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## Field Manual Governs Army Leadership

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Army Doctrine Publication ADP 6-22 Army Leadership August 2012  
Createspace Independent Pub

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.

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## Leadership Strategy and Tactics Createspace Independent Pub

This monograph analyzes the history of United States Army leadership doctrine from 1983 through 2011 to identify the evolution of strategic leadership theory and practice in Army doctrine. Using leadership doctrine, the focus is on the analysis of the articles, reports, opinions, studies, and research papers surrounding each doctrinal publication. This research uses an analytical approach across the timeline of leadership doctrine by understanding each approved doctrine, reviewing the intellectual debate within the Army institution and across other leadership disciplines, examining the doctrinal changes in the published documents, and exploring the future of proposed strategic leadership doctrine. Beginning with the renewed emphasis on tactical, direct leadership attributes published in 1983, the omission of operational and strategic leadership in the doctrine identified a gap in addressing leadership at all levels within the Army. Following executive level leadership discourse in the 1980s, the publication of FM 22-103, Leadership and Command at Senior Levels in 1987 established the first doctrinal framework for command and leadership above the direct, tactical level for the Army. Coupled with the 1993 AR 600-100, Army Leadership, Army leadership policies became a better codified part of training and leader development, specifically in recognition of different levels of leadership including: direct, senior and executive. The consolidation and reorganization of Army leadership doctrine in 1999 placed

the three levels of leadership together in one doctrinal reference; however, differences still existed between definitions of the levels. FM 22-100, Army Leadership: Be, Know, Do used direct, organizational and strategic, while the 1993 regulation used direct, senior and strategic. By 2007, the newly published documents finally agreed, providing clarity of purpose and better understanding for all Army leaders as they progressed through the different leadership levels. Strategic leadership thought and its importance to Army leaders continued to evolve and remained a much discussed, researched, and published topic into the twenty-first century. National military and government leaders addressed the need to improve strategic leaders' ability to understand and prepare for future conflicts while presenting the ways strategic leadership fits into overall leadership doctrine. The planned forthcoming updates to the 2006 Army Leadership: Competent, Confident and Agile manual continues those linkages for strategic leaders. The monograph concludes that strategic leaders must understand the strategy of the organization, where the organization fits in the complex environment, and what the organization must do to be successful. Through inclusion of strategic leadership references in consolidated Army doctrine, the academic theories and methods surrounding strategic leadership became more widely spread across the force, further improving the understanding necessary for a successful organization. The leadership traditions of the United States Army, better known for the direct leadership examples executed

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in every conflict, continues to have a codified description of the strategic leadership attributes necessary for continued success, accessible to all leaders, from the newest to the most senior.

### **Reserve Officers Training Corps Manual**

CreateSpace

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.

*Tacit Knowledge in Military Leadership* CreateSpace

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

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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.

The U S Army Leadership Field Manual Fm 22-100 Macmillan Business

Field manual (FM) 6-0 is the Army's keystone manual for mission command. It presents overarching doctrinal guidance on command, control, and the mission command warfighting function. The doctrine in FM 6-0 provides a foundation for developing subordinate field manuals on specific aspects of mission command. FM 6-0 also forms the foundation for training and Army Education System curricula on the exercise of mission command in full spectrum operations. This edition of FM 6-0 reflects an evolved concept of mission command based on lessons learned from ten years of persistent conflict. It accounts for the complex, uncertain, and ever-changing nature of operations and recognizes that military operations are foremost a human undertaking. As such, this edition emphasizes the human

dimension of mission command, including the central role of the commander. It describes how commanders, supported by their staffs, combine the art of command and the science of control to understand situations, make decisions, direct action, and lead forces toward mission accomplishment. This manual is organized into three chapters and two supporting appendixes. Chapter 1 discusses the fundamentals of mission command. First, it describes the general nature of operations in which commanders, supported by their staffs, exercise mission command. It then discusses mission command as a philosophy and as a warfighting function. Finally, it discusses how mission command contributes to operational adaptability. Chapter 2 addresses the mission command warfighting function. First, it defines the mission command warfighting function and describes its purpose. Next, it discusses the commander and staff tasks of the mission command warfighting function. The chapter concludes with a discussion of the mission command system. Chapter 3 addresses how commanders apply the art of command and the science of control. First, it discusses the relationship between command and control. Next, it defines command, lists its elements, and discusses the art of command. It concludes by defining control, listing its elements, and addressing the science of control. Appendix A discusses knowledge and information management. Appendix B discusses team building. To comprehend the doctrine contained in FM 6-0, readers must first understand the nature of operations and the Army's operational concept described in FM 3-0, Operations. In addition, they must be familiar with the fundamentals of the operations process established in FM 5-0, The Operations Process, and the fundamentals of leadership addressed in FM 6-22, Army Leadership. FM 6-0 applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated. The principal audience is commanders, leaders, and

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staff. Commanders and staffs of Army headquarters serving as a joint task force or a multinational headquarters should also refer to applicable joint or multinational doctrine concerning command and control of joint or multinational forces. Trainers and educators throughout the Army will also use this manual. FM 6-0 uses joint terms where applicable. Most terms with joint or Army definitions are in both the glossary and the text. Glossary references: Terms for which FM 6-0 is the proponent publication (the authority) have an asterisk in the glossary. Text references: Definitions for which FM 6-0 is the proponent publication are in boldfaced text. These terms and their definitions will be in the next revision of FM 1-02. For other definitions in the text, the term is italicized and the number of the proponent publication follows the definition. See the introduction for a summary of new, modified, and rescinded Army definitions.

#### Be, Know, Do McGraw Hill Professional

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 6-0 Commander and Staff Organization and Operations May 2014 Createspace Independent Pub

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 Commander and Staff Officer Guide Lulu.com

"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

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of today. That is what we expect our leaders to DO."-From the Preface.  
21st Century U.S. Military Manuals Createspace Independent  
Publishing Platform

"When we assumed the Soldier, we did not lay aside the Citizen."

General George Washington

Army Doctrine Publication ADP 6-22 Army Leadership and the Profession  
July 2019 Lulu.com

Beskriver udviklingen af den amerikanske hærs doktriner efter Vietnam-  
krigen.

Army Field Manual FM 22-100 (the U. S. Army Leadership Field Manual)  
Createspace Independent Pub

This Field manual (FM) describes how logistics operations take place in the  
Brigade Support Area of Operations. It is primarily focused on how the  
brigade support battalion (BSB) performs its mission, but it also addresses the  
roles and functions of other sustainment elements within the brigade combat  
team (BCT) as well as those organizations external to the BCT that provide  
logistics and individual Soldier support services. This field manual was  
written for BSB staff officers and non-commissioned officers. Knowing that  
many are assigned to battalion staffs prior to advanced formal education, this  
manual provides all a general idea of functions performed by each unit and  
staff section assigned to the BSB. Chapter 1 is a review of modular force  
logistics and the various types of brigade combat teams and support brigades.  
Chapter 2 explains the role of the BSB, including the headquarters company  
and staff, and briefly describes the role of the Aviation Support Battalion  
(ASB). Chapter 3 covers the organizational structure and function of the  
distribution company. Chapter 4 covers the role and organization of the field  
maintenance company. Chapter 5 provides detailed information on the  
brigade support medical company. Chapter 6 describes another key  
component of the brigade support battalion-the forward support company.

Leadership Education and Training (LET) 1 Createspace  
Independent Pub

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,

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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 [www.bnpublishing.com](http://www.bnpublishing.com) Field Manual FM 6-0 Commander and Staff Organization and Operations May 2014 provides commanders and their staffs with tactics and procedures for exercising mission command. This publication supersedes ATTP 5-0.1, Commander and Staff Officer Guide. To comprehend the doctrine contained in this publication, readers must first understand the nature of unified land operations as described in ADP 3-0 and ADRP 3-0, Unified Land Operations. In addition, readers must also fully understand the principles of mission command as described in ADP 6-0 and ADRP 6-0, Mission Command, and the fundamentals of the operations process found in ADP 5-0 and ADRP 5-0, The Operations Process. The principal audience for FM 6-0 includes Army commanders, leaders, and unit staffs (officers, noncommissioned officers, and Soldiers). Commanders and staffs of Army headquarters serving as a joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations as well as the employment of joint or multinational forces. 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. FM 6-0 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which FM 6-0 is the proponent publication (the authority) are marked with an asterisk (\*) in the glossary. Terms and definitions for which FM 6-0 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the

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proponent publication follows the definition. FM 6-0 applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated. FM 6-0 contains 16 chapters and 4 appendixes. The chapters are organized by topic and have been updated to reflect changes to doctrine formats (Doctrine 2015) and changes in ADP 3-0 and ADRP 3-0, ADP 6-0 and ADRP 6-0, and ADP 5-0 and ADRP 5-0. The following is a brief introduction and summary of changes by chapter and appendix.

### Army Field Manual Fm 22-100 Digireads.Com

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.

### Perspectives on Leadership DIANE Publishing

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.

### Four Decades and Five Manuals Lulu.com

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



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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...

Military Leadership Jeffrey W Bennett

A compilation of thought-worthy essays from the faculty and staff of the U.S. Army's premier educational institution for civilian leadership and management, the Army Management Staff College.

Be \* Know \* Do John Wiley & Sons

The United States Army is one of the most complex, best run organizations in the world, and central to the Army's success are strong leadership and exceptional leadership development. Army leaders must be able to act decisively and effectively in challenging situations. But the Army, despite its organizational structure, does not train leaders in a hierarchical manner. Dispersed leadership is the key to the success of the Army leadership model. Now, for the first time, you can have access to the Army's successful leadership philosophy and the principles that are outlined in Be Know Do the official Army Leadership Manual. Be Know Do makes this critical information available to civilian leaders in all sectors--business, government, and nonprofit--and gives them the guidelines they need to create an organization where leadership thrives. --(Text refers to the hardcover edition)

Deciding what Has to be Done Simon and Schuster

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).

Leader Development (FM 6-22) CreateSpace

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

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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.