



DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF ARMY RESERVE
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WASHINGTON DC 20310-2400

DAAR-ZA

25 Jun '20

MEMORANDUM FOR America's Army Reserve

SUBJECT: The Road to Awesome

1. Four years ago, we began this journey together. We started the trek as the global security environment transitioned to a new era of great power competition. While we remained engaged in counter-insurgency and wide-area security operations in Southwest Asia, we turned again to focus on potential peer adversaries, and existential warfare; full spectrum operations across entire theaters of operation in which our dominance would be contested in every domain. The age of rotating "patch charts" for combat operations in the CENTCOM theater was closing; the day of deterring our global competitors by being ready enough to project massive capability from the continental United States to prevail in a major war at the speed of relevance had dawned. The time had come to build and sustain the most capable, combat-ready and lethal Federal Reserve force in the Nation's history. Enter Ready Force X (RFX).

2. While often misunderstood as we began this trip, RFX was actually a pretty simple idea; we needed to understand the force capabilities that large scale warfare (WARPLANS) would demand, see ourselves within the context of that requirement, and be able to anticipate and then organize ourselves to produce those critical capabilities at speed. At its heart, RFX was (and is) a process that requires agility, situational awareness and individual Soldier readiness; we were (and are) *all* in it.

3. It should not be lost on any of you that it was the hard work that each of you did over the past four years that brought this Team -- America's Army Reserve -- to a place of operational savvy and mission-focused agility that enabled us to turn on a dime to adjust to the unforeseen challenge of COVID-19, and to deliver critical capabilities to our fellow citizens at the speed of relevance. It was not the enemy we had expected. It was not the place we thought we would fight. It was neither the mission for which we had trained or the one which we chose; it was simply what we were called to do. Fast. Leveraging the tenets and intellectual agility of RFX, in less than two weeks' time we reorganized ourselves -- designing, naming, manning and marshaling an entirely new capability -- and deployed our Urban Augmentation Medical Task Forces (UAMTFs) into the fight in cities across the United States. We saved lives and lifted the spirits of a Nation. It made RFX doctrine. It made you the stuff of legend.

4. The Road to Awesome is long. It is akin to what Simon Sinek refers to as *The Infinite Game*. It never ends. That is because it is never about any one outcome, or any one battle, or any one victory or any one defeat. To paraphrase Kipling, when you are on the

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Road to Awesome you learn “to meet with Triumph and Disaster, and to treat those two Imposters just the same”; it becomes your character to press on – one day at a time – to make yourself, your team, our Nation, and all Humanity, just a little bit better than any of them were yesterday. It sounds like a tall order, but it is a long Road. It is a long Road, and we trek it together. Never forget that. We are in good company.

5. Next week will mark the end of my tour as the Commander of America’s Army Reserve. It has been the honor of a lifetime to serve as the Quarterback of this Team. But as I wistfully relinquish the colors of this Command, and Julie and I move on to the next Mission, have no doubt that we will still be out here on this journey with each and all of you. As we continue to press into the Territory Ahead, remember what we have learned; that while that Territory is not knowable — it is the future, after all, and has not yet happened — it remains ours to influence and shape. It is not inevitable. It is not written. Just as we are most alive when we are able to live in the present but sense it as a future past, we are most effective at bending the arc of history when we embrace our ability to do so. Churchill noted that “The price of greatness is responsibility” and Emerson coached that “Greatness always appeals the future.” Both are true.

6. As you press on, lead with love. Be present. Unleash the power of the team. Remember that enthusiasm is infectious and that all real change requires Leadership, Energy, and a relentless determination to Execute. Always aspire to the Golden Rule, acknowledging that some days we are better at it than others. Embrace the diversity of thought, culture, race, creed, style, gender, sexual preference, talents, spirituality and life-experiences that make us us; all-the-more powerful as we join together as one Team to live our Soldier’s Creed and to win the future for generations yet to be born.

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Keep Founding.