



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

AFDR-CG

09 September 2022

MEMORANDUM FOR: All Soldiers and Civilians Assigned to the 10th Mountain Division

SUBJECT: Command Note #2 - Vision for the 10th Mountain Division

1. PURPOSE: The vision prescribed in this note is THE overarching direction for the 10th Mountain Division. Our vision will guide us on the path to where we want get to. Our vision is our principal goal and in practice will be impossible to ever fully achieve, but that does not mean we do not reach for it in all that we do

a. Our vision will help leaders at all echelons understand what they are part of and empower them to make decisions with confidence that they are heading in the right direction. **Our vision keeps the “end” in the “forefront” of our minds.** I will use our vision as a vehicle for discussion amongst leaders, and we will measure ourselves and our progress against it. It’s my expectation that leaders understand our vision, communicate it, and more importantly drive their teams to reach for it in everything we do. This is our collective objective and no matter what role you play within the 10th Mountain Division, move towards our vision one step and one day at a time. Success will follow.

2. VISION: The 10th Mountain Division is an empowered team of offensive minded, self-reliant, innovative, and thinking professionals. Mountain Soldiers are masters of their craft, confident in their formation, and possess discipline inspired by commitment to a greater purpose and belief in one another. Mountain Soldiers are standard bearers for the profession of arms; mentally and physically ready to attack and win any challenge or opportunity tonight.

3. An empowered team: Everything we do in the 10th Mountain strengthens of our team. Teams create synergy and power far greater than the sum of its parts. Teams win in combat while individuals perish. Trust, confidence, communication, and common goals are the building blocks of strong teams. Mountain Soldiers sharpen their teams through tough training, shared hardship, overcoming adversity, and an understanding of the heritage which they are part of and are currently responsible for. **No Mountain Soldier is ever alone.** Mountain Soldiers believe in each other and are inspired to commit to their team in order to pursue goals they could never hope to achieve as individuals.

4. Offensive minded, self-reliant, innovative, and thinking: Mountain Soldiers must aggressively and tenaciously solve problems. As Mountain Soldiers, we are expected

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to fight and win small unit decentralized engagements on a non-contiguous battlefield in difficult terrain and in tough environments. **This requires leaders at all levels to possess an offensive mind set, be able to think through problems, and creatively adapt and adjust to change or opportunity.** Leaders need to develop these attributes within themselves and their teammates. **In the absence of orders, Mountain Soldiers will solve the problem and move out!**

5. **Masters of basic skills:** Mountain Soldiers are able to conduct their primary tasks and secondary warfighting skills without conscious thought. Whether you are a mechanic, a communicator, a medic, or staff officer the Division counts on you to be **able to do your job under fire, while you are fatigued, in an unfamiliar and hostile environment, and at night.** Mastery of basic skills is only realized through effective and progressive and predictable training, repeated drilling across echelons, and ruthless prioritization of the tasks that matter most. Don't skip steps along the progressive training path. Mastery of basic skills builds organizational depth and confidence within a formation.

6. **Confident in their formation:** Confidence within a formation springs from trust built between its members. Trust that is determined by the values and culture of the team, the competency and commitment of its leaders, and the team's demonstrated proficiency. When Mountain Soldiers believe in themselves, their leadership, and choose to commit to the mission, they generate a level of confidence that is easy to see. **Confidence is contagious, but it can only be earned through tough training, empowerment of subordinates, the courage of leaders to underwrite mistakes, effective leadership, and demonstrated success in overcoming challenges or adversity.**

7. **Possessing discipline inspired by commitment to a greater purpose and belief in one another:** Discipline is the sacrifice of personal freedom and comfort for the betterment of the team. Discipline defined in this manner can only be achieved if each individual is **inspired** to sacrifice his or her freedoms. Belief in the team, commitment to the purpose of our Army and our 10th Mountain Division, and **a leader climate that rewards self-sacrifice and discipline inspires our Soldiers to do the right thing;** especially in the absence of orders.

8. **Standard bearers for the Profession of Arms:** Mountain Soldiers represent the United States, our Citizens, our Veterans, and the Profession of Arms to many audiences: Allies, Partners, Citizens, as well as our adversaries. Mountain Soldiers **are focused, are dedicated** to continuous learning and improvement, **are proud** of their heritage, **are true experts** in their craft, and **are humble** servants for our Republic and

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for each other. Our attitude towards our profession will be apparent to all we encounter. **Mountain Soldiers hold each other accountable** for the health of our noble profession.

9. **Ready to attack any challenge or opportunity tonight: Mountain Soldiers are physically, mentally, and spiritually ready to go to battle when called.** Readiness is a requirement, but it is also a mindset. The 10th Mountain Division is expected to react quickly to crisis, threats, or attacks against our Citizens or Allies. Equipment readiness, deployment systems, training levels, physical fitness, medical, logistical, administrative and family readiness are tested and inspected routinely.


10. **Things that I have come to believe:**

- a. **Trust is the foundation** of any effective military organization.
- b. Absolute **mastery** of basic skills **wins** battles.
- c. Strong **teams** can **survive** just about anything, while weak teams perish rapidly.
- d. 90% of what we do requires critical **thinking**; collaborative problem solving works.
- e. **Leader development** has a greater return on investment than any other activity we do.
- f. **Training management** and preparation is paramount; things fall apart without it.
- g. **Cross training across ranks and MOS's is essential**; we don't have the organizational depth or luxury to be, "one ball jugglers".
- h. Effective leaders set **high expectations** for their subordinates, set their subordinates up for success, are consistent in their actions, and figure out a way to win.
- i. It is more important for leaders to be **respected** than to be popular.
- j. Families need **predictability, good information, and confidence** in the unit they belong to.
- k. **Patience** will enable future success more than you can imagine.

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l. Focus on what's truly important for our team and mission. **Disregard minutia.**

m. Never pass on an impulse to talk to our Mountain Soldiers, **recognize** his or her **contribution**, and remind them what they are part of.



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