

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

**M451: Decisive Action**  
**Advance Sheet**

**1. SCOPE:**

Army forces conduct decisive and sustainable land operations through the simultaneous combination of offensive, defensive, and stability operations (or defense support of civil authorities) appropriate to the mission and environment. Army forces conduct regular and irregular warfare against both conventional and hybrid threats. This five-hour lesson enables the learner to analyze the environment and act quickly as decisions need to be made. At the end of this lesson the learner will be able to analyze the situation and select the correct action to employ based on the unique elements that are present.

**2. LEARNING OBJECTIVES:**

**TLO: This lesson supports 400-MLC 0460, Analyze decisive action in order to prepare your unit to operate within the decisive action environment.**

**ELO: 400-MLC-0460.10**

**Action:** Analyze decisive action within the operating concept of unified land operations.

**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:** Distinguish between the base operations order and the current operating picture, by:

1. Examining the operations order;
2. Analyzing the current operations picture;
3. Correlate the operations order with the common operating picture;
4. Examining Defense Support of Civil Authorities element; and
5. Showing large scale operations through the lens of all domains.

**Learning Domain:** Cognitive

**Level of Learning:** Analysis

**This lesson supports the following NCO Common Core Competencies (NCO C3):**

**a. Readiness:**

- (1) Assist the commander in prioritizing AR 350-1 training; enforce the unit's training program.

**b. Leadership:**

- (1) Live and demonstrate the attributes and competencies of the leadership requirements model.
- (2) Communicate and drive the commander's vision and intent by serving as the conduit between the commander and Soldiers.
- (3) Strengthen the characteristics of trust, honorable service, military expertise and esprit de corps through stewardship of the Army Profession.

**c. Operations:**

- (1) Understand the operational environment.
- (2) Exercise and support the Commander's priorities and enable mission command.
- (3) Analyze operational gaps in both the organization and the plan; leverage the shortfalls by providing the appropriate resources and guidance to achieve positive results.
- (4) Engage throughout the planning process to ensure training objectives are well defined and achieved.
- (5) Understand Army doctrine associated with mission command and operations.
- (6) Leaders must be accountable and responsible for their subordinates proficiency in conducting their wartime missions.

**d. Training Management:**

- (1) Understand and participate in the operations process.

**e. Communications:**

- (1) Utilize both oral and written products to effectively communicate ideas, viewpoints, and military correspondence.
- (2) Employ active listening and the components of communication to solve problems and achieve results.
- (3) Exercise and enforce emotional intelligence (self-awareness, self-management, social awareness, social skill).

**3. PREPARATION FOR CLASS:**

**a. Read (42 Total Pages):**

- ADP 3-90, *Offense and Defense*, July 2019, pp. 2-2 and 2-3, para 2-6 thru 2-10; pp. 3-1, 3-18 and 3-19, para 3-1 thru 3-2, para 3-117 thru 3-125; pp. 4-1, para 4-1 thru 4-4, para 4-116 thru 4-119 (3 pages). Found at <https://armypubs.army.mil/ProductMaps/PubForm/ADP.aspx> audio at [https://rdl.train.army.mil/catalog/search?current=true&search\\_terms=audiobook](https://rdl.train.army.mil/catalog/search?current=true&search_terms=audiobook)
- ADP 3-0, *Operations*, July 2019, para 2-3 and 2-9 (1 page). (Found in previous location) (audio found in previous location)
- ADP 3-07, *Stability*, July 2019, p. 1-6, para 1-24; p. 2-2, para 2-5 thru 2-6; p. 4-1, para 4-3 (1 page). (Found in previous location) (audio found in previous location)
- ADP 3-28, *Defense Support of Civil Authorities*, July 2019, Ch. 4, pp. 4-1 thru 4-37 (37 pages). (Found in previous location) (audio found in previous location)

**b. Be prepared to discuss the following in class:**

- The taxonomy of Army tactics. ADP 3-90 para 2-6 thru 2-9 and Figure 2-1
- How can the principles of joint operations be used to develop a decision? ADP 3-0 para 2-3, 2-7, 2-9, and Table 2-1
- How does operational approach help staff to better plan courses of action? ADP 3-0 para 2-8 and 2-9, and Figure 2-2
- Why must the staff plan for stability operations? ADP 3-07 para 2-5 and 2-6, para 4-3 thru 4-5, and Figure 2-2
- What is DoD's role in Defense Support of Civil Authorities? ADP 3-28 Ch. 4

**4. HOMEWORK ASSIGNMENT(S):** None.

**5. ASSESSMENT PLAN:** Refer to ISAP.