

**FM 6-22** (FM 22-100)

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**Army Leadership**  
Competent, Confident, and Agile

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**Headquarters, Department of the Army**

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## Foreword

Competent leaders of character are necessary for the Army to meet the challenges in the dangerous and complex security environment we face.

FM 6-22 is the Army's keystone field manual on leadership. It establishes leadership doctrine and fundamental principles for all officers, noncommissioned officers, and Army civilians across all components.

This manual uses the BE-KNOW-DO concept to express what is required of Army leaders. It is critical that Army leaders be agile, multiskilled *pentathletes* who have strong moral character, broad knowledge, and keen intellect. They must display these attributes and leader competencies bound by the concept of the Warrior Ethos. Leaders must be committed to lifelong learning to remain relevant and ready during a career of service to the Nation.

Army leaders must set the example, teach, and mentor, and this manual provides the principles, concepts, and training to accomplish this important task on which America depends.



PETER J. SCHOOMAKER  
General, United States Army  
Chief of Staff

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# Army Leadership

## Competent, Confident, and Agile

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## Preface

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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This publication applies to all men and women of all ranks and grades who serve in the Active Army, Army National Guard/Army National Guard of the United States, Army Reserve, and Army civilian workforce unless otherwise stated.

Terms that have joint or Army definitions are identified in both the glossary and the text. *Glossary references:* Terms for which FM 6-22 is the proponent field manual (the authority) are indicated with an asterisk in the glossary. *Text references:* Definitions for which FM 6-22 is the proponent field manual are printed in boldface in the text. These terms and their definitions will be incorporated into the next revision of FM 1-02. For other definitions in the text, the term is italicized and the number of the proponent manual follows the definition.

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# Introduction

Upon taking the oath to become an Army leader, Soldiers, and Army civilians enter into a sacred agreement with the Nation and their subordinates. The men and women of the Army are capable of extraordinary feats of courage and sacrifice as they have proven on countless battlefields from the Revolutionary War to the War on Terrorism. These Soldiers and Army civilians display great patience, persistence, and tremendous loyalty as they perform their duty to the Nation in thousands of orderly rooms, offices, motor pools, and training areas around the world, no matter how difficult, tedious, or risky the task. In return, they deserve competent, professional, and ethical leadership. They expect their Army leaders to respect them as valued members of effective and cohesive organizations and to embrace the essence of leadership.

FM 6-22 combines the lessons of the past with important insights for the future to help develop competent Army leaders.

An ideal Army leader has strong intellect, physical presence, professional competence, high moral character, and serves as a role model. An Army leader is able and willing to act decisively, within the intent and purpose of his superior leaders, and in the best interest of the organization. Army leaders recognize that organizations, built on mutual trust and confidence, successfully accomplish peacetime and wartime missions.

Organizations have many leaders. Everyone in the Army is part of a chain of command and functions in the role of leader and subordinate. Being a good subordinate is part of being a good leader. All Soldiers and Army civilians, at one time or another, must act as leaders and followers. Leaders are not always designated by position, rank, or authority. In many situations, it is appropriate for an individual to step forward and assume the role of leader. It is important to understand that leaders do not just lead subordinates—they also lead other leaders.

Everyone in the Army is part of a team, and all team members have responsibilities inherent in belonging to that team.

FM 6-22 addresses the following topics necessary to become a competent, multiskilled Army leader:

- Understand the Army definitions of leader and leadership.
- Learn how the Warrior Ethos is embedded in all aspects of leadership.
- Use the Army leadership requirements model as a common basis for thinking and learning about leadership and associated doctrine.
- Become knowledgeable about the roles and relationships of leaders, including the role of subordinate or team member.
- Discover what makes a good leader, a person of character with presence and intellect.
- Learn how to lead, develop, and achieve through competency-based leadership.
- Identify the influences and stresses in our changing environment that affect leadership.
- Understand the basics of operating at the direct, organizational, and strategic levels.

## PART ONE

# The Basis of Leadership

All Army team members, Soldiers and civilians alike, must have a basis of understanding for what leadership is and does. The definitions of leadership and leaders address their sources of strength in deep-rooted values, the Warrior Ethos, and professional competence. National and Army values influence the leader's character and professional development, instilling a desire to acquire the essential knowledge to lead. Leaders apply this knowledge within a spectrum of established competencies to achieve successful mission accomplishment. The roles and functions of Army leaders apply to the three interconnected levels of leadership: direct, organizational, and strategic. Within these levels of leadership, cohesive teams can achieve collective excellence when leadership levels interact effectively.

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## Chapter 1

### Leadership Defined

1-1. An enduring expression for Army leadership has been BE-KNOW-DO. Army leadership begins with what the leader must **BE**—the values and attributes that shape character. It may be helpful to think of these as internal and defining qualities possessed all the time. As defining qualities, they make up the identity of the leader.

1-2. Who is an Army leader?

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An *Army leader* is anyone who by virtue of assumed role or assigned responsibility inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking, and shape decisions for the greater good of the organization.

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1-3. Values and attributes are the same for all leaders, regardless of position, although refined through experience and assumption of positions of greater responsibility. For example, a sergeant major with combat experience may have a deeper understanding of selfless service and personal courage than a new Soldier.

1-4. The knowledge that leaders should use in leadership is what Soldiers and Army civilians **KNOW**. Leadership requires knowing about tactics, technical systems, organizations, management of resources, and the tendencies and needs of people. Knowledge shapes a leader's identity and is reinforced by a leader's actions.

1-5. While character and knowledge are necessary, by themselves they are not enough. Leaders cannot be effective until they apply what they know. What leaders **DO**, or leader actions, is directly related to the influence they have on others and what is done. As with knowledge, leaders will learn more about leadership as they serve in different positions.

1-6. New challenges facing leaders, the Army, and the Nation mandate adjustments in how the Army educates, trains, and develops its military and civilian leadership. The Army's mission is to fight and win the