

## **LEADERSHIP COUNSELING**

### **P r e f a c e**

**T**his manual is a companion to FM 22-100. Effective leadership is the Army's key to success in training and combat. It is founded upon the traditional principles of leadership. It fosters in all soldiers the professional Army ethic and soldierly qualities stated in FM 100-1. Military counseling is a principal tool of leadership.

The purpose of this manual is to help leaders operating at the working level: companies, troops, batteries, squadrons, and battalions. Those leaders include sergeants, warrant officers, lieutenants, captains, and field grade officers. It is intended to broaden leaders' knowledge of military counseling. In general, this manual contains suggestions and guidelines. There is only one absolute requirement. It is found on page 8.

This manual applies the skills and principles of military leadership to methods developed from professional counseling and guidance literature. It provides ways for dealing with and improving the effectiveness of soldiers within a unit. It is not intended to make leaders into professional counselors.

The proponent of this publication is U.S. Army Combined Arms Center, Fort Leavenworth, Kansas 66027. Submit changes for improving this publication on DA Form 2028 (Recommended Changes to Publications and Blank Forms) and forward to Commander, U.S. Army Combined Arms Center, ATTN: ATZL-SWA-DL, Fort Leavenworth, Kansas 66027.

Use of specific gender in this publication is for ease of reading. Whenever the masculine or feminine gender is used, either gender is intended.

**\*This publication supersedes FM 22-101, 28 June 1974.**

