



DEPARTMENT OF THE ARMY
US ARMY INSTALATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT LEE
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21 November 2011

MEMORANDUM FOR ALL FORT LEE, U.S. ARMY GARRISON PERSONNEL

SUBJECT: Command Philosophy

1. Garrison Team I have spent the last few months thinking about what type of person I am and, what type of commander I need to become to ensure that all we do as a garrison team is both rewarding and successful.

2. Below are those things we need to accomplish or continue to achieve excellence in all we do to support the Fort Lee internal and external communities.

- I am extremely passionate about leadership and caring for people; I lead by visiting people, offices and checking how we are doing.
- The Command Sergeant Major and Deputy speak for me.
- Our focus, goal, and objectives are to meet IMCOM and Senior Commander's priorities and initiatives.
- Soldiers, Marines, Sailors, Airmen, Families and our Civilian workforce are paramount to accomplishing our daily mission. Our mission is to provide the quality of services commensurate of the magnificent service our Soldiers, Marines, Sailors, Airmen, Families and our Civilian workforce provide to defend our great nation.
- We are a values based learning organization; we are not a self-limiting team. Integrity is our foundation; we will always do what's right.
- My door is always open; I am available to you all day, every day.
- I am very proud of our workforce; everyone is a starter. There are no bench players on our team. We are men and women of character; we are experts at our craft. We will provide the best customer service possible with a smile.
- The Fort Lee Garrison is an institution/atmosphere free of favoritism and discrimination, and provides the equal opportunity for all to excel; we will have a fair and unbiased approach to all we do.

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- We will strive to provide the very best support in a climate of fiscal and funding constraints. We are good stewards of US Government funds - we will support our national defense strategy by developing efficiencies that promote and enforce conservation and recycling.
- We will always talk to and motivate our workforce; we will share ideas and keep everyone informed. We will encourage people to have a great day on purpose and look forward to coming to work; we are professionals; both adaptive and creative.
- As a Garrison Team, we are “ducks flying south for the winter”. We will accomplish this with teamwork, team building, empowerment and inspired leadership.

We will continue to build trust throughout our workforce; I trust all of you. The thought of doing well should be our expectation.

- We are leaders; we care and take care of our personnel. We will reward great performances, and say thank you as much as we can. We are leaders who have people work with us instead of for us. I want people to come to the leadership with their problems, not run away from the leadership when there is a problem.
- I will do my absolute best to create certainty and predictability for Garrison Soldiers and the workforce.
- We will constantly communicate the standards; have discipline, and know the standards; we will ensure we publish all standards for excellence.
- We will continue efforts to build and foster strong internal and external teams and relationships that are enduring (top down and bottom up); we will keep our stakeholders and garrison personnel informed of all pertinent issues and changes.
- We will focus on Civilian and military education, leader development, career development, collaboration, counseling, coaching and mentorship to prepare our teammates, to become better leaders, and to assume other positions of higher authority in the future.
- We will continue to protect Fort Lee personnel against all threats man made, and/or natural.

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- As a team we will have immense vision and align our goals and efforts to make Fort Lee the best installation in the US Army into the out years.... We will develop performance metrics to measure and capture success.
- We will take care of Soldiers and their family members through the Army and Community Family Covenants.
- We will promote safety and risk analysis into all of our garrison and non-garrison operations.
- Our leaders will strive to focus on fitness: emotional, spiritual, physical, mental.
- During the day, and at the end of the day, my overall goal for all of us is to enjoy what we do and have fun doing it!

3. I invite anyone to provide me feedback on anything they know of that can assist us here on the Fort Lee U.S. Army Garrison to function better as a team.

4. From the day I arrived at Fort Lee, I have witnessed commitment, dedication and a hard working garrison team that are gargantuan in their undertakings, second to none.



RODNEY D. EDGE
COL, LG
Commanding