



DEPARTMENT OF THE ARMY  
19<sup>th</sup> BATTLEFIELD COORDINATION DETACHMENT  
UNIT 10040 BOX 10  
APO AE 09094

AEAGC-BCD

18 June 2014

MEMORANDUM FOR Leaders and Soldiers of Team 19

SUBJECT: Command Philosophy

1. Purpose. This memorandum describes my intent, sets priorities and shares my expectations of Leaders and Soldiers and together constitutes my command philosophy.

2. Intent. My intent is to ensure Team 19 continues to expertly synchronize air and space operations with ARFOR/LCC requirements in a timely manner. Key to our success is remaining fully integrated in the AOC, consistent communication with USAEUR and aggressively looking for and maximizing joint/combined training opportunities. In the execution of our mission, I expect our leaders to promote a positive command climate (treating Soldiers with dignity and respect), and for the entire team to live the Army Values and Warrior Ethos and consider/treat families as an integral member of the team.

3. Priorities (Readiness/Teambuilding/Leader Development/Army Values/Partnership).

a. Readiness.

i. Fit to Fight. Soldiers assigned to Team 19 will:

1. Meet Army height and weight standards.
2. Pass the APFT and strive to achieve 275 or better on the APFT.
3. Qualify on their assigned weapon.
4. Be a subject matter expert in their job.
5. Always be prepared to deploy.
6. Learn to be resilient (mentally, physically, spiritually)

ii. Section Certification. Team 19 will participate in a standardized leader and section certification process on a semi-annual basis. Given most, if not all, of a BCD's Soldiers and Leaders have no previous experience working in a BCD before arriving to the unit, it is imperative that we establish a formal process that trains and certifies that our leaders and sections are qualified to do their jobs.

iii. BCD Certification. We will continue to seek opportunities to participate in at least one theater level culminating training event per year that combines an ARFOR/LCC, the BCD and an ACC in an exercise that will evaluate Team 19's ability to accomplish its assigned mission.

b. Teambuilding. The Army is organized, trains and fights as a team and Team 19 will encourage Soldiers to seek self improvement, treat each other with dignity and respect, build cohesion through tough realistic collective training, reward excellence and integrate our families whenever possible in BCD activities. Our families and the FRG are an indispensable part of the team, if they are neglected the team (and the mission) suffers. While these priorities (family versus mission) may often compete, they must not be allowed to conflict.

c. Leader Development. Whether it's military or civilian schooling, leaders must find a balance between accomplishing the mission and giving Soldiers, NCOs and Officers the opportunity to develop themselves both personally and professionally. The 19<sup>th</sup> BCD's Leader Development Program will, among other things, focus on Training, Training Management and Mission Command. Remember, it is

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our responsibility to coach, teach and mentor the next generation of Commanders/First Sergeants and Command Sergeants Major.

d. **Army Values.** Every Soldier and Leader of the 19<sup>th</sup> BCD will live the Army's Values both on and off duty. These values (Loyalty, Duty, Respect, Selfless-Service, Honor, Integrity, and Personal Courage) define our profession, are fundamental to readiness, and are non-negotiable.

e. **Partnership.** Our first METL task is "Establish Coordination and Liaison." Consequently, we will continue to foster a strong working relationship with the Air Force through routine dialogue and visible presence in the AOC, in support of exercises, during 603<sup>rd</sup> AOC, 3<sup>rd</sup> Air Force and USAFE meetings and at joint teambuilding events.

4. Expectations. I expect leaders to:

a. **Lead by Example.** Never ask a soldier to do something you're not prepared or able to do yourself. Provide subordinates with a personal model of what "right looks like."

b. **Be a Team Player.** Provide input to commander's guidance, but once the decision is made execute the plan as if it is your own.

c. **Take the Initiative.** It's not encouraged – it is required.

d. **Be Tenacious.** Leaders vigorously pursue each and every task, detail and/or mission to its successful conclusion. "Lock on" to things and refuse to let go until you achieve an acceptable result.

e. **Accept Responsibility.** Leaders must take full responsibility for their actions, the actions of their subordinates (whether the leader is present or not) and actions and events that happen around them. If a Soldier violates a standard in the presence of a leader, that leader "owns" the problem, regardless of whether or not that Soldier belongs to him.

f. **Set and Enforce Standards.** Know them, teach them, and have the courage to enforce them.

g. **Train Soldiers.** This is the primary function of a leader -- do it continuously and do it well. Teaching and developing subordinates demonstrates your personal commitment to the unit's success over personal success. It is also a great way to self-improve – you always learn by teaching.

h. **Care for Soldiers.** Along with training, this is the most important thing we do. If you treat America's sons and daughters with dignity and respect, in return the Army gains warriors willing to sacrifice their lives for their buddies, for the unit and in defense of our Nation.

i. **Make Mistakes.** Making mistakes is "OK," that's how people learn... AAR and execute again until the standard is met.

j. **Have fun.** Be positive in your leadership style, find humor in everything you and your soldiers do, particularly when times get tough. If your soldiers see you smiling and making light of an otherwise miserable situation then it lets them know they're going to be okay and generates confidence and enthusiasm.



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MEMORANDUM FOR Leaders of Team 19

SUBJECT: Leader Counseling

What I Expect of You

1. Lead by example
2. Be in shape
3. Know your job
4. Take the initiative
5. Be Tenacious
6. Live the Army's values
7. Accept Responsibility
8. Be a Team Player
9. Set and Enforce Standards
10. Train Soldiers
11. Caring for Soldiers
12. Take Care of Families
13. Make Mistakes
14. Have fun

What to Expect of Me and the SGM

1. To lead by example
2. Not to do your job
3. Provide guidance / Set priorities / Make timely decisions / Get resources
4. Underwrite honest mistakes
5. Provide top cover
6. Coach, teach and mentor

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