

# 41st Annual InterCourt Conference



Session 3F:  
Calling Audibles:  
When Doing Nothing  
is the Wrong Thing

March 13, 2025  
3:15 p.m.—4:45 p.m.

Hilton Columbus at  
Easton Town Center  
Columbus, OH

## FACULTY BIOGRAPHY

**MICHAEL WARREN** is a 23-year veteran of the Novi Police Department in the Detroit Metropolitan area. During his time with his agency, he has served as a patrol officer, FTO, detective, DEA Task Force Officer, patrol sergeant, and Training and Standards Sergeant and oversaw the agency's use of force training program.

In addition to use of force instruction, Michael has developed and taught several courses geared to promote community relations and public support for law enforcement operations. He also taught Concealed Pistol License classes for the agency.

A big believer in life-long learning, Michael has earned a Master of Business Administration and a Master of Science in Criminal Justice. In addition, he is a graduate of the Michigan State University School of Police Staff and Command. Michael was certified as a Force Science Analyst and has continued his studies in this realm.

Michael has studied extensively the effects of stress on human decision-making. With this knowledge, he focused on constant improvement of training programs at the agency and in his teaching roles to provide the most effective use of training time and dollars.

Michael is a member of the International Law Enforcement Educators and Trainers Association (ILEETA) and International Association of Law Enforcement Firearms Instructors (IALEFI). Michael lives with his wife and four children in Michigan.

# Calling Audibles: When Doing Nothing is the Wrong Thing

**Michael Warren**  
*Instructor*  
*Command Presence*



Education \_\_\_\_\_. Training \_\_\_\_\_.



*"Critical thinking is the intellectually disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action."*

Michael Scriven and Richard Paul

**Characteristics of a Critical Thinker**

1. \_\_\_\_\_ - they \_\_\_\_\_ the justification.
  - How do I \_\_\_\_\_ what I think I \_\_\_\_\_?
  - Why do I \_\_\_\_\_ what I \_\_\_\_\_?
  - Why do I \_\_\_\_\_ what I \_\_\_\_\_?
2. \_\_\_\_\_ - they \_\_\_\_\_ the justification.
3. \_\_\_\_\_ - they \_\_\_\_\_ the justification.
4. \_\_\_\_\_ - they \_\_\_\_\_ the justification.



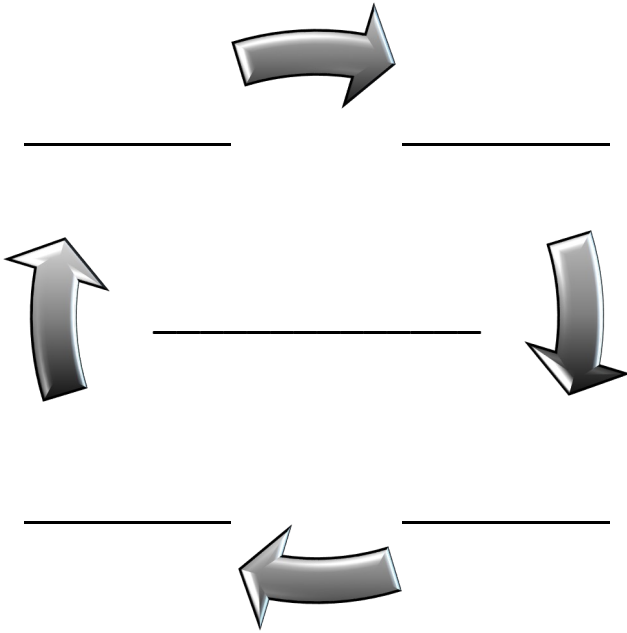
*"Progress is impossible without change; and those who cannot change their minds cannot change anything."*

George Bernard Shaw

# OMAHA! OMAHA!

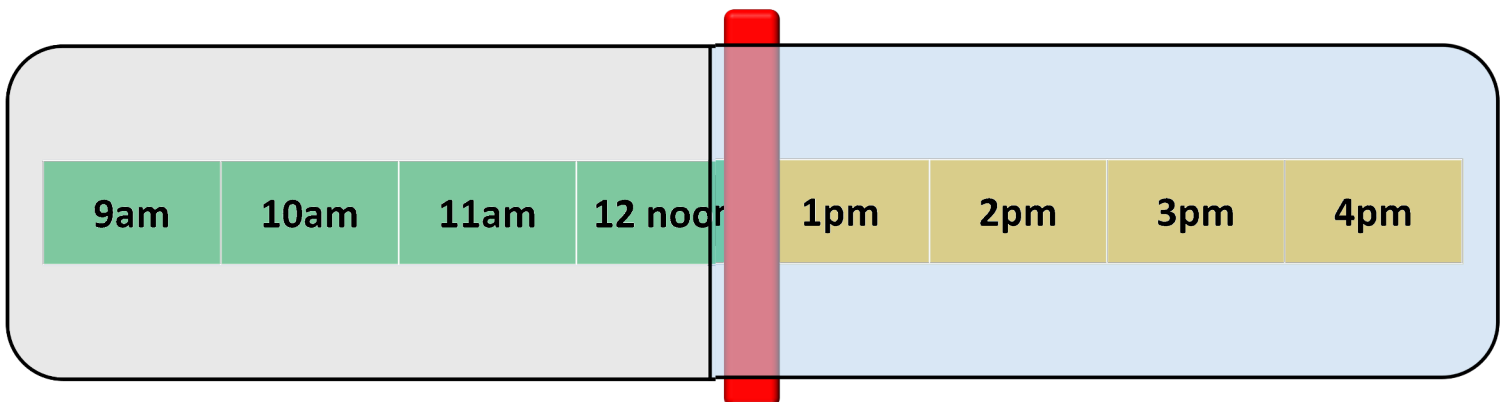
*"The concept of **adaptive decision-making** is best understood as the mental process of **effectively reacting to a change in a situation.**"*

Sid Heal



*"The ultimate form of **preparation** is not planning for a specific scenario, but a mindset that **can handle uncertainty.**"*

James Clear



*"**Adaptability**, not efficiency, must become our **central competency.**"*

General Stanley McChrystal

