

Field Manual

FM 6-22

DEVELOPING LEADERS



NOVEMBER 2022

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United States Government, US Army

Army Field Manual 6 22

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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

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

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, and Army National Guard of the United States and United States Army Reserve unless otherwise stated.

Field Manual FM 6-22 Leader Development

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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 **Professional Journal of the United States Army** ,2013

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Army Field Manual 6 22 Introduction

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