



MALS-12 Commander's Guidance



It is an honor and privilege to serve with the MALS-12 Marauders as your Commanding Officer. The distinguished history of MALS-12 has been marked by a pronounced legacy. Since its activation in 1942, Marines, Sailors, and the families of MALS-12 have accomplished the mission during demanding periods with an unwavering commitment to excellence. As your Commanding Officer, it is my obligation to communicate my leadership philosophy as we continue to work together to build upon the unique legacy of MALS-12.

The pursuit of continuous improvement will be a shared mindset and practice, applied daily, and expected throughout the squadron. We will be competent in the basics as we continue to advance our level of support of MAG-12's combat effectiveness while focusing on our most important resource- our Marines.

I regard the following principles to be the foundation of our success:

Mission Accomplishment: We will accomplish our mission while maintaining a dedicated effort to identify opportunities for improvement at all levels. Oftentimes, the best ideas will originate from the most junior members of a team. We must foster an environment where Marines and Sailors are confident in their ability to share information and recognize each individual's ability to improve the manner in which we accomplish the mission.

Focus on our People: Our Marines, Sailors, civilians, and families are the most important element in this command. We will maintain an environment focused on treating each other with fairness, dignity, and compassion regardless of race, gender, sexual preference, or religious beliefs. How well we take care of and develop the members of the Marauder family will ultimately determine whether this is a mediocre or excellent command.

Professionalism: Every member of this command is a direct representative of this squadron. Our conduct, on and off duty, will shape our professional reputation. We are fortunate to work and live among a community that values personal honor above all else. Never dishonor yourself, your family, or the Marine Corps. Maintain good order and discipline at all levels and strive to exceed the public's expectation of what it means to be a Marine while on and off base. There is no "off duty" in our profession... being a Marine does not end when you leave the squadron spaces. When in doubt, do what you think is right, and you will rarely be wrong.

Balance: What we do is equally as important as how we do it. We will emphasize a balanced approach to our work and lives in general. Family, work, fitness, education, and rest must all be prioritized and balanced. Time management must be an essential aspect of accomplishing our mission and to ensure we are all mentally, morally, and physically ready to meet our challenges with resilience.

Expectations

- Uphold the trust placed in us by our Nation and the Marine Corps to be good stewards of our country's most precious resources: Human, Material, and Financial.
- Lead, Teach, and Mentor our Marines and Sailors. Help them develop personally, professionally, and influence their ability to make the right decisions.
- Treat others with respect, dignity, and compassion. When in doubt, treat others as you would like to be treated.
- Know your profession. Be technically proficient. Be willing to learn from each other and continue to develop as a team.
- Build relationships. Get to know your fellow Marauders, and those you support on the flight line.
- End State: Leave MALS-12 better than we found it.

Semper Fidelis,

Michael R. Lupient

Lieutenant Colonel, United States Marine Corps
Commanding Officer, Marine Aviation Logistics Squadron 12

"The challenge is to always improve, to always get better, even when you are the best. Especially when you are the best."
-Graham Henry, NZ All Blacks Head Coach