

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

M423: NCO Common Core Competencies (Leadership Case Studies)
Advance Sheet

1. SCOPE:

This 12-hour lesson provides the learner an opportunity to analyze historical case studies with a comparison of the NCO Common Core Competencies, then write an executive summary. Noncommissioned officers display their competence through the execution of knowledge-based leadership. Army leadership determined there are six core areas where the NCO's competency resides. Those competencies where leaders must excel are communications, leadership, training management, readiness, operations, and program management. At the end of this lesson the learner will know a few of the historical aspects of the NCO Common Core Competencies and be able to write an executive summary of them.

2. LEARNING OBJECTIVES:

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

ELO: 400-MLC-0420.06

Action: Analyze NCO Common Core Competencies.

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: Write EXSUMs for the six NCO Common Cores, each assessed EXSUM is worth 10% of the GPA. Products will involve:

1. Identifying communications;
2. Analyzing readiness;
3. Examining Army and joint operations;
4. Analyzing leadership;
5. Analyzing training management;
6. Examining program management (PM); and
7. Preparing the executive summary (EXSUM).

Learning Domain: Cognitive

Level of Learning: Analysis

3. PREPARATION FOR CLASS:

a. Read (6 Total Pages):

- TC 7-22.7, *The NCO Guide*, January 2020, pp. 2-2 and 2-3, para 2.1 (2 pages). Found at <https://armypubs.army.mil/ProductMaps/PubForm/TC.aspx>
- Learner Handout - *At Our Own Peril: DoD Risk Assessment in a Post-Primacy World*, Nathan P. Freier, pp. 1 thru 4 (4 pages). Found on Blackboard > M423 Learner Handouts

b. Be prepared to discuss the following in class:

- Describe the correlation the NCO Common Core Competencies and quality of leadership. Answer based on personal experiences and *At Our Own Peril*
- In what ways would enemy forces benefit from studying leadership case studies prior to them conducting strategic planning? Answer based on personal experiences

4. HOMEWORK ASSIGNMENT(S):

Lessons associated with the EXSUM assignment may provide doctrinal references to help in the assignment.

a. M400 Course Review (NCO C3: Leadership, EXSUM Practice Case Study)

The G-3 asks you the Operations NCO to write an EXSUM and poses this question:

“What in the provided case study can be applied to the NCO C3 of Leadership?” Support findings through the lens of current doctrine. This is a practice EXSUM.

b. M404 English Writing Overview (NCO C3: Communications, Communications Case Study)

The G-3 asks you the Operations NCO to write an EXSUM and poses this question:

“Within the NCO C3 of Communications, what is the greatest communication challenge for leaders; and how can you as a leader measure the effectiveness of your communication skills?” Support findings through the lens of current doctrine. Use the provided case study.

c. M447 Mission Command (NCO C3: Leadership, Leadership Case Study)

The G-3 asks you the Operations NCO to write an EXSUM based on this question:

“Within the NCO C3 of Leadership, what is the unit’s proficiency in mission command?” Support findings through the lens of current doctrine. Use the provided case study.

d. M451 Decisive Action (NCO C3: Operations, Operations Case Study)

The G-3 asks you the Operations NCO to write an EXSUM based on this question:

“Within the NCO C3 of Operations, how well did the unit perform in three of the warfighting functions?” Support findings through the lens of current doctrine. Use the provided case study.

e. M432 Training Management IV (NCO C3: Training Management, Training Management Case Study)

The G-3 asks you the Operations NCO to write an EXSUM and poses this question:

“Within the NCO C3 of Training Management, how can the unit manage training to accomplish mission goals?” Support findings through the lens of current doctrine. Use the provided case study.

f. M431 Organizational Management (NCO C3: Program Management, Program Management Case Study)

The G-3 asks you the Operations NCO to write an EXSUM and poses this question:

“Within the NCO C3 of Program Management, explain ways the elements of project management, such as understanding the scope, requirements, planning, resources, and time, help you as a leader?” Support findings through the lens of current doctrine. Use the provided case study.

g. M432 Influencing (NCO C3: Readiness, Readiness Case Study)

The G-3 asks you the Operations NCO to write an EXSUM and poses this question:

“Within the NCO C3 of Readiness, how does influence affect unit readiness?” Support findings through the lens of current doctrine. Use the provided case study.

5. ASSESSMENT PLAN: Refer to ISAP.