

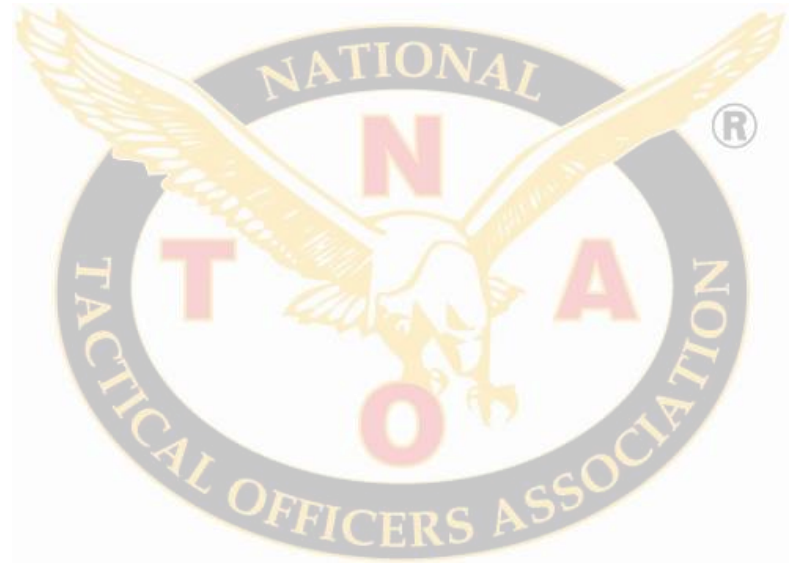


Leadership

NATIONAL TACTICAL OFFICERS ASSOCIATION

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Section One

INTRODUCTION



“They taught me that no man could be their leader except he who ate the ranks food, wore their clothes, lived level with them, and yet appeared better in himself.”

- T.E. Lawrence, The Seven Pillars of Wisdom

"Why Good Leaders make you Feel Safe."



Leadership. . .

- is the ability to influence and inspire
 - Always valuable if properly used
 - During times of crisis, it can make all the difference in the outcome



Followership

- The foundation for good leadership is good ***followership!***
- Followership is not always negative.



Foundation

- Followership is the foundation of any well organized team.
- Every team needs a foundation of solid/steady operators.



Followership

SWAT Commander



SWAT Supervisors



SWAT Operators



Leadership

- The SWAT Commander exerts influence and leadership over the SWAT Supervisors. He also follows his superiors.
- SWAT supervisors exert influence and leadership over SWAT operators. They also follow the SWAT Commander.
- SWAT personnel influence and potentially demonstrate leadership over other personnel. They also follow the supervisors.

“He who cannot be a
good follower cannot
be a good leader.”

- Aristotle

Effective Leaders

- Develop their leadership skills
- Attitude, energy and desire
- Competence and character



SWAT Leadership

- Is it different?
- How do you gain respect?



SWAT Commander

- No experience
- Some experience
- Through the ranks
- Which applies to you?



Inspiration

“Good leadership is cultivated by good leaders who recognize and encourage professional and aggressive officers who work and train hard and are given the tools to succeed.”

- Ron McCarthy



True leadership for
Incident Command
takes place *prior* to
the major violent
incident.



Command Decisions

- Few are made during the incident
- Little requirement
- Driven by timeline



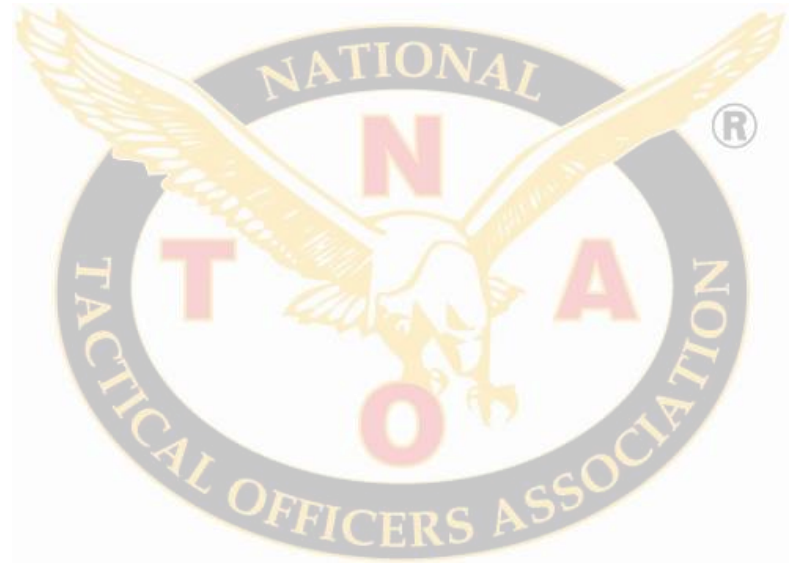
Our Job

- Prepare our personnel
- Anticipate major violent events



“The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it.”

- Theodore “Teddy” Roosevelt



Section Two

LEADERSHIP OR COMMAND FAILURES



"Fixing the Glitch"



Leadership Failures

- What are some pre-incident factors leading to failure?



Failure to Learn

- Past and present events
- Regional partners
- Organizational arrogance
- New equipment and tactics



Weak Leadership

- Weakened selection process for SWAT officers
- Problem officers not removed from the team



Weak Leadership

- No selection process for SWAT command positions
- Tactical leaders not trained in tactics



Decisions must be. . .

- timely
- appropriate
- consistent with the mission



“Bad decisions made
with good intentions
are still bad decisions.”

- Jim Collins, Good to Great

Established Policy

- Event planning
- Specific training
- Continuity of operations



Failure to Plan

- Effective use of resources
- Reduces confusion
- Training guides



Failure to Train

- Training reduced
- Training denied



Intelligence

- Good “operational intelligence”
- Leverage patrol
- Directs your mission, tactics and resources



Mutual Aid Failure

- Failure to test our mutual aid response capabilities
- All levels need to be involved. Maintenance
- Actual deployment of assets



Leadership Failures

- What are some **post** incident factors associated with failure?



“Wise men say, and not without reason, that whoever wished to foresee the future might consult the past.”

- Machiavelli

Post Incident Factors

- Critical questions and issues go unanswered
- Inexperience responding to major incidents
- Limited manpower and resources



Post Incident Factors

- Slow or no response to questions or allegations
- “No Comment”
- Blame game



"The Breaking Point"

- Easy Company was sent to take Belgian Town of Foy
- Company suffers from more and more casualties, sinking morale and lapses in leadership (Dike)
- Lieutenant Dike is observed by his men to be continuously disengaged and/or absent



"The Breaking Point"

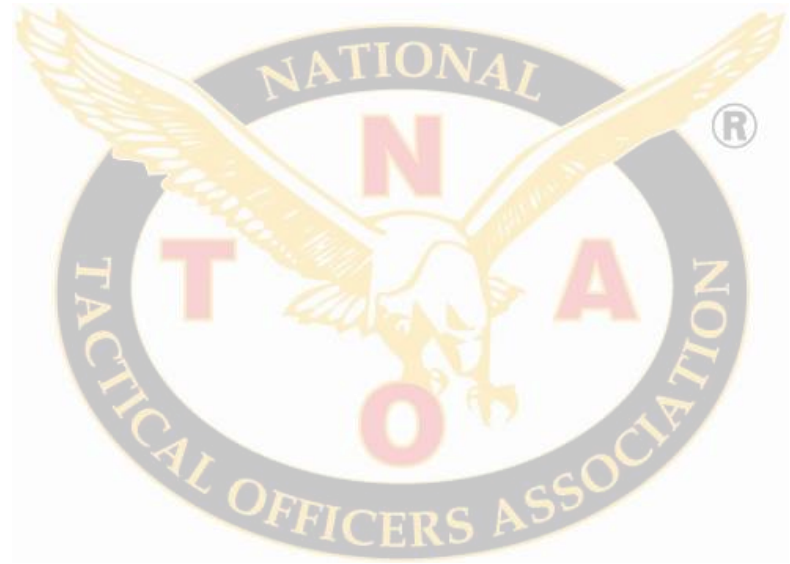
- First Sergeant Lipton attempts to go around Dike prior to Foy and expresses the team's lack of confidence in Dike, which nothing is done about it
- Lieutenant Dike leads team, Captain Winters sends in Lieutenant Speirs to relieve Dike

"The Breaking Point"



"The Breaking Point"

- How important is trust and confidence in leadership for a team?
- Are we participating in exercises to ***test ourselves***? What are we doing to develop our team leaders for leading in harm's way? Dike didn't prepare himself for leading in crisis.
- What about Lieutenant Speirs leadership and actions? How did the team respond to him? Why?



Section Three

DECISION MAKING



“Greatness is not a function of circumstances. Greatness, it turns out, is largely a matter of conscious choice, and discipline.”

- Jim Collins, Good to Great

"Mission Compromised"



“Mission Compromised”

- What are the options they discuss?
- As they discuss their options, what rationalizations do they use to justify their options?
- During their discussion, Murphy stays out of the discussion. Avoidance or good leadership? Why?
- Murphy makes his decision and the debate is over. Why?

Decision Making

- Don't limit your level of force prior to understanding the threat.
- Don't wait to put tactical options in place.



Decision Making

- Don't wait to bring in mutual aid and outside assets.
- Forecast your needs!



Decision Making

- Resolve, not just maintain
- Self-imposed limitations
- Mission orientated
delegations, not decisions

Decision Making

- Lawful and ethical vs. perfect and safe
- Don't make it worse



Decision Making

- Remain open minded
- Inspire involvement
- Clarify priorities and expectations



Decision Making

- Follow through and confront issues
- Prepare personnel for upward movement



Decision Making

- Empowerment
- Immediate action drills
- Standing orders or trip wires



Decision Making

- ***Right decision*** for the ***right reason***
- Team must come first
- Leadership!



Decision Making

- Who benefits the most or suffers the most right now by the action we are contemplating?
- What if it was your family member?
- Is the contemplated action necessary?
- What is the risk/benefit of what we are contemplating?



Decision Making

- Is the contemplated action lawful?
- Is the contemplated action consistent with policy?
- Is the contemplated action acceptable?
- Is the contemplated action ethical?



Decision Making

7 Step Process

Decision Making

7 Step Process

- Life-Saving Mission
- Priorities of Life
- Identify
- Isolate
- Contain
- Contingency Plans
- Layered Plans



Life-Saving Mission

- Is the team facing an actual situation that has a life-saving mission?



Life-Saving Mission

- If we have a life-saving mission, are we creating tactics that focus on the tracking down the suspect as opposed to locating the hostage?



Life-Saving Mission

- If we rescue the hostage without suspect contact, the life-saving mission has been accomplished. Do we continue searching for the suspect immediately?



Priorities of Life

- Hostages
- Innocent citizens
- Police personnel
- Suspect



Identify

- Have we positively identified our mission?
- If hostage is involved, have we positively identified the hostage?
- Have we positively identified the suspect?
- Have we identified the location of the threat/suspect?



Identify

- Have we positively identified our mission?
- If hostage is involved, have we positively identified the hostage?
- Have we positively identified the suspect?
- Have we identified the location of the threat/suspect?

How do we know for certain?

Isolate

- Have we isolated the scene?
Roadways, etc.
- Have we verified?
- We don't want others to enter the scene and present further challenges

Contain

- Is the situation contained?
- How sure are you against a committed person?
- Have we prepared the scene properly to control it?
- Have we verified?

Contingency Plans

- Cannot rely on just one plan
- What could the suspect do?
What does he/she have access to?
- Do we have countermeasures in place for every possible suspect action?

Layered Plans

- Identify vulnerabilities
- Identify tactics and equipment to mitigate risk
- Create strategies and plans to overcome vulnerabilities and leverage equipment and tactics

Layered Plans

- Layered plans are our fail safes
- If we rely on a sniper, what if he/she misses or never gets a shot?
- Layered plans may use different technology or tactics



Layered Plans

- Singular plans leave the team vulnerable if the primary plan is compromised or defeated
- Layered plans should be mutually supportive in order to maximize effectiveness



Responsibility

- Take responsibility!
- Be professional always
- Divert praise



Thrive On It!

- Don't take it lightly!
- Preparation!
- Want it!



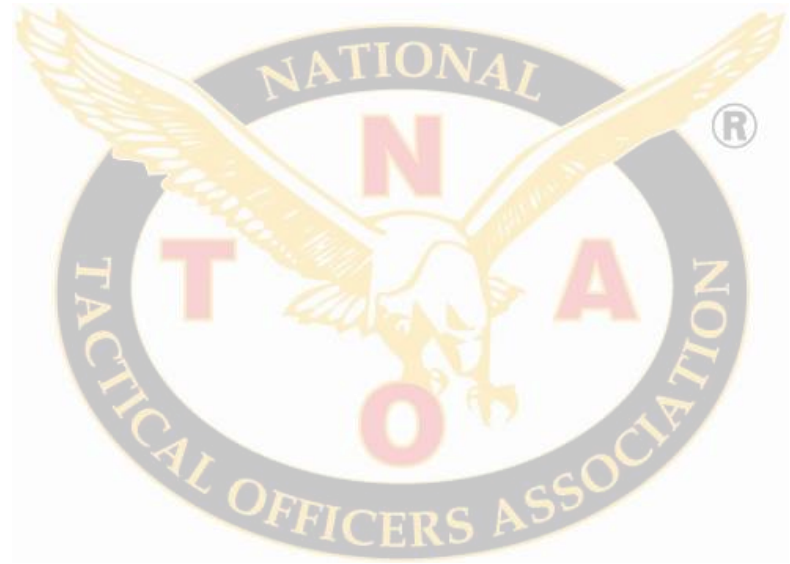
**“You can delegate
authority, but you
cannot delegate
responsibility.”**

- Byron Dorgan

Best for the Team

- Decisions should benefit the Team!





Section Four

RISK

MANAGEMENT



Risk Management

- Are you prepared for the risk?
- Chance vs. calculated risk
- Calculated, not reckless



Risk Management

- Leadership
- Professionalism
- Success



Risk Management

- Quality tactics, training and procedures (TTP's) reduces risk
- Right thing at the right time



Code of Conduct

- What does it matter?

Department Risk

Individual Risk



Department Risk

- Civil rights violations
- Department reputation
- Acquittals
- Operational impact



Individual Risk

- Civil rights violations
- Department sanctions
- Personal reputation
- Personal injury



Approaching the Issue

How would you
recognize and
deal with. . .



Approaching the Issue

- Skill set problem?
- Operator burnout?
- Chronic complaining?
- Inappropriate behavior?

Approaching the Issue

- Inability to meet standards?
- Conflict between members?
- Negligent discharge?



Approach the Issues

- **Be present!**
- Outline the discussion
- Behavior, not personalities
- ***Document!***



Sanctions

- Leave emotion out
- Seek trusted input
- Recognize the impact
- Team over individual



Options

- Do you retain, retrain or remove the operator(s)?
- What are your considerations?

Considerations

- How serious is the infraction?
- Operational impact?
- Can remedial training address the issue?



Considerations

- Team trust?
- Team morale?



Removal

- Let your Team Leaders know.
- Analyze their reactions.
- Decide whether to have your team leader(s) present.



Bottom Line

- Deal with the issues swiftly.
- Be fair, ethical and team-orientated.

Keep a Tight Ship

- Keep your house in order first!
- Be committed
- Set the example



Keep a Tight Ship

- Communicate face to face
- Take responsibility
- Student of dynamics



Keep a Tight Ship

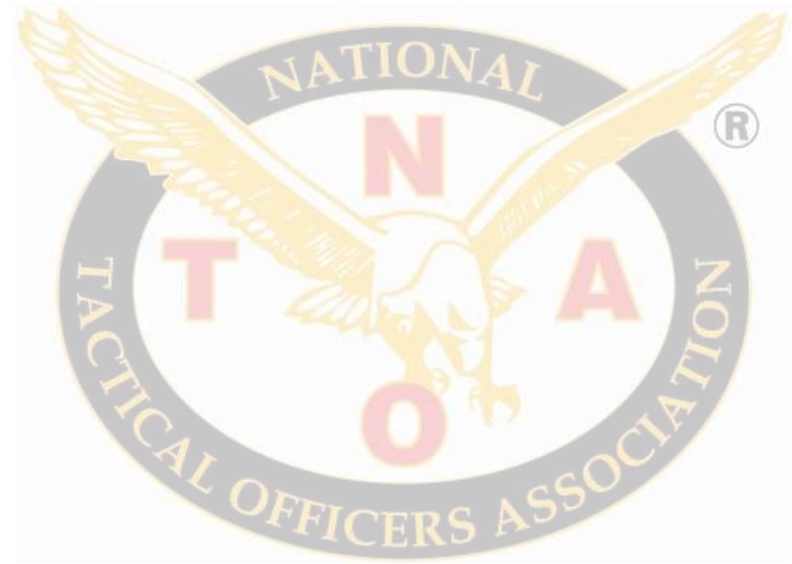
- Select team leaders who are committed to Code of Conduct
- Give direction
- Hold them accountable



Keep a Tight Ship

- Select team members who have a positive reputations.
- Ensure awareness of the Code of Conduct and your expectations.





Section Five

TEAM REFLECTION



Team Reflection

- What is happening in real life within your team?

Tactics

Philosophies

Practices



Team Reflection

- What is occurring within the SWAT industry?
- Are operators active and getting involved?



Importance

- Does your SWAT Team look at new ways?

Tactics?

Ideas?



Importance

- Are they the most professional?
- Positive attitudes?
- Do they want to step up?



Destiny

- Responsible for others!
- You are a Leader!
- You're leading people!
- ***Prove it!***



“There are no poor units, only poor commanders.”

- Napoleon

Questions?



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