



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

Army Field Manual Leadership

U.S. Army War College



Army Field Manual 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 *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* 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 [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 [Military Leadership](#) United States Military Academy. Department of Military Psychology

and Leadership, United States Military Academy. Office of Military Psychology and Leadership, 1960 **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 **Field Manuals** United States. War Department, 1980-06 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 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

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

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Table of Contents Army Field Manual Leadership

1. Understanding the eBook Army Field Manual Leadership
 - The Rise of Digital Reading Army Field Manual Leadership
 - Advantages of eBooks Over Traditional Books
2. Identifying Army Field Manual Leadership
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Army Field Manual Leadership
 - User-Friendly Interface
4. Exploring eBook Recommendations from Army Field Manual Leadership
 - Personalized Recommendations
 - Army Field Manual Leadership User Reviews and Ratings
 - Army Field Manual Leadership and Bestseller Lists
5. Accessing Army Field Manual Leadership Free and Paid eBooks
 - Army Field Manual Leadership Public Domain eBooks
 - Army Field Manual Leadership eBook Subscription Services
 - Army Field Manual Leadership Budget-Friendly Options
6. Navigating Army Field Manual Leadership eBook Formats

- ePub, PDF, MOBI, and More
- Army Field Manual Leadership Compatibility with Devices
- Army Field Manual Leadership Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Army Field Manual Leadership
 - Highlighting and Note-Taking Army Field Manual Leadership
 - Interactive Elements Army Field Manual Leadership
- 8. Staying Engaged with Army Field Manual Leadership
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Army Field Manual Leadership
- 9. Balancing eBooks and Physical Books Army Field Manual Leadership
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Army Field Manual Leadership
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Army Field Manual Leadership
 - Setting Reading Goals Army Field Manual Leadership
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Army Field Manual Leadership
 - Fact-Checking eBook Content of Army Field Manual Leadership
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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