



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. 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



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DAY TO DAY / HOUR TO HOUR AGENDA

ALL TIMES REPRESENT EASTERN STANDARD TIME

DAY ONE

Hours:

1000-1030

1030-1400

1400-1500

1500-1700

1700-1830

1830-1900

Instruction:

Course Administration

Problem Solving, Analytical Thinking and Decision-Making

Lunch

Problem Solving, Analytical Thinking and Decision-Making

Incident Debrief

Review / Homework Assignment Briefing

DAY TWO

Hours:

1000-1100

1100-1400

1400-1500

1500-1700

1700-1830

1830-1900

Instruction:

Breakout Room Group Review and Assignment Discussion

Understanding the Relationship Between Tactics and Tempo

Lunch

Incident Debrief / Group Exercises

Teams and Trust: Building and Maintaining Trust Within Tactical Teams

Review / Homework Assignment Briefing

DAY THREE

Hours:

1000-1100

1100-1400

1400-1500

1500-1830

1830-1900

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:

1000-1030

1030-1230

1230-1400

1400-1500

1500-1700

1700-1845

1845-1900

Instruction:

Breakout Room Group Review and Assignment Discussion

Integrating SWAT into Large-Scale Planned Operations

Emotional Intelligence: "A Closer Look"

Lunch

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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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
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