, realistic, and focused on fundamentals. Leader development is incorporated into all training. Mastering our craft while developing our leaders is our #1 priority. If trust is our foundation, then training is the cornerstone of that trust between the Troopers and their leaders. Well trained, adaptive teams can overcome any problematic challenge confronted in the operational environment. Realistic training promotes mutual trust between leaders and led.

Learning organization. Units at all levels from squad to regiment must be learning organizations. The culture we create in our units must be one where we continuously execute, assess, learn, adapt, and evolve. Once we stop learning, stop growing, and stop developing we become irrelevant or even a detriment to our organizations. After action reviews must be incorporated into all training events and those lessons applied to the next iteration. Share lessons learned with the entire team: up, down, and laterally. A unit with a culture of learning builds trust from within and with higher headquarters.

Feedback is an essential element of teaching and learning, while cultivating relationships based on mutual trust. Informal and formal counseling provides the feedback to individuals and teams that allow them to see themselves and to learn from their experiences. Leaders take every opportunity to provide constructive feedback, *seek* feedback from subordinates and peers, and demand it from their leaders. A unit where EVERYONE is receptive to feedback is one that fosters mutual trust.

Critical Thinkers. Leaders must be critical thinkers and foster critical thinking in their formations. Develop leaders who can think deep, see the bigger picture, see problems from different viewpoints, and appreciate other's points of view. Leaders must anticipate problems and develop solutions, while remaining aware of the 2nd and 3rd order effects of their decisions not only to their unit but to others on the team and to the operational environment. Develop leaders who strive to understand context, question assumptions, while developing creative approaches to problem solving. Troopers who identify their leaders as critical thinkers develop trust and confidence in their chain of command.

Rewarding success. Recognizing and rewarding Troopers, leaders, Families, friends of the Regiment, and our wingmen is an important form of feedback. Seek opportunities to reward leaders who are team players, who build positive climates around them, and who live the values of the organization.

Standards-based organization: There are three elements of combat readiness that cannot be turned on with a switch, bought, or developed "overnight;" those are: **Trust, Discipline, and Fitness.** Discipline is enforced at all times, and Soldiers' comprehensive fitness to be trained every day. I expect all leaders to set the example, and for NCOs to be the lead standard bearers in these critical areas of our readiness. Throughout military history, successful units have one thing in common: a high level of discipline which breeds pride and esprit. The 3d Cavalry Regiment has been and will remain a disciplined outfit.

The Army is a standards-based organization and as members of the Army profession, we must know the standards, enforce the standards, and live the standards (Be, Know, Do). These standards include the values that define us as a profession. We will self-police, with leaders having the **moral courage to step in and enforce standards.** Develop training plans, execute realistic training, and develop leaders to meet and when possible exceed standards to strengthen the team.

Team first. The Regiment is a TEAM of teams. We are not in competition with each other from within or with other units on post. Our competitors are those who threaten our Constitution and way of life or that of one of our allies. We must build a reputation as **team players** by our actions and deeds. We want other units asking to have the Brave Rifles on their flank. I am looking for team players, servant leaders who put the team first. Selfless service and team-play is expected and will be rewarded. The team is stronger if units are all nested in purpose and vision. From the CSA, through III Corps, through the Regiment down to each squad with every Trooper moving toward a common set of imperatives with common values and a shared vision will give us a competitive advantage over our adversaries. Put the team before yourself, strive to reach the vision and live for something bigger than self, and we all win as a team.

Finally, be proud of your Regiment; represent it through your actions as a professional --- in uniform and out. Remember you serve in the Regiment of Mounted Riflemen and for 165 years, Troopers in Army Blue, Khaki, Olive Drab, Battle Dress, and Desert Combat Uniforms have gone before you. 44 campaign streamers adorn the Regimental Standard and represent their sacrifices and our legacy. Remember your Regiment --- Blood and Steel.


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