



# UNDER THE OAK TREE



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## DISCIPLINE APPLIES TO EVERY SOLDIER

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As we move into the winter months I would like everyone to look at where they are when it comes to safety. I've been able to see firsthand what our Soldiers, Family members and Civilians are doing every day, and I remain totally convinced our division is on the right track for safety.

Traditionally, leaders have done the hard work with regard to safety. As a result, many of our Soldiers today don't understand the composite risk management process because they haven't had to think through it. My best advice for leaders is to continue encouraging their Soldiers to think and make smart safety decisions for themselves through continued coaching, teaching and mentoring.

Our Soldiers must be educated and empowered enough to be their own best advocates for safety, both on and off duty. Leaders must also set the standard in all they do all the time, abiding by the principle of "don't set a new standard, enforce the ones that exist."

A vital part of engaged leadership is providing Soldiers with the knowledge to manage their own unique risks. The CRM process should be a key element in every Soldier's individual training, and our first-line leaders are the best starting point for this instruction. As leaders, we must show our Soldiers how to operate within their left and right limits safely and continually hold them to those standards. By placing that responsibility on their shoulders, we create smarter and safer Soldiers who can think through the toughest of situations and apply that same knowledge to their off-duty lives.

Our Soldiers are our most valuable sensors on the battlefield, and making them part of the risk management process will sharpen their skills and make them even more effective in everything they do.

Ask your Soldiers for their input on risk mitigation during your next mission — you'll be surprised at how open and creative they'll be with just a little encouragement!

We must also continue to engage our wonderful Family members, keeping them informed and allowing them to be part of the CRM process during their Soldiers' off-duty time.

Our Families have and will always have the greatest impact on our Soldiers and are a powerful ally in keeping our Army safe. Be sure to involve them in your safety programs and use their powerful influence for good.

My duties here in this great division have taken me literally all over Korea. In every location, I've been impressed by our Soldiers' dedication to duty and to each other. Even in the remotest of locations, I've always found our Soldiers doing what they're supposed to do, staying engaged and actively working to keep themselves and their peers safe and in the fight.

You can always rely on the American Soldier to do the right thing, especially when their leadership demonstrates trust in their competence and gives them an example to follow. Battle buddies and peers make a difference — never leave a fallen Soldier.