

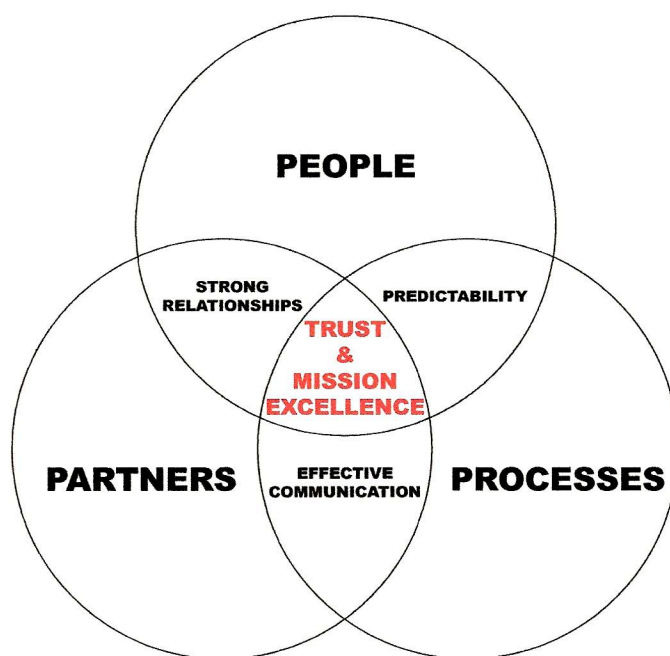


June 24th, 2021

SUBJECT: Command Philosophy

My command philosophy is fairly simple. I fervently believe in the principles of mission command and helping each member of the team unleash the best version of themselves possible. To do this, we each need to bring together the concepts of People, Partners, and Processes. The combination of these three critical notions will help us to build strong, trusting relationships, achieve our mission, and help the Army Reserve meet its end strength objective.

People: Patton said, “The Soldier is the Army.” This quote encapsulates my thinking on people and the important role we play in acquiring and retaining talent. Taking care of people isn’t just about giving them time off. It’s about making sure they are trained and have attended Professional Military Education. It’s about ensuring they have the opportunity and tools to achieve superior results. It’s about making sure leaders and peers recognize them when they do something noteworthy. It’s about having an inclusive culture where everyone is a valued member of the team. People are not a resource to be consumed; we must cultivate and grow each member of the team to ensure their success.



Partners: It takes a team effort to achieve world class results. Enter relationships with a paradigm that everyone is trying to achieve their mission. Soldiers across the command should cultivate relationships, both internal and external to the Army Reserve. As we invest time into a partnership, it will go beyond a transactional approach to truly building a positive, lasting relationship. Don’t look at other organizations as our enemy. By working together, we can build trust and achieve our mission objectives. Empathy, and withholding blame, will go a long way toward understanding and compromise. By way of example: Battalion leaders should reach out



to Geographic and Function commands within the Battalion's boundaries. Soldiers at the Brigade Headquarters should reach out to counterparts across the USARC and Ft. Knox to understand best practices. Everyone should reach out to counterparts in USAREC, Cadet Command, and HRC (where applicable) to improve communication and create strong lasting relationships.

Processes: Change is hard! But what's harder is doing the same ineffective process just because it's the process. Rapid, effective processes will help us focus on what's truly important – PEOPLE. Refine and lean out wasteful processes. Automate where we can. Push authorities to the lowest level possible and ensure they have the resources to achieve superior results. When we don't spend as much time doing paperwork, we can build relationships that are meaningful and lasting.

PEOPLE FIRST!

Frederick A. Hockett, Jr.
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Commanding