



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
2 NAVY ANNEX  
WASHINGTON, DC 20380-1775

IN REPLY REFER TO

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From: Commandant of the Marine Corps  
To: All General Officers  
All Commanding Officers  
All Officers in Charge

Subj: MILITARY THINKING AND DECISION MAKING EXERCISES

1. We have reached the stage where every Marine regardless of MOS, assignment, or location will come to work and spend part of their day talking about warfighting: learning to think, making decisions, and being exposed to tactical and operational issues. A short daily discussion of our warfighting philosophy and how to execute it is to be a cornerstone of every Marine's workday.

2. Resources are available through professional periodicals and journals, such as *Marine Corps Gazette*, which publishes a monthly Tactical Decision Game, and *Leatherneck Magazine*, which provides a rich selection of articles and vignettes to stimulate warfighting discussions. Books on the Commandant's Reading List, such as *Rifleman Dodd* which depicts honor, valor, and character and clearly defines the phrase "Band of Brothers", provide a firm foundation for Marines to build. The Marine Corps University has published a *Staff Ride Handbook* and *Designing Tactical Decision Games: A Tactical Decision Games Workbook*, both are available electronically through the internet. The Marine Corps Modeling and Simulation Management Office maintains the PC-based *Wargames Catalog* of commercial computer wargames which have been evaluated and found suitable for Marine Corps use, also available electronically via the internet.

3. The materials you have, missing is effort. We as commanders and leaders must make this vision a reality. We must make the same commitment to our intellectual warfighting skills as we do to our physical fitness. Warfighting discussions are an integral and important part of our professional development program just as Professional Military Education and professional reading are important components. These discussions will do more than make us "smarter" about our profession, they will help develop unit cohesion.

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4. Tremendous progress has been made in "Making Marines;" now move out smartly on "Winning Battles."



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