

NCO COMMON CORE COMPETENCIES FOR PROFESSIONAL MILITARY EDUCATION

Reference Curriculum – Volume I

BASIC LEADER COURSE

ADVANCED LEADER COURSE-COMMON CORE COMPETENCIES

SENIOR LEADER COURSE-COMMON CORE COMPETENCIES

MASTER LEADER COURSE



THE NCO LEADERSHIP
CENTER OF EXCELLENCE

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“Leaders Build Lethality, We Develop Leaders”

NCO COMMON CORE COMPETENCIES (NCO C3) DEFINITIONS

NCO Common Core Competencies: Six major topic areas (Leadership, Communications, Readiness, Training Management, Operations, and Program Management) taught in NCO Professional Military Education (PME) that are common to all Noncommissioned Officers regardless of Military Occupational Specialty (MOS), rank, or position. NCO common core competency topics support the four Army Learning Areas, include subjects that are sequential and progressive, and build on skills, knowledge, and abilities of every NCO by enhancing a shared understanding required to operate effectively as a professional member of a ready and lethal force.

READINESS

NCOs are responsible for Soldier readiness and play a key role in unit readiness. This competency includes: Army Inspections, Command Supply Discipline, Comprehensive Soldier Fitness (physical, spiritual, emotional, social, and Family), Equipment Maintenance, Resiliency, MEDPROs, and Financial Readiness.

LEADERSHIP

The Army relies on NCOs capable of conducting daily operations, executing mission command and making intent-driven decisions. NCOs must lead by example and model characteristics of the Army Profession. This competency includes: Leader Development, Counseling, Coaching and Mentoring, the Army Ethic, Army Values, and Character Development. It also includes a thorough understanding of the Leadership Requirements Model, Mission Command Philosophy, Critical Thinking, and Problem Solving.

OPERATIONS

Leaders at every echelon are expected to display the initiative necessary to assume risk, while taking timely advantage of opportunities that present themselves under ambiguous, chaotic conditions. This competency includes: Large-Scale Combat Operations, Multi-Domain Operations (Cyber, Land, Sea, Air, & Space), Joint Operations, Operational & Mission Variables, Troop Leading Procedures, Military Decisionmaking Process, Warfighting Functions/Combat Power, and Operational Terms & Symbols.

TRAINING MANAGEMENT

NCOs are directly responsible for training individual Soldiers, crews, and teams. The Army training principles provide a broad but essential foundation to guide NCO leaders as they plan, prepare, execute, and assess sustained and effective training. This competency includes: Risk Management, 8-step Training Model, Conducting Individual Training, and the Art and Science of training from squad to brigade level (course dependent).

PROGRAM MANAGEMENT

NCOs assist their officer counterparts in managing Army programs that supports Soldiers and Families. This competency complements readiness and includes: The Army Safety Program, Army Career Tracker (ACT), Human Resource Systems, Military Justice Procedures, the Army Force Management Model (How the Army Runs), Army Community Service (ACS) Programs, and the Soldier for Life-Transition Assistance Program (SFL-TAP).

COMMUNICATIONS

Competent NCOs are effective communicators. NCOs cannot lead, train, counsel, coach, mentor, or build teams without the ability to communicate clearly. This competency includes: Verbal (Public Speaking & Military Briefings) and Written (English and Grammar) communications. Also includes, Active Listening, Collaboration, Facilitation, Negotiations, Social Media, Digital Communications, Media Engagement, Staff Studies, and Decision Papers.

OUR MISSION

Provide professional military education that develops enlisted leaders into fit, disciplined, well-educated professional capable of meeting the challenges of an increasingly complex world.

OUR VISION

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 (BSNCOC)

Commandants Pre-Command Course (CPCC)



NCOLCoE



NCO Worldwide



U.S. Army photo by SGT Ashton Smith

BASIC LEADER COURSE (BLC)

DESCRIPTION

The Basic Leader Course (BLC) is a branch-immaterial course that provides an opportunity for Soldiers to acquire the leader skills, knowledge, and experience needed to lead team-level size units. BLC prepares the Specialist/Corporal for duties and responsibilities as a Sergeant. Using the Leadership Requirements Model (LRM) through a holistic approach, learners will develop skills in written and oral communications, critical and creative thinking, problem solving, leadership and counseling, drill and ceremonies, how to train Soldiers, character development, nutrition and physical fitness, troop leading procedures and mission orders, Army programs, and how to build effective teams. As a result, learners will be able to train, lead, and conduct operations at the team level. BLC is 22 days, 169 academic hours.

TERMINAL LEARNING OBJECTIVES (TLOS)

BLC graduates will be able to apply the six NCO Common Core Competencies (NCO C3). These competencies are Readiness, Leadership, Training Management, Communications (written and oral), Army Operations, and Program Management. The Basic Leader Course fully supports the Army's missions of lethality by developing smart, thoughtful, and innovative trainers who can communicate effectively, lead and protect their Soldiers, and sustain their equipment.

ACE ID: AR-2201-0603

Credit Recommendations in the lower-division baccalaureate/associate degree category:

3 hours in communication

3 hours in introduction to management

LESSON LIST

Seq	Lesson	Title	Hours	Module
1	B100	Basic Leader Course Overview / Blackboard Review	4	
2	B101	Group Dynamics	3	
3	B128	Sexual Harassment / Assault Response & Prevention	3	
4	B111	Physical Training	19	
5	B114	Drill and Ceremonies	6	
6	B129	Equal Opportunity – Prejudice and Discrimination	2	Module 1
7	B108	Cultural Competencies	4	
8	B103	Written Communication	13	
9	B106	The Army's Leadership Requirements Model	4	
10	B105	Critical Thinking and Problem Solving	4	
11	B102	Effective Listening	3	
12	B104	Public Speaking	12	
13	B124	Army Combat Fitness Test Grader Certification	8	
14	B115	Mission Orders and Troop Leading Procedures	5	
15	B116	Training Management / CIT	18	
16	B109	Unit Culture and This Is My Squad	5	
17	B110	Legal Responsibilities and Limits of NCO Authority	4	
18	B112	Followership and Servant Leadership Fundamentals	6	
19	B113	Cohesive Team Building and Conflict Management	7	
20	B107	Counseling	7	Module 3
21	B127	Financial Readiness	2	
22	B120	Talent Management	1	
23	B117	Soldier for Life / Transition Assistance Program	4	
24	B119	Soldier Readiness	6	
25	B118	Command Supply Discipline Program	4	Module 4
26	B126	Holistic Health and Fitness	2	
27	B121	Resiliency	6	
28	B125	Nutritional Readiness	3	
29	B130	Army Body Composition Program	2	
30	B131	Contemporary Issues	2	
Total BLC Hours			169	

LESSON B100 – BLC

Description

At the end of this lesson, students will be able to organize an approach to achieving the course learning outcomes. Students will also be introduced to Project Athena and conduct one assessment. The BLC contains 169 hours of academic instruction.

Hours: 4

Learning Objectives/Outcomes

Identify the standards, procedures, and assessment requirements for the Basic Leader Course (BLC).

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Issue:

Advance Sheet

During class:

Interview Sheet Assessment Rubrics

Read:

N/A

LESSON B101 – GROUP DYNAMICS

Description

At the end of this learning event, you will be more aware of the process a group goes through to successfully achieve a common goal.

You will also explore strategies useful for groups in the learning environment.

Hours: 3

Learning Objectives/Outcomes

Summarize the components of group dynamics as they relate to the learning environment.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Issue:

Advance Sheet

During class:

Broken Squares Activity Practical Exercise Worksheet

Read:

Stages of Group Development, by Bruce Tuckman, pp 1 through 7 (17 minutes)

LESSON B102 – EFFECTIVE LISTENING

Description

At the end of this learning event, you will develop an awareness of the process and role of listening in oral communication. In addition, you will develop skills related to analyzing and improving informative, critical, and empathetic listening skills.

Hours: 3

Learning Objectives/Outcomes

Use the components of the listening process to improve communication.

Learning Domain: Affective
Level of Learning: Receiving

References/Readings

Advance Issue:

Advance Sheet

During class:

Listening Behavior Assessment Handouts 1 & 2

Read:

Listening Effectively, 1996, by John A. Kline, pp 30 through 32 (7.5 minutes)

LESSON B103 – WRITTEN COMMUNICATION

Description

At the end of this lesson, you will be able to apply writing and editing principles to develop fluency and accuracy in writing sentences, paragraphs, and short essays.

You will practice writing military correspondence and award bullets and explore narrative story elements to develop your writing abilities to meet course writing assignments.

Hours: 13

Learning Objectives/Outcomes

Apply the components of the writing and editing process.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

Advance Sheet

During class:

Learner Handout 1 – Outline

Learner Handout 2 – Venn Diagram

Learner Handout 3 – Mindmap

Learner Handout 4 – MFR

Learner Handout 5 – Proofreading Marks

Learner Handout 6 – 1009 Assessing Writing Information Essay (Learner)

Read:

AR 25-50, *Preparing and Managing Correspondence*, 17 May 2013, Chapter 1, p. 6, paras 1-36 and 1-37 (2 minutes)

LESSON B104 – PUBLIC SPEAKING

Description

At the end of this lesson, you will be confident in speaking in front of peers and superiors. You will explore both verbal and nonverbal skills, audience analysis techniques, and four types of military briefing. You will develop and deliver a historical event briefing.

Hours: 12

Learning Objectives/Outcomes

Demonstrate confidence when delivering a briefing/presentation.

Learning Domain: Affective
Level of Learning: Responding

References/Readings

Advance Issue:

Advance Sheet

During class:

Verbal communication skills handouts Job Aid for Verbal and Nonverbal skills

Read:

FM 6-0, *Commander and Staff Organization and Operations (with Change 2)*, 22 April 2016, Chapter 7, pp 7-1 through 7-5 (12.5 minutes)

Briefing Guide, May 1993, by USASMA Section I, pp. 1 through 2, (Information Briefing), pp 9 through 11 (Briefing Checklist, and Briefing Tips) (7.5 minutes)

LESSON B105 – CRITICAL THINKING AND PROBLEM SOLVING

Description

At the end of this lesson, you will apply foundational critical thinking elements when leading your team members and working with your superiors. You will also make the connection between critical thinking and effective communication through active listening, writing, and speaking activities.

Hours: 4

Learning Objectives/Outcomes

Solve problems using critical thinking.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

Advance Sheet

Job Aid 2, Improving Your Thinking

Job Aid 3, Military Problem-Solving Process

During class:

Job Aid 1, Elements and Standards

Read:

The Miniature Guide to Critical Thinking Concepts and Tools, (Seventh edition), © 2014, by Dr. Richard Paul and Dr. Linda Elder, pp 1 through 22 (55 minutes)

FM 6-0, *Commander and Staff Organization and Operations (with Change 2)*, 22 April 2016, Chapter 4 (15 minutes)

Job Aid 2, Improving Your Thinking

Job Aid 3, Military Problem-Solving Process

LESSON B106 – THE ARMY'S LEADERSHIP REQUIREMENTS MODEL

Description

At the end of this learning event, you will have an opportunity to examine and develop your own personal leadership attributes and competencies through collaborative and experiential learning experiences. You will also compose an essay how to improve your leadership strengths and weaknesses.

Hours: 4

Learning Objectives/Outcomes

Describe the Army's Leadership Requirements Model.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Issue:

Advance Sheet

During class:

Practical Exercise

Read:

ADRP 6-22, *Army Leadership*, 1 August 2012, Chapter 1, para 1-4 through 1-6 and para 1-27, pp 1-27 through 1-35 (7.5 minutes)

ADP 6-22, *Army Leadership*, 10 September 2012, pp 5 through 8, para 22 through 38 (8 minutes)

ADRP 6-22, *Army Leadership*, 1 August 2012, Chapter 2, pp 2-4 through 2-5, para 2-24 through 2-39 (5 minutes)

AR 623-3, *Evaluation Reporting System*, 4 November 2015, pp 31 through 32, para 3-4 and 3-5 (5 minutes)

LESSON B107 – COUNSELING

Description

At the end of this learning event, you will be confident in counseling your team members. Through role playing activities, you will examine and practice, how to counsel performance issues, personal issues, and professional growth opportunities. Students will also be introduced to the NCOER support for and will develop an Individual Development Plan.

You will also explore concepts and decisions through a virtual environment.

You will also explore concepts and decisions through a virtual environment.

Hours: 7

Learning Objectives/Outcomes

Demonstrate effective counseling skills.

Learning Domain: Affective
Level of Learning: Valuing

References/Readings

Advance Issue:

Advance Sheet

During class:

Scenario Handouts

DA Form 4856 Developmental Counseling Form (3 per student)

12 Index cards

*Optional – Learner Handout Vignettes

Read:

ATP 6-22.1, *The Counseling Process*, 1 July 2014, Chapters 1 and 2, pp 1-1 through 2-10 (35 minutes)

Classroom Discussion:

Students should be prepared to discuss counseling.

Equipment:

Students will need headphones or earbuds for use with the ELITE Counseling Simulator on the student laptop.

LESSON B108 – CULTURAL COMPETENCE

Description

At the end of this learning event, you will be able to apply culturally appropriate responses when working within your teams, with peers, superiors, and people from other cultures. You will explore ways to rapidly recognize and assess cultural norms, explore strategies to effectively communicate with people from your own and other cultures, and learn how to mitigate cross-cultural challenges.

Hours: 4

Learning Objectives/Outcomes

Adapt your leadership style to the cultural environment.

Learning Domain: Affective
Level of Learning: Responding

References/Readings

Advance Issue:

Advance Sheet

During class:

Communication Style Continuum (1 per student) Scenario Cards (1 set per student group)
8.5" x 11" copy paper (2 per student and 2 for demonstration)

Read:

N/A

LESSON B109 – UNIT CULTURE AND THIS IS MY SQUAD

Description

At the end of this learning event, you will articulate a coherent values and ethics system that supports the Army profession. You will take a comprehensive and holistic view of Unit Culture and This Is My Squad (TIMS).

Hours: 5

Learning Objectives/Outcomes

Justify the need to adhere to a strong set of values and ethics that support the Army profession.

Learning Domain: Affective
Level of Learning: Valuing

References/Readings

Advance Issue:

Advance Sheet

During class:

Army Values—Our Core

Review:

Army Profession Pamphlet, February 2017, pp 29 through 39 (25 minutes)

LESSON B110 – LEGAL RESPONSIBILITIES AND LIMITS OF NCO AUTHORITY

Description

At the end of this learning event, you will create a job aid on types of authority an NCO has and when and how to use that authority. You will review the legal aspects, examine military justice components, and limits of authority to determine correct disciplinary approaches for Soldier conduct.

Hours: 4

Learning Objectives/Outcomes

Understand the legal authorities, responsibilities, and limits of an NCO.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Issue:

Advance Sheet

During class:

Practical Exercise

Read:

TC 7-22.7, *Noncommissioned Officer Guide*, 7 April 2015, Chapter 4, pp 4-23 through 4-30, paras 4-20 through 4-29 (15 minutes)

AR 27-10, *Military Justice*, 11 May 2016, Chapters 3 and 4, pp 3 through 29, (70 minutes)

AR 600-20, *Army Command Policy*, 6 November 2014, Chapter 4 (35 minutes)



LESSON B111 – INTRODUCTION TO PHYSICAL TRAINING

Description

At the end of this 19-hour learning event, you will be able to conduct Physical Training (PT). The lesson provides discussion, demonstration, practical exercises, and evaluation to prepare the student. The assessment will count toward your grade point average.

Hours: 19

Learning Objectives/Outcomes

Apply the components of the Army Physical Training Program.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

Advance Sheet

Conduct Physical Readiness Training rubric

During class:

GTA 07-08-003, Physical Readiness Training Quick Reference Card

Read:

ATP 7-22.02

LESSON B112 – FOLLOWERSHIP AND SERVANT LEADERSHIP FUNDAMENTALS

Description

At the end of this learning event, you will be able to identify different types of followers that make up a team and how to work with or influence each type. You will also be able to identify the importance of servant leadership principles in how you interact, adapt to, and think about your new position as SGT. You will apply counseling, coaching, and mentoring techniques for specific follower behaviors while employing servant leadership principles.

Hours: 6

Learning Objectives/Outcomes

Describe the characteristics of the effective follower.
Describe the principles of servant leadership.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Issue:

Advance Sheet

During class:

Spangenberg Case Study

1009W Assessing Writing Compare and Contrast Essay (Learner)

Read:

Reading A- Landry, B. W. (2009). Say No to Yes Men: Followership in the Modern Military, pp 5 through 8 (12.5 minutes)

Reading B - Servant Leadership (40 minutes)

Review:

ATP 6-22.1, *The Counseling Process*, 1 July 2014, Chapter 2, pp 2-6 through 2-7, paras 2-33 through 2-37 (including Table 2-1) (5 minutes)

ADRP 6-22, *Army Leadership*, 1 August 2012, Chapter 7, pp 7-1 through 7-16 (40 minutes)

LESSON B113 – COHESIVE TEAM BUILDING AND CONFLICT MANAGEMENT

Description

At the end of this learning event, you will be able to use the three stages of team development to build and maintain an effective team. You will also be able to use appropriate conflict management styles applied to different sources of conflict.

Hours: 7

Learning Objectives/Outcomes

Build effective teams. Choose appropriate conflict management styles to maintain an effective team.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

Advance Sheet

During class:

Online scenarios in MSAF

Read:

ADRP 6-22, *Army Leadership*, August 2012, Chapter 1, pp 1-4 through 1-6; Chapter 6, pp 6-1 through 6-14; Chapter 7, pp 7-13 through 7-15 (47 minutes)

FM 6-22, *Army Leadership*, Chapter 1, pp 1-3 through 1-7 and Chapter 3, pp 3-6 through 3-10 (25 minutes)

FM 7-0, *Training Units and Developing Leaders*, Appendix H, p H-4 paras H14 through H17 and page H-4

LESSON B114 – DRILL AND CEREMONIES

Description

At the end of this learning event, you will be able to move a small unit from one place to another in an orderly manner. You will also be able to conduct the Squad Leader's Inspection. This training instills discipline and develops habits of precision and response.

Hours: 6

Learning Objectives/Outcomes

Conduct squad drill.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

Advance Sheet

During class:

Conduct Squad Drill Score Sheet

Read:

N/A



U.S. Army Photo

LESSON B115 – MISSION ORDERS AND TROOP LEADING PROCEDURES

Description

At the end of this learning event, you will be able to rapidly react to mission orders assigned to your team in order to meet the commander's intent by knowing how to employ Troop Leading Procedures. You will have an opportunity to build a new order to create a team building event.

Hours: 5

Learning Objectives/Outcomes

Apply Troop Leading Procedures.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

Advance Sheet

During class:

Learner Handouts

Read:

FM 6-0, *Commander and Staff Organization and Operations* (with Change 2), 22 April 2016, pp 10-1 through 10-9 (22 minutes)

Review:

FM 6-0, *Commander and Staff Organization and Operations* (with Change 2), 22 April 2016, Appendix C (12 minutes)

LESSON B116 – TRAINING MANAGEMENT/CIT

Description

At the end of this learning event, you will develop a 30-minute Sergeant's Time Training session using the 8-step training model, incorporating training management principles and risk management.

Hours: 16

Learning Objectives/Outcomes

Develop and instruct a skill level 1 task during a team level training session, using the Army's 8-step training outline.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

Advance Sheet

During class:

CE Handouts

Sergeant's Time Worksheet

Read:

FM 7-0, *Train to Win in a Complex World*, 5 October 2016, Chapter 1, para 1-4 through 1-11, 1-27 through 1-37, 1-41 through 1-43, Chapter 2, pp 2-4 through 2-5, 2-15 through 2-16, 2-23 through 2-24, Chapter 3, pp 3-12 through 3-20, p H-4, paras H14 through H17, and Appendix F (27.5 minutes)

ADP 7-0, *Training Units and Developing Leaders*, 23 Aug 2012, pp 6 through 10 (10 minutes)

LESSON B117 – SOLDIER FOR LIFE/TRANSITION ASSISTANCE PROGRAM

Description

During this learning event, we will analyze the Soldier for Life (SFL) – Transition Assistance Program (TAP) process. Students will create a basic resume, a social networking page, and design a quick 30-second elevator pitch. The SFL – TAP fosters and promotes Army retention, both on active duty and in the Army National Guard (ARNG) or U.S. Army Reserve (USAR). The SFL – TAP helps Soldiers compare and contrast Army benefits and compensation with similar public or private sector occupations, to make informed career decisions. When Soldiers decide to leave active duty, the SFL-TAP shows them how continued service in the ARNG or USAR can supplement their income, provide education, and career opportunities, and expand their contacts in the community.

Hours: 4

Learning Objectives/Outcomes

Discuss the Soldier for Life – Transition Assistance Program (SFL-TAP) and prepare a basic resume.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

Advance Sheet

During class:

AR 600-81, *Soldier for Life – Transition Assistance Program*

Basic resume format

Resume assessment rubric

Read:

N/A

LESSON B118 – COMMAND SUPPLY DISCIPLINE PROGRAM

Description

At the end of this learning event, you will be a good steward of Army resources in order to meet unit readiness. You will also build a plan on enforcing good supply discipline within your teams.

Hours: 4

Learning Objectives/Outcomes

Connect being a good steward of Army resources to unit readiness through effective supply discipline.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Issue:

Advance Sheet

During class:

N/A

Read:

ADRP 1, *The Army Profession*, 14 June 2015, Chapter 6

AR 710-2, *Supply Policy Below the National Level*, 25 March 2008, Chapter 2, pp 31 through 34, para 2-10

CALL Handbook 10-19, *Small Unit Leader's Guide to: The Command Supply Discipline Program*, January 2010
Scan:

ATP 6-22.6, *Army Team Building*, 30 October 2015, Chapter 1, pp 1-1 through 1-13

LESSON B119 – SOLDIER READINESS

Description

At the end of this learning event, you will dissect the four pillars of readiness at the team level in order to support the overall Army mission. You will also develop a job aid outlining team level responsibilities, objectives, and/or methods in your MOS to support training, manning, equipment, and leader development to meet unit readiness.

Hours: 6

Learning Objectives/Outcomes

Organize team level requirements required under the pillars of readiness.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

Advance Sheet

During class:

Learner Worksheet

Read:

(2016). Army Readiness Guidance 2016-17, pp 1 through 9 (22.5 minutes)

LESSON B120 – TALENT MANAGEMENT

Description

At the end of this learning event, you will be able to clearly identify the principles of talent management, and understand the knowledge, skills, behaviors, and preferences (KSB-P) associated with talent management.

Hours: 1

Learning Objectives/Outcomes

Describe the characteristics of Army's talent management based system by identifying the 12 principles of talent management and describing the knowledge, skills, behaviors, and preferences (KSB-P) of the Army Talent Alignment Process (ATAP).

Learning Domain: Cognitive
Level of Learning: Receiving

References/Readings

Advance Issue:

Advance Sheet

During class:

Handout Use and Develop Your Talents

Read:

Handout Army Chief: New talent management will start with officers, then go to enlisted (1.5 pages) [2 minutes]

(2019). The Army People Strategy, (15 pages) [15 minutes]

LESSON B121 – RESILIENCY

Description

At the end of this learning event, you will be able to support yourself, your team members, and their families to become resilient through orienting them to the correct Army support programs.

Hours: 6

Learning Objectives/Outcomes

Assist Soldiers to be ready and resilient at all times to meet unit missions.

Learning Domain: Affective
Level of Learning: Responding

References/Readings

Advance Issue:

Advance Sheet

Role playing script for "spirituality" for seven (7) learners per small group. (Provide to selected learners one or two days before lesson execution. Rehearsals should be conducted away from peers.)

During class:

DA Form 4856, Developmental Counseling Forms

Resiliency Learner Handout

Character Information for Vignettes

Read:

N/A

LESSON B124 – ARMY COMBAT FITNESS TEST GRADER CERTIFICATION

Description

This certification will provide you with another tool for developing your Soldiers and supporting unit and Army readiness, obtaining an ACFT Certification is not a graduation requirement. However, it may reflect on your DA Form 1059.

Hours: 8

Learning Objectives/Outcomes

Obtain certification as an ACFT grader by validating the testing equipment, setting up the ACFT testing lanes, grading the six ACFT events to standard, and grading three ACFT MOD events, with 100% GOs on the ACFT Grader Certification rubric.

Learning Domain: Psychomotor
Level of Learning: Receiving

References/Readings

Advance Issue:

Advance Sheet

During class:

ACFT Grader Certification Rubric

DA Form 705 Army Combat Fitness Test Scorecard

Read:

ATP 7-22.01: Holistic Health and Fitness Testing, Chapter 2

LESSON B125 – NUTRITIONAL READINESS

Description

Soldiers will be able to better understand Army nutrition programs, calculate energy requirements, assist Soldiers with weight loss challenges, and employ nutrition resources, tools, and techniques.

Hours: 3

Learning Objectives/Outcomes

Maintaining nutritional readiness includes:

Reviewing Army nutrition programs

Calculating energy needs

Assisting Soldiers with weight loss challenges

Understanding nutrition resources, tools, and techniques

Learning Domain: Psychomotor

Level of Learning: Remembering

References/Readings

Advance Issue:

Advance Sheet

Read:

(2019). AR 30-22: Army Food Program

LESSON B126 – HOLISTIC HEALTH AND FITNESS

Description

This certification will provide you with another tool for developing your Soldiers and supporting unit and Army readiness, Obtaining an ACFT Certification is not a graduation requirement. However, it may reflect on your DA Form 1059.

Hours: 2

Learning Objectives/Outcomes

Identify the major readiness domains of the Army's holistic health and fitness doctrine by matching specific items of holistic health and fitness with the related domain.

Learning Domain: Cognitive

Level of Learning: Receiving

References/Readings

Advance Issue:

Advance Sheet

During class:

Article H2F initiative improves Thunderbolt Soldiers' Wellness handout

H2F Terms and Concepts Handout

Read:

FM 7-22: Holistic Health and Fitness, Chapter 3

Scan:

FM 7-22: Holistic Health and Fitness, Chapters 8, 9, 10, 11, and 13

LESSON B127 – FINANCIAL READINESS

Description

At the end of this learning event, you will be able to understand how financial readiness correlates to mission readiness from a leader's viewpoint. Using an experiential learning approach for the lesson, learners will be able to recognize the importance of overall personal financial management. Further, learners will comprehend the Soldier's military retirement system and the importance of preparing for retirement. As leaders, learners will be able to identify warning signs of members who are at risk for financial problems and provide resources.

Hours: 2

Learning Objectives/Outcomes

Identify the importance of personal financial management by participating in group discussions concerning:

Recognizing the importance of personal financial management and what resources are available

- Identifying benefits of responsible personal financial management
- Identifying financial issues that are unique to or affected by the military lifestyle.
- Identifying consequences of financial mismanagement in both military and civilian sectors
- Knowing what information is necessary for obtaining higher security levels
- Understanding leadership duties in assisting Service/staff members in acquiring clearances

Comprehending the Service member's military retirement system and the importance of preparing for retirement

- Understanding the basics of military retirement pay
- Understanding/conveying the importance of comprehensive military retirement panning throughout the military lifecycle

Identifying warning signs of members who are at risk for financial problems and provide resources

- Knowing how to identify indicators of Service members that are financially at risk
- Understanding the leadership role and responsibilities for identifying and providing resources to those financially at risk
- Knowing how to approach at-risk members with concerns
- Understanding Duty to Warn and Confidentiality Concerns
- Knowing resources for at-risk members

- Understanding laws and compliance issues as related to assisting Service members
- Being able to identify the impacts of financial risk on readiness
- Understanding the mental stress of financial risk on readiness
- Understanding the personal family issues associated with financial risk and readiness

Learning Domain: Cognitive
Level of Learning: Remembering

References/Readings

Advance Issue:

Advance Sheet

During class:

Spending Plan Worksheet

SPC Jones's Spending Plan

Military Consumer Protection Handout

Financial Warning Signs Handout

BRS: A Guide to the Uniformed Services Blended

Retirement System

Consumer Credit Guide for Members of the Armed Forces

ACS Card

Leader Card

LESSON B128 – SEXUAL HARASSMENT AND ASSAULT RESPONSE AND PREVENTION (SHARP)

Description

Educate and prepare learners to support the Sexual Harassment/Assault Response & Prevention (SHARP) Program and to effectively eliminate incidents of sexual harassment and sexual assault from our Army.

Hours: 3

Learning Objectives/Outcomes

Apply the Army's SHARP program by defining Army sexual harassment and sexual assault policies, applying appropriate response techniques, and identifying prevention strategies in support of the SHARP program to create a culture of prevention in the Army. Learners will have met the standard when they participate in classroom discussions, complete checks on learning, and complete the following without error:

- Respond to complaints/reports of Sexual Harassment and Sexual Assault.

- Describe Army policy on Reprisal, Retaliation, Online Conduct, and Social Media.

Learning Domain: Cognitive
Level of Learning: Remembering

References/Readings

Advance Issue:

Advance Sheet

During class:

SHARP Student Handout 1 Version 10 Key References, Terms, and Definitions, SHARP Guidebook, and GTA 19-11-001 SHARP Reference Card

Read:

(2020). AR 600-20: Army Command Policy, Chapter 6 and Chapter 7

(2017). DODD 6495.01: Incorporating Change 3 Sexual Assault Prevention and Response (SAPR) Program

(2017). DODI 6495.02, Incorporating Change 3 Sexual Assault Prevention and Response Program Procedures Scan:

(2015). DODD 7050.06: Military Whistleblower Protection

(2018). DODI 1020/03: Harassment Prevention and Response in the Armed Forces

LESSON B129 – MILITARY EQUAL OPPORTUNITY – PREJUDICE AND DISCRIMINATION

Description

This lesson introduces you to prejudice and discrimination issues, how to identify the issues, and explores methods to mitigate them. As a result you will be able to build stronger, more cohesive teams that are able to meet the challenges of equal opportunity and increase readiness.

Hours: 2

Learning Objectives/Outcomes

Correctly identify prejudice and discrimination within the organization and employ techniques that prevent it.

Learning Domain: Cognitive
Level of Learning: Remembering

References/Readings

Advance Issue:

Advance Sheet

Read:

(2020). AR 600-20: Army Command Policy, Chapter 6 and Appendix C

Scan:

Allport, G. (1979). The nature of prejudice. Addison Wesley Publishing Company

Chin, J. (2004). The psychology of prejudice and discrimination: Racism in America. Praeger Perspectives

Fishbein, H. (2002). Peer prejudice and discrimination. Lawrence Erlbaum Associates

Plous, S. (2009). Understanding prejudice. <http://www.understandingprejudice.org/demos>

Plous, S. (2003). Understanding prejudice and discrimination. McGraw-Hill

(2018). DEOMI's EOAC Power and Privilege Lesson Plan

(2018). DEOMI's EOAC Prejudice and Discrimination Lesson Plan

LESSON B130 – ARMY BODY COMPOSITION PROGRAM

Description

This lesson introduces you to the Army Body Composition Program. Knowledge of this program will provide you with another tool for developing your Soldiers and supporting Army readiness. You will discover your responsibilities in this program as a leader and how to conduct a body fat assessment using AR 600-9 and the DA Form 5500 (male) and 5501 (female).

Hours: 1

Learning Objectives/Outcomes

Describe your responsibilities in this program as a leader and conduct a body fat assessment using AR 60-9 and the DA Form 5500 (male) and DA Form 5501 (female).

Learning Domain: Cognitive
Level of Learning: Remembering

References/Readings

Advance Issue:

Advance Sheet

During class:

DA Form 5500

DA Form 5501

Body Fat Assessment Handout

Read:

(2019). AR 600-9: Army Body Composition Program Scan:

Performance Triade (P3) webpage
<https://p3.amedd.army.mil>

Human Performance Resources by CHAMP (HPRC)
<https://www.hprc-online.org>

LESSON B131 – CONTEMPORARY ISSUES

Description

This lesson introduces you to contemporary issues in our Army. As a result, you will be able to articulate a given issue and related it to leadership and mission accomplishment.

Hours: 2

Learning Objectives/Outcomes

Analyze contemporary issues facing the military by examining current doctrine and policies concerning the issues, discussing the advantages and disadvantages of the issues, and developing a plan for adapting the issue into your team's daily operations.

Learning Domain: Cognitive
Level of Learning: Remembering

References/Readings

Advance Issue:

Advance Sheet



U.S Army Photo by Tyler Gourley



ADVANCED LEADER COURSE-NCO COMMON CORE COMPETENCIES (ALC-NCO C3)

DESCRIPTION

The Advanced Leader Course-NCO Common Core Competencies (ALC-NCO C3) prepares sergeants for duties as a staff sergeant. The course will challenge learners to think critically, generate creative ideas, and learn to solve complex problems. Learners will develop skills in written and oral communications using the leadership requirements model through a holistic approach. Key lessons include discussing training management, The Army's maintenance program, examining talent management, writing a persuasive essay, preparing and delivering a military briefing, and using the military decision-making process (MDMP). As a result, learners will be able to train, lead, and conduct operations at the squad level.

TERMINAL LEARNING OBJECTIVES (TLOS)

1. Demonstrate resilience, comprehensive Soldier fitness, and personal and unit readiness.
2. Model Army leader attributes and competencies and characteristics of the Army Profession.
3. Demonstrate proficiency in planning, preparing, executing, and assessing training.
4. Demonstrate proficiency in creating a shared understanding through oral and written communication skills.
5. Demonstrate proficiency in mission command, command and control, and Army and Joint operations as well as understand the operating environment.

LESSON LIST

Lesson	Topic	Hours
A200	Course Overview	1
A201	Army Discipline and Standards	2
A202	The Army Leader	3
A207	Coaching, Counseling and Mentorship	5
A203	Research and Case Studies	5
A206	Persuasive Essay	6
A208	Military Briefings	6
A204	Build Trust in Teams	2
A205	Mission Orders and MDMP	10
A210	Training Management	3
A209	Holistic Health and Fitness	2
A211	The Army's Maintenance Program	3
A212	Contemporary Issues	5
A212B	Financial Readiness	1
A213	Talent Management	1
	Total ALC Hours	55

LESSON A200 – COURSE OVERVIEW

Description

At the end of this one-hour lesson you will be able to define the Advanced Leader Course-NCO Common Core Competencies (ALC-NCO C3) learning objectives including the learning outcomes, course requirements, and useful tools and information. This course prepares the sergeant for duties as a staff sergeant. Using the Leadership Requirements Model (LRM) through a holistic approach, learners will develop skills in written and oral communications and challenge learners to think critically, generate creative ideas, and learn to solve complex problems. As a result, learners will be able to train, lead, and conduct operations at the squad level. The course contains 55 hours of academic instruction covering the following competency areas: Communications, Leadership, Operations, Training Management, and Readiness.

Hours: 1

Learning Objectives/Outcomes

Define the Advance Leader Course (ALC) NCO Common Core Competencies (NCO C3) learning objectives.

Learning Domain: Cognitive
Level of Learning: Remembering

References/Readings

Advance Issue:

A200 Advance Sheet

During class:

None

LESSON A201 – ARMY DISCIPLINE AND STANDARDS

Description

At the end of this two-hour lesson, learners will have defined discipline and standards, the Army Profession, and civil-military relations. As a result, learners will be able to enforce standards and discipline at the squad level.

Hours: 2

Learning Objectives/Outcomes

Define Army discipline and standards.

Learning Domain: Cognitive
Level of Learning: Remembering

References/Readings

Advance Issue:

A201 Advance Sheet

During class:

Standard Adherence Handout, Part 1 (1 per group)

Standard Adherence Handout, Part 2 (1 per group)

Read:

Reading A, ADP 1: *The Army*, Chapter 1

Reading B, *Developing the Character of Trusted Army Professionals: Forging the Way Ahead*, Figure 1

LESSON A202 – THE ARMY LEADER

Description

At the end of this three-hour lesson, learners will have applied the Army Leadership Requirements Model (LRM), the 10 characteristics of servant leadership, the 10 traits of a counterproductive leader, and The Noncommissioned Officer Guide. As a result, learners will be better equipped to lead Soldiers and maintain their readiness.

Hours: 3

Learning Objectives/Outcomes

Apply the Army Leadership Requirements Model (LRM)

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

A202 Advance Sheet

During class:

Army Leadership Requirements Model

STAR Strategy Activity

Backbone of the Army Part 1 and Part 2

Read:

Reading A, Center for Servant Leadership, “*The Servant as Leader*” section, <https://www.greenleaf.org/what-is-servant-leadership>

Reading B, NCO Journal, “*Sergeant’ Means ‘Servant’: How NCOs Typify the Servant Leader*”

Reading C, Spears, L.C. (2010). *The Journal of Virtues & Leadership, “Character and Servant Leadership: Ten Characteristics of Effective, Caring Leaders”*

LESSON A203 – RESEARCH AND CASE STUDIES

Description

At the end of this five-hour lesson, learners will have analyzed the purpose of a case study, how to conduct research, and how to write a case study analysis. As a result, learners will have the ability to identify and apply lessons learned to future operations.

Hours: 5

Learning Objectives/Outcomes

Analyze a leadership case study.

Learning Domain: Cognitive
Level of Learning: Analyzing

References/Readings

Advance Issue:

A203 Advance Sheet

During class:

“The America I Believe In” handout

“Guilty ‘til Proven Innocent” handout

Case Study Analysis Instructions handout

“History of the NCO 1700: Valley Forge” handout

Read:

Reading A, University of Arizona Global Campus “Guidelines for Writing a Case Study Analysis”

Reading B, Purdue OWL readings
The Purdue University – Purdue Online Writing Lab (Purdue OWL) is used to assist users in their development as writers – no matter what their skill level. It is the writing reference used throughout the ALC and SLC NCO-C3 phases. You are encouraged to explore the website often. It contains vast amounts of information from the different writing styles (APA, MLA, ASA, Chicago, etc.), to general writing tips, to research, to subject specific writing, and more. Purdue Online Writing Lab is located at: https://owl.purdue.edu/owl/research_and_citation/conducting_research/research_overview/synthesizing_sources.html

LESSON A204 – BUILD TRUST IN TEAMS

Description

At the end of this two-hour lesson, learners will have analyzed trust in teams including mutual trust, building trust, barriers to trust, maintaining trust, and rebuilding trust. As a result, learners will have a better understanding of creating and sustaining a climate of trust at the squad level.

Hours: 2

Learning Objectives/Outcomes

Analyze trust in teams.

Learning Domain: Cognitive
Level of Learning: Analyzing

References/Readings

Advance Issue:

A204 Advance Sheet

During class:

Mutual Trust in Teams

Indicators of Mutual Trust and a Positive Climate

How to Strengthen Mutual Trust in Your Unit

Wintrich Case Study Questions

Read:

Reading A, ADP 6-0, *Mission Command*, July 2019, para 1-30 thru 1-35

Reading B, FM 6-22: *Leader Development*, para 7-14 thru 7-18

Reading C, ATP 6-22.6: *Army Team Building*, para 2-36 thru 2-56

LESSON A205 – MISSION ORDERS AND THE MILITARY DECISION-MAKING PROCESS

Description

At the end of this ten-hour lesson, learners will have employed a mission order using the military decision-making process. As a result, learners will have the ability to understand the situation and mission, develop a course of action, and produce a mission order.

Hours: 10

Learning Objectives/Outcomes

Employ mission orders.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

A205 Advance Sheet

During class:

OPORD 2-159 IN

Five paragraph OPORD

Operations Order-Five Paragraph Format

Operations Order-Five Paragraph Worksheet

Learning Activity Five Paragraph OPORD

Mission Analysis Learning Activity

Read:

Reading A, FM 5-0, *Planning and Orders Production*, May 2022, para 5-13 thru 5-211

Reading B, CALL, Handbook 18-28 - *Operating in a Denied, Degraded, and Disrupted Space Operational Environment (D3SOE)*, June 2018, p 29 thru 31, 63, 69, 72

Reading C, OPORD 2-159IN (OPERATION SUMMONER REPOSE)

Reading D, Operations Orders – Five Paragraph Format

Reading E, Operations Orders – Five Paragraph Worksheet

LESSON A206 – PERSUASIVE ESSAY

Description

At the end of this six-hour lesson, learners will have written a persuasive essay. As a result, learners will have the ability to write about problems from historical, philosophical, rhetorical, and/or cross-cultural and interdisciplinary perspectives.

Hours: 6

Learning Objectives/Outcomes

Write a persuasive essay.

Learning Domain: Cognitive
Level of Learning: Remembering

References/Readings

Advance Issue:

A206 Advance Sheet

1009W (SPECIAL), *Assessing Writing, Special-Persuasive Essay*

Handout ESSAY WRITING

During class:

Activity – Writing Thesis Statement

Stages of the Writing Process (from Purdue OWL)

Proof reading (from Purdue OWL)

Activity – Brainstorming Idea Flows

Three Ways to use Sources per APA

General Format (APA) (from Purdue OWL)

Creating a New APA Header in Word

“Presidential Authority: Operation Geronimo Case Study” Scenario (Apply)

Read:

Reading A, The Three Parts of an Essay at <http://slideplayer.com/slide/5953512>

Reading B, Persuasive Essay at <http://slideplayer.com/slide/4574230>

Reading C, Handout ESSAY WRITING (A-3 thru A-8)

LESSON A207 – COACHING, COUNSELING, AND MENTORSHIP

Description

At the end of this five-hour lesson, learners will have demonstrated effective coaching, counseling, and mentorship techniques, to include reception and integration counseling, as well as, their understanding of the NCOER. As a result, learners will have a better understanding of how to interact with subordinates, as well as, how the NCOER and Instructor Certification Program benefits their professional development.

Hours: 5

Learning Objectives/Outcomes

Demonstrate effective coaching, counseling, and mentorship techniques.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

A207 Advance Sheet

During class:

Handout – NCOER Evaluation Counseling Tips (SGT to SSG)

Handout – NCOER Evaluation Report Support Form (DA Form 2166-9-1A)

Handout – The Algorithm of Quantified NCOER Statements

Learning Activity – Writing NCOER Impact Statements Activity

Learning Activity – Coaching, Counseling, and Mentoring Role Play Scenarios

Read:

Reading A, FM 6-22, *Leader Development*, 30 June 2015, para 3-60 thru 3-107

Reading B, ADP 6-22: *Army Leadership and the Profession*, 31 July 2019, para 6-55

Reading C, ATP 6-22.1: *The Counseling Process*, 01 July 2014, para 1-8 and 1-9, 2-9, 2-13 thru 2-19

Reading D, DA PAM 623-3, *Evaluation Reporting System*, 27 September 2019, para 3-6, Table C-1, Table 3-4 and Table 3-5

LESSON A208 – MILITARY BRIEFING

Description

At the end of this six-hour lesson, learners will present an information briefing using the four steps to an effective briefing and the six key communication factors. As a result, learners will have the knowledge and skills to develop and present an information briefing to commanders, staffs or other audiences in the Army.

Hours: 6

Learning Objectives/Outcomes

Present an information brief.

Learning Domain: Cognitive

Level of Learning: Understanding

References/Readings

Advance Issue:

A208 Advance Sheet

1009S, Assessing Speaking and Presentations (Special-Information Briefing)

During class:

Information Briefing Topics

Information Briefing Format

Recommended Tips for Preparing a Briefing

Information Briefing Outline

Information Briefing Outline

Learning Activity – What's on your desk

Read:

Reading A, FM 6-0, *Commander and Staff Organization and Operations*, dated 22 May 2022, Appendix B

Reading B, Live Bold & Bloom – 10 Good Communication Skills You Absolutely Must Know at <https://liveboldandbloom.com/08/self-improvement/good-communication-skills>

Reading C, Very Well Mind – Types of Nonverbal Communications at <https://www.verywellmind.com/types-of-nonverbal-communication-2795397>

Reading D, Help Guide – Nonverbal Communication at <https://www.helpguide.org/articles/relationships-communication/nonverbal-communication.htm>



LESSON A209 – HOLISTIC HEALTH AND FITNESS PROGRAM

Description

At the end of this two-hour lesson, learners will be able to identify holistic health and fitness (H2F). As a result, learners will contribute to the readiness of themselves and their Soldiers through coaching.

Hours: 2

Learning Objectives/Outcomes

Identify the H2F system.

Learning Domain: Cognitive

Level of Learning: Remembering

References/Readings

Advance Issue:

A209 Advance Sheet

Read:

Reading A, FM 7-22: *Holistic Health and Fitness*, 1 October 2020, Chapter 1 Intro, para 1-4 thru 1-8, para 1-10 thru 1-32, para 1-34 and 1-35, para 1-40 thru 1-45, para 3-1 thru 3-24, para 4-26, para 6-2, para 7-2 thru 7-7, p 9-11, para 10-9, para 10-47 and 10-51, p 13-1 and 13-7, para 13-1 thru 13-6, and para 13-11 thru 13-29

LESSON A210 – TRAINING MANAGEMENT

Description

At the end of this three-hour lesson, learners will conduct a crosswalk to prioritize tasks for a training event while incorporating risk management and after action reviews. As a result, learners will have the knowledge to prepare a squad-level training event for individual and collective tasks.

Hours: 3

Learning Objectives/Outcomes

Conduct a crosswalk to prioritize tasks.

Learning Domain: Cognitive

Level of Learning: Applying

References/Readings

Advance Issue:

A210 Advance Sheet

During class:

Situation Handout

The 5-Step Risk Management Process

Risk Assessment Matrix

DD Form 2977, Deliberate Risk Assessment Worksheet (DRAW)

AAR Outline

Background: Outpost Restrepo

Learning Activity

Read:

Reading A, ADP 7-0: *Training*, dated 14 June 2021, Forward, para 1-4 thru 1-12, para 1-23, Figure 1-2, para 2-5, p 3-9, para B-2 thru B-6, Appendix K

Reading B, ATP 5-19, *Risk Management*, 9 November 2021, para 1-5 thru 1-16, para 1-23 thru 1-74, Table 1-1

Reading C, UTM slide deck

LESSON A211 – THE ARMY'S MAINTENANCE PROGRAM

Description

At the end of this three-hour lesson, learners will have analyzed the Army's maintenance program including the Army maintenance system and standard, principles of maintenance, key personnel duties, and command maintenance discipline program. As a result, learners will be able to effectively supervise maintenance of assigned equipment in support of mission readiness.

Hours: 3

Learning Objectives/Outcomes

Analyze the Army's maintenance program.

Learning Domain: Cognitive

Level of Learning: Analyzing

References/Readings

Advance Issue:

A211 Advance Sheet

During class:

None

Read:

Reading A, AR 750-1, *Army Materiel Maintenance Policy*, 28 October 2019, para 3-2, and 3-9 thru 3-11

Reading B, ATP 4-33, *Maintenance Operations*, July 2019, para 1-8

Reading C, DA PAM 750-1: *Commanders' Maintenance Handbook*, 4 December 2013, Chapter 2, para 10-2, and 10-3

Reading D, DA PAM 750-8: *The Army Maintenance Management System (TAMMS) User's Manual*, 22 August 2005, para 3-10

Reading E, TM 9-2320-280-10: *Operator's Manual*, 31 January 1996, para 2-5

LESSON A212 – CONTEMPORARY ISSUES

Description

At the end of this six-hour lesson, learners will present contemporary issues in our Army. As a result, learners will be able to articulate a given topic relevant to mission accomplishment.

Hours: 5

Learning Objectives/Outcomes

Analyze contemporary issues.

Learning Domain: Cognitive
Level of Learning: Analyzing

References/Readings

Advance Issue:

A212 Advance Sheet

During class:

None

LESSON A212B – FINANCIAL READINESS

Description

At the end of this one-hour lesson, learners will be able to understand how financial readiness correlates to mission readiness from a leader's viewpoint. Using an experiential learning approach for the lesson, learners will be able to recognize the importance of overall personal financial management. Further, learners will comprehend the Soldier's military retirement system and the importance of preparing for retirement. As leaders, learners will be able to identify warning signs of members who are at risk for financial problems and provide resources.

Hours: 1

Learning Objective/Outcomes

Identify the importance of personal financial management.

Learning Domain: Cognitive
Level of Learning: Remembering

References/Readings

Advance Issue:

A212B Advance Sheet

During Class:

Financial Management Learning Activity

Leadership Training Checklist

Consumer Protection

Financial Warning Signs

SPC Curry's LES

LES Error for BRS Auto Enrollees

LES Handout

Military Retirement

Spending Plan Worksheet

Read:

None

LESSON A213 – TALENT MANAGEMENT

Description

At the end of this one-hour lesson learners will have defined Talent Management, the Army's Strategic Outcomes Lines of Effort, Army Talent Attribute Framework (ATAF), and Tying Enlisted Assessments to ATAF. As a result, learners will be instrumental to achieving organizational objectives through the fundamentals of talent management.

Hours: 1

Learning Objectives/Outcomes

Define talent management.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Issue:

A213 Advance Sheet

During class:

Talent Management ATAF Definitions

Talent Management ATAF Wheel

Talent Management Worksheet

Read:

Reading A, US Army, *The Army People Strategy*, October 2019, p 4, 6 thru 8



U.S. Army Photo

SENIOR LEADER COURSE-NCO COMMON CORE COMPETENCIES (SLC-NCO C3)

DESCRIPTION

The Senior Leader Course-NCO Common Course Competencies (SLC-NCO C3) prepares staff sergeants for duties as a sergeant first class. Using the leadership requirements model (LRM), learners will collaborate and exchange ideas on innovative approaches to leadership and training. Learners will examine management techniques, analyze mission command systems, construct an analytical essay, create platoon training and leader development plans, and learn basic negotiation principles. As a result, learners will gain an understanding of the significance of becoming a senior noncommissioned officer and the responsibilities inherent in that role.

TERMINAL LEARNING OBJECTIVES (TLOS)

1. Demonstrate resilience, comprehensive Soldier fitness, and personal and unit readiness.
2. Model Army leader attributes and competencies and characteristics of the Army Profession.
3. Demonstrate proficiency in planning, preparing, executing, and assessing training.
4. Demonstrate proficiency in creating a shared understanding through oral and written communication skills.
5. Demonstrate proficiency in mission command, command and control, and Army and Joint operations as well as understand the operating environment.

LESSON LIST

Lesson	Topic	Hours
S300	Course Overview	1
S302	The Ethical Leader	2
S303	Feedback, Coaching and Mentoring	5
S304	Leadership Case Study	2
S311	The Analytical Essay	8
S307	The Combined Arms Team	1
S305	Active and Reserve Component Capabilities	2
S306	The Command and Control Warfighting Function	3
S301	Inform and Influence Audiences	1
S308	The Rapid Decision and Synchronization Process (RDSP)	4
S309	Mission Rehearsals	2
S312	Military Briefings	4
S310	Basic Principles of Negotiations	2
S314	Training Management	5
S313	Holistic Health and Fitness	3
S315	The Army's Maintenance Program	3
S316	Contemporary Issues	5
S316B	Financial Readiness	1
S317	Talent Management	1
	Total SLC Hours	55

LESSON S300 – SLC-NCO C3 COURSE OVERVIEW

Description

At the end of this one-hour lesson, you will be able to define the Senior Leader Course-NCO Common Core Competencies (SLC-NCO C3) learning objectives including the learning outcomes, classroom expectations, and course requirements. This course prepares the staff sergeant for duties as a sergeant first class. Using the Leadership Requirements Model (LRM) through a holistic approach, learners will develop skills in written and oral communications and challenge them to think critically, generate creative ideas, and learn to solve complex problems. As a result, learners will be able to train, lead, and conduct operations at the platoon level. The course contains 55 hours of academic instruction covering the following competency areas: Communications, Leadership, Operations, Training, and Readiness.

Hours: 1

Learning Objectives/Outcomes

Define the learning objectives of the Senior Leader Course (SLC) NCO Common Core Competencies (NCO C3).

Learning Domain: Cognitive
Level of Learning: Remembering

References/Readings

Advance Issue:

S300 Advance Sheet

LESSON S301 – INFORM AND INFLUENCE AUDIENCES

Description

At the end of this one-hour lesson, learners will have analyzed information-related capabilities and inform and influence audiences. As a result, learners will be able to ensure actions, themes, and messages compliment and reinforce each other to accomplish objectives.

Hours: 1

Learning Objectives/Outcomes

Analyze ways to inform and influence audiences.

Learning Domain: Cognitive
Level of Learning: Analyzing

References/Readings

Advance Issue:

S301 Advance Sheet

During class:

None

Read:

Reading A, FM 3-13, *Information Operations*, 2016, para 1-1, 1-13 and 1-14, 3-2, 3-4, 3-27 thru 3-36, 4-64, 8-17, 9-11 and 9-12, and 9-14 thru 9-17.

Reading B, FM 6-0, *Commander and Staff Organization and Operations*, 2022, para 5-10 thru 5-12 and 5-36.

LESSON S302 – THE ETHICAL LEADER

Description

At the end of this two-hour lesson, learners will have analyzed the ethical reasoning process as well as character and ethics. As a result, learners will be able to effectively identify ethical problems and create courses of action to solve them.

Hours: 2

Learning Objectives/Outcomes

Analyze the ethical reasoning process.

Learning Domain: Cognitive
Level of Learning: Analyzing

References/Readings

Advance Issue:

S302 Advance Sheet

During class:

Learning activities handouts 1 and 2

Read:

Reading A, ADP 6-22, *Army Leadership and the Profession*, 01 July 2019, Chapters 1 and 2

Reading B, FM 6-22, *Developing Leaders*, November 2022, para, 4-10



U.S. Army Photo by SGT David Lietz

LESSON S303 – FEEDBACK, COACHING, AND MENTORING

Description

At the end of this five-hour lesson, learners will be able to perform feedback through coaching and mentoring. As a result, learners will know how to provide their subordinates with personal and professional development.

Hours: 5

Learning Objectives/Outcomes

Perform feedback through coaching and mentoring.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

S303 Advance Sheet

During class:

Learner Activity 1 Perform Feedback Using the NCOER

Read:

Reading A, ADP 6-22, *Army Leadership and the Profession*, 2019, para 2-1 thru 2-33, 5-1 thru 5-70, and 6-1 thru 6-75

Reading B, DA PAM 623-3, para 3-1, 3-7, and Table 3-4

Reading C, *Army Mentorship Handbook* 2005, pp 21 thru 23

LESSON S304 – LEADERSHIP CASE STUDY

Description

At the end of this two-hour lesson, learners will have analyzed the purpose of a case study and principles of mission command. As a result, learners will have the ability to identify and apply lessons learned to future operations.

Hours: 2

Learning Objectives/Outcomes

Analyze a leadership case study.

Learning Domain: Cognitive
Level of Learning: Analyzing

References/Readings

Advance Issue:

S304 Advance Sheet

During class:

Learner Handout Group 1 (case study)

Learner Handout Group 2 (case study)

Read:

Reading A, ADP 6-0, *Mission Command*, 2019, pgara 1-6 thru 1-14

LESSON S305 – ACTIVE AND RESERVE COMPONENT CAPABILITIES

Description

At the end of this two-hour lesson, learners will have investigated active and reserve component capabilities. As a result, learners will have a better understanding of the capabilities of the total Army force.

Hours: 2

Learning Objectives/Outcomes

Investigate active and reserve component capabilities.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Issue:

S305 Advance Sheet

During class:

Learner activity – Active and Reserve Component

Read:

Reading A, ADP 1: *The Army*, September 2019, para 1-1, thru 1-6, para 1-9 thru 1-11, para 2-19 thru 2-22, para 2-25 thru 2-33

LESSON S306 – THE COMMAND AND CONTROL WARFIGHTING FUNCTION

Description

At the end of this three-hour lesson, learners will have analyzed the command and control warfighting function including the purpose, tasks, and system. As a result, learners will be better equipped to accomplish missions and training objectives.

Hours: 3

Learning Objectives/Outcomes

Analyze the command and control warfighting function.

Learning Domain: Cognitive
Level of Learning: Analyzing

References/Readings

Advance Issue:

S306 Advance Sheet

During class:

Learning Activity- Command and Control Warfighting Function Task

Learning Activity- Command and Control Systems

Read:

Reading A, ADP 6-0, *Mission Command, Command and Control of Army Forces*, 31 July 2019, para 1-14 thru 1-16, 1-19 thru 1-22, 1-26 thru 1-66, 1-98 and 1-102, 1-105 and 1-106, 2-1 thru 2-3, 2-5 and 2-6, 2-8, 2-10, 2-12, 2-50, 2-72, 2-75 thru 2-79, 3-34, 4-25, and 4-52.

Reading B, ATP 3-14.3, *Technique for Army Space Force*, 15 February 2018, para 1-17 thru 1-23, 1-28, and 1-30 thru 1-35

Reading C, ATP 6-05.5, *Command Post Organizations*, 01 March 2017, Appendix C, para C-10, para C-13 thru C-14, para C-17 thru C-19, para C-21 thru C-25, para C-27, para C-33, and para C-38

Reading D, CALL, *D3SOE Handbook*, June 2018, 18-28, pp 1, 2, 29, 63, and 69

Reading E, FM 3-14, *Army Space Operations*, 30 October 2019, para 1-50 and 1-51, 2-1 thru 2-9, 2-24, 2-81, 2-84 and 2-85, 3-93, and 3-100

LESSON S307 – THE COMBINED ARMS TEAM

Description

At the end of this one-hour lesson, learners will have analyzed combined arms including the definition, elements of combat power, and sister service capabilities. As a result, learners will have a clear concept of how the Army operates as a combined arms team.

Hours: 1

Learning Objectives/Outcomes

Analyze combined arms.

Learning Domain: Cognitive
Level of Learning: Analyzing

References/Readings

Advance Issue:

S307 Advance Sheet

During class:

None

Read:

Reading A, ADP 1, *The Army*, 31 July 2019, para 2-26 thru 2-30

Reading B, ADP 3-0: *Operations*, 31 July 2019, para 4-12 and para 5-1 and 5-2

Reading B, ATP 3-14.3, *Technique for Army Space Force*, 15 February 2018, para 1-17 thru 1-23, 1-28, and 1-30 thru 1-35

Reading C, ATP 6-05.5, *Command Post Organizations*, 01 March 2017, Appendix C, para C-10, para C-13 thru C-14, para C-17 thru C-19, para C-21 thru C-25, para C-27, para C-33, and para C-38

Reading D, CALL, *D3SOE Handbook*, June 2018, 18-28, pp 1, 2, 29, 63, and 69

Reading E, FM 3-14, *Army Space Operations*, 30 October 2019, para 1-50 and 1-51, 2-1 thru 2-9, 2-24, 2-81, 2-84 and 2-85, 3-93, and 3-100

LESSON S308 – THE RAPID DECISION-MAKING AND SYNCHRONIZATION PROCESS

Description

At the end of this four-hour lesson, learners will have conducted the rapid decision making and synchronization process. As a result, learners will have the ability to direct timely and effective solution within the commander's intent, mission, and concept of operations.

Hours: 4

Learning Objectives/Outcomes

Conduct the rapid decision-making and synchronization process.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

S308 Advance Sheet

During class:

The Rapid Decision-Making and Synchronization Process (RDSP) Leader and Soldier Smart Card

2-159 IN OPORD

Read:

Reading A, FM 5-0, *Planning and Orders Production*, May 2022, Ch 6, pp 6-3 thru 6-29

Reading B, The Rapid Decision-Making and Synchronization Process (RDSP) Leader and Soldier Smart Card, July 2014

LESSON S309 – MISSION REHEARSALS

Description

At the end of this two-hour lesson, learners will prepare a mission rehearsal. As a result, learners will gain the ability to rehearse key actions before execution allowing Soldiers to become familiar with the operation and translate the abstract ideas of the written plan into concrete actions.

Hours: 2

Learning Objectives/Outcomes

Prepare a mission rehearsal

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

S309 Advance Sheet

During class:

Learning Activity Handout – Back brief Rehearsal

Read:

Reading A, FM 6-0, *Commander and Staff Organization and Operations*, 06 May 2022, Appendix C, p C-1 thru C-13

LESSON S310 – BASIC PRINCIPLES OF NEGOTIATIONS

Description

At the end of this two-hour lesson, learners will have applied an overview of negotiation process. As a result, learners will have identified the principles of negotiations and will have the ability to breakdown the negotiation process.

Hours: 2

Learning Objectives/Outcomes

Apply the basic principles of negotiations.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

S310 Advance Sheet

During class:

Learning Activity 1 – The Villager (Group 1)

Learning Activity 2 – The PSG (Group 2)

Read:

Reading A, ATP 3-07-10, *Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Security Forces*, 13 November 2017, pp 60 thru 74

LESSON S311 – THE ANALYTICAL ESSAY

Description

At the end of this eight-hour lesson, learners will have written an analytical essay. As a result, learners will have the ability to write about problems from historical, philosophical, rhetorical and/or cross-cultural and interdisciplinary perspectives.

Hours: 8

Learning Objectives/Outcomes

Prepare an analytical essay.

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

S311 Advance Sheet

During class:

Learner Handouts

Operation Anaconda Case Study

Learning Activity – Prepare an Analytical Essay

Read:

Reading A, ADP 6-0, *Mission Command: Command and Control of Army Forces*, 2019, para 1-26 thru 1-69

Reading B, Operation Anaconda Case Study

Reading C, Purdue OWL <https://owl.english.purdue/owl/section/2/10/> for APA Writing Style Format.

LESSON S312 – MILITARY BRIEFINGS

Description

At the end of this four-hour lesson, learners will present a decision briefing. As a result, learners will have the knowledge and skills to develop and present a decision briefing to commanders, staffs or other audiences in the Army.

Hours: 4

Learning Objectives/Outcomes

Present a decision briefing.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

Advance Issue:

S312 Advance Sheet

During class:

Decision Briefing Assignment

Read:

Reading A, ATP 3-07.6, *Protection of Civilians*, 29 October 2015, chapter 1

Reading B, FM 6-0, *Commander and Staff Organization and Operations*, 16 May 2020, para 7-1 to 7-21



U.S. Army Photo by Pat Molnar

LESSON S313 – HOLISTIC HEALTH AND FITNESS

Description

At the end of this three-hour lesson, learners will be able to apply holistic health and fitness (H2F), its system, and types of programs. As a result, learners will contribute to the readiness of themselves, their unit, and Soldiers.

Hours: 3

Learning Objectives/Outcomes

Apply holistic health and fitness (H2F).

Learning Domain: Cognitive
Level of Learning: Applying

References/Readings

Advance Issue:

S313 Advance Sheet

During class:

Fitness Training/Special Population Program Activity

Read:

Reading A, FM 7-22, *Holistic Health and Fitness*, 01 October 2020, Preface, Introduction pp xiv thru xvi, para 2-18 thru 2-21, 2-24, 2-26 and 2-27, 3-1 thru 3-24, 5-1 and 5-2, 5-5 and 5-7, 5-8 thru 5-13, 5-17 thru 5-21, 6-1 thru 6-6, 6-13 thru 6-37, 8-22, 10-9, 10-47 and 10-51, 10-52, 12-1 thru 12-8, 12-13 thru 12-16, 12-19 thru 12-25, 12-40 thru 12-49, 14-1 and 14-2

LESSON S314 – TRAINING MANAGEMENT

Description

At the end of this five-hour lesson, learners will analyze a platoon battle task crosswalk. As a result, learners will have the ability to prepare a platoon-level training plan for individual and collective tasks.

Hours: 5

Learning Objectives/Outcomes

Analyze a training plan.

Learning Domain: Cognitive
Level of Learning: Analyzing

REFERENCES/READINGS

Advance Issue:

S314 Advance Sheet

During class:

Learner Handout – Prioritizing Training Scenario

Read:

Reading A, ADP 5-0, *The Operations Process*, July 2019, Introduction figure-1

Reading B, ADP 7-0, *Training*, July 2019, para 4-24 thru 4-26, para 4-33 and para 4-33, and 4-41 thru 4-45

Reading C, ATP 5-19, *Risk Management*, November 2021, para 1-1, and 3-11 thru 3-30

Reading D, FM 7-0, *Training*, 14 June 2021, para 3-4, Appendix B, and Appendix F

LESSON S315 – THE ARMY’S MAINTENANCE PROGRAM

Description

At the end of this three-hour lesson, learners will have analyzed the Army’s maintenance program including the Army maintenance mission objectives, maintenance operations, key personnel duties, command maintenance discipline program, and RESET. As a result, learners will be able to effectively supervise maintenance of assigned equipment in support of mission readiness.

Hours: 3

Learning Objectives/Outcomes

Analyze the Army maintenance program.

Learning Domain: Cognitive
Level of Learning: Analyzing

References/Readings

Advance Issue:

S315 Advance Sheet

During class:

None

Read:

Reading A, DA PAM 750-1, *The Commander’s Maintenance Handbook*, 4 December 2013, Chapters 1, 2, 3, 7, and 10

LESSON S316 – CONTEMPORARY ISSUES

Description

At the end of this six-hour lesson, learners will analyze contemporary issues in our Army. As a result, learners will be able to articulate a given topic relevant to mission accomplishment.

Hours: 5

Learning Objectives/Outcomes

Analyze contemporary issues.

Learning Domain: Cognitive
Level of Learning: Analyzing

References/Readings

Advance Issue:

S316 Advance Sheet

LESSON S316B – FINANCIAL READINESS

Description

At the end of this one-hour lesson, learners will be able to identify how financial readiness correlates to mission readiness from a leader’s view point. Using an experiential learning approach for the lesson, learners will be able to identify the importance of overall personal financial management. Further, learners will be able to identify warning signs of members who are at risk for financial problems and provide resources. As leaders, learners will comprehend the Soldier’s military retirement system and the importance of preparing for retirement.

Hours: 1

Learning Objectives/Outcomes

Identify the importance of personal financial management.

Learning Domain: Cognitive
Level of Learning: Remembering

References/Readings

Advance Issue:

S316B Advance Sheet

During Class:

Learner Handouts

Handout Free Credit Monitoring

Need for PFM

Sources of help for military

Thrift Savings Plan

Consumer Protection

Counseling Scenario

Financial warning Signs

Leadership training checklist

Military retirement

SCRA Handout Army

LESSON S317 – TALENT MANAGEMENT

Description

At the end of this one-hour lesson, learners will have defined Talent Management Army's Strategic Outcomes: Line of Effort (LOE), Army Talent Attribute Framework (ATAF) and Enlisted Assessments. As a result, learners will be instrumental to achieving organizational objectives through the fundamentals of talent management.

Hours: 1

Learning Objectives/Outcomes

Define talent management.

Learning Domain: Cognitive

Level of Learning: Understanding

References/Readings

Advance Issue:

S317 Advance Sheet

During class:

Talent Management ATAF Whell

Talent Management ATAF Definitions

Talent Management Worksheet

Read:

Reading A, *The Army People Strategy*, Oct 2019, p 4, 6 thru 8



U.S. Army Photo

MASTER LEADER COURSE (MLC)

DESCRIPTION

The MLC is a student-centered, facilitator-guided leadership course that focuses on learning in a hybrid classroom/online collaborative environment. Learners are expected to take ownership of their own learning, with the facilitators serving as guides in the learning process. The MLC provides the Army with competent senior noncommissioned officers (NCOs) who maintain a positive presence and who are self-aware, adaptive, and able to shape the joint operational environment. Grounded in Army and Joint doctrine, MLC graduates will take advantage of challenges by exploring opportunities that leverage all available resources. The senior NCO of today must understand Decisive Action and Mission Command executed through combined arms formations. The MLC delivers operations-capable master sergeants who can lead their organizations to fight and win in complex operational environments, from battalion and brigade levels to Echelons above Corps (EAC).

The Master Leader Course (MLC) contains 22 lessons, assignments, and dedicated research time, which total 112 academic hours. The MLC is conducted over 14 days, in a resident Program of Instruction (POI). The curriculum for MLC DL is the same as the resident course, but conducted over 6

weeks in a synchronous facilitated Blackboard course.

The lessons are progressive and sequential and are modularly separated into one Foundations and Research module and three modules that cover the four Army Learning Areas: Leadership, Training Management, and Operations and Mission Command as described in the Noncommissioned Officer Leadership Center of Excellence (NCOLE) Bulletin No. 1-19, Noncommissioned Officer Common Core Competencies (NCO C3).

TERMINAL LEARNING OBJECTIVES (TLOS)

Generate communications as an organizational leader. Generate professional communications to express tasks and purpose that accurately represent intent and support end state. Apply organizational leadership in order to facilitate the commander's intent. Formulate management processes and skills to be an agile senior NCO at the organizational level. Analyze U.S. Army and joint doctrine in order to draft and execute plans and procedures. Test the Joint Planning Process (JPP) in order to determine the nature and relationship of the joint planning components. Analyze mission command to distinguish your role as a senior NCO within the company and battalion/ brigade staff.

Analyze mission command to distinguish your role as a senior NCO in a company who supports a battalion/brigade staff conducting large scale operations. Analyze decisive action in order to prepare your unit to operate within the decisive action environment

ACE ID: AR-1408-0373

Credit Recommendations in the upper-division baccalaureate degree category:

3 hours in applied leadership

3 hours in executive communication

LESSON LIST

Lesson	Foundations and Research	Hours
M400	MLC Course Overview	12
M403	Effective Military Briefings	3
M404	English Writing Overview	4
	(Individual Preparedness and Research Time)	30
	Total Hours	49
Lesson	Leadership	Hours
M420	Effective Leadership	1
M421	Servant Leadership	2
M422	Influencing	2
M423	Leadership Case Studies	12
M424	Contemporary Issues	8
	Total Hours	25
Lesson	Training Management	Hours
M430	Fundamentals of Management	2
M431	Organizational Management	2
M432	Training Management IV	3
M433	Critical Thinking and Problem Solving	4
	Total Hours	11
Lesson	Operations and Mission Command	Hours
M440	DoD Strategies	3
M442	Operational Art and Design	4
M444	Introduction to the Joint Planning Process (JPP)	5
M446	Decisive Action Training Environment Overview	1
M447	Mission Command-Command and Control of Army Forces	2
M448	Mission Command-Command	2
M449	Mission Command-Control	2
M450	Mission Command-System	3
M451	Decisive Action	5
	Total Hours	27
	Total Hours Foundations and Research	49
	Total Hours Leadership	25
	Total Training Management	11
	Total Hours Mission Command and Operations	27
	Total Academic Hours	112
	Administrative	8
	Total MLC Hours	120

LESSON M400 – MLC OVERVIEW

Description

At the end of this lesson, you will be able to organize an approach to achieve the course learning outcomes. In addition, you will be able to message to senior and lower echelons how the Army is shifting to a learner-centric education experience and away from direct instruction. You will also have an opportunity to define the components of group dynamics and how they apply to both the current learning environment and in your personal workspace. The Course contains 112 hours of academic instruction covering the following areas:

Leadership
Mission Command
Operations
Training

Hours: 12

Learning Objectives/Outcomes

Identify the learning outcomes of the MLC.

Learning Domain: Cognitive
Level of Learning: Understand

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M403 – EFFECTIVE MILITARY COMMUNICATIONS

Description

For effective communications, the receiver must interpret the intended message as the sender intended. The things that stand in the way of effective communications are inability to form communicative intent, compose the message in a logical structure, and encode the message. Next, send the message transmission, message reception, message decoding, and message interpretation. In the Army, great emphasis is put on succinct, abbreviated powerful messages that do not waste time. This lesson focuses on and provides practice in the three basic areas: listening, public speaking, and briefings. After this lesson, learners will be able to communicate more effectively to peers, subordinates, and superiors. Learners have several opportunities to practice these skills throughout this course. At the end of this lesson, the learner will present a decision brief to the group.

Hours: 3

Learning Objectives/Outcomes

Demonstrate effective listening. Apply public speaking.

Learning Domain: Affective
Level of Learning: Responding

Perform military briefings.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M404 – ENGLISH WRITING OVERVIEW

Description

A major component of communications is the ability to compose and encode messages. Learners must always strive to enhance their ability to relay messages in the written form. The barriers to writing routinely include expressing thoughts using incomplete sentences, encoding messages with words that are wrong and using erroneous punctuation. Senior leaders are the subject of scrutiny and criticism for their inability to write. This lesson offers the learner a review of English writing rules and practice events, as well as identify other tools available to assist in writing and researching. At the end of this lesson, learners will be able to construct effective writing products for the course and in the operating environment. The facilitator will focus the lesson material to align with the requirements for the writing assignments in the Master Leader Course.

Hours: 4

Learning Objectives/Outcomes

Construct writing products that effectively communicate ideas, positions, research, and military correspondence.

Learning Domain: Cognitive
Level of Learning: Create

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M420 – EFFECTIVE LEADERSHIP

Description

Effective leadership reinforces to Soldiers and leaders the importance of combat effectiveness. Effective leadership aids in the combat effectiveness by measuring the ability of a military force to accomplish its objective. Effective leaders can define types of leadership to fit appropriate situations. The effectiveness of an effective leader is when a leader knows when to manage and lead. Effective leaders have emotional intelligence. The effectiveness of a military unit in performing its mission depends on its capabilities, including equipment and personnel, and its ability to use those capabilities. Soldiers must be instructed in the use of their weapons as well as in battlefield tactics needed to fight as a coordinated team. At the end of this lesson learners will be able to support Soldiers to grow as capable leaders who use creative and critical thinking to overcome regular and irregular challenges in the operational environment.

Hours: 1

Learning Objectives/Outcomes

Employ the Leadership Requirements Model to support individual and Soldier growth.

Learning Domain: Cognitive
Level of Learning: Understanding

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M421 – SERVANT LEADERSHIP

Description

Numerous research studies conducted on leaders in academia and the corporate world have revealed that individuals who contribute to their organization beyond their formal job requirements are positively associated with enhanced individual and organizational productivity, efficiency, and employee satisfaction. These outcomes reinforce the importance of developing and fostering ethical, cooperative and helpful behaviors in organizational settings. As a result of this class, learners will have a greater awareness of the tenants of servant leadership and an understanding of the beneficial aspects of using this leadership style.

Hours: 2

Learning Objectives/Outcomes

Relate the principles, attributes, and applicability of servant leadership with Army doctrine.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M422 – INFLUENCING

Description

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.

Hours: 2

Learning Objectives/Outcomes

Show leadership alternatives to current paradigms through reason and logic.

Learning Domain: Cognitive
Level of Learning: Apply

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M423 – NCO COMMON CORE COMPETENCIES (LEADERSHIP CASE STUDIES)

Description

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.

Hours: 12

Learning Objectives/Outcomes

Analyze NCO Common Core Competencies.
Learning Domain: Cognitive
Level of Learning: Analysis

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M424 – CONTEMPORARY ISSUES

Description

Often challenges arise for the nation and the Army that are temporary or their duration is one that is limited to an undetermined time period where society needs time to adjust to the change or new norm. As these issues, surface military members must be able to engage in meaningful discourse to mete out the impacts on the force. This lesson ensures we can provide Army leaders who work well on collaborative teams to identify and analyze problems, and then reach a shared understanding to provide critical information that enables effective and operationally sound solutions.

As a result of this learning event senior NCOs will be able to observe issues in an analytical manner and then orient their full attention onto causal factors then decide the impacts and how to act upon them with will thought out solutions or mitigating measures.

Hours: 8

Learning Objectives/Outcomes

Verify contemporary issues and their possible effects on the Army.

Learning Domain: Cognitive

Level of Learning: Analyze

References/Readings

NCO World Wide > See Advance Sheets for current information



LESSON M430 – FUNDAMENTALS OF MANAGEMENT

Description

The outcome of this lesson is for you to correlate civilian management principles with Army management. Working as a department head at higher levels where there are more assets called upon and timelines to meet will test your ability to be resourceful, flexible, and adaptable to mission needs and changes. Knowing management fundamentals will help you become an agile manager who can use Army resources effectively in achieving organizational goals and objectives. At the end of this lesson you will employ the fundamentals of management by implementing a management process including effective management skills.

Hours: 2

Learning Objectives/Outcomes

Compare the differences of management and leadership principles. Analyze the Management Process. Analyze effective management skills. Develop a management style to support personnel and programs at the organizational level.

Learning Domain: Cognitive

Level of Learning: Analyze

Develop effective management skills.

Learning Domain: Cognitive

Level of Learning: Apply

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M431 – ORGANIZATIONAL MANAGEMENT

Description

Army leaders often operate in a management capacity separate from or in conjunction with leading, they plan, coordinate, and execute programs required at the organizational level. Programs are largely non-combat oriented administrative endeavors. The senior organizational leader generally empowers subordinates to action the details of individual programs. During this educational event, learning includes how to categorize the components of resource management, control work force processes, and assess Soldiers readiness standards and manage talent to support Soldier's personal and professional needs. Plan, resource and manage programs by applying a management approach to achieving organizational objectives through efficient stewardship of Army resources.

Hours: 5

Learning Objectives/Outcomes

Categorize resource management components. Determine manpower processes and procedures. Verify Soldier readiness. Evaluate how the Army executes Talent Management. Determine support programs to meet Soldier's personal and professional requirements. Explain Project Management.

Learning Domain: Cognitive

Level of Learning: Analyze

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M432 – TRAINING MANAGEMENT

Description

The outcome of this lesson is to help students develop and resource brigade unit training plans that support the commander's vision and end-state. Depending on the focus of the higher echelon commander, training plans can be very diverse in their requirements. Leaders must be able to analyze a higher headquarters METL, training directive, and requirements to guide them in preparing effective training. Units training at home station and while deployed, must consider the environment, environmental laws, and be able to sustain within that environment while maintaining reportable qualification records to the unit training sections. Senior leaders expect subordinates to present their plans in a logical briefing format to their higher-level command during regular command and staff meetings.

Instructors will facilitate the discussions and provide guidance on the training management learning activities. Students are responsible for completing the reading assignments, contributing to discussions, and learning activities. The author's intent is for students to build on the training management knowledge gained in BLC, ALC, SLC, and from operational experience. At the end of this lesson, learners will demonstrate complete understanding of unit training management (UTM) doctrine and enablers: ATN, DTMS, CATS by analyzing annual training guidance and producing a long-range training plan and training support matrix.

Hours: 2

Learning Objectives/Outcomes

Breakdown types of training requirements managed at the organizational level. Compare the training process to long-range training goals. Appraise training tools and support organizations to meet mission goals and objectives.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M433 – CRITICAL THINKING AND PROBLEM SOLVING

Description

This lesson establishes the foundation of the ability to think and to solve problems. We accomplish lesson objectives by means of advance readings, classroom discussion, and practice in the form of a practical exercise. Analyzing a contemporary issue confronting today's military helps to accentuate the concepts in problem solving and critical thinking. The practical exercise highlights the importance of sound thinking when dealing with unfamiliar situations.

This lesson focuses learners on how to think rather than on what to do. This lesson reviews the steps to solving problems and the fundamental concepts of thinking. After this lesson, the learners are ready to solve problems in cohesive teams and provide logical solutions.

Hours: 2

Learning Objectives/Outcomes

Determine critical thinking and creative thinking tools. Analyze mental models. Analyze probable solutions for an ill-structured problem.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M440 – DOD STRATEGIES

Description

The Department of Defense (DoD) fights and wins the nation's wars. The purpose of this lesson is to examine how the DoD Strategy, is implemented through the strategic direction laid out in the National Security Strategy (NSS). We will also consider the ways the four instruments of national power – The United States leverages Diplomatic, Informational, Military, and Economic (DIME), to achieve national goals and protect national interests. At the end of this lesson the learner will comprehend the basic concepts of DoD strategy, and present an information brief.

Hours: 3

Learning Objectives/Outcomes

Analyze the Department of Defense strategy.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M442 – OPERATIONAL ART AND DESIGN

Description

This lesson enables leaders to understand Operational Art, Operational Design, the Elements of Operational Design, the relationship between campaigns and major operations, and develop an operational approach to solve problems. The lesson also covers the elements of operational design including: Military End State, Objectives, Effects, Center of Gravity, Decisive Points, Lines of Operation and Lines of Effort, Direct and Indirect Approach, Anticipation, Operational Reach, Culmination, Arranging Operations, and Forces and Functions.

Leaders will delve into assessments including Measures of Performance (MOP) and Measures of Effectiveness (MOE). This lesson provides foundational knowledge required for the M444 lesson – Joint Planning Process. At the end of this lesson, the learner will be able to use operational art and operational design to develop an operational approach to an ill-structured problem.

Hours: 4

Learning Objectives/Outcomes

Analyze an ill-defined problem. Draft operational art and operational design. Identify enemy center of gravity (COG).

Learning Domain: Cognitive

Level of Learning: Analyze

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M444 – INTRODUCTION TO THE JOINT PLANNING PROCESS

Description

In the operational environment, there are many actors from all services and, if there is a coalition, from many different countries. Often all these actors are involved in joint operations and therefore must be involved in the planning of these operations. The purpose of this lesson is to provide basic instructions for doctrinal joint planning. During this lesson, learners will review and discuss joint planning within a joint planning group construct. Using doctrine, the discussions will focus on the four functions of the Adaptive Planning, and Execution (APEX) Enterprise, and connect the seven steps of Joint Planning Process (JPP); Military Decision Making Process (MDMP) correlation; Planning Initiation; Mission Analysis using joint intelligence products; Course of Action (COA) Development considering large scale operations; Degrade, Denied, and Disrupted Space Operations Environment (D3SOE); Multiple Domain; overview of COA Analysis and War gaming; COA Comparison, and COA Approval; Plan or Order Development; and prepare the Plan Assessment. This lesson directly relates to the principles of operational art and the elements of operational design from the M442 lesson – Operational Art and Design. At the end of this lesson, the learner will be able to depict a logical large scale course of action operation.

Hours: 5

Learning Objectives/Outcomes

Analyze the Joint Planning Process.

Learning Domain: Cognitive

Level of Learning: Analyze

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M446 – DECISIVE ACTION TRAINING ENVIRONMENT (DATE) OVERVIEW

Description

The objective of this planning overview is to get the learners familiar with the Caucasus region. The Caucasus region consists of (Ariana, Atropia, Gorgas, Limaria, and Donovia). After a transition period, prepare to function as part of a staff IAW the Joint Planning Process (JPP).

Hours: 1

Learning Objectives/Outcomes

Interpret the Decisive Action Training Environment DATE Caucasus overview.

Learning Domain: Cognitive

Level of Learning: Analyze

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M447 – MISSION COMMAND: COMMAND AND CONTROL OF ARMY FORCES

Description

This lesson sets the context for understanding command and control by describing the nature of operations and summarizing the Army's operational concept. It defines and describes command and control, then introduces mission command as the Army's approach for the exercise of command and control. The lesson concludes with learner's determining the group's baseline understanding of the command and control warfighting function.

Hours: 2

Learning Objectives/Outcomes

Analyze the Army philosophy of mission command: Command and Control of Army Forces.

Learning Domain: Cognitive

Level of Learning: Analyze

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M448 – MISSION COMMAND: COMMAND

Description

This is a two-hour lesson that interprets the elements and nature of command as an integral part of mission command. During this lesson, you will explore the Army's approach to the command portion of mission command through the lens as a warfighting function. The focus of this lesson will cover the nature and elements of command, the role of commanders during operations. At the end of this lesson, the learner will be able to identify elements and the nature of command, and provide guides to effective command as it relates to the senior NCO.

Hours: 2

Learning Objectives/Outcomes

Examine the Army philosophy of mission command: Command.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M449 – MISSION COMMAND: CONTROL

Description

This two-hour lesson introduces the control component of mission command. This lesson will focus on developing the commander's vision using nature of control, elements of control, control measures and guides to effective control. Command and staff use control to develop the common operational picture (COP) and to understand their environment. Further, this lesson elaborates on the art & science of control. At the end of the lesson the learner will be able to understand Mission Command- Control.

Hours: 2

Learning Objectives/Outcomes

Examine the Army philosophy of mission command: Control.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M450 – MISSION COMMAND: SYSTEM

Description

This lesson expands on the command and control system of mission command. This performs the functions necessary to exercise command and control, it defines the command and control system and its purpose.

It then describes the individual components of the command and control system, at the end of this lesson the learner will be able to identify each system and its function to localize a SOP for the 1-1 SBCT CP.

Hours: 3

Learning Objectives/Outcomes

Illustrate the principles of mission command.

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings

NCO World Wide > See Advance Sheets for current information

LESSON M451 – DECISIVE ACTION

Description

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.

Hours: 5

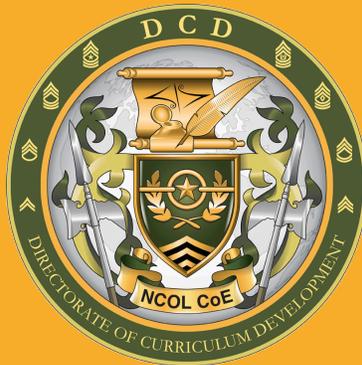
Learning Objectives/Outcomes

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

Learning Domain: Cognitive
Level of Learning: Analyze

References/Readings

NCO World Wide > See Advance Sheets for current information



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