

Crisis Decision Making

(Coup d'oeil Concept)

By Sid Heal

The success of a tactical operation often hinges on the commander's ability to quickly determine and exploit a weakness in the subject's position. This weakness can be related to position, as when a suspect is vulnerable from an avenue of approach, or it can be in tempo, as when the suspect is presented with more possibilities than he can effectively cope with. Thus a commander benefits not only from an ability to see the potential of a maneuver but to envision the future.

"Coup d'oeil" (pronounced koo doy) is the name used to describe this concept. It is a French expression which loosely translated means the "strike of the eye" or the "vision behind the eye." The closest English concept would be that of intuition. Intuition is defined as "perceptive insight" or "the power to discern the true nature

of a situation." It explains a commander's ability to "see" what the terrain looks like on the other side of the hill, or the floor plan of the inside of a building, coupled with an understanding of the impact they have on the operation. When time is the primary factor, it might involve envisioning situations which cause the suspect to react in some predictable manner which can then be exploited.

While a commander who possesses coup d'oeil might be considered gifted, it is more likely that his abilities have been developed. Coup d'oeil involves judgement and judgement can be enhanced by a thorough knowledge of the three "T's" —Tools, Troops, and Tactics. the tools of the trade for tactical operations extend far beyond weapons and would include breaching devices, vehicles, communications equipment, diversionary devices, and so forth. An understanding of the interests and abilities of your troops provides insight into special skills, assignments and, in general, using all of them to their maximum potential. The study of tactics has long been known to increase the effectiveness of a commander's judgement, and includes everything from debriefings to formal courses of study.

Only by a thorough understanding of these factors can new and innovative uses for them be discerned. This understanding is a major factor in developing a strong sense of coup d'oeil. ■

NTOA Selects New Section Chairpersons

The NTOA is pleased to announce the selection of the following individuals for its new Sections. The Chairpersons of these Sections will assist in promoting specific disciplines within the NTOA.

Canine Section	Officer Joel McMurrin 619.527.3436	San Diego PD	San Diego, CA
Corrections Section	Captain Steve Mosely 404.822.3114	Gwinnett CO SO	Lawrenceville, GA
Explosives/EOD Section	Lt. Jim McGinty 215.685.8013	Philadelphia PD Explosive Ord.	Philadelphia, PA
Federal Section	Sup/Dep. Rick Iannucci 303.844.3858	U.S. Marshal's Service	Denver, CO
Hostage Negotiations Section	Sgt. Mike Albanese 213.485.4095	LAPD SWAT	Los Angeles, CA
International Section	Off. Ward Stanley 305.921.3576	Hollywood PD	Hollywood, FL
TEMS Section	Det. Richard Carmona 602.741.4714	Pima CO SO	Tucson, AZ
Training Section	Lt. Randy Watt 801.629.8060	Ogden PD	Ogden, UT
Regional SWAT Section	Lt. John C. Ellison 316.793.4120	Great Bend PD	Great Bend, KS