



Senior Army Leaders,

The world is changing fast. Our adversaries are aligned and innovating at an alarming pace, closing the gaps that once gave us an advantage. Secretary Hegseth made it clear 30 SEP: our sole mission is warfighting. To stay ahead, we must move faster than the evolving nature of warfare. Complacency is our enemy. **Inaction is our greatest risk.**


This begins with a **culture focused on the Warrior Ethos**. In April, we streamlined mission-essential training by reducing AR 350-1 requirements; SecWar's guidance on DoDI changes will allow us to further condense it to only warrior tasks. In June, we implemented gender-neutral combat arms standards for the Army Fitness Test; next, we will implement an Expert Physical Fitness Assessment. In September, we updated our appearance standards in AR 670-1, emphasizing the importance of discipline and professionalism central to the Warrior Ethos. We are now reviewing our policies for grooming standards based on War Department direction.

Continuous Transformation also means **driving change to build more mobile, lethal, lower signature, and data-centric formations**—informed by bottom-up feedback because we understand your help is critical to advancing transformation. Our Transformation in Contact (TIC) efforts underscore this point: we are committed to underwriting the necessary risks you need to innovate, move quickly, and deliver results. TIC is a mindset, not a specific unit. All of us must do this at a pace that forces change without sacrificing our expertise at basic warfighting tasks – those are enduring.

Most importantly, Continuous Transformation demands leaders who are comfortable with change and **willing to assume risk**. And it requires us to redesign antiquated processes, update the way we train and operate, and reorganize at speed. The Army established T2COM and charged them with reimagining doctrine and leader development, rapidly integrating lessons learned in conflicts across the world. We will convert 21 brigades into *mobile* brigades in the next two years. We are resolute in accelerating programs that make us more lethal (NGC2, ISV, M1E3, MV-75, NGSW), while jettisoning underperforming equipment. And we'll continue our practice of pairing industry with Soldiers in the field to quickly adapt systems that will succeed on the modern battlefield.

Our mandate to you is simple: **have a bias for action, move fast, take risks, and deliver results for our formations – you have our support**. Rest assured that we will continue listening to our warfighters in the field, and together, we will build lethality and readiness.

**This We'll Defend.**

  
Michael R. Weimer  
Sergeant Major of the Army

  
Randy A. George  
General, United States Army  
Chief of Staff

  
Dan Driscoll  
Secretary of the Army