



REPLY TO  
ATTENTION OF:

**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, UNITED STATES ARMY EUROPE**  
**UNIT 29351**  
**APO AE 09014-9351**

AECG

4 December 2012

**MEMORANDUM FOR LEADERS AND SOLDIERS**

**SUBJECT: Command Philosophy**

**1. U.S. Army Europe Mission.** Trains and leads Army forces in support of U.S. European Command and Headquarters, Department of the Army by:

- a. Training and preparing Unified Land Operations capable forces for global employment
- b. Strengthening alliances and building partner capability and capacity
- c. Providing Army Service Component Command and Title 10 U.S.C. support
- d. Continually seeking to improve the readiness and quality of life of Soldiers, Army Families and Civilian workforce

**2. Commander's Intent.** My intent is to maintain a force that is capable and ready to deploy anywhere and execute any mission by instilling a focus on teamwork, comprehensive fitness of our warfighters and leader development and training. We must continue to remain focused on accomplishing all missions while always ensuring the resiliency of our Families. I expect all leaders to assist me in promoting a positive command climate; instilling trust up and down the chain of command that reinforces and exemplifies our Army Values and the Warrior Ethos of our combat proven force. Together, we will continue to make our overseas home and the USAREUR team better every day.

**3. Commanding General's Imperatives of Command.** In the daily operations and running of the USAREUR team and our subordinate commands, I expect leaders and Soldiers to follow the Command Imperatives I have come to trust as a sound formula for developing units into a team of teams that is ready to accomplish any mission. These imperatives reinforce key characteristics that I hold as critical in establishing good order, discipline and the positive command climate of the USAREUR team.

a. **Teamwork.** USAREUR is a team of teams, from the Commanding General and the Command Sergeant Major to a rifle squad; we succeed or fail as a team. Setting the conditions for our subordinates ensures we succeed; allowing them to fail means we have failed together. None of us can do this alone. All of your leaders need your help and support just as you need help from your higher headquarters so we can succeed whether in garrison or forward deployed.

b. **Comprehensive Fitness.** Our Soldiers are America's greatest asset on the field of battle and must be physically and mentally tough. They must be cared for as a complete package; mind, body and spirit. I expect every leader at every level to demonstrate passionate care for our Soldiers, Families, civilians, retirees, our fallen and their surviving Families. Ensuring the quality of life and care of Soldiers and Families guarantees the readiness of our force. When

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leaders demonstrate care and compassion through the dignified, fair and respectful treatment of Soldier and Families, their sense of self-worth soars and increases USAREUR's ability to accomplish anything, no matter how challenging or demanding.

c. Leader Development and Training. Leaders mentor and followers seek mentorship; be worthy of mentoring. Challenge Soldiers daily with rigorous and realistic training and you will be surprised at how high morale can climb. Develop and teach sustainable systems for accountability, deployability and maintenance; know and follow ADP 7-0.

d. Discipline and Standards. Discipline matters, how a Soldier looks and acts in a garrison environment directly translates to their performance in combat. I hold leaders responsible for instilling the essence of our Army Values and Warrior Ethos into their Soldiers so they are not words on a card, but rather a way of life.

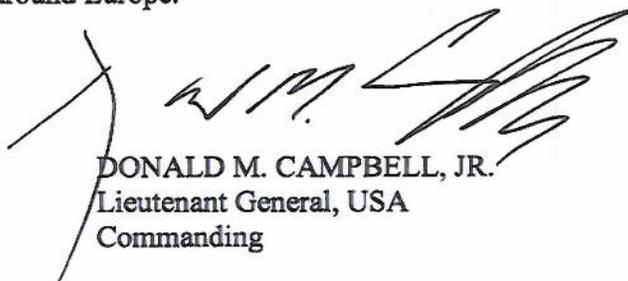
(1) Discipline. We must be disciplined and adhere to our Army Values if we are to be the nations' trusted Ambassadors to the American public as well as our host nations here in Europe. President George Washington said, "discipline is the soul of any organization" and ours is no different. Maintenance as an example of discipline shall continue to be a cornerstone event for our units and be viewed as a direct reflection of our units and be viewed as a direct reflection of a unit's discipline.

(2) Standards. Clearly communicate and enforce standards. If discipline is the soul of any organization, standards are the heart. Performing risk management is a standard I expect all leaders to adhere to and train their subordinates to perform routinely.

4. **What I believe.** Every Soldier is a rifleman first. Lethal, disciplined and physically fit; consistently living the Soldier's Creed and displaying the Warrior Ethos.

5. I consider it an honor and privilege to lead this historic team and look forward to seeing you all in your formations and communities around Europe.

*It's an honor  
to join  
this  
great  
Team!*



DONALD M. CAMPBELL, JR.  
Lieutenant General, USA  
Commanding