

FM 6-22
(FM 22-100)

ARMY LEADERSHIP
COMPETENT, CONFIDENT, AND AGILE

OCTOBER 2006

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Army Leadership Manual 6 22

Department Army



Army Leadership Manual 6 22:

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

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 to 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.

Army Leadership (ADRP 6-22) Department of the Army, 2012-09-28. 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 *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 **Army**

Doctrine Publication ADP 6-22 Army Leadership and the Profession July 2019 United States Government Us Army, 2019-08-28 This manual Army Doctrine Publication ADP 6 22 Army Leadership and the Profession July 2019 establishes and describes what leaders should be and do Having a standard set of leader attributes and core leader competencies facilitates focused feedback education training and development across all leadership levels ADP 6 22 describes enduring concepts of leadership through the core competencies and attributes required of leaders of all cohorts and all organizations regardless of mission or setting These principles reflect decades of experience and validated scientific knowledge An ideal Army leader serves as a role model through strong intellect physical presence professional competence and moral character An Army leader is able and willing to act decisively within superior leaders intent and purpose and in the organization s best interests Army leaders recognize that organizations built on mutual trust and confidence accomplish missions Every member of the Army military or civilian is part of a team and functions in the role of leader and subordinate Being a good subordinate is part of being an effective leader Leaders do not just lead subordinates they also lead other leaders Leaders are not limited to just those designated by position rank or authority Being and doing are ineffectual without knowledge Knowing the what and how of soldiering tactics operational art staff operations functional and technical expertise and many other areas are essential to leading well ADP 6 22 cannot convey all of the specific knowledge areas to become an expert leader All leaders accrue the knowledge and develop the expertise required to contribute to the support and execution of the Army s four strategic roles shaping operational environments preventing conflict prevailing in largescale ground combat operations and consolidating gains ADP 6 22 describes the attributes and core competencies required of contemporary leaders ADP 6 22

addresses the following topics necessary for Army members to become a skilled agile and highly proficient Army leader Army definitions of leader leadership and counterproductive leadership The Army leadership requirements model as a common basis for recruiting selecting developing evaluating leaders and most importantly for leading Soldiers and Department of the Army DA Civilians Roles and relationships of leaders including the roles of subordinates or team members What makes an effective leader a person of integrity who builds trust and applies sound judgment to influence others How to lead develop and achieve through competency based leadership The basics of leading at the direct organizational and strategic levels The influences and stresses of changing conditions that affect leadership Key updates and changes to this version of ADP 6 22 include Information from ADP 6 22 and ADRP 6 22 combined into a single document Incorporation of key concepts Army Profession and Army Ethic from ADRP 1 New leadership requirements model diagram New discussions on the dynamics of leadership followers humility and counterproductive leadership ADP 6 22 contains 10 chapters comprising three parts describing the Army s approach to leadership

Army Doctrine Publication ADP 6-22 Army Leadership and the Profession Change 1 November 2019 United States Government Us Army,2019-12-10 This manual Army Doctrine Publication ADP 6 22 Army Leadership and the Profession Change 1 November 2019 establishes and describes the Army profession and the associated ethic that serve as the basis for a shared professional identity It establishes and describes what leaders should be and do Having a standard set of leader attributes and core leader competencies facilitates focused feedback education training and development across all leadership levels ADP 6 22 describes enduring concepts of leadership through the core competencies and attributes required of leaders of all cohorts and all organizations regardless of mission or setting These principles reflect decades of experience and validated scientific knowledge An ideal Army leader serves as a role model through strong intellect physical presence professional competence and moral character An Army leader is able and willing to act decisively within superior leaders intent and purpose and in the organization s best interests Army leaders recognize that organizations built on mutual trust and confidence accomplish missions Every member of the Army profession military or civilian is part of a team and functions in the role of leader and subordinate Being a good subordinate is part of being an effective leader Leaders do not just lead subordinates they also lead other leaders Leaders are not limited to just those designated by position rank or authority Being and doing are ineffectual without knowledge Knowing the what and how of soldiering tactics operational art staff operations functional and technical expertise and many other areas are essential to leading well ADP 6 22 cannot convey all of the specific knowledge areas to become an expert leader All leaders accrue the knowledge and develop the expertise required to contribute to the support and execution of the Army s four strategic roles shaping operational environments preventing conflict prevailing in largescale ground combat operations and consolidating gains Army Doctrine Publication ADP 6 22 Army Leadership and the Profession Change 1 November 2019 establishes and describes the Army Profession and the foundations of Army leadership outlines the echelons of leadership direct

organizational and strategic and describes the attributes and core leader competencies expected of all leaders across all levels and cohorts The principal audience for ADP 6-22 consists of all members of the Army profession military and civilian Trainers and educators throughout the Army will also use this publication The use of the term Army leaders refers to officers noncommissioned officers and select Department of the Army Civilians unless otherwise specified

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

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 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

Army Leadership and the Profession (ADP 6-22) Headquarters Department of the Army, 2019-10-09 ADP 6-22 describes enduring concepts of leadership through the core competencies and attributes required of leaders of all cohorts and all organizations regardless of mission or setting These principles reflect decades of experience and validated scientific knowledge An ideal Army leader serves as a role model through strong intellect physical presence professional competence and moral character An Army leader is able and willing to act decisively within superior leaders intent and purpose and in the organization's best interests Army leaders recognize that organizations built on mutual trust and confidence accomplish missions Every member of the Army military or civilian is part of a team and functions in the role of leader and subordinate Being a good subordinate is part of being an effective leader Leaders do not just lead subordinates they also lead other leaders Leaders are not limited to just those designated by position rank or authority

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