

LESSONS LEARNED FROM

Disclaimer – This is NOT my work product. I am simply a conduit to repeat the knowledge and the lessons learned shared by guests of The Debrief. These ideas were earned through hard work, sacrifice, trauma and pain of other people. It is our responsibility to repeat lessons learned, because when we do not, we waste the suffering of those who sacrificed themselves.



Major Themes

- Prepare for the worst because it may happen
- Train as you want to fight
- Focus on operator wellness



CRITICAL INCIDENT REVIEW: FATAL OIS DURING SWAT VEHICLE TAKEDOWN

*GUESTS:
JORDAN ROBISON,
CHRISTOPHER SHIPLEY &
SPENCER BRUMBAUGH*

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WITH JON BECKER



- Your life may literally depend on the skill of your tactical medics and team members
- Build both a deep and broad tac med program
- Ensure everyone has IFAKs and knows how to use them
- Take more medical supplies than you will ever need, because you may need them
- Its time to be nice to the firefighters, especially the paramedics



2017 VEGAS ATTACK: HANDLING A MASS CASUALTY INCIDENT

GUEST: DR. KEVIN MENES



Build a Support System In Advance

- A significant critical event will, almost always, overwhelm your team's capabilities, so build your contingency plans ahead of time.
- Robust patrol response
- Partnership with surrounding agencies
- Train with fire and paramedic partners
- External resources for critical incidents
 - Community groups
 - Hospitals
 - Medical and Psych Support
- Partnerships with high threat targets

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AUSTIN PD LODD **A WIFE'S PERSPECTIVE**

GUEST: KIM PASTORE



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Prepare Now to Handle OIS/LODD

- OIS and LODD are predictable events. Although there is no guarantee it will be your team, there is a 100% certainty it will occur
- Although everyone will have good intentions, that is NOT enough
- Build a detailed procedure now for these types of events and train it
- Think about notifications, supporting the family, post event interviews, leadership involvement, etc.
- The risk of doing damage is too great to be unprepared. This is a life defining event for everyone involved and we usually screw it up!

CRITICAL INCIDENT REVIEW: **FATAL OIS DURING SWAT VEHICLE TAKEDOWN**

SAN BERNARDINO, CA

GUESTS:
JORDAN ROBISON,
CHRISTOPHER SHIPLEY &
SPENCER BRUMBAUGH



CHARGED WITH MURDER FOR SHOOTING A HOSTAGE TAKER

GUEST: JORDAN MACWILLIAMS



Train Like You WANT to Fight



- Performance in high stress situations is a complicated and multi-faceted thing
- There is a difference between peak and optimal performance. You are looking for the latter
- There is also a difference between performance and outcome, you only control the first one
- Long Term Performance is a three-step process:
 - Build skills and decision-making ability
 - Build capacity to retain those skills under pressure
 - Develop resilience and longevity
- Your training culture and practices will determine what happens when it goes sideways

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BUILDING
ELITE TACTICAL PERFORMANCE

GUEST: BRITTANY LONEY, Ph.D.

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Build Individual Stress Resistance

- Tactical operations are complex, confusing, and frightening. Overload of information can hi-jack our OODA loop and take away our ability to gain situational awareness or make complicated decisions
- Stress inoculation is pre-exposure and desensitization to stressors and complexity
- Build skills first
 - Stress inoculation must be layered onto a foundation of solid skills development
- Keep stressors relevant
 - Stressors must be applicable to the mission stressors to be transferrable
 - Physical, mental & emotional
 - Variety and novelty matter
 - Unexpected changes create stress
- The dose makes the medicine (or poison)
 - Build stress and complexity slowly
 - Allow for recovery
 - Always debrief lessons learned

Embrace Failure in Training

- Failure is where lessons are taught so embrace it
- We expand the limits of our capabilities by exceeding them
 - Negative lessons are usually more sticky than positive lessons
 - The lesson is learned in the debrief not by making the mistake
- Debrief your errors and rehearse the correct solutions
- It is very easy for training to fall into a rut and focus on success
- Variety and complexity in training is essential
- The only way to measure success in training is debrief and testing
 - Is it really training if you can't fail it?



CRITICAL INCIDENT REVIEW

GUEST:
MEDAL OF HONOR RECIPIENT
MSGT. EARL PLUMLEE

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IN PARTNERSHIP WITH
CAT
PODCAST



Train Skills and Decision Making

- Work on all 4 steps of the OODA Loop – Observe, Orient, Decide & Act
- Hard skills are critical – shooting, reloading, fitness etc.
- Critical incidents tend to involve a mix of those skills and the ability to process complicated environments quickly
- Build decision making into everything! Being able to do something v. deciding whether to are different things
- Train situational awareness and information gathering
- Utilize DMEs and tabletop exercises to expand base level knowledge



USING TACTICAL DECISION-MAKING EXERCISES TO IMPROVE LEADERSHIP

GUEST: TOBY DARBY & JOSH WOFFORD

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GUEST: BRITTANY LONEY, Ph.D.

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THE LINDT CAFÉ
HOSTAGE SIEGE – SYDNEY, AUS

GUEST: BEN BESANT (AKA OFFICER A)

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Invest in Your Leadership

- More and more incidents are failing at a command and leadership level
- LE leadership training is at best lacking
 - Leaders are often forced to take over a unit they have no experience with
 - This can have a very high price
- Incident Command is not intuitive - Get them to training, include them in your training, educate them on command and control
- Teach them what your capabilities are
 - Demonstrate all of your tools to them – Make them smart
- Provide rationales for your decisions and their choices
- Utilize logic-based decision making
 - Understand the why behind decisions
 - Those who know how should always work for those who know why

Master Selection & Assessment

- The biggest lever you have over team culture and therefore over team performance. Selection defines and teaches your culture
 - Focus on behaviors –Greybeards
 - Testing for ideal behaviors in Individual Performance, Team Impact, and Community Devotion
 - Think about who decides– Gatekeepers, Santas and **Senseis**
 - Consider whether criteria are buy v. build and don't confuse them
 - Weigh objective v. subjective criteria
 - Ensure testing events have a specific purpose and create differentiation
 - Use multiple assessors and induce and then observe failure



Wellness Matters!



- Growing area of discussion in everyone from medical profession to Tier 1 Units
- Wellness is being looked at as a performance issue more and more by elite units
- Law enforcement and military suicides are more likely than KIAs and LODDs
- Tactical units are like professional sports teams yet nowhere near as focused on wellness
- It turns out bourbon and ibuprofen may not be the right answer

THE EVOLUTION AND LEADERSHIP OF MODERN TACTICAL TEAMS

GUEST: CHIEF PHIL HANSEN

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Culture Is Everything

- The performance and satisfaction of the team is rooted in culture
- Successful organizations build culture intentionally
- You have a culture whether you want one or not. If its not intentional its likely to be negative for the organization
- The role of leadership is to establish the culture for the organization
- The behavior and actions of an organization's leaders have more effect on the culture than anything they say or write
- To create an effective culture, you **MUST** be living by the values you are promoting

LESSONS LEARNED FROM A LEGENDARY TIER 1 OPERATOR

GUEST:
CSM TOM SATTERLY (Ret.)



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Wellness Is a Team Issue

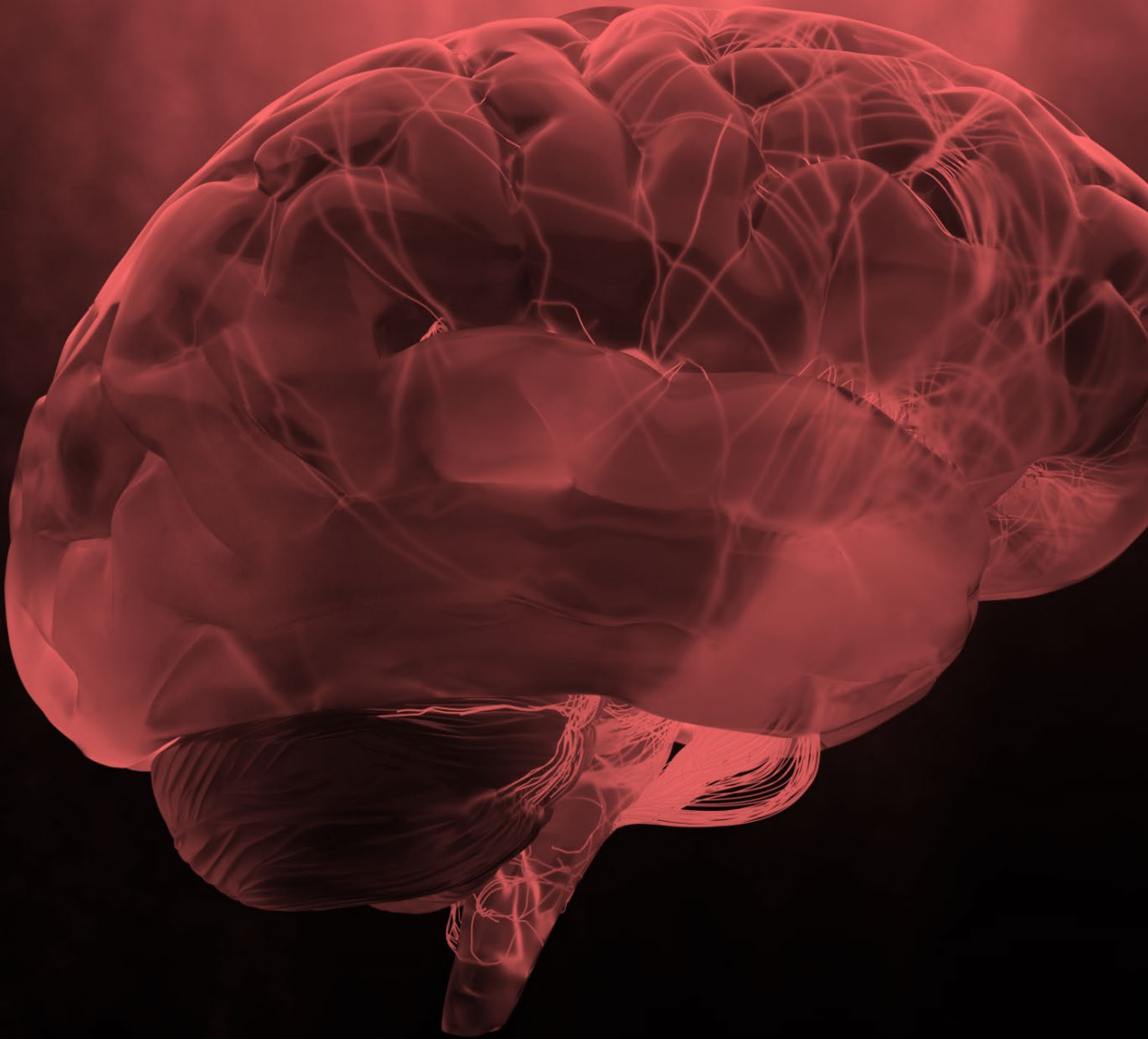
- Your safety is dependent upon your teammates
- Remember Maslow's hierarchy of needs
- Allostatic load is a rising topic of discussion
- Stress Reservoir concept – off duty conduct influences performance
- Sleep deprivation is a real threat to decision making and safety
 - Being awake for 24 hours is similar to having a BAC of 0.10%.

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BUILDING
ELITE TACTICAL PERFORMANCE

GUEST: BRITTANY LONEY, Ph.D.



Be Aware of mTBI & LLB

- There is rapidly emerging science that Low Level Blast may be causing Mild Traumatic Brain Injury
- It is very early, but patterns have emerged that are deeply troubling including suicide, impulse control issues, addiction, cognitive impairment, etc.
- Large well funded DOD studies are being done but it may be 20 years before we can truly say what “causes” the high rates of mTBI in operators
- Seems to be relationship between frequency of exposure, recovery interval and damage
- Not just incident wave, reflected waves can be worse – Mach Stem
- Correlation does not equal causation, but it always precedes it

Viceroy's *FILTER* the Smoke!



As your Dentist,
I would recommend
VICEROYS

Don't Smoke More Than You Have To!

- This is very similar to where smoking was in the 1950's
- Do you really want to wait for 20 years to start protecting your brain
- Three-part approach Reduce, Mitigate, Recover
- **REDUCE** exposure whenever possible
 - TSD's v. MSD's = a few feet matters
 - Position in training areas matter
 - Staff rotations
 - Training rotation scheduling
 - Training bangs
- **MITIGATE** the effects of exposure
 - Suppressors (Lang et.al)
 - Hearing and eye protection
 - Reflected wave control
 - Yoga mats, rubber floors, spacing of shooters, grass, etc.
 - Remember there is a blast wave and an acoustic wave and we only protect against the second one
- **RECOVER** before more exposure
 - Listen to your body – take symptoms seriously
 - Create gaps between blast training events
 - Create a culture around protecting your team members
- You smoke for a living, **DON'T SMOKE FOR FUN!**



Recap

- Prepare for the worst – It may happen
 - Robust tac-med is critical
 - Build a broad support system in advance
 - Prepare now for LODD/OIS
- Train as you want to fight
 - Utilize stress inoculation
 - Train skills & decision making
 - Embrace failure In training
 - Invest heavily in your leadership
 - Master selection & assessment
- Focus on operator wellness
 - Culture is everything
 - Wellness is a team issue
 - Think about low level blast damage

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