



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, 4TH INFANTRY DIVISION AND FORT CARSON
6105 WETZEL AVENUE, BUILDING 1435
FORT CARSON, COLORADO 80913-4289

AFYB-CG

1 March 2021

FOR All Mountain Post Soldiers and Leaders

SUBJECT: Waypoint #1 – People First

Why People First? Over twenty years of constant deployments and high operational tempo drove the Army to prioritize unit readiness overall. When faced with the requirements to train and maintain but limited time to do everything, leaders often became “too busy” to know their Soldiers. What these well-meaning leaders did not realize at the time is that taking care of our Soldiers, Civilians, and Families is essential for readiness. We’re allocating and protecting specific time – Foundational Readiness activities – to facilitate building cohesive teams. Developing our Soldiers personally and professionally is putting *People First*.

The Army’s mission remains unchanged; **build cohesive teams that are highly trained, disciplined, and fit who are READY to fight and win our nation’s wars.** This mission requires cohesive teams built on a foundation of trust. Ensuring that our Soldiers and small units are prepared to execute their tasks on the battlefield while knowing that their families are well cared for is putting *People First*. We must establish a trusting culture where we treat everyone with dignity and respect. We must intervene to ensure respect and the well-being of our Soldiers and, when needed, hold those that don’t respect others accountable.

Cohesive Teams. Whether in a vehicle crew, infantry squad, maintenance section, staff section, or command group – we must really know our teammates to develop and care for them. Cohesive teams eat together, sweat together, and care for each other. These teams embody the *This Is My Squad* mentality, where Soldiers feel welcome, understand their value to the team, and know they are a part of something greater than themselves. This concept applies to all leaders and Soldiers, staffs and units alike. We do this through holistic counseling, interactions based on developing our Soldiers personally and professionally, and knowing the circumstances surrounding their decision-making. It’s about knowing whom our Soldiers rely on for support and caring for their Families. We must display genuine empathy for our Soldiers, their Families, and the complex circumstances impacting their lives and performance at work. Use the Golden Triangle to connect with Families and buddies to gain insight into our Soldiers as well as keep our Families informed.

Highly Trained. A trained unit can fight and win in unfamiliar terrain against any foe at night. This unit consists of Soldiers with the proper education, skills, and experience to achieve expertise in their craft. Expert Soldiers and leaders must master the basics (The Ivy 7) and know their jobs on the battlefield. It’s about building

excellence at the foundational level, with leaders who plan and protect the time to enable repetition, to include retraining, when needed. Achieving excellence requires rigorous enforcement of training standards and assessing performance with these standards. The best-trained units are filled with individual experts on proficient small unit teams fused together through tough, realistic training.

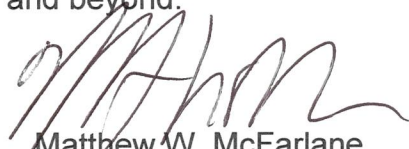
Disciplined. Disciplined units do the right thing, the right way, when the conditions are at their worst, and no one is watching. Soldiers must uphold the standards, from correcting someone when they have their hands in their pockets to intervening to correct unprofessional, disrespectful comments. Discipline requires leaders who know the standards and have the courage to enforce them. It calls for leaders who provide their Soldiers with predictability through unit training management and shared hardship with their subordinates.

Fit. Fit units are composed of physically, mentally, emotionally, and spiritually strong Soldiers. These Soldiers focus on human wellness and practice healthy habits on a daily basis to attain better physical and mental health outcomes. Soldiers capable of executing tough, rugged, physical training not only feel better but fight better. Leaders must understand their environment, their Soldiers' goals/aspirations, and background as they plan and execute demanding physical training.

To accomplish this mission, we must continue to drive real change to our actions and culture to align with our values and People First goals. The importance of this effort will not change; therefore, we must develop a culture that will endure. People First does not mean more time off; it means intentionally approaching every minute of on-duty time as an investment to improve our understanding of our Soldiers and driving unit and individual readiness. We believe that you, the Ivy Division, and the Mountain Post Soldiers, are up to the task and that our formations will be more ready and lethal as a result. It will take a collective effort, every leader, Soldier, and family member to drive this change. Our *PEOPLE* deserve it, as our Army has provided us the time and necessary resources to ensure that we are taking care of our Soldiers and Families to thrive during their time serving at the Mountain Post and beyond.



Adam S. Nash
CSM, USA
Division Command Sergeant Major



Matthew W. McFarlane
MG, USA
Commanding General