



National Defense University



Joint Force Leadership

**Keystone 26-1
January 2026**



Overview

Mission Command

Role of the CSEL

Best Practices



Mission Command

“Operating on intent through trust, empowerment, and understanding”

- CJCS

Definition

The conduct of military operations through decentralized execution based on mission-type orders

-Joint Pub 3-0

Attributes

- ✓ Trust
- ✓ Intent
- ✓ Understanding

“Mission Command is ***essential*** at the operational and strategic level.”

“Enables speed, agility, and decisiveness at the tactical level while providing the ***necessary decision space*** at the higher level for the up and out engagement to ***anticipate and set conditions***.”

-Senior FO/GO



Role of the CSEL

- Emphasize/Reinforce **Bond** between JFC/CSEL
 - BFC/KLE
 - Battle Rhythm
 - Travel





Role of the CSEL

- *Codify CSEL role in Mission Command*
 - *Decision-Making Styles*
 - *Staff, Services, CCMDs*



UNCLASSIFIED



Role of the CSEL

- *Understand Complexity in CCMDs/JTFs*
 - *Command Messaging*
 - *Info Sharing*





Role of the CSEL

- *Inform future JFCs on how to employ CSELs*
 - **Support** to JTF HQs





Mission Command Role of the CSEL

- *Help Set Conditions for Subordinates' Success*
- *Ensure Understanding of Mission/Intent*
- *Help Subordinates w/ Efforts in Line with CDR guidance*
- *Recommend When Needed on Resource Allocation*





Mission Command Role of the CSEL

- ***Build Trust for Commander... Transparency***
- ***Ensure Common Understanding throughout Subordinate Units and HQ Staff***
- ***Foster Trust within the organization***
- ***Always Answer the WHYs***





Command Senior Enlisted Leader

Best Practices

- You do **NOT** have a comfort zone
- Create other leaders through:
 - **Empowerment**
 - **Inclusion**
 - **Transparency**
 - **Constructive Feedback**
 - **Trust**



Don't be a Tourist. You Have a Job to do!



Command Senior Enlisted Leader

Best Practices

- You must be well versed on **DIMEFIL, PMESII, JIIM**
- Understand the **Joint Force and Global Integration**
- Understand **Partnerships and Collaboration**
- Learn and Know **Joint Doctrine**
- Understand **Foundational Documents**
 - **NSS, NDS, NMS**
 - **UCP, OPLANS, CONPLANS**
 - **DPG, GFMAP**



Questions

KEYSTONE 26-1
January 2026