

# Developing Leaders In Police Organizations



**2006 National Community Policing Conference  
July 27 – 29, 2006  
Washington, D. C.**



# Community Oriented Policing

---

**“MY FRAME OF REFERENCE”**



# Mission

---

**The *mission* of a Police Department is to protect and serve the community's quest for a peaceful and safe existence, free from fear, and with democratic values applied equally to all citizens.**



# Vision

---

**The safest city in the state to live, work  
and visit**



# Philosophy

---

I believe that policing should be an *interactive, results-oriented process* between the *police and the community*. The process is *information driven* and should create *partnerships* between the police employees, the department, and those we serve; *identify problems that impact the quality of life in the community*; devise *strategies* to address those problems; and *work collaboratively* to solve them by *utilizing all re-sources* available. The goal of the process is that the *community* we serve be *competent in the pursuit of peace and tranquility*.



# Core Values of A Police Department

---

- ***Human life:*** believing that every life is precious.
- ***The principles embodied in our Constitution and the authority of federal, state, and local laws:*** believing that democratic values apply to all.
- ***The person:*** believing that being valued is a basic individual need.
- ***The strength of personal character:*** believing that integrity is integrating beliefs with behavior.
- ***The community we serve:*** believing that a competent community can develop and maintain a peaceful and tranquil environment in which to live and prosper.
- ***Individual leadership:*** believing that each employee is a leader in the department and in the community.
- ***Quality of life in the workplace:*** believing that if employees enjoy working for the Police Department they will provide quality service to each other and to the public.



# Guiding Principles

*Staff-One: A Perspective on Effective Police Management*

by Edward M. Davis

& Sir Robert Peel

To name a few...

- **Crime Prevention Top Priority**
- **Public Approbation of Police**
- **Voluntary Law Observance**
- **Public Cooperation**
- **Test of Police Effectiveness:** The test of police effectiveness is the absence of crime and the presence of public order. It is not the evidence of police action in dealing with crime and disorder.



# Principles Continued...

---

- **People Working with Police**
- **People Working With People**
- **Managers Working with Police**
- **Police/Press Relationships**
- **Territorial Imperative**
- **Openness and Honesty**



# Community Oriented Policing and Organizational Cultures

<p style="text-align: center;"><b><u>INTEGRATIVE</u></b></p> <p>Long, term relationships Trust, Harmony Shared Values Effectiveness QM-Quality Management <b>GREATER GOOD</b> <b>RIGHT BEHAVIOR FOR RIGHT REASONS</b></p> <p style="text-align: center;"><b>(EMPOWERS EMPLOYEES)</b></p>	<p style="text-align: center;"><b><u>Developmental</u></b></p> <p>Creative  Innovative  Flexible MBWA-Management By Walking Around</p> <p style="text-align: center;"><b>(EMPOWERS EMPLOYEES)</b></p>
<p style="text-align: center;"><b><u>Administrative</u></b></p> <p>Policy, Procedures &amp; Rules &amp; Regulations Rigidity BSQ-Management by Status Quo</p> <p style="text-align: center;"><b>(CONTROLS EMPLOYEES)</b></p>	<p style="text-align: center;"><b><u>Production</u></b></p> <p>Bottom line is driving force Efficiency Bias for action MBO-Management By Objectives</p> <p style="text-align: center;"><b>(CONTROLS EMPLOYEES)</b></p>



# Work Model

**PRESCRIBED LIMITS: LAWS**

**CULTURE**

**RESOURCES AND METHODS** \_\_\_\_\_

**COMMITMENT??** \_\_\_\_\_

**“MENTAL PROCESSING”**

**SKILLS/KNOWLEDGE** \_\_\_\_\_

**RESOURCES AND METHODS** \_\_\_\_\_

**TASK**

**PRESCRIBED LIMITS: DIRECTIVES**

**SOCIAL**



# Employees and Change

---

**20/60/20**



# 20/60/20

---

**2% I've Got a Great  
Idea**

**10% Great!! Let's  
Do It**

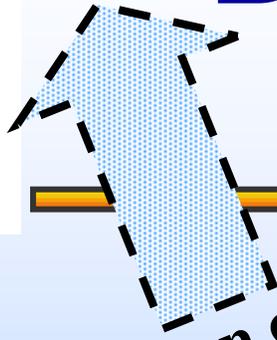
**60% I Will Do It, But  
I'd Rather Maintain  
the Status Quo**

**20% Speak Out Against It,  
But if Everyone Else is  
Doing It, then I Guess I  
Will**

**8% I Won't Change  
& Be Decisive**



# Dilemma in Police Organizations



**Your Vision of the Ideal  
Police Department**

**10% GREAT!! LET'S  
DO IT**

**2% I've Got a  
Great Idea**

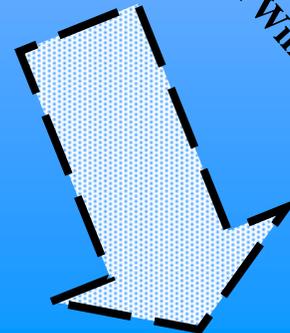
**60% I Will Do It, But  
I'd Rather Maintain  
the Status Quo**

**(In your agency, is the Gap  
widening or closing?)**

**8% I Won't Change & Be  
Decisive**

**Your Assessment of the  
Culture and Climate of  
Your Police Department  
Today**

**20% Speak Out Against It, But  
if Everyone Else is Doing It,  
Then I Guess I Will**





# **Greatest Challenge Over Next 10-15 Years?**

---

**The 60%  
wanting to maintain  
status quo**



# Disgruntled/Malcontent Employees

Gilmartin, Harris & Associates

---

**Unknown risk creates mental casualties**

**The policing profession is predisposed to  
changing people negatively**



# Unknown Risk Creates Mental Casualties

**Hyper-vigilance - A Biological Rollercoaster**

**Vulnerable**

**Paranoid**

**Victims**

**Harris & Gilmartin**

## **The Continuum of Compromise**

**Acts of Omission → Acts of Commission – Admin**

**→ Acts of Commission – Criminal**

**Entitlement Vs. Accountability → Loyalty Vs. Integrity**



# Leadership Issues and Community Oriented Policing

---

- Territorial ownership
- Community partnerships
- Participatory & process oriented planning and management
- Desired results orientation
- Different organizational culture required
- Alignment of strategies, structures and systems



# Leadership Issues Continued...

---

- **Extent of opposition from within**
- **In the participatory decision-making process, mid-level managers often find their positions and authority at risk – feeling irrelevant to important departmental processes.**
- **Mid-level management resistance can develop into failure to address problems that arise, and their tendency to undermine the efforts with misinformation.**



# Leadership Issues Continued...

---

- The lack of attention to the “people process”
- Leadership can eventually confronted with outright opposition
- Issues of inequity
- Resistance to radical organizational change

(Dennis J. Kenney)



***“Ethical Leadership at every level in a  
police department IS ESSENTIAL,  
NOT OPTIONAL”***

**Charles R. Swindoll**

**(Emphasis Added)**



# Definition of Leadership

---

**The process of influencing human behavior to achieve organizational goals that serve the public, while developing individuals, teams and the organization for future service.**



# What's In It For A Law Enforcement Executive?

---

**IN TERMS OF THE PROCESS → JOURNEY**

- **REDUCED UNCERTAINTY**
- **SELF-RELIANCE**
- **CONFIDENCE**
- **ENJOYMENT DURING THE JOURNEY**
- **A LEGACY**

# Developing Leaders In Police Organizations



## Program Overview

**Sponsored by the International Association of Chiefs of Police  
and the Department of Justice**



# Purpose

---

**Provide an overview of a new way to understand and practice leadership**



# Background

---

*Leadership can be developed!*

- WWII brought issue to the forefront
- Active behavioral sciences theory and research focus for the past 60 years
- Formally taught in military schools for more than past 30 years
- Leader development an Army strategic imperative since 1987
- Tried in small number of police departments over the last 10 years



# History of Police Leadership Programs

---

- **Early 1980s -- West Point revised its basic leadership course**
- **Early 1990s -- West Point exported course to Los Angeles Police Department**
- **Mid 1990s – Dr. Prince and Chief Hesser trained the Georgetown (Texas) City Management and top Police Department leaders**



# History of Police Leadership Programs

---

- **2000-present -- Dr. Prince and others train Austin (Texas) Police Department**
- **2000 -- IACP adopted program and obtained grant from Justice Department**
- **2001-- Arlington County Police Department selected for first pilot course**
- **2003 -- Elgin, Illinois Police Department selected for second pilot program, first T3 course in Austin, Texas**



# History of Police Leadership Programs

---

- **Presently, The IACP Leadership in Police Organizations course is being taught in a variety of places**
  - ▶ **Arizona (AZ POST)**
  - ▶ **Northern Virginia (NVCJA)**
  - ▶ **Virginia Beach, VA (VBPD)**
  - ▶ **Austin, TX (APD)**
  - ▶ **Los Angeles (LAPD) and Modesto, CA**
  - ▶ **Salt Lake City, UT (SLCPD)**
  - ▶ **And others**



# Why Do We Need Better Leadership?

---

**Anyone could lead perfect  
people, if there were any.**

**Robert Greenleaf**  
*Servant Leadership*





# Why Do We Need Better Leadership?

---

- Appointed leaders can't be everywhere
- New policing concepts assume better and different leadership
- Change is doomed without strong leadership at every organizational level
  - ▶ COP
  - ▶ POP



# Why Do We Need Better Leadership?

---

- **Conditions of police work and their consequences for human behavior**
- **The power of roles, formal authority, group norms, and organizational culture**
- **Use of discretion at lowest organizational levels**



# Why Do We Need Better Leadership?

---

- **Increased accountability**
- **What did Hurricanes Katrina and Rita reveal about leadership among the first responders?**



# Developing Leaders

---

...leadership skills must be mastered *by everyone* in the organization if the organization is to survive. Personal and organizational success in the 21st century depend on *developing the ability to lead*, but also on recognizing and *developing leadership in others*.

Patrick Townsend &  
Joan Gebhardt  
*Five-Star Leadership*



# Definition of Leadership

---

**The process of influencing  
human behavior to achieve  
organizational goals that  
serve the public, while  
developing individuals, teams  
and the organization for  
future service.**



# Leadership Development

---

What do *organizational*  
leaders do?



# The Organizational Leadership Challenge: Closing The Gap

Organizations ...

- #1 Have Purpose
- #2 Expect Performance
- #3 Need Exemplary Followers  
and Future Leaders

The Organizational  
Leadership Task  
(Closing the Gap)

Individual Members ...

- #1 Seek to Fulfill Needs
- #2 Bring Assets and Liabilities
- #3 Are Potential Exemplary Followers  
and Future Leaders



# Organizational Performance Requirements

Subordinate A



Subordinate B



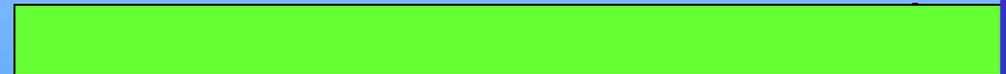
Subordinate C



Subordinate D



Subordinate E



Subordinate N





# Leading Individuals

---





# Leading Individuals

---

- **Individual Differences**
- **Attribution**
- **Equity**
- **Expectancy/Goal Setting**
- **Motivation Through Consequences**
- **Job Redesign/Cognitive Evaluation**
- **Followership**
- **Integration Lesson**



# Leading Groups





# Leading Groups

---

- **Groups as Open Systems**
- **Stages of Group Development**
- **Socialization**
- **Cohesion**
- **Group Decision Making**
- **Intra-Group Conflict**
- **Integration Lesson**



# The Leaders

---





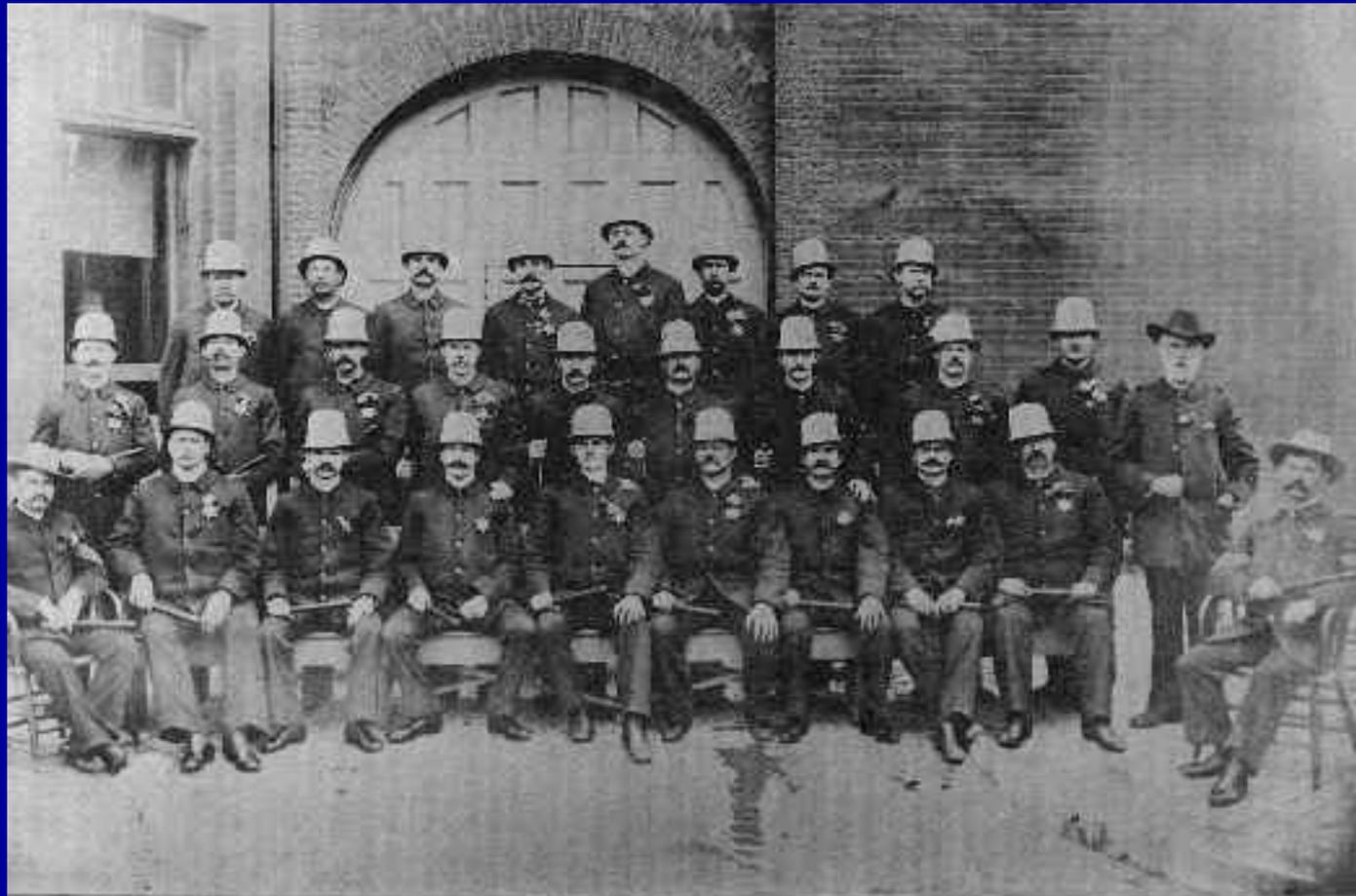
# The Leaders

---

- **Social Exchange/Bases of Power**
- **Situational Leadership**
- **Vertical Dyad Linkages**
- **Transformational Leadership**
- **Stress Management**
- **Counseling**
- **Integration Lesson**



# Leading The Organization







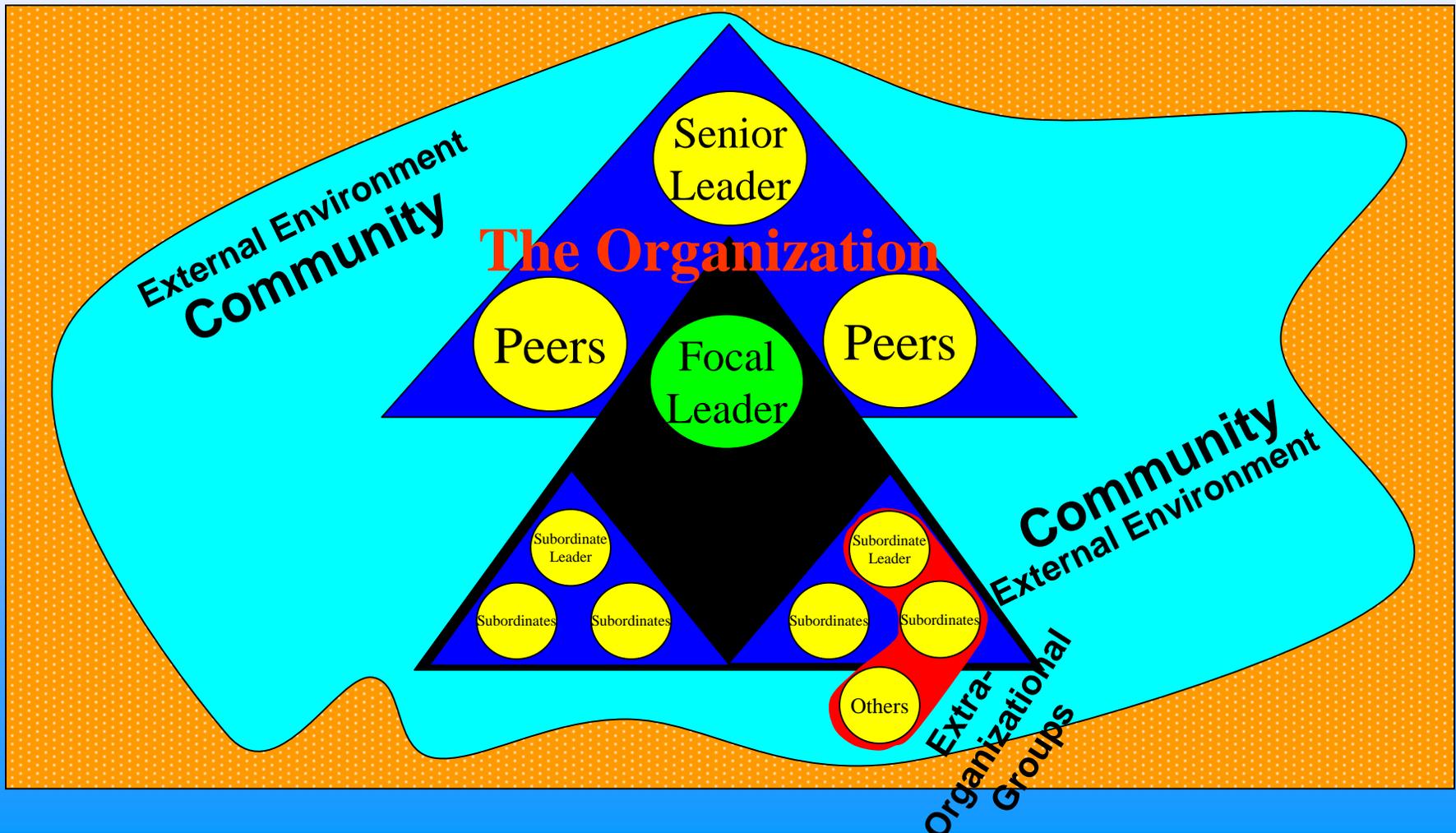
# Leading The Organization

---

- **Organization as an Open System**
- **Leading the Environment**
- **Shaping Organizational Culture**
- **Leading Change**
- **Setting the Ethical Climate**
- **Integration**

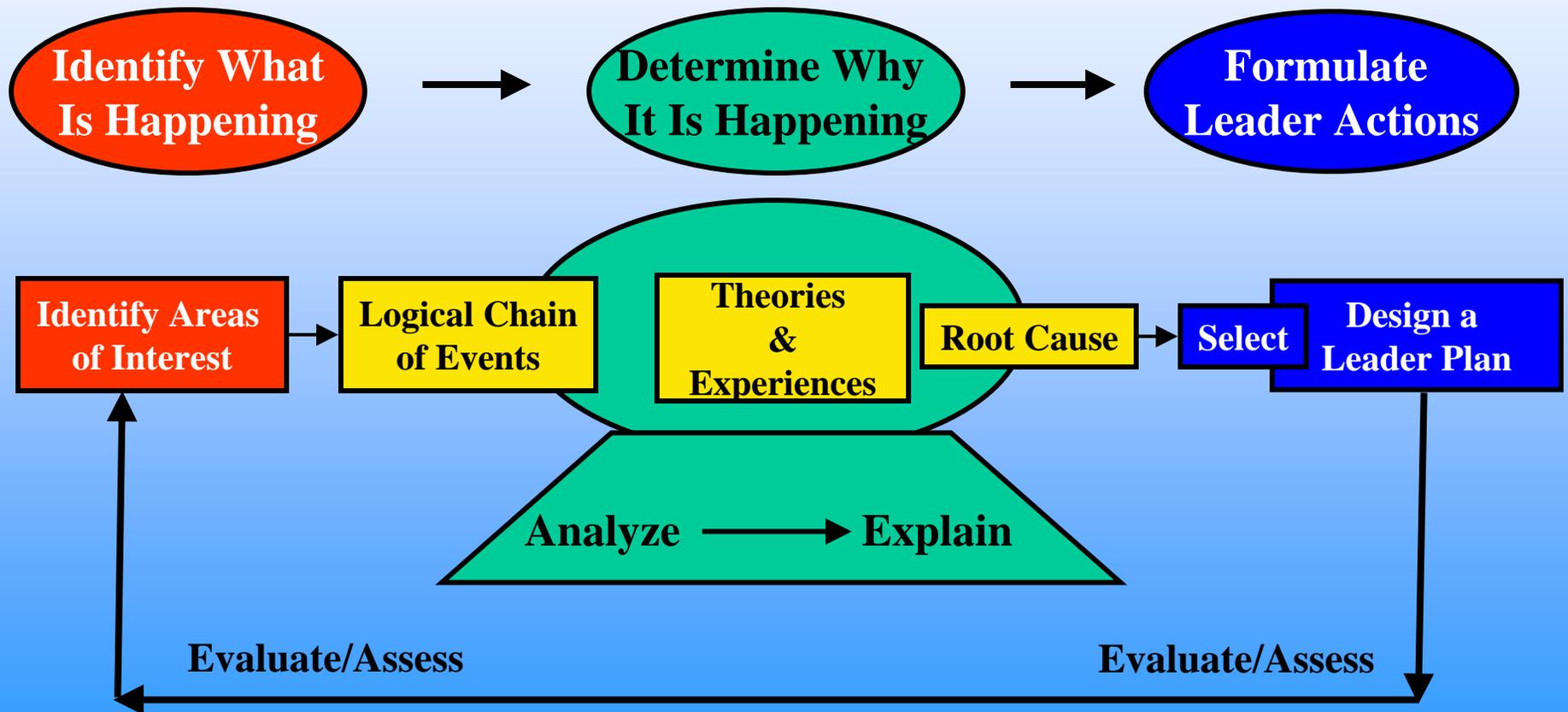


# A Model of Organizational Leadership





# The Leader Thought Process



IPS/Adult Dev/Gen Diff -Attribution -Equity -Expectancy/ Goal Setting -MTC -Job Design/ Intrinsic Motivational -Followership

# Developing Leaders In Police Organizations



**2006 National Community Policing Conference  
July 27 – 29, 2006  
Washington, D. C.**