Conducting Team Training

Ideas & Techniques

Sgt. Steve Null (ret)
Pasadena Police Department
General Overview of Training

- Training should be realistic.
- Training should be specific.
- You should train with the same focus as if you were working a real incident.
- Team training should be at least 4 hours each month and preferably 8 hours. (As established by the National Council of Negotiation Associations (NCNA).
- Joint CNT/SWAT scenarios should be performed at least once each year.
Outside Training

- Members of the team should attend at least one out of town school or conference each year.
  - Develops new contacts and resources.
  - Provides a different perspective.
  - Learn new ideas and methods.
  - Reinforces the what, why and how you do things are current and correct.
Inside Training

- Role playing exercises
- “Fish bowl” exercises
- “Round table” exercises
- Equipment days
- Guest instructors
Role Playing Exercises

- Used to develop individual skills.
- Used to develop team function.
- Identifies areas of weakness for future training development.
- Proper role playing exercise training can reduce stress in a real incident because team members can associate the training to the incident.
Role Playing Exercises (Cont)

- Role play exercises can be very simple or very complex.
- Depending on experience of team the exercise should be directed accordingly.
- Never forget the BASICS!!!!!!!
Types of Role Playing Exercises

- Face to face (open)
  - Suicide intervention with a jumper from a bridge
- Face to face (cover)
  - Contact through a door or some other obstruction where you can be heard but not seen
- Use of PA system or bull horn
- Telephone negotiations
Steps to Building Role Play Scenarios

- Define where you want to end.
- Develop the character.
- Develop the environment.
- Develop the action.
Defining Goals

- Crisis Intervention Skills
- Negotiations Skills
- Personality Profiling
- Intelligence Gathering
- Assessment Skills
  - Suicide Risk
  - Homicide Risk
Define the Character

- Who they are and what they want.
- Variety of Intelligence Sources.
- Develop realistic backgrounds to:
  - Show character: personality type
  - Show motivation
  - Show degree of risk
Sources of Character Information

- Intelligence
- Friends
- Family
- Neighbors
- Co-Workers
- Professionals
- Data Bases
- Other Records
Setting -- Where and When

- Be sure logic of setting fits character and plot
- Setting can pose own obstacles
  - Security access
  - Communications
  - Potential victims
  - Health hazards
  - Identification of persons involved
Stages -- Time Line

- Introduction of character/action/plot
- Rise in tension - Introduction of obstacles to character goals
- Adaptation/ Accommodation
- Resolution
Elements to Include in Every Scenario

- Characters - Who are the people involved?
- Plot - What is the story that brings people together?
- Setting - Where is the action?
- Time - When does the action take place?
- Motivation - Why?
“Fish Bowl” Exercise

- A team exercise.
- Builds active listening skills.
- Helps breakdown communication barriers that may be present within a team.
“Fish Bowl” Exercise Mechanics

- All the members of the team are seated in a circle facing the center.
- Two chairs are placed in the center of the circle with the backs to each other.
- One team member is selected to be the “role player” and sits in one of the chairs in the center of the circle.
- A second team member is selected to be the negotiator and sits in the other chair.
“Fish Bowl” Exercise
Mechanics

- The role player is given a scenario.
- The negotiator is not given any information about the situation.
- When both participants are ready the negotiator begins the exercise with “ring ring.”
- At this point the role player answer the rings and a proper introduction is done.
“Fish Bowl” Exercise Mechanics

- The negotiator will only use the Active Listening Skills during the exercise.
- The negotiator will not attempt any problem solving during the exercise.
- It is important that the role player responds appropriately during negotiations and to the ALS used by the negotiator.
“Fish Bowl” Exercise Mechanics

- The team leader will monitor the exercise and identify when problem solving starts and notify the negotiator of such to redirect the negotiator back to the Active Listening Skills.
- The exercise will only run for about five minutes.
- The remaining team members sitting in the circle will take notes during the negotiations.
“Fish Bowl” Exercise Mechanics

- The notes will identify the Active Listening Skills that were used.
- At the appropriate time or at any point when the negotiations go outside the scope of the exercise the team leader will stop the exercise.
- Team members will then comment on the appropriateness of the use of ALS and make comments on what could have been done better.
“Fish Bowl” Exercise Mechanics

- During the critique it is important that the negotiator accept any criticism as constructive and not get feelings hurt.
- Team members doing the critique should be careful to make sure that criticism is constructive.
“Round Table” Exercise

- A team exercise.
- Builds communication response to situations or comments commonly heard.
“Round Table” Exercise Mechanics

- All the members of the team are seated in a circle facing away from the center of the circle.
- Each team member has a note pad and pen.
- The exercise leader stands in the center of the circle.
- A list of ten statements should be prepared before the exercise.
“Round Table” Exercise Mechanics

- The exercise leader reads a statement.
- Each team member then writes a response to the statement.
- The leader monitors as the responses are being written.
- The first team member to finish writing the response will trigger the leader to read the next statement.
“Round Table” Exercise Mechanics

- This continues until all ten statements have been read.
- Everybody then turns to face the center of the circle.
- The leader then reads the first statement and has each team member read the response they wrote down.
- A discussion is then conducted about all the responses of which would be the best response and why.
A team exercise.

A communication skills building exercise.

An exercise that helps the team focus.

Can be done easily and at anytime during training.
Who’s Line Is It Anyway Version “1”

- The team is divided into pairs.
- The first pair is given a simple scenario and they start negotiations the same as a Fish Bowl Exercise.
- At the first break in the negotiations the team leader will change to the next pair.
- This continues as long as necessary.
Who’s Line Is It Anyway
Version “1”

- This exercise requires all team members to remained focused.
- The scenario continues just as if the players never changed.
- Exercise can be done on a moments notice at anytime.
Who’s Line Is It Anyway Version “2”

- Team members stand or sit in a circle.
- It is best to have an odd number of participants.
- A basic scenario is given to all team members.
- The first team member starts the negotiations with the initial call and introduction.
- Team member two responds as the actor.
- Team member three responds to the statement by member two as the negotiator.
Team member four then responds as the actor.
This continues around the team and each time it makes a circle the roles change with the odd number.
It requires a lot of focus and concentration.
A very demanding exercise that gets easier with practice.
Equipment Days

- A team event.
- Done at least two times a year.
- Ensures that all equipment is operational and that all team members know how to operate the equipment.
- Any equipment in need of repair or replacement is identified and the responsibility for the repair or replacement is assigned.
Guest Instructors

- Important to bring in new ideas to the team.
- You may have the expertise to present the same information, but the same information coming from someone outside the organization has the appearance of being more credible.
- Identify instructors with special qualifications or experience that meets specific needs for your team.
For Restrooms,
Go back toward your behind.
AUTO ROCK
EMERGENCY TRAP
Any assistance?
We can help you with our pleasure.
船楼甲板
(ERECTION DECK)
2階
NO SMOKING
SOFT DRINK

Cola    コーラ   350
Ginger Ale  ジンジャーエール   350
Milk    ミルク (HOT・ICE)  350
Flesh Juice  フレッシュジュース   400

ALCOOLS

Beer     ビール   500
Cocktail カクテル各種   600