



**DEPARTMENT OF THE ARMY**  
Bravo, 106<sup>th</sup> Financial Management Company  
Unit 28614 Box 0035  
APO AE 09177

REPLY TO  
ATTENTION OF

AETS-SBF-BCO

26 April 2011

MEMORANDUM FOR RECORD

SUBJECT: **Commander's Philosophy**

1. Every organization must have a vision which encompasses the commander's philosophy, gives the unit direction, and defines an end state or success. Though there is no magical formula for developing a fail-safe vision or philosophy, we will base ours upon leadership governed by common sense, a genuine obligation to take care of Soldiers/Families and a commitment to ensure we are ready to perform our wartime mission when called on to do so. Below are the fundamentals which I believe to be the cornerstone of building and maintaining an effective TEAM!

a. **Readiness:** Individual, training management, maintenance, supply and technical proficiency leads to combat readiness and mission support.

b. **Soldiers, Families, and Spiritual Well Being:** Soldiers are our most precious resource and they will be granted the opportunity to have quality time to spend with their families, practice their faith/beliefs and enjoy their personal time. I urge you to manage and maximize your personal time and the opportunities you have to spend with your family.

c. **Leadership:** Lead, teach and mentor at all levels. Leaders directly impact the readiness of our Soldiers and the unit. Leaders are expected to invest the time needed to know and understand the personal and professional goals of their subordinates and assist them in achieving these goals. Leaders are expected to provide an ongoing assessment on the performance and potential of their subordinates. I expect leaders to be honest, critical and supportive when counseling Soldiers and provide them the means to improve and grow as future leaders

d. **Training and Safety:** Training must be part of what we do on a daily basis. First and foremost, it should be safe. All of us, regardless of rank, are Safety Officers. If an unsafe act is occurring, say something! Establish an atmosphere conducive to realistic training, honest feedback, self-critique, and learning. Don't waste our Soldiers' time. Nothing kills morale quicker than poorly conducted training and poor time management. Focus on fundamentals – marksmanship, fitness, developing leaders, training management, and safety.

e. **Army Values:** Above all else, one's character speaks for himself/herself. Remember who we are and what we stand for. You are a soldier 24 hours a day, 7 days a week, 365 days a year. I expect you to display the discipline, moral and ethical character that will enhance this image. Act and carry yourself accordingly. The measure of greatness is discipline and character.

2. The end state of our vision will rest with our ability to ensure that every Soldier in our ranks is combat ready. At the end of the day, every Soldier in our unit must be confident in their ability to conduct their MOS and in knowing that they can fight, survive and win on the battlefield. It is absolutely imperative that we all be focused and vigilant in our ability to achieve our end state of combat readiness.

ANDREW T. GRAZIANO  
CPT, FC  
Commanding