COURSE OVERVIEW AND INSTRUCTIONAL GOALS

COURSE OVERVIEW

This entire course is conducted online via Zoom and covers the same material as the residency version. 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. This version of SWAT Command Decision-Making and Leadership II is conducted entirely online through a live instructor-led process. Students will need computer or tablet with webcam and microphone capabilities in order to participate in this course.

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

ALL TIMES REPRESENT EASTERN STANDARD TIME

DAY ONE

Hours: Instruction:
1000-1030 Course Administration
1030-1400 Problem Solving, Analytical Thinking and Decision-Making
1400-1500 Lunch
1500-1700 Problem Solving, Analytical Thinking and Decision-Making
1700-1830 Incident Debrief
1830-1900 Review / Homework Assignment Briefing

DAY TWO

Hours: Instruction:
1000-1100 Breakout Room Group Review and Assignment Discussion
1100-1400 Understanding the Relationship Between Tactics and Tempo
1400-1500 Lunch
1500-1700 Incident Debrief / Group Exercises
1700-1830 Teams and Trust: Building and MaintainingTrust Within Tactical Teams
1830-1900 Review / Homework Assignment Briefing

DAY THREE

Hours: Instruction:
1000-1100 Breakout Room Group Review and Assignment Discussion
1100-1400 Incident Debrief
1400-1500 Lunch
1500-1830 Maximizing Training and Improving Performance
1830-1900 Review / Homework Assignment Briefing
DAYS FOUR

Hours: Instruction:
1000-1030 Breakout Room Group Review and Assignment Discussion
1030-1230 Integrating SWAT into Large-Scale Planned Operations
1230-1400 Emotional Intelligence: “A Closer Look”
1400-1500 Lunch
1500-1700 Critical Thinking Skills and Decision-Making
1700-1845 Incident Debrief
1845-1900 Course Closeout / Course Exam Briefing
ONLINE 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

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

Preface: Online SWAT Command Decision-Making and Leadership II (Revised – April 6, 2021)
ONLINE SWAT COMMAND DECISION-MAKING AND LEADERSHIP II

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
STUDENT EQUIPMENT LIST

INDIVIDUAL

- This course is conducted entirely online
- Zoom will be used to deliver the online training – students do not need a Zoom account, but they do need to download Zoom software
- Computer or tablet with webcam and microphone to participate in class discussions (mandatory) and stable internet connection to avoid disruptions during the presentation
- Student notebooks will be made available via the NTOA’s Learning Management System

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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