

**DATE**

**Co Commander (CPT \_\_\_\_\_) Initial Guidance/Counseling:**

**General:**

- Focus all training towards METL. That is your number one priority.
- Read AR 600-20 (Army Command Policy) and provide me a 30 minute Information briefing by **DATE**.
- Provide me a written assessment of your company NLT 1600 hrs **DATE**
- Have your XO, 1SG, and SDSs provide me a written assessment of respective unit element NLT 1600 hrs on **DATE**
- Command Climate:
  - Loyalty, confidentiality, trust, and integrity are all non-negotiable
  - Set and maintain high standards (both personally and professionally)
  - Define lanes of responsibilities
  - Identify routine events
  - Don't worry about things you can control
  - Focus on leadership/taking care of both the mission and soldiers/families
  - Maintain a positive attitude daily
  - Develop and maintain an effective unit sponsorship program;
    - Battalion level – program will be run by the Bn CSM
  - Most common thing that can get you fired:
    - Loss sensitive items and property
    - Accidents (because of poor safety/maintenance programs)
    - Fraternization (or perception there of)/DUI
    - Loss of integrity
    - Soldier abuse
    - Don't be afraid to call JAG (In fact, make the call just to be sure you are legally on sound ground)
- Identify goals and objectives for your unit (short and long term)
- Never surprise the Boss. Understand Fire Missions and 24 Hour Service.
- Take Leave and require your key leaders to do the same.
- Take care of yourself, your family, and SOLDIERS.

## **Leadership**

- No one can take your integrity—you have to give it away. Never give anyone reasons to question your integrity.
- Soldiers want to know how much you care before they care how much you know.
- What you do is more important than anything you say.
- Accept responsibility for the shortcomings of the unit; pass credit for success on to your subordinates.
- Never allow yourself to be perceived as self-serving. If subordinates believe you're trying to get ahead at their expense, all you'll get is minimum effort and little initiative. Be selfless, always.
- Be compassionate.
- Never violate or be perceived to violate your own rules or policies.
- Be willing to admit when you are wrong.
- Reward soldiers and publicly recognize those that make the tough decisions—those who choose the harder right over the easier wrong.
- Use the chain of command to pass on new information.
- Let your leaders know that mistakes are OK as long as we learn from them. Explain to them the difference between mistakes and mission failure, versus doing something illegal or immoral.
- Allow subordinates to “change your mind” now and then.
- Identify your lane and stay in it.
- Share hardships; be visible. Do what your soldiers do, eat what they eat, sleep where they sleep. Ensure your subordinate leaders do the same. There is no substitute for personal example.
- Give young officers and NCOs a chance to grow. Spend time with them, listen to them and let them talk to you one-on-one.

- Mentorship takes time. Ensure you take the time with your XO.
- Be consistent with rewards, awards and punishment.
- Praise in public, criticize in private. Recognize good soldiers at every possible opportunity.
- Be technically and tactically proficient. If there is something you don't know, say so and ask a soldier or NCO to teach you—they'll love it.
- Foster teamwork and camaraderie among your Officers, NCOs, and civilians. Discourage too much competition, except at sports events.
- Have a sense of humor.
- Be open and accessible. Make yourself available to soldiers by getting out into their work areas.
- Perceptions are reality.
- Prepare your company to function without you.
- Sexual harassment—ensure your leaders know what it is, how to identify it, and how to deal with it quickly and justly. Ensure you do the same.
- Establish a good relationship with your fellow company commanders.
- Insist on leaders giving orders in their own names.
- If you don't understand something---ask!
- Never walk past something that is not right; if you do, you have set a new and lower standard.
- Bad news never improves with age. Insist that your leaders make timely reports, even if all information is not immediately available. Then give them time to get follow-up information.
- **Lead from the front. Your personal example counts more than you will ever know.**
- Don't let superior performance go unrewarded. Don't allow continued poor performance to go unpunished.

## **Training:**

- Involve yourselves personally in planning, executing, assessing training:
  - Be visible
  - Train
  - Protect the training plan
  - Provide Feedback on Training
  
- Format for Briefings:
  - Mission
  - Concept of Operations/Scenario
  - Internal/External requirements
  - Timeline/Milestones
  - Site Layout/Engineer Diagrams
  - Support Requirements (Supply/Maintenance)
  - Resource required (\$)
  - Risk Assessment/Safety
  - Outstanding Issues POCs
  
- Briefings:
  - Information briefs should not take more than 30 minutes
  - Operations brief should not take more than 60 Minutes
  - Don't use information/operation briefs as coordination meetings
  - Have a note taker to record issues/concerns at each briefing
  - Meeting Management – Have all of the players present before starting a meeting
  
- Eliminate training distracters
  
- Train all elements to proficiency on the METL (Low Density MOS)
  
- Centralize training planning/Decentralize execution.
  
- Establish effective communications between echelons (soldiers, NCOs, Officers, and Civilians).
  
- Responsible for developing your subordinates (Mentor, guidance, listen to subordinates)

## **Maintenance:**

- Prohibit cannibalizations of equipment. Controlled substitution can be used, however, it must be authorized by the battalion commander.

- Keep unit integrity. Periodic services should be scheduled (reflected on company training schedules) and conducted.
- Never check training without checking maintenance. Spot-check weapons and related equipment.

**Supply:**

- Establish a program to monitor logistical expenditures; monitor what things are being ordered, and how they are being used.
- Be ruthless on required inventories and reports of surveys; know inventories frequency; **you must conduct those inventories required of you as a commander; you will not delegate this task to any subordinates.**
- Know what property you are accountable and responsible for.

Signature Block

I acknowledge receipt of this counseling by my signature below:

\_\_\_\_\_   
CPT Randy Brown

Date: \_\_\_\_\_