



Marine Cryptologic Support Battalion Commander's Philosophy



Marines, civilians, and family members of Marine Cryptologic Support Battalion we are a part of the finest fighting force to exist in the 21st century. Our relationship with the National Security Agency has allowed for exceptional Signals Intelligence support to forward deployed joint forces that many of us have benefited from firsthand. Continue to foster that positive relationship and never forget that you represent what is best about our nation—the United States Marine Corps.

My seven guiding principles that I believe make a successful Marine and unit are:

1. Lead by example. The Marines under your charge need a LEADER—be one. Be engaged with your Marines (involved leadership) and inspire them. Do well by them and they will do well by you.

Noncommissioned Officers. Learn your profession and look out for your fellow Marines. When you lead by example, you become the example. I expect you to do the right thing—even when no one is looking.

Staff Noncommissioned Officers. Be masters of your profession. Maximize our unit's ability to function through your active participation and developing those under your charge. Know your junior Marines and challenge your peers and superiors to become better leaders.

Officers. You accept the standard you walk by. Listen to your SNCOs and create an environment that fosters trust and respect. Humility, fairness, and firmness will earn you great respect among your subordinates, peers, and superiors.

2. Our business is readiness. Good units are ready units. Have your personal affairs in order and take care of your family as they provide the support structure that enables us to accomplish our mission. Remember troop welfare plays an integral part in mission accomplishment, so find a balance between work and family to improve your resiliency.

3. Don't rush to failure. Gen Mattis famously quipped that "the most important six inches on the battlefield is the six inches between your ears." I want you to take the initiative and excel—both personally and professionally—but know when to exercise patience. Protect what you have earned by thinking about your actions and consequences.

4. We are a learning organization. Be brilliant in the basics and communicate with your Marines. Hold your Marines accountable for their actions, but more importantly teach them the right way. Your Marines' personal and professional development is crucial to the success of our battalion and the Marine Corps.

5. Own your piece of the rock. This is not *my* battalion, it is *our* battalion. We each have a role to play and designated duties that make us successful as a whole. Each person's duty is important and contributes to the outcome. Take ownership of your piece of the rock, have pride in it, and make it as strong as you can.

6. Strengthen the comradeship of the unit. Every member of this command has volunteered to serve in a time of war and has earned the right to be here. Hazing and initiation is a sign of a unit that will fold under pressure, and will not be tolerated. Adherence to Marine standards and leaders who care about the development of their Marines are the things that create a unit that will succeed and thrive. True leaders ensure that no one ever abuses their Marines.

7. Uphold the Marine standard. You've earned the right to be called a Marine. Have the intestinal fortitude and courage to do the right thing as there is no right way to do a wrong thing. Retain the moral high ground. Be a person of character and never compromise your integrity. Marines do not lie, cheat, or steal but embody all that is good about our country. We treat each other with dignity and respect and keep our honor clean.

Marines adhere to these seven guiding principles and lead with our core values—honor, courage, and commitment. You deserve my best and that is exactly what I will give you. I demand the same from you.

A handwritten signature in black ink that reads "M. F. Schaefer".

M. F. SCHAEFER
Lieutenant Colonel
United States Marine Corps
Commanding