

## **COMMAND IMPERATIVES**

### **BE ALWAYS FAIR AND CONSISTENT AT ALL COSTS**

*Do what you say you are going to do, inspect regularly, and avoid even the semblance of favoritism.*

### **LEAD BY EXAMPLE**

*It must never be, "Do as I say." It must always be, "Do as I do."*

### **MAKE A DECISION**

*Listen to all inputs - - - good, bad, or indifferent; and, weigh them before committing. But, make a decision regardless. Delegate responsibility but never accountability. An indecisive leader or one without the moral courage to stand by his decisions or the integrity to hold himself accountable causes immeasurable harm to morale.*

### **EARN RESPECT, BUT DEMAND ABSOLUTE LOYALTY**

*Involve your staff, but exercise the final authority for big decisions. Then, expect your staff to carry out your orders as if they were their own.*

### **THE GOOD OF THE COMMAND ALWAYS COMES FIRST, BUT TAKE CARE OF YOUR PEOPLE**

*You are their voice and their champion. Your job is to represent their best interests as well as that of the command and to ensure their good health, welfare, and morale even if what you have to say is not what your seniors want to hear.*

### **PRAISE IN PUBLIC OFTEN, BUT ALWAYS CENSURE IN PRIVATE**

*Give your people pride of ownership for command accomplishments as well as for their individual achievements.*

### **ORCHESTRATE; DO NOT MICROMANAGE**

*Give clear direction, provide guidance when required, and delegate the needed authority. Then, let your people do their jobs. But, demand a little more than they think that they are capable of achieving. Most will be motivated to rise to the challenge, exceeding even their own expectations.*

### **A GOOD SAILOR SHAVES ONCE A DAY AND GETS A HAIRCUT ONCE A WEEK, WHETHER HE NEEDS IT OR NOT**

*A sharp command has Sailors who look and feel good. That attitude manifests itself in their professional performance.*

### **ATTENTION TO DETAIL IS CRUCIAL**

*Preciseness, even in such mundane matters as outgoing command correspondence, is essential. It is in the details that the attitude and self-esteem of the command and its people are mirrored.*

### **ESPRIT DE CORPS IS ESSENTIAL**

*A sociable command is as critical to achieving command esprit as is a close watch section, division, or department.*

### **THERE CAN BE NO GOOD COMMAND WITHOUT GOOD ORDER AND DISCIPLINE**

*Be understanding and tolerant, but hold everyone equally accountable for their own actions. Allow nothing to reflect poorly on the command or on its people.*

### **KEEP THE CUSTOMS AND TRADITIONS**

*Your Sailors may consider them trivial at the time but will remember them long after all else is forgotten.*

*Captain Charles F. Authement*

