



**Commanding General**  
**1<sup>st</sup> Marine Aircraft Wing**  
*Command Philosophy*  
22 June 2012

**Mission.** 1<sup>st</sup> MAW, as the Aviation Combat Element of III MEF, provides combat ready, task organized forces capable of conducting aviation operations across all six functions of Marine Aviation in naval and expeditionary environments, and commands and controls aviation forces through the Tactical Air Command Center in order to contribute to the accomplishment of our Nation's security objectives as required by standing operational plans in the PACOM AOR, engagement operations in support of MARFORPAC, overseas contingency operations, and other operations as directed.

**Commander's Intent.** As the Corps' only forward deployed Wing, we will stay ready to deploy on short notice and to conduct sustained combat operations upon arrival, with assigned units or reinforced from across the Corps. We must do this while continuing to provide the finest aviation support to III MEF, 3d Marine Division and 3d Marine Logistics Group.

During the next year, we will complete a number of critical evolutions within 1<sup>st</sup> MAW: combat operations, completion of our transition of aviation ground support, and the introduction of new aircraft and units. We will carry out several important exercises to test and improve our readiness while meeting all operational requirements and supporting the Nation's and the Corp's rebalancing of forces in the Pacific region.

**Vision for Success.** Focused readiness to fight and win...now. Readiness displayed through expertly flown and maintained aircraft, and by the development of a continuum of leaders who will lead the way in our Corps' future.

### **Method**

**Professionalism in all we do.** Most people share the same good intentions; successful people act on them. Desire, discipline and adherence to directives will equal success. Do the right thing, for the right reasons...now.

**Challenge the Routine.** Contrary perspectives can be critical to our growth as an effective fighting unit. Foster innovative thinking and critical analysis of plans and ideas. Change is a way of life for the Corps, and we must not remain static in our approach to problem-solving.

**Learning implies that mistakes will occur.** Leaders at all levels must provide an environment where subordinates can make mistakes and learn from them. Anticipate and prevent mistakes when possible, correct those not preventable, but always ensure we tolerate honest mistakes. Most critically, ensure we learn from our mistakes and from those of others, and that we share the lessons from both.

Balance Mission Accomplishment with Care for our Marines and Sailors. These are **not** competing requirements—neglect of one will inevitably harm the other. The Wing’s mission is more important than individual goals and ambitions, but the Wing is made up of those individuals—their success will be our success. We are a society, not a bureaucracy—the difference is how we take care of our own.

Service-based Leadership. Simply put, leaders work for their subordinates. No one of us has all the answers; successful leaders provide subordinates a positive work environment, value their input, and help subordinates to master their responsibilities and reach their full potential. Good leaders know who is struggling and get them the help they need; they also know who is exceeding standards and ensure they are recognized.

Discipline. Focus must be on prevention of misconduct rather than reaction; however, we compound our problem if we fail to enforce standards once they are violated. This is especially so when our actions affect host countries. Stay “left of the incident” and ensure all Marines and Sailors understand Wing expectations; enforcing our standards ensures that those who follow the rules enjoy the greatest benefits from their service in 1<sup>st</sup> MAW.

Share the Wealth. Successful innovations, important lessons learned, and scarce assets **MUST** be shared to foster improvement in 1<sup>st</sup> MAW, III MEF, Marine Aviation, and across the Corps.

Safety does not compete with Mission Accomplishment; it is an essential component. It flows from all the principles described above. Compare the risks with the anticipated benefits and use controls to limit our exposure to risk that can’t be eliminated—this is the simple, common sense foundation of Operational Risk Management.

Take Time to Reflect. What you do for a living is truly unique in our country and in the world. Take pride in knowing you make a difference in the world.

**Well-planned operations, aggressively and professionally carried out, along with continuous readiness to deploy, fight and win, will continue to be the hallmark of 1<sup>st</sup> MAW.**

**We either continue to make this Wing better, or we contribute to its decline.**

Semper Fidelis



C. S. OWENS

Major General, U.S. Marine Corps  
Commanding General  
1<sup>st</sup> Marine Aircraft Wing