

COUNSELING AND ENGAGED LEADERSHIP

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1. Now that the current proficiency and conduct marking period has just ended, this MARADMIN is published as a reminder of the Commandant's expectation of all Marine leaders. The Commandant has stated he wants every Marine to be successful. He wants every Marine to set goals, compete, and achieve everything within their potential.
2. Proficiency and conduct evaluation of our junior Marines is one of many tools we use to remain decisively engaged as leaders. A critical component to success is receiving feedback from leadership. Marines must know where they are succeeding. They must also know where they may be falling short or missing the mark set for them by their leaders. They must know what they can do to improve their performance and their conduct as Marines. The pro-con reporting period provides Marines and leaders an opportunity to have a dialogue between leader and led.
3. All Marine leaders are expected to be actively involved in counseling Marines at all times. In the case of proficiency and conduct marks, each individual Marine should be personally counseled on his or her markings by the first officer in their chain of command. This is normally the platoon commander. As part of the leadership team, the individual Marine's enlisted leadership has an equal role in counseling. The leadership team of officer and staff noncommissioned officer is an integral part of engaged leadership when it comes to counseling Marines.
4. Engaged leadership teams must take a holistic approach to counseling. With the guidance of leaders, Marines must set realistic and achievable goals in all areas of life. Junior officers and SNCOs are expected to ensure Marines understand personal finances. They should counsel Marines on the details of their Leave and Earning Statements (LES) as well as helping Marines with plans for off-duty education and benefits such as tuition assistance. Engaged leaders must also ensure Marines and their family members are being adequately cared for in their housing and living accommodations, even occasionally visiting Marines and families in their quarters.

5. Engaged leadership is what sets Marines apart. Our responsibility to our Marines does not stop with the end of each work day. While the great majority of Marine leaders already actively counsel junior Marines, this MARADMIN provides a reminder to all leaders of the responsibility they have to teach, coach, and mentor the junior Marines in their charge.

6. This MARADMIN is released on behalf of the Commandant of the Marine Corps. Release authorized by Lieutenant General James B. Laster, Director, Marine Corps Staff.