



DEPARTMENT OF THE ARMY
U.S. ARMY SUPPORT ACTIVITY, FORT DIX
5417 ALABAMA AVENUE
JOINT BASE MCGUIRE-DIX-LAKEHURST, NJ 08640

AMIM-DIG-ZA

25 July 2024

MEMORANDUM FOR RECORD

SUBJECT: Command Philosophy

1. Command is a sacred trust. It is a privilege to command and I commit my utmost character, leadership, and energy to lead Army Support Activity, Fort Dix (ASA-Fort Dix). As the Commander, I will provide intent, guidance, counsel, and resources for the team to accomplish our *mission*.

2. **Mission.** ASA-Fort Dix provides base operations and mission, administrative, and logistical support to enable the Joint Force to build readiness, mobilize, and deploy.

3. **Commander's Intent.**

Purpose. ASA-Fort Dix provides exceptional base operations and mission, administrative, and logistical support to enable the Army Reserve and Joint Force. Our value proposition is, "We are a living, training, and force projection platform for the Nation."

Key Tasks.

- Build Army Reserve and Joint Force Readiness
- Lead and Manage Army Support Activities to ensure Mission Readiness
- Advance the Workforce
- Mobilize and Deploy the Joint Force, if required

End State. ASA-Fort Dix is a premier and indispensable Army Support Activity enabling the Joint Force to train, deploy, and win our Nation's wars.

4. **Command Philosophy.** Commanding is all about leadership. My leadership philosophy will guide how I command, which is built upon three foundational tenets: Discipline, Character, and Team.

Discipline. "Prepare for War Every Day." Discipline must be at the core of all our individual and collective efforts. I expect the team to push to be physically fit, emotionally resilient, intellectually agile, and determined to live the Soldier's/Civilian's Creed every day. As a team, we must strive daily to provide the most effective platform

for the Joint Force to build readiness, mobilize, and deploy. I am committed to foster a culture of improvement – at both the individual and organizational levels.

Character. “*Doing the Right Thing is Always the Right Thing to Do.*” I expect the team to operate with legal, ethical, and professional behavior. We must maintain uncompromising standards of conduct – both on and off duty. Leaders must have the moral courage to enforce standards and hold others accountable. I respect and appreciate dissenting views so long as they are professionally delivered and intellectually rigorous. You will have my unflinching support when you are making informed, thoughtful, legal, and ethical decisions.

Team. “*Value People.*” People are our most precious resource. Genuinely care for your Soldiers, Civilians, and their Families. Build trust and empower leaders at all levels. Employ Mission Command and delegate authority down to the lowest level that is prudent. Invest time into developing your people – counsel, coach, and mentor them. Keep in mind, taking care of your people entails challenging them, not coddling them.

5. As I walk the terrain and assess, I fully acknowledge that I have much learning of my own to do, but these foundational tenets will help us stay on azimuth as we move forward. I am committed to adapt and make adjustments along the way as we work together to realize the *intent* and accomplish our *mission*.

BRYAN R. DUNKER
COL, EN
Commanding