COURSE OVERVIEW AND INSTRUCTIONAL GOALS

COURSE LENGTH: 32 Hours (4 Days)
32 Hours Classroom

COURSE OVERVIEW

This is a follow-on course to the SWAT Command Decision-Making and Leadership I course. A comprehensive array of topics will be discussed including improving the structure and delivery of training, maximizing training hours, methods to incorporate SWAT into large scale planned operations, problem-solving methods and analytical thinking, organizational leadership, trust, and much more. Overall discussions will aid students in their role as leaders within their units and agencies.

NOTE: This class includes intensive academic and theoretical components. Students will conduct research, participate in analytical discussions, and produce written documents to enhance team preparedness.

INSTRUCTIONAL GOALS

Upon completion of this course the attendee will be familiar with:

1. Showing an understanding and proper application of problem-solving techniques and analytical thinking for operational and non-operational problems
2. Deconstructing team, squad, and individual skills to formulate a focused block of training and establishing automaticity and shared mental models within the team
3. Identifying and distinguishing between basic aspects of several modern leadership theories and models and applying them to foster effective leadership, ethical decision-making, and motivation within the team
4. Identifying critical mission areas and logistical concerns of a large operation and utilizing a given framework to staff the SWAT missions and address contingencies
5. Identifying various potential missions that would benefit from a multi-jurisdictional response, identifying regional assets to apply to the missions, creating SOP Response Framework, and joint training plans to achieve the mission objectives
6. Understanding the relationship between tactics and tempo, and utilizing analysis of the incident to shape your operational environment
7. Incident Reviews from Past Operations
## DAY TO DAY / HOUR TO HOUR AGENDA

### DAY ONE

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<tr>
<th>Hours</th>
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<tbody>
<tr>
<td>0800-0830</td>
<td>Course Administration</td>
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<tr>
<td>0830-1200</td>
<td>Problem Solving, Analytical Thinking and Decision-Making</td>
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<tr>
<td>1200-1300</td>
<td>Lunch (not provided)</td>
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<tr>
<td>1300-1500</td>
<td>Problem Solving, Analytical Thinking and Decision-Making</td>
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<tr>
<td>1500-1630</td>
<td>Incident Debrief</td>
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<td>1630-1700</td>
<td>Review / Homework Assignment Briefing</td>
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### DAY TWO

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<tr>
<td>0800-0900</td>
<td>Breakout Room Group Review and Assignment Discussion</td>
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<tr>
<td>0900-1200</td>
<td>Understanding the Relationship Between Tactics and Tempo</td>
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<td>1200-1300</td>
<td>Lunch (not provided)</td>
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<tr>
<td>1300-1500</td>
<td>Incident Debrief / Group Exercises</td>
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<tr>
<td>1500-1630</td>
<td>Teams and Trust: Building and Maintaining Trust Within Tactical Teams</td>
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<td>Maximizing Training and Improving Performance</td>
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<td>0800-0830</td>
<td>Breakout Room Group Review and Assignment Discussion</td>
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<tr>
<td>0830-1030</td>
<td>Integrating SWAT into Large-Scale Planned Operations</td>
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<tr>
<td>1030-1200</td>
<td>Emotional Intelligence: “A Closer Look”</td>
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<tr>
<td>1200-1300</td>
<td>Lunch (not provided)</td>
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<tr>
<td>1300-1500</td>
<td>Critical Thinking Skills and Decision-Making</td>
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<tr>
<td>1500-1645</td>
<td>Incident Debrief</td>
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<tr>
<td>1645-1700</td>
<td>Course Closeout / Course Exam Briefing</td>
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COURSE OUTLINE

I. Preface
   A. Course Overview
   B. Instructional Goals
   C. Agenda
   D. Outline
   E. Co-Host Logistics

II. Problem Solving, Analytical Thinking and Decision-Making
   A. Decision-Making
   B. Hindrances to Problem-Solving Techniques
   C. Analytical Thinking and Insights into Problem-Solving
   D. Problem-Solving Techniques
   E. Group Exercises

III. Teams and Trust: Building and Maintaining Trust in Tactical Teams
   A. Team
   B. Workgroups
   C. Credibility, Character, Competence
   D. Impacting Behaviors

IV. Understanding the Relationship Between Tactics and Tempo
   A. Strategy and Theory
   B. Characteristics of Crisis
   C. Human Dimension
   D. Center of Gravity
   E. Tactical Dilemmas
   F. Shaping the Environment

V. Critical Thinking Skills and Decision-Making
   A. Why are Critical Thinking Skills Important?
   B. Cognitive Biases and Heuristics
   C. Hidden Traps in Decision-Making
D. Decisions Without Blinders
E. Intuition and Adaptability in Decision-Making

VI. Emotional Intelligence: “A Closer Look”
A. Emotional Intelligence Defined
B. Self-Awareness
C. Self-Awareness Assessments
D. Stress and IQ

VII. Integrating SWAT into Large-Scale Planned Operations
A. Large-Scale Operations
B. Planning Process
C. Logistical Considerations
D. Communications
E. Command

VIII. Maximizing Training and Improving Performance
A. Adult Learning Theory Methods
B. Taxonomy
C. Deconstructing
D. Automaticity
E. Purposeful Practice
F. Deliberate Practice
G. TROS

IX. Multi-Agency SWAT Collaboration
A. Collaboration
B. Multi-Team Responses

X. Group Exercises

XI. Course Exam
CO-HOST LOGISTIC REQUIREMENTS

CLASSROOM
- Adequate seating for up to 34 students with tables, good ventilation
- Marker board & markers
- Flip chart with paper

AUDIO VISUAL
- LCD Projector for computer presentation
- Large projection screen (minimum of 6’x6’ screen size)
- Speaker system to connect to laptop for audio
- Extension cord and power strip
- AV table or cart

OTHER
- Access to copier
STUDENT EQUIPMENT LIST

INDIVIDUAL

- Law Enforcement I. D.
- This course is conducted entirely in the classroom
- Laptop is helpful to the student, but not mandatory. Student notebooks will be made available via Dropbox.
- Business casual dress may be worn
- SWAT call-out forms and briefing forms
- After Action Report forms

STUDENT RECOMMENDED READING LIST (STUDENTS ARE HIGHLY ENCOURAGED TO PURCHASE FOR DISCUSSION & REVIEW):

- **Sound Doctrine: A Tactical Primer by Sid Heal** (available in both paperback and Kindle)
  
  ISBN-10: 1930051115

- **The Thinker’s Toolkit: 14 Powerful Techniques for Problem Solving** by Morgan D. Jones
  (available in both paperback and Kindle)

  ISBN-10: 0812928083
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