

FM 6-22
(FM 22-100)

ARMY LEADERSHIP
COMPETENT, CONFIDENT, AND AGILE

OCTOBER 2006

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Army Leadership Manual 6 22

Nathan C. Jones



Army Leadership Manual 6 22:

Army Leadership (ADRP 6-22) Department 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

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 *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 [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

Military Review ,2019-11 *The Military Leadership Handbook* Bernd Horn,Robert W. Walker,2008-09-29 In the simplest of terms leadership is about influencing people to achieve an objective that is important to the leader the group and the organization It is the human element leading motivating and inspiring particularly during times of crisis chaos and complexity when directives policy statements and communiques have little effect on cold exhausted and stressed followers Strong leadership encourages subordinates to go beyond the obligation to obey and commit to the mission in a way that maximizes their potential The Military Leadership Handbook is a concise and complete manual that identifies describes and explains all those concepts components and ideas that deal with or directly relate to military leadership The book is a comprehensive compendium that focuses on among other subjects cohesion command cultural intelligence discipline fear and trust this applied manual provides invaluable assistance to anyone who wishes to acquire a better understanding of both the theory and application of military leadership Armor ,2012 **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

Professional Journal of the United States Army, 2013

Patton's Shadow Nathan C. Jones, 2024-10-19 General George S Patton s legendary image was carefully crafted during World War II and continues to shape our understanding of American history and culture today Historian Nathan C Jones explores the creation of the Patton legend and its enduring legacy in Patton s Shadow

Leader Development in Army Units Peter Schirmer, James C. Crowley, Nancy E. Blacker, Richard R. Jr. Brennan, Henry A. Leonard, 2008-03-05 Summarizes discussions with over 450 Army officers lieutenants through colonels about leader development in Army units These discussions revealed that the type and extent of leader development activities vary greatly across units but that they are generally informal and most heavily influenced by the unit commander The authors conclude with suggestions on how the Army school system can improve leader development

Research Product - U.S. Army Research Institute for the Behavioral and Social Sciences, 2007

Head Strong Michael D. Matthews, 2020 In Head Strong How Psychology is Revolutionizing War Michael D Matthews explores the many ways that psychology will make the difference for wars yet to come from revolutionary advances

in soldier selection and training to new ways of preparing soldiers to remain resilient in the face of horror and to engineering the super soldier of the future Many of the predictions made in the first edition have come true and exciting new developments in military psychology have emerged This Revised and Expanded Edition updates the existing chapters with important new developments and adds new chapters on character and human performance optimization both topics of significant interest in today's military

Army Logistician, 2008 *Review of Current Military Literature*, 2010 **U.S. Army Medical Department Journal**, 2010 *Alvin York* Douglas V. Mastriano, 2014-02-20 Alvin C York 1887-1964 devout Christian conscientious objector and reluctant hero of World War I is one of America's most famous and celebrated soldiers Known to generations through Gary Cooper's Academy Award winning portrayal in the 1941 film *Sergeant York* York is credited with the capture of 132 German soldiers on October 8, 1918 in the Meuse Argonne region of France a deed for which he was awarded the Congressional Medal of Honor At war's end the media glorified York's bravery but some members of the German military and a soldier from his own unit cast aspersions on his wartime heroics Historians continue to debate whether York has received more recognition than he deserves A fierce disagreement about the location of the battle in the Argonne forest has further complicated the soldier's legacy In *Alvin York* Douglas V. Mastriano sorts fact from myth in the first full length biography of York in decades He meticulously examines York's youth in the hills of east Tennessee his service in the Great War and his return to a quiet civilian life dedicated to charity By reviewing artifacts recovered from the battlefield using military terrain analysis forensic study and research in both German and American archives Mastriano reconstructs the events of October 8 and corroborates the recorded accounts On the eve of the WWI centennial Alvin York promises to be a major contribution to twentieth century military history

Women in Leadership Karin Klenke, 2017-12-13 The 2nd edition of this book originally published in 2011 captures many significant recent developments and achievements in women's leadership Women in virtually every context discussed in the book politics sports business technology religion military and international have made dramatic gains in attaining leadership roles and positions

The Army Lawyer, 2007 *A Question of Command* Mark Moyar, 2009-10-20 Moyar presents a wide ranging history of counterinsurgency which draws on the historical record and interviews with hundreds of counterinsurgency veterans He identifies the ten critical attributes of counterinsurgency leadership and reveals why these attributes have been more prevalent in some organizations than others

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Army Leadership Manual 6 22 Introduction

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