



DEPARTMENT OF THE ARMY
HEADQUARTERS, 3D INFANTRY DIVISION AND FORT STEWART
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AFZP-CG

MEMORANDUM FOR LEADERS OF THE THIRD INFANTRY DIVISION AND FORT STEWART &
HUNTER ARMY AIRFIELD

SUBJECT: CG Policy Letter #1: Commander's Intent & Leadership Philosophy

1. The purpose of this Policy Letter is to provide a framework for our shared work to build combat ready units and also communities in which our people can thrive.
2. We have two priorities: warfighting and our people. As the hammer of XVIII Airborne Corps, we must remain ready to rapidly deploy, fight, and win. People are readiness and we must ensure great care for them – 'mission first, people always'.
3. Warfighting. Our shared purpose is to ensure that no Soldier or unit goes untrained into combat. Training must be relevant, realistic, and tough – quantity and quality matter. Clear training objectives and disciplined training management, to include ruthless adherence to the 8-Step Training Model, are the foundation of good training, at echelon. Our units must:
 - Always be ready to deploy quickly
 - Master the fundamentals of shoot, move, communicate, and sustain
 - Fight day and night in all kinds of terrain and weather alongside our partners and Allies
 - Operate on intent in a degraded environment
 - Maintain scalable command posts that balance functionality and survivability to meet commander requirements and necessary functions, given the operating environment
 - Demonstrate unparalleled mastery of combined arms operations
 - Master the electromagnetic spectrum
 - Camouflage and deceive
 - Protect through movement and maneuver
 - Operationalize sustainment at echelon – predictive and prepared
 - Quickly learn and adapt to out-pace, out-mass, and out-think any adversary in the world, at every echelon
 - Fight, synchronize, and integrate at echelon across all Warfighting functions with your higher headquarters and adjacent units

Our goal is to build cohesive teams that are highly trained, disciplined, and fit. Sports, competition, and force on force training are essential to building ready units. Rigorous live fire training builds confidence in our ability to fight. Physical fitness must focus on building stamina to conduct sustained combat operations at pace and distance, fighting violently on an objective, rapidly consolidating, and reorganizing, and having the stamina to continue the fight. This Division has a long history of being called early and first. Equipment must always be ready to 'fight tonight'. We must always be ready to express the will of the American people on any adversary who dares harm our national interest or way of life.

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4. People. Our shared purpose is to build an environment in which our Soldiers, families, and civilians can thrive. We will further build trust through effective communications, predictability, and mutual accountability. Units must:
- Build a primary prevention system to reduce harmful behaviors that strengthens protective factors and reduces risk factors
 - Build cohesive teams by establishing a foundation of mutual trust
 - Develop and further build leaders at every echelon to steward the profession
 - Establish recurring and progressive personal and organizational goals
 - Confront and correct counterproductive behaviors
 - Cultivate a climate of trust and strong social connections
 - Build strong connections with local communities
 - Provide predictability to our families through clear training management and consistent communication
 - Tell the 3rd Infantry Division story

Our goal is to build units that have a strong identity, exceptional culture, and healthy climates, at every echelon. Care for our people is essential to readiness. We will embody our Army values. The fabric of our nation is the strength of our Division and we must grow, guard, and encourage all who serve as part of our teams, at every echelon.

With history as a guide, it is likely that at some point we will be called upon to deploy and fight at a time and location that we do not yet know. As Dogface Soldiers have always done, we will answer that call willingly and with great purpose. As directed, we will always fight and win – failure is never an option.

I am proud to serve with you on this team – your willingness to serve and defend all that we hold dear inspires great confidence today and in the future. We will uphold the great legacy of this Division and will always strive for the very best in our people and teams.

Rock of the Marne!



CHRISTOPHER R. NORRIE
Major General, USA
Commanding