



DEPARTMENT OF THE ARMY
BATTERY A, 3D BN 197TH FIELD ARTILLERY REGIMENT
NEW HAMPSHIRE ARMY NATIONAL GUARD
STATE ARMORY, 2169 RIVERSIDE DRIVE
BERLIN NH 03570-3727

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22 December 2016

MEMORANDUM FOR the Soldiers of Alpha Battery 3-197th Field Artillery

Regiment SUBJECT: CPT Daniel S. Curtis' Revised Command Philosophy

1. To the Soldiers of Alpha Battery 3rd Battalion 197th Field Artillery Regiment. It is my honor and privilege to be your commanding officer for the last 16 months. The purpose of this document is to communicate and reinforce my command & leadership philosophy.

2. Vision: *My vision for A Battery is to build a legacy of being a well disciplined, maintained, trained, and accomplished Battery led by proactive and adaptive leaders that work as a team, take care of Soldiers and always strive for the success of the Battery.*

3. Keys to success for A Battery: Safe operations, well maintained equipment, training, teamwork and discipline.

a. Safety: All leaders must incorporate safety into planning and operations. That plan must be known to the lowest level. Part of taking care of each other is safety. Do not take unnecessary risks, and do not let fellow Soldiers take any either. If you see something unsafe, speak up and **do something about it**.

b. Maintenance: this is not just something we must do in order to train. Maintenance *is* training. It is critical that we learn from experience and place equipment maintenance as a top priority for our battery. Pull out the manuals and do it by the numbers. I expect NCOs in the battery to strive be masters of maintaining all of their assigned equipment, and teach your junior Soldiers to care for our equipment. If something is broken or missing document it!

c. Training: A Battery is one of the best HIMARS Batterys in the Army National Guard. We will come out of 2015 with a long list of new skills and experiences. Our challenge in 2016 and 2017 is to keep those skills fresh and to pass on our knowledge and experience to the next generation of A Battery Soldiers.

d. Teamwork: Be part of the solution, not part of the problem! We all share the same goal, mission success. Be a team player, take initiative and take care of things that need to be done in your lane, don't wait to be told! Take advantage of every opportunity you can to collaborate with your peers throughout the Battalion (you'll be surprised what you'll learn). Success of the Battalion equals success of A Battery.

e. Discipline: Professional courtesy and military bearing are important, and should be to you too. However, this is not the type of discipline I am focusing on here. Discipline feeds safety, maintenance, training and teamwork. We all need to have the discipline to follow through, do what is right, to do the things we need to do without complaining and without needing to be asked.

4. Leaders, work to tell your subordinates the “what” not the “how”. Encourage them to come up with their own solutions whenever possible. In order to achieve this you must trust them to make sound decisions using ***disciplined initiative***. Trust but verify their work.

5. We are half way through the deployment, but we are not done. We have a lot of hard work ahead of us and I want us all to get home to our family safe and expeditiously. When we get home we still have a lot of work do and much to accomplish. Keep your eyes on the target and follow through!

DANIEL S. CURTIS
CPT, FA, NHARNG
Commanding