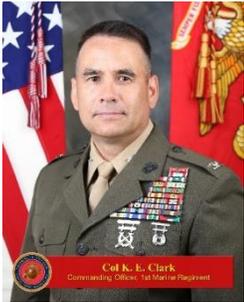


## LEADERSHIP

*Leadership is the sum of those qualities of intellect, human understanding and moral character that enable a person to inspire and to control a group of people successfully. -- Major General John A. Lejeune*



**Esprit De Corps:** As Marines and Sailors, we serve our institution, our unit, and ourselves, in that order. For most, being a Marine or Sailor is a calling to serve something GREATER than ourselves. Each of us could have joined another service, but we chose the one that challenged us most. Our reputation is important, but remember that it's not ours to diminish. It belongs to those who previously served in 1st Marines. Our duty is to ruthlessly DEFEND that reputation. Every aspect of our conduct, on or off duty, in combat, training, or garrison leaves an impression...make it a good one. Leave it better than we found it. Take pride in being 1st Marines and let our attitudes reflect the same. Remember who we are and what we represent.

**Lead by Example & Always:** Leaders are inspected by everyone they meet. They must demonstrate by their own example, the highest standards of appearance, conduct, morality, and professional skill. If our example is the minimum standard, we will NOT be taken seriously. Leaders INSPIRE others to do things they otherwise wouldn't do. They don't lead through fear or intimidation. Never misinterpret rank, billet, deployments, size, or education as leadership. A person could have all of the above and still not be a leader. Leaders lead their units from the front, and always...from combat to working parties. If a task requires (13) people, it should be assigned to a squad, not a random mix of junior personnel. Leaders do not distinguish between garrison and combat leadership...there is only leadership and our values do not change in either. Lead until ordered to stop. We will not appoint new leaders simply because current leaders may not make the next deployment; the next deployment could be tonight, and we want our very best in charge.

**Do the Right Thing:** Leaders do the right thing because it's the right thing to do. We must be ethical warriors. In the absence of orders, we distinguish between right and wrong and exercise moral courage to do what is right. Doing the right thing is seldom popular and may involve correcting peers, but we must enforce our standards and discipline. It's what professionals expect of each other. Make corrections in garrison and training to prepare for the harder challenges in combat...we won't suddenly enforce cleanliness, uniformity, maintenance, grooming, or safety in combat. It must be part of our culture.

**Character & Integrity:** Character is king with me and I respect those who take responsibility for their actions. We'll all make mistakes...own them...learn from them, make it right. Honest mistakes are easy to forgive, but there is no sympathy for those who lie, cheat, or steal. Integrity is one of the few things that cannot be taken from us, but it can be given away. Be honest, selfless, and humble, and keep our honor clean.

**Balance:** Our Families will be with us well beyond our time in 1st Marines; we must balance our personal and professional lives and help subordinates to do the same. Family members outnumber service members in this regiment, and neither enjoys "waiting on the word." Foster predictability & stability by forecasting and publishing detailed schedules that allow our Marines, Sailors, and Families to plan their lives with certainty.

**Cohesion & Teamwork:** If we're not a team, we're wasting time and ammo. Consider cohesion a Mission Essential Task. By that I mean, plan for it and seek mastery as we do for the offense and defense. Cohesion begins by treating each other with respect. It's developed through shared hardship and by making camaraderie a priority. Delete "I" and "me" from our vocabulary. We fight for those on our left and right and draw strength from our team; none of us is as strong as all of us. Years from now, we won't remember all of our training, but we will remember cohesion, camaraderie, and esprit de corps; we will remember friends and how our unit and leaders made us feel. Consider this when prioritizing what's most important.

A handwritten signature in black ink, appearing to read "K. E. Clark".

K. E. CLARK  
Colonel, USMC  
Commanding Officer

