

Commanding General – 4th MEB (AT)

Leadership Philosophy

2 September 2004

1. **Mission.** The mission of the 4th MEB (AT) is to provide designated supported commanders with rapidly deployable, specially trained, sustainable forces in order to detect, deter and defend against the threat of terrorist activities, and to conduct initial incident response in the event of chemical, biological, radiological, nuclear or high yield explosive (CBRNE) terrorist attacks worldwide.

2. **My Personal Priorities.** There are three priorities in my life. You need to know them in order to understand some of the decisions I will make.

- First----- God
- Second-- Family
- Third----- Service to Country

All of us (and our families) make sacrifices in order to wear this uniform, but I expect each of you to have priorities that are more important than your profession. The rationale for my priorities is simple. God is an eternal commitment, my family is a lifetime commitment, and my service to country (though very dear to me) is limited in the number of years I can serve. I will never make a decision that jeopardizes my faith or my family in order to further my military career, nor should you.

3. **Command Climate.** Moral courage, integrity, and commitment to excellence are our focus. Be honest, be a team player, work hard, and produce results. My guidance is that we strive to achieve – ONE TEAM, ONE FIGHT! Emphasis is on the word “TEAM”. There are no favored individuals, capabilities, or units. Each have different roles, but not less or more important than another. Fuel, pay, and chow are no less important than force protection, which is no less important than killing or capturing bad guys. As in the sports analogy...there is a reason that all-pro running backs typically take their all-pro linemen out to dinner.

4. **Leadership.** In addition to embracing the total force concept, I ask you to treat all Marines the way you want me to treat you. Assume that your Marines and Sailors are trying to do the right thing. When possible, find ways to say yes. Aspire General John A. Lejeune’s leadership model of teacher/scholar, father/son, coach/player, mentor. Never forget that the only reason the Marine Corps has leaders is to take care of and lead Marines. Marines are our Corps’ most precious commodity and we should take seriously the privilege of leading them. The mission always comes first, but our people are our stewardship. Lead from the front and by example. Treat all Marines with dignity and respect. Create an atmosphere conducive to trust, initiative, candor, and the freedom to make mistakes- where juniors are not intimidated to tactfully tell seniors what they need to hear vice what they want to hear. The question you should continually ask is “Would I follow my own leadership style?” If the SNCOs are the backbone of our Corps, NCO leadership and Lance Corporal ingenuity win battles. I will not tolerate hazing (to include pinning on of rank), micro-management, or double standards. If your leadership is abusive, I will solve that. Arrogant and abusive leaders are dangerous and they get people killed.

5. **Well Being.** To win on the battlefield we must be physically, mentally, and spiritually fit.

-Physical fitness is fundamental to everything we do. Out of shape warriors are easy prey. We must be fit enough to fight and win in “every clime and place.” If you are out of shape, get in shape. If you are overweight, lose it. Be hard, but be smart. Heat casualties are a leadership responsibility. Take care of your Marines.

- Mental training should occur every day. A worthy goal is 100% attendance at the appropriate level schools. School-trained Marines (especially leaders) are a combat multiplier on the battlefield. Be willing to give up your Marines for school. If you do not know your job, no one else will. Challenge our Marines to be better tomorrow than they are today.

- When bullets start flying, the spiritual welfare of your warriors is as important as anything. I ask that every member of this command be offered a worship opportunity weekly, and be encouraged to attend. I ask that we avoid scheduling training on Sunday mornings, and provide a worship opportunity when in the field.

6. **Families.** We enlist Marines, but we reenlist families. Operations will inevitably necessitate saying no to our families. Accommodate family needs or schedules as often as possible. Know and understand your warriors' home/personal issues. Treat families like second-class citizens and you will lose your warriors' loyalty and enthusiasm.

7. **Operations.** We are intelligence driven. This means heavy reliance on classified documents and that we may find ourselves in the reactive mode. Reactive operations demand a high reliance on well-defined TTP (tactics, techniques, and procedures), frequent STX (situational training exercises), individual vigilance, discipline, and rehearsal. Guard the security of classified documents carefully. Our ability to thwart a terrorist attack begins with you. The small things that you notice and report could make the difference. It has been said, "Amateurs study tactics, professionals study logistics". Greatness on the battlefield starts with being great in commodity areas. Maintenance management, supply, fiscal, communications, etc. are the difference between the average and the great. Choose to be great!

8. **Team.** Average talent and great teamwork will always out perform great talent and average teamwork. Teamwork is unselfish, disciplined, seeks to accomplish the mission, and is not concerned with who gets the credit. Be a team player. Always employ our warriors in pairs. Everyone has a liberty buddy/accountability partner and the goal to take care of each other.

9. **Training.** I ask each of you to embrace the following motto:

"Let no 4th MEB Ghost say they died because you failed to train them or their leader."

Training must be part of what we do on a daily basis. We cannot afford to become so engrossed in our work that we stop training. First and foremost, it should be safe. All of us, regardless of rank, have a stewardship to bring every Marine back safely from a training event. Training should be tough, realistic, aggressive, and conducted under challenging conditions. Simulate nothing. Train hard to be hard. Just remember, it is easy to be hard and hard to be smart...be smarter than you are hard. All training should be critiqued; self-critiques are the best critiques. Every training event should be an opportunity to make mistakes and learn. Establish an atmosphere conducive to realistic training, honest feedback, self-critique, and learning. Focus on fundamentals – to include marksmanship, AT/FP, continuing actions, surveillance detection, martial arts (100%) and safety...safety...safety.

10. **Morale.** Marines do not join the Corps looking for the easy way out. They want to be challenged with realistic, demanding training, and they want to be trusted; both are good for morale. Don't waste our Marines' time. Nothing kills morale quicker than poorly conducted training and time management. Our training should be fast-paced and productive. Strive to close the gap between when training ends (including preventive maintenance) and when liberty is sounded. Train hard, and go home. Informed Marines are happy Marines and can act in the absence of guidance.

11. **Character.** Above all else, we must be able to trust each other. Remember, "who we are" is more important than "what we do". My "Five DON'Ts" are: DON'T lie, DON'T steal, DON'T use drugs, DON'T drink and drive, and DON'T disrespect NCOs. Character is doing the right thing when no one is watching! I expect the MEB to display a moral and ethical standard that supports our nation's faith in her Corps. Each of you is an ambassador for our Corps and our nation. I expect you to display the discipline, and the moral and ethical character that will enhance this image. Act and carry yourself accordingly, both in and out of uniform. The measures of greatness are discipline and character.

12. **4th MEB(AT) Rules:**

- Train to fight...fight to win.
- Buddy system.
- Never assume others know what you have not told them.
- Respect NCOs.
- Do the right thing... and fear no man.



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