



DEPARTMENT OF THE NAVY
NAVAL UNDERSEA WARFARE CENTER DETACHMENT
AUTEK ANDROSS ISLAND BAHAMAS
PSC 1012 FPO AA 34058-9998

IN REPLY REFER TO
25 June 2014

From: Officer-in-Charge, Naval Undersea Warfare Center Detachment,
AUTEK, Andros Island, Bahamas
To: U.S. Military, Naval Undersea Warfare Center Detachment, AUTEK,
Andros Island, Bahamas

Subj: COMMAND PHILOSOPHY

1. This memorandum outlines my personal command philosophy for Team AUTEK. It represents the foundation of my tenure and as a cohesive team, it is important for personnel to understand my focus.

2. People first. People are the foundation of AUTEK. Without dedicated and knowledgeable personnel, we could not accomplish our mission. We must take care of our personnel and provide the proper mentoring and guidance for their development.

a. Personnel. Take the time to develop our personnel through mentorship, guidance and training. Cultivate an environment which welcomes input from all levels as some of the best ideas come from junior personnel. Each of us should know our personal values and I encourage each of you to establish both personal and professional goals.

b. Family. Many are separated from families and loved ones during this assignment which makes this tour even more challenging both from a personal and leadership perspective. We cannot fail the families and we must do everything we can to ensure family success.

c. Safety. Prior to an evolution, think about the risks associated with the evolution and ensure that we are operating safely. Prevent a mishap before it happens; safety should always be on our minds.

d. Dignity and Respect. At this command, all proper courtesies will be enforced, everyone's recommendation will be heard, and we will not tolerate any form of disrespect or harassment! We are all on the same team and negativity is not welcome. Care for the safety and welfare of all personnel.

3. Honesty. Personnel at all levels must be willing to "tell it like it is"; this is particularly important with bad news. We all make mistakes but what is important is quickly telling the chain of command so we come together to resolve the situation before it becomes unmanageable.

4. Accountability. You cannot delegate accountability but I encourage each of you to delegate authority and responsibility to the appropriate level. Reward those who deserve credit for their actions and hold accountable those responsible for inappropriate actions.

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Accountability works both up and down the chain of command. If corrective actions are necessary, have the moral courage to take charge and do the right thing.

a. Ethics. High standards, a sharp appearance and strong professional courtesy are a great start. We must also think, act and make decisions based upon ethics and what is the best thing for our people and the organization. Ethics are a huge part of our everyday life and each of us should make ethical decisions.

b. Ownership. To be successful one must have and display ownership to his/her actions or ideas; as well as be fully committed to oneself, mission accomplishment, and the organization.

5. Teamwork and leadership. AUTEK is a unique command in that we are self-sustaining in day to day operations but rely heavily on outside commands for funding and future infrastructure. It is vital we work together as a team despite any obstacles and together we can improve upon AUTEK while exceeding mission requirements. Leaders are made through strong mentoring, training and guidance and we must grow the future leaders of the organizations from within.

a. Teamwork. When we say we will do something, it should be considered done. Share ideas and best practices so that all personnel can learn; good solutions have very little to do with rank. We must remain open to better ways to accomplish our mission and we must continue to present solutions to tough problems. Disagreement is not disrespect; however, once a decision is made, every leader owes it to the unit and chain of command to fully support it as his/her own.

b. Leadership. Google leadership and many different definitions will result. My personal definition of leadership is as follows: Leaders are individuals that develop an organizational shared vision; they think two steps ahead and lead the organization into the future; they take individuals and build a team so that all personnel are welcome and train those individuals to become future leaders; and lastly, they are personable people that have the personality to motivate and communicate easily with all personnel.

Leaders also effectively counsel, train, mentor, and set-up their subordinates for success. Personnel need to remain flexible and manage change as it occurs with little or no warning. Leaders don't lie - liars lose credibility.

c. Communication. Every command can improve upon communications but effective two-way communication is essential to our success as a team and an organization. To consistently accomplish the mission, our personnel must know what is expected of them and they must feel empowered to provide feedback while accomplishing what we ask of them.

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Don't wait until something becomes a crisis before discussing it with others.

d. Transparency. Strive to involve the "right" people in decision making; don't make decisions and/or plans in secrecy.

6. Although not all inclusive, here are some of my likes, dislikes and non-negotiable:

LIKE

"Can-do" positive attitude
Setting the example/on-off duty
Being responsive
Keeping people informed
Making contributions to the team
Loyalty to the island
Present solutions

DISLIKE

Excuse makers
Hearing bad news late
Non-Team players
Being late
Rumors
People who don't tell the truth
or explain only part of the facts
Big egos

Non-NEGOTIABLES

Any acts of violence
Drug or Alcohol Abuse
DUI/Open containers in LSV/vehicles
Sexual Harassment/Assault
Conduct bringing discredit to AUTECH

7. I am extremely proud and honored to be your Commander and look forward to working together as "TEAM AUTECH."



R. J. LOPEZ
Commander, U.S. Navy