



THE  
OFFICIAL  
U.S. ARMY GUIDE

# THE U.S. ARMY LEADERSHIP FIELD MANUAL



**BATTLE-TESTED WISDOM FOR  
LEADERS IN ANY ORGANIZATION**

WITH AN INTRODUCTION BY JEFFREY A. KRAMES, AUTHOR OF *WHAT THE BEST CEOs KNOW*

THE CENTER FOR ARMY LEADERSHIP

# Us Army Leadership Manual

**VM Jensen**



## **Us Army Leadership Manual:**

**U.S. Army Leadership Handbook** U.S. Department of the Army, 2012-02-21 What does it take to lead an army in battle What does it take to win Competent leaders of character are essential for the Army to meet the challenges in the dangerous and complex security environment we face today The U S Army Leadership Handbook FM 6 22 is the Army s flagship field manual on leadership It establishes leadership doctrine and fundamental principles for all officers noncommissioned officers and Army civilians across all components using the BE KNOW DO concept It is critical that Army leaders be agile multiskilled athletes who have strong moral character broad knowledge and keen intellect Leaders military and civilian alike must set the example teach and mentor and this manual provides the principles concepts and training to accomplish this important task Filled with leadership principles crucial to the U S military and equally applicable to leaders in any walk of life this up to date manual from the Army will teach all leaders everything they need to know

**The U.S. Army Leadership Field Manual** The Center for Army Leadership, 2004-03-21 How the world s most dynamic organization prepares its leaders for battle with valuable insights for today s business arena For more than 50 years The U S Army Leadership Field Manual has provided leadership training for every officer training program in the U S Army This trade edition brings the manual s value based leadership principles and practices to today s business world The result is a compelling examination of how to be an effective leader when the survival of your team literally hangs on your decisions More than 60 gripping vignettes and stories illustrate historical and contemporary examples of army leaders who made a difference The U S Army Leadership Field Manual also provides A leadership approach based on the army s core principles of Be Know Do Hands on lessons to enhance training mentoring and decision making skills Chapters that focus on the different roles and requirements for leadership

*Army Field Manual Fm 22-100* United States Army, 2007 Soldiers represent what s best about the Army Day in and day out in the dark and in the mud and in faraway places they execute tough missions whenever and wherever the Nation calls They deserve our very best leaders of character and competence who act to achieve excellence That theme resounds throughout FM 22 100 Army Leadership and echoes our time honored principle of BE KNOW DO This leadership manual lays out the framework that applies to all Army leaders officer and NCO military and civilian active and reserve component At the core of our leadership doctrine are the same Army Values embedded in our force loyalty duty respect selfless service honor integrity and personal courage LDRSHIP The framework also outlines physical mental and emotional attributes that together with values form character what a leader must BE Being a person of character is fundamental to the Army What makes Army leaders of competence are skills with people ideas things and war fighting We refer to those four sets of skills as interpersonal conceptual technical and tactical Many are common to leaders in all situations some additional skills are required for those who gain increasing responsibility Leaders of character and competence are those with the appropriate skills leaders who KNOW their people their equipment and their profession All that is still not enough We call on our leaders

to translate character and competence into leader actions Army Leaders influence people by providing purpose direction and motivation while operating to accomplish the mission and improving the organization Leaders inspire others toward common goals and never lose sight of the future even as they labor tirelessly for the demands of today That is what we expect our leaders to DO From the Preface *The U.S. Army Leadership Field Manual*, 2004 *Army Field Manual FM 22-100 (the U.S. Army Leadership Field Manual)* The Department of the Army, 2015-12-31 This edition of the US Army Leadership Field Manual FM 22 100 establishes a unified leadership theory for all Army leaders based on the Army leadership framework and three leadership levels Specifically it Defines and discusses Army values and leader attributes Discusses character based leadership Establishes leader attributes as part of character Focuses on improving people and organizations for the long term Outlines three levels of leadership direct organizational and strategic Identifies four skill domains that apply at all levels Specifies leadership actions for each level The Army leadership framework brings together many existing leadership concepts by establishing leadership dimensions and showing how they relate to each other Solidly based on BE KNOW DO that is character competence and action the Army leadership framework provides a single instrument for leader development Individuals can use it for self development Leaders can use it to develop subordinates Commanders can use it to focus their programs By establishing leadership dimensions grouped under the skill domains of values attributes skills and actions the Army leadership framework provides a simple way to think about and discuss leadership The Army is a values based institution This field manual establishes and clarifies those values Army leaders must set high standards lead by example do what is legally and morally right and influence other people to do the same They must establish and sustain a climate that ensures people are treated with dignity and respect and create an environment in which people are challenged and motivated to be all they can be This field manual discusses these aspects of leadership and how they contribute to developing leaders of character and competence [The U S Army Leadership Field Manual Fm 22-100](#) Leadership Center for Army and Us Army, 2009-01 Text provides battle tested wisdom for leaders in any organization explaining how to earn the kind of trust and respect that holds a team and an organization together amid extreme challenges of any kind **The U.s. Army Leadership Field Manual** Department of the Army, 2011-05-17 For more than 50 years The U S Army Leadership Field Manual has provided leadership training for every officer training program in the U S Army Topics include A leadership approach based on the army s core principles of Be Know Do Hands on lessons to enhance training mentoring and decision making skills The different roles and requirements for leadership **Field Manual FM 6-22 (FM 22-100) Army Leadership October 2006** United States Government Us Army, 2006-10-12 As the keystone leadership manual for the United States Army FM 6 22 establishes leadership doctrine the fundamental principles by which Army leaders act to accomplish their mission and care for their people FM 6 22 applies to officers warrant officers noncommissioned officers and enlisted Soldiers of all Army components and to Army civilians From Soldiers in basic training to newly commissioned

officers new leaders learn how to lead with this manual as a basis FM 6 22 is prepared under the direction of the Army Chief of Staff It defines leadership leadership roles and requirements and how to develop leadership within the Army It outlines the levels of leadership as direct organizational and strategic and describes how to lead successfully at each level It establishes and describes the core leader competencies that facilitate focused feedback education training and development across all leadership levels It reiterates the Army Values FM 6 22 defines how the Warrior Ethos is an integral part of every Soldier s life It incorporates the leadership qualities of self awareness and adaptability and describes their critical impact on acquiring additional knowledge and improving in the core leader competencies while operating in constantly changing operational environments In line with evolving Army doctrine FM 6 22 directly supports the Army s capstone manuals FM 1 and FM 3 0 as well as keystone manuals such as FM 5 0 FM 6 0 and FM 7 0 FM 6 22 connects Army doctrine to joint doctrine as expressed in the relevant joint doctrinal publications JP 1 and JP 3 0 As outlined in FM 1 the Army uses the shorthand expression of BE KNOW DO to concentrate on key factors of leadership What leaders DO emerges from who they are BE and what they KNOW Leaders are prepared throughout their lifetimes with respect to BE KNOW DO so they will be able to act at a moment s notice and provide leadership for whatever challenge they may face FM 6 22 expands on the principles in FM 1 and describes the character attributes and core competencies required of contemporary leaders Character is based on the attributes central to a leader s make up and competence comes from how character combines with knowledge skills and behaviors to result in leadership Inextricably linked to the inherent qualities of the Army leader the concept of BE KNOW DO represents specified elements of character knowledge and behavior described here in FM 6 22

**The Official US Army Leadership Handbook - Current Edition** U. S. Army, 2017-09-11 Essential training for leaders EVERYWHERE supremely relevant not only within the Army but for managers trainers and entrepreneurs in all organizations management structures IMPORTANT CURRENT EDITION Unlike other editions available this is NOT the old outdated FM 6 22 field manual these are the revised modernized improved documents currently in use by the Army Largest version available anywhere Giant 8 5 x 11 desktop format means large clear print and illustrations no more eyestrain from tiny text Carlisle Military Library Leadership Series beautiful elegant professional blue and gold cover looks great on your bookshelf Created and trusted by the US Army Training Doctrine Command Center for Army Leadership Combined Arms Center Batteries last hours books last decades get the print edition WHO TRAINS THE BEST LEADERS IN THE WORLD Inspiring others to follow a leader into danger requires remarkable character No one knows this better than the U S Army whose experts have been recognizing rewarding building and honing great leaders characters and abilities for many decades A relentless focus on leadership and leadership development is evident at all levels of the Army Its leadership philosophy and principles are honeycombed throughout its command structure That the most powerful human organization in the world values these qualities above all others demonstrates beyond any doubt their incredible power and value BECOME AN ARMY LEADER A PERSON OF CHARACTER

PRESENCE AND INTELLECT Everybody's innate potential is different but ANYONE will benefit significantly from study of the principles of leadership particularly as laid out in this book in an efficient expressive way everyone can fully and clearly understand This is no dry jargon filled tome but a living document on whose precepts life and death decisions are made Whatever your role in the Army or in life whether Active Duty Reservist or National Guard entrepreneur manager trainer or student you will find plenty of food for radical personal and professional development here Not only will this book enable you to embody and demonstrate the qualities of great leadership it shows you how to build and maintain your own organization with firmness efficiency honor and sensitivity and how to nurture and develop your own cadre of leaders This book supersedes the old obsolete FM 6 22 and contains the following ARMY LEADERSHIP ADRP 6 22 THE COUNSELING PROCESS ATP 6 22 1 TRAINING UNITS AND DEVELOPING LEADERS ADRP 7 0 To aid navigation around the book each section is clearly identified by a label on every right hand page's outside edge Search Amazon for CARLILE MILITARY LIBRARY to find more TOP FLIGHT SQUARED AWAY publications for your professional bookshelf Published in the U S A by CARLILE MEDIA

**Be, Know, Do** Department of the Army, 2011-05-26 The United States Army is one of the most complex best run organizations in the world and central to the Army's success are strong leadership and exceptional leadership development Army leaders must be able to act decisively and effectively in challenging situations But the Army despite its organizational structure does not train leaders in a hierarchical manner Dispersed leadership is the key to the success of the Army leadership model Now for the first time you can have access to the Army's successful leadership philosophy and the principles that are outlined in Be Know Do the official Army Leadership Manual Be Know Do makes this critical information available to civilian leaders in all sectors business government and nonprofit and gives them the guidelines they need to create an organization where leadership thrives Text refers to the hardcover edition

**Four Decades and Five Manuals** J. Keith Purvis, School of Advanced Military Studies, 2012-09-29 This monograph analyzes the history of United States Army leadership doctrine from 1983 through 2011 to identify the evolution of strategic leadership theory and practice in Army doctrine Using leadership doctrine the focus is on the analysis of the articles reports opinions studies and research papers surrounding each doctrinal publication This research uses an analytical approach across the timeline of leadership doctrine by understanding each approved doctrine reviewing the intellectual debate within the Army institution and across other leadership disciplines examining the doctrinal changes in the published documents and exploring the future of proposed strategic leadership doctrine Beginning with the renewed emphasis on tactical direct leadership attributes published in 1983 the omission of operational and strategic leadership in the doctrine identified a gap in addressing leadership at all levels within the Army Following executive level leadership discourse in the 1980s the publication of FM 22 103 Leadership and Command at Senior Levels in 1987 established the first doctrinal framework for command and leadership above the direct tactical level for the Army Coupled with the 1993 AR 600 100 Army Leadership Army leadership policies became a better

codified part of training and leader development specifically in recognition of different levels of leadership including direct senior and executive. The consolidation and reorganization of Army leadership doctrine in 1999 placed the three levels of leadership together in one doctrinal reference; however, differences still existed between definitions of the levels. FM 22-100, Army Leadership: Be Known, Do Used, described direct, organizational, and strategic while the 1993 regulation used direct, senior, and strategic. By 2007, the newly published documents finally agreed, providing clarity of purpose and better understanding for all Army leaders as they progressed through the different leadership levels. Strategic leadership thought and its importance to Army leaders continued to evolve and remained a much discussed, researched, and published topic into the twenty-first century. National military and government leaders addressed the need to improve strategic leaders' ability to understand and prepare for future conflicts while presenting the ways strategic leadership fits into overall leadership doctrine. The planned forthcoming updates to the 2006 Army Leadership Competent, Confident, and Agile manual continue those linkages for strategic leaders. The monograph concludes that strategic leaders must understand the strategy of the organization where the organization fits in the complex environment and what the organization must do to be successful. Through inclusion of strategic leadership references in consolidated Army doctrine, the academic theories and methods surrounding strategic leadership became more widely spread across the force, further improving the understanding necessary for a successful organization. The leadership traditions of the United States Army, better known for the direct leadership examples executed in every conflict, continue to have a codified description of the strategic leadership attributes necessary for continued success accessible to all leaders from the newest to the most senior.

**21st Century U.S. Military Manuals** Department of Defense, U. S. Military, U. S. Army, 2018-03-20. This Army Field Manual is a capstone manual which describes the Army's view of leadership, outlines the levels of leadership: direct, organizational, and strategic, and describes the attributes and core leader competencies across all levels. The principal audience for ADRP 6-22 is all leaders: military and civilian. Trainers and educators throughout the Army will also use this publication. Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable United States, international, and in some cases, host nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. It establishes and describes the leader attributes and core leader competencies that facilitate focused feedback, education, training, and development across all leadership levels. An ideal Army leader has strong intellect, physical presence, professional competence, moral character, and serves as a role model. An Army leader is able and willing to act decisively within the intent and purpose of superior leaders and in the best interest of the organization. Army leaders recognize that organizations built on mutual trust and confidence successfully accomplish missions. Everyone in the Army is part of a team and functions in the role of leader and subordinate. Being a good subordinate is part of being a good leader. All Soldiers and Army Civilians must serve as leaders and followers. It is important to understand that leaders do not just lead subordinates; they also lead other leaders.

Leaders are not always designated by position rank or authority ADRP 6 22 addresses the following topics necessary to become a competent multiskilled and agile Army leader Understand the Army definitions of leader and leadership Use the Army leadership requirements model as a common basis for thinking and learning about leadership and associated doctrine Become knowledgeable about the roles and relationships of leaders including the role of subordinate or team member Discover what makes a good leader a person of character with presence and intellect Learn how to lead develop and achieve through competency based leadership Identify the influences and stresses in our changing environment that affect leadership Understand the basics of leading at the direct organizational and strategic levels Part One defines leadership describes the foundations of Army leadership and introduces the Army Leadership Requirements Model in Chapter 1 Part Two describes the leader attributes of character presence and intellect Part Three describes the core leader competencies and their application Part Four addresses the roles and responsibilities of organizational leaders in Chapter 10 and strategic leaders in Chapter 11

**Field Manual FM 6-22 Leader Development June 2015** United States Government US Army, 2015-07-27

This publication Field Manual FM 6 22 Leader Development June 2015 provides a doctrinal framework covering methods for leaders to develop other leaders improve their organizations build teams and develop themselves The principal audience for FM 6 22 is all leaders military and civilian with an application focus at the operational and tactical levels Trainers and educators throughout the Army will also use this manual Army leaders are the competitive advantage the Army possesses that technology cannot replace nor be substituted by advanced weaponry and platforms Today s Army demands trained and ready units with agile proficient leaders Developing our leaders is integral to our institutional success today and tomorrow It is an important investment to make for the future of the Army because it builds trust in relationships and units prepares leaders for future uncertainty and is critical to readiness and our Army s success Leader development programs must recognize produce and reward leaders who are inquisitive creative adaptable and capable of exercising mission command Leaders exhibit commitment to developing subordinates through execution of their professional responsibility to teach counsel coach and mentor subordinates Successful robust leader development programs incorporate accountability engagement and commitment create agile and competent leaders produce stronger organizations and teams and increase expertise by reducing gaps between knowledge and resources Leader development involves multiple practices that ensure people have the opportunities to fulfill their goals and that the Army has capable leaders in position and ready for the future The practices include recruiting accessions training education assigning promoting broadening and retaining the best leaders while challenging them over time with greater responsibility authority and accountability Army leaders assume progressively broader responsibilities across direct organizational and strategic levels of leadership FM 6 22 integrates doctrine experience and best practices by drawing upon applicable Army doctrine and regulations input of successful Army commanders and noncommissioned officers recent Army leadership studies and research on effective practices from the

private and public sectors FM 6 22 provides Army leaders with information on effective leader development methods by Translating Army leader feedback into quick applications Prioritizing leader development activities under conditions of limited resources Integrating unit leader development into already occurring day to day activities Integrating ADRP 6 22 leader attributes and competencies consistently across Army leader development doctrine FM 6 22 contains seven chapters that describe the Army s view on identifying and executing collective and individual leader development needs Chapter 1 discusses the tenets of Army leader development the purpose of developing leaders to practice the mission command philosophy building teams and development transitions across organizational levels Chapter 2 discusses the creation of unit leader development programs Chapter 3 addresses the fundamentals for developing leaders in units by setting conditions providing feedback and enhancing learning while creating opportunities Chapter 4 provides information on the self development process including strengths and developmental needs determination and goal setting Chapter 5 discusses character judgment and problem solving and adaptability as situational leader demands Chapter 6 provides information on leader performance indicators to enable observations and feedback Chapter 7 provides recommended learning and developmental activities **Be \* Know \* Do, Adapted from the Official Army Leadership Manual U.S.**

Army,2004-03-02 The United States Army is one of the most complex best run organizations in the world and central to the Army s success are strong leadership and exceptional leadership development Army leaders must be able to act decisively and effectively in challenging situations But the Army despite its organizational structure does not train leaders in a hierarchical manner Dispersed leadership is the key to the success of the Army leadership model Now for the first time you can have access to the Army s successful leadership philosophy and the principles that are outlined in Be Know Do the official Army Leadership Manual Be Know Do makes this critical information available to civilian leaders in all sectors business government and nonprofit and gives them the guidelines they need to create an organization where leadership thrives Army Leadership Department of the Army,2012-09-15 Competent leaders of character are necessary for the Army to meet the challenges in the dangerous and complex security environment we face As the keystone leadership manual for the United States Army FM 6 22 establishes leadership doctrine the fundamental principles by which Army leaders act to accomplish their mission and care for their people FM 6 22 applies to officers warrant officers noncommissioned officers and enlisted Soldiers of all Army components and to Army civilians From Soldiers in basic training to newly commissioned officers new leaders learn how to lead with this manual as a basis FM 6 22 is prepared under the direction of the Army Chief of Staff It defines leadership leadership roles and requirements and how to develop leadership within the Army It outlines the levels of leadership as direct organizational and strategic and describes how to lead successfully at each level It establishes and describes the core leader competencies that facilitate focused feedback education training and development across all leadership levels It reiterates the Army Values FM 6 22 defines how the Warrior Ethos is an integral part of every Soldier s

life It incorporates the leadership qualities of self awareness and adaptability and describes their critical impact on acquiring additional knowledge and improving in the core leader competencies while operating in constantly changing operational environments In line with evolving Army doctrine FM 6 22 directly supports the Army s capstone manuals FM 1 and FM 3 0 as well as keystone manuals such as FM 5 0 FM 6 0 and FM 7 0 FM 6 22 connects Army doctrine to joint doctrine as expressed in the relevant joint doctrinal publications JP 1 and JP 3 0 As outlined in FM 1 the Army uses the shorthand expression of BE KNOW DO to concentrate on key factors of leadership What leaders DO emerges from who they are BE and what they KNOW Leaders are prepared throughout their lifetimes with respect to BE KNOW DO so they will be able to act at a moment s notice and provide leadership for whatever challenge they may face FM 6 22 expands on the principles in FM 1 and describes the character attributes and core competencies required of contemporary leaders Character is based on the attributes central to a leader s make up and competence comes from how character combines with knowledge skills and behaviors to result in leadership Inextricably linked to the inherent qualities of the Army leader the concept of BE KNOW DO represents specified elements of character knowledge and behavior described here in FM 6 22 **Fm 6-22** US Army Command and College Staff,2011-07-15 FM 6 22 Army Leadership Manual Be the best you can be when you leading people with this manual This is the official manual used by the US Army to teach leadership on the battlefield and off The principles in this manual can help you be a better leader in the business world in the household and anywhere you need to take charge

*Be \* Know \* Do* U.S. Army,2010-03-09 The United States Army is one of the most complex best run organizations in the world and central to the Army s success are strong leadership and exceptional leadership development Army leaders must be able to act decisively and effectively in challenging situations But the Army despite its organizational structure does not train leaders in a hierarchical manner Dispersed leadership is the key to the success of the Army leadership model Now for the first time you can have access to the Army s successful leadership philosophy and the principles that are outlined in Be Know Do the official Army Leadership Manual Be Know Do makes this critical information available to civilian leaders in all sectors business government and nonprofit and gives them the guidelines they need to create an organization where leadership thrives *U. S. Army Operations Field Manual* United States. Department of the Army,2013 Explains how the U S Army organizes equips and conducts operations against state nonstate and individual actors in an environment of persistent conflict **FM 6-22** United States. Department of the Army,1999 As the keystone leadership manual for the United States Army FM 6 22 establishes leadership doctrine the fundamental principles by which Army leaders act to accomplish their mission and care for their people FM 6 22 applies to officers warrant officers noncommissioned officers and enlisted Soldiers of all Army components and to Army civilians From Soldiers in basic training to newly commissioned officers new leaders learn how to lead with this manual as a basis FM 6 22 Preface The U.S. Army Leadership Field Manual Center for Army Leadership (U.S.),2004-03-12 The official U S Army Guide Battle tested wisdom for leaders in any organization Includes

bibliographical references and index

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