



**ALL of US  
are  
LEADERS**



**CSM Michael M. Balch**  
Allied command operations  
Senior NCO

Supreme headquarters allied powers Europe  
19 January 2010



# AGENDA

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- My Background***
- Our Legacy***
- Responsibilities***
- What is important and not so...***
- Leadership***
- Current NATO “Big Muscle” Movements***
- Discussion***





# *My Background of Service to my Nation ...our Alliance...our Mission*

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Beginnings...

- Joined in 1975
- My 35th year of Service
- Been a SR NCO for 26 years
- Still making contributions



***“ Our history of contributions as an enlisted force to our nation in the Military has helped shape our world as we know it. ” CSM Balch***

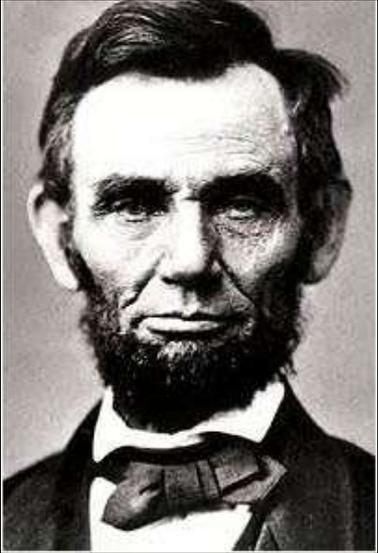


*Our legacy is the future. . .*

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**leg-a-cy**. Noun. Something handed down from an ancestor or a predecessor or from the past.

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*“You have to do your own growing **no matter how tall your grandfather was.**”*

**Abraham Lincoln**

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***What will be **your** legacy?***



*Our legacy is the future. . .*

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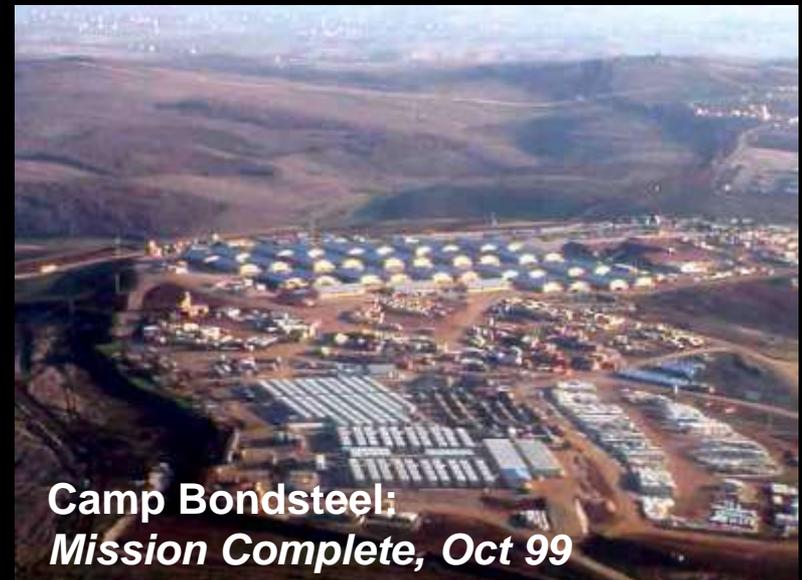


*Camp Bondsteel:  
Company Assembly Area, Jul 99*

*Includes officers, NCOs and  
soldiers...*

*CSELs, CSMs, CMSgts, CMCs  
& SR NCOs must focus &  
invest in Junior Leaders...*

*The next generation  
of leaders are ...  
**AWESOME** but need  
our quality mentoring.*



*Camp Bondsteel:  
Mission Complete, Oct 99*



# Everyone's Responsibilities

## Simple Philosophy...

✓ **1. Know Your Job ...**



✓ **2. Be Situationally Aware**



✓ **3. Every Individual is Due Dignity and Respect**

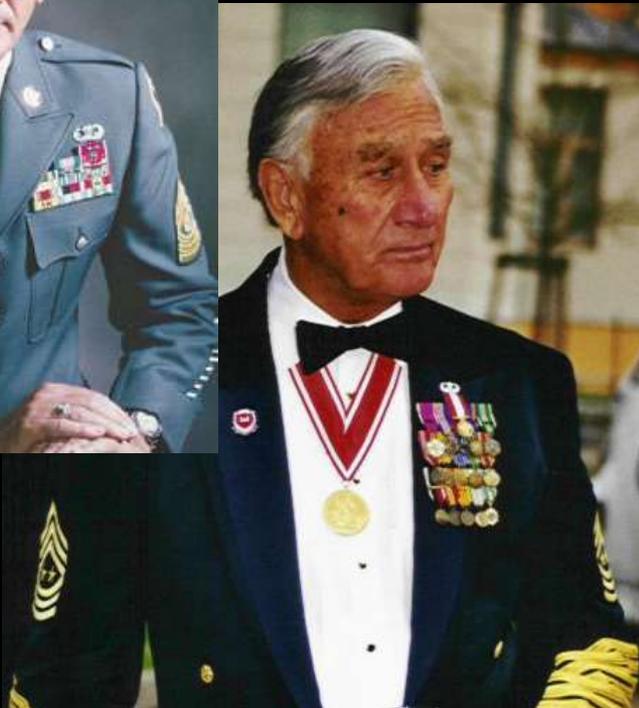
✓ **4. Be Healthy ...**



# Our Responsibilities

## Simple Philosophy...

✓ **5. LEADERS SET the EXAMPLE ...**



✓ **6. Think through problems and let your leaders know what you would do if you were in charge.**



# Our Responsibilities

## Simple Philosophy...

### ✓ 7. DON'T COMPLAIN



*Part of problem  
or part of the  
solution ?*



✓ 8. Keep a sense of *Humor*, Enjoy your *Family*, and have *FUN* !



# *What's Really Important*

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- YOUR BEST efforts in everything the Military asks you to do***
- Live the Values that make your nation great to the best of your ability...***
- Fundamental NCO Responsibilities***
  - ✓ ***Leads by Example***
  - ✓ ***Train from Experience***
  - ✓ ***Maintain and Enforce Standards***
  - ✓ ***Takes care of Soldiers***
  - ✓ ***Coaches and Mentors***
  - ✓ ***Adapts to a Changing World***

**Focus  
on the  
BASICS**



***“Non-negotiable”***

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- ✓ ***Discipline***
- ✓ ***TRAIN Subordinates to do your Job***
- ✓ ***Invest in YOUR Junior Leaders***
- ✓ ***Standards***
- ✓ ***Equal Opportunity & Fair Treatment***
- ✓ ***Trust and Confidence***

**NCO BUSINESS...stay on top of it !**



# *What's **NOT** so Important*

- Things not in your LANE !*
- Personal Agendas*



# *The Challenge*

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## Common Threads: Leadership & Teamwork

“Our system does not depend on the greatness of one top **leader**, or even a thin crust of top **leadership**. It depends on a deep and broad stratum of **leaders** at every level and throughout every segment of the society.”

*John W. Gardner*



# Officer / NCO Relationship

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***“The unbreakable bond that develops between soldiers...is at the very heart of our profession.”***

***-- GEN Carl E. Vuono, 1991***



# ATTITUDE is EVERYTHING

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- ***"You can not wring your hands and roll up your sleeves at the same time."***  
***-- GEN Frederick M. Franks***
- ***"Mental attitude plays a far more important role for a person's success or failure than mental capacity."***  
***-- Mr. Kemmon Wilson, founder of  
Holiday Inn Hotel Chain***

***"If you can get ATTITUDE right inside your formations then you will have great organizations...team building."***

***-- CSM Michael Balch***



# NATO: Growing Commitments, Declining Staffing

1990

1996

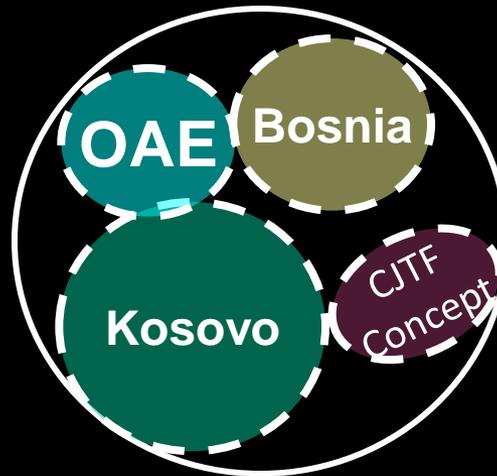
2002

2009

None



23,408



17,227



15,468

8,776



# Afghanistan

## AFGHANISTAN

Size: 652,000 km<sup>2</sup>

Population: 29 Million  
(estimate)

## GERMANY

Size: 357,022 km<sup>2</sup>

Population: 82 Million  
(estimate)

- 400,000 - Afghan military and police combined
- 1,430,161 - French, German, Belgian, Dutch, and Swiss military and police combined





# ISAF on the ground

## ISAF REGIONAL COMMANDS & PRT LOCATIONS

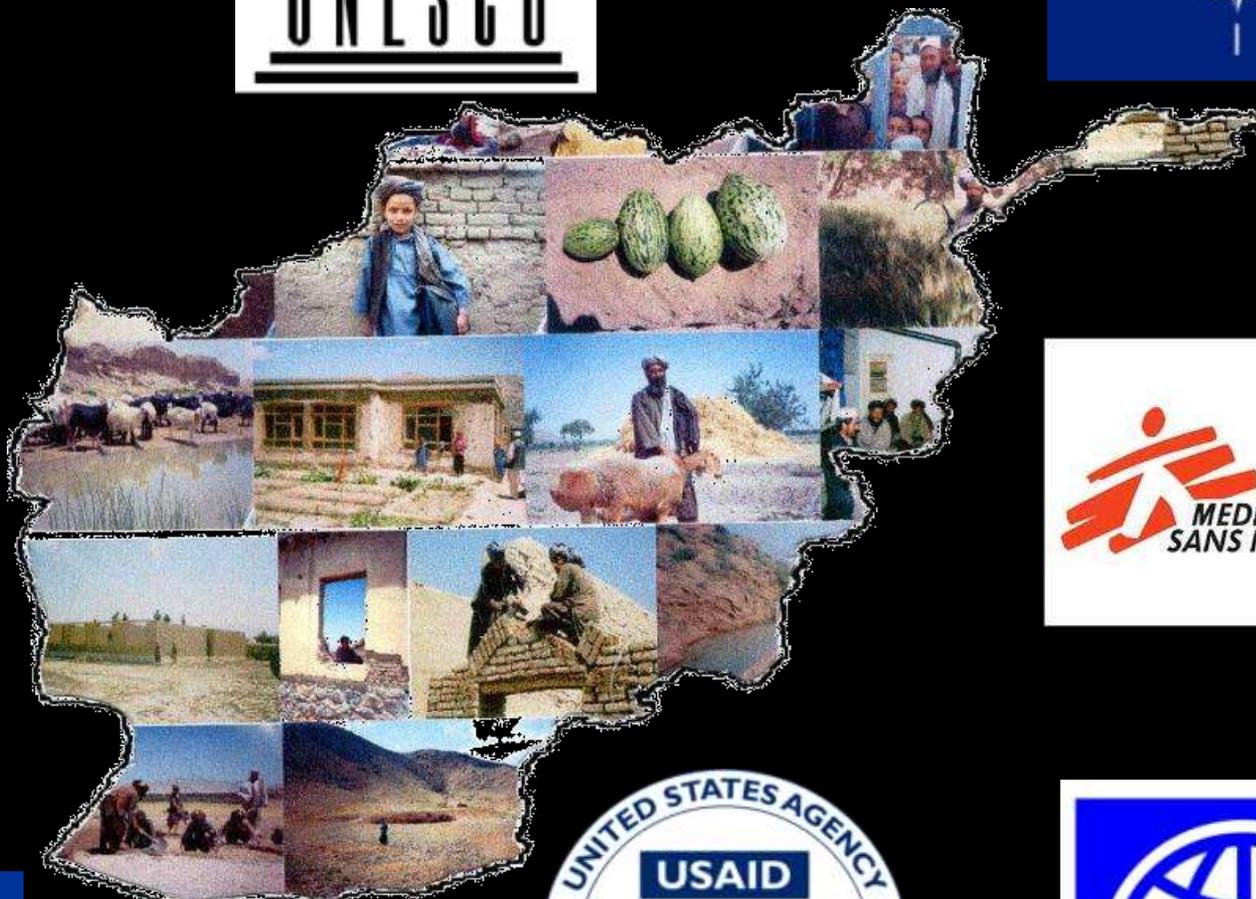


**Key Facts:**  
Commander: General (USA) Stanley A. McChrystal  
43 Troop Contributing Nations  
ISAF Total Strength: approx 71,420  
ISAF AOR (Afghanistan land mass) 650,000 km<sup>2</sup>  
26 Provincial Reconstruction Teams (PRTs)



# ISAF Troop Contributing Nations

	Albania	250		Georgia	1		Portugal	145
	Armenia	0		Germany	4365		Romania	990
	Australia	1350		Greece	145		Singapore	9
	Austria	4		Hungary	360		Slovakia	245
	Azerbaijan	90		Iceland	2		Slovenia	130
	Belgium	530		Ireland	7		Spain	1000
	Bosnia & Herzegovina	10		Italy	2795		Sweden	430
	Bulgaria	460		Jordan	400		The Former Yugoslav Republic of Macedonia <sup>1</sup>	165
	Canada	2830		Latvia	175		Turkey	720
	Croatia	290		Lithuania	250		Ukraine	10
	Czech Republic	480		Luxembourg	8		United Arab Emirates	25
	Denmark	690		Netherlands	2160		United Kingdom	9000
	Estonia	150		New Zealand	300		United States	34800
	Finland	165		Norway	480			
	France	3095		Poland	1910		Total	71420





# *Strategic Concept*

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# ***Our Challenge needs All of us Engaged***



***'I would say to all our Armed Forces... this Alliance while our history is impressive, given the current situation one of our finest hour -- may be a chapter -- yet to be written.'***

***LOYALTY DUTY RESPECT SELFLESS SERVICE HONOR INTEGRITY PERSONAL COURAGE***

**We seek your experience  
and expertise to make the  
NATO Alliance and our  
Areas of Focus better than  
ever...**

**...we need your  
FULL efforts...**

**...the Alliance and our  
nations are counting  
on all of us.**



**Remember...  
ALL of US are LEADERS**



## What are your Questions ?



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**Allied command operations , Senior NCO**  
**Supreme headquarters allied powers Europe**



## *Advice to new Senior Enlisted Leaders*

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*"Be thoughtful, be nice....  
there is nothing in your job  
description that requires you to be  
an unmitigated SOB!"*

Gen Russell E. Dougherty  
USAF, CINCSAC



# *“JOINT” CSEL at the CoCom: THE GOLDEN NUGGETS*

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- **Put your own Service aside for Joint Service**
- **You are a salesman/team member, not a tyrant!**
- **Understand the Cmdr’s Guidance and Intent**
- **Anticipate, anticipate, anticipate**
- **Get out of your comfort zone**
- **Use brief-backs to ensure folks get the message**
- **Your focus is the Campaign – not Current Ops**
- **Go where the Cmdr can’t get to**
- **Communication involves a lot of listening**
- **Information Management is always a problem**
- **Foment understanding, not rebellion**
- **TRUST AND CONFIDENCE are the KEYS TO THE KINGDOM -- The "4 Stars " Area of Focus !!!**