



At the 2012 Doctrine Summit, Air Force leadership affirmed our longstanding and proven tenet of **centralized control** and **decentralized execution** (CC/DE), as well as its compatibility with the evolving joint concept of **mission command**. Airmen should understand, employ, and promote the proper balance of CC/DE to meet a joint force commander's priorities.

- JP 3-0, *Joint Operations*, describes mission command as “the conduct of military operations through decentralized execution based upon mission-type orders. Successful mission command demands that subordinate leaders at all echelons exercise disciplined initiative and act aggressively and independently to accomplish the mission.” (JP 3-0, II-2)
 - Mission type orders direct a task “without specifying how it is to be accomplished.” (JP 1-02)
- The 3 April 2012 CJCS *Mission Command White Paper* describes his philosophy of mission command and outlines his vision of how mission command should be implemented.
 - The goal is to create a force that is adaptable, thinks critically, and can make rapid independent decisions at the lowest possible levels.
- Further, the Chairman's 10 September 2012 *Capstone Concept for Joint Operations: Joint Force 2020* (CCJO) calls for a “commitment to the use of mission command” as “the most appropriate command philosophy for the increasingly uncertain future environment...”
 - The CCJO acknowledges that “each of the Services implement some version of mission command..., but differences exist owing to...primary operating domains.” (CCJO, 8)
- Since 1918, Airmen have carried out the intent of mission command using CC/DE.
 - CC/DE takes advantage of airpower's range and speed, and maximizes flexibility with the knowledge that airpower is a finite resource. CC/DE enables the “efficient synchronization of resources” (CCJO, 5) based on operational conditions, mission needs, and context.
 - Centralized control means “[Airpower] should be controlled by a single Airman who maintains a broad, strategic perspective necessary to balance and prioritize the use of a powerful, highly desired yet limited force.” (AFDD 1, 38)
 - Decentralized execution “exploits the ability of front-line decision makers (such as strike package leaders, air battle managers, forward air controllers) to make on-scene decisions during complex, rapidly unfolding operations,” allowing “effective span of control and to foster disciplined initiative and tactical flexibility.” (AFDD 1, 39)
- Bottom line: Airpower is best employed through the longstanding tenet of CC/DE to support joint operations and the implementation of mission command.

To view the entire 2012 *Capstone Concept for Joint Operations: Joint Force 2020*, [click here](#).

To view the entire *Mission Command White Paper*, [click here](#).

For more information e-mail LeMayCtr.weworkflow@maxwell.af.mil or DSN 493-9575.

