

GEN (Ret.) Joe Martin, Leadership Philosophy *excerpts*

Things you should know about me:

- Married to Leann for 35 years,
 - Kylie (29)
 - Joey (27)
- I believe highly talented people are products of investment and opportunity
- I'm horrible at listening to two people at once
- I like to play team ball
- I believe mentoring is a two-way relationship
- I am a University of Michigan, TCU and Army Football fan
- I love to play golf
- I have a sense of humor

What you can expect from me:

- Clear intent-mission orders
- Trust and confidence in you
- Open/frank two-way discussions
- A leadership environment conducive to initiative
- Clear priorities
- Provide you the opportunities/resources to be successful
- Freedom to try and try again
- Many questions...

I envision an organization:

- That always accomplishes the assigned task to standard.
- Where each person will do his or her job to the best of their ability.
- That is a team of teams.
- Where each person is treated with the dignity and respect that they deserve.
- Where leaders can and do lead.
- Where each soldier knows that they and their family will be cared for from reception to farewell.

What I expect from my organizational leaders:

- Are always out-front leading by example-not necessarily the "point man"
- Never forget that Soldiers are pacing items as well
- Are able to train subordinates at the critical combat tasks
- Can visualize, describe and direct intent
- Can manage risk
- Continuously striving to improve subordinate living conditions
- Enables leaders to lead empowered with authority commensurate with responsibilities
- Make mistakes
- Maintain/account for equipment to appropriate standards
- Routinely counsels subordinates
- Team player
- Never stops learning