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Distributed Leader Course (DLC)

“Bridging the Operational and Institutional Domains”

Teaches initial term Soldiers to communicate ideas and thoughts clearly, recognize the need for strong character and values, demonstrate tactical and technical competence, and take initiative to become a lifelong learner by exploring interests and pursuing a civilian education. DLC I is a 45 hour course consisting of 20 lessons and serves as a prerequisite for the Basic Leader Course (BLC).

Grooms sergeants to react to cultural dynamics in the joint, interagency, intergovernmental, and multinational environment; develop self and subordinates to use sound and ethical judgement; be an agile and a multi-skilled leader in the operating environment even when information is ambiguous and uncertain; and be accountable with moral and ethical character when managing programs. DLC II is a 44 hour course consisting of 15 lessons and serves as a prerequisite for the Advanced Leader Course (ALC).

Provides the staff sergeant an opportunity to improve as a leader, a professional, and as an individual. This course further develops the leadership skills needed to lead a platoon size element and to make quick, accurate decisions that are in the best interest of the mission and Soldiers. DLC III is a 40 hour course consisting of 17 lessons and serves as a prerequisite for the Senior Leader Course (SLC). To further their education on joint military doctrine, Soldiers are encouraged to complete the Senior Enlisted Joint Professional Military Education level I (SEJPME-I) course via Joint Knowledge Online (JKO).

Develops the sergeant first class to lead at the unit and organizational level. Soldiers will develop the skills necessary to ensure the unit is ready, trained, proficient, disciplined, and motivated. The course prepares the learner for unit-level administrative and staff roles to ensure successful operations. DLC IV is a 43 hour course consisting of 23 lessons and serves as a prerequisite for the Master Leader Course (MLC). It is recommended that upon completion of this DLC level, Soldiers complete SEJPME-II, a course that prepares senior enlisted leaders to successfully support activities and supervise multiple Service members in a joint organization environment.

Prepares master sergeants and first sergeants to close the gap between tactical and strategic planning. Learners analyze and apply knowledge, which will assist them in carrying out policies and standards on the performance, training, appearance, and conduct of enlisted personnel resulting in senior leaders who are ready to advise and initiate recommendations pertaining to the local NCO support channel. DLC V is a 47 hour course consisting of 13 lessons and serves as the prerequisite for the Sergeants Major Course (SMC).

Educates senior 6C/6S and 7C/7S to perform senior-level duties at brigade level positions in today’s operational environment (OE). This course provides the Army with self-aware, adaptive leaders of character and competence with the skills to shape and overcome the friction created by uncertainty and operate in any operational environment. DLC VI is a 34 hour course consisting of 12 lessons and will serve as a prerequisite for the Nominative Leader Course (NLC).
Mission Statement
Provide professional military education that develops enlisted leaders into fit, disciplined, well-educated professional capable of meeting the challenges of an increasingly complex world.

Vision Statement
The premier institution driving innovative development for enlisted leaders; constantly focused on readiness.
Preface
This reference curriculum is for Soldiers who want to know more about Noncommissioned Officer Professional Military Education courses. The reference curriculum books consist of three volumes.

Volume I:
Basic Leader Course (BLC)
Advanced Leader Course-NCO Common Core Competencies (ALC-NCO C3)
Senior Leader Course-NCO Common Core Competencies (SLC-NCO C3)
Master Leader Course (MLC)

Volume II:
Distributed Leader Courses (DLC) I - VI

Volume III:
Battle Staff NCO Course (BSNOCOC)
Commandant Pre-Command Course (CPCC)
Distributed Leader Course Level I (DLC I)

Description
Distributed Leader Course Level I (DLC I) teaches initial term Soldiers to communicate ideas and thoughts clearly, recognize the need for strong character and values, demonstrate tactical and technical competence, and take initiative to become a lifelong learner by exploring interests and pursuing a civilian education. DLC I is a 45 hour course consisting of 20 lessons and serves as a prerequisite for the Basic Leader Course (BLC).

Terminal Learning Objectives (TLOs)
Analyze Army Leadership, Mission Command, Operations, and Training.
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**Total DLC I Hours** 45
Lesson DLC100 – Course Overview

Description
This introductory lesson will help prepare the student to successfully complete the Distributed Leader Course (DLC) Level I, as well as, to retain the knowledge gained in the course.

Hours: 1

Learning Objectives/Outcomes
Identify how to successfully complete DLC I.

Learning Domain: Cognitive
Level of learning: Understand

References/Readings
TRADOC Pam 525-8-3, The U.S. Army Training Concept 2012-2020, 7 January 2011

Lesson DLC101 – The Army Learning Concept 2020-2040

Description
This lesson familiarizes the student with recent changes in how the Army Professional Military Education is shifting from lecture based to facilitation-based instruction. At the end of this lesson, the student will be able to describe how we learn and describe the Army Learning Concept.

Hours: 1.5

Learning Objectives/Outcomes
Interpret the Army Learning Concept.

Learning Domain: Cognitive
Level of Learning: Remember

References/Readings
TRADOC Pam 525-8-2, The U.S. Army Learning Concept for Training and Education 2020-2040, April 2017

Lesson DLC102 – Professional Military Education (PME) Effective Learning Techniques

Description
This lesson familiarizes the student with how to be successful in Professional Military Education (PME) by employing effective study strategies and academic skills, developing self-management skills and fostering critical thinking skills necessary to complete college level courses successfully. At the end of this lesson, the student will interpret a growth mindset versus a fixed mindset, define how we learn, identify good reading habits and improvement strategies, describe good study habits, detect reach back opportunities and better search capabilities.

Hours: 2.5

Learning Objectives/Outcomes
Apply Professional Military Education (PME) learning skills.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
AFMS Policy Letter #8, Academic Integrity Policy, 5 October 2017

AR 350-1, Army Training and Leader Development, 10 December 2017

TRADOC Regulation 350-70, Army Learning Policy and Systems, 10 July 2017

Lesson DLC103 – STEP & NCOPDS Program Components

Description
This lesson familiarizes the student with how to comprehend the STEP & NCOPDS program components. At the end of this lesson, the student will connect the Army’s Select, Train, Education, Promote (STEP) and Noncommissioned Officer Professional Development System (NCOPDS) program components, navigate through the leader development tool termed the Army Career Tracker (ACT), and prepare and Individual Development Plan that best meets the student’s goals and desires.

Hours: 2.5
Objectives/Outcomes
Interpret the Army’s Select, Train, Educate, Promote (STEP) and Noncommissioned Officer Professional Development System (NCOPDS) program components.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
ADRP 1, The Army Profession, 14 June 2015
AR 350-1, Army Training and Leader Development, 10 December 2017
AR 600-8-19, Enlisted Promotions and Reductions, 16 May 2019
TC 7-22.7, Noncommissioned Officer Guide, 7 April 2015

Lesson DLC104 – Customs, Courtesies, and Traditions

Description
This lesson familiarizes the student with how to connect customs, courtesies, and traditions of the service. At the end of this lesson, the student will review Army customs; review the courtesies rendered to the nation, superiors, and dignitaries; review traditions of the Army; and interpret the significance of Army customs, courtesies, and traditions, and how they relate to good order and discipline. The student will distinguish the importance of being an Army professional and instill pride in service.

Hours: 2.5

Learning Objectives/Outcomes
Connect Army customs, courtesies, and traditions of the service.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
TC 7-22.7, Noncommissioned Officer Guide, 7 April 2015
AR 600-25, Salutes, Honors, and Courtesy, 10 September 2019

Lesson DLC105 – Army Oath, Creeds, and Norms of Soldier Conduct

Description
This lesson familiarizes the student with how to explore the Army Oath of Enlistment, Creeds, and Norms of Soldier Conduct. At the end of this lesson, the student will take great pride in reviewing the Army Ethic origins and our shared identity; the Creeds and Oath of Enlistment; the Norms of Conduct including Army Values, Soldier’s Rules, and codes of conduct; and interpret what is meant by Exemplary Soldier Conduct. The student will be able to internalize and model appropriate actions and behaviors foundational to the Army Profession.

Hours: 2

Learning Objectives/Outcomes
Explore the Army Oath, Creeds and Norms of Soldier conduct.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
ADRP 1, The Army Profession, 14 June 2015

Lesson DLC106 – Time Management

Description
This lesson familiarizes the student with how to manage time on tasks and projects by employing effective study strategies and academic skills, developing self-management skills and fostering critical thinking skills necessary to successfully complete college level courses. At the end of this lesson, the student will be able to connect goals with unit mission, review questions for clarity, order job tasks, classify planning methods, prepare job tasks schedules, and interpret the significance of time management.

Hours: 2.5

Learning Objectives/Outcomes
Manage time on tasks and projects.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
None.
Lesson DLC107 – Introduction to Knowledge Management

Description
This lesson familiarizes the student with how to distinguish the elements of knowledge management to support decision-making. At the end of this lesson, the student will be able to review Knowledge Management principles and how they relate to readiness. The student will also prepare a Leader’s Book to start managing knowledge, and review the Job Book in The Digital Training Management System (DTMS). This lesson will assist the students in developing best practices to maintain readiness.

Hours: 2

Learning Objectives/Outcomes
Interpret knowledge management principles.
Learning Domain: Cognitive
Level of Learning: Remember

References/Readings
ADRP 6-0, Mission Command, 17 May 2012

AER Form 57R, 14 July 2015


Lesson DLC108 – Budgeting and Personal Finance

Description
This lesson familiarizes the student with how to develop a plan for financial readiness using available tools and resources. The student will also identify sources of emergency financial aid for themselves and team members. At the end of this lesson, the student will prepare a personal budget; review Army resources to support financial emergencies; and employ free tools and websites to build, track, and manage the student’s money.

Hours: 2.5

Learning Objectives/Outcomes
Prepare a personal financial plan.
Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
AR 930-4, Army Emergency Relief, 5 May 2019

AER Form 57R, 14 July 2015

Financial Management Plan (FMP)

DoDD 1332.25, Transition Assistance Program (TAP) for Military Personnel, 9 November 2018

Lesson DLC109 – Transitioning to Civilian Life

Description
This lesson familiarizes the student with how to transition to civilian life. The student will develop a Frequently Asked Questions sheet on transitioning programs from the military to the civilian sector. At the end of this lesson, the student will review components of the Transition Goals, Plans, and Success (GPS) Program, review benefits and requirements of the Soldier for Life, Transition Assistance Program (SFL-TAP).

Hours: 2.5

Learning Objectives/Outcomes
Review Army programs that support transition to civilian life.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
AR 600-81, Soldier for Life – Transition Assistance Program, 17 May 2016

Lesson DLC110 – Communication Skills

Description
This lesson familiarizes the student with how to be a better communicator. At the end of this lesson, the student will develop knowledge and skills pertaining to the fundamental theories, concepts, vocabulary, and practices related to the discipline of communication. Topic areas the lesson addresses include the process of communication, types of communication such as verbal and nonverbal, interpreting characteristics of effective communication like listening skills, as well as ways to improve communication skills.

Hours: 2.5

Learning Objectives/Outcomes
Interpret communication types.

Learning Domain: Cognitive
Level of Learning: Remember
Lesson DLC111 – Introduction to Grammar and Writing

Description
This lesson familiarizes the student with the components of the writing and editing process. At the end of this lesson, the student will be able to apply writing and editing principles to develop fluency and accuracy in writing sentences, paragraphs, short essays, and practice rewriting sentences. This lesson is designed to teach the rules of punctuation, mechanics, grammar, and sentence structure.

Hours: 2

Learning Objectives/Outcomes
Apply the writing and editing process.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
AFH 33-337, The Tongue and Quill, 27 May 2015

Lesson DLC112 – Our Service and Army Doctrine

Description
This lesson familiarizes the student with how Army doctrine frames military operations. The student will connect how being tactically and technically proficient on the job supports the doctrinal framework and how the Army runs. At the end of this lesson, the student will be able to review the Army - Our Service, Operational Concepts for Unified Land Operations, and interpret the significance of being tactically and technically proficient.

Hours: 2.5

Learning Objectives/Outcomes
Connect how Army doctrine frames military operations.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
ADP 1, The Army, 31 July 2019

Lesson DLC113 – Perspectives and Contributions of NCOs Throughout History

Description
This lesson familiarizes the student with how the historical perspectives and contributions of NCOs helped shape the Army of today. The student will connect with historical examples of past NCO leaders who shaped the impact and professionalism of the NCO Corps. At the end of this lesson, the student will be able to review the history of the Army, the historical development of the NCO, and interpret the significance of studying historical examples of NCO Leaders.

Hours: 2.5

Learning Objectives/Outcomes
Interpret how NCOs helped shape the Army of today.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
CMH Pub 70-38, Story of the Noncommissioned Officer Corps (CLOTH), 2010
TC 7-22.7, Noncommissioned Officer Guide, 7 April 2015
Lesson DLC114 – Conducting Squad Drills and Ceremonies

**Description**
This lesson reviews the procedures for conducting a squad drill and setting up ceremonies. At the end of this lesson, the student will review the procedures for forming the squad, the types of intervals, the procedures for aligning the squad, the procedures for marching the squad, and the procedure for conducting a squad leader's inspection.

_Hours: 2.5_

**Learning Objectives/Outcomes**
Review the procedures for conducting a squad drill and setting up ceremonies.
Learning Domain: Cognitive
Level of Learning: Understand

**References/Readings**
TC 3-21.5, Drill and Ceremonies, 20 January 2012

Lesson DLC115 – The Roles, Duties, and Responsibilities of the SGT

**Description**
This lesson familiarizes the student with the sergeant’s role, duties, and responsibilities. At the end of this lesson, the student will be prepared for the increasing roles, duties, and responsibilities as a new Noncommissioned Officer (NCO) to lead teams by reviewing the sergeant's role, identifying the three types of SGT duties, and the types of SGT responsibilities.

_Hours: 2_

**Learning Objectives/Outcomes**
Interpret the sergeant’s role, duties, and responsibilities.
Learning Domain: Cognitive
Level of Learning: Understand

**References/Readings**
TC 7-22.7, Noncommissioned Officer Guide, 7 April 2015

Lesson DLC116 – Nutritional Standards and Principles of Weight Loss

**Description**
This lesson familiarizes the student with how to implement nutritional standards and principles of weight loss in supporting unit readiness. At the end of this learning event, the student will be able to prepare Army nutrition programs, calculate energy requirements, assist Soldiers with weight loss challenges, and employ nutrition resources, tools, and techniques. This lesson will assist students in developing healthy habits to maintain readiness.

_Hours: 2.5_

**Learning Objectives/Outcomes**
Implement nutritional standards.
Learning Domain: Cognitive
Level of Learning: Remember

**References/Readings**
AR 30-22, Army Food Program, 17 July 2019
AR 40-25, Nutrition Standards and Education, 3 January 2017
AR 600-9, The Army Body Composition Program, 16 July 2019
USAPHCTG 358, Army Weight Management Guide, December 2017

Lesson DLC117 – The Risk Management (RM) Process

**Description**
This lesson familiarizes the student with the risk management (RM) process. At the end of this lesson, the student will be able to apply the basic principles of RM process and effectively employ the five steps of the RM process. This lesson will introduce learners on how to apply and mitigate risks using DD Form 2977 as a tool.

_Hours: 2_

**Learning Objectives/Outcomes**
Apply the Risk Management (RM) process.
Learning Domain: Cognitive
Level of Learning: Apply

**References/Readings**
Lesson DLC118 – Government Property Accountability

Description
This lesson familiarizes the student with how to follow the appropriate administrative measures for accounting for lost, damaged, and destroyed property. At the end of this learning event, the student accounting will be able to identify principles of property and property categories, distinguish the difference between accountability and responsibility, and identify the inspection and inventory procedures. This lesson will assist students in maintaining readiness through property accountability.

Hours: 2.5

Learning Objectives/Outcomes
Account for government property.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
AR 735-5, Property Accountability Policies, 9 November 2016


Lesson DLC119 – Map Reading and Land Navigation

Description
This lesson familiarizes the student with conducting land navigation. The student must be able to read and interpret maps in order to move quickly and effectively in the operating environment. This lesson will assist the student in maintaining readiness by refreshing map reading and land navigation skills. At the end of this lesson, the student will be able to apply the purpose and care of military maps, military map symbols, map reference system terminology, map reading and land navigation principles, convert distance on the map to distance on the ground, and employ the methods of expressing direction on a map.

Hours: 2.5

Learning Objectives/Outcomes
Conduct land navigation.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
TC 3-25.26, Map Reading and Land Navigation, 15 November 2013
Distributed Leader Course Level II (DLC II)

Description
Distributed Leader Course Level II (DLC II) grooms sergeants to react to cultural dynamics in the joint, interagency, intergovernmental, and multinational environment; develop self and subordinates to use sound and ethical judgement; be an agile and a multi-skilled leader in the operating environment even when information is ambiguous and uncertain; and be accountable with moral and ethical character when managing programs. DLC II is a 44 hour course consisting of 15 lessons and serves as a prerequisite for the Advanced Leader Course (ALC).

Terminal Learning Objectives (TLOs)
Analyze Army Leadership, Mission Command, Operations, and Training.
## Course Map

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<td>DLC203</td>
<td>Elements of the Army Profession</td>
<td>3.5</td>
</tr>
<tr>
<td>DLC204</td>
<td>Fundamentals of Management Within the Army</td>
<td>4</td>
</tr>
<tr>
<td>DLC205</td>
<td>Mission Command and Unified Land Operations</td>
<td>4</td>
</tr>
<tr>
<td>DLC206</td>
<td>Effective Public Speaking Skills</td>
<td>3.5</td>
</tr>
<tr>
<td>DLC207</td>
<td>Elements of Effective Writing</td>
<td>3</td>
</tr>
<tr>
<td>DLC208</td>
<td>Introduction to APA</td>
<td>3.5</td>
</tr>
<tr>
<td>DLC209</td>
<td>Working in Culturally Diverse Environments</td>
<td>3</td>
</tr>
<tr>
<td>DLC210</td>
<td>The Army’s Physical Readiness Training (PRT) Program</td>
<td>2</td>
</tr>
<tr>
<td>DLC211</td>
<td>Career and Career Tools</td>
<td>2.5</td>
</tr>
<tr>
<td>DLC212</td>
<td>Transition to Civilian Life</td>
<td>2</td>
</tr>
<tr>
<td>DLC213</td>
<td>Reducing Stress</td>
<td>2.5</td>
</tr>
<tr>
<td>DLC214</td>
<td>The Army Inspection Program</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total DLC II Hours</strong></td>
<td></td>
<td><strong>44</strong></td>
</tr>
</tbody>
</table>
Lesson DLC200 – Course Overview

Description
This introductory lesson will help prepare the student to successfully navigate and complete the Distributed Leader Course (DLC) Level II, as well as, retain the knowledge gained in the course.

Hours: 1

Learning Objectives/Outcomes
Identify how to successfully complete DLC II.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
ADRP 7-0, Training Units and Developing Leaders, 23 August 2012
TRADOC 525-8-3, The U.S. Army Training Concept, 7 January 2011
AFMS Policy Letter #8, Academic Integrity Policy, 5 October 2017
AR 350-1, Army Training and Leader Development, 10 December 2017
TRADOC Pam 525-8-2, The U.S. Army Learning Concept for Training and Education 2020-2040, April 2017

Lesson DLC202 – Leader Development

Description
This lesson familiarizes the student with how to conduct leader development. At the end of this lesson, the student will be able to develop subordinates as leaders by reviewing the relationships between the domains of leader development, connecting the benefits of investing time and resources into developmental activities, and demonstrating key communication skills used to provide developmental feedback.

Hours: 3.5

Learning Objectives/Outcomes
Conduct leader development.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
ADRP 6-22, Army Leadership, 1 August 2012

Lesson DLC203 – Elements of the Army Profession

Description
This lesson familiarizes the student with how to implement the elements of the Army Profession. At the end of this lesson, the student will be able to interpret the relationship between Army Values, Ethics, and the NCO Creed as it pertains to ethical leadership decisions; the U.S. Army as a military profession (including trustworthy service, honorable service, military expertise, and esprit de corps), the ethical problem-resolution process, and the bedrock of the Army Profession.

Hours: 3.5

Learning Objectives/Outcomes
Implement the elements of the Army Profession.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
ADP 1, The Army, 31 July 2019
ADRP 1, The Army Profession, 14 June 2015
ADRP 6-22, Army Leadership, 1 August 2012
TC 7-22.7, Noncommissioned Officer Guide, 7 April 2015

Lesson DLC201 – NCO History 1700s

Description
This lesson introduces students to a brief historical analysis of the NCO’s role during the 1700s. This lesson also reflects on how the lessons learned during that time have shaped today’s NCO.

Hours: 3

Learning Objectives/Outcomes
Analyze how the history of the NCO during the 1700s shaped today’s NCOs.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
A Short History of the NCO, 1991
American military history vol. 1: the United States Army and the forging of a nation, 1775-1917, 2009
History of the NCO Corps, 1991

Rules of Ranging, 2010
Lesson DLC204 – Fundamentals of Management Within the Army

Description
This lesson familiarizes the student with how to connect the fundamentals of leadership within the Army. At the end of this lesson, the student will be able to interpret the levels of leadership, identify the leadership process, identify effective leader skills at the Squad Level, and recognize bars and flags on personnel.

Hours: 4

Learning Objectives/Outcomes
Connect fundamentals of leadership to your role as a squad leader.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
ADRP 6-22, Army Leadership, 1 August 2012
AR 600-8-2, Suspension of Favorable Personnel actions (FLAG), 11 May 2016
AR 601-280, Army Retention Program, 1 April 2016
FM 6-22, Leader Development, 30 June 2015

Lesson DLC205 – Mission Command and Unified Land Operations

Description
This lesson familiarizes the student with how to effectively interpret Mission Command as a foundation for unified land operations (ULO) by connecting the operational concepts for unified land operations, operational environment (OE) concepts, and the principles of mission command. At the end of this lesson, the student will be able to connect this knowledge and apply it at current and future levels of responsibility throughout their Army career.

Hours: 4

Learning Objectives/Outcomes
Interpret Mission Command as a foundation for unified land operations.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
ST222 CGSS, Writing and Speaking Skills for Army Leaders, 2012
AFH 33-337, The Tongue and Quill, 27 May 2015
Library notes U.S. Army War College, Public Speaking, 2010

Lesson DLC206 – Effective Public Speaking Skills

Description
This lesson familiarizes the student with how to speak effectively in public. At the end of this lesson, the student will apply the public speaking skills taught in the Basic Leader Course (BLC) and explore different types of speeches, delivery formats, and use of visual and multimedia aids to support presentations. The student will also connect the writing and listening process to be an effective speaker.

Hours: 3.5

Learning Objectives/Outcomes
Apply the fundamental concepts of effective public speaking.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
ST222 CGSS, Writing and Speaking Skills for Army Leaders, 2012
AFH 33-337, The Tongue and Quill, 27 May 2015
Library notes U.S. Army War College, Public Speaking, 2010

Lesson DLC207 – Elements of Effective Writing

Description
This lesson familiarizes the student with the essential elements of effective Army writing to strengthen the foundation for future academic and Professional Military Education (PME) writing assignments. At the end of this lesson, the student will apply essential elements of effective Army writing. This lesson will also prepare the student to coach subordinates to be better communicators, and hold them accountable for their writing products.
Lesson DLC208 – Introduction to APA

Description
At the end of this lesson, the student will be able to employ basic American Psychological Association (APA) format in order to organize content when writing an essay. The student will receive an introduction to the use of the APA style to structure future academic and Professional Military Education (PME) writing assignments.

Learning Objectives/Outcomes
Employ APA style formatting when constructing essays.

Hours: 3.5

References/Readings
AFH 33-337, The Tongue and Quill, 27 May 2015
ST222 CGSSS, Writing and Speaking Skills for Army Leaders, 2012

Lesson DLC209 – Working in Culturally Diverse Environments

Description
This lesson familiarizes the student with how to effectively perform in culturally diverse environments by demonstrating cultural competence, interpreting cultural proficiency levels, connecting the fundamentals of culture during planning, and explaining how to conduct a cultural assessment of any situation.

Hours: 3

Learning Objectives/Outcomes
Perform in culturally diverse environments.

References/Readings
FM 3-24, Insurgencies and Countering Insurgencies, 13 May 2014
FM 3-24.2, Tactics in counterinsurgency, 21 April 2009
ADRP 6-22, Army Leadership, 1 August 2012
Operational Culture for the Warfighter, 2008

Lesson DLC210 – The Army’s Physical Readiness Training (PRT) Program

Description
This lesson familiarizes the student with how to effectively implement the principles of the Army’s Physical Readiness Training (PRT) program by reading the Army’s PRT philosophy and preparing PRT planning considerations.

Hours: 2

Learning Objectives/Outcomes
Implement the principles of Army’s Physical Readiness Training (PRT) program.

References/Readings
FM 7-22, Army Physical Readiness Training, 26 October 2012
AR 350-1, Army Training and Leader Development, 10 December 2017

Lesson DLC211 – Career and Career Tools

Description
This lesson familiarizes the student with how to manage their career and use various career-planning tools. At the end of this lesson, the student will know how to administer multiple career tools on the Army Career Tracker (ACT) including the Professional Development Model (Career Map), Career Path Builder, and Individual Development Plan (IDP); and manage their career by developing an understanding of the Soldier Record Brief (SRB) and Official Military Personnel File (OMPF).

Hours: 2.5
Learning Objectives/Outcomes
Manage your own career and career tools.
Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
AR 600-8-8, The Total Army Sponsorship Program, 28 June 2019
AR 350-1, Army Training and Leader Development, 10 December 2017
AR 600-8-104, Army Military Human Resource Records Management, 7 April 2014
DA Form 5434, Sponsorship Program Counseling and Information Sheet, 2012

Lesson DLC212 – Transition to Civilian Life

Description
This lesson familiarizes the student with transitioning to civilian life through careful planning. This includes identifying the opportunities for employment and education after military service. At the end of this lesson, the student will be able to employ the programs for transitioning Soldiers, prepare a resume, and apply the benefits and requirement of the Soldier for Life-Transition Assistance Program (SFL-TAP).

Hours: 2

Learning Objectives/Outcomes
Manage a transition plan to exit military service.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
AR 600-81, Soldier for Life – Transition Assistance Program, 17 May 2016
DoDD 1332.25, Transition Assistance Program (TAP) for Military Personnel, 9 November 2018
GAO 14-144, Transitioning Veterans, 2014

Lesson DLC213 – Reducing Stress

Description
This lesson familiarizes the student with how to employ stress management and prevention techniques. At the end of this lesson, the student will apply an understanding of combat and operational stress control measures while on active duty, review unit behavioral health assets, implement procedures to refer soldiers experiencing combat and operational stress reactions (COSRs), and employ prevention measures, management, and controls for stress related events. The student will also read the benefits of exercise in reducing stress through the Army’s Physical Readiness Training (PRT) program.

Hours: 2.5

Learning Objectives/Outcomes
Employ stress management and prevention techniques.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
FM 7-22, Army Physical Readiness Training, 26 October 2012
ATP 6-22.5, A Leaders Guide to Soldier Health and Fitness, 10 February 2016
FM 7-22, Army Physical Readiness Training, 26 October 2012

Lesson DLC214 – The Army Inspection Program

Description
This lesson familiarizes the student with how to implement unit accountability through the Army Inspection Program. At the end of this lesson, the student will interpret the principles and elements of Army inspections and apply Army inspection policies including staff assistance visits (SAV) and Inspector General (IG) inspections.

Hours: 3

Learning Objectives/Outcomes
Implement unit accountability through the Army Inspection Program.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
AR 1-201, Army Inspection Policy, 25 February 2015
Distributed Leader Course Level III (DLCIII)

Description
Distributed Leader Course Level III (DLCIII) provides the staff sergeant an opportunity to improve as a leader, a professional, and as an individual. This course further develops the leadership skills needed to lead a platoon size element and to make quick, accurate decisions that are in the best interest of the mission and Soldiers. DLC III is a 40 hour course consisting of 17 lessons and serves as a prerequisite for the Senior Leader Course (SLC). To further their education on joint military doctrine, Soldiers are encouraged to complete the Senior Enlisted Joint Professional Military Education level (SEJPME-I) course via Joint Knowledge Online (JKO).

Terminal Learning Objectives (TLOs)
Analyze Army Leadership, Mission Command, Operations, and Training.
## Course Map

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<th>Hours</th>
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<td>DLC301</td>
<td>NCO History 1800s</td>
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<td>DLC302</td>
<td>Principles of Management in Organizational Behavior</td>
<td>3</td>
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<tr>
<td>DLC303</td>
<td>Nature of and Adherence to Army Ethic</td>
<td>2.5</td>
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<tr>
<td>DLC304</td>
<td>Essential Characteristics of the Army Professional</td>
<td>2</td>
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<td>DLC305</td>
<td>Principles of Leader Development</td>
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<tr>
<td>DLC306</td>
<td>Principles of Unified Land Operations (ULO)</td>
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<tr>
<td>DLC307</td>
<td>Mission Command Philosophy 101</td>
<td>3.5</td>
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<tr>
<td>DLC308</td>
<td>The Roles and Functions of the Staff</td>
<td>2.5</td>
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<tr>
<td>DLC309</td>
<td>Effective Knowledge Management</td>
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<tr>
<td>DLC310</td>
<td>The Law of Armed Conflict</td>
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<tr>
<td>DLC311</td>
<td>Writing Argumentative Papers</td>
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<tr>
<td>DLC312</td>
<td>How Leaders Influence Others</td>
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<tr>
<td>DLC313</td>
<td>The Critical Thinking Process</td>
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<tr>
<td>DLC314</td>
<td>Army Programs</td>
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<tr>
<td>DLC315</td>
<td>Joint Publications</td>
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</tr>
<tr>
<td>DLC316</td>
<td>New Policies and Procedures</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td><strong>Total DLC III Hours</strong></td>
<td><strong>40</strong></td>
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</table>
Lesson DLC300 – Course Overview

Description
This introductory lesson will help prepare the student to successfully navigate and complete the Distributed Leader Course (DLC) Level III, as well as, retain the knowledge gained in the course.

Hours: 1

Learning Objectives/Outcomes
Identify how to successfully complete DLC III.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
ADP 7-0, Training, 31 July 2019
AR 350-1, Army Training and Leader Development, 10 December 2017
TRADOC Pam 525-8-2, The U.S. Army Learning Concept for Training and Education 2020-2040, April 2017
CGSC Bulletin No. 920, Academic Ethics Policy, 11 February 2011
USASMA Bulletin No. 920, Academic Ethics Policy, 8 July 2019
AFMS Policy Letter #8, Academic Integrity Policy, 5 October 2017

Lesson DLC301 – NCO History 1800s

Description
This lesson introduces students to a brief historical analysis of the NCO’s role during the 1800s and how the lessons learned during that time period have shaped today’s NCO. Topics include the War of 1812, the Westward Expansion, role of the NCO in the 1820s and 1830s, the Mexican-American War, role in the 1850s, the Civil War, the Indian Wars, and role in the 1880s and 1890s.

Hours: 2.5

Learning Objectives/Outcomes
Analyze how the history of the NCO during the 1800s shaped today’s NCOs.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
A Short History of the NCO, 1991

Lesson DLC302 – Principles of Management in Organizational Behavior

Description
At the end of this lesson students will have an understanding of the four principles of management that shape a unit’s organizational behavior. The lesson will cover the planning process, the organizing function, the leading principle, and the controlling function.

Hours: 3

Learning Objectives/Outcomes
Identify the principles of management in organizational behavior.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
FM 6-22, Leader Development, 30 June 2015
ADRP 6-22, Army Leadership, 1 August 2012
FM 7-0, Train to Win in a Complex World, 5 October 2016
ADRP 7-0, Training Units and Developing Leaders, 23 August 2012

Lesson DLC303 – Nature of and Adherence to Army Ethic

Description
At the end of this lesson, students will be able to demonstrate how leaders uphold ethical standards; how they shape the climate of the organization; and how to make ethical behavior part of any operation.

Hours: 2.5

Learning Objectives/Outcomes
Demonstrate the nature and adherence to the Army Ethic.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
American Military History Vol. 1: The United States Army and the Forging of a Nation, 2009
The Story of the Noncommissioned Officer Corps: The Backbone of the Army, 2007
Lesson DLC304 – Essential Characteristics of the Army Professional

Description
At the end of this lesson, the student will be able to analyze the Army Profession by demonstrating how Army Professionals uphold the essential characteristics of the Army Profession such as trust, military expertise, esprit de corps, stewardship of the profession, and honorable service.

Hours: 2

Learning Objectives/Outcomes
Demonstrate the essential characteristics of the Army professional.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
ADRP 1-01, Doctrine Primer, 31 July 2019

ADRP 1, The Army Profession, 14 June 2015

ADRP 6-22, Army Leadership, 1 August 2012

Lesson DLC305 – Principles of Leader Development

Description
At the end of this lesson, students will be able to analyze the principles of leader development by analyzing the leader development process; identifying the three developmental domains; and analyzing characteristics of a lifelong learner.

Hours: 2.5

Learning Objectives/Outcomes
Analyze the principles of leader development.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
ADRP 6-22, Army Leadership, 1 August 2012

FM 6-22, Leader Development, 30 June 2015

DA PAM 350-58, Army Leader Development Program, 8 March 2013

Lesson DLC306 – Principles of Unified Land Operations (ULO)

Description
This lesson will provide students with a foundation of how commanders approach and think about the conduct of operations by identifying the principles of unified land operations (ULO). Topics covered in this lesson include mission command, how commanders develop the situation through action, combined arms, adherence to the law of war, how commanders establish and maintain security, and how commanders create multiple dilemmas for the enemy.

Hours: 2

Learning Objectives/Outcomes
Identify the principles of unified land operations (ULO).

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
ADRP 3-0, Operations, 6 October 2017

ADRP 6-0, Mission Command, 17 May 2012
<table>
<thead>
<tr>
<th>Lesson DLC307 – Mission Command Philosophy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>This lesson will provide students with an opportunity to explore the Mission Command philosophy. The lesson will cover the principles of Mission Command, the Art of Command, the Science of Control, and the application of the Mission Command philosophy.</td>
<td></td>
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**Hours: 3.5**

<table>
<thead>
<tr>
<th>Learning Objectives/Outcomes</th>
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</thead>
<tbody>
<tr>
<td>Explore the Mission Command philosophy.</td>
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</table>

Learning Domain: Cognitive  
Level of Learning: Understand

<table>
<thead>
<tr>
<th>References/Readings</th>
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</thead>
<tbody>
<tr>
<td>ADRP 6-0, <em>Mission Command</em>, 17 May 2012</td>
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<thead>
<tr>
<th>Lesson DLC308 – The Roles and Functions of the Staff</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>This lesson will allow learners to analyze the roles and function of the staff. This lesson will allow learners to analyze primary staff responsibilities, common staff duties and responsibilities, staff characteristics, staff relationships, staff organization, coordinating staff officers, special staff officers, and personal staff officers.</td>
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**Hours: 2.5**

<table>
<thead>
<tr>
<th>Learning Objectives/Outcomes</th>
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<tbody>
<tr>
<td>Analyze the roles and functions of the staff (brigade and battalion).</td>
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</table>

Learning Domain: Cognitive  
Level of Learning: Analyze

<table>
<thead>
<tr>
<th>References/Readings</th>
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<tbody>
<tr>
<td>FM 6-0, <em>Commander and Staff Organization and Operations</em>, 5 May 2014</td>
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<thead>
<tr>
<th>Lesson DLC309 – Effective Knowledge Management</th>
<th>Description</th>
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<tbody>
<tr>
<td>At the end of this lesson, learners will be able to conduct effective knowledge management. Topics in this lesson include knowledge management and knowledge management support to the Army as well as knowledge management solutions.</td>
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**Hours: 3**

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<tr>
<th>Learning Objectives/Outcomes</th>
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<tbody>
<tr>
<td>Conduct knowledge management.</td>
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</table>

Learning Domain: Cognitive  
Level of Learning: Analyze

<table>
<thead>
<tr>
<th>References/Readings</th>
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<tbody>
<tr>
<td>ATP 6-01.1, <em>Techniques for Effective Knowledge Management</em>, 6 March 2015</td>
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<thead>
<tr>
<th>Lesson DLC310 – The Law of Armed Conflict</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>This lesson allows the student to examine the authoritative guidance to military personnel on the customary and treaty law applicable to the conduct of warfare on land and to relationships between belligerents and neutral States. The student will analyze the law of armed conflict by analyzing the purpose and principles of the law of war, sources for the law of war, and situations to which the law of war is applicable.</td>
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**Hours: 1.5**

<table>
<thead>
<tr>
<th>Learning Objectives/Outcomes</th>
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<tbody>
<tr>
<td>Analyze the law of armed conflict.</td>
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Learning Domain: Cognitive  
Level of Learning: Analyze

<table>
<thead>
<tr>
<th>References/Readings</th>
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<table>
<thead>
<tr>
<th>Lesson DLC311 – Writing Argumentative Papers</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>This lesson prepares the student to take advantage of formal and informal writing to extend influence, build consensus, and gain buy-in beyond the traditional chain of command. At the end of this lesson, the student will demonstrate knowledge of the construct of an argumentative essay. They will know the components of an argumentative essay and research techniques. In addition, the student will be able to demonstrate a common method for writing an argumentative essay.</td>
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**Hours: 3**

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<th>Learning Objectives/Outcomes</th>
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<tbody>
<tr>
<td>Con segue knowledge management and knowledge management support to the Army as well as knowledge management solutions.</td>
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</table>

Learning Domain: Cognitive  
Level of Learning: Analyze

<table>
<thead>
<tr>
<th>References/Readings</th>
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<tbody>
<tr>
<td>ADRP 6-0, Mission Command, 17 May 2012</td>
</tr>
</tbody>
</table>
**Lesson DLC312 – How Leaders Influence Others**

**Description**
Influence is both an art and a science which adaptive leaders must be well versed in. This lesson will cover essential elements of influence such as leading others by influencing them, gaining compliance or commitment by influence, methods of influence, the application of influence, how leaders build trust, the sphere, means, and limits of influence, and negotiating, building consensus, and resolving conflicts. At the end of this lesson, the student will demonstrate their ability to influence others.

**Hours:** 3

**Learning Objectives/Outcomes**
Demonstrate ability to influence others.

Learning Domain: Cognitive
Level of Learning: Apply

**References/Readings**
ADRP 6-22, *Army Leadership*, 1 August 2012

**Lesson DLC313 – The Critical Thinking Process**

**Description**
This lesson introduces learners to critical thinking, a thought process that aims to find facts, to think through issues, and effectively solve problems. At the end of this lesson, learners will be able to employ the critical thinking process by demonstrating the meaning of critical thinking, demonstrating what critical thinkers do, demonstrating why critical thinking is necessary, and demonstrating how Groupthink affects critical thinking.

**Hours:** 3

**Learning Objectives/Outcomes**
Employ the critical thinking process.

Learning Domain: Cognitive
Level of Learning: Apply

**References/Readings**

**Lesson DLC314 – Army Programs**

**Description**
This lesson exposes the student to key Army programs such as the Army Substance Abuse Program (ASAP), the Army Reenlistment/Retention Program, the Army Continuing Education Center Program (ACES), the Army Noncommissioned Officer Professional Development Program (NCOPD), the Army Sponsorship Program, the Army Family Action Plan, and the Better Opportunities for Single Soldiers Program (BOSS). At the end of this lesson, the student will be able to utilize Army programs that aid in maintaining the combat readiness of his or her platoon or section.

**Hours:** 2.5

**Learning Objectives/Outcomes**
Utilize Army programs.

Learning Domain: Cognitive
Level of Learning: Apply

**References/Readings**
AR 600-8-8, *The Total Army Sponsorship Program*, 28 June 2019


AR 601-280, *Army Retention Program*, 1 April 2016

AR 608-1, *Army Community Service*, 19 October 2017

DA Form 3340, *Request for Continued Service in the Regular Army*, 2018

DA Form 5434, *Sponsorship Program Counseling and Information Sheet*, 2018
Lesson DLC315 – Joint Publications

Description

Learning Objectives/Outcomes
Comprehend Joint Publications.

References/Readings
JP 1, Doctrine for the Armed Forces of the United States, 12 July 2017
JP 1-0, Joint Personnel Support, 31 May 2016
JP 2-0, Joint Intelligence, 22 October 2013
JP 3-0, Joint Operations, 17 January 2017
JP 4-0, Joint Logistics, 4 February 2019
JP 5-0, Joint Planning, 16 June 2017
JP 6-0, Joint Communication System, 10 June 2015
DoD Dictionary of Military and Associated Terms, 2018
National Strategy for Information Sharing and Safeguarding, 2012

Lesson DLC316 – New Policies and Procedures

Description
This lesson presents new policies and procedures for analysis. Students will analyze Army NCO Retention, Army Career Intermission Pilot Program, and the Army guidelines for social media use.

Hours: 2

Learning Objectives/Outcomes
Analyze new policies and procedures.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
Army Directive 2016-19,
Retaining a Quality Noncommissioned Officer Corps, 2016
Army Social Media Handbook, 2016
Online Conduct of Members of the Army Team, 2017
Army Career Intermission Pilot Program (CIPP), 2018
Procedures for the FY19 Qualitative Management Program (QMP), 2018
Distributed Leader Course Level IV (DLC IV)

Description
Distributed Leader Course Level IV (DLC IV) develops the sergeant first class to lead at the unit and organizational level. Soldiers will develop the skills necessary to ensure the unit is ready, trained, proficient, disciplined, and motivated. This course prepares the learner for unit-level administrative and staff roles to ensure successful operations. DLC IV is a 43 hour course consisting of 23 lessons and serves as a prerequisite for the Master Leader Course (MLC). It is recommended that upon completion of this DLC level, Soldiers complete SEJPME-II, a course that prepares senior enlisted leaders to successfully support activities and supervise multiple Service members in a joint organization environment.

Terminal Learning Objectives (TLOs)
Analyze Army Leadership, Mission Command, Operations, and Training.
# Course Map

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**Total DLC IV Hours:** 43
Lesson DLC400 – Course Overview

**Description**
This introductory lesson will help prepare the student to successfully navigate and complete the Distributed Leader Course (DLC) Level IV, as well as, retain the knowledge gained in the course.

**Hours: 1**

**Learning Objectives/Outcomes**
Identify how to successfully complete DLC IV.

Learning Domain: Cognitive
Level of Learning: Understand

**References/Readings**

USASMA Bulletin No. 920, *Academic Ethics Policy*, 8 July 2019

Lesson DLC402 – Risk Management for Senior Leaders

**Description**
Leaders encounter risk daily when it comes to the safety of their units. Leaders analyze unit safety programs at the company level. This lesson enables the student to employ Risk Management (RM) when performing their duties. In this lesson, students will be able to analyze unit safety management, unit safety programs, the RM process in unit operations and training, the survey of unit activities to identify hazards, accident prevention processes in unit safety programs, the integration of RM in ground operations, and the integration of RM in off-duty safety. This lesson will assist the student in developing and executing a unit safety program in their organizations.

**Hours: 2**

**Learning Objectives/Outcomes**
Analyze unit safety programs at the company level.

Learning Domain: Cognitive
Level of Learning: Analyze

**References/Readings**
DA Pam 385-1, *Small Unit Safety Officer/Noncommissioned Officer guide*, 23 May 2013


Lesson DLC403 – Managing Change

**Description**
This lesson teaches the senior NCO manpower management, organizations and positions management policies, requirements determination and workload management, personnel management and accountability, management of special duty personnel, and manpower planning for

**Hours: 2**

**Learning Objectives/Outcomes**
Apply the dynamics of joint leadership.

Learning Domain: Cognitive
mobilization, personnel and equipment structure in order to institute proper resource management techniques with regard to manpower across the full spectrum of military operations. This lesson introduces the students to the resource management program. In this lesson, the learners will distinguish the stewardship of resource management program looking through the lens of control and management of personnel. At the end of this lesson, the student will be able to analyze the resource management program.

Hours: 2

Learning Objectives/Outcomes
Analyze the resource management program.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
AR 600-8-6, *Personnel Accounting and Strength Reporting*, 1 April 2015

Lesson DLC404 – Soldier Readiness

Description
This lesson is about readiness, Soldier and Family Readiness. At the end of this lesson, the student will be able to validate Soldier and Family readiness by investigating programs and knowing how they can employ them when performing their duties at their current and future levels of responsibility. As a result of completing this lesson, the student will be able to employ the Emergency Family Assistance Plan (EFAP), the Total Army Family Plan (TAFP), the Family Readiness Group (FRG), the Army Family Team Building (AFTB) program, the Family Advocacy Program (FAP), and the Exceptional Family Member Program (EFMP).

Hours: 2

Learning Objectives/Outcomes
Validate Soldier readiness.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
AR 600-20, *Army Command Policy*, 6 November 2014
U.S. Army Guide on Family Assistance Centers, 2009
U.S. Army FRG Leader’s Handbook, 2010
AR 608-1, *Army Community Service*, 19 October 2017
AR 608-18, *The Army Family Advocacy Program*, 30 October 2017
AR 608-75, *Exceptional Family Member Program*, 27 January 2017

Lesson DLC405 – Supervising Civilians

Description
This lesson shows the senior NCO how the Civilian workforce supports the Army mission as well as the military leader’s responsibilities when supervising Civilians. This lesson includes how the Civilian workforce supports the Army mission, the Profession of Arms, and the rules for supervising Civilians. At the end of this lesson, the student will be able to interpret military leader’s responsibility when supervising civilians.

Hours: 2

Learning Objectives/Outcomes
Interpret military leaders’ responsibilities when supervising civilians.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
*How the Army Runs*, 2018
ADRP 1, *The Army Profession*, 14 June 2015
ADRP 6-22, *Army Leadership*, 1 August 2012

Lesson DLC406 – Organizational Level Leadership I

Description
Most Army units at the company level have in excess of 200 or more Soldiers and leaders therefore, the more smoothly a unit runs the better it is. This lesson
Enables the senior NCO to test functional unit processes, assess the subordinates developmental needs, apply organizational and leadership skills, prepare a unit leader development program, facilitate a shared commitment to development and connect relational intelligence. Each Soldier within an organization responds uniquely to various leadership styles, therefore the organizational leader must understand multiple leadership styles, and maintain a sound leadership philosophy that is scalable and flexible to reach a broad follower base. The organizational level leader must be versed in all components of organizational leadership. At the end of this lesson, the student will be able to apply functional unit processes.

**Hours: 2**

**Learning Objectives/Outcomes**
Analyze functional unit processes.

Learning Domain: Cognitive
Level of Learning: Analyze

**References/Readings**
ADR 600-100, Army Profession and Leadership Policy, 5 April 2017

FM 6-0, Commander and Staff Organization and Operations, 5 May 2014

FM 6-22, Leader Development, 30 June 2015

Leadership Intelligence: The Four Intelligences of a Leader, 2012

Emotional Intelligence and the Army Leadership Requirements Model, 2009

Lesson DLC408 — Reviewing the NCOER

**Description**
The noncommissioned officer evaluation reporting system contributes to Army wide improved performance and professional development through increased emphasis on communication throughout the rating period. It promotes NCOs participation in objective setting, performance counseling, and the evaluation process. This lesson focuses on establishing accuracy of administrative data in NCO evaluation reports, constructing qualitative and substantiated bullet comments, and managing the NCO evaluation reporting process. At the end of this lesson, the student will be able to amend the NCOER.

**Hours: 1**

**Learning Objectives/Outcomes**
Edit the NCOER.

Learning Domain: Cognitive
Level of Learning: Analyze
### Lesson DLC409 – Managing Change

**Description**
Good leaders have the ability to sell change to their unit through negotiation and persuasion and painting the picture of why it is necessary. A leader who is not able to manage and synchronize all the moving pieces of change is going to have a very rough time. This lesson provides the student insight into change and how to achieve change successfully. This lesson introduces the student to the change management, barriers to change, the status quo, resistant leaders, and diagnostics. At the end of this lesson, the student will be able to manage a unit’s ability to change.

**Hours:** 1

**Learning Objectives/Outcomes**
Manage a unit’s ability to change.

**Learning Domain:** Cognitive  
**Level of Learning:** Apply

**References/Readings**
- DA Form 3166-9-1, NCO Evaluation Report (SGT), 2015
- DA Form 2166-9-1A, NCO Evaluation Report Support Form, 2015
- DA PAM 623-3, Evaluation Reporting System, 27 September 2019
- DA PAM 623-3, Evaluation Reporting System, 27 September 2019

### Lesson DLC410 – Cultural Awareness

**Description**
In this lesson, the student will connect military operations and culture and how you can apply them when performing your duties at your current and future levels of responsibility. After this lesson, you will be able to analyze the U.S. strategy and policies to counterinsurgency, the operational environment, cultural variations, how situational awareness impacts military operations, working with host nation forces, and the consequences of culture change. This lesson will assist you in developing cultural awareness when planning operations.

**Hours:** 3

**Learning Objectives/Outcomes**
Apply ethics in a problem solving model.

**Learning Domain:** Cognitive  
**Level of Learning:** Apply

**References/Readings**
- ADP 6-22, Army Leadership, 31 July 2019
- ADRP 1, The Army Profession, 14 June 2015
- ADRP 6-22, Army Leadership, 1 August 2012

### Lesson DLC411 – Ethical Problem Solving

**Description**
An Army leader’s time is at a premium, therefore, many of the day-to-day problems Soldiers present to the chain of command can easily be solved using a Soldier’s own mental model. Soldiers must be coached into using a collective problem-solving model that enables a holistic approach where many minds work together to generate solutions. This lesson puts leaders in a situation where they will be able to interpret the ethical problem resolution process and to identify the unique aspects for leader development and to connect the relationship between Army values and ethics, then to apply a framework of Army ethics to interpret the bedrock of our profession and to identify the outcomes of the process. This lesson also enables the student to use past ethical situations to make decisions. At the end of this lesson, the student will be able to apply ethics in a problem solving model.

**Hours:** 3

**Learning Objectives/Outcomes**
Apply ethics in a problem solving model.

**Learning Domain:** Cognitive  
**Level of Learning:** Apply

**References/Readings**
- FM 3-24, Insurgencies and Countering Insurgencies, 13 May 2014
- FM 3-24.2, Tactics in Counterinsurgency, 21 April 2009
- FM 3-24, Insurgencies and Countering Insurgencies, 13 May 2014
- FM 3-24.2, Tactics in Counterinsurgency, 21 April 2009

### References/Readings
- Beyond Kotter’s Leading Change: A Broad Perspective on Organizational Change for Senior U.S. Military Leaders, 2015
- AR 71-32, Force Development and Documentation, 20 March 2019
Lesson DLC412 – Functions of the Joint Staff

Description
All branches of service and coalition partners are involved in the contemporary operating environment. Given that the conditions warrant a joint combined arms fight it is imperative that today’s senior NCO know the different joint command structures of the Joint Headquarters and the functions of the Joint Staff. This lesson teaches the student to connect the different strata of the Joint Headquarters and to identify the six primary staff directorates. At the end of this lesson the student will be able to interpret the basic structure and functions of the Joint Staff.

Hours: 3

Learning Objectives/Outcomes
Interpret the responsibilities and functions of the Joint Staff.
Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
JP 2-0, Joint Intelligence, 22 October 2013
JP 3-0, Joint Operations, 17 January 2017
JP 3-33, Joint Task Force Headquarters, 31 January 2018
JP 4-0, Joint Logistics, 4 February 2019
JP 5-0, Joint Planning, 16 June 2017
JP 6-0, Joint Communication System, 10 June 2015

Lesson DLC413 – DOTMLPF-P

Description
At the end of this lesson, the student will be able to relate Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities, and Policy (DOTMLPF-P) in the context of a hierarchical problem solving tool as it fits into the Joint Capabilities Integration and Development System (JCIDS) application that is used as a way to fill capability gaps either in personnel shortages, equipment needs, education requirements, material lists, and facilities or installations. This lesson is meant as a high-level overview of how JCIDS and DOTMLPF-P works to fill a need or gap in capability generated by analysis.

Hours: 1

Lesson DLC414 – Principles of Sustainment

Description
Warfighters cannot win the smallest skirmish without the support of the sustainment. As senior NCOs move into bigger operations sustainment planning, coordination and synchronization are of the utmost importance. This lesson enables the student to interpret the integration of sustainment, anticipation of sustainment, responsiveness of sustainment, simplicity of sustainment, economy, continuity, survivability, and improvisation of sustainment. At the end of this lesson, the student will be able to interpret the principles of sustainment and the components of logistics.

Hours: 2
Lesson DLC415 – Brigade Support Battalion

Description
This lesson allows the student to connect the components of the Brigade Support Battalion (BSB). Students will analyze the BSB within mission command as a foundation to Unified Land Operations (ULO) and how they can apply the functions of units within the sustainment brigade while performing their duties at their current and future levels of responsibility. At the end of this lesson, the student will be able to analyze the BSB.

Hours: 2

Learning Objectives/Outcomes
Analyze the brigade support battalion.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
ADP 4-0, Sustainment, 31 July 2019
ATP 4-90, Brigade Support Battalion, 2 April 2014
FM 4-02, Army Health System, 26 August 2013

Lesson DLC416 – Brigade Combat Teams

Description
The Brigade Combat Team, or BCT is the basic warfighting unit for the Army. It consists of several components and although the BCT is basic it is also versatile and modular. This lesson enables the student to identify all the basic components of the Brigade Combat Team including the Infantry Battalion, the Cavalry Squadron, the Field Artillery Battalion, and the Brigade Engineer Battalion. At the end of this lesson, the student will be able to connect the basic Brigade Combat Team composition and function.

Hours: 2

Learning Objectives/Outcomes
Connect the organization and mission of the Brigade Combat Team.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
JP 3-05, Special Operations, 16 July 2014
CF-SOF Interdependence Information Paper, 2009
Interdependence between Army Conventional Forces and Special Operations Forces: Changing Institutional Mental Models, 2013
The Role of Empathy in Irregular Warfare, 2009
Lesson DLC418 – Principles of Operational Contract Support

Description
This lesson uses the senior NCO’s experience with contractors to delve farther into Operational Contract Support (OCS) planning and execution which requires a programmatic approach on the behalf of the Joint Forces Command (JFC) and supporting Combatant Commanders (CCDRs), Service components, Contract Support Agencies (CSAs), and their associated contracting organizations. This lesson enables the student to identify US military support and to interpret how joint operations include contract support as well as how contract support extends past logistical support. This lesson also enables the student to connect early integration of contract support to address contract management challenges and interpret the impact on the civil aspects of the operations. At the end of this lesson, the student will be able to apply the principles of operational contract support.

Hours: 2

Learning Objectives/Outcomes
Apply the principles of operational contract support.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
JP 4-10, Operational Contract Support, 4 March 2019
AR 715-9, Operational Contract Support Planning and Management, 24 March 2017
ATP 4-10, Multi-service Tactics, Techniques, and Procedures for Operational Contract Support, 18 February 2016
GTA, 90-01-032, Operational Contract Support Planning and Management for Leaders Smartcard, 2018
Operational Contract Support Planning and Management for Leaders, 2013

Lesson DLC419 – Unified Land Operations

Description
Today’s senior NCO is expected to fight and win in an ambiguous environment where the operating environment is diverse and complex. This lesson enables the senior NCO to define Unified Land Operations (ULO) as the Army’s Operational Concept. Learners will identify the goals and apply the principles and tenets of ULO. They will also interpret the success that occurs through the application of combat power through ULO and connect past doctrine with current doctrine. At the end of this lesson, students will be able to apply the Army’s Operational Concept.

Hours: 2

Learning Objectives/Outcomes
Apply the Army’s operational concept.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
ADP 3-0, Operations, 31 July 2019
ADRP 3-0, Operations, 6 October 2017
FM 6-05, Multi-service Tactics, Techniques, and Procedures for Conventional Forces and Special Operations Forces Integration, Interoperability, and Interdependence, 4 April 2018
ADP 1-01, Doctrine Primer, 31 July 2019
ADP 6-0, Mission Command, 31 July 2019
FM 3-0, Operations, 6 October 2017

Lesson DLC420 – Operational Terms and Military Symbols

Description
Leaders communicate in a variety of ways. Operationally, leaders communicate their intent with the written word and through operational terms and symbols. This lesson provides the student an opportunity to apply operational terms and symbols to interpret the commander’s intent as well as learning how to prepare the commander’s intent using terms and symbols on an operational overlay. At the end of this lesson, the student will have an understanding of and be able to
communicate the commander’s intent using terms and symbols.

**Hours: 3**

**Learning Objectives/Outcomes**
Demonstrate the commander’s intent using operational terms and symbols.

Learning Domain: Cognitive
Level of Learning: Apply

**References/Readings**
ADP 1-02, Terms and Military Symbols, 14 August 2018

ATP 2-01.3, Intelligence Preparation of the Battlefield/Battlespace, 1 March 2019

ADP 3-90, Offense and Defense, 31 July 2019

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**Lesson DLC422 – Army Deployment and Redeployment**

**Description**
This lesson builds upon the senior NCO’s experience with multiple deployments, brings those deployments into focus through the application of deployment preparation. Deployment and redeployment planning elements are nested within joint operations planning. This lesson enables the student to identify the deployment responsibilities of the general staff and connect the deployment and redeployment planning operations associated with force support planning. At the end of this lesson, the student will be able to prepare for deployment and redeployment activities.

**Hours: 2**

**Learning Objectives/Outcomes**
Prepare for deployment and redeployment.

Learning Domain: Cognitive
Level of Learning: Apply

**References/Readings**
JP 3-35, Deployment and Redeployment Operations, 10 January 2018

AR 525-93, Army Deployment and Redeployment, 12 November 2014

ATP 3-35, Army Deployment and Redeployment, 23 March 2015

FM 3-90-2, Reconnaissance, Security, and Tactical Enabling Tasks, 22 March 2013

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Distributed Leader Course Level V (DLC V)

**Description**
Distributed Leader Course Level V (DLC V) prepares master sergeants and first sergeants to close the gap between tactical and strategic planning. Learners analyze and apply knowledge which will assist them in carrying out policies and standards on the performance, training, appearance, and conduct of enlisted personnel resulting in senior leaders who are ready to advise and initiate recommendations pertaining to the local NCO support channel. DLC V is a 47 hour course consisting of 13 lessons and serves as the prerequisite for the Sergeants Major Course (SMC).

**Terminal Learning Objectives (TLOs)**
Analyze Army Leadership, Mission Command, Operations, and Training.
## Course Map

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Lesson DLC500 – Course Overview

Description
This introductory lesson will help prepare the student to successfully navigate and complete the Distributed Leader Course (DLC) Level V, as well as, retain the knowledge gained in the course.

Hours: 1

Learning Objectives/Outcomes
Identify how to successfully complete DLC V.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
CGS Bulletin No. 920, Command and General Staff College Academics Policy, 2011
USASMA Bulletin No. 920, Academic Ethics Policy Acknowledgement, 2018

Lesson DLC501 – Organization Level Leadership

Description
This lesson presents the learner with the required leader core competencies that commanders at all levels expect of their senior enlisted advisors who are an important source of knowledge and discipline for all enlisted matters. While the same leader core competencies apply to all levels of leadership, organizational leaders usually work with more complexity, more people, greater uncertainty, and a greater number of unintended consequences. This lesson examines the role of the organizational leader. While the same core leader competencies apply to all levels of leadership, organizational leaders influence people through policymaking and systems integration in addition to face-to-face contact.

Hours: 4

Learning Objectives/Outcomes
Analyze organizational level leadership.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
ADRP 6-22, Army Leadership, 1 August 2012

Lesson DLC502 – Assessing your Organization

Description
At the end of this lesson, the student will be able to apply how the proper use of assessments can enhance unit effectiveness and readiness. To lead change in an organization, it is critical for the learner to understand the concept of assessment and processes, in order to apply assessments within their units. Assessments provide the feedback necessary to increase performance and effectiveness within the organization.

Hours: 4

Learning Objectives/Outcomes
Apply unit assessment.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings
AR 1-201, Army Inspection Policy, 25 February 2015
ADRP 5-0, The Operations Process, 17 May 2012
ATP 5-0.1, Army Design Methodology, 1 July 2015
FM 7-0, Train to Win in a Complex World, 5 October 2016

Lesson DLC503 – Leading Change

Description
The Army is in constant change, to that end, human beings are hard wired to resist change. Leaders in units going through change must be able to bring the unit along through change in order to make transformation successful. This lesson will expose the learner to the concepts created by John P. Kotter in leading change within an organization. At the end of this lesson the student will interpret the dynamics of change and leading through change.

Hours: 4

Learning Objectives/Outcomes
Interpret leading change in an Army organization.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
8 Steps to Accelerate Change in Your Organization, 2018
**Kotter’s 8-step Change Model:** Implementing Change Powerfully and Successfully.

Leading Change: Why Transformation Efforts Fail, 1996

**Lesson DLC504 – Stages of Group Development**

**Description**
This lesson reviews the Tuckman model of group development, and invites the learner to analyze the paradigm of ineffective teams and ultimately the evolution of the group into an effective team. At the end of this lesson, the student will be able to analyze the stages of group development.

**Learning Objectives/Outcomes**
Analyze the stages of group development.

Learning Domain: Cognitive
Level of Learning: Analyze

**References/Readings**
ATP 6-22.6, Army Team Building, 30 October 2015

**Lesson DLC505 – Talent Management**

**Description**
This lesson introduces the student to talent management. In this lesson, the students will explain the comprehensive talent management strategy for the Army. They can apply it when performing their duties at their current and future level of responsibilities. At the end of this lesson, the student will be able to explain the talent management concept of operations (CONOP) for 2025 and beyond, explain the strategic effects of talent management, explain the challenges in talent management, explain the framework for the Army talent management, and explain key tasks for transformation. This lesson will assist the student in developing skills to manage talent in their current and future level of responsibilities.

**Learning Objectives/Outcomes**
Interpret the comprehensive talent management strategy for the Army.

Learning Domain: Cognitive
Level of Learning: Understand

**References/Readings**
Talent Management Concept of Operations for Force 2025 and Beyond, 2015

**Lesson DLC506 – IMCOM Roles and Responsibilities**

**Description**
At the end of this lesson, the student will have an understanding of how the Installation Management Community (IMOM) provides effective and efficient services, programs, and infrastructure to manage the challenges faced by commanders, Soldiers, Civilians, and Families in a fluid operating environment. The student will review and identify the strategy through lines of effort, keys to success, and the metrics used by IMCOM to achieve the vision identified in the Installation Management Campaign Plan.

**Learning Objectives/Outcomes**
Interpret U.S. interagency, intergovernmental, and multinational capabilities and considerations.

Learning Domain: Cognitive
Level of Learning: Understand

**References/Readings**
Installation Management Campaign 2012-2020, 2011

**Lesson DLC507 – Introduction to Interorganizational and Multinational Operations**

**Description**
At the end of this lesson, the student will be able to interpret the coordination of military operations with other U.S. government, and agencies international organizations, and the private sector as well as the fundamental principles and guidance for the Armed Forces of the United States when they operate as part of a multinational force.

**Learning Objectives/Outcomes**
Interpret U.S. interagency, intergovernmental, and multinational capabilities and considerations.

Learning Domain: Cognitive
Level of Learning: Understand
Lesson DLC508 – Introduction to Force Management

Description
The Army is a dynamic organization that must constantly change to adapt to emerging threats and their associated new mission sets. Army professionals – especially leaders and force managers – must be capable of driving change to ensure the Army is prepared to prevent conflict, shape the security environment, and win wars, if necessary. Change requires the continual adaptation and development of both material and nonmaterial solutions across the Army’s doctrine, organization, training, material, leadership and education, personnel, facilities, and policy (DOTMLPF-P) domains. The Army strives to implement orderly management of change through existing processes in the Force Management Model in order to minimize turbulence in organizations.

Hours: 3

Learning Objectives/Outcomes
Identify Force Management.

Learning Domain: Cognitive
Level of Learning: Remember

References/Readings
How the Army Runs, 2018

Lesson DLC509 – Introduction to DoD Acquisition Process

Description
After this lesson, the student will be able to explain that defense acquisition exists to manage the nation’s investments in technologies, programs, and product support necessary to achieve the National Security Strategy and support the United States Armed Forces. Three major subsystems of defense acquisition are the Joint Capabilities Integration and Development System (JCIDS) process, the Planning, Programming, Budgeting, and Execution (PPBE) process and the Defense Acquisition System (DAS).

Hours: 4

Learning Objectives/Outcomes
Examine the DoD acquisition process.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
JP 4-10, Operational Contract Support, 4 March 2019

Lesson DLC510 – Introduction to Joint Operational Contracting Support

Description
The U.S. military has used, and continues to use, contracted support in nearly all operations at various levels of scope and scale. The continual introduction of high-tech equipment, coupled with force structure and Manning reductions, mission-specific force cap restrictions, and high operating tempo, means contracted support will augment military forces in most operations. Planned and executed correctly, operational contract support can mitigate some force structure constraints and, in some operations, enhance the flexibility and operational reach and achieve objectives for the supported commander.

Hours: 4

Learning Objectives/Outcomes
Identify joint operational contracting support.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
JP 4-10, Operational Contract Support, 4 March 2019
Lesson DLC511 – Introduction to Global Mobility

Description
There are many challenges associated with deploying the force. This lesson enables the student to examine all modes of global mobility including land, sea, and air. At the end of this lesson, the student will be able to appraise global mobility.

Hours: 3

Learning Objectives/Outcomes
Understand global mobility.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
JP 4-01, The Defense Transportation System, 18 July 2017
JP 4-09, Distribution Operations, 5 February 2010.

Lesson DLC512 – Overview of Multi-Domain Operations

Description
This lesson will expose the student to the Army’s Multi Domain Operations (MDO). This lesson describes how U.S. Army forces, as part of the Joint Force, will militarily compete, penetrate, disintegrate, and exploit our adversaries in the future. Emerging technologies like artificial intelligence, hypersonic, machine learning, nanotechnology, and robotics are driving a fundamental change in the character of war. As these technologies mature and their military application become clearer, the impacts have the potential to revolutionize battlefields.

Hours: 4

Learning Objectives/Outcomes
Interpret Multi Domain Operations (MDO)

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
TRADOC PAM 525-3-1, The U.S. Army in Multi-Domain Operations 2028, 27 November 2018
**Distributed Leader Course Level VI (DLC VI)**

**Description**
Distributed Leader Course Level VI (DLC VI) educates senior 6C/6S and 7C/7S to perform senior-level duties at brigade level positions in today’s operational environment (OE). This course provides the Army with self-aware, adaptive leaders of character and competence with the skills to shape and overcome the friction created by uncertainty, and operate in any operational environment. DLC VI is a 34 hour course consisting of 12 lessons and serves as a prerequisite for the Nominative Leader Course (NLC).

**Terminal Learning Objectives (TLOs)**
Analyze Army Leadership, Mission Command, Operations, and Training.
## Course Map

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**Total DLC VI Hours** 34
Lesson DLC600 – Course Overview

Description
This introductory lesson will help prepare the student to successfully navigate and complete the Distributed Leader Course (DLC) Level VI, as well as, retain the knowledge gained in the course.

Hours: 1

Learning Objectives/Outcomes
Identify how to successfully complete DLC VI.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings
None.

Lesson DLC601 – Strategic Level Leadership

Description
This lesson presents the student the required leader core competencies which commanders at all levels expect of their senior enlisted advisors who are an important source of knowledge and discipline for all enlisted matters. While the same leader core competencies apply to all levels of leadership, strategic leaders usually work with more complexity, more people, greater uncertainty, and a greater number of unintended consequences. This lesson examines the role of the strategic leader. Strategic leadership is the process used to affect the achievement of a desirable and clearly understood vision by influencing the organizational culture, allocating resources, directing through policy and directive, and building consensus. This lesson follows the Army leader development strategy in accordance with the Army ethic.

Hours: 3

Learning Objectives/Outcomes
Analyze the role of the strategic leadership.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
AR 600-100, Army Profession and Leadership Policy, 5 April 2017

Lesson DLC602 – Army Strategic Readiness

Description
This lesson discusses the Army strategic readiness concept. Army Strategic Readiness focuses on the readiness of the Army as an institution to provide sufficient, capable units to support the national military strategy (NMS). This lesson enables Army senior leaders to obtain an integrated view of current and future strategic readiness, by analyzing the process to assess the status of the strategic readiness tenets (SRTs), review the leading indicators that drive particular trends in readiness, and ultimately, understanding a strategic level assessment of the Army’s near-term and future readiness.

Hours: 3

Learning Objectives/Outcomes
Analyze strategic readiness for the Army.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
AR 525-30, Army Strategic Readiness, 3 June 2014
DA PAM 525-30, Army Strategic Readiness Assessment Procedures, 9 June 2015

Lesson DLC603 – Human Dimension Strategy

Description
This lesson introduces the student to how the Army maintains the decisive edge in the human dimension. How the human dimension strategy optimizes human performance through cognitive dominance, realistic training, and institutional agility resulting in trusted teams and professionals within the Army of 2025 and beyond.

Hours: 3

Learning Objectives/Outcomes
Analyze the human dimension strategy.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
ADP 6-22, Army Leadership, 31 July 2019
ADRP 6-22, Army Leadership, 1 August 2012
FM 6-22, Leader Development, 30 June 2015
Lesson DLC604 – Negotiations

Description
Formal and informal negotiations constantly arise and are critical to 21st century conflicts. Good negotiation skills are critical to building and maintain productive, collaborative working relationships with individuals and groups. In this lesson, the student will analyze negotiation applications within a strategic environment, analyze negotiation styles, elements of cross-cultural negotiations, and how to negotiate, build consensus, and resolve conflicts in countries influenced by the U.S. Army.

Hours: 3

Learning Objectives/Outcomes
Analyze negotiations in the strategic environment.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
ADRP 6-22, Army Leadership, 1 August 2012

Negotiation Systems and Strategies, 2017

Simple Rules for Making Alliances Work, 2007

GTA 21-03-12, Negotiations, 2012

Lesson DLC606 – Host Nation Support

Description
In this lesson, the student will analyze the allied, joint, and Army concepts of host nation support, support principles, planning and implementation, contingency contracting, and planning processes. The U.S. Army’s acquisition and use of foreign host nation military, paramilitary or civilian support (HNS) is to supplement or satisfy U.S. Army combat support (CS) and combat service support (CSS) requirements overseas during times of crisis, transition to war, and wartime.

Hours: 3

Learning Objectives/Outcomes
Analyze the effectiveness of host nation support.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
AR 570-9, Host Nation Support, 29 March 206

AJP 4.5(B), Allied Joint Doctrine for Host Nation Support, 6 May 2013

AJP 01, Allied Joint Doctrine, 1 February 2017

FM 3-16, The Army in Multinational Operations, 8 April 2014

JP 3-16, Multinational Operations, 1 March 2019

JP 4-10, Operational Contract Support, 4 March 2019

JP 4-08, Logistics in Support of Multinational Operations, 5 July 2017

ADP 4-0, Sustainment, 31 July 2019

ADRP 4-0, Sustainment, 31 July 2012
Lesson DLC607 – The Operational Environment (OE)

Description
This lesson requires the student to examine the most important duties as Army professionals; to think clearly about the problem of future armed conflict and the need for innovative and adaptive leaders and cohesive teams that will thrive in conditions of complexity and uncertainty. The Army’s vision of the future must drive change to ensure that Army forces are prepared to prevent conflict, shape the security environment, and win wars. This lesson will analyze the joint forces operational environment from a physical perspective; the joint forces operational environment from an informational and systems perspective; the Army’s operational concept and its role in the operational environment; the Army operational and mission variables that affect the OE, and the nature of land operations and the role of soldiers within the OE.

Hours: 3

Learning Objectives/Outcomes
Analyze the operational environment (OE).

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
ADRP 3-0, Operations, 6 October 2017
JP 3-0, Joint Operations, 17 January 2017
JP 3-13, Information Operations, 20 November 2014
JP 2-01.3, Joint Intelligence Preparation of the Operational Environment, 21 May 2014
FM 7-0, Train to Win in a Complex World, 5 October 2016

Lesson DLC608 – Stability Operations

Description
This lesson examines stability principles in unified land operations, stability principles for host-nation building in unified land operations, and post-conflict reconstruction essential tasks. Effective commanders better understand the joint principles in the context of stability as part of decisive action and in the context of how to use the principles.

Hours: 3

Learning Objectives/Outcomes
Analyze stability operations.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
ADRP 3-07, Stability, 31 August 2012

Lesson DLC609 – Defense Support of Civil Authorities

Description
This lesson examines the foundational national and military policy documents that establish the nation’s comprehensive approach to national preparedness and define the Army’s supporting role. To link how Army support of civil authorities in the homeland fits into a tiered response that ensures unified action among all partners. Introduces the student to how state and federal Army forces coordinate and cooperate to achieve unity of effort, and discuss the range of response in domestic operations. Analyze the purpose, characteristics and core tasks of defense support of civil authorities (DSCA).

Hours: 3

Learning Objectives/Outcomes
Analyze defense support of civil authorities.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
ADRP 3-28, Defense Support of Civil Authorities, 14 June 2013

Lesson DLC610 – Civil Affairs & Civil Military

Description
The U.S. military can expect escalating challenges from ever-increasing operations in complex civil-military environments. The intent of this lesson is to have the student explore civil affairs (CA) planning and broadly describe the mission, capabilities, and functions of the CA fore and its supporting role to the Army’s concept of unified
land operations. The student will analyze civil affairs capabilities and civil military coordination.

Hours: 3

Learning Objectives/Outcomes
Analyze civil affairs/civil military operations.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
FM 3-57, Civil Affairs Operations, 17 April 2019

JP 3-57, Civil-Military Operations, 9 July 2018

Lesson DLC611 – Information Operations (IO)

Description
This lesson provides an overview of information operations (IO). This overview includes an understanding of the operational and information environments and how IO supports decisive action through three weighted efforts: attack, defend, and stabilize. The IO is the aggregate of three interrelated dimensions which continuously interact with individuals, organizations, and systems to collect, process, disseminate, or act on information, and analyze multinational considerations in information operations.

Hours: 3

Learning Objectives/Outcomes
Analyze information operations (IO).

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings
FM 3-13, Information Operations, 6 December 2016

JP 3-13, Information operations, 20 November 2014