



## Command Philosophy

LtCol Stephen Houghton, LtCol Austin Duncan  
Intelligence Support Battalion



### Marines & Sailors –

Our priorities are readiness, recruiting, and retention. ISB is composed of elite Marines that are in high demand. As such, readiness has been, and will continue to be, our chief objective. The demand for Intelligence Marines continues to grow, and we must ensure we meet the needs of the Total Force through our recruiting and training efforts. Finally, the Marine Corps demands much of our Marines and we should ensure whenever possible that we enjoy the experience through camaraderie, humor, and rewarding training and drills that create a cohesive team.

**Initiative:** A hallmark of high performing units is the ability to take limited guidance and run with it. This is how we create leverage and ensure we accomplish more as an organization. Micromanagement sucks the oxygen out of units and is a surefire way to deflate Marines. We will not come down hard on you for trying something new (within reason). We don't grow otherwise. Ultimately, the nature of our work demands world-class capability in this attribute.

**Resilience:** With initiative comes failure. Failure can be your friend. Use your best judgment, try to learn from failure, and be better the next time. We suggest taking yourself just seriously enough that you are continuously improving, but not so seriously that you cripple your ability to bounce back from failure and continue to grow.

**Fun, Humor, Joy:** Life is short. We believe in creating a team that likes to be around each other. Teams achieve more when there is trust and genuine affection for one another. Everything we do will not be fun, however, if you aren't having some fun – you probably aren't doing it right...

**Accountability:** Our heavy emphasis on initiative and fun does not preclude personal or unit accountability. We will keep our honor clean. If you do things the right way and you mess up, we will run through walls for you and will provide top cover to the utmost of our ability. If you do not, we will hold you accountable. Without accountability, a unit devolves quickly, and we owe it to everyone else to maintain high moral standards.

**Teamwork:** Working well with others should be a consistent theme that is reflected in much of this document. We succeed together. We love watching teams celebrate each other's success and helping out whenever or however they can. Similarly, we expect leaders to put their team ahead of themselves. We expect leaders to be continuously looking for ways to grow their Marines.

**Communication:** Given our reliance on initiative and autonomy, timely communication is a critical skill when working with us. We highly value the ability to communicate the right information at the right time. Bad news doesn't age well, and it is much worse to hear bad news outside the chain of command. In general, we trust the units are doing what they should unless issues are escalated to the command team.

A handwritten signature in black ink, appearing to read "Austin M. Duncan".

Austin M. Duncan  
Lieutenant Colonel, USMC  
Inspector-Instructor

A handwritten signature in black ink, appearing to read "Stephen M. Houghton".

Stephen M. Houghton  
Lieutenant Colonel, USMCR  
Commanding Officer