



# THE NCO LEADERSHIP CENTER OF EXCELLENCE

## Distributed Leader Course (DLC) Professional Military Education Reference Curriculum - Volume II



Levels I - VI

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# Distributed Leader Course (DLC)

*"Bridging the Operational and Institutional Domains"*



I

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

II

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

III

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

IV

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

V

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

VI

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

## **Mission Statement**

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



## **Vision Statement**

The premier institution driving innovative development for enlisted leaders; constantly focused on readiness.

## **Preface**

This reference curriculum is for Soldiers who want to know more about Noncommissioned Officer Professional Military Education courses. The reference curriculum books consist of three volumes.

### **Volume I:**

Basic Leader Course (BLC)

Advanced Leader Course-NCO Common Core Competencies (ALC-NCO C3)

Senior Leader Course-NCO Common Core Competencies (SLC-NCO C3)

Master Leader Course (MLC)

### **Volume II:**

Distributed Leader Courses (DLC) I - VI

### **Volume III:**

Battle Staff NCO Course (BSNCOC)

Commandant Pre-Command Course (CPCC)





## **Distributed Leader Course Level I (DLC I)**

### **Description**

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

### **Terminal Learning Objectives (TLOs)**

Analyze Army Leadership, Mission Command, Operations, and Training.

## Course Map

Lesson	Topic	Hours
DLC100	Course Overview	1
DLC101	The Army Learning Concept 2020-2040	1.5
DLC102	Professional Military Education (PME) Effective Learning Techniques	2.5
DLC103	STEP & NCOPDS Program Components	2.5
DLC104	Customs, Courtesies, and Traditions	2.5
DLC105	Army Oath, Creeds, and Norms of Soldier Conduct	2
DLC106	Time Management	2.5
DLC107	Introduction to Knowledge Management	2
DLC108	Budgeting and Personal Finance	2.5
DLC109	Transitioning to Civilian Life	2.5
DLC110	Communication Skills	2.5
DLC111	Introduction to Grammar and Writing	2
DLC112	Our Service and Army Doctrine	2.5
DLC113	Perspectives and Contributions of NCOs Throughout History	2.5
DLC114	Conducting Squad Drills and Ceremonies	2.5
DLC115	The Roles, Duties, and Responsibilities of the SGT	2
DLC116	Nutritional Standards and Principles of Weight Loss	2.5
DLC117	The Risk Management (RM) Process	2
DLC118	Government Property Accountability	2.5
DLC119	Map Reading and Land Navigation	2.5
<b>Total DLC I Hours</b>		<b>45</b>

## Lesson DLC100 – Course Overview

### Description

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

Hours: 1

### Learning Objectives/Outcomes

Identify how to successfully complete DLC I.

Learning Domain: Cognitive

Level of learning: Understand

### References/Readings

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

ADP 7-0, *Training*, 31 July 2019

AFMS Policy Letter #8, *Academic Integrity Policy*, 5 October 2017

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

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

## Lesson DLC101 – The Army Learning Concept 2020-2040

### Description

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

Hours: 1.5

### Learning Objectives/Outcomes

Interpret the Army Learning Concept.

Learning Domain: Cognitive

Level of Learning: Remember

### References/Readings

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

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

### Description

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

Hours: 2.5

### Learning Objectives/Outcomes

Apply Professional Military Education (PME) learning skills.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

*A Reachback Concept for the Future Command Post*

ALMS Overview, 5 March 2019

AFMS Policy Letter #8, *Academic Integrity Policy*, 5 October 2017

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

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

## Lesson DLC103 – STEP & NCOPDS Program Components

### Description

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

Hours: 2.5

## Objectives/Outcomes

Interpret the Army's Select, Train, Educate, Promote (STEP) and Noncommissioned Officer Professional Development System (NCOPDS) program components.

Learning Domain: Cognitive  
Level of Learning: Understand

## References/Readings

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

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

AR 600-8-19, *Enlisted Promotions and Reductions*, 16 May 2019

TC 7-22.7, *Noncommissioned Officer Guide*, 7 April 2015

## Lesson DLC104 – Customs, Courtesies, and Traditions

### Description

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

Hours: 2.5

### Learning Objectives/Outcomes

Connect Army customs, courtesies, and traditions of the service.

Learning Domain: Cognitive  
Level of Learning: Understand

### References/Readings

TC 7-22.7, *Noncommissioned Officer Guide*, 7 April 2015

AR 600-25, *Salutes, Honors, and Courtesy*, 10 September 2019

TC 7-21.13, *Soldier's Guide*, 30 November 2015

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

### Description

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

Hours: 2

### Learning Objectives/Outcomes

Explore the Army Oath, Creeds and Norms of Soldier conduct.

Learning Domain: Cognitive  
Level of Learning: Understand

### References/Readings

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

## Lesson DLC106 – Time Management

### Description

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

Hours: 2.5

### Learning Objectives/Outcomes

Manage time on tasks and projects.

Learning Domain: Cognitive  
Level of Learning: Understand

### References/Readings

None.

## Lesson DLC107 – Introduction to Knowledge Management

### Description

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

Hours: 2

### Learning Objectives/Outcomes

Interpret knowledge management principles.

Learning Domain: Cognitive

Level of Learning: Remember

### References/Readings

ADRP 6-0, *Mission Command*, 17 May 2012

ATP 6-01.1, *Techniques for Effective Knowledge Management*, 6 March 2015

## Lesson DLC108 – Budgeting and Personal Finance

### Description

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

Hours: 2.5

### Learning Objectives/Outcomes

Prepare a personal financial plan.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

AR 930-4, *Army Emergency Relief*, 5 May 2019

AER Form 57R, 14 July 2015

*Financial Management Plan (FMP)*

TC 21-7, *Personal Financial Readiness and Deployability Handbook*, 14 August 2003

## Lesson DLC109 – Transitioning to Civilian Life

### Description

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

Hours: 2.5

### Learning Objectives/Outcomes

Review Army programs that support transition to civilian life.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

AR 600-81, *Soldier for Life – Transition Assistance Program*, 17 May 2016

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

## Lesson DLC110 – Communication Skills

### Description

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

Hours: 2.5

### Learning Objectives/Outcomes

Interpret communication types.

Learning Domain: Cognitive

Level of Learning: Remember

## References/Readings

AFH 33-337, *The Tongue and Quill*, 27 May 2015

FM 6-22, *Leader Development*, 30 June 2015

## Lesson DLC111 – Introduction to Grammar and Writing

### Description

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

Hours: 2

### Learning Objectives/Outcomes

Apply the writing and editing process.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

AFH 33-337, *The Tongue and Quill*, 27 May 2015

## Lesson DLC112 – Our Service and Army Doctrine

### Description

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

Hours: 2.5

### Learning Objectives/Outcomes

Connect how Army doctrine frames military operations.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

ADP 1, *The Army*, 31 July 2019

ADP 1-01, *Doctrine Primer*, 31 July 2019

ADP 3-0, *Operations*, 31 July 2019

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

ADRP 5-0, *The Operations Process*, 17 May 2012

TC 7-21.13, *Soldiers Guide*, 30 November 2015

## Lesson DLC113 – Perspectives and Contributions of NCOs Throughout History

### Description

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

Hours: 2.5

### Learning Objectives/Outcomes

Interpret how NCOs helped shape the Army of today.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

CMH Pub 70-38, *Story of the Noncommissioned Officer Corps (CLOTH)*, 2010

TC 7-21.13, *Soldiers Guide*, 30 November 2015

TC 7-22.7, *Noncommissioned Officer Guide*, 7 April 2015

CMH Pub 30-21, *American Military History Vol. I*, 2009

CMH Pub 30-22, *American Military History Vol. II*, 2009

## Lesson DLC114 – Conducting Squad Drills and Ceremonies

### Description

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

Hours: 2.5

### Learning Objectives/Outcomes

Review the procedures for conducting a squad drill and setting up ceremonies.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

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

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

### Description

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

Hours: 2

### Learning Objectives/Outcomes

Interpret the sergeant's role, duties, and responsibilities.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

TC 7-22.7, *Noncommissioned Officer Guide*, 7 April 2015

## Lesson DLC116 – Nutritional Standards and Principles of Weight Loss

### Description

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

Hours: 2.5

### Learning Objectives/Outcomes

Implement nutritional standards.

Learning Domain: Cognitive

Level of Learning: Remember

### References/Readings

AR 30-22, *Army Food Program*, 17 July 2019

AR 40-25, *Nutrition Standards and Education*, 3 January 2017

AR 600-9, *The Army Body Composition Program*, 16 July 2019

USAPHCTG 358, *Army Weight Management Guide*, December 2017

## Lesson DLC117 – The Risk Management (RM) Process

### Description

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

Hours: 2

### Learning Objectives/Outcomes

Apply the Risk Management (RM) process.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

ATP 5-9, *Risk Management*, 14 April 2014

DA PAM 385-30, *Risk Management*, 2 December 2014

DD Form 2977, *Deliberate Risk Assessment Worksheet*, 2014

### Lesson DLC118 – Government Property Accountability

#### Description

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

*Hours: 2.5*

#### Learning Objectives/Outcomes

Account for government property.

Learning Domain: Cognitive  
Level of Learning: Apply

#### References/Readings

AR 735-5, *Property Accountability Policies*, 9 November 2016

DA PAM 710-2-1, *Using Unit Supply System (Manual Procedures)*, 1 December 2016

### Lesson DLC119 – Map Reading and Land Navigation

#### Description

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

land navigation principles, convert distance on the map to distance on the ground, and employ the methods of expressing direction on a map.

*Hours: 2.5*

#### Learning Objectives/Outcomes

Conduct land navigation.

Learning Domain: Cognitive  
Level of Learning: Apply

#### References/Readings

TC 3-25.26, *Map Reading and Land Navigation*, 15 November 2013



## **Distributed Leader Course Level II (DLC II)**

### **Description**

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

### **Terminal Learning Objectives (TLOs)**

Analyze Army Leadership, Mission Command, Operations, and Training.

## Course Map

Lesson	Topic	Hours
DLC200	Course Overview	1
DLC201	NCO History 1700s	3
DLC202	Leader Development	3.5
DLC203	Elements of the Army Profession	3.5
DLC204	Fundamentals of Management Within the Army	4
DLC205	Mission Command and Unified Land Operations	4
DLC206	Effective Public Speaking Skills	3.5
DLC207	Elements of Effective Writing	3
DLC208	Introduction to APA	3.5
DLC209	Working in Culturally Diverse Environments	3
DLC210	The Army's Physical Readiness Training (PRT) Program	2
DLC211	Career and Career Tools	2.5
DLC212	Transition to Civilian Life	2
DLC213	Reducing Stress	2.5
DLC214	The Army Inspection Program	3
<b>Total DLC II Hours</b>		<b>44</b>

## Lesson DLC200 – Course Overview

### Description

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

Hours: 1

### Learning Objectives/Outcomes

Identify how to successfully complete DLC II.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

ADRP 7-0, *Training Units and Developing Leaders*, 23 August 2012

TRADOC 525-8-3, *The U.S. Army Training Concept*, 7 January 2011

AFMS Policy Letter #8, *Academic Integrity Policy*, 5 October 2017

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

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

## Lesson DLC201 – NCO History 1700s

### Description

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

Hours: 3

### Learning Objectives/Outcomes

Analyze how the history of the NCO during the 1700s shaped today's NCOs.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

*A Short History of the NCO*, 1991

*American military history vol. 1: the United States Army and the forging of a nation, 1775-1917*, 2009

*History of the NCO Corps*, 1991

*Rules of Ranging*, 2010

## Lesson DLC202 – Leader Development

### Description

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

Hours: 3.5

### Learning Objectives/Outcomes

Conduct leader development.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

ADRP 6-22, *Army Leadership*, 1 August 2012

## Lesson DLC203 – Elements of the Army Profession

### Description

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

Hours: 3.5

### Learning Objectives/Outcomes

Implement the elements of the Army Profession.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

ADP 1, *The Army*, 31 July 2019

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

ADRP 6-22, *Army Leadership*, 1 August 2012

TC 7-22.7, *Noncommissioned Officer Guide*, 7 April 2015

## Lesson DLC204 – Fundamentals of Management Within the Army

### Description

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

Hours: 4

### Learning Objectives/Outcomes

Connect fundamentals of leadership to your role as a squad leader.

Learning Domain: Cognitive  
Level of Learning: Apply

### References/Readings

ADRP 6-22, *Army Leadership*, 1 August 2012

AR 600-8-2, *Suspension of Favorable Personnel actions (FLAG)*, 11 May 2016

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

FM 6-22, *Leader Development*, 30 June 2015

## Lesson DLC205 – Mission Command and Unified Land Operations

### Description

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

Hours: 4

### Learning Objectives/Outcomes

Interpret Mission Command as a foundation for unified land operations.

Learning Domain: Cognitive  
Level of Learning: Understand

### References/Readings

ADP 6-0, *Mission Command*, 31 July 2019

ADRP 6-0, *Mission Command*, 17 May 2012

ADP 3-0, *Operations*, 31 July 2019

ADRP 3-0, *Operations*, 6 October 2017

JP 3-0, *Joint Operations*, 17 January 2017

## Lesson DLC206 – Effective Public Speaking Skills

### Description

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

Hours: 3.5

### Learning Objectives/Outcomes

Apply the fundamental concepts of effective public speaking.

Learning Domain: Cognitive  
Level of Learning: Apply

### References/Readings

ST222 CGSS, *Writing and Speaking Skills for Army Leaders*, 2012

AFH 33-337, *The Tongue and Quill*, 27 May 2015

Library notes U.S. Army War College, *Public Speaking*, 2010

## Lesson DLC207 – Elements of Effective Writing

### Description

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

Hours: 3

**Learning Objectives/Outcomes**

Apply elements of effective Army writing.

Learning Domain: Cognitive

Level of Learning: Apply

**References/Readings**

ST222, *Leader Communication*, 31 March 2016

*Effective Writing for Army Leaders: The Army Writing Standard Redefined*, *Military Review*, 2015

AFH 33-337, *The Tongue and Quill*, 27 May 2015

**Lesson DLC208 – Introduction to APA**

**Description**

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

Hours: 3.5

**Learning Objectives/Outcomes**

Employ APA style formatting when constructing essays.

Learning Domain: Cognitive

Level of Learning: Apply

**References/Readings**

AFH 33-337, *The Tongue and Quill*, 27 May 2015

ST222 CGSSS, *Writing and Speaking Skills for Army Leaders*, 2012

**Lesson DLC209 – Working in Culturally Diverse Environments**

**Description**

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

Hours: 3

**Learning Objectives/Outcomes**

Perform in culturally diverse environments.

Learning Domain: Cognitive

Level of Learning: Apply

**References/Readings**

FM 3-24, *Insurgencies and Countering Insurgencies*, 13 May 2014

FM 3-24.2, *Tactics in counterinsurgency*, 21 April 2009

ADRP 6-22, *Army Leadership*, 1 August 2012

*Operational Culture for the Warfighter*, 2008

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

**Description**

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

Hours: 2

**Learning Objectives/Outcomes**

Implement the principles of Army’s Physical Readiness Training (PRT) program.

Learning Domain: Cognitive

Level of Learning: Apply

**References/Readings**

FM 7-22, *Army Physical Readiness Training*, 26 October 2012

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

**Lesson DLC211 – Career and Career Tools**

**Description**

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

Hours: 2.5

### Learning Objectives/Outcomes

Manage your own career and career tools.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

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

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

AR 600-8-104, *Army Military Human Resource Records Management*, 7 April 2014

DA Form 5434, *Sponsorship Program Counseling and Information Sheet*, 2012

## Lesson DLC212 – Transition to Civilian Life

### Description

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

Hours: 2

### Learning Objectives/Outcomes

Manage a transition plan to exit military service.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

AR 600-81, *Soldier for Life – Transition Assistance Program*, 17 May 2016

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

GAO 14-144, *Transitioning Veterans*, 2014

## Lesson DLC213 – Reducing Stress

### Description

This lesson familiarizes the student with how to employ stress management and prevention techniques. At the end of this lesson, the student

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

Hours: 2.5

### Learning Objectives/Outcomes

Employ stress management and prevention techniques.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

FM 7-22, *Army Physical Readiness Training*, 26 October 2012

ATP 6-22.5, *A Leaders Guide to Soldier Health and Fitness*, 10 February 2016

FM 7-22, *Army Physical Readiness Training*, 26 October 2012

## Lesson DLC214 – The Army Inspection Program

### Description

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

Hours: 3

### Learning Objectives/Outcomes

Implement unit accountability through the Army Inspection Program.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

AR 1-201, *Army Inspection Policy*, 25 February 2015



## **Distributed Leader Course Level III (DLCIII)**

### **Description**

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

### **Terminal Learning Objectives (TLOs)**

Analyze Army Leadership, Mission Command, Operations, and Training.

## Course Map

Lesson	Topic	Hours
DLC300	Course Overview	1
DLC301	NCO History 1800s	2.5
DLC302	Principles of Management in Organizational Behavior	3
DLC303	Nature of and Adherence to Army Ethic	2.5
DLC304	Essential Characteristics of the Army Professional	2
DLC305	Principles of Leader Development	2.5
DLC306	Principles of Unified Land Operations (ULO)	2
DLC307	Mission Command Philosophy 101	3.5
DLC308	The Roles and Functions of the Staff	2.5
DLC309	Effective Knowledge Management	2
DLC310	The Law of Armed Conflict	1.5
DLC311	Writing Argumentative Papers	3
DLC312	How Leaders Influence Others	3.5
DLC313	The Critical Thinking Process	3
DLC314	Army Programs	2.5
DLC315	Joint Publications	2
DLC316	New Policies and Procedures	2
<b>Total DLC III Hours</b>		<b>40</b>

## Lesson DLC300 – Course Overview

### Description

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

Hours: 1

### Learning Objectives/Outcomes

Identify how to successfully complete DLC III.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

ADP 7-0, *Training*, 31 July 2019

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

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

CGSC Bulletin No. 920, *Academic Ethics Policy*, 11 February 2011

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

AFMS Policy Letter #8, *Academic Integrity Policy*, 5 October 2017

*American Military History Vol. 1: The United States Army and the Forging of a Nation*, 2009

*The Story of the Noncommissioned Officer Corps: The Backbone of the Army*, 2007

*A History of Public Sector Pensions in the United States*, 2003

## Lesson DLC302 – Principles of Management in Organizational Behavior

### Description

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

Hours: 3

### Learning Objectives/Outcomes

Identify the principles of management in organizational behavior.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

FM 6-22, *Leader Development*, 30 June 2015

ADRP 6-22, *Army Leadership*, 1 August 2012

FM 7-0, *Train to Win in a Complex World*, 5 October 2016

ADRP 7-0, *Training Units and Developing Leaders*, 23 August 2012

## Lesson DLC303 – Nature of and Adherence to Army Ethic

### Description

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

Hours: 2.5

### Learning Objectives/Outcomes

Demonstrate the nature and adherence to the Army Ethic.

Learning Domain: Cognitive

Level of Learning: Apply

## Lesson DLC301 – NCO History 1800s

### Description

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

Hours: 2.5

### Learning Objectives/Outcomes

Analyze how the history of the NCO during the 1800s shaped today's NCOs.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

*A Short History of the NCO*, 1991

## References/Readings

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

*The Army Ethic White Paper*, 2014

## Lesson DLC304 – Essential Characteristics of the Army Professional

### Description

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

Hours: 2

### Learning Objectives/Outcomes

Demonstrate the essential characteristics of the Army professional.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

ADP 1-01, *Doctrine Primer*, 31 July 2019

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

ADRP 6-22, *Army Leadership*, 1 August 2012

## Lesson DLC305 – Principles of Leader Development

### Description

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

Hours: 2.5

### Learning Objectives/Outcomes

Analyze the principles of leader development.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

ADRP 6-22, *Army Leadership*, 1 August 2012

FM 6-22, *Leader Development*, 30 June 2015

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

DA PAM 600-25, *U.S. Army Noncommissioned Officer Professional Development Guide*, 11 December 2018

ADP 5-0, *The Operations Process*, 31 July 2019

*Army Leader Development Strategy*, 2013

TR 350-70, *Army Learning Policy and Systems*, 10 July 2017

*Transforming Leader Development Through Lifelong Learning*, 2003

*Improving Leader Development in the Operational Domain*, 2014

## Lesson DLC306 – Principles of Unified Land Operations (ULO)

### Description

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

Hours: 2

### Learning Objectives/Outcomes

Identify the principles of unified land operations (ULO).

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

ADRP 3-0, *Operations*, 6 October 2017

ADRP 6-0, *Mission Command*, 17 May 2012

## Lesson DLC307 – Mission Command Philosophy 101

### Description

This lesson will provide students with an opportunity to explore the Mission Command philosophy. The lesson will cover the principles of Mission Command, the Art of Command, the Science of Control, and the application of the of Mission Command philosophy.

Hours: 3.5

### Learning Objectives/Outcomes

Explore the Mission Command philosophy.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

ADRP 6-0, *Mission Command*, 17 May 2012

*The Philosophy of Mission Command the NCO Corps*, 2018

## Lesson DLC308 – The Roles and Functions of the Staff

### Description

This lesson will allow learners to analyze the roles and function of the staff. This lesson will allow learners to analyze primary staff responsibilities, common staff duties and responsibilities, staff characteristics, staff relationships, staff organization, coordinating staff officers, special staff officers, and personal staff officers.

Hours: 2.5

### Learning Objectives/Outcomes

Analyze the roles and functions of the staff (brigade and battalion).

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

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

ADRP 6-0, *Mission Command*, 17 May 2012

## Lesson DLC309 – Effective Knowledge Management

### Description

At the end of this lesson, learners will be able to conduct effective knowledge management. Topics

in this lesson include knowledge management and knowledge management support to the Army as well as knowledge management solutions.

Hours: 2

### Learning Objectives/Outcomes

Conduct knowledge management.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

ATP 6-01.1, *Techniques for Effective Knowledge Management*, 6 March 2015

## Lesson DLC310 – The Law of Armed Conflict

### Description

This lesson allows the student to examine the authoritative guidance to military personnel on the customary and treaty law applicable to the conduct of warfare on land and to relationships between belligerents and neutral States. The student will analyze the law of armed conflict by analyzing the purpose and principles of the law of war, sources for the law of war, and situations to which law of war is applicable.

Hours: 1.5

### Learning Objectives/Outcomes

Analyze the law of armed conflict.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

FM 27-10, *The Law of Land Warfare*, 15 July 1956

## Lesson DLC311 – Writing Argumentative Papers

### Description

This lesson prepares the student to take advantage of formal and informal writing to extend influence, build consensus, and gain buy-in beyond the traditional chain of command. At the end of this lesson, the student will demonstrate knowledge of the construct of an argumentative essay. They will know the components of an argumentative essay and research techniques. In addition, the student will be able to demonstrate a common method for writing an argumentative essay.

Hours: 3

### Learning Objectives/Outcomes

Demonstrate knowledge of the construct of an argumentative essay.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

None.

## Lesson DLC312 – How Leaders Influence Others

### Description

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

Hours: 3

### Learning Objectives/Outcomes

Demonstrate ability to influence others.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

ADRP 6-22, *Army Leadership*, 1 August 2012

## Lesson DLC313 – The Critical Thinking Process

### Description

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

Hours: 3

### Learning Objectives/Outcomes

Employ the critical thinking process.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

*The Applied Critical Thinking Handbook*, 2015

## Lesson DLC314 – Army Programs

### Description

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

Hours: 2.5

### Learning Objectives/Outcomes

Utilize Army programs.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

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

DA PAM 600-25, *U.S. Army Noncommissioned Officer Professional Development Guide*, 11 December 2018

AR 600-85, *The Army Substance Abuse Program*, 28 November 2016

AR 601-2, *Army Recruiting Support Programs*, 27 September 2016

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

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

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

DA Form 5434, *Sponsorship Program Counseling and Information Sheet*, 2018

## Lesson DLC315 – Joint Publications

### Description

Joint publications enable current and future leaders of the Armed Forces to organize, train, and execute worldwide missions. At the end of this lesson, students will comprehend joint publications by investigating the following doctrine: JP 1 Capstone Doctrine, JP 1-0 Series– Joint Personnel and Reference Publications, JP 2-0 Series – Joint Intelligence, JP 3-0 Series – Joint Operations, JP 4-0 Series – Joint Logistics, JP 5-0 Series – Joint Operation Planning, and JP 6-0 Series – Joint Communications System.

Hours: 2

### Learning Objectives/Outcomes

Comprehend Joint Publications.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

JP 1, *Doctrine for the Armed Forces of the United States*, 12 July 2017

JP 1-0, *Joint Personnel Support*, 31 May 2016

JP 2-0, *Joint Intelligence*, 22 October 2013

JP 3-0, *Joint Operations*, 17 January 2017

JP 4-0, *Joint Logistics*, 4 February 2019

JP 5-0, *Joint Planning*, 16 June 2017

JP 6-0, *Joint Communication System*, 10 June 2015

*DoD Dictionary of Military and Associated Terms*, 2018

*National Strategy for Information Sharing and Safeguarding*, 2012

## Lesson DLC316 – New Policies and Procedures

### Description

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

Hours: 2

### Learning Objectives/Outcomes

Analyze new policies and procedures.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

*Army Directive 2016-19*,

*Retaining a Quality Noncommissioned Officer Corps*, 2016

*Army Social Media Handbook*, 2016

*Online Conduct of Members of the Army Team*, 2017

*Army Career Intermission Pilot Program (CIPP)*, 2018

*Procedures for the FY19 Qualitative Management Program (QMP)*, 2018

*Army Directive 2017-18, Army Career Intermission Pilot Program*, 2017





## **Distributed Leader Course Level IV (DLC IV)**

### **Description**

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

### **Terminal Learning Objectives (TLOs)**

Analyze Army Leadership, Mission Command, Operations, and Training.

## Course Map

Lesson	Topic	Hours
DLC400	Course Overview	1
DLC401	Joint Operations	2
DLC402	Risk Management for Senior Leaders	2
DLC403	Personnel Management	2
DLC404	Soldier Readiness	2
DLC405	Supervising Civilians	2
DLC406	Organizational Level Leadership I	2
DLC407	Mentorship	2
DLC408	Reviewing the NCOER	1
DLC409	Managing Change	1
DLC410	Cultural Awareness	1
DLC411	Ethical Problem Solving Model	3
DLC412	Functions of the Joint Staff	3
DLC413	DOTMLPF-P	2
DLC414	Principles of Sustainment	1
DLC415	Brigade Support Battalion	2
DLC416	Brigade Combat Teams	2
DLC417	Special Operations Forces Interdependency	1
DLC418	Principles of Operational Contract Support	2
DLC419	Unified Land Operations	2
DLC420	Operational Terms and Symbols	3
DLC421	Exercise Mission Command	2
DLC422	Army Deployment & Redeployment	2
<b>Total DLC IV Hours</b>		<b>43</b>

## Lesson DLC400 – Course Overview

### Description

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

*Hours: 1*

### Learning Objectives/Outcomes

Identify how to successfully complete DLC IV.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

CGSC Bulletin No. 920, *Academic Ethics Policy*, 11 February 2011

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

## Lesson DLC401 – Joint Operations

### Description

This lesson introduces the student to joint leadership. In this lesson, the student will consider the topics and how they can apply them when performing their duties at their current and future level of responsibility. As a result of completing this lesson, students will be able apply the theory and foundation of operational effectiveness of joint forces, doctrine governing unified direction of the Armed Forces, the functions of the Department of Defense (DoD) and its major components, the Joint Command organizations, the Joint Command and control of joint forces, and fundamentals of joint force development. This lesson will assist the students in differentiating the professional development programs offered throughout the Armed Forces and the pay issues that arise in joint forces operations. At the end of this lesson, the student will be able to apply the dynamics of joint leadership. It is recommended that upon completion of this DLC level, Soldiers complete SEJPME-II, a course that prepares senior enlisted leaders to successfully support activities and supervise multiple Service members in a joint organization environment.

*Hours: 2*

### Learning Objectives/Outcomes

Apply the dynamics of joint leadership.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

JP 1, *Doctrine for the Armed Forces of the United States*, 12 July 2017

JP 3-0, *Joint Operations*, 17 January 2017

## Lesson DLC402 – Risk Management for Senior Leaders

### Description

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

*Hours: 2*

### Learning Objectives/Outcomes

Analyze unit safety programs at the company level.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

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

ATP 5-19, *Risk Management*, 14 April 2014

AR 385-10, *The Army Safety Program*, 24 February 2017

DA PAM 385-40, *Army Accident Investigations and Reporting*, 18 March 2015

## Lesson DLC403 – Managing Change

### Description

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

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

Hours: 2

### Learning Objectives/Outcomes

Analyze the resource management program.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

AR 570-4, *Manpower Management*, 8 February 2006

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

AR 614-200, *Enlisted Assignments and Utilization Management*, 25 January 2019

*U.S. Army Guide on Family Assistance Centers*, 2009

*U.S. Army FRG Leader's Handbook*, 2010

*U.S. Army Rear Detachment Commander's Handbook*, 2012

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

AR 608-18, *The Army Family Advocacy Program*, 30 October 2017

AR 608-75, *Exceptional Family Member Program*, 27 January 2017

## Lesson DLC405 – Supervising Civilians

### Description

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

Hours: 2

### Learning Objectives/Outcomes

Interpret military leaders' responsibilities when supervising civilians.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

*How the Army Runs*, 2018

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

ADRP 6-22, *Army Leadership*, 1 August 2012

DoDI 1400.25, Vol. 431, *Civilian Personnel Management System*, 2016

## Lesson DLC404 – Soldier Readiness

### Description

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

Hours: 2

### Learning Objectives/Outcomes

Validate Soldier readiness.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

AR 600-20, *Army Command Policy*, 6 November 2014

## Lesson DLC406 – Organizational Level Leadership I

### Description

Most Army units at the company level have in excess of 200 or more Soldiers and leaders therefore, the more smoothly a unit runs the better it is. This lesson

enables the senior NCO to test functional unit processes, assess the subordinates developmental needs, apply organizational and leadership skills, prepare a unit leader development program, facilitate a shared commitment to development and connect relational intelligence. Each Soldier within an organization responds uniquely to various leadership styles, therefore the organizational leader must understand multiple leadership styles, and maintain a sound leadership philosophy that is scalable and flexible to reach a broad follower base. The organizational level leader must be versed in all components of organizational leadership. At the end of this lesson, the student will be able to apply functional unit processes.

Hours: 2

### Learning Objectives/Outcomes

Analyze functional unit processes.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

ADRP 6-22, *Army Leadership*, 1 August 2012

ADRP 5-0, *The Operations Process*, 17 May 2012

AR 600-100, *Army Profession and Leadership Policy*, 5 April 2017

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

FM 6-22, *Leader Development*, 30 June 2015

*Leadership Intelligence: The Four Intelligences of a Leader*, 2012

*Emotional Intelligence and the Army Leadership Requirements Model*, 2009

## Lesson DLC407 – Mentorship

### Description

This lesson enables the senior NCO to establish a mentor/mentee program; an enterprise that will round out both Soldiers and leaders. This lesson enables leaders to apply the Army's mentorship program, and to apply the Army's mentorship program and lifelong mentorship strategies through leader development, mentorship techniques for leaders in transition and to mentorship techniques

that promote self-development and personal growth. At the end of this lesson the student will be able to apply elements of the mentorship program to professionally develop Soldiers.

Hours: 2

### Learning Objectives/Outcomes

Apply elements of the mentorship program to professionally develop Soldiers.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

*Army Mentorship Handbook*, 2005

ADRP 6-22, *Army Leadership*, 1 August 2012

AR 600-3, *The Army Personnel Development System*, 26 February 2009

FM 6-22, *Leader Development*, 30 June 2015

DA PAM 600-25, *U.S. Army Noncommissioned Officer Professional Development Guide*, 11 December 2018

*Leader Development Improvements Guide*, 2014

AR 600-100, *Army Profession and Leadership Policy*, 5 April 2017

## Lesson DLC408 – Reviewing the NCOER

### Description

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

Hours: 1

### Learning Objectives/Outcomes

Edit the NCOER.

Learning Domain: Cognitive

Level of Learning: Analyze

## References/Readings

DA Form 3166-9-1, *NCO Evaluation Report (SGT)*, 2015

DA Form 2166-9-1A, *NCO Evaluation Report Support Form*, 2015

DA PAM 623-3, *Evaluation Reporting System*, 27 September 2019

## Lesson DLC409 – Managing Change

### Description

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

Hours: 1

### Learning Objectives/Outcomes

Manage a unit's ability to change.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

*How the Army Runs*, 2017-2018, 2017

*Beyond Kotter's Leading Change: A Broad Perspective on Organizational Change for Senior U.S. Military Leaders*, 2015

AR 71-32, *Force Development and Documentation*, 20 March 2019

## Lesson DLC410 – Cultural Awareness

### Description

In this lesson, the student will connect military operations and culture and how you can apply them when performing your duties at your current and future levels of responsibility. After this lesson, you will be able to analyze the U.S. strategy and policies to counterinsurgency, the operational environment, cultural variations, how situational awareness impacts

military operations, working with host nation forces, and the consequences of culture change. This lesson will assist you in developing cultural awareness when planning operations.

Hours: 1

### Learning Objectives/Outcomes

Analyze the Human Dimension/ Adaptability

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

FM 3-24, *Insurgencies and Countering Insurgencies*, 13 May 2014

FM 3-24.2, *Tactics in Counterinsurgency*, 21 April 2009

## Lesson DLC411 – Ethical Problem Solving

### Description

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

Hours: 3

### Learning Objectives/Outcomes

Apply ethics in a problem solving model.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

ADP 6-22, *Army Leadership*, 31 July 2019

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

ADRP 6-22, *Army Leadership*, 1 August 2012

AR 600-100, *Army Profession and Leadership Policy*, 5 April 2017

FM 6-22, *Leader Development*, 30 June 2015

*Using the Ethical Triangle*, 2006

*The Army Ethic White Paper*, 2014

### Lesson DLC412 – Functions of the Joint Staff

#### Description

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

Hours: 3

#### Learning Objectives/Outcomes

Interpret the responsibilities and functions of the Joint Staff.

Learning Domain: Cognitive

Level of Learning: Apply

#### References/Readings

JP 2-0, *Joint Intelligence*, 22 October 2013

JP 3-0, *Joint Operations*, 17 January 2017

JP 3-33, *Joint Task Force Headquarters*, 31 January 2018

JP 4-0, *Joint Logistics*, 4 February 2019

JP 5-0, *Joint Planning*, 16 June 2017

JP 6-0, *Joint Communication System*, 10 June 2015

### Lesson DLC413 – DOTMLPF-P

#### Description

At the end of this lesson, the student will be able to relate Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities, and Policy (DOTMLPF-P) in the context of a hierarchical problem solving tool as it fits into the

Joint Capabilities Integration and Development System (JCIDS) application that is used as a way to fill capability gaps either in personnel shortages, equipment needs, education requirements, material lists, and facilities or installations. This lesson is meant as a high-level overview of how JCIDS and DOTMLPF-P works to fill a need or gap in capability generated by analysis.

Hours: 2

#### Learning Objectives/Outcomes

Describe how DOTMLPF-P is nested in JCIDS as a problem-solving tool.

Learning Domain: Cognitive

Level of Learning: Understand

#### References/Readings

AR 70-1, *Army Acquisition Policy*, 10 August 2018

*How the Army Runs, A Senior Leader Reference Handbook*, 2017-2018, 2017

JP 3-0, *Joint Operations*, 17 January 2017

*Charter of the joint requirements oversight council (JROC) and implementation of the joint capabilities integration and development system (JCIDS)*, 2018

*JCIDS primer*, 2017

AFI 38-101, *Manpower and Organization*, 29 August 2019

FM 3-94, *Theater Army, Corps, and Division Operations*, 21 April 2014

### Lesson DLC414 – Principles of Sustainment

#### Description

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

Hours: 1

### Learning Objectives/Outcomes

Apply the principles of sustainment.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

ADRP 4-0 *Sustainment*, 31 July 2012

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

FM 3-96, *Brigade Combat Team*, 8 October 2015

ATP 3-09.12, *Field Artillery Target Acquisition*, 24 July 2015

ATP 3-21.20, *Infantry Battalion*, 28 December 2017

ATP 3-34.22, *Engineering Operations Brigade Combat Team and Below*, 5 December 2014

ATP 4-90, *Brigade Support Battalion*, 2 April 2014

## Lesson DLC415 – Brigade Support Battalion

### Description

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

*Hours: 2*

### Learning Objectives/Outcomes

Analyze the brigade support battalion.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

ADP 4-0, *Sustainment*, 31 July 2019

ATP 4-90, *Brigade Support Battalion*, 2 April 2014

FM 4-02, *Army Health System*, 26 August 2013

## Lesson DLC416 – Brigade Combat Teams

### Description

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

*Hours: 2*

### Learning Objectives/Outcomes

Connect the organization and mission of the Brigade Combat Team.

## Lesson DLC417 – Special Operations Forces Interdependency

### Description

Special Operations Forces (SOF) bring unique capabilities to the joint mission. This lesson enables the student to interpret the limitations of SOF, and to differentiate the capabilities between SOF and Conventional Forces (CF), and to interpret the cultural challenges between SOF and CF. This lesson shows how early on collaboration can foster a mutual supporting relationship. This lesson provides the student a window into the concept of SOF and CF interdependency. At the end of this lesson, the student will be able to connect the dynamics of the SOF interdependency with conventional forces.

*Hours: 1*

### Learning Objectives/Outcomes

Connect the dynamics of the special operations forces interdependency with conventional forces.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

JP 3-05, *Special Operations*, 16 July 2014

*CF-SOF Interdependence Information Paper*, 2009

*Interdependence between Army Conventional Forces and Special Operations Forces: Changing Institutional Mental Models*, 2013

JP 3-0, *Joint Operations*, 17 January 2017.

*The Role of Empathy in Irregular Warfare*, 2009

**Lesson DLC418 – Principles of Operational Contract Support****Description**

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

*Hours: 2*

**Learning Objectives/Outcomes**

Apply the principles of operational contract support.

Learning Domain: Cognitive

Level of Learning: Apply

**References/Readings**

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

AR 715-9, *Operational Contract Support Planning and Management*, 24 March 2017

ATP 4-10, *Multi-service Tactics, Techniques, and Procedures for Operational Contract Support*, 18 February 2016

GTA, 90-01-032, *Operational Contract Support Planning and Management for Leaders Smartcard*, 2018

*Operational Contract Support Planning and Management for Leaders*, 2013

**Description**

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

*Hours: 2*

**Learning Objectives/Outcomes**

Apply the Army's operational concept.

Learning Domain: Cognitive

Level of Learning: Apply

**References/Readings**

ADP 3-0, *Operations*, 31 July 2019

ADRP 3-0, *Operations*, 6 October 2017

FM 6-05, *Multi-service Tactics, Techniques, and Procedures for Conventional Forces and Special Operations Forces Integration, Interoperability, and Interdependence*, 4 April 2018

ADP 1-01, *Doctrine Primer*, 31 July 2019

ADP 6-0, *Mission Command*, 31 July 2019

FM 3-0, *Operations*, 6 October 2017

**Lesson DLC420 – Operational Terms and Military Symbols****Description**

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

communicate the commander's intent using terms and symbols.

Hours: 3

### Learning Objectives/Outcomes

Demonstrate the commander's intent using operational terms and symbols.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

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

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

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

## Lesson DLC421 – Exercise Mission Command

### Description

This lesson builds upon the student's experience through analysis of Mission Command. The foundations of Mission Command consist of the nature of military operations, unified land operations and Mission Command, the principles of Mission Command, the Art of Command in Mission Command, the Science of Control in Mission Command and Mission Command the war fighting function. At the end of this lesson, the student will be able to correlate the foundations of Mission Command.

Hours: 2

### Learning Objectives/Outcomes

Correlate the foundations of Mission Command.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

AR 600-100, *Army Profession and Leadership Policy*, 5 April 2017

FM 6-22, *Leader Development*, 30 June 2015

ADP 6-22, *Army Leadership*, 31 July 2019

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

ADP 6-0, *Mission Command*, 31 July 2019

JP 3-0, *Joint Operations*, 17 January 2018

ADRP 3-0, *Operations*, 6 October 2017

## Lesson DLC422 – Army Deployment and Redeployment

### Description

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

Hours: 2

### Learning Objectives/Outcomes

Prepare for deployment and redeployment.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

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

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

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

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



## **Distributed Leader Course Level V (DLC V)**

### **Description**

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

### **Terminal Learning Objectives (TLOs)**

Analyze Army Leadership, Mission Command, Operations, and Training.

## Course Map

Lesson	Topic	Hours
DLC500	Course Overview	1
DLC501	Organization Level Leadership II	4
DLC502	Assessing Your Organization	4
DLC503	Leading Change	4
DLC504	Stages of Group Development	4
DLC505	Talent Management	4
DLC506	IMCOM Roles and Responsibilities	4
DLC507	Introduction to Interorganizational and Multinational Operations	4
DLC508	Introduction to Force Management	3
DLC509	Introduction to DoD Acquisition Process	4
DLC510	Introduction to Joint Operational Contracting Support	4
DLC511	Introduction to Global Mobility	3
DLC512	Overview of Multi-Domain Operations	4
<b>Total DLC V Hours</b>		<b>47</b>

## Lesson DLC500 – Course Overview

### Description

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

Hours: 1

### Learning Objectives/Outcomes

Identify how to successfully complete DLC V.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

CGS Bulletin No. 920, *Command and General Staff College Academics Policy*, 2011

USASMA Bulletin No. 920, *Academic Ethics Policy Acknowledgement*, 2018

## Lesson DLC501 – Organization Level Leadership

### Description

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

Hours: 4

### Learning Objectives/Outcomes

Analyze organizational level leadership.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

ADRP 6-22, *Army Leadership*, 1 August 2012

## Lesson DLC502 – Assessing your Organization

### Description

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

Hours: 4

### Learning Objectives/Outcomes

Apply unit assessment.

Learning Domain: Cognitive

Level of Learning: Apply

### References/Readings

AR 1-201, *Army Inspection Policy*, 25 February 2015

ADRP 5-0, *The Operations Process*, 17 May 2012

ATP 5-0.1, *Army Design Methodology*, 1 July 2015

FM 7-0, *Train to Win in a Complex World*, 5 October 2016

## Lesson DLC503 – Leading Change

### Description

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

Hours: 4

### Learning Objectives/Outcomes

Interpret leading change in an Army organization.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

*8 Steps to Accelerate Change in Your Organization*, 2018

*Kotter's 8-step Change Model.: Implementing Change Powerfully and Successfully.*

*Leading Change: Why Transformation Efforts Fail,* 1996

### Lesson DLC504 – Stages of Group Development

#### Description

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

*Hours: 4*

#### Learning Objectives/Outcomes

Analyze the stages of group development.

Learning Domain: Cognitive

Level of Learning: Analyze

#### References/Readings

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

### Lesson DLC505 – Talent Management

#### Description

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

*Hours: 4*

#### Learning Objectives/Outcomes

Interpret the comprehensive talent management strategy for the Army.

Learning Domain: Cognitive

Level of Learning: Understand

#### References/Readings

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

### Lesson DLC506 – IMCOM Roles and Responsibilities

#### Description

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

*Hours: 4*

#### Learning Objectives/Outcomes

Review the U.S. Installation Management Command (IMCOM) activities.

Learning Domain: Cognitive

Level of Learning: Understand

#### References/Readings

*Installation Management Campaign 2012-2020*, 2011

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

#### Description

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

*Hours: 4*

#### Learning Objectives/Outcomes

Interpret U.S. interagency, intergovernmental, and multinational capabilities and considerations.

Learning Domain: Cognitive

Level of Learning: Understand

## References/Readings

JP 3-08, *Interorganizational Cooperation*, 8 February 2018

JP 3-16, *Multinational Operations*, 1 March 2019

## Lesson DLC508 – Introduction to Force Management

### Description

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

*Hours: 3*

### Learning Objectives/Outcomes

Identify Force Management.

Learning Domain: Cognitive  
Level of Learning: Remember

### References/Readings

*How the Army Runs*, 2018

## Lesson DLC509 – Introduction to DoD Acquisition Process

### Description

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

*Hours: 4*

### Learning Objectives/Outcomes

Examine the DoD acquisition process.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

*How the Army Runs*, 2018

DoDI 7045.14, *The Planning, Programming, Budgeting, and Execution (PPBE) Process*, 2015

DoDD 5000.01, *The Defense Acquisition System*, 31 August 2018

DoDI 5000.02, *Operation of the Defense Acquisition System*, 1 August 2017

*Charter of the JROC and Implementation of JCIDS: JCCSI 5123.01H (Enclosure D)*, 2018

AR 1-1, *Planning, Programming, Budgeting, and Execution*, 23 May 2016

TR 71-20, *Concept Development, Capabilities Determination, and Capabilities Integration*, 28 June 2013

*JCIDS Manual*, 2018

## Lesson DLC510 – Introduction to Joint Operational Contracting Support

### Description

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

*Hours: 4*

### Learning Objectives/Outcomes

Identify joint operational contracting support.

Learning Domain: Cognitive  
Level of Learning: Understand

### References/Readings

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

## Lesson DLC511 – Introduction to Global Mobility

### Description

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

*Hours: 3*

### Learning Objectives/Outcomes

Understand global mobility.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

JP 4-01, *The Defense Transportation System*, 18 July 2017

JP 4-09, *Distribution Operations*, 5 February 2010.

## Lesson DLC512 – Overview of Multi-Domain Operations

### Description

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

*Hours: 4*

### Learning Objectives/Outcomes

Interpret Multi Domain Operations (MDO)

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

TRADOC PAM 525-3-1, *The U.S. Army in Multi-Domain Operations 2028*, 27 November 2018



## **Distributed Leader Course Level VI (DLC VI)**

### **Description**

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

### **Terminal Learning Objectives (TLOs)**

Analyze Army Leadership, Mission Command, Operations, and Training.

## Course Map

Lesson	Topic	Hours
DLC600	Course Overview	1
DLC601	Strategic Level Leadership	3
DLC602	Army Strategic Readiness	3
DLC603	Human Dimension Strategy	3
DLC604	Negotiations	3
DLC605	PAO in the Strategic Environment	3
DLC606	Host Nation Support	3
DLC607	The Operational Environment (OE)	3
DLC608	Stability Operations	3
DLC609	Defense Support of Civil Authorities	3
DLC610	Civil Affairs & Civil Military Operations	3
DLC611	Information Operations (IO)	3
<b>Total DLC VI Hours</b>		<b>34</b>

## Lesson DLC600 – Course Overview

### Description

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

*Hours: 1*

### Learning Objectives/Outcomes

Identify how to successfully complete DLC VI.

Learning Domain: Cognitive

Level of Learning: Understand

### References/Readings

None.

## Lesson DLC601 – Strategic Level Leadership

### Description

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

*Hours: 1*

### Learning Objectives/Outcomes

Analyze the role of the strategic leadership.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

ADP 6-22, *Army Leadership*, 31 July 2019

ADRP 6-22, *Army Leadership*, 1 August 2012

FM 6-22, *Leader Development*, 30 June 2015

AR 600-100, *Army Profession and Leadership Policy*, 5 April 2017

## Lesson DLC602 – Army Strategic Readiness

### Description

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

*Hours: 3*

### Learning Objectives/Outcomes

Analyze strategic readiness for the Army.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

AR 525-30, *Army Strategic Readiness*, 3 June 2014

DA PAM 525-30, *Army Strategic Readiness Assessment Procedures*, 9 June 2015

## Lesson DLC603 – Human Dimension Strategy

### Description

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

*Hours: 3*

### Learning Objectives/Outcomes

Analyze the human dimension strategy.

Learning Domain: Cognitive

Level of Learning: Analyze

## References/Readings

TRADOC PAM 525-3-7, *The U.S. Army Human Dimension Concept*, 21 May 2014

*The Army Human Dimension Strategy*, 2015

*The Human Dimension White Paper*, 2014

## Lesson DLC604 – Negotiations

### Description

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

*Hours: 3*

### Learning Objectives/Outcomes

Analyze negotiations in the strategic environment.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

ADRP 6-22, *Army Leadership*, 1 August 2012

*Negotiation Systems and Strategies*, 2017

*Simple Rules for Making Alliances Work*, 2007

GTA 21-03-12, *Negotiations*, 2012

## Lesson DLC605 – PAO in the Strategic Environment

### Description

The Army recognizes that social media has become an important tool for Army messaging and outreach. Senior leaders need a strong understanding of the tools, audiences, and messages to successfully conduct operations through media. This lesson defines and analyzes the role, relationships, and capabilities of public affairs in supporting the commander's exercise of Mission Command. In addition, learners will identify social media responsibilities outlined in the U.S. Army Social Media microsite.

*Hours: 3*

## Learning Objectives/Outcomes

Analyze leveraging public affairs in the strategic environment.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

JP 3-61, *Public Affairs*, 17 November 2015

FM 3-61, *Public Affairs Operations*, 1 April 2014

## Lesson DLC606 – Host Nation Support

### Description

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

*Hours: 3*

### Learning Objectives/Outcomes

Analyze the effectiveness of host nation support.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

AR 570-9, *Host Nation Support*, 29 March 2006

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

AJP 01, *Allied Joint Doctrine*, 1 February 2017

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

JP 3-16, *Multinational Operations*, 1 March 2019

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

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

ADP 4-0, *Sustainment*, 31 July 2019

ADRP 4-0, *Sustainment*, 31 July 2012

## Lesson DLC607 – The Operational Environment (OE)

### Description

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

Hours: 3

### Learning Objectives/Outcomes

Analyze the operational environment (OE).

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

ADRP 3-0, *Operations*, 6 October 2017

JP 3-0, *Joint Operations*, 17 January 2017

JP 3-13, *Information Operations*, 20 November 2014

JP 2-01.3, *Joint Intelligence Preparation of the Operational Environment*, 21 May 2014

FM 7-0, *Train to Win in a Complex World*, 5 October 2016

## Lesson DLC608 – Stability Operations

### Description

This lesson examines stability principles in unified land operations, stability principles for host-nation building in unified land operations, and post-conflict reconstruction essential tasks. Effective commanders better understand the joint

principles in the context of stability as part of decisive action and in the context of how to use the principles.

Hours: 3

### Learning Objectives/Outcomes

Analyze stability operations.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

ADRP 3-07, *Stability*, 31 August 2012

## Lesson DLC609 – Defense Support of Civil Authorities

### Description

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

Hours: 3

### Learning Objectives/Outcomes

Analyze defense support of civil authorities.

Learning Domain: Cognitive

Level of Learning: Analyze

### References/Readings

ADRP 3-28, *Defense Support of Civil Authorities*, 14 June 2013

## Lesson DLC610 – Civil Affairs & Civil Military

### Description

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

land operations. The student will analyze civil affairs capabilities and civil military coordination.

*Hours: 3*

### **Learning Objectives/Outcomes**

Analyze civil affairs/ civil military operations.

Learning Domain: Cognitive

Level of Learning: Analyze

### **References/Readings**

FM 3-57, *Civil Affairs Operations*, 17 April 2019

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

## **Lesson DLC611 – Information Operations (IO)**

### **Description**

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

*Hours: 3*

### **Learning Objectives/Outcomes**

Analyze information operations (IO).

Learning Domain: Cognitive

Level of Learning: Analyze

### **References/Readings**

FM 3-13, *Information Operations*, 6 December 2016

JP 3-13, *Information operations*, 20 November 2014



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