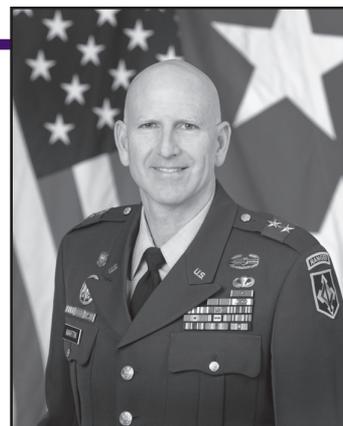


# From the Commanding General



By Major General Gregg F. Martin  
United States Army Maneuver Support Center



**T**eammates: HOO-AAH! And greetings from the epicenter of our Maneuver Support and Protection Enterprise and Center of Excellence (CoE)—Fort Leonard Wood, Missouri.

Thanks for WHO YOU ARE and for ALL YOU DO in building strong warriors, leaders, forces, and families—one PERSON and capability at a time—to defend our nation through full spectrum operations in this era of persistent conflict.

This message reflects my latest thinking after nine months in this awesome command and builds on the things that I laid out in the previous issue of this magazine.

Together, we've made significant progress across the entire doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) domains from the new Maneuver Support Warfighting Forum and enhanced Knowledge Network to the great work being done by our three core branches and regiments—chemical, engineer, and military police.

By using the comprehensive approach and applying the 3Cs (coordinating, collaborating, and cooperating), I envision us creating a living laboratory and network of innovation and learning. We must be as adaptive and flexible at MANSCEN as our tactical units are in the fight. Working as one team, I believe we can make this vision a reality and live up to our commitment and obligation to our troops and the American people.

As an enterprise, we can leverage some unique advantages that flow from the amazing range of missions, capabilities, and expertise here at MANSCEN and Fort Leonard Wood, which include, but are not limited to, the following: developing, managing, and executing basic combat training, one-station unit training, and advanced individual training, as well as running the Army's largest NCO Academy; developing strong leaders—from NCOs, warrant officers, and lieutenants to captains and colonels; executing 66 highly technical courses; integrating and working side by side with our large population of guardsmen and reservists; training all DOD truck drivers; training our sister Services and doing the 3Cs with numerous joint, inter-agency, intergovernmental, multinational—industry (JIIM—I) partners; developing and integrating capabilities for our three

branches, maneuver support, and protection and related capabilities; working with the 4th Maneuver Enhancement Brigade (MEB) and its subordinate tactical units; collaborating with the University of Missouri system and the Leonard Wood Institute and other academic and think tank organizations; and much more!!! Indeed, we are a major intellectual and physical engine for our region, Army, and DOD. And...we GET TO do all of this in the heart of the Ozarks!!!

I've never soldiered in a more supportive place than the great state of Missouri—wonderful people and region!!! I encourage and challenge each of you to learn more about what's going on here at MANSCEN and Fort Leonard Wood and then engage with and leverage us for the good of our Army, joint force, and nation! In fact, come see us here—Fort Leonard Wood is a great place to visit, train, and even conduct leader off-sites. The well-known and prestigious RAND Corporation held its senior leader strategic off-site here this summer and observed what's going on and engaged with us!

To enhance transparent communications and to clarify my intent, I share the following, which reflects my dash 1 and includes my goals, objectives, and priorities:

We need to make our PEOPLE—military, civilians, and families—our centerpiece and main effort, while executing our MISSION: building strong warriors, leaders, forces and families—one person and capability at a time—to defend the nation through full spectrum operations in this era of persistent conflict. I challenge each of you to create and foster a climate where your people are inspired to live the Army Values, do their best, and take care of each other while accomplishing our four priority tasks:

- **BUILD STRONG PEOPLE**—mind, body, heart, and spirit. I ask that each of you assess your existing programs and develop new programs and methods to help every person and family become stronger—mind, body, heart, and spirit—and **BUILT TO LAST** and thrive in an uncertain future. Improving our effectiveness with a holistic approach to the Human Dimension is a major strategic effort at MANSCEN and Fort Leonard Wood. Please check it out on our website and partner with us in this critical, trailblazing initiative.



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**TRAIN, SUPPORT, TRANSFORM, CARE, ENGAGE**



- **TRAIN** strong, expert warriors and **EDUCATE**/develop strong, agile, adaptive **LEADERS**. I expect all of my civilian and military subordinates to advocate passionate, inspired leadership. We must develop adaptive, innovative warriors and leaders grounded in the basics, experts in their functional specialties, and ready for combat. As appropriate, we will also develop—in a way that best supports the maneuver/joint force commander—multifunctional maneuver support leaders who are confident, competent, and ready for full spectrum operations. Daily, look for opportunities to advance **JIIIM-I** across **DOTMLPF** domains. Develop a culture and ethos that we are, and will develop, military and civilian “Leaders for a Lifetime” who will lead our families, communities, and nation long after we retire from our service.
- **SUPPORT ARFORGEN** and win the current fight. We must prepare our chemical, engineer, military police, and multifunctional maneuver support units for full spectrum operations and provide responsive capabilities to our forces worldwide. Assess operational observations and incorporate lessons learned across **DOTMLPF**. Look for ways to improve our ability to get the right people with the right skills and the right capabilities to the right place at the right time.
- **DEVELOP** and **INTEGRATE** maneuver support organizations and **CAPABILITIES**. Applying the 3Cs, help us fulfill our responsibilities as specified in AR 5-22. Help **MANSCEN** in its service as the **TRADOC** proponent and advocate for chemical, engineer, and military police organizations and capabilities, as well as for **MEBs**, brigade special troops battalions (**BSTBs**), 20th Support Command, improvised explosive device (**IED**) defeat, geospatial, base camps, and unmanned ground vehicles. Continue **MANSCEN**'s momentum as a **CoE**. Cultivate a maneuver support ethic that focuses on the maneuver/joint force commander and our nation as the ultimate customers. Capitalize on synergies between the chemical, engineer, and military police branches as well as explosive ordnance disposal (**EOD**), civil affairs, and others as appropriate.

Simultaneously, we must all **ENGAGE** our stakeholders and the American people—to include families, communities, political leaders, academia, think tanks, media, industry, nonprofit organizations, and others—to ensure that we have their understanding and support to sustain our all-volunteer force (a national treasure that must not be taken for granted). Individually and collectively, tell our story effectively and improve our Army and maneuver support image. As you do so, build relationships with key partners and always use the 3Cs. Develop a culture and ethic in which engagement becomes a natural part of **ALL** we do—like breathing.

Meanwhile, we are working hard to make Fort Leonard Wood **THE** installation of choice by asking our service organizations—whose purpose is to support our important mission and our population—to focus on and enforce a customer-focus ethic in all they do. I am asking these organizations to understand that the answer to customers is never “No” or “Yes, but....” Rather, the answer is always “Yes” or “Yes, if....” Our daily attitudes and lasting culture must be service-based; we must always think, “How may I/we serve you?”

How will we accomplish all of these things? First, we will make headway by focusing on the basics and the fundamentals and by applying the timeless principles—such as “disciplined people applying disciplined thought and taking disciplined action—of the leadership classic *Good to Great* by Jim Collins. We are using this book as a basis for focus and continuous improvement at **MANSCEN** and Fort Leonard Wood; I encourage you to read and apply it to your organizations as appropriate. In addition, we’ll make progress by working together as one team across our maneuver support/protection enterprise; applying the comprehensive approach and the 3Cs; willingly sharing lessons learned, good ideas, and best practices; shamelessly stealing good ideas from others; and learning continuously.

Achieving true greatness means moving beyond our talent and **CHOOSING** the attitude and approach we take in our lives and in our work. Leadership guru John Maxwell describes and captures this concept superbly in *Talent Is Never Enough* (another book we are reading and applying at **MANSCEN** and Fort Leonard Wood). Let’s **CHOOSE** to ignite a fire of passion, excitement, and energy within ourselves and our organizations as we strive to achieve true greatness, which I define below, in our professions:

- Delivering superior performance every time!
- Setting the standard for our profession—people come to us for our advice and expertise!
- Making a unique, positive, worldwide impact!
- Creating people and organizations that are Built to Last! (*Built to Last* is the classic companion to *Good to Great* by Jim Collins.)

With all of these things in mind, keep making a positive difference every day; keep supporting our troops and their families, especially those who are in harm’s way; and keep the faith, knowing that you and our team are making a difference in defending our great nation!

Be **SAFE**, and strive to balance our important national security work with the “Five Fs”: Faith, Family, Friends, Fitness, and Fun. Maintain an Attitude of Gratitude—always! Make every day count! *Carpe Diem*!

Thanks, and may the Good Lord continue to bless you, your units, and your loved ones! All the best—today and for the rest of your lives!!!

**ARMY STRONG!**



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