The pillars of Army leadership

In 1973, the U.S. Army training manual outlined a leadership philosophy called “Be, Know and Do.” Over the years, a number of leaders have credited that philosophy for their success.

Here’s how you can apply it:

- **Be**, by embodying loyalty, duty, respect, selfless service, honor, integrity and personal courage.

- **Know**, by mastering what you need to know in your field, such as technical knowledge, world trends and relevant skills.

- **Do**, by engaging in three activities:
  1. Influencing (making decisions and motivating people).
  2. Operating (reaching immediate objectives).
  3. Improving (helping your organization do better).

— Adapted from *Be, Know, Do, the Official Army Leadership Manual: Leadership the Army Way*, Eric, K. Shinseki and Richard Cavanagh, Jossey-Bass.