



Commanding General
21st Theater Sustainment Command
Unit 23203
APO AE 09054
February 10, 2014

Special message regarding Support 6's month "7" command philosophy update

It is my vision to keep Team 21 on point supporting USAREUR with trained, motivated, and informed Soldiers and leaders, supported by their Families, ready to deploy across the spectrum of operations.

As we approach the many challenges ahead, I want to reemphasize the enduring qualities that inspire, motivate, and guide me both personally and professionally; I believe:

- in God, Country, and the American way
- military service is more than just a job...it's a commitment to Democracy
- Soldiers are our Army's most valuable asset
- Family readiness is a combat multiplier

We will improve overall unit readiness through increasing resiliency and reaffirming the characteristics of the Army profession. The "Ready Strong Professional" philosophy traits listed below are especially important to me and will serve as our "Warrior VE3ST" protection for all we do!

<u>Values.</u>	Let's do what's right every day with discipline and character.
<u>Enthusiasm.</u>	Perpetuate optimism, our glass is always half full.
<u>Endurance.</u>	Be physically and mentally fit... we need ready warriors.
<u>Excellence.</u>	Mentoring inspires perseverance...never give up.
<u>Stewardship.</u>	Be innovative and efficient...conserve Army resources.
<u>Teamwork.</u>	None of us is as important as all of us...work together.

All Team 21 leaders must recognize the following performance traits and focus on them at all times:

- **Set the example.** Demonstrate the willingness to do what we ask our Soldiers to do. They will see a pattern in your thoughts and actions that will guide them in absence of orders.
- **Enforce standards.** Make sure the standard fits the task at hand and is applied equitably to all Soldiers. Check, check, check things often: people, performance, equipment, and resources for compliance to Army standards.
- **Know your Soldiers.** Care for them and exhibit compassion; make them ready and resilient. Integrate them as a part of your Family and develop them into warriors of character.

Leaders create an environment where Soldiers can be all they can be...avoid the zero defect mentality. Junior leaders must have the latitude to learn by doing, mistakes will be accepted if done in good faith. Feedback both positive as well as negative builds strong character and develops professional, dedicated, and forthright leaders. The end result of quality leader development builds tough, resilient, and skilled units capable of facing the multitude of personal and professional challenges.

Every action is training. Our regulations, manuals (ADP 7-0, *Training Units and Developing Leaders*), and SOPs contain proven and safe training techniques and procedures...know and follow them. Before you set out on a training mission, always ask how your training supports the command and USAREUR.

- train **SAFELY** and to standard...not to time
- replicate field or combat conditions...rehearse all actions
- challenge our troopers...don't waste their time, think mission command

Material management is one of the cornerstones to unit readiness. Simply put...we will account for and care for our equipment. Sound command readiness programs ensure success. The 21st TSC will demonstrate responsible stewardship of its resources.

Think safety in all you do, our profession is dangerous and like no other. Be responsible and conduct risk management to promote a healthy and safe environment. Leaders will inspect, rehearse, and be wary of fatigue and overconfidence. Focus on "tasks, conditions, and standards." Follow SOP's and let common sense be your safety guide.

All Team 21 members have a responsibility to implement standards and create a positive training and work environment.

- Commander: Accomplish missions, establish a positive command climate, provide leadership presence, and take care of Soldiers and their Families.
- Staff: Support Commanders, anticipate problems and work resolutions, provide accurate and pertinent information, and take care of Soldiers and their Families.
- NCO: Account for Soldiers, train Soldiers, ensure that equipment is serviceable, and enforce standards (appearance, PT, marksmanship, social media professionalism, etc).

The bottom-line is 21st TSC Warriors will create and maintain a climate based upon mutual trust, honesty, candor, professional competence, and character that, through every deed and word of our Soldiers, underscores this philosophy and our mission.

FIRST IN SUPPORT-READY STRONG!

Sincerely,



John R. O'Connor
Major General, US Army
Commanding