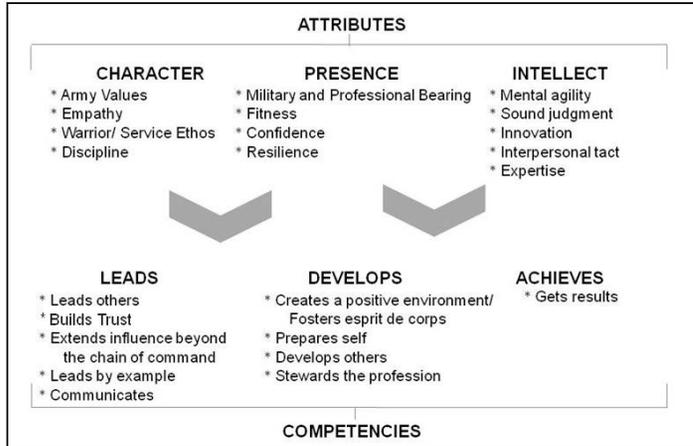


ADP 6-22
ADRP 6-22
Army Leadership

Center for Army Leadership



Why is Leadership Doctrine Important?



- Provides a common framework in language and expectations
- Provides a fundamental set of attributes and competencies common to all cohorts and leadership levels

- Aligns leader development activities (institutional, operational and self-development domains)
- Aligns personnel management processes (OER/NCOER ratings, centralized selections, PME gate enforcement, broadening assignments)
- Prepare leaders for uncertainty, complexity, and decentralization:
 - Build trust
 - Develop and sustain a positive climate

Enduring Themes

- Core leader competencies and attributes cover the full range of leader responsibilities
- Reinforces mission command and links to adaptability
- Provides techniques to improve interpersonal skills through influence
- Counseling, coaching, and mentorship are vital to leader development
- Levels of leadership (direct, organizational, strategic)
- Leader roles

What Changed?

- Leadership requirements model (LRM) broadened
- Expanded discussion on overcoming resistance includes unified action partners
- Expanded discussion on negotiations in order to obtain the cooperation and support necessary to accomplish a mission beyond the traditional chain of command
- Expanded discussion of strategic leadership to include:
 - Balancing strategic risk
 - Delegation, empowerment & control
 - Strategic judgment & time horizon
 - Extending influence to the American people
 - Stewardship and leader development

Foundations of Army Leadership

- Leadership - an activity of influence
 - Leadership skills can be developed and improved
- Leadership - present everywhere
 - Explicit attention to how to lead, develop and achieve can improve performance
- Leadership - a multiplier of effects, both human and operational
 - Energizing and empowering greatly preferred over coercion
- Lead through action and by example
 - Leader character, presence and intellect impact follower confidence
 - Character and intellect impact judgment
- Leader courage and team trust
 - Fortitude enables initiative, innovation, persistence, critical thinking, correcting problems
 - Trust is the binding agent that enables coordinated actions across a group in order to reach common goals

The process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

The Leadership Requirements Model establishes what leaders need to be, know and do. A core set of requirements informs leaders about expectations.

Leadership Requirements Model

ATTRIBUTES

CHARACTER

- * Army Values
- * Empathy
- * Warrior Ethos/Service Ethos
- * Discipline

PRESENCE

- * Military and professional bearing
- * Fitness
- * Confidence
- * Resilience

INTELLECT

- * Mental agility
- * Sound judgment
- * Innovation
- * Interpersonal tact
- * Expertise

LEADS

- * Leads others
- * Builds trust
- * Extends influence beyond the chain of command
- * Leads by example
- * Communicates

DEVELOPS

- * Creates a positive environment/
Fosters esprit de corps
- * Prepares self
- * Develops others
- * Stewards the profession

ACHIEVES

- * Gets results

COMPETENCIES

- Oath to Constitution
- Subordinate to law & civilian authority

Combat Power:
Unifier and Multiplier

Influence: Commitment,
Compliance and Resistance

Positive and harmful forms of leadership

Levels of Leadership

Direct – Refine ability to apply competencies at a proficient level
Organizational – Apply competencies to increasingly complex situations
Strategic – Shape the military through change over extended time

Special Conditions of Leadership

Formal – designated by rank or position, command is an example
Informal – take initiative and apply special expertise when appropriate
Collective – synergistic effects achieved with multiple leaders aligned by purpose
Situational – actions adjusted to complex and uncertain environments

Outcomes

Secured U.S. interests	Expertly led organizations	Fit units
Mission success	Stewardship of resources	Healthy climates
Sound decisions	Stronger families	Engaged Soldiers & Civilians

ADP 6-22 Logic Map

“[T]he truly great leader overcomes all difficulties, and campaigns and battles are nothing but a long series of difficulties to be overcome. The lack of equipment, the lack of food, the lack of this or that are only excuses; the real leader displays his qualities in his triumph over adversity, however great it may be.”
- GEN George Marshall, 1941

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COMPETENCIES

The Army seeks to develop leaders who are:

- Grounded in the Army values and the Warrior Ethos
- Competent in their core competencies
- Developing subordinate leaders
- Culturally astute and able to use this awareness and understanding in the challenges and complexities of the operational environment
- Able to operate with unified action partners in the anticipated operational environment and leverage other capabilities in achieving objectives
- Broad enough to operate with a global mindset and across the range of military operations in Unified Action
- Capable of operating and providing advice at the national level