



**MCWP 6-10**  
**(Formerly MCWP 6-11)**

---

# Leading Marines

---



**US Marine Corps**

---

**DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.**



**PCN 143 000129 00**

CD&I (C 116)

23 January 2019

ERRATUM

to

MCWP 6-10

LEADING MARINES

1. Change the last sentence of the Staff NCO Creed, on page A-22, to read as follows:

*I shall be fair in my personal relations, just in the enforcement of discipline, true to myself and my fellow Marines, and equitable in my dealing with everyone.*

2. File this transmittal sheet in the front of this publication.

PCN 143 000129 81

This Page Intentionally Left Blank

DEPARTMENT OF THE NAVY  
Headquarters United States Marine Corps  
Washington, D.C. 20350-3000

4 April 2018

CHANGE 1 to MCWP 6-10  
Leading Marines

1. This publication has been edited to ensure gender neutrality of all applicable and appropriate terms, except those terms governed by higher authority. No other content has been affected.
2. File this transmittal sheet in the front of this publication.

Reviewed and approved this date.

BY DIRECTION OF THE COMMANDANT OF THE  
MARINE CORPS

A handwritten signature in black ink, reading "Robert S. Walsh". The signature is written in a cursive, flowing style with a large initial 'R' and a long, sweeping underline.

ROBERT S. WALSH  
Lieutenant General, U.S. Marine Corps  
Deputy Commandant for Combat Development and Integration

Publication Control Numbers:

Publication: 143 000129 00

Change: 143 000129 01

CD&I (C 116)

2 May 2016

ERRATUM

to

MCWP 6-11

LEADING MARINES

1. Change all instances of MCWP 6-11, Leading Marines, to MCWP 6-10, Leading Marines.

2. File this transmittal sheet in the front of this publication.

PCN 143 000129 80

This Page Intentionally Left Blank

DEPARTMENT OF THE NAVY  
Headquarters United States Marine Corps  
Washington, D.C. 20380-1775

1 August 2014

FOREWORD

Since our 30th Commandant, General Carl E. Mundy, first published *Leading Marines* in 1995, it's had a positive impact throughout our Marine Corps. It's generated spirited discussions about what it means to be a Marine, and how to lead Marines, and it is the base document for the leadership curriculum in all our resident schools. Our philosophy of leadership, as described in this publication, is in consonance with our rich and storied past.

That said, it was time to update *Leading Marines*. As Marines, we lead by example, often instilling values using stories. During the last 13 years of continuous combat, Marines have added to our legacy, some of their stories superbly illustrating our leadership philosophy. You'll recognize many of those stories herein. We speak in this publication about those timeless attributes that form the soul of our Corps . . . those attributes that carried Marines forward through the wheat fields of Belleau Wood to the strongholds of Fallujah and Marjah. Additionally, our core values, leadership traits, and leadership principles are given added emphasis in this edition. In the end, the intent of this revision is to better describe our timeless leadership philosophy. It was in this spirit that *Leading Marines* was revised.

Simply put, this publication describes the leadership philosophy that distinguishes the U.S. Marine Corps. This publication is not meant

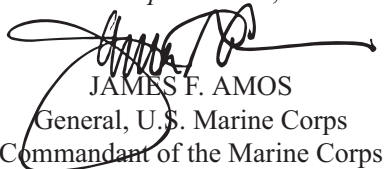


to be a “how to” guide on leadership, rather, it provides broad guidance in the form of concepts and values.

Additionally, *Leading Marines* is not designed as a reference manual; it is meant to be read from cover to cover. Its three chapters have a natural progression. Chapter 1 describes our ethos—who we are and what we do for our Nation. Building on that understanding, Chapter 2 covers the foundations of Marine Corps leadership. Chapter 3 then addresses overcoming the challenges our leaders face.

Once you read this publication, I charge you to discuss it with your peers, subordinates, and seniors. As General Mundy laid out in his foreword to the original publication in 1995, leading Marines is the most important responsibility in our Corps, and thus we must educate the heart and mind to prevail on the battlefield and in the barracks, in war and in peace.

*Semper Fidelis,*



JAMES F. AMOS  
General, U.S. Marine Corps  
Commandant of the Marine Corps

Publication Control Number: 143 000129 00

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

# **Leading Marines**

## **Introduction**

### **Chapter 1. Our Ethos**

Making Marines: The Transformation — Our Core Values —  
Our Naval Character and Expeditionary Mindset — Every  
Marine a Rifleman — Selflessness — Marine Traditions

### **Chapter 2. Foundations of Leadership**

The Relationship Between Leaders and Their Marines —  
Leadership Traits — Leadership Principles — Morale —  
Discipline — Setting the Example — Taking Charge —  
Physical Courage — Moral Courage

### **Chapter 3. Overcoming Challenges**

Friction — Moral Challenge — Physical Challenge —  
Adaptability — Innovation — Decentralization — The  
Indomitable Will to Win — Combat Power and Winning

## **Epilogue**

**Appendices**

The Oaths — *Marine Corps Manual*, Paragraph 1100—  
Promotion Warrants and Commissions — The Creeds

**Notes**

**To Our Readers**

# Introduction

The act of leading Marines is a sacred responsibility and a rewarding experience. This publication describes a leadership philosophy that speaks to **who we are** as Marines. It is about the relationship between the leader and the led. It is also about the bond between all Marines that is formed in the common forge of selfless service and shared hardships. It's in this forge where Marines are hardened like steel, and the undefinable spirit that forms the character of our Corps is born. It draws from shared experiences, hardships, and challenges in training and combat.

*Leading Marines* is not meant to be read passively; as you read this publication, think about the material. You should reflect on, discuss, and apply the concepts presented in this publication. Furthermore, it is the responsibility of leaders at all levels to mentor and develop the next generation of Marine leaders. This publication contains numerous vignettes, drawn from our rich history, to give substance to the concepts. Marine leaders should add to these examples by sharing their own experiences with their Marines.

To effectively lead Marines, you must first understand what it is to be a Marine; you need to know **who we are** and **what we do** for our Nation. Our core values and traditions lie at the heart of our Marine Corps ethos and form the basis of the first chapter. The second chapter focuses on the foundations of Marine Corps leadership—the relationship between the leader and the led and the leadership traits and principles that are taught to every