



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. KRAMER, AUTHOR OF *WHAT THE BEST CEOs KNOW*

THE CENTER FOR ARMY LEADERSHIP

# What Field Manual Governs Army Leadership

**U.S. Department of the Army**



## **What Field Manual Governs Army 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](#) 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 **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 *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 **Army Doctrine Reference Publication ADRP 6-22 (FM 6-22) Army Leadership August 2012** United States Army,2012-08-18 Army doctrine reference publication ADRP 6 22 expands on the leadership principles established in Army doctrine publication ADP 6 22 ADRP 6 22 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 see Field Manual FM 27 10 ADRP 6 22 uses joint terms where applicable Selected joint and Army terms and definitions appear in both the glossary and the text For definitions shown in the text the term is italicized and the number of the proponent publication follows the definition The use of the term influence throughout this publication reflects the definition of common English

usage the act or power of producing an effect without apparent exertion of force or direct exercise of command as distinct from the usage outlined in FM 3 13 It is contrary to law for DOD to undertake operations intended to influence a domestic audience nothing in this publication recommends activities in contravention of this law ADRP 6 22 applies to the Active Army Army National Guard Army National Guard of the United States and United States Army Reserve unless otherwise stated

*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 **How the Army Runs: A Senior Leader Reference Handbook, 2017-2018 (31st Edition)** U.S. Army War College,2018-11-19 This text explains and synthesizes the functioning and relationships of numerous Defense Joint and Army organizations systems and processes involved in the development and sustainment of trained and ready forces for the Combatant Commanders It is designed to be used by the faculty and students at the U S Army War College as well as other training and educational institutions as they improve their knowledge and understanding of How the Army Runs We are proud of the value that senior commanders and staffs place in this text and are pleased to continue to provide this reference *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      **How the Army Runs: A Senior Leader Reference Handbook, 2011-2012** U.S. Army War College,2013-05-20 The U S Army War College USAWC is proud to present the 28th Edition of How the Army Runs A Senior Leader Reference Handbook 2011 2012 Publication of this text at this time when the Army has been at war for almost a decade has almost completed restructuring of its operating force and is addressing the structure of the generating force as well as completing formidable base closure and restationing actions gives credence to the enduring truth that in order to be successful the Army must sustain and improve itself while it is fully committed to the Nation s bidding The systems and processes documented and explained in this work are designed to do just that This text was prepared under the direction of the faculty of the Department of Command Leadership and Management It is intended to be used in an academic environment during the study of the systems and processes used to develop and sustain trained and ready combat forces to be used by the Combatant Commanders      **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

The U.S. Army Stability Operations Field Manual ,2010-06-04 Field Manual 3 07 Stability Operations represents a milestone in Army doctrine With a focus on transforming conflict managing violence when it does occur and maintaining stable peace The U S Army Stability Operations Field Manual otherwise known as FM 3 07 signals a stark departure from traditional military doctrine The Army officially acknowledges the complex continuum from conflict to peace outlines the military s responsibility to provide stability and security and recognizes the necessity of collaboration coordination and cooperation among military state commercial and non government organizations in nation building efforts The manual reflects a truly unique collaboration between the Army and a wide array of experts from hundreds of groups across the United States Government the intergovernmental and non governmental communities America s allies around the world and the private sector All branches of the armed forces U S agencies ranging from the State Department to Homeland Security to Health and Human Services international agencies from the United Nations to the Red Cross to the World Bank countries from the United Kingdom to India to South Africa private think tanks from RAND to the United States Institute of Peace to the Center for New American Security all took part in the shaping of this document The U S Army Stability Operations FieldManual marks just the second time in modern history that the U S Army has worked with a private publisher to produce a military doctrinal document Lieutenant General William B Caldwell IV is Commander of the Combined Arms

Center at Fort Leavenworth Kansas Michelle Flournoy Under Secretary of Defense for Policy Shawn Brimley Fellow Center for a New American Security Janine Davidson Deputy Assistant Secretary of Defense for Plans It is a roadmap from conflict to peace a practical guidebook for adaptive creative leadership at a critical time in our history It institutionalizes the hard won lessons of the past while charting a path for tomorrow This manual postures our military forces for the challenges of an uncertain future an era of persistent conflict where the unflagging bravery of our Soldiers will continue to carry the banner of freedom hope and opportunity to the people of the world From the foreword by Lieutenant General William B Caldwell IV Commander of the Combined Arms Center at Fort Leavenworth Kansas **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 Army Chaplaincy**, 1998 No longer distributed to depository libraries in tangible format per ANTS v9 09 **Safety and Reliability. Theory and Applications** Marko Cepin, Radim Bris, 2017-06-14 Safety and Reliability Theory and Applications contains the



contributions presented at the 27th European Safety and Reliability Conference ESREL 2017 Portoro Slovenia June 18 22 2017 The book covers a wide range of topics including Accident and Incident modelling Economic Analysis in Risk Management Foundational Issues in Risk Assessment and Management Human Factors and Human Reliability Maintenance Modeling and Applications Mathematical Methods in Reliability and Safety Prognostics and System Health Management Resilience Engineering Risk Assessment Risk Management Simulation for Safety and Reliability Analysis Structural Reliability System Reliability and Uncertainty Analysis Selected special sessions include contributions on the Marie Skłodowska Curie innovative training network in structural safety risk approaches in insurance and finance sectors dynamic reliability and probabilistic safety assessment Bayesian and statistical methods reliability data and testing organizational factors and safety culture software reliability and safety probabilistic methods applied to power systems socio technical economic systems advanced safety assessment methodologies extended Probabilistic Safety Assessment reliability availability maintainability and safety in railways theory big data risk analysis and management and model based reliability and safety engineering Safety and Reliability Theory and Applications will be of interest to professionals and academics working in a wide range of industrial and governmental sectors including Aeronautics and Aerospace Automotive Engineering Civil Engineering Electrical and Electronic Engineering Energy Production and Distribution Environmental Engineering Information Technology and Telecommunications Critical Infrastructures Insurance and Finance Manufacturing Marine Industry Mechanical Engineering Natural Hazards Nuclear Engineering Offshore Oil and Gas Security and Protection Transportation and Policy Making

**Arrowhead**, 1971 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

*Professional Journal of the United States Army*, 2014      **The U.S. Army Leadership Field Manual**, 2004      *Gender and Women's Leadership* Karen O'Connor, 2010-08-18 These volumes provide an authoritative reference resource on leadership issues specific to women and gender with a focus on positive aspects and opportunities for leadership in various domains      The Operations Process (ADP 5-0) Headquarters Department of the Army, 2019-09-28 ADP 5 0 provides doctrine on the operations process It describes fundamentals for effective planning preparing executing and assessing operations It describes how commanders supported by their staffs employ the operations process to understand situations make decisions direct action and lead forces to mission accomplishment To comprehend doctrine contained in ADP 5 0 readers should first understand the fundamentals of unified land operations described in ADP 3 0 As the operations process is the framework for the exercise of command and control readers should also understand the fundamentals of command and control and mission command described in ADP 6 0 Readers must also understand how the Army ethic guides decision making throughout the operations process see Army doctrine on the Army profession

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