



**UNITED STATES MARINE CORPS**  
MARINE WING SUPPORT SQUADRON 273  
MARINE WING SUPPORT GROUP 27  
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28 Jun 11

From: Commanding Officer, Marine Wing Support Squadron 273  
To: Marine Wing Support Squadron 273

Subj: COMMAND PHILOSOPHY

1. General. This document explains my vision, intent and expectations. I have taken the time to write it down in an effort to close the gap between us so it may serve as the keystone document in the execution of tasks, missions, and general conduct of this Squadron. I will grade this Squadron, you, and myself on how well we execute this philosophy. I will be ruthlessly predictable in my expectations; there will be no doubt to my intent. This document provides accurate, consistent and concrete guidance in order to foster initiative in achieving mission accomplishment.

2. Commander's Estimate of the Situation. Our future is certain: We will deploy to Afghanistan to support a Marine Air Wing executing missions in support of our infantry brothers. Our mission, however, is to excel; period. In this regard we are fortunate that the ranks of our Squadron are filled by confident, competent, and capable combat veterans and leaders at every echelon. Consequently our Marines and Sailors are imbued with the warrior ethos. In meeting our new challenges we cannot rest on our past laurels. In other words, survival does not equal competence. Our future success hinges on every last one of us giving our very best, every single day and moving out smartly with common understanding of my vision, intent and expectations.

3. Vision

a. We exist to prepare this Squadron for combat and to deploy to execute our Mission Essential Task List or other assigned missions. Everything we do must be focused on these areas. Our hallmark will be our technical and tactical prowess. We will set the standard for the Group in readiness, discipline and combat conditioning. "Send in the Sweathogs" must be a guiding principle and not a simple motto. We will earn to be chosen by our higher headquarters for the most difficult and demanding tasks. Critical to realizing this vision will be setting a command climate that fosters initiative, aggressiveness, proficiency and accountability. I define a command climate as "a prevailing set of conditions or set of attitudes within a command, established implicitly or explicitly by the unit leaders, that will manifest themselves in the behavior of personnel regardless of operational environment." In other words, as leaders, our actions

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Speak so loudly that our Marines and Sailors cannot hear what we say. A leader that allows substandard performance or behavior to occur without immediate correction has not only failed in his duty and abdicated his authority, but has now set a new and lower standard for the whole. Leadership is about creating belief in the hearts of our Marines so thoroughly, that they take ownership of the standards, missions, and goals of our Squadron and uphold them through habit. Setting a positive command climate requires active leadership 24/7. When a leader sees a standard that is not being upheld he must move on it immediately and correct the problem. There is no place for passive or inactive leadership; it simply cannot be tolerated. Our purpose as leaders in this Squadron is to develop our small unit leaders. Section Leaders, Squad Leaders, Platoon Sergeants, and Platoon Commanders are the focus of our training; they will be our bid for victory.

b. Our equipment will be immaculate and always ready - as will our minds, bodies and families. We are quiet professionals exhibiting poise and emotional discipline; our actions will speak for us. We are a team, capitalizing on our strengths and minimizing our weaknesses. We take care of each other and take time to enjoy the camaraderie afforded by this hard life we have chosen. We are totally honest and trustworthy - our word is our bond. We train hard, play hard, and reward hard. Our families are an integral and extremely important part of the team and we take care of them. We are as proud of them as they are of us. As our Marines and Sailors leave, they are proud of their Squadron and the contributions to it. They are well prepared to make significant contributions to either their new unit or the civilian world - Marines for life.

#### 4. Intent

a. Purpose. Mission First. Our business is to fight and win. We must know our jobs cold and be ready to execute on short notice and shorthanded. This purpose extends beyond current Afghanistan operations to the unforeseen contingencies that will be "come as you are" affairs. The enemy, not an inspection team, will grade us on our capabilities.

b. Method. Training and active leadership are our keys to success. The mechanism we will use to ensure those two elements permeate everything we do to this: We will apply rigor, transparency and accountability.

(1) Rigor equates to the deliberate training and preparation of a Marine or unit to accomplish a task. Everything is training and training is everything. Everything that a unit does or that happens to it is a result of either good or poor training. Whether a machine gun team leader, section leader, watch officer, or family readiness officer, they will be trained to standard. Such rigor ensures we set

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our Marines up for success; to do less is merely setting them up for failure and fostering mission failure through passive leadership.

(2) Transparency equates to proving we are prepared through certifications, inspections, and performing to standard. Everything we do is measured against Marine Corps or NavAir standards; if lacking specific standards, we will develop our own. Transparency ensures that we either perform or we do not. We will not foster a climate of faking it or going through the motions.

(3) Accountability equates to someone always being in charge, responsible, and therefore accountable. This applies to every function or task we execute.

5. Endstate. We will create a climate that breeds tough, proficient, disciplined and aggressive Marines. Our leaders will be imbued with initiative and are first rate trainers that demand and achieve brilliance in the basics. We will create a training environment where we excel in our preparations and maximize our tactical prowess. We will be a very ready, very agile, and very proficient Squadron able to execute a wide array of tasks. As Marines we know the difference between holding the standard and doing what is difficult - and - taking the easy way out and allowing standards to slip. Such passive leadership will make you a spectator to the slaughter of your Marines. I have every confidence that you will execute my intent and uphold the standards of our Corps - not because you are lured by ambition or goaded by necessity - but because you are executing your duty as Marines and upholding the legacy of our Corps, and the very proud traditions of the Squadron earned by sweat and blood of our brothers.



W. S. KOHMUENCH