

**FM 22-100**

# ***ARMY LEADERSHIP***

***BE, KNOW, DO***

**August 1999**



**Headquarters, Department of the Army**

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**UNITED STATES ARMY**  
**THE CHIEF OF STAFF**

**FOREWORD**

Soldiers represent what's best about our 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 a 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 our Army. What makes Army leaders of *competence* are skills with people, ideas, things, and warfighting. 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.

Unlike the previous editions, this leadership manual covers three levels of leadership—direct, organizational, and strategic. While the skills and actions necessary for leadership success at the direct level continue to be important at higher levels, organizational and strategic leaders need additional skills to perform in their more complex roles.

I urge Army leaders to read this manual thoroughly, study it carefully, and teach it faithfully. But above all, I challenge you to be leaders of character and competence who lead others to excellence. Whether supporting, training, or fighting, America looks to you to BE, KNOW, and DO what is right.

A handwritten signature in black ink, reading "Eric K. Shinseki".

ERIC K. SHINSEKI  
General, United States Army  
Chief of Staff

# Army Leadership

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## Preface

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The Army consists of the active component, Army National Guard, Army Reserve, and Department of the Army (DA) civilians. It's the world's premier land combat force—a full-spectrum force trained and ready to answer the nation's call. The Army's foundation is confident and competent leaders of character. This manual is addressed to them and to those who train and develop them.

### PURPOSE

FM 22-100 is a single-source reference for all Army leaders. Its purpose is three-fold:

- To provide leadership doctrine for meeting mission requirements under all conditions.
- To establish a unified leadership theory for all Army leaders: military and civilian, active and reserve, officer and enlisted.
- To provide a comprehensive and adaptable leadership resource for the Army of the 21st century.

As the capstone leadership manual for the Army, FM 22-100 establishes the Army's leadership doctrine, the fundamental principles by which Army leaders act to accomplish the mission and take care of their people. The doctrine discusses how Army values form the basis of character. In addition, it links a suite of instruments, publications, and initiatives that the Army uses to develop leaders. Among these are—

- AR 600-100, which establishes the basis for leader development doctrine and training.
- DA Pam 350-58, which describes the Army's leader development model.
- DA Pam 600-3, which discusses qualification criteria and outlines development and career management programs for commissioned officers.
- DA Pam 600-11, which discusses qualification criteria and outlines development and career management programs for warrant officers.
- DA Pam 600-25, which discusses noncommissioned officer (NCO) career development.
- DA Pam 690-46, which discusses mentoring of DA civilians.
- The TRADOC Common Core, which lists tasks that military and DA civilian leaders must perform and establishes who is responsible for training leaders to perform them.
- Officer, NCO, and DA civilian evaluation reports.

FM 22-100 also serves as the basis for future leadership and leader development initiatives associated with the three pillars of the Army's leader development model. Specifically, FM 22-100 serves as—

- The basis for leadership assessment.



- The basis for developmental counseling and leader development.
- The basis for leadership evaluation.
- A reference for leadership development in operational assignments.
- A guide for institutional instruction at proponent schools.
- A resource for individual leaders' self-development goals and initiatives.

FM 22-100 directly supports the Army's keystone manuals, FM 100-1 and FM 100-5, which describe the Army and its missions. It contains principles all Army leaders use when they apply the doctrine, tactics, techniques, and procedures established in the following types of doctrinal publications:

- Combined arms publications, which describe the tactics and techniques of combined arms forces.
- Proponency publications, which describe doctrinal principles, tactics, techniques, and collective training tasks for branch-oriented or functional units.
- Employment procedure publications, which address the operation, employment, and maintenance of specific systems.
- Soldier publications, which address soldier duties.
- Reference publications, which focus on procedures (as opposed to doctrine, tactics, or techniques) for managing training, operating in special environments or against specific threats, providing leadership, and performing fundamental tasks.

This edition of 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. FM 22-100 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. FM 22-100 discusses these aspects of leadership and how they contribute to developing leaders of character and competence. These are the leaders who make the Army a trained and ready force prepared to fight and win the nation's wars.

The three leadership levels—direct, organizational, and strategic—reflect the different challenges facing leaders as they move into positions of increasing responsibility. Direct leaders lead face to face: they are the Army’s first-line leaders. Organizational leaders lead large organizations, usually brigade-sized and larger. Strategic leaders are the Army’s most senior leaders. They lead at the major command and national levels.

Unlike previous editions of FM 22-100—which focused exclusively on leadership by uniformed leaders at battalion level and below—this edition addresses leadership at all levels and is addressed to all Army leaders, military and DA civilian. It supersedes four publications—FM 22-101, *Leadership Counseling*; FM 22-102, *Soldier Team Development*; FM 22-103, *Leadership and Command at Senior Levels*; and DA Pam 600-80 *Executive Leadership*—as well as the previous edition of FM 22-100. A comprehensive reference, this manual shows how leader skills, actions, and concerns at the different levels are linked and allows direct leaders to read about issues that affect organizational and strategic leaders. This information can assist leaders serving in positions supporting organizational and strategic leaders and to other leaders who must work with members of organizational- and strategic-level staffs.

FM 22-100 emphasizes self-development and development of subordinates. It includes performance indicators to help leaders assess the values, attributes, skills, and actions that the rest of the manual discusses. It discusses developmental counseling, a skill all Army leaders must perfect so they can mentor their subordinates and leave their organization and people better than they found them. FM 22-100 prescribes DA Form 4856-E (Developmental Counseling Form), which supersedes DA Form 4856 (General Counseling Form). DA Form 4856-E is designed to support leader development. Its format follows the counseling steps outlined in Appendix C.

FM 22-100 offers a framework for how to lead and provides points for Army leaders to consider when assessing and developing themselves, their people, and their organizations. It doesn’t presume to tell Army leaders exactly how they should lead every step of the way. They must be themselves and apply this leadership doctrine as appropriate to the situations they face.

## SCOPE

FM 22-100 is divided into three parts. Part I (Chapters 1, 2, and 3) discusses leadership aspects common to all Army leaders. Part II (Chapters 4 and 5) addresses the skills and actions required of direct leaders. Part III (Chapters 6 and 7) discusses the skills and actions required of organizational and strategic leaders. The manual also includes six appendixes.

Chapter 1 defines Army leadership, establishes the Army leadership framework, and describes the three Army leadership levels. It addresses the characteristics of an Army leader (BE, KNOW, DO), the importance of being a good subordinate, and how all Army leaders lead other leaders. Chapter 1 concludes with a discussion of moral and collective excellence.

Chapter 2 examines character, competence, and leadership—what an Army leader must BE, KNOW, and DO. The chapter addresses character in terms of Army values and leader attributes. In addition, it describes character development and how character is related to ethics, orders—to include illegal orders—and beliefs. Chapter 2 concludes by introducing the categories of leader skills—interpersonal, conceptual,

technical, and tactical—and the categories of leader actions—influencing, operating, and improving.

Chapter 3 covers the human dimension of leadership. The chapter begins by discussing discipline, morale, and care of subordinates. It then addresses stress, both combat- and change-related. Discussions of organizational climate, institutional culture, and leadership styles follow. Chapter 3 concludes by examining intended and unintended consequences of decisions and leader actions.

Chapters 4 and 5 discuss the skills and actions required of direct leaders. The skills and actions are grouped under the categories introduced at the end of Chapter 2.

Chapters 6 and 7 provide an overview of the skills and actions required of organizational and strategic leaders. These chapters introduce direct leaders to the concerns faced by leaders and staffs operating at the organizational and strategic levels. Like Chapters 4 and 5, Chapters 6 and 7 group skills and actions under the categories introduced in Chapter 2.

Appendix A outlines the roles and relationships of commissioned, warrant, and non-commissioned officers. It includes discussions of authority, responsibility, the chain of command, the NCO support channel, and DA civilian support.

Appendix B lists performance indicators for Army values and leader attributes, skills, and actions. It provides general examples of what Army leaders must BE, KNOW, and DO.

Appendix C addresses developmental counseling in detail. It begins with a discussion of the characteristics of a good counselor, the skills a counselor requires, and the limitations leaders face when they counsel subordinates. The appendix then examines the types of developmental counseling, counseling approaches, and counseling techniques. Appendix C concludes by describing the counseling process and explaining how to use DA Form 4856-E, the Developmental Counseling Form.

Appendix D explains how to prepare a leader plan of action and provides an example of a direct leader preparing a leader plan of action based on information gathered using an ethical climate assessment survey (ECAS). The example explains how to conduct an ECAS.

Appendix E discusses how Army values contribute to character development and the importance of developing the character of subordinates.

Appendix F contains a copy of the Constitution of the United States. All members of the Army take an oath to “support and defend the Constitution of the United States.” It is included so it will be immediately available for Army leaders.

## APPLICABILITY

FM 22-100's primary audience is direct leaders, military leaders serving at battalion level and below and DA civilian leaders in comparable organizations. However, FM 22-100 contains doctrine applicable at all leadership levels, to all military and DA civilian leaders of the Army.

The proponent of this publication is Headquarters (HQ), TRADOC. Send comments and recommendations on DA Form 2028 directly to Commander, US Army Combined Arms Center and Fort Leavenworth, Center for Army Leadership, ATTN: ATZL-SWC, Fort Leavenworth, KS 66027-2300.

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**FM 22-100**  
**31 AUGUST 1999**

**By Order of the Secretary of the Army:**

**ERIC K. SHINSEKI**  
*General, United States Army*  
*Chief of Staff*

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## PART ONE

# The Leader, Leadership, and the Human Dimension

There are two reasons why leadership is important to you and to the Army. The first was expressed eloquently by General of the Army Douglas MacArthur in a 1962 speech. GA MacArthur spoke about what he had learned about soldiering and service in a career that spanned more than fifty years and two world wars. He distilled the lessons gathered from “twenty campaigns, on a hundred battlefields, around a thousand campfires” into a few words that are as true now as they ever were:

*[Y]our mission...is to win our wars...[Y]ou are the ones who are trained to fight. Yours is the profession of arms, the will to win, the sure knowledge that in war there is no substitute for victory; that if you lose, the nation will be destroyed....*

Make no mistake about it. GA MacArthur is speaking to you as you sit in your classroom, as you read this in the dayroom or the motor pool or at the kitchen table. You are the Army’s leaders, and on your shoulders rests this mission: win our wars. The desire to accomplish that mission despite all adversity is called the *warrior ethos* and makes the profession of arms different from all other professions. That ethos applies to all soldiers, not just those whose job it is to find, fight, and defeat the enemy. You’ll read more about it in Chapter 2.

If that were not enough, there is a second reason you must strive to become the very best leader you can be: your people deserve nothing less. When you took your oath, when you agreed to be a leader, you entered into a pact with your subordinates and your nation. America has entrusted you with its most precious resource, its young people. Every person serving with you is someone’s son or someone’s daughter, a brother, mother, sister, father. They are capable of extraordinary feats of courage and sacrifice—as they have proven on GA MacArthur’s hundred battlefields and on every battlefield since then. They are also capable of great patience and persistence and tremendous loyalty, as they show every day in thousands of orderly rooms and offices, in tank parks and on firing ranges around the world. They show up and they do the work, no matter how frightening, no matter how boring, no matter how risky or bloody or exhausting. And what they ask in return is competent leadership.

*The most precious commodity with which the Army deals is the individual soldier who is the heart and soul of our combat forces.*

General J. Lawton Collins  
VII Corps Commander, World War II

You have been entrusted with a great responsibility. How do you prepare yourself? How do you learn and embrace those values and skills that will enable you to meet the challenge?