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Army Leadership Fm

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Understanding the Core of Army Leadership FM: A Comprehensive Guide

Leadership is the lifeblood of any successful organization, but in the United States Army, it is a matter of life and death. The official doctrine that guides how soldiers and officers lead, train, and inspire is codified in the **Army Leadership FM**—the Army's field manual on leadership. For decades, this foundational document has shaped the character, competence, and commitment of those who serve. Whether you are a new second lieutenant, a seasoned non-commissioned officer, or a civilian interested in military leadership principles, understanding the **Army Leadership FM**offers timeless insights into building trust, making ethical decisions, and achieving mission success.

In this article, we will explore the history, structure, and key concepts of the **Army Leadership FM**, with a focus on the current edition, FM 6-22. We will break down the "Be, Know, Do" model, examine the different levels of leadership, and discuss how these principles can be applied both in combat and in civilian life. By the end, you will have a thorough understanding of why this doctrine remains the gold standard for leadership development.

What Is the Army Leadership FM?

The term **Army Leadership FM** refers to the U.S. Army's field manual dedicated to leadership doctrine. The most recent version, **FM 6-22**, titled "Leader Development," was published in 2019 and superseded earlier manuals like FM 22-100 and FM 6-22 from 2015. This manual serves as the Army's primary source for leadership philosophy, providing a common framework for all soldiers regardless of rank or branch.

The purpose of the **Army Leadership FM**is to define what leaders must be, know, and do. It emphasizes that leadership is not merely a position but a process of influencing people to accomplish the mission while improving the organization. The manual is used in training, officer education, and daily operations across every unit. Its principles are designed to be adaptable to any environment—from conventional warfare to peacekeeping and humanitarian assistance.

The Evolution of Army Leadership Doctrine

Leadership doctrine in the Army has evolved significantly since the early 20th century. Early manuals focused on command and control, but modern editions reflect a more holistic approach. The shift toward what is now known as the **Army Leadership FM**began in the 1980s with the introduction of the "Be, Know, Do" framework. Successive updates have incorporated lessons from Vietnam, the Cold War, Iraq, and Afghanistan, as well as advances in psychology and organizational behavior.

The current **FM 6-22**emphasizes a culture of trust, mutual respect, and continuous learning. It aligns with the Army's overall mission to develop leaders of character who can thrive in ambiguous and complex situations. This evolution underscores the manual's relevance not only to military professionals but also to anyone seeking a robust leadership model.

The Be, Know, Do Model: The Foundation of Army Leadership FM

At the heart of the **Army Leadership FM**lies the simple yet profound model of "Be, Know, Do." This triad

encapsulates the attributes and competencies every leader must cultivate.

Be: Character and Presence

The "Be" dimension addresses who a leader is as a person. It includes two key attributes: **character** and **presence**.

- Character: A leader of character lives by the Army values (loyalty, duty, respect, selfless service, honor, integrity, and personal courage). They demonstrate empathy, discipline, and a strong moral compass. The Army Leadership FM stresses that character is not optional—it is the bedrock of trust.
- Presence: This refers to the image a leader projects. It includes military bearing, fitness, confidence, and resilience. Presence inspires confidence in subordinates and peers alike.

Know: Competence and Knowledge

The "Know" component covers what a leader must understand. It includes two categories: **mental agility** and **interpersonal tact**, along with technical and tactical proficiency.

- Mental agility: The ability to think critically, adapt to new information, and anticipate change. The Army Leadership FM encourages leaders to be lifelong learners who seek diverse perspectives.
- Interpersonal tact: Understanding human behavior, communicating effectively, and building relationships. Leaders must know how to motivate, counsel, and collaborate across cultural and hierarchical boundaries.
- Technical and tactical knowledge: Mastery of one’s job, equipment, and doctrine. Without expertise, a leader cannot earn credibility.

Do: Action and Influence

The "Do" part translates attributes and knowledge into results. It comprises three core competencies: **leading**, **developing**, and **achieving**.

1. Leading: Influence others by providing direction, motivation, and purpose. This includes communicating vision, making decisions, and enforcing standards.
2. Developing: Invest in the growth of subordinates, teams, and the organization. The Army Leadership FM emphasizes mentorship, training, and creating a climate of learning.
3. Achieving: Get results by planning, executing, and assessing. Leaders must prioritize tasks, manage resources, and hold themselves and others accountable.

Together, "Be, Know, Do" forms a cycle where character informs knowledge, and knowledge drives effective action. The **Army Leadership FM** uses this model to assess leaders at all levels.

Levels of Leadership in the Army Leadership FM

The **Army Leadership FM** categorizes leadership into three levels: **direct**, **organizational**, and **strategic**. Each level requires different emphasis on the attributes and competencies.

Direct Leadership

Direct leaders are those who interact face-to-face with subordinates daily. This includes squad leaders, platoon sergeants, and company commanders. At this level, the **Army Leadership FM**stresses hands-on coaching, immediate feedback, and modeling behavior. Direct leaders focus on building cohesive teams and executing tasks with precision. They are the first line of influence.

Organizational Leadership

Organizational leaders oversee multiple teams or large units, such as battalion commanders and brigade command sergeants major. They operate through subordinate leaders and must excel at resource allocation, long-term

planning, and shaping organizational culture. The **Army Leadership FM** highlights the need for these leaders to balance mission requirements with the well-being of the force. They often deal with complex administrative and logistical challenges.

Strategic Leadership

Strategic leaders include general officers and senior civilians who shape the Army's direction over years and decades. Their domain includes national policy, joint operations, and global strategy. The **Army Leadership FM** emphasizes that strategic leaders must think critically about the future, communicate a compelling vision, and foster innovation across the entire institution. They rely heavily on delegation and networks of trust.

Attributes and Competencies: The Detailed Framework

The **Army Leadership FM** provides a detailed list of **attributes** (what a leader is) and **competencies** (what a leader does). These are further broken down for clarity.

Key Attributes

- Values: Warrior ethos, Army values, and ethics.
- Empathy: The ability to understand and share the feelings of others.
- Discipline: Self-control and adherence to standards.
- Humility: Recognizing one's limitations and being open to growth.

Key Competencies

- Communicates: Listens actively, speaks clearly, and writes effectively.
- Leads by example: Sets the standard for others to follow.
- Develops others: Assesses strengths and weaknesses and provides opportunities for growth.
- Stewards the profession: Manages resources wisely and upholds the Army's legacy.

The **Army Leadership FM** encourages leaders to use this framework for self-assessment and professional development. It is not a checklist but a guide for continuous improvement.

Leader Development: A Core Focus of the Army Leadership FM

One of the most important themes in the **Army Leadership FM** is leader development. The manual states that developing subordinates is a primary responsibility of every leader. This happens through three avenues: **institutional training**, **operational assignments**, and **self-development**.

Institutional training includes schools like the Basic Officer Leader Course, the Noncommissioned Officer Academies, and the Command and General Staff College. Operational assignments provide real-world experience under mentorship. Self-development involves reading, pursuing higher education, and seeking feedback. The **Army Leadership FM** emphasizes that leader development is a lifelong journey, not a one-time event.

Applying Army Leadership FM Principles in Modern Contexts

The **Army Leadership FM** is not just for soldiers. Its principles have been adopted by corporations, government agencies, and non-profits. Why? Because the "Be, Know, Do" model addresses universal leadership challenges: building trust, making ethical decisions, and achieving goals under pressure.

For example, a business manager can apply the competency of "developing others" by mentoring junior employees. A school principal can use "leading by example" to model integrity. The emphasis on empathy and humility is especially relevant in today's diverse and fast-changing workplace. The **Army Leadership FM** teaches that

leadership is an act of service—a mindset that resonates far beyond the battlefield.

Challenges and Criticisms

No doctrine is perfect. Some critics argue that the **Army Leadership FM** can be overly bureaucratic or that it does not fully address toxic leadership. In response, recent editions have included more guidance on preventing abusive behaviors and fostering inclusive climates. The manual also acknowledges that leadership is context-dependent and that rigid adherence to doctrine can stifle initiative. Nonetheless, the **Army Leadership FM**remains a powerful tool when used as a starting point, not an end point.

Conclusion

The **Army Leadership FM** is far more than a manual for soldiers—it is a timeless resource for anyone seeking to lead with integrity, competence, and purpose. Through its "Be, Know, Do" framework, its structured levels of leadership, and its focus on continuous development, it provides a clear path for personal and professional growth. Whether you lead a platoon in combat or a team in a corporate boardroom, the lessons from FM 6-22 can help you influence others positively and achieve lasting results. By internalizing the principles of the **Army Leadership FM**, you become not just a better leader, but a better human being.

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