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**FM 6-22 Army Leadership**  
*"Organizational and Strategic  
Level Leadership"*

*Competent, Confident, and Agile*

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**Levels of Leadership**

- What are the different levels of leadership within the cadet program?
- What are some of the skills needed to lead at the higher levels?



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**Levels of Leadership**



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 Levels of Leadership 

- Direct → Face to face or first-line leadership
- Organizational → Indirect leadership through more levels of subordinates
- Strategic → Major command

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 Organizational Level Leadership 

An organizational leader must guide his subordinates to fulfill missions provided by strategic leaders. He must convey to the direct leaders under him his intent and manage his resources and personnel to achieve the mission.



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 Skills for Organizational Level Leaders 

- Indirect Influence
- Negotiation
- Farsighted
- Build teams and consensus
- Develop self and others
- Master resources and systems

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### Strategic Level Leadership



Strategic level positions involve influencing large complex organizations with several thousand people. A strategic leader must have vision and the ability to make others understand that vision. The Cadet Corps 10<sup>th</sup> Corps is the strategic level of cadet leadership.

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### Skills for Strategic Level Leaders



- Understanding of organizational, national, and world politics (geo-political)
- Long-term vision
- Embracing institutional change
- Highly adaptable and self-renewing
- Exert leadership through communicating, inspiring, and motivating
- Negotiating within and beyond national boundaries
- Building strategic consensus
- Mentoring next generation of strategic leaders

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### Competency Based Leadership



	Leads Others	Extends Influence Beyond Chain of Command	Leads by Example	Communicates
Lead	Provide purpose, motivation, inspiration, enforce standards, balance mission and welfare of Soldiers.	Build trust outside lines of authority, understand spheres, needs and limits of influence, negotiate, build consensus, resolve conflict.	Display character, lead with confidence in adverse conditions, demonstrate competence.	Listen actively, state goals for action, ensure shared understanding.
Develop	Creates a Positive Environment	Prepares Self	Develops Leaders	
	Set the conditions for positive climate, build teamwork and cohesion, encourage initiative, demonstrate care for people.	Be prepared for expected and unexpected challenges, expand knowledge, self awareness.	Assess developmental needs, develop on the job, supports professional and personal growth, help people learn, counsel, coach and mentor, build team skills and processes.	
Achieve	Gets Results			
	Provide direction, guidance, and priorities, develop and execute plans, accomplish tasks consistently.			

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**Applying Competencies Across Leader Levels**

<b>Strategic</b>	<p><b>Communicating</b> – symbolic themes, multiple-purpose messages</p> <p><b>Developing others</b> – identify needs of next generation of leaders</p>
<b>Organizational</b>	<p><b>Communicating</b> – inspire through choice &amp; approach of message</p> <p><b>Developing others</b> – set policy for org. development</p>
<b>Direct</b>	<p><b>Communicating</b> – ensure shared understanding</p> <p><b>Developing others</b> – conduct professional growth counseling</p>

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**From Vision to Victory**

- General Norman Schwarzkopf
- CINC/CENTCOM during Desert Storm
- Briefed vision and goals 14 November 1990



Read vignette

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**From Vision to Victory**

*"Destroy the Republican Guard."*

GEN Norman Schwarzkopf  
Commander, CENTCOM  
Briefing 14 Nov 90 in Dhahran



- Vision and objectives
  - Clear
  - Focused
- Communicated horizontally and vertically
- Empowered subordinates

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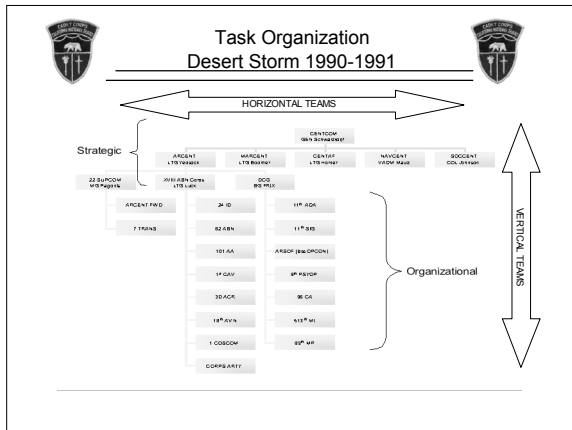
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**Schwarzkopf Vignette**

From Vision to Victory

General Schwarzkopf knew that this 14 November briefing was probably his most important during the planning phase for Desert Storm. He wanted to ensure that no one would leave with questions about the mission ahead.

He laid out his analysis of Iraq's forces: their force strength, their willingness to use chemical weapons, along with their weaknesses. He emphasized the strengths of his own forces and then revealed his vision. He laid out several objectives including destroying the Iraqi's capability as an effective fighting force. His message was clear – "destroy the Republican Guard."

One of Schwarzkopf's subordinate commanders reported in a later interview that it was "a mission that even privates could understand and one upon which they could all concentrate their efforts."

What had begun as a close-hold planning process was communicated horizontally and vertically so that each commander from division level and up heard the concept of operations from Schwarzkopf himself.

Schwarzkopf was pleased that he had been given full authority by the President and Secretary of Defense to carry out his mission. In return, he stayed out of his commanders' way, allowing them to focus on their jobs and not be distracted by higher headquarters.

In mid-January 1991 when word was given by President Bush to begin the operation, those tasked with carrying out the orders knew what their commander expected.

The mission succeeded in driving the Iraqi occupying forces out and liberating Kuwait. Air superiority was gained and maintained and much of Saddam Hussein's infrastructure and command and control were defeated during the conflict. Stability in the Gulf Region was regained and the Republican Guard never fully recovered its fighting capability.

[Return to slide](#)

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