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.

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
## SWAT Command Decision-Making and Leadership II

### Day to Day / Hour to Hour Agenda

#### Day One

<table>
<thead>
<tr>
<th>Hours</th>
<th>Instruction</th>
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<tbody>
<tr>
<td>0800-0830</td>
<td>Course Administration</td>
</tr>
<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</td>
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<tr>
<td>1300-1430</td>
<td>Problem Solving, Analytical Thinking and Decision-Making</td>
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<tr>
<td>1430-1530</td>
<td>Teams and Trust: Building and Maintaining Trust in Tactical Teams</td>
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<tr>
<td>1530-1700</td>
<td>Group Exercise</td>
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#### Day Two

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<th>Hours</th>
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<tbody>
<tr>
<td>0800-0830</td>
<td>Group Review and Discussion</td>
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<tr>
<td>0830-1200</td>
<td>Critical Thinking Skills and Decision-Making</td>
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<tr>
<td>1200-1300</td>
<td>Lunch</td>
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<tr>
<td>1300-1700</td>
<td>Understanding the Relationship Between Tactics and Tempo</td>
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#### Day Three

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<tr>
<th>Hours</th>
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<tbody>
<tr>
<td>0800-0830</td>
<td>Group Review and Discussion</td>
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<tr>
<td>0830-1030</td>
<td>Multi-Agency SWAT Collaboration</td>
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<tr>
<td>1030-1200</td>
<td>Maximizing Training and Improving Performance</td>
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<td>1200-1300</td>
<td>Lunch</td>
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<tr>
<td>1300-1500</td>
<td>Maximizing Training and Improving Performance</td>
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<tr>
<td>1500-1630</td>
<td>Group Exercise</td>
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<tr>
<td>1630-1700</td>
<td>Exam Review</td>
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#### Day Four

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<tr>
<th>Hours</th>
<th>Instruction</th>
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<tr>
<td>0800-1000</td>
<td>Emotional Intelligence: “A Closer Look”</td>
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<tr>
<td>1000-1200</td>
<td>Integrating SWAT into Large-Scale Planned Operations</td>
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<tr>
<td>1200-1300</td>
<td>Lunch</td>
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<tr>
<td>1300-1530</td>
<td>Final Group Exercises</td>
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<tr>
<td>1530-1630</td>
<td>Course Exam</td>
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<tr>
<td>1630-1700</td>
<td>Course Closeout</td>
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SWAT COMMAND DECISION-MAKING AND LEADERSHIP II

COURSE OUTLINE

I. Preface
   A. Course Overview
   B. Instructional Goals
   C. Agenda
   D. Outline
   E. Co-host Logistics
   F. Student Equipment List
   G. Instructor Manuals
   H. NTOA Logistics
   I. Student Notebook

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. Teams
   B. Workgroups
   C. Credibility, Character, Competence
   D. Impacting Behaviors

IV. Critical-Thinking Skills and Decision-Making
   A. Why Critical Thinking?
   B. Cognitive Biases and Heuristics
   C. Hidden Traps in Decision-Making
   D. Decisions Without Blinders
   E. Intuition and Adaptability in Decision-Making
   F. Groupthink and the Abilene Paradox
V. 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

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

VII. Maximizing Training and Improving Performance
   A. Adult Learning Methods
   B. Taxonomy
   C. Deconstructing
   D. Automaticity

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

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

X. Group Exercises

XI. Final Exam
SWAT COMMAND DECISION-MAKING AND LEADERSHIP II

CO-HOST LOGISTIC REQUIREMENTS

CLASSROOM

Adequate seating for up to 34 students with tables, good ventilation
Marker board and 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
SWAT COMMAND DECISION-MAKING AND LEADERSHIP II

STUDENT EQUIPMENT LIST

INDIVIDUAL

- Law enforcement ID
- Laptop computer is highly recommended