

CGS'S LEADERSHIP INTENT

Taken from the foreword to the British Army's Leadership Doctrine



My intent for leadership directs that we apply our philosophy of mission command in both wartime and peacetime, with our approach to both being as similar as possible. Mission command is based on mutual trust between leaders and those they lead. Leaders have a duty to provide the guidance, including resources and constraints that allow subordinates to use their initiative and judgment. In return subordinates have a duty to act with loyalty and discipline. Trust is a two-way process that is guaranteed by every soldier, whether leader or led, living our Values and Standards and setting an appropriate example – it is about doing as you would be done by.

This is a culture that empowers all leaders at every level. It generates agility and tempo. This enables us to overcome an enemy in the most chaotic and demanding circumstances. It allows us to unlock everyone's potential to seize winning opportunities, however fleeting. Leaders must empower their subordinates routinely because this will give them the confidence to act boldly and independently on the battlefield. We must strive to maximise the potential of all our soldiers and use their talent to help us win. This requires leaders to know those they lead, to understand them, and to place the care of their subordinates at the forefront of all that they do.

This means leaders must tolerate risk and accept honest mistakes as a natural part of leader development. Micro-management and over assurance has no place on the battlefield, and it must not be a feature in peacetime either. This is not about encouraging soldiers to be reckless or to gamble; it is about accepting errors in the pursuit of calculated risk taking, boldness and initiative.

I am committed to empowerment and to mission command; I want to unlock the potential of every soldier – in return I expect all soldiers to live by our Values and Standards, to approach every day with an open-minded attitude that sees the potential in everyone, refuses to allow intolerance and unacceptable behaviour, and is committed to seizing the opportunities that mission command offers. Remember that the standard you walk past - without taking any action - is the standard that you accept."