

Chapter 3

Leadership Roles, Leadership Levels, and Leadership Teams

3-1. Army leaders of character lead by personal example and consistently act as good role models through a dedicated lifelong effort to learn and develop. They achieve excellence for their organizations when followers are disciplined to do their duty, committed to Army values, and feel empowered to accomplish any mission, while simultaneously improving their organizations with focus towards the future.

3-2. As their careers unfold, Army leaders realize that excellence emerges in many shapes and forms. The Army cannot accomplish its mission unless all Army leaders, Soldiers, and civilians accomplish theirs-whether that means filling out a status report, repairing a vehicle, planning a budget, packing a parachute, maintaining pay records, or walking guard duty. The Army consists of more than a single outstanding general or a handful of combat heroes. It relies on hundreds of thousands of dedicated Soldiers and civilians-workers and leaders-to accomplish missions worldwide.

3-3. Each of their roles and responsibilities is unique, yet there are common ways in which the roles of various types of leaders interact. Every leader in the Army is a member of a team, a subordinate, and at some point, a leader of leaders.

ROLES AND RELATIONSHIPS

3-4. When the U.S. Army speaks of Soldiers, it refers to commissioned officers, warrant officers, non-commissioned officers (NCOs), and enlisted Soldiers. The term commissioned officer refers to officers serving under a presidential commission in the rank of chief warrant officer 2 through general. An exception is those in the rank of warrant officer 1 (WO1) who serve under a warrant issued by the Secretary of the Army. Army civilians are employees of the Department of the Army and, like all Soldiers, are members of the executive branch of the federal government. All Army leaders, Soldiers and Army civilians share the same goals: to support and defend the Constitution against all enemies, foreign and domestic, by providing effective Army landpower to combatant commanders, and to accomplish their organization's mission in peace and war.

3-5. Although the Army consists of different categories of personnel serving and empowered by different laws and regulations, the roles and responsibilities of Army leaders from all organizations overlap and complement each other. Formal Army leaders come from three different categories: commissioned and warrant officers, noncommissioned officers, and Army civilians.

3-6. Members of all these categories of service have distinct roles in the Army, although duties may sometimes overlap. Collectively, these groups work toward a common goal and should follow a shared in-situational value system. Army leaders often find themselves in charge of units or organizations populated with members of all these groups.

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COMMISSIONED AND WARRANT OFFICERS

3-7. Commissioned Army officers hold their grade and office under a commission issued under the authority of the President of the United States. The commission is granted on the basis of special trust and confidence placed in the officer's patriotism, valor, fidelity, and abilities. The officer's commission is the grant of presidential authority to direct subordinates and subsequently, an obligation to obey superiors. In the U.S. Army, commissioned officers are those who have been appointed to the rank of second lieutenant or higher or promoted to the rank of chief warrant officer 2 (CW2) or higher.

3-8. Commissioned officers are essential to the Army's organization to command units, establish policy, and manage resources while balancing risks and caring for their people. They integrate collective, leader and Soldier training to accomplish the Army's missions. They serve at all levels, focusing on unit operations and outcomes, to leading change at the strategic levels. Commissioned officers fill command positions. Command makes officers responsible and accountable for everything their command does or fails to do. Command, a legal status held by appointment and grade, extends through a hierarchical rank structure with sufficient authority assigned or delegated at each level to accomplish the required duties.

3-9. Serving as a commissioned officer differs from other forms of Army leadership by the quality and breadth of expert knowledge required, in the measure of responsibility attached, and in the magnitude of the consequences of inaction or ineffectiveness. An enlisted leader swears an oath of obedience to lawful orders, while the commissioned officer promises to, "well and faithfully discharge the duties of the office." This distinction establishes a different expectation for discretionary initiative. Officers should be driven to maintain the momentum of operations, possess courage to deviate from standing orders within the commander's intent when required, and be willing to accept the responsibility and accountability for doing so. While officers depend on the counsel, technical skill, maturity, and experience of subordinates to translate their orders into action, the ultimate responsibility for mission success or failure resides with the commissioned officer in charge.

3-10. The cohorts differ in the magnitude of responsibility vested in them. The life and death decisions conveyed by noncommissioned officers and executed by Soldiers begin with officers. There are different legal penalties assigned for offenses against the authority of commissioned and non-commissioned officers, and there are specific offenses that only an officer can commit. Officers are strictly accountable for their actions. Senior officers bear a particular responsibility for the consequences of their decisions and for the quality of advice given-or not given-to their civilian superiors.

3-11. Like all Army leaders, Army values guide officers in their daily actions. These values manifest them-selves as principles of action. Another essential part of officership is a shared professional identity. This self-concept, consisting of four interrelated identities, inspires and shapes the officer's behavior. These identities are warrior, servant of the Nation, member of a profession, and leader of character. As a warrior and leader of warriors, the officer adheres to the Soldier's Creed and Warrior Ethos. An officer's responsibility as a public servant is first to the Nation, then to the Army, then his unit and his Soldiers. As a professional, the officer is obligated to be competent and stay abreast of changing requirements. As a leader of character, officers are expected to live up to institutional and national ethical values.

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3-12. Warrant officers possess a high degree of specialization in a particular field in contrast to the more general assignment pattern of other commissioned officers. Warrant officers command aircraft, maritime vessels, special units and task organized operational elements. In a wide variety of units and headquarters specialties, warrants provide quality advice, counsel, and solutions to support their unit or organization. They operate, maintain, administer, and manage the Army's equipment, support activities, and technical systems. Warrant officers are competent and confident warriors, innovative integrators of emerging technologies, dynamic teachers, and developers of specialized teams of Soldiers. Their extensive professional experience and technical knowledge qualifies warrant officers as invaluable role models and mentors for **junior officers** and NCOs.

3-13. Warrant officers fill a variety of positions at company and higher levels. Junior warrants, like junior officers, work with Soldiers and NCOs. While warrant positions are usually functionally oriented, the **leadership roles of warrants are the same as other leaders and staff officers**. They lead and direct Soldiers and make the organization, analysis, and presentation of information manageable for the commander. Senior warrants provide the commander with the benefit of years of tactical and technical experience.

3-14. As warrant officers begin to function at the higher levels, they become "systems-of-systems" experts, rather than specific equipment experts. As such, they must have a firm grasp of the joint and multinational environments and know how to integrate systems they manage into complex operating environments.

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