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HEADQUARTERS, 25TH INFANTRY DIVISION AND U.S. ARMY HAWAII
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APVG-CG

3 December 2019

MEMORANDUM FOR RECORD

SUBJECT: United States Army Hawaii (USARHAW) Policy Letter #1 – Senior Commander's Guidance

1. Purpose: Provide Policy guidance, my leadership philosophy, and my intent for how we should operate. This is the foundation for all other directives or policies for USARHAW. In the absence of a specific policy, leaders can find guidance in this memorandum that will enable them to act within my intent in any situation.

2. The Division Command Sergeant Major and I will be reviewing all of the policies within USARHAW in the near future; we value your input as we work through this review. Until otherwise modified or rescinded, all standing Division policies and procedures remain in effect.

3. Overarching Policy Guidance:

a. If it's unreasonable and doesn't make sense, let's change the policy! Policies are usually established for very good reasons; but over time, conditions change and the existing policy may not apply. Common sense should be our guide. All leaders have a responsibility to question those policies that may no longer make sense – find out the "Why" behind them.

b. Policies are general guidelines that apply to most situations. When policies don't fit, I expect leaders to use disciplined initiative, apply METT-TC, and use common sense to determine what to do – then take action and move out to complete the mission. The most important thing is to act! I want you to take action using your best judgment. If you act within the spirit of our mission and my intent, and use common sense, I will back you up – even if it goes bad. My only requirement is that you learn from failure, not repeat mistakes, and disseminate your lessons learned with our other teammates.

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Commander's Guidance

4. Our Division's history and reputation are well known and admired throughout the Army and the Indo-Pacific region. USARHAW's history is also rich with significant accomplishments. I am proud to be a member of this great team, and alongside you, I am honored to add to the "Tropic Lightning" legacy together.



JAMES B. JARRARD
Major General, USA
Commanding

3 Encls

1. Leadership Philosophy
2. General Intent
3. About me

Enclosure 1 (Leadership Philosophy) to United States Army Hawaii (USARHAW) Policy Letter #1 – Senior Commander's Guidance

"A life is not important except in the impact it has on other lives."

Jackie Robinson, 1919-1972

1. Effective leaders care more about the individuals around them (superiors, mates, subordinates) flourishing than they care about themselves. I expect all leaders throughout the Division and USARHAW to care about their Soldiers, Civilians, teammates, and Family Members more than they care about themselves. Leaders should foster this as part of our culture...a culture of excellence...where we all are working to be the very best they can be.
2. The foundation of our culture will be Trust – it will be evident at every echelon. Our adversaries will defeat us on the field of battle if we lack trust in our formations.
3. The physical manifestation of our culture will be excellence in everything we do. Our Nation has entrusted us with its most precious National Treasure – the sons and daughters of our citizens. Our responsibility is to ensure that each of these Soldiers – and their Families – are prepared for whatever the operational environment throws at them. They will be prepared for any challenge and will successfully execute every assigned mission.
4. Endstate:
 - a. A community of character – where each member of our Ohana is treated with dignity and respect. Every Soldier, Civilian, and Family Member knows and understands the value of each other and immediately corrects actions that show a lack of respect for each other, our equipment, and our community.
 - b. Lethal formations that are competent and confident, where every member of every squad makes the correct and timely decision in close contact with the enemy to enable his/her platoon, company, battalion, brigade, and division to accomplish the mission and return home safely with all of our Soldiers.

Enclosure 2 (General Intent) to United States Army Hawaii (USARHAW) Policy Letter
#1 – Senior Commander's Guidance

1. We are Professional Warriors: In the Profession of Arms and carrying our National Colors. Be proud of what you represent (your Nation, your Joint/Army team, INDOPACOM, USARPAC, I Corps, America's Pacific Division – the Tropic Lightning 25th Infantry Division, and the USARHAW Ohana). Fight, train, and act like a professional at all times.
2. Everything we do should be linked to winning our Nation's wars – "Winning Matters!" Taking care of our People; conducting intense, realistic, and dynamic training; being good stewards of resources; conducting Mission Command – they are all related to Winning. Master the fundamentals. No matter what you are doing – if it is nested under winning our Nation's fights, you are adding value each and every day.
3. Leadership is a weapon system. Develop yourself and your subordinate leaders every day. Focus on Character; great people make great leaders. Our legacy will be the next generation of leaders we produce – or fail to produce.
4. Relationships matter. Be a respected, trustworthy leader, teammate, and subordinate. This is just as important with our Allies, our Coalition Partners, and our Hawaiian Community.
5. Operational / Training guidance:
 - a. Understand the environment. Only through a deep understanding of our environment – strategic to tactical, political (diplomatic), economic, information, and military – will we be able to generate operations, actions, and initiatives at the speed of war to accomplish every assigned mission and key tasks.
 - b. Seek opportunity. Attack, attack, attack: when in doubt, attack. Work with our partners and influence their ethos to do the same. Never quit. Understand every capability we have in our arsenal and find creative ways to employ them.
 - c. Remain agile and maintain freedom of action and maneuver. The only constant is change; our adversaries understand this and execute with alarming speed and eagerness. We must adapt faster and more effectively. **Trust** – within our formation, with our chain of command, and with / from key regional partners. This will allow us to maneuver decisively – protect this freedom and enable trust with every action.
 - d. Communicate: No surprises. I am convinced this is one of the hardest tasks to do well. You cannot communicate too much. Always strive for clarity and simplicity in your communications. Be open to other's ideas. This takes work!
 - e. Risk: Understand strategic and military risk of every action: know who owns the risk and communicate changes in risk. We all have more than we can accomplish each week, month, and quarter. Know where we are assuming risk – be able to articulate it –

Enclosure 2 (General Intent) to USARHAW Policy Letter #1 – Senior Commander's Guidance

and stay focused on our priorities. Tell me what you must do, should do, want to do, and won't be able to do.

f. Innovate. Our adversaries are adapting every day – we must do the same. We must foster creative thinking at all levels that rewards initiative to solve problems at the lowest level with new techniques, tactics, and procedures along with ideas for better equipment. We will lead the Army in finding new and improved ways to fight and win!

6. Execution:

a. Be physically and mentally tough. Persevere in deprivation and chaos; get comfortable being uncomfortable... Adapt, Improvise, Overcome!

b. Teamwork: We will never fight a war without our Service mates and Key Partners and Allies.

- Build cohesive teams through tough, realistic training; shared adversity can build a team quickly and one that will remain intact.
- We must be good teammates at every echelon to ensure effectiveness in every Joint, Combined Arms and/or Coalition endeavor. Shape the environment to make our Partners and Allies interests less vulnerable.

c. Be audacious and creative in planning.

d. Solve the problem as soon and as far away (lowest level) as possible.

e. Think a plan outward from a potential event – backward / forward – across time and space.

f. Disaggregate the problem and identify opportunities.

g. Work as an enterprise to continuously multiply our options and network our effects.

h. Cheat the enemy at every opportunity and cede them no advantage.

i. Shape enemy behavior to make them more targetable.

j. Exploit our capacity to Out-think, Out-decide, and Out-network the enemy.

k. Consider our imagination as our primary force multiplier.

About me...

- Even keel, but you'll know where I stand.
- "Glass more than ½ full."
- Believe great units are disciplined and experts at the fundamentals.
- Believe fitness is foundational to our profession; can't be too fit.
- Believe good units do routine things, routinely; manage by systems; train the bench.
- Believe in finding the right fit – "don't judge worth by proximity to the fight" – "play position" – get everyone into the fight!
- Competence can't overcome character...Integrity is non-negotiable. You have my implicit trust.
- Want to understand context: Stakeholders involved; why previous decisions were made; what we won't be able to do if I approve what you're asking; cost of inaction; etc.
- Will ask a lot of questions – don't want to start arguing about answers before we've defined the problem.
- Iterative – like to talk things through – partial products early for azimuth OK; like to be a part of the process when it makes sense – don't arbitrarily take away my decision space by working the product to a 90% solution without a touchpoint.
- Believe most problems aren't binary – usually solutions in the middle...
- Like to talk to the SMEs – flat teams are more effective.
- Written products better help us understand topics/issues.
- Like to know what's going on with our folks – help me stay connected. One of the biggest benefits of my position is the ability to recognize and thank our soldiers, civilians, and families – help me do that often. I like to recognize excellence.
- I will personally spend time on my SITREPS to higher HQs; I care deeply about the reputation of this Division / USARHAW / USAG-Hawaii.
- Won't let actions sit on my desk.
- Not impressed by how much time you're at work...Don't confuse doing a lot with getting a lot done.
- I enjoy life outside of work – spending time with my family. Rebekah helps me with this when I sometimes lose focus...
- I will work email on the weekends when I need to get caught up; I've grown accustomed to working early on Saturday or Sunday morning before Rebekah and our kids wake up. This does not mean I expect anyone else to answer those emails or work a reply quickly. If there is something urgent that needs a leader's attention on a weekend or holiday – I will communicate verbally.
- I have struggled with time management and working efficiently (always been somewhat effective – but sometimes at the detriment of time and efficiency). I will work hard to improve in this area while in command.