

ILLINOIS ARMY NATIONAL GUARD  
COMPANY B (MAINT) 634TH FORWARD SUPPORT BATTALION  
109 EAST PARK STREET  
CHAMPAIGN, ILLINOIS 61820-3720

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**MEMORANDUM FOR:** See Distribution

**SUBJECT:** Commander's Command Philosophy

**PURPOSE:** To provide you with the necessary guidance for training ... leading ... and managing your role here in B Company.

1. What do you believe is our **most valuable asset**? Not time, or equipment ... it is the soldier.

a. Soldiers are lost for the following reasons:

- (1) Boredom.
- (2) Confusion.
- (3) Lack of guidance or caring.
- (4) Lack of recognition.

b. Soldiers tend to stay when they are:

- (1) Mentored.
- (2) Coached.
- (3) Lead.
- (4) Cared for.
- (5) Gainfully employed.
- (6) Rewarded.

c. Thus training of the soldier should be our #1 objective. It's all about them.

d. If your first line supervisor is not mentoring you, grab them by the hand and go learn it together. This is the only way we can effectively change tomorrow for the better. Push training and the trainer to the lowest level through delegation. The best way to motivate a young soldier is to put him or her in charge!

e. Always remember that you can delegate authority, but not responsibility. When you delegate remember to follow up.

**2. Standards based leadership:** There can be only one standard to make a system effective. As leaders we must communicate and enforce the standard.

a. **Accountability:** When you point a finger always remember that there are three pointing back at you. It always starts with you. Show up on time and ready to work.

b. **Alcohol:** There is a time to work and a time to play, and I have final authority as to what time it is. If an NCO has to ask someone to stop more than once, I want to know about it.

c. **Ethics:** We are all professionals in a deadly business; as such, our behavior on and off duty should reflect not only who we are, but also who we strive to be.

d. **Fraternization vs. Family Environment:** There are lines that should never be crossed, never forget that perception is reality.

KEITH E. WALLACE  
CPT, OD, ILARNG  
Commanding

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Each Individual

