



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 1ST BATTALION, 2D AVIATION REGIMENT  
BUILDING 9621, BUTTS ARMY AIRFIELD  
FORT CARSON, COLORADO 80913

AFZC-AVN-CDR

2 May 2011

MEMORANDUM FOR ALL BATTALION SOLDIERS, NCOS AND OFFICERS

SUBJECT: Policy Letter #1, Command Philosophy

1. **COMMANDER'S INTENT:** We will deploy to combat as a cohesive team: confident in its leaders, training, and equipment; dedicated to the Soldiers on the ground; resilient physically, mentally, and spiritually to go the distance; strengthened by families whom we nurtured in preparation for deployment.

2. **FOCUS AREAS:**

a. **The Ground Guys. Period.** We fly for the Troops! We must: provide timely, responsive, effective aviation support that is fully integrated into the ground tactical plan; proactively develop habitual relationships with supported customers; and aggressively exercise disciplined initiative accomplish the ground commander's intent. **Goal:** earn the trust of the Soldiers on the ground.

b. **TIPS for Engaged Leadership.** I expect leaders to employ TIPS in both combat and garrison to inspire Soldiers to accomplish the mission. Talk with Soldiers to understand what motivates them and let them know where you stand. "Texting" is not a form of engaged communication. Inform Soldiers as thoroughly as possible of required tasks, expected standards, and how they fit into success of the unit mission. Be predictable on timing. Leaders anticipate contingencies and allocate sufficient time to still accomplish the mission. The last minute "good idea fairy" is both a self-imposed threat to unit success and a detractor from subordinates' personal/family lives. Leaders must be sensitive to the challenges Soldiers face in their professional and personal lives. The positive benefits of engaged leadership are not just for garrison. In combat, apply TIPS in several forms to include: battlefield circulation (talk); clear and concise warning and operations orders (inform); unit battle rhythm (predictable); and awareness of the impact of combat stress (sensitive). **Goal:** engaged leadership results in Soldiers who fulfill the 4 Rs: Right place, at the Right time, with the Right attitude, and the Right uniform/equipment.

c. **Risk Mitigation (UUUCO).** In training, no mission is worth an unnecessary loss of life. However, combat against a determined enemy necessitates we risk our lives to support the Troops on the ground. We continually weigh tactical and accidental risk through composite risk management. We seek not to minimize risk, rather to mitigate it at all levels while still accomplishing the mission for the Soldiers on the ground. Most accidents involve some combination of units and/or individuals being Untrained, Unsupervised, and Undisciplined Complacent. Leaders will continually assess units and, if you think that you are none of the above, then you are Overconfident. **Goal:** preserve combat power.

d. **Resilience/Fitness.** Our Army prevails after nearly 10 years of persistent conflict. Leaders will deliberately build physical, mental, and spiritual fitness within our Soldiers so they can go the distance. 180 points on an APFT is a bare minimum, and the ultimate goal of physical fitness is to enable long hours in a cockpit, working on an aircraft in the hot sun, manning a FARP pad on a cold winter day, or mental alertness monitoring a radio. Mental fitness is essential for us to make sound decisions. Our spiritual strength comes from different sources depending on individual preferences, and is often intimately linked to our families. Activities that build resilience are not a "distracter" from training, but are instead a vital activity that sustains our combat power. **Goal:** strong, resilient Soldiers and families.

3. **Goal.** 1-2 ATK is a really good *attack battalion*. Our challenge in training is to become a really good *aviation task force* (MEDEVAC, AASLT, etc...). After deploying to Afghanistan, we will continually adapt, improve, and become a *great aviation task force*. After returning from combat: our enemies will **fear** us; the ground guys will **trust** us to help them in their mission to protect the population; our comrades from 25 CAB will have **joined** us as an integral part of the team; and our families are **proud** of us.

GUNFIGHTERS!

"Attack"

DAVID M. MOGA  
LTC, AV  
Commanding