



REAS Leadership Doctrine

As adapted from the Marine Corps Leadership Doctrine

1. **Aim for the 70% Solution:** We recognize that it is better to decide quickly on an imperfect plan than to role out a perfect plan when it's too late
2. **Find the Essence:** We understand that when it comes time to act, even the most complex situations and missions must be perceived in simple terms.
3. **Build a Capability-Based Organizational Mission:** We recognize that focusing on developing organizational talents creates opportunities; and that focusing on particular products and services only invites obsolescence.
4. **Orient to Speed and Complexity:** We understand that the ability to react quickly and effectively in chaotic environments is a key component to successful mission outcomes.
5. **Organize According to the Rule of Three:** We understand that In times of stress, people can effectively and efficiently handle exactly three key responsibilities. Excessive burdening tends to inhibit mission success.
6. **Build Authority on Demand into the Hierarchy:** We endeavor to retain a strong management pyramid, but are committed to the development and mentoring of "Subordinate Leaders". This ensures that individuals even at the lowest levels within the organization have the skills and confidence to make whatever decisions are necessary to accomplish the mission when management guidance is unavailable.
7. **Focus on the Small Team:** We understand that most of an organization's critical tasks and successes are accomplished by the lowest-level managers and their subordinate leaders. We recognize that anything done to make them more effective will reap significant benefits for the organization and most importantly, those we serve.
8. **Task Organize:** We recognize that the size and make-up of groups within the organization should be changed or shifted according to the needs of each specific mission or task.
9. **Hire via Trial by Fire:** We understand the importance of challenging prospective members to, and within our organization, in order to determine the correct fit and utilization of their skill sets. This will enable us to initiate, maintain, and strengthen the bond between personnel and the organization.
10. **Employ Extreme Training:** We recognize that situations faced on the job shouldn't seem more daunting than those faced in training. Our staff must always have the appropriate level of training to address our mission and our responsibilities.

11. **Breed Decision by Analogy:** We understand that our personnel cannot be briefed on every possible situation, but we will ensure that they are trained to recognize similarities between novel and familiar situations.
12. **Cross Train:** We will move individuals between different functions and responsibilities thereby creating versatile personnel and leaders who will understand all aspects of the organization. This will create a more competent organization, dependant upon no single individual for success.
13. **Manage by End State and Intent:** We will inform our people of what needs to be accomplished and why, and then leave the details for accomplishing that task or mission to them.
14. **Distribute Competence:** We will seek to ceaselessly educate and train personnel at all levels of the organization in an effort to strengthen them and the organization.
15. **Reward Failure:** We recognize that someone who never fails is probably not pushing the envelope and that failure provides an opportunity for learning and future efficiency.
16. **Make Personnel Functions Steeping Stones for Stars:** We understand that the development of the most promising subordinate leaders should include having responsibility for making ongoing personnel decisions within the organization.
17. **Glorify the Lower Levels of the Organization:** We firmly believe that the higher the management level, the more diligently one should work at making it clear that the rank and file are the heroes within any organization and that any successes realized are directly attributed to them. We are committed to Glorifying the Lower Levels within our organization.
18. **Demand to be Questioned:** We believe that our subordinates should feel free to openly disagree with their managers, up until the arrival point of implementation and execution of final and legitimate decision.
19. **Instill Values that Support the Mission:** We believe in living and leading by the principles of Honor, Integrity, Courage, Commitment, Interdependence, Perseverance, and Sacrifice. We recognize that success is a function of our shared character.
20. **Cultivate Opposing Traits:** We recognize that success often requires combining seemingly contradictory approaches.
21. **Establish a Core Identity:** We understand that everyone within the organization should feel and believe that they are all performing an aspect of the same job, the same mission, the same responsibility.
22. **Match Strength to Weakness:** We are committed to matching strengths with weaknesses within the organization to ensure peer development and organizational “advantage management”.
23. **Be Able to Provide Radical Alternatives to Seemingly Similar Problems:** We understand that there will be times when seemingly similar needs, will require radically different solutions. As those we serve face an array of challenges, which necessitate the need for our assistance, we must maintain the ability to provide radically different alternatives to seemingly similar end needs.

- 24. Make Tempo an Asset:** We recognize that controlling and maintaining a sense of urgency will enable us to ensure that the needs of those we serve, will not outpace the success of our ability to serve them.
- 25. Keep Plans Simple and Flexible:** We understand that it can be more effective to have fewer, more flexible options that can be adapted to changing situations, than to try and develop specific plans or approaches for every contingency. As the needs of those we serve are dynamic, so too must be our ability to address those needs.
- 26. Make Organizational Doctrine a Living Thing;** We recognize that it is important to standardize practices, providing that one of those practices is to continually refine and occasionally alter the practices. We understand the importance of evolving as time or conditions warrant.
- 27. Experiment Obsessively:** We understand that even the most successful organizations will eventually fail if they are unwilling to explore and experiment with radically new approaches. We are committed to experimenting obsessively.
- 28. Build New Approaches Around New Technology:** We recognize the importance of fully leveraging available technologies and resources in order to accomplish our core mission.
- 29. Don't Depend Upon Technology:** We must ensure that our personnel and our organization have the proper training and leadership to be successful in the absence of our technological assets or resources.
- 30. Get an Outside Perspective:** We believe that insights into our organizational improvements can often come from those in unrelated fields. We are committed to improvement through internal and external sources.