



REPLY TO  
ATTENTION OF:

DEPARTMENT OF THE ARMY  
249th Engineer Battalion (Prime Power)  
10011 Middleton Road  
Fort Belvoir, VA 22060

CEPPB-ZA

11 JUL 2007

MEMORANDUM FOR All Soldiers and Department of the Army Civilians

SUBJECT: Philosophy of Command

I am honored to return to the battalion where, as a previous “Black Lion,” I was continually impressed by your technical expertise, your courage in the face of the enemy, and your selfless service following several natural disasters. Like you, I have high expectations from the units and the individuals with whom I serve – *regardless of the mission*. This document introduces four of those expectations, which I will operationalize during command visits and in training guidance.

Up front, you should know I view the 249<sup>th</sup> Engineer Battalion and the Prime Power School as one learning organization. We are privileged to have, under this one command, experienced Soldiers, Civilians, and faculty members. Each of you play key roles in the cycle of doctrine development, institutional instruction, scenario-based training/full-spectrum operations, and lessons learned integration. I expect every “Black Lion” to understand their role(s) in this learning cycle and seek ways to enhance and accelerate it.

Just as our organization must learn in order to stay relevant and mission ready, so must individuals. Therefore, I expect every “Black Lion” to be multi-skilled. Strive to be

- **technically competent** in the skills, codes, and directives of “your trade.”
- **tactically competent** in the warrior tasks and battle drills of your “profession.”
- **physically fit**, because combat remains a physical endeavor.
- **a full-spectrum thinker**, because now, more so than ever, ours is a thinking profession.
- **and a builder of teams**, starting with your “home team” (your family), and then with your unit, with our organization, and finally with those outside of the battalion.

I expect each of you to be safe and use time wisely. This is a critical point because as we fight what has been termed “The Long War,” we must pace ourselves so we may continue to safely add new chapters to our proud history. This we owe to our families, each other, and our Nation.

Finally, I believe in the Army Values, the Oath of Office, and the NCO, Soldiers, and Civilian Corps Creeds. When in doubt, use these collected works to guide your ethical and leadership choices because, good or bad, you can expect me to hold you responsible for your actions.

Black Lions!

PAUL B. OLSEN  
LTC, EN  
Commanding

Best!