



UNITED STATES MARINE CORPS  
2D LOW ALTITUDE AIR DEFENSE BATTALION  
MARINE AIR CONTROL GROUP 28, 2D MARINE AIRCRAFT WING  
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POLICY LETTER 4-12

From: Commanding Officer, 2d Low Altitude Air Defense Battalion  
To: All Hands

Subj: COMMANDER'S INTENT AND COMMAND PHILOSOPHY

1. It is my goal at 2d Low Altitude Air Battalion to have a professional and disciplined unit that puts mission first while emphasizing the welfare of our Marines and their families. To be successful, I will ensure a command climate that fosters respect for one another, provides top down/bottom up leadership, promotes two-way communication and that develops Marines of strong moral fiber. Throughout my tour, pillars of success will revolve around the following themes:

- a. Being technically and tactically proficient in our MOS (Proficiency).
- b. Being physically and mentally tough (Discipline).
- c. Focusing on Individual, Unit and Family Readiness (Readiness).
- d. Leading from the front (Leadership).
- e. Possessing strong moral fiber (Character).

2. PROFICIENCY. The foundation for effective leadership, tactical excellence and individual/ small-unit level discipline is formed with proficiency. A training philosophy of "brilliance in the basics" will guide us to MOS proficiency and tactical/technical excellence. We will operate between friction and uncertainty to challenge our Marines, and foster unit cohesiveness and tactical success. Every Marine in the firing battery will master the organic weapons, optics, and communications gear within their team, section & platoon, and will be trained in combat first aid. I expect our leaders to challenge our Marines daily, set demanding (but realistic) standards and instill discipline. Bottom line, a proficient unit is a cohesive unit, and builds esprit de corps to push the organization to reach new heights. This leads to success in combat.

3. DISCIPLINE. Marines at 2d LAAD will exercise their body and brain on a daily basis to improve themselves and their unit. This Battalion will be disciplined, enforcing military customs, courtesies and the Marine Corps standards of appearance. While the Corps has minimum levels of standards, I view them as a starting point; they will not be the goal of our Marines or this Battalion. Subordinate leadership will place an emphasis on physical fitness, combat conditioning, and intellectual preparation through participation in a variety of formal and informal PME opportunities that exist internal and external to the Battalion. I expect leaders at all levels to conduct small unit PME and encourage off duty education. Section leaders and above will strive to attend LETI and PWTI courses of instruction.

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4. READINESS. To be most ready when the nation is least ready implies an attention-to-detail mindset focused on readiness. Individual and unit readiness will be a guiding theme in the execution of our training. It is imperative that subordinate leaders focus on preventative maintenance of our vehicles, equipment and weapons, as well as ensuring their Marines maintain a high level of personal readiness. Lastly, just as we exhaust ourselves in preparation for any potential deployment, we must put an equal amount of effort into preparing our families; they are a pillar for our success. No matter how busy we become by focusing on our jobs, we will not lose sight alignment and picture on our families.

5. LEADERSHIP. We are all leaders. If two or more Marines are together, one is always in charge. Leaders get paid to make decisions, and to always strive to do what is right. Marines expect 110% commitment from their leadership, and anything less is unacceptable. Starting with the non-commissioned officers, leadership at all levels in this Battalion will lead from the front and while being held to a higher standard. Leaders "know their stuff," and I expect mine to be technically and tactically proficient, and to be fiscally responsible with taxpayer dollars. Subordinate leaders will have authority and time to accomplish the mission. I expect my leaders to "troop the lines," be a presence at the barracks and in their Marines' lives. Finally, every leader will establish trust, provide mentorship, and foster initiative amongst their subordinates.

6. CHARACTER. Our Core Values of honor, courage, and commitment underpin our ethos of "leading by example" and "always doing the right thing." These are the cornerstones of what Marines do. Strong moral character, honesty, and integrity are all virtues we will uphold. Accountability for our actions will be enforced, and the moral courage to do the right thing is expected. Confidence and humility are encouraged; arrogance is not. When loyalty to something or someone becomes equal to your integrity, events such as hazing, abuse and discrimination occur. Do not let loyalty cloud your integrity. Remember, the title "Marine" is the common thread that binds us all together. We will treat each other with dignity and mutual respect always, and never engage in behavior that brings dishonor to our unit or our Corps!

7. I am honored to be the Commanding Officer of this Battalion, and I look forward to serving alongside every one of you as we accomplish new goals and objectives.

  
S. E. COBB

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