

THE NCO LEADERSHIP CENTER of EXCELLENCE
Master Leader Course (MLC)

M422: Influencing
Advance Sheet

1. SCOPE:

Often leaders ask NCOs to provide input to the process that ultimately culminates with decisions, an operational approach, or a desired outcome that their superiors envision. In order to be part of the decision-making process NCOs first must be knowledgeable in the area they want to influence. Then they must be able to articulate their recommendations in an influential manner. At the end of this lesson, the learner will be able to show leadership alternatives to current paradigms through reason and logic based on education and experience. This lesson teaches learners how to tactfully address areas where they see need to apply their influence. The learner will be able to use their education and experience as well as knowledge gained from this lesson to extend their influence beyond their subordinates to their leadership. The student brings the skill to associate ideas from different areas into a common understanding. The facilitator will guide the student to make connections to concepts girding the skill of influencing.

This lesson links with the following lessons: This lesson ties into the effective leadership, servant leadership and training management lessons. This lesson requires understanding mission command. This lesson supports the objectives of critical thinking, creative thinking and problem solving.

2. LEARNING OBJECTIVES:

TLO: This lesson supports 400-MLC-0420, Apply organizational leadership in order to facilitate the commander's intent.

ELO: 400-MLC-0420.05

Action: Show leadership alternatives to current paradigms through reason and logic.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given references and multimedia resources.

Standard: Answer scenario questions:

1. Reviewing plans for logic and common sense outcome;
2. Selecting plans for doctrinal reliability; and
3. Preparing a sketch and narrative that details the senior NCO's suggestions for change.

Learning Domain: Cognitive

Level of Learning: Application

3. PREPARATION FOR CLASS:

a. Read (9 Total Pages):

- ADP 1-0, *The Army*, July 2019, para 1-5. Found at <https://armypubs.army.mil/ProductMaps/PubForm/ADP.aspx> audio version https://rdl.train.army.mil/catalog/search?current=true&search_terms=audiobook
- ADP 6-22, *Army Leadership and the Profession* (W/Basic Incl C1), July 2019, Ch. 1, C, para 1-82 thru 1-85, p. 4-3 Composure paragraphs, 4-13 thru 4-16 (1 page). Found at <https://armypubs.army.mil/ProductMaps/PubForm/ADP.aspx> (audio found in previous location)
- TC 7-22.7, *The NCO Guide*, January 2020, p. 2-9 Leadership paragraph; Ch. 7 (8 pages). Found at <https://armypubs.army.mil/ProductMaps/PubForm/TC.aspx>

b. Be prepared to discuss the following in class:

- Recall two ways you can ensure senior leaders respect you, accept your advice and follow your advice. Answer based on personal experience.
- How the Army characteristics relate to influence. Answer based on ADP 1 para 1-5, ADP 6-22 p. 4-3 and personal experience.
- How the Leadership Requirements Model helps, you earn the respect of superiors. ADP 6-22 p. 1-15 and p. 4-3 and personal experience.

4. HOMEWORK ASSIGNMENT(S): None.

5. ASSESSMENT PLAN: Refer to ISAP.