



## ONLINE SWAT COMMAND DECISION-MAKING AND LEADERSHIP II CERTIFICATION

### COURSE OVERVIEW AND INSTRUCTIONAL GOALS

**COURSE LENGTH:** 32 Hours Online Live Instructor-Led (4 Days)  
8 Hours Online Self-Directed

### COURSE OVERVIEW

**This entire course is conducted online via Zoom through the NTOA's Learning Management System.** 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 problem-solving methods and analytical thinking, tactical science principles, understanding the science of trust and how it impacts the building of high-performing teams, emotional intelligence, enhancing the structure and delivery of training to improve team performance, organizational leadership, critical thinking and much more.

***IMPORTANT NOTE: This is a hybrid virtual course consisting of live-instructor led over 32 hours (4 days) and 8 hours of self-directed credited work making this a 40-hour course. The self-directed credited work is mandatory and consists of a combination of written problem-solving and decision-making assignments as well as online video content related to the instructional blocks. The self-directed study must be accomplished during the course to receive a certificate of completion, which includes passing a final course exam. This class includes intensive academic and theoretical components. It combines live instructor-led training sessions with self-directed study that directly supports the learning objectives of the course. Students will participate in analytical and critical thinking discussions to gain a deeper understanding of contemporary tactical concepts. These discussions will take place in a combination of full class and breakout group virtual settings. For this reason, it is mandatory that each student have their own computer equipped with BOTH a webcam and microphone capabilities to participate in this course. This course is ONLY offered online.***

### INSTRUCTIONAL GOALS

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

1. An understanding of 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. The relationship between tactics and tempo and utilizing analysis of the incident to shape your operational environment
6. Incident Reviews from past operations



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### DAY TO DAY / HOUR TO HOUR AGENDA

#### ALL TIMES REPRESENT EASTERN TIME

#### DAY ONE

<b>Hours:</b>	<b>Instruction:</b>
1000-1030	Course Administration
1030-1400	Problem-Solving, Analytical Thinking and Decision-Making
1400-1500	Lunch
1500-1630	Problem Solving, Analytical Thinking and Decision-Making
1630-1845	Incident Debrief / Case Study
1845-1900	Review / Self-Directed Assignment Briefing

#### DAY TWO

<b>Hours:</b>	<b>Instruction:</b>
1000-1045	Day 1 Takeaways / Assignment Discussions
1045-1400	Understanding the Relationship Between Tactics and Tempo
1400-1500	Lunch
1500-1600	Incident Debrief / Group Exercises
1600-1845	Teams and Trust: Building and Maintaining Trust Within Tactical Teams
1845-1900	Review / Self-Directed Assignment Briefing

#### DAY THREE

<b>Hours:</b>	<b>Instruction:</b>
1000-1045	Day 2 Takeaways / Assignment Discussions
1045-1400	Maximizing Training and Improving Performance
1400-1500	Lunch
1500-1730	Emotional Intelligence: "A Closer Look"
1730-1845	Case Study: US Airways 1549
1845-1900	Review / Self-Directed Assignment Briefing



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### DAY FOUR

#### Hours:

1000-1045

1045-1400

1400-1500

1500-1845

1845-1900

#### Instruction:

Day 3 Takeaways / Assignment Discussions

Incident Debrief / Case Study

Lunch

Critical Thinking Skills and Decision-Making

Course Closeout / Course Exam Briefing



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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 and Why Decisions Fail
  - B. Hindrances to Problem-Solving Techniques
  - C. Analytical Thinking and Insights into Problem-Solving
  - D. Problem-Solving Techniques
  - E. Group Exercises
  
- III. Understanding the Relationship Between Tactics and Tempo
  - A. Strategy and Theory
  - B. Characteristics of Crisis
  - C. Principles of Operations
  - D. Center of Gravity
  - E. Tactical Dilemmas
  - F. Symmetrical and Asymmetrical Strategies
  - G. Shaping the Environment
  
- IV. Teams and Trust: Building and Maintaining Trust in Tactical Teams
  - A. Return on Investment for Trust
  - B. 5 Dysfunctions of a Team
  - C. Leading Teams
  - D. Team Motivation
  - E. The Speed of Trust and the Impacting Behaviors
  - F. Neuroscience of Trust



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- V. Maximizing Training and Improving Performance
  - A. Adult Learning Theory Methods
  - B. Taxonomy
  - C. Expert Performance
  - D. Purposeful and Deliberate Practice
  - E. Harnessing Adaptability
  - F. Concepts of Durable Learning
  - G. Deconstructing Team Tasks
  - H. Automaticity and Building Shared Mental Models
  
- VI. Emotional Intelligence: “A Closer Look”
  - A. Emotional Intelligence Defined
  - B. Self-Awareness
  - C. Self-Awareness Assessments
  - D. Stress and IQ
  - E. Emotional Intelligence Exercises
  
- VII. US Airways 1549 Case Study
  - A. Background
  - B. Identifying Critical Factors for Success During Crisis
  - C. Root Cause “Success” Analysis and Applying Process to Tactical Operations
  - D. Leadership Principles for Leading Beyond Crisis
  - E. Applying Lessons to Leading Tactical Teams During Critical Incidents
  
- VIII. Critical Thinking Skills and Decision-Making
  - A. Why are Critical Thinking Skills Important?
  - B. Critical Thinking Case Study
  - C. System Thinking
  - D. Recognition Primed Decision-Making (RPDM)
  - E. Barriers to Critical Thinking and Decision-Making
  - F. Critical Thinking Strategies
  
- IX. Course Exam



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### 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 a webcam and microphone to participate in class discussions (mandatory) and a 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  
ISBN-13: 978-1930051119
- **The Thinker's Toolkit: 14 Powerful Techniques for Problem Solving** by Morgan D. Jones (available in both paperback and Kindle)  
ISBN-10: 0812928083  
ISBN-13: 978-0812928082



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### NTOA PROVIDED INSTRUCTOR MATERIALS

#### INSTRUCTOR PACKET (sent electronically)

- Course roster
- Instructor agreements

#### COURSE PRESENTATION MATERIALS

- PowerPoint presentations available on Basecamp for download



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### STUDENT NOTEBOOK CONTENTS

<b>TAB</b>	<b>DESCRIPTION</b>
Preface	Overview, Instructional Goals, Agenda, Outline, Student & Co-host Logistic Requirements
1.	Problem Solving, Analytical Thinking and Decision-Making
2.	Teams and Trust: Building and Maintaining Trust in Tactical Teams
3.	Understanding the Relationship Between Tactics and Tempo
4.	Maximizing Training and Improving Performance
5.	Emotional Intelligence: “A Closer Look”
6.	Case Study: US Airways 1549
7.	Critical Thinking Skills and Decision-Making