

Army Leadership Philosophy Paper

Officers and non-commissioned officers at all levels use the phrase 'take care of the troops' to refer to many different things. The purpose of this paper is to determine if there is consensus among current Army senior leaders about what the phrase means. Army leadership regulations, comments from outgoing division commanders from 1985-1989, and related philosophy of General H. Norman Schwarzkopf are examined to determine the meaning of the phrase 'take care of the troops.' Historical examples of good and poor leadership are cited. Surveys from 23 active duty general officers are analyzed in developing the TOP 10 Imperatives on how to best take care of soldiers.

The Army's formal adoption of mission command as its central philosophical approach to leadership and as a warfighting function is nearly four years old. Its basic elements -- mission type orders executed within the commander's intent to exploit the initiative while accepting prudent risk -- are not exactly new or innovative ideas. Yet the Army continues to struggle with implementing mission command as its core principle for leadership and command, and the force seems to not quite understand where the Army is going regarding mission command. This paper will seek to answer two fundamental questions: whether mission command is really a new philosophy or just an reintroduction of existing doctrinal precepts, and what the Army is really trying to accomplish with mission command. This paper will review the current mission command construct and

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look at command in previous Army doctrine to answer the first question; describe what the Army is doing to implement mission command to date to answer the second question; and finally offer potential measures to institutionalize mission command as a core philosophy. Mission command represents a significant cultural shift in the leadership philosophy of the U.S. Army, yet recent studies indicate Army leaders and organizations struggle to implement its fundamental principles. Effective mission command relies heavily on teams and team building, but many Army leaders and organizations demonstrate weak team development and team leadership. This paper explores the Army's shift to mission command as a leadership philosophy; reviews recent leadership survey results to reveal areas of improvement in the exercise of mission command within the force; and considers contemporary civilian organizational behavior models, such as senior team leadership. The paper concludes by providing recommendations on ways to infuse senior team leadership methods by addressing doctrinal and training shortfalls in team building, reduce leader and team member turnover, and improve leadership feedback to harness the talents of leaders at all levels and more fully exercise mission command.

ADP 6-22 describes enduring concepts of leadership through the core competencies and attributes required of leaders of all cohorts and all organizations, regardless of mission or setting. These principles reflect decades of experience and validated scientific knowledge. An ideal Army leader serves as a role model through strong

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intellect, physical presence, professional competence, and moral character. An Army leader is able and willing to act decisively, within superior leaders' intent and purpose, and in the organization's best interests. Army leaders recognize that organizations, built on mutual trust and confidence, accomplish missions. Every member of the Army, military or civilian, is part of a team and functions in the role of leader and subordinate. Being a good subordinate is part of being an effective leader. Leaders do not just lead subordinates—they also lead other leaders. Leaders are not limited to just those designated by position, rank, or authority.

'The International Library of Leadership' brings together in one place the most significant writings on leadership, the process by which groups, organizations and societies seek to achieve their perceived needs and objectives.

The Leadership Philosophy Model

A robust, authentic model for creating and clearly articulating a personal leadership philosophy Based on leadership expert Mike Figliuolo's popular "Leadership Maxims" training course, One Piece of Paper teaches decisive, effective leadership by taking a holistic approach to defining one's personal leadership philosophy. Through a series of simple questions, readers will create a living document that communicates their values, passions, goals and standards to others, maximizing their leadership potential. Outlines a clear approach for identifying a concise and meaningful set of personal leadership maxims by which leaders can live their lives Explains and applies four basic aspects of leadership: leading yourself, leading the thinking, leading your people, and leading a balanced life Generates a foundational document that serves as a touchstone for leaders and their teams

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Simple, applicable, and without pretense, One Piece of Paper provides a model for real leadership in the real world.

Recent studies confirm that the Army officer corps holds widely varying views of the quality of leadership and composition of command climates. Every commander today seeks a healthy, positive command climate and a cohesive unit. Command climate is a state or resulting condition existing from shared feelings and perceptions among soldiers about their unit, about their leaders, and about their unit's programs and policies. This condition is created by the commander's vision and leadership style. The key to a positive command climate is the credibility of the commander, established through trust, communications, loyalty, and confidence. Tools to build a consistently supportive climate are available to the Army--from history and from social sciences. Besides modifications in leader selection, the long-term development and formulation of a systematic approach to climate building provides another means for improving dramatically combat readiness. The cost is really not high. A philosophy of command (or leadership) widely articulated and for addressing key organizational issues offers an effective management tool creating the positive aspects of a command climate. This study will provide a review of the concept of command climate and its linkage to command philosophy; discuss the relationship of command climate and 'organizational leadership;' outline a model based on what can be learned from practice, and finally, draw some conclusions extracted from the research. The study will also provide some recommendations. Lastly, the study will provide future leaders with some insights on how to shape their organizational climates. Positive, healthy command climates help make combat- ready units.

A stunning approach to how individuals can not only change their lives for the better in the workplace, but also their lives

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away from the office, including (but not limited to) finding ways to improve one's working relationship with others, one's overall health, outlook on life, and so on. For example, why is it that 95% of all diet attempts fail? Why do New Year's Resolutions last no more than a few days? Why can't people with good intentions seem to make consistent and positive strides? Based upon the latest research in a number of psychological and medical fields, the authors of *Change Anything* will show that traditional will-power is not necessarily the answer to these strivings, that people are affected in their behaviors by far more subtle influences. *Change Anything* shows how individuals can come to understand these powerful and influential forces, and how to put these forces to work in a positive manner that brings real and meaningful results. The authors present an array of everyday examples that will change and truly empower you to reexamine the way you go about your business and life.

“Riveting. . . a testament to a misconceived war, and to the ease with which ordinary men, under certain conditions, can transform into monsters.”—New York Times Book Review

This is the story of a small group of soldiers from the 101st Airborne Division's fabled 502nd Infantry Regiment—a unit known as “the Black Heart Brigade.” Deployed in late 2005 to Iraq's so-called Triangle of Death, a veritable meat grinder just south of Baghdad, the Black Hearts found themselves in arguably the country's most dangerous location at its most dangerous time. Hit by near-daily mortars, gunfire, and roadside bomb attacks, suffering from a particularly heavy death toll, and enduring a chronic breakdown in leadership, members of one Black Heart platoon—1st Platoon, Bravo Company, 1st Battalion—descended, over their year-long tour of duty, into a tailspin of poor discipline, substance abuse, and brutality. Four 1st Platoon soldiers would perpetrate one of the most heinous war crimes U.S. forces have committed

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during the Iraq War—the rape of a fourteen-year-old Iraqi girl and the cold-blooded execution of her and her family. Three other 1st Platoon soldiers would be overrun at a remote outpost—one killed immediately and two taken from the scene, their mutilated corpses found days later booby-trapped with explosives. *Black Hearts* is an unflinching account of the epic, tragic deployment of 1st Platoon. Drawing on hundreds of hours of in-depth interviews with Black Heart soldiers and first-hand reporting from the Triangle of Death, *Black Hearts* is a timeless story about men in combat and the fragility of character in the savage crucible of warfare. But it is also a timely warning of new dangers emerging in the way American soldiers are led on the battlefields of the twenty-first century. After examining the lives of hundreds of historical, biblical, and contemporary leaders, Dr. J. Robert Clinton gained perspective on how leaders develop over a lifetime. By studying the six distinct stages he identifies, you will learn to:

- Recognize and respond to God's providential shaping in your life
- Determine where you are in the leadership development process
- Identify others with leadership characteristics
- Direct the development of future leaders

This revised and updated edition includes several new appendixes and expanded endnotes, as well as an application section at the end of each chapter.

Great military leaders inspire their troops and lead them into battle. No senior officer in today's Army has risen to this level of greatness. Instead, we are led by a corps of general officers who are better described with superlatives like "scholar", "diplomat", and "manager". This paper examines what has changed in our leadership doctrine, selection process, training and philosophy of leadership that has resulted in this profound change. It makes recommendations regarding how we can return to our heritage and revise our leadership programs to develop the next generation of

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Generals to lead our Army.

At midnight on 2 October 1990 the German Democratic Republic (GDR) ceased to exist. The following day the armed forces of the Federal Republic of Germany, the Bundeswehr, took control of the personnel, equipment, and installations of what had been the National People's Army (Nationale Volksarmee or NVA). By any reckoning this was a massive undertaking and one of great historical significance. Securing, inventorying, and disposing of this materiel was to be a major mission for the Bundeswehr throughout its first years in the new states. Complicating this mission was the almost immediate need to support the liberation of Kuwait through materiel shipments and support of departing U.S. units, the additional responsibility to assist the Western Group of Soviet Forces in an orderly withdrawal from German territory; and the longer-term requirement to reduce the Bundeswehr's size by almost 30 percent. Of more lasting significance, however, will be the human impact of the union of the two Germanys. If the changes for West Germans have not been as dramatic, the effects have certainly been felt intensely. In the midst of the changes wrought by unification, the Bundeswehr took on missions for which its origin and history had uniquely qualified it. First, there was the self-imposed requirement to select former NVA officers and noncommissioned officers who requested active duty in the Bundeswehr and then train them to assume the functions of leaders in the armed forces of a democratic society. Second, the Bundeswehr would have to build legitimacy for the armed forces among an East German

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population that had learned to distrust the military. The concepts of Innere Fuehrung, or "Iner Leadership," which had stood the Bundeswehr in good stead in similar endeavors at its beginning and throughout its short history, were used again to meet these new challenges. This paper describes some of the ways these concepts aided in facilitating the dual processes of the integration of former NV A officers and noncommissioned officers into the Bundeswehr and the acceptance of the military in the new German states. It begins with a brief analysis of the concepts and their perceived strengths and weaknesses. It describes the essential differences between the Bundeswehr and the NV A leadership philosophy, political education, and outlook and also the impact the revolutionary political changes of the Turning Point and the consequent reunification had on both of these armies. After a brief discussion of the legacy of the NV A, this study describes how the concepts of Innere Fuehrung were applied to combat that legacy, the challenges faced in this endeavor, and prospects for the future. The thesis of this paper is that, despite their flaws and shortcomings, the principles of Innere Fuehrung played a key role in the early development of the Bundeswehr as an army in a democracy and in its acceptance by the civilian populace of the Federal Republic of Germany, and that these principles have promoted the same processes in the new Gennan states. Although the NV A was not the anny the Bundeswehr thought it was facing during the years of the Cold War, its true legacy is being sunnouted by leaders well-versed in Innere Fuehrung. Grave problems remain,

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however. A sensitive application of the concepts of Innere Fuehrung can help solve some of these problems, and, in fact, some of them mirror issues from the Bundeswehr's own history, while others, such as the economic conditions in the new states that adversely affect soldiers and civilians alike, are not amenable to correction by the military alone and therefore have the potential to undo the successes of the early pioneers to the East. The Bundeswehr can certainly lay claim to one of the few success stories of the unification, but the entire story has yet to be told.

For the US Army to succeed in the 21st Century, Soldiers of all ranks must understand and use Mission Command. Mission Command empowers leaders at all levels, allowing them to synchronize all warfighting functions and information systems to seize, retain, and exploit the initiative against a range of adversaries. This collection of historical vignettes seeks to sharpen our understanding of Mission Command philosophy and practice by providing examples from the past in which Mission Command principles played a decisive role. Some vignettes show junior officers following their commander's intent and exercising disciplined initiative in very chaotic combat operations. Others recount how field grade officers built cohesive teams that relied on mutual trust to achieve key operational objectives. Each historical account is complemented by an annotated explanation of how the six Mission Command principles shaped the action. For this reason, the collection is ideal for leader development in the Army school system as well as for unit and individual professional development.

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Mission Command places great responsibility on our Soldiers.

This work is a collection of observations, insights, and advice from over 50 serving and retired Senior Non-Commissioned Officers. These experienced Army leaders have provided for the reader, outstanding mentorship on leadership skills, tasks, and responsibilities relevant to our Army today. There is much wisdom and advice "from one leader to another" in the following pages.

Will enlighten some noncommissioned officers...and frighten others. The book, based on experience throughout a long and successful career, is about leadership from the NCO perspective instead of the officer perspective.--Army Magazine

For the past three decades, Colin Powell has been among America's most trusted and admired leaders. This biography demonstrates that Powell's decades-long development as an exemplary subordinate is crucial to understanding his astonishing rise from a working-class immigrant neighborhood to the highest echelons of military and political power. Once an aimless, ambitionless teenager who barely graduated from college, Powell became an extraordinarily effective and staunchly loyal subordinate to many powerful superiors who, in turn, helped to advance his career. By the time Powell became chairman of the Joint Chiefs of Staff, he had developed into the consummate follower—motivated, competent, composed, honorable, and independent. The quality of Powell's followership faltered at times, however, while in Vietnam, during the Iran-Contra

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scandal, and after he became George W. Bush's secretary of state. Powell proved a fallible patriot, and in the course of a long and distinguished career he made some grave and consequential errors in judgment. While those blunders do not erase the significance of his commendable achievements amid decades of public service, they are failures nonetheless. Colin Powell: Imperfect Patriot is the fascinating story of Powell's professional life, and of what we can learn from both his good and bad followership. The book is written for a broad readership, and will be of special interest to readers of military history, political biography, and leadership.

" The highly anticipated follow-up to the acclaimed bestseller *Start With Why* Simon Sinek's mission is to help people wake up every day inspired to go to work and return home every night fulfilled by their work. His first book, *Start With Why*, offered the essential starting point, explaining the power of focusing on WHY we do what we do, before getting into the details of WHAT and HOW. *Start With Why* became an instant classic, with a loyal following among Fortune 500 companies, entrepreneurs, nonprofits, governments, and the highest levels of the U.S. Military. Now Sinek is back to reveal the next step in creating happier and healthier organizations. He helps us understand, in simple terms, the biology of trust and cooperation and why they're essential to our success and fulfillment. Organizations that create environments in which trust and cooperation thrive vastly out perform their competition. And, not coincidentally, their employees love working there. But

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"truly human" cultures don't just happen; they are intentionally created by great leaders. Leaders who, in hard times, would sooner sacrifice their numbers to protect their people, rather than sacrifice people to protect their numbers, are rewarded with deeply loyal teams that consistently contribute their best efforts, ideas and passion. As he did in *Start With Why*, Sinek illustrates his points with fascinating true stories from many fields. He implores us to act sooner rather than later, because our stressful jobs are literally killing us. And he offers surprisingly simple steps for building a truly human organization"--

In 1987 the Department of the Army published two documents addressing leadership at the senior level. Neither document, however, addressed the concept of leader philosophy. Although the concept, leader philosophy, is fairly well accepted there is no doctrinal guidance on what should be included in the philosophy. The VOL (Variables of Leadership) Model contains six variables which can generate considerable information and insight for a statement of leadership philosophy. The VOL Model's flexibility allows expansion of other variables of leadership as they apply to an individual situation. This simple model provides a format for the senior leader to use so that he may share his leadership philosophy with subordinates. This carefully formulated statement will pave the way for an open and productive relationship between the senior leader and his subordinates. The proper application of the VOL Model will produce well-oriented leaders who in turn can develop a leadership philosophy that will produce effective organization. What does calling, competence, confidence, character, confidentiality, community, camaraderie, compassion, courage, and charisma have to do with leadership?

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Everything! Every pastor must build upon these ten essential elements for effective leadership. Dave West explores these ten elements through the lens of his vast military experience, the Bible, and leadership theories. Each chapter encourages you to become the best leader God called you to become. Throughout this book, Dave challenges you through his personal life stories to share your stories with other pastors. You will discover how charisma serves as the bonding agent of the other nine elements to strengthen and support your leadership. If you desire to lead your organization more effectively, then this book is a must read.

General Lyman L. Lemnitzer and General Charles H. Bonesteel III illustrate the need for the Army to better understand and value manager leadership at the same level as heroism on the battlefield. Their careers demonstrate why the Army needs to look beyond the heroic model of leadership and cultivate managerial leadership. Their contributions highlight the importance of staff planning to facilitate successful command decisions. Lemnitzer and Bonesteel's leadership illustrated the manager emphasis on war as an organizational problem that is won or lost by efficiently focusing the coordination of personnel and resources effectively at the battlefield's decisive points. Lemnitzer and Bonesteel influenced the US Army's understanding of operational art from their actions in planning operations, coordinating between institutions, and driving research and development to facilitate the incorporation of the ways and means available to achieve strategic end states for America. The generals planned numerous World War II operations and shaped the Cold War policy of containment. Lemnitzer and Bonesteel's coordination between domestic agencies, military services, the Allied nations and militaries, the North Atlantic Treaty Organization states, and their diplomatic partners were critical to linking ways and means to

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achieving the desired end states. Their energy in effectively directing research and development produced technological advancements which efficiently multiplied US military combat power and capabilities in the air, sea, land, and space realms. The generals' actions influenced the Army understanding of operational art to link the ways and means available to achieve the desired end state. Lemnitzer and Bonesteel's manager leadership philosophy during times of war and peace were critical to the American Army as being the most effective fighting force in each war she entered. This paper demonstrates the importance of the manager leadership style by exploring Lemnitzer and Bonesteel's linkage of tactical actions in time, space, and purpose through the effective arrangement of personnel and resources at decisive points to achieve strategic objectives. Current Army leadership is defined as "motivating people both inside and outside the chain of command to pursue actions, focus thinking, and make decisions that accomplish the mission [with actions to include] acting decisively, within the intent and purpose of superior leaders, and in the best interest of the organization." Operational art is defined in Unified Land Operations as "the pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose." The application of operational art is "the cognitive approach by commanders and staffs -- supported by their skill, knowledge, experience, creativity, and judgment -- to develop strategies, campaigns, and operations to organize and employ military forces by integrating ends, ways, and means." An increased emphasis on manager leadership within the Army's understanding of leadership would better mold future leaders for understanding, applying, and performing operational art to achieve strategic objectives. In 2014, the National Defense Authorization Act directed the Department of Defense to reconsider the way the Army

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evaluates and selects leaders. This call for reform came after repeated surveys from the Center for Army Leadership suggested widespread dissatisfaction with the current approach. The Army today is seeking to inculcate a philosophy of mission command across the force based on a culture of mutual trust, clear intent, and decentralized initiative. It is therefore, reasonable to ask if our current performance evaluation system contributes or detracts from such a culture. This paper seeks to answer this question by considering the essential leader attributes required for the exercise of mission command and then considering practical methods for evaluating this behavior. It then reviews the history of the existing Army performance evaluation system and analyzes how well this existing system conforms to the attributes of mission command. Finally, the paper examines other methods of performance evaluation outside of the Army to determine if those methods could provide a better model. This examination includes a variety of best practice models in private business and the public sector and identified alternative approaches to performance evaluation. Competent leaders of character are necessary for the Army to meet the challenges in the dangerous and complex security environment we face. As the keystone leadership manual for the United States Army, FM 6-22 establishes leadership doctrine, the fundamental principles by which Army leaders act to accomplish their mission and care for their people. FM 6-22 applies to officers, warrant officers, noncommissioned officers, and enlisted Soldiers of all Army components, and to Army civilians. From Soldiers in basic training to newly commissioned officers, new leaders learn how to lead with this manual as a basis. FM 6-22 is prepared under the direction of the Army Chief of Staff. It defines leadership, leadership roles and requirements, and how to develop leadership within the Army. It outlines the levels of leadership

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as direct, organizational, and strategic, and describes how to lead successfully at each level. It establishes and describes the core leader competencies that facilitate focused feedback, education, training, and development across all leadership levels. It reiterates the Army Values. FM 6-22 defines how the Warrior Ethos is an integral part of every Soldier's life. It incorporates the leadership qualities of self-awareness and adaptability and describes their critical impact on acquiring additional knowledge and improving in the core leader competencies while operating in constantly changing operational environments. In line with evolving Army doctrine, FM 6-22 directly supports the Army's capstone manuals, FM 1 and FM 3-0, as well as keystone manuals such as FM 5-0, FM 6-0, and FM 7-0. FM 6-22 connects Army doctrine to joint doctrine as expressed in the relevant joint doctrinal publications, JP 1 and JP 3-0. As outlined in FM 1, the Army uses the shorthand expression of BE-KNOW-DO to concentrate on key factors of leadership. What leaders DO emerges from who they are (BE) and what they KNOW. Leaders are prepared throughout their lifetimes with respect to BE-KNOW-DO so they will be able to act at a moment's notice and provide leadership for whatever challenge they may face. FM 6-22 expands on the principles in FM 1 and describes the character attributes and core competencies required of contemporary leaders. Character is based on the attributes central to a leader's make-up, and competence comes from how character combines with knowledge, skills, and behaviors to result in leadership. Inextricably linked to the inherent qualities of the Army leader, the concept of BE-KNOW-DO represents specified elements of character, knowledge, and behavior described here in FM 6-22.

A look inside the U.S. Army War College.

What does it take to get the job done? How do you get the men in your unit to do what you say? To follow you into battle

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and shoot to kill? How you build the confidence that spurs men on to do their job, to stand by their leader and each other? Praise for Small Unit Leadership “Identifies in very specific terms what company grade officers and non-commissioned officers (NCOs) must do to ensure winning in land battle.”—Marine Corps Gazette “Colonel Malone tackles the elusive topic of leadership with a real-world, pragmatic approach. This is not a book of intellectual theorization, but of specific techniques for leading soldiers on and off the battlefield.”—U.S.N.I. Proceedings “The author condenses volumes of psychological studies into a readable and exciting book on practical military leadership.”—ARMOR “Colonel Malone not only provides handy guides on what should be done and how it should be done . . . he also aids the reader in how to know that desired results are being achieved.”—Leatherneck

There is increasing discussion and concern over the quality of Army leadership. The fact that there is growing disenchantment indicates a problem under the premise that perception is reality. The Army can neither confirm nor deny it has a leadership problem or even claim that good, sound leadership is practiced. This is because the Army does not comprehensively or officially measure the process of leadership or organizational effectiveness. Instead, it concentrates solely on evaluating mission accomplishment. Because the Army chooses to ignore organizational effectiveness and leader development programs, the most predictive outcome of its leadership philosophy training process, and evaluation emphasis is a leadership and trust crisis. This paper compares Army leadership to a leadership competency model and demonstrates that the current leadership crisis was inevitable. It then focuses on possible solutions that build on previous successful Army programs as well as lessons learned from effective, smaller scale military

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and commercial programs. Without correcting the problem across the entire Army and at every level change will be excruciating slow, if possible at all. The price may very well be the loss of at least one generation of future, effective leaders and possibly a slide back toward a hollow army ... again.

The wisdom of the handicapped (who focus on what they can do rather than what they cannot) is the foundation for a management philosophy called Building on Self Strength (BOSS). It contends that while the Army must do all things exceptionally well, its individual members do not. Instead, BOSS suggests that there is a greater payoff, because of intrinsic motivation, if we build on self strengths. The corollary, manage individual weaknesses, is best accomplished by finding ways to make weaknesses irrelevant. BOSS proposes that we stop encouraging individuals to be a jack of all trades, because we cannot afford to have masters of none. Although this management philosophy has broad application in personnel and training policies, the focus of this paper is on leader development. To be practical, BOSS must relate to the leadership competencies needed by the Army. These are described in DA Pamphlet 600-80. To apply the BOSS philosophy, it is also necessary to assess the talents of the leaders in (and entering) our Army. Developments in leadership competency assessment tools are encouraging. Recent successes in both government and private industry have shown promise. Wider use of these assessment tools seems in order. Conclusions, which support the BOSS approach to leader development and use assessment tools, are presented.

Leading Marines, first published in 1995 and updated in 2014, is the US Marines' main publication describing its leadership philosophy.

Second Place Winner of the MacArthur Military Leadership

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Writing Competition for the CGSC Class 2008-01. The United States Army should reassess its leadership philosophy, in much the same way that it reconsidered its view of Army Operations with FM 3-0, in order to account for evolutions in our society as well as an increasingly complex and uncertain operating environment for the Army in the 21st century. While the Army's doctrine has certainly matured regarding the subjects of leadership and leader development, with pertinent regulations and field manuals updated within the last two years, the Army has yet to fully account for modern demands on Army leaders, changes in society, and potential improvements in the Army's leadership climate. Despite efforts by Army leaders like General Shinseki to evaluate our leader development programs and subsequently examine Army culture as it effects leadership and leader development¹, our doctrine and practices remain deeply rooted in historical traditions - heavily biased by relatively sophomoric assumptions about what leadership is and how it is best practiced. We lack critical reflection on the subject - an appreciation of other ways to look at leadership and leader development and an understanding of why our doctrine is rather than simply what it is. This paper is an attempt to critically examine several aspects of the Army's view on leadership in the 21st century and posit recommendations for change to better prepare our Army's leaders for current and future circumstances.

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