

PHILOSOPHY OF COMMAND



It is an incredible honor to serve as the Commanding Officer of the 3d Battalion, 4th Marine Regiment. In order to understand what is important to me, how I think, and what to expect from me here is my *command philosophy*. The term **P.R.I.D.E.** serves as the acronym to remember the things that I hold fundamental to our success.

Pride & professionalism. Pride was a critical factor in leading Marines to victory throughout the history of this battalion and our Corps. Pride in the unit ensures that we conduct our task with integrity and respect. Pride in the unit ensures that we 'first do no harm' and when required use only that force necessary to complete our mission. Pride in a unit demands that everyone be treated fairly and as an important member of the team.

Our business is too serious to be left to amateurs. Every day we must strive to improve our professional competence. Every Marine and Sailor of the Darkside must demonstrate tactical and technical proficiency. Tactical and technical proficiency in our profession demands a commitment to '*brilliance in the basics.*' In addition, professionalism includes how we as individual Marines and Sailors of this Battalion conduct ourselves at all times. Everyone in the Battalion is expected to maintain the highest standards of personal appearance and conduct at all times, whether in or out of uniform.

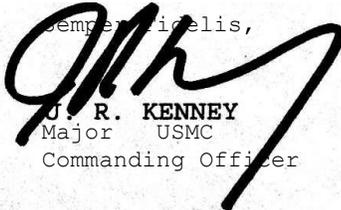
Readiness. As Marines, we must always be ready to respond to any mission around the world on short notice. As a Battalion we will maintain a constant state of readiness by making the most of our training evolutions and ensuring we maintain our equipment. I believe the bond we form and sustain with the family is a critical component to ensuring readiness as a unit. The family members of our Marines and Sailors are a critical part of the Darkside Team.

Integrity. A man's integrity is a reflection of his character. In our profession a man's character is essential to achieving success in battle. Once lost, integrity will never be recovered.

Discipline. Discipline drives everything. We will be known for our discipline in and out of the field. Poor discipline leads to Marines bunching up, relaxing their security posture, negligent discharges, violating the ROE and Law of War, failing to conduct PCC/PCIs, etc. Poor discipline leads to dead Marines. A unit with good discipline does both the small things and the big things well. A unit with good discipline is rarely surprised. Discipline in a unit is a direct reflection of that unit's leadership. Complacency does not kill—poor leadership does.

Excellence. As individuals and as a unit we will strive for excellence in everything we do. Striving for excellence improves the overall performance of the Darkside Team. Excellence in a unit demands a learning environment. As such we must remain humble and open to suggestions/critiques. An organization will not achieve excellence or improve if it doesn't foster an open environment. Remember, every member of this team has a stake in its success. As such every member of this command will be heard. **No member of this command has ownership of all of the 'good ideas.'**

Darkside ENDSTATE. In 3d Battalion, 4th Marines we will be a proud, professional, and ready battalion that consistently demonstrates mastery in the infantry basics.

semper fidelis,

J. R. KENNEY
Major USMC
Commanding Officer