



## ONLINE SWAT COMMAND DECISION-MAKING AND LEADERSHIP II

### COURSE OVERVIEW AND INSTRUCTIONAL GOALS

**COURSE LENGTH:**                      **32 Hours (4 Days)**  
32 Hours Online

### 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.***

### 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



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### DAY TO DAY / HOUR TO HOUR AGENDA

#### DAY ONE

<b>Hours:</b>	<b>Instruction:</b>
0800-0830	Course Administration
0830-1200	Module I: Problem Solving, Analytical Thinking and Decision-Making
1200-1300	Lunch
1300-1500	Module I: Problem Solving, Analytical Thinking and Decision-Making
1500-1630	Module II: Teams and Trust: Building and Maintaining Trust Within Tactical Teams
1630-1700	Quiz

#### DAY TWO

<b>Hours:</b>	<b>Instruction:</b>
0800-0900	Breakout Room Group Review and Discussion
0900-1200	Module III: Understanding the Relationship Between Tactics and Tempo
1200-1300	Lunch
1300-1630	Incident Debrief / Group Exercises
1630-1700	Quiz

#### DAY THREE

<b>Hours:</b>	<b>Instruction:</b>
0800-0900	Breakout Room Group Review and Discussion
0900-1100	Module IV: Critical Thinking Skills and Decision-Making
1100-1200	Lunch
1200-1330	Incident Debrief / Group Exercises
1330-1500	Module V: Emotional Intelligence: "A Closer Look"
1500-1630	Module VI: Integrating SWAT into Large-Scale Planned Operations
1630-1700	Quiz



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### DAY FOUR

#### Hours:

0800-0900

0900-1200

1200-1300

1300-1500

1500-1600

1600-1700

#### Instruction:

Breakout Room Group Review and Discussion

Module VII: Maximizing Training and Improving Performance

Lunch

Module VIII: Multi-Agency SWAT Collaboration

Course Closeout

Course Exam



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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



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- 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



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### STUDENT EQUIPMENT LIST

#### INDIVIDUAL

- Law Enforcement I.D.
- This course is conducted entirely in the online
- Computer and internet connection are mandatory
- Zoom will be used to deliver the online training – students do not need a Zoom account, but they do need to download Zoom software
- Student notebooks will be made available via the NTOA's Learning Management System