

MILITARY LEADERSHIP

Preface

A Trained and Ready Army has as its foundation, competent and confident leaders. We develop such leaders through a dynamic process consisting of three equally important pillars: institutional training, operational assignments, and self-development. This approach is designed to provide the education, training, and experience that enable leaders to develop the necessary skills, knowledge, and attitudes.

FM 22-100, *Military Leadership*, is the Army's basic manual on leadership. It has two purposes: to provide an overview of Army leadership doctrine, including the principles for applying leadership theory at all organizational levels to meet operational requirements; and to prescribe the leadership necessary to be effective in peace and in war.

While this manual applies to all Army leaders, its principal focus is on company grade officers, warrant officers, and noncommissioned officers, the junior leaders of soldiers at battalion-squadron level and below. FM 22-100 incorporates the professional military values, the bedrock of our service, that all Army leaders must internalize in the earliest years of their careers.

Army leaders must learn to fulfill expectations of all soldiers including other leaders. FM 22-100 addresses fundamental expectations:

- **Demonstrate tactical and technical competence.**

Know your business. Soldiers expect their leaders to be tactically and technically competent. Soldiers want to follow those leaders who are confident of their own abilities. To be confident a leader must first be competent. Trust between soldiers and their leaders is based on the secure knowledge that the leader is competent.

- **Teach subordinates.**

In training, leaders must move beyond managing programs or directing the execution of operations. Our leaders must take the time to share with subordinates the benefit of experience and expertise.

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- **Be a good listener.**
We must listen with equal attention to our superiors and our subordinates. As leaders we can help solve any problem for a soldier or a unit. However, we can only do so if we know about it. We won't know about it if we don't listen.
- **Treat soldiers with dignity and respect.**
Leaders must show genuine concern and compassion for the soldiers they lead. It is essential that leaders remain sensitive to family members and include them in unit activities to the extent possible. Remember, respect is a two-way street; a leader will be accorded the same level of respect that he or she shows for others.
- **Stress basics.**
Leaders must demonstrate mastery of fundamental soldiering skills such as marksmanship, first aid, and navigation, as well as the requisite skills for their particular specialty, and be able to teach them to their soldiers.
- **Set the example.**
Leaders abide consistently with the highest values of the military profession and its institutions. They encourage within their soldiers a commitment to the same values. Leaders take pride in selflessly dedicating their service to ensure mission accomplishment. They are aware that they are always on parade—24 hours a day, seven days a week—and that all their actions set personal and professional examples for subordinates to emulate.
- **Set and enforce standards.**
A leader must know, and always enforce, established Army standards. Perhaps the most fundamental standard which must be maintained is discipline. Our soldiers must promptly and effectively perform their duty in response to orders, or in the absence of orders take the correct action.

The fundamental mission of our Army is to deter war and win in combat. The American people expect that officers and noncommissioned officers at all levels will lead, train, motivate, and inspire their soldiers. Our soldiers and units perform difficult tasks, often under dangerous, stressful circumstances. To achieve excellence in

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Unless otherwise stated, whenever the masculine gender is used, both men and women are included.

these tasks, leaders must explain the importance of the mission, articulate priorities, and focus soldier and unit efforts to perform in an efficient and disciplined manner. Well led, properly trained, motivated, and inspired soldiers will accomplish any mission.

Leaders in our Army have a challenge. They must take care of soldiers' needs; develop them into cohesive teams; train them under tough, realistic conditions to demanding standards; assess their performance; assist them with their personal and professional growth; and reward them for their successes. To meet that challenge our leaders must be competent, and confident in their ability to lead. Such leaders will remain essential to our Trained and Ready Army, today and tomorrow.



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