



Senior Enlisted Leaders:
Attributes to Consider



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Overview

- **Characteristics of a Senior Enlisted Leader**
- **Mission Command**
- **Battlefield Circulation and KLE's**
- **Key Tasks**



SEL Characteristics

- Loyal
- Patient
- Respectful
- Mission Focused
- Trustworthy
- Confident in his/her craft
- Knowledgeable in Unit Mission
- Handles Inherent Power/Authority



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



Mission Command, SEL Role

- **Help set conditions for subordinates success**
- **Ensure understanding of mission/intent**
- **Help subordinates with prioritizing efforts in line with Commander's guidance**
- **Recommend when needed on the allocation of resources**
- **Build trust for Commander with subordinates by ensuring transparency**
- **Ensure common understanding flows throughout the subordinate units and headquarters staff personnel**
- **Fosters trust within the organization**
- **Always answer the WHYs**



Battlefield Circulation and KLE's

- **Commanders priorities and intent should drive their focus**
- **Battlefield circulation is all about the unit visited; and how the SEL can be value add for them**
- **Don't be a tourist—Have a task and purpose**
- **Where should they be? The place of biggest impact for the Commander and unit**
- **Be an IG out there—Usually you can go anywhere, be a part of anything with flexibility of movement**
- **They should look “down and in”, as well as “up and out” for affects/effects**
- **Ensure NCOs are in B2C2WGs and OPTs**
- **Always look for seams and gaps; then cover down**



SEL Key Task

- **Commanders/Units Forward Observer**
- **Commanders/Units “Honest Broker”**
- **Constantly seek situational understanding**
- **Know Commander’s decision cycle and what he/she is contemplating**
- **Be an all inclusive leader (Officers, Civilians, Contractors, and Enlisted)**
- **Read, Read and keep Reading**
- **Represent the Commander and Command in all you do**
- **Be involved in talent management**
- **Understand all authorities (e.g., Title 10, Title 32, Title 50, etc)**
- **Be a trusted Battle Buddy, Wingman and Shipmate**