

# The Maneuver Support Enterprise: The Vision From My Foxhole

By Major General Gregg F. Martin

To understand where I am coming from and where I intend to lead the Maneuver Support Center (MANSCEN) and Fort Leonard Wood (FLW), I offer the following in the spirit of transparent communications and sharing my goals, intent, and philosophy. It is my desire that together we strengthen and grow our collaborative community of purpose, in order to more effectively support the maneuver and joint force commander and, ultimately, the American people.

We must put our people first and foremost. I believe that our Army is not only made up of people—it IS people! Our people—Military, Civilians, and Families—must be our main effort, from training, leader development and education, to services, facilities, and quality of life.

My intent is that every one of the 90,000+ Soldiers, Leaders, and Joint Warriors who trains or is stationed at FLW—from privates in basic combat training, to colonels in the Precommand Course, to permanent party—becomes a stronger, healthier, better person in mind, body, heart, and spirit; is grounded in the basics of our profession and the Army values; is expert in their specialty; is adaptive, innovative, and flexible for success in full spectrum operations; is inspired and passionate to serve, learn, and grow today and in the future; and is built to last and thrive in an uncertain future.

Further, I want every one of our people to enthusiastically engage our stakeholders and the American people and effectively tell their own and the Army (or their Service) story. This encourages others to serve, either in the military or in some form of public service. Consequently, whether they serve for 4 years or 40 years, they undoubtedly will leave our Army and military as better citizens who continue to love and serve America.

We must also strive for excellence in our other crucial functions and missions such as doctrine, organizations, materiel, support to our forces at war, and transformation. These functions and missions are critical in supporting our people with capabilities and concepts that enable them to most effectively achieve their purpose and succeed in full spectrum operations, in support of the maneuver and joint force commander, today and in the future...

Although this is more information than many of you may need, I share it with you so you have full situational

## MANSCEN at a Glance

### **Our Mission:**

The Maneuver Support Center, enabled by a world-class garrison at Fort Leonard Wood, creates Warriors and develops Leaders and capabilities that assure the mobility, freedom of action, and protection of the forces they support.

### **Our METL:**

**Train:**  
Training Joint Warriors and developing innovative, adaptive Leaders prepared for full spectrum operations

**Support:**  
Supporting our forces in combat today

**Transform:**  
Transforming and integrating maneuver support organizations and capabilities based on the Army's current needs and future vision.

**Take Care Of:**  
Taking care of our Service members, Civilians, and Family members

**Engage:**  
Regularly engaging our stakeholders to assure their understanding and support

### **Postured to support the Army and Nation as TRADOC lead or proponent for the following capabilities development areas**

- Improvised Explosive Device (IED) Defeat
- Combating Weapons of Mass Destruction (CWMD)
- Maneuver Enhancement Brigades (MEBs)
- Brigade Special Troops Battalions (BSTBs)
- Protection
- Future Combat System (FCS) Unmanned Ground Vehicles

### **Our Vision: World-Class in All We Do!**



awareness. With this in mind, I ask and encourage you to join us at MANSCEN, as full partners and teammates in our important work and collaborative enterprise.

## COMMAND PHILOSOPHY

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- We are an Army and Nation at war, in an era of persistent conflict, that requires full spectrum Warriors and Leaders.
- What we at MANSCEN do (or fail to do) is crucial to accomplishing the mission and keeping our people alive.
- Think about this every day to prioritize, structure, and focus your efforts.

### 1. Philosophy:

Our people are precious. They are our centerpiece, focus, and main effort. Let's strive for a positive command climate with caring leaders focused on people: People first, mission always. Let's also strive to be a great organization that is *Built to Last*, with an enduring culture of character, commitment, competence, care, and service to our people and mission.

- I trust you and expect you to take the initiative, lead, and make good decisions. I empower you and grant you permission to take action in accordance with our values and mission and my intent. If in doubt, ask yourself the

following three questions about the decision you are considering: (1) *Is it in the best interests of our people, the unit, and the mission?* (2) *Is it legally and morally right?* (3) *Am I willing to stand up and be accountable for my decision?* If you answer “Yes” to all three, don’t ask for permission...You already have it...Just do it!

- Good people sometimes make honest mistakes. When that happens, conduct an after-action review (AAR), learn from it, and get better. And share the lessons, so we all get smarter. We are a “learning organization” and believe that mistakes are a natural part of growing and improving. I encourage your candid, honest feedback and advice to help foster an environment for continuous learning and improvement.
- I will give 100%+ effort. There is nowhere I’d rather be and no job I’d rather have. It’s a privilege, honor, and blessing to lead this team. Life is short, so enjoy it, live each day to the fullest, have fun, and BE SAFE!

## 2. Priorities:

- People. We exist to serve our people in an Army at war, so know and care for your flock—Military, Civilians, Families. Welcome and embrace our newcomers properly, inspire our people, and help them grow to their full potential through communication, coaching, and counseling. Set high standards, and conduct tough training. Support Family Readiness Groups (FRGs). Thank and recognize our people appropriately, and provide quality and timely Noncommissioned Officer Evaluation Reports (NCOERs), Officer Evaluation Reports (OERs), and National Security Personnel System (NSPS) ratings and awards. Value people, praise effort, and reward performance. To be *Built to Last*, focus on recruiting and retaining high-quality people—this is everyone’s business. Be passionate about what you do, and always set the example. Ensure that you and your people attend a basic combat training (BCT) or a one-station unit training (OSUT) graduation, in order to witness the miraculous transformation of our newest teammates from Civilian to Soldier.
- Focus on our Mission-Essential Tasks: Train, Support, Transform, Take Care Of, and Engage.

## 3. Expectations:

- Know and enforce safety, discipline, and standards.
- Know your job, do your best, and get better every day. Be an expert in our profession and in your specialty.
- Be fit in mind (intellect, profession, and skills), body (physical fitness and health), heart (passion for your job and life), and spirit (do what’s right and live in accordance with your conscience). Live a healthy, balanced life (work and play, professional and personal, present and future). Integrate the Five Fs: Faith, Family, Fitness, Friends, Fun. We need you and your family for the long haul.
- Set the example and live the Army Values. Do what’s right, legally and morally, in all situations; treat

others with respect and dignity; don’t do anything that brings discredit on yourself, the unit, or your Family; do routine things routinely and to standard; don’t ignore a problem—look folks in the eye and take corrective action.

- Be a team player. Ask “How may I serve you?” and “What have I done today to improve and enable my people?” Be inclusive; support the team; listen and learn; share [good] ideas willingly (SIW), and steal [good] ideas shamelessly (SIS). Don’t complain—if you see something you think we’re doing wrong, or believe you know a better way, tell us how you would do it.
- Maintain situational understanding—be alert and informed.
- Communicate transparently up, down, and laterally. Ask “Who else needs to know?” There should be no surprises.
- Enhance communications within and outside of MANSCEN—tell YOUR story and the Army story to our stakeholders and the American people.
- Give me your expert, candid advice—tell me what I NEED to know, NOT what you think I want to hear.
- Live and work with Passion and Energy! Execution – “git ‘r done!”
- Be positive! Develop and keep an Attitude of Gratitude in all circumstances.

## 4. What “Success” Might Look Like:

The Army’s best Soldiers and leaders are organized, trained, equipped, and ready to deploy, fight, win—today and in the future. They are experts at their jobs and the basics. They are inspired, with a winning spirit, pride, and initiative—doing the right things in caring for people and enabling the maneuver/joint force commander to win. After leaving MANSCEN and FLW, our people believe that “Serving here was great. I became a better person, Soldier, and leader; grew to my full potential; and made lifelong friends. People took good care of one another. I’d recommend this outfit to a son or daughter, brother or sister, or friend and would serve here again.” Success to me is making a positive difference in the lives of others—doing the best you can, with the talent you have, wherever you are—and at the end, “Well done, good and faithful servant.”

Thanks for all you do and for who you are. I look forward to serving with each of you!



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