



SWAT COMMAND DECISION-MAKING AND LEADERSHIP II

COURSE OVERVIEW AND INSTRUCTIONAL GOALS

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

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

Hours:

0800-0830

0830-1200

1200-1300

1300-1500

1500-1630

1630-1700

Instruction:

Course Administration

Problem Solving, Analytical Thinking and Decision-Making

Lunch (not provided)

Problem Solving, Analytical Thinking and Decision-Making

Incident Debrief

Review / Homework Assignment Briefing

DAY TWO

Hours:

0800-0900

0900-1200

1200-1300

1300-1500

1500-1630

1630-1700

Instruction:

Breakout Room Group Review and Assignment Discussion

Understanding the Relationship Between Tactics and Tempo

Lunch (not provided)

Incident Debrief / Group Exercises

Teams and Trust: Building and Maintaining Trust Within Tactical Teams

Review / Homework Assignment Briefing

DAY THREE

Hours:

0800-0900

0900-1200

1200-1300

1300-1630

1630-1700

Instruction:

Breakout Room Group Review and Assignment Discussion

Incident Debrief

Lunch

Maximizing Training and Improving Performance

Review / Homework Assignment Briefing



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DAY FOUR

Hours:

0800-0830

0830-1030

1030-1200

1200-1300

1300-1500

1500-1645

1645-1700

Instruction:

Breakout Room Group Review and Assignment Discussion

Integrating SWAT into Large-Scale Planned Operations

Emotional Intelligence: "A Closer Look"

Lunch (not provided)

Critical Thinking Skills and Decision-Making

Incident Debrief

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
 - 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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CO-HOST LOGISTIC REQUIREMENTS

CLASSROOM

- Adequate seating for up to 34 students with tables, good ventilation
- Marker board & 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



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STUDENT EQUIPMENT LIST

INDIVIDUAL

- Law Enforcement I. D.
- This course is conducted entirely in the classroom
- Laptop is helpful to the student, but not mandatory. Student notebooks will be made available via Dropbox.
- Business casual dress may be worn
- SWAT call-out forms and briefing forms
- After Action Report forms

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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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.	Multi-Agency SWAT Collaboration
5.	Maximizing Training and Improving Performance
6.	Emotional Intelligence: “A Closer Look”
7.	Integrating SWAT into Large-Scale Planned Operations
8.	Critical Thinking Skills and Decision-Making