



**DEPARTMENT OF THE ARMY**  
106<sup>th</sup> FINANCIAL MANAGEMENT SUPPORT UNIT  
UNIT 20193  
APO AE 09139

REPLY TO  
ATTENTION OF

AETS-SBF-CO

1 August 2012

MEMORANDUM FOR RECORD

SUBJECT: Command Philosophy

1. A command philosophy is a document that captures the Commanding Officer's conception of how the unit is to be run and how the Soldiers should run it. To capture every facet of this very complex and dynamic world takes volumes of writings and requires constant updating. I have many expectations of the leaders and Soldiers of the 106<sup>th</sup> Financial Management Support Unit but those I present in this document are the five elements that I believe are the most important:

a. **TRAINING** – *Bottom line: be ready to fight.* NCOs are the primary leaders and trainers of Soldiers in our Army today. As such, I hold detachment leaders to a higher standard; they hold under their supervision America's sons and daughters. Individually skilled Soldiers are the basic building block for collective training. I expect NCOs to take care of them by ensuring they are trained, counseled, professionally competent, able to accomplish combat tasks, and able to survive in the extreme conditions. Maximize every training opportunity and execute a realistic and challenging training program. We must work to maintain both technical and tactical excellence. Place special emphasis on our maintenance program, conducting a rigorous and demanding Physical Training (PT) program, and creating leaders who are adaptive to ever-changing situations.

b. **LEADERSHIP** – *Bottom Line: we are in the business of developing Soldiers of character that will serve as future Army leaders.* The beginning phase is the execution of a proactive and involved sponsorship program. All Soldiers are leaders and must always lead by example. In the absence of orders, take charge. Soldiers must have confidence in the integrity, ability, character, and trust of their leaders. Mentor and assist Soldiers to solve their problems and make mature decisions. Equip them with the building blocks they will need to succeed in all they do, and then give them the freedom to succeed. Provide them with opportunities to act out of their comfort areas in an effort to expand their leadership capacities and perspective.

c. **TEAMWORK** – *Bottom Line: united we are strong and insurmountable; individually we are weak.* I am proud to be a Diamondback, a member on the winning team of teams. Leaders must have and instill this same pride, esprit, confidence, and trust - these are indispensable requirements for the success of any unit. Treat each teammate with dignity and respect. Remember to take care of our Soldier's families, as they are an extension of the Diamondback team. Always provide Soldiers and their families with necessary assistance. I expect leaders to enforce family time – add predictability and stability to our Soldier's lives.

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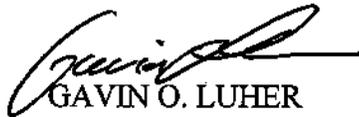
d. **CUSTOMER SERVICE** – *Bottom Line: it is our mission to serve the USAREUR and EUCOM community with outstanding financial management support.* Each member of the customer service team is empowered to do what he or she feels is right, insofar as it is in compliance with Finance regulations. The default, in response to an inquiry or request, should be to try to respond with a resounding, customer-centered "Yes." The chain of command and I will do our part to support make sure each Soldier has the resources they need to best service our customer. Always strive for improvement.

e. **SAFETY** – *Bottom Line: think safety first whether it is on the range, in the office, or while doing PT.* I will take reasonable risks when training and encourage my subordinates to do the same. The key is to clearly understand where you are taking risk and to manage and mitigate it. Always apply the risk management process; identify and assess hazards, determine risk, implement controls, and supervise.

2. As your commander, it is my responsibility to provide guidance, direction, and ensure that we are all moving in the same direction. If there is something that I, or this company, is not providing you, let me know. If it is important to you, then it is important to me.

3. The point of contact for this memorandum is the undersigned at 469-8017.

DIAMONDBACKS!



GAVIN O. LUHER  
MAJ, FC  
Commanding