



CSM Forum

Command Sergeant Major of the MI Corps
U.S. Army Intelligence Center of Excellence



by **Command Sergeant Major Tammy M. Everett**

First and foremost, I want to express my gratitude and pride for all the hard work and dedication across our Military Intelligence (MI) Corps. I am extremely humbled to serve alongside you as the MI Corps Command Sergeant Major, and I am very excited for the future of our Corps. I am thankful for the great hand-over of responsibility with CSM Warren Robinson, and I will concede most of my space to him for his parting comments.

The theme for this quarter's *Military Intelligence Professional Bulletin* is theater intelligence. Each theater is unique in its own right, but the theme that combines them all is complexity. In order to fight and win our Nation's wars, we must train MI professionals to be technically and tactically proficient in their intelligence disciplines and warrior tasks.

At the U.S. Army Intelligence Center of Excellence, we are driving change and building leaders with people at



the forefront. We are redesigning institutional training to deliver highly trained, fit, and disciplined Soldiers to your formations. Publicly available information will be introduced to every intelligence discipline to assist in understanding the complexities of the operational environment. We are making tough decisions and refining critical tasks to ensure we are teaching the right things at the right time. The Soldiers trained at Fort Huachuca are capable of tackling the complexities of the current operational environment and will rely on you to continue to train them in

the operational force.

For those in the operational force, we need you at Fort Huachuca. We need you to give back to the institution to ensure we are delivering what the force needs. If you think you have what it takes to train the next generation of intelligence professionals, I invite you to join Team Huachuca!! ✨

Always Out Front!

by **Command Sergeant Major Warren K. Robinson**

It is hard to believe that 3½ years have gone by since my selection to serve as the U.S. Army Intelligence Center of Excellence (USAICoE) Command Sergeant Major. This is my last column for the *Military Intelligence Professional Bulletin*, and before I leave, I have a few parting thoughts for the team.

Our Army is in capable hands. It seems that the leadership of every generation doubts the strength and abilities of the younger generation. Mine was no different. Our leaders thought we were undisciplined and soft, and they questioned our ability to maintain a



strong Army. Likewise, my generation recognizes that younger Soldiers are not the same as their predecessors. They think, learn, and communicate in a different way, and they have different requirements to be successful. I read somewhere that all Soldiers are entitled to outstanding leadership. To ensure the Army continues to stay strong, we must provide these young Soldiers with agile, adaptive leadership that understands the generational differences. I encourage you to be the leader who positively and proactively engages with young Soldiers and who provides them the purpose,

direction, and motivation they deserve to accomplish the mission and improve the organization.

An Army career is not lived in a straight line. None of us gets the experiences we require or desire in order to meet all the reasonable expectations the Army has of us. This is why it is important to invest in people. Start by defining what you want your Soldiers to do. If you have a Soldier, of any rank, who is not meeting your expectations, ask whether you have realistically developed that Soldier to meet the standard. Many times, Soldiers are capable of exceeding standards, but only if we take the time to invest in their development. If leaders believe it is easier to do everything themselves than to teach someone else, they will eventually fail because there comes a time in our careers when we have more requirements than we can fulfill. We need those young Soldiers to support us.

So what do you really want to accomplish? Too many times, people have the mindset of “this is how we’ve always done it.” Even worse is when someone who does not have the authority to say yes says no. No is an easy answer. It requires no work or thought. Change the mindset and start with what the answer needs to be, whether that is yes or no, and begin working backward to determine the hurdles. Then engage with the people who have the authority to provide that answer. If the policy does not afford the needed outcome, find the policymakers and ask for their help. Many times, policymakers are in their position because they are resourceful problem solvers.

I once read that good leaders always communicate with Soldiers and never leave them uninformed. By

communicating proactively, regularly, and as openly as possible, leaders develop Soldiers. In other words, leaders should dominate the information space because they cannot afford to assume their message will get to the lowest level. If leaders do not communicate regularly and deliberately, someone else will do it for them, possibly disseminating inaccurate information. As we know all too well, people do not have to be knowledgeable about a topic to freely share their comments. Worse is that many Soldiers might believe those comments from unreliable sources. Get information out to the appropriate level of leadership. Develop formal and informal feedback loops to determine who is effectively communicating with their Soldiers and, if necessary, their families. These interactions may even provide senior leaders an opportunity to train their mid-level and junior leaders. Use every means of communication available. Face-to-face is best but not always possible, so use social media and other means to reach a larger audience. Lastly, be transparent and address difficult topics up front. Once people know that leadership will openly address controversial topics (provide the *why*), they will develop trust and be drawn to those places where they can get reliable information. This also reduces the likelihood of someone perpetuating misinformation.

I know we are on the right path, and I am proud to have had the opportunity to contribute to the development of our Soldiers, especially during my time as the USAICoE Command Sergeant Major. Soldiers, civilians, and families made my 30 years in the Army one of the most amazing experiences of my life. Thanks to everyone for all your hard work and for continually pushing me to get better every day. It has truly been my honor to serve our Nation. 🌟

Always Out Front!

Change of Responsibility

Having served as the Command Sergeant Major of the Military Intelligence Corps from 16 March 2018, CSM Warren K. Robinson relinquished his responsibilities as the Corps Command Sergeant Major to CSM Tammy M. Everette in a Change of Responsibility Ceremony on 24 August 2021.