



DEPARTMENT OF THE ARMY
HEADQUARTERS, 10TH MOUNTAIN DIVISION (LIGHT INFANTRY) AND FORT DRUM
FORT DRUM, NEW YORK 13602-5000

AFDR-CG

30 September 2022

MEMORANDUM FOR: All leaders assigned or attached to the 10th Mountain Division and Fort Drum.

SUBJECT: Command Note #4 – Overarching training guidance for the 10th Mountain Division

1. PURPOSE: To provide Mountain Leaders at all echelons across the Division overarching guidance for training our Mountain Soldiers to win in battle.
2. I have come to believe that successful fighting units are built around three pillars. **These pillars must be built and developed through well planned and progressive training in order to be realized.** These pillars apply to all Mountain Soldiers and all echelons within the Division regardless of rank, role, or duty. **I expect you to build your training plans through thoughtful design, to ensure that the pillars form the foundation of all of your training events and activities.** Time and resources are limited; everything we do must contribute to the development and strengthening of these pillars, or put another way, **these pillars comprise my enduring priorities for the 10th Mountain Division:**
 - a. **Build strong teams at all levels.** Strong teams possess trust, confidence, and cohesion to overcome uncertainty and adversity. It takes careful planning and design to ensure we are building teams. Predictability, progression, integration of others, confidence building through challenge and adversity, **doing all things together**, group and team identity, variety and fun, as well as competition are all elements of good training design that will help you get to strong teams.
 - b. **Develop confident leaders who think critically.** Develop our Leaders to instinctively and reflexively think and then act. Leaders must possess confidence to challenge assumptions, rapidly learn, and then possess the character and courage to follow through on their intuition. These are the leaders that inspire and enable their formations to win. **Assume some risk with the results as your leaders develop to the expectation we set for them.**
 - c. **Ensure a mastery of basic skills.** Mountain Soldiers at all levels must be able to execute their assigned tasks and critical Soldier skills without conscious thought. It all starts with the core level soldier skills and tasks and builds up from there. NCO ownership and time to prepare are fundamental to train mastery and is the key planning factor that Commanders must account for. Cross training of basic skills builds depth in the formation; **Mountain Soldiers must be able to do more than one job or task.**

SUBJECT: Command Note #4 - Overarching training guidance for the 10th Mountain Division

3. We do not have the luxury to take a long term strategy to develop these core pillars. **Our plans must be designed to build and strengthen the pillars with everything we do**, be it physical training, marksmanship, maintenance and services, Mountain and Alpine training, or leader development. The size and scale of the event does not matter...it's the event and how it lends to strengthening our pillars that matters.
4. **Keep things simple.** Repetition is more important than complexity for building mastery and confidence. Do less better...and with more reps!
5. **Focus on doctrinal fundamentals.** Whatever the task you are training, be sure to master it doctrinally before tailoring subsequent reps to a specific environment or scenario.
6. **PT is the most important training event we do.** Mountain Soldiers conduct PT in their fighting elements with Leaders present. You can only build trust and cohesion by doing things together. Protect this time. PT is dedicated, planned and is sacrosanct for all Mountain Soldiers. **I expect PT designs to balance building physical fitness with developing physical toughness; these are distinctly different.**
7. **Leader training and development will occur before ALL training events.** It's a critical step in the 8 Step training model. Focus the pre event leader training on standards and expectations. Don't allow Leaders to be unprepared or untrained going into any training event.
8. **Follow the Army Training Management Doctrine – it works.** Training calendars and plans IN DETAIL out to six weeks is the Division Standard. I will review these calendars from time to time and will attend battalion and company level training meetings as I can. **I expect Leaders to become proficient at training management and adhere to the Army's 8 step training model (NOT CONOPS).** Don't cut corners here.
9. **Training dialogue between Commanders and NCOs is critical.** Starting with 2nd quarter FY23, I will attend QTBs at the Brigade level to review your plans and progress, discuss risks and trade-offs with our training, and to ensure we have a balanced approach to building readiness, hitting our core pillars, and taking care of our people. Up front, I will unlikely assume risk with the core pillars...
10. **Maintenance and care of our equipment and people is training!** Approach it the same way you would a live fire or PT event. 8 Step Model for maintenance events, inspections, counseling, et al...

SUBJECT: Command Note #4 - Overarching training guidance for the 10th Mountain Division

11. **Own your training.** I expect Leaders to continuously assess whether or not the activities they plan and execute contribute to team building, leader development, and mastery of basic skills. It is our duty to make sure they do to the greatest extent possible. If it is missing the mark, than I expect Leaders to make appropriate adjustments.

12. You will often hear me refer to the example of our Continental Army crossing the Delaware River as an example of what I mean by training and readiness balance. The Continental Army at that time was not a "T" in all of its METL tasks nor was it even a "P" in an Army level night river crossing. But they did have a strong team, leaders that could think, and a mastery of basic skills which enabled them to decisively defeat in theory..."a better trained" enemy...

A handwritten signature in black ink, appearing to read 'G. Anderson', written in a cursive style.

GREGORY K. ANDERSON
Major General, U.S. Army
Commanding