



SWAT COMMAND DECISION-MAKING AND LEADERSHIP II

COURSE OVERVIEW AND INSTRUCTIONAL GOALS

COURSE LENGTH: 40 Hours (5 Days)
40 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 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, and much more.

IMPORTANT NOTE: This class includes intensive academic and theoretical components. It combines classroom instruction with both individual and group in-class exercises that directly support the learning objectives of the course. Students will participate in analytical, scenario and critical thinking related exercise discussions to gain a deeper understanding of contemporary tactical concepts. Students will need a computer or tablet (mandatory) to participate in individual and group exercises.

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





SWAT COMMAND DECISION-MAKING AND LEADERSHIP II

DAY TO DAY / HOUR TO HOUR AGENDA

DAY ONE

Hours:

0800-0830

Instruction:

Course Administration

0830-1200

Problem-Solving, Analytical Thinking and Decision-Making

1200-1300

Lunch (not provided)

1300-1530

Problem-Solving, Analytical Thinking and Decision-Making

1530-1645

Problem-Solving Exercises

1645-1700

Quiz (Day 1)

DAY TWO

Hours:

0800-0845

Instruction:

Day 1 Takeaways / Exercise Discussions

0845-1200

Understanding the Relationship Between Tactics and Tempo

1200-1300

Lunch (not provided)

1300-1430

Incident Debrief / Group Exercises

1430-1530

Tactics and Tempo Exercise

1530-1645

Leadership Development Exercise

1645-1700

Quiz (Day 2)

DAY THREE

Hours:

0800-0845

Instruction:

Day 2 Takeaways / Exercise Discussions

0845-1100

Teams and Trust: Building and Maintaining Trust Within Tactical Teams

1100-1200

Maximizing Training and Improving Performance

1200-1300

Lunch (not provided)

1300-1530

Maximizing Training and Improving Performance

1530-1645

Training Deconstruction Exercises

1645-1700

Quiz (Day 3)





SWAT COMMAND DECISION-MAKING AND LEADERSHIP II

DAY FOUR

Hours:

0800-0845

0845-1000

1000-1200

1200-1300

1300-1400

1400-1645

1645-1700

Instruction:

Day 3 Takeaways / Exercise Discussions

Leadership Development Exercise

Emotional Intelligence: "A Closer Look"

Lunch (not provided)

Case Study: US Airways 1549

Incident Debrief / Case Study

Quiz (Day 4)

DAY FIVE

Hours:

0800-0845

0845-1200

1200-1300

1300-1400

1400-1545

1545-1600

1600-1700

Instruction:

Day 3 Takeaways / Exercise Discussions

Critical Thinking Skills and Decision-Making

Lunch (not provided)

Critical Thinking Skills and Decision-Making

Incident Debrief / Case Study

Course Closeout / Final Course Exam Briefing

Final Course Exam (online)





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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

- V. Maximizing Training and Improving Performance





SWAT COMMAND DECISION-MAKING AND LEADERSHIP II

- 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

- **Computer or tablet to assist with both group and individual exercises (mandatory)**
- 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

TAB	DESCRIPTION
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

