


LEADERSHIP



First Line Supervision Tom Ross 05.22





*"When you first become a manager after being an individual contributor, it's about **changing your mindset from me to we.**"*

— Kate Matsudaira, Entrepreneur and former VP Engineering & CTO



Grant – Respect All

“The Union officers rode past us Confederates smugly without any sign of recognition except by one. When General Grant reached the line of ragged, filthy, bloody, despairing prisoners strung out on each side of the bridge, he lifted his hat and held it over his head until he passed the last man of that living funeral cortege. He was the only officer in that whole train who recognized us as even being on the face of the earth.”

~Quote from diary of a Confederate soldier

The Art & Science of LEADERSHIP

- In order to successfully practice the *art* of leadership, one must have mastered the *science* of leadership.
- The *science* part comes from studying past practices (both successes & failures).



When asked about what he thinks about General Mattis, Rob O'Neill (Seal Team 6) said

"General Mattis has a bear rug in his home..... but it is not dead, it is just afraid to move".

Styles

- We each have our own individual “personalities”
- We each have our own individual “leadership styles”
 - (or management / supervision styles)
 - They can be changed or adapted – we will be talking about that
- We each work for bosses who have their own styles
- We each have employees with different styles
- We each work at agencies with a particular “culture”

What is the motivation?

- Employees will tell/show you how they need to be supervised / managed
- It's less about what motivates the supervisor or their "style" and more about individual employees.
- One size does not fit all

The most expensive
thing in this world is

TRUST

It can take YEARS to EARN
and only a matter of
SECONDS to LOSE

Major Responsibilities of Law Enforcement Leaders

- Two Major Responsibilities:
 1. Achieve public mission
 2. Satisfy the needs of the employees

Balancing Act



Be Professional

- ✓ Kind
- ✓ Friendly
- ✓ Empathetic
- ✓ Sympathetic
- ✓ Competent
- ✓ Knowledgeable
- ✓ Focused
- ✓ Loyal
- ✓ Prioritized
- ✓ Practical
- ✓ Realistic
- ✓ Strict

Basic Terms

Efficient:

“making best use of resources.”
(cost effective)---function of management

Effective:

“ achieving the desired goals & objectives.”
(get it done)---more a function of leadership

Question: Can you be one without the other ??

Multiple Plates

- Multi-tasking
- Multiple priorities
- Keep them spinning



Where do we get our Tools?

*** 3 places

- Military structure
 - command & control



- Business
 - customer service & results



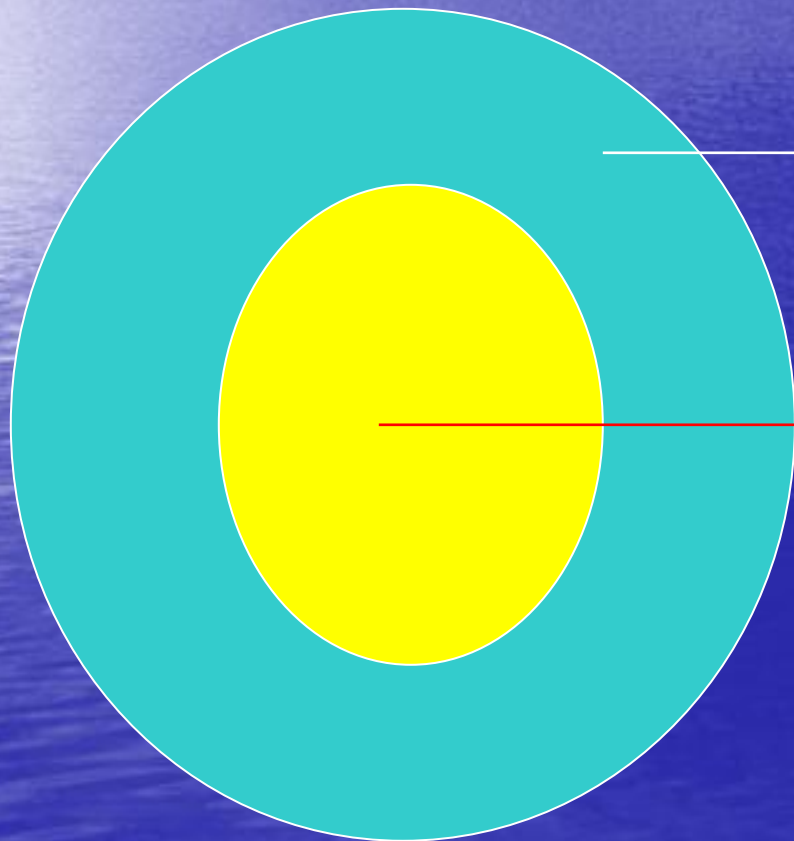
- Political realities
 - keep people happy
 - Majority rules



CIRCLE OF INFLUENCE

What problems are your concern?

NO CONCERN



CIRCLE OF CONCERN-
REACTIVE

CIRCLE OF
INFLUENCE -
PROACTIVE

NO CONCERN

MANAGEMENT DEFINED:

MANAGING: keeping current system operating through PLANNING, BUDGETING, STAFFING, CONTROLLING AND PROBLEM SOLVING.



Manage Tasks

Lead People

Supervise Situations

LEADERSHIP DEFINED:

**Manage Tasks
Lead People
Supervise Situations**

The ability to guide and influence the behavior of others.

- Can have formal and informal leaders.
- Is a learned process—can be developed.
 - Managerial capacities and skills
 - Human Relations capacities and skills



**WHEN I TALK TO MANAGERS
I GET THE FEELING THAT
THEY ARE IMPORTANT.**

**WHEN I TALK TO LEADERS
I GET THE FEELING THAT
I AM IMPORTANT.**

Leadership

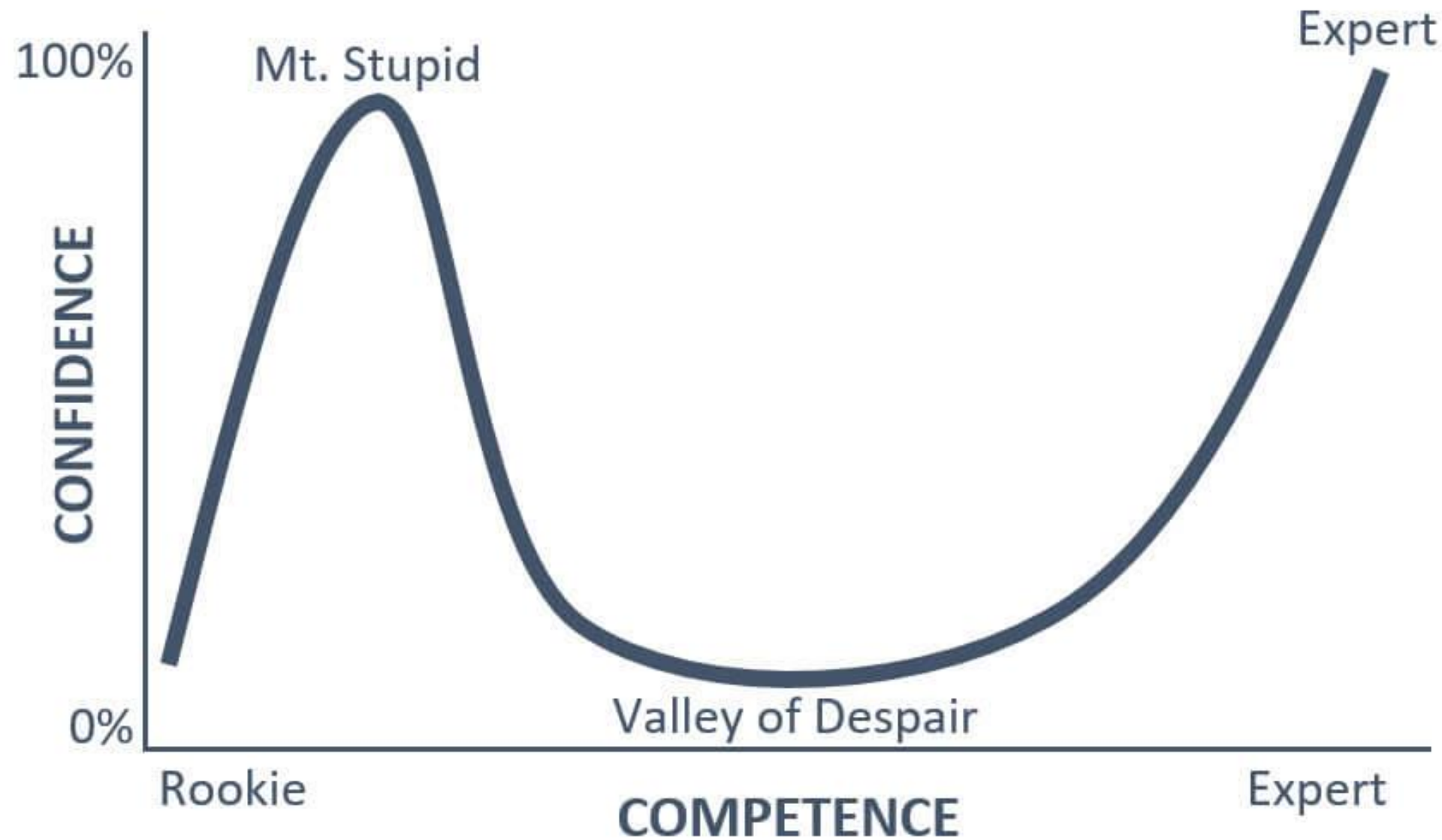
- Leadership is the ability to **influence attitudes and behaviors of others.**
 - Formal leadership occurs when the agency “bestows” the authority
 - Informal leadership happens when one is recognized as having “unofficial” power to direct others
- Positive influence
- Negative influence
- A process that is in a constant state of CHANGE
- Starts as a core value inside you!

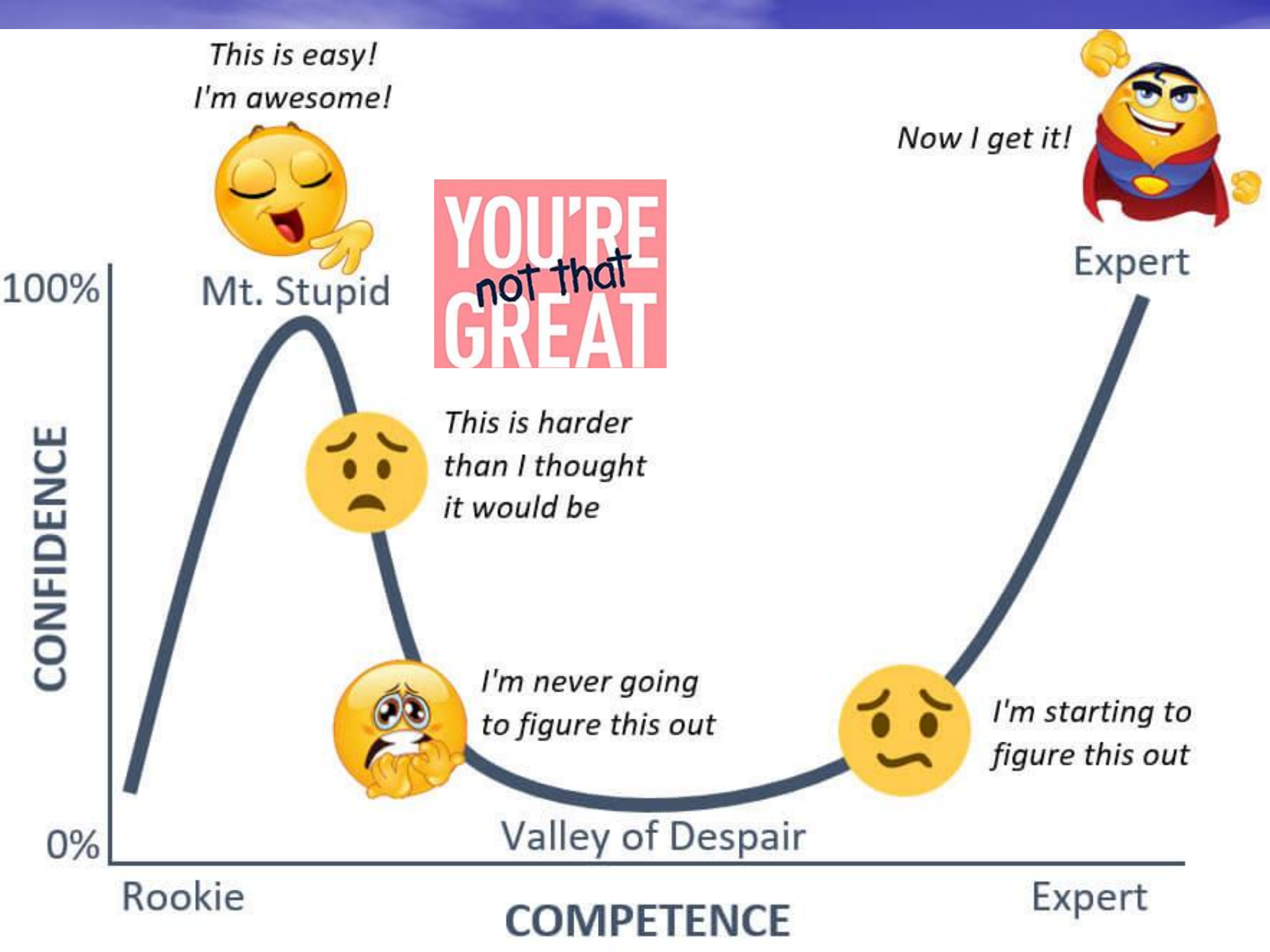


The Dunning–Kruger Effect

- The **Dunning (Michigan)–Kruger (Cornel) effect** is the cognitive bias whereby people with low ability at a specific task overestimate their ability, and the opposite effect for high performers: their tendency to underestimate their skills.
- The Dunning–Kruger effect is usually measured by comparing a subject's own self-assessment with objective performance standards. The Dunning–Kruger effect can lead people to make bad decisions, such as engaging in behavior dangerous for themselves or others due to being unaware that they lack the necessary skills. It may also inhibit people from addressing their shortcomings to improve themselves.
- The psychological phenomenon of illusory superiority was identified as a form of cognitive bias in Kruger and Dunning's 1999 study "Unskilled and Unaware of It: How Difficulties in Recognizing One's Own Incompetence Lead to Inflated Self-Assessments".

Dunning-Kruger Effect





Formal vs. Informal Leaders

- **Formal***

- Rank

- Promotional test
- Merit
- Quotas / Politics

- **Informal***

- Influence

- Unions (Alternative Structure)
- Seniority
- Hero
- Competence




A man with glasses and a dark sweater over a blue collared shirt is seated on a television set. The background features a large orange circular graphic on the left and a bookshelf with a typewriter and a globe on the right. A lower-third graphic is positioned at the bottom of the frame.

 CBS
THIS
MORNING

LEADERS EAT LAST

SIMON SINEK ON LEADERSHIP IN TODAY'S SOCIETY



<https://www.youtube.com/watch?v=YNkOKV5xItI>

MANAGER VS. LEADER

(There IS a difference!*)

MANAGER

Does things right.
Relies on control.
Focuses on systems
and structures
Administers
Asks how and when
Accepts the status
quo

LEADER

Does the right thing.
Inspires trust.
Focuses on people
Innovates
What and why
Challenges it!

THE MANAGER....

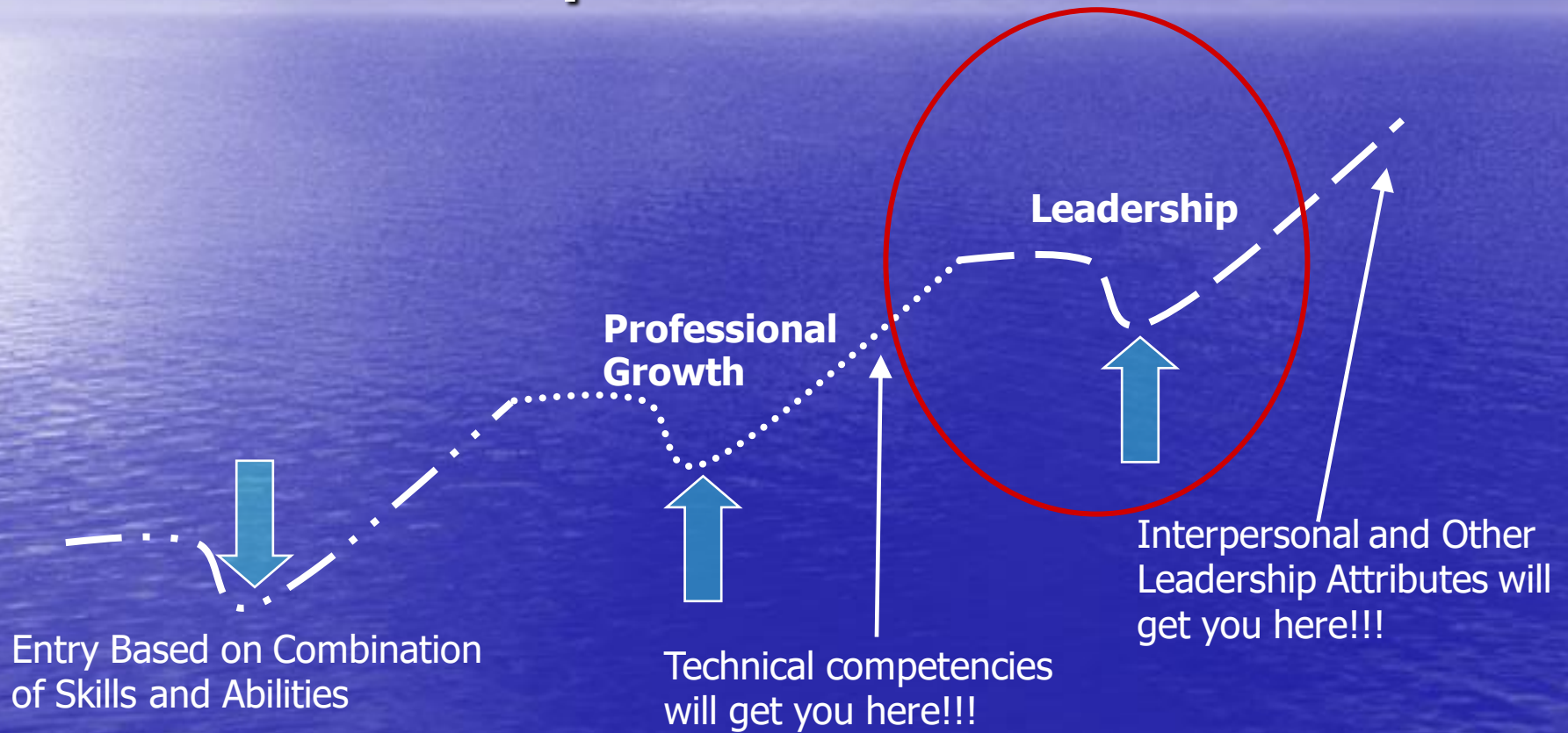
THE LEADER....



The image features a woman with long dark hair, wearing a white long-sleeved blouse and a black pencil skirt, standing with her arms crossed. She is positioned in the center of a vertical graphic that compares the traits of a manager and a leader. The background is split vertically: the left side is light pink and the right side is light blue. The woman's body is also split vertically, with the left side appearing to be in the pink background and the right side in the blue background. Surrounding her are 18 circular callouts, 9 on each side, each containing a trait. The traits for the manager are listed in red circles on the left, and the traits for the leader are listed in blue circles on the right.

| THE MANAGER.... | THE LEADER.... |
|---|---|
| Administers. | Innovates. |
| Counts Value. | Creates Value. |
| Maintains. | Develops. |
| Focuses on systems and structure. | Focuses on People. |
| Relies on Control. | Inspires Trust. |
| Has a short-range view. | Has a long-range perspective. |
| Always has his or her eye on the bottom line. | Always has his or her eye on the horizon. |
| Accepts the status quo. | Challenges the status quo. |
| Is the classic good soldier. | Is his or her own person. |
| Does things right. | Does the right thing. |

Career Paths and Leadership



Leadership Continuum

- Autocratic Style (Theory "X")
 - Directing, controlling, and rule dominant
- Democratic Style (Theory "Y")
 - Collaborative, interactive, less focus on rules
 - **The most widely used style of leadership in law enforcement ***
- Laissez-Faire Style
 - Leadership abdicates responsibility

***The 3 basic models are AUTOCRATIC, DEMOCRATIC & Laissez Faire**

- Bureaucratic
 - Government
 - Max Weber
- Charismatic
 - Christ Like

1957, Douglas McGregor: “The Human Side of Enterprise”

Created Theory X and Theory Y as opposing managed approaches*:

* **Theory X** – Directive. Employees are passive, lack ambition and must be directed by management.

“Autocratic” **Best utilized during crisis situations***

* **Theory Y** – Participative. Employees naturally want to achieve and management must foster ways for them to feel they have achieved by performing mutually agreed upon objectives. “Democratic”

Theory X (Directive) Autocratic



Theory Y (Participative) Democratic

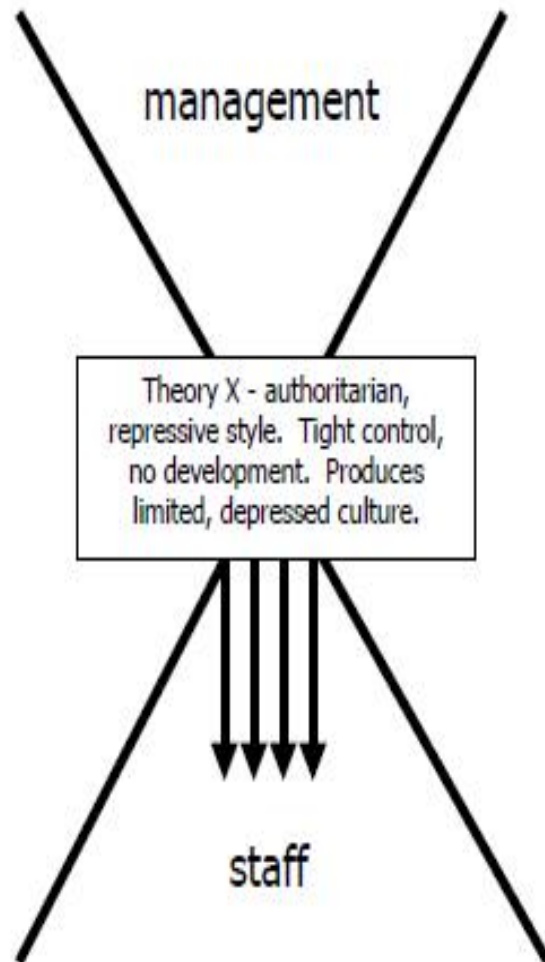


Theory X & Theory Y

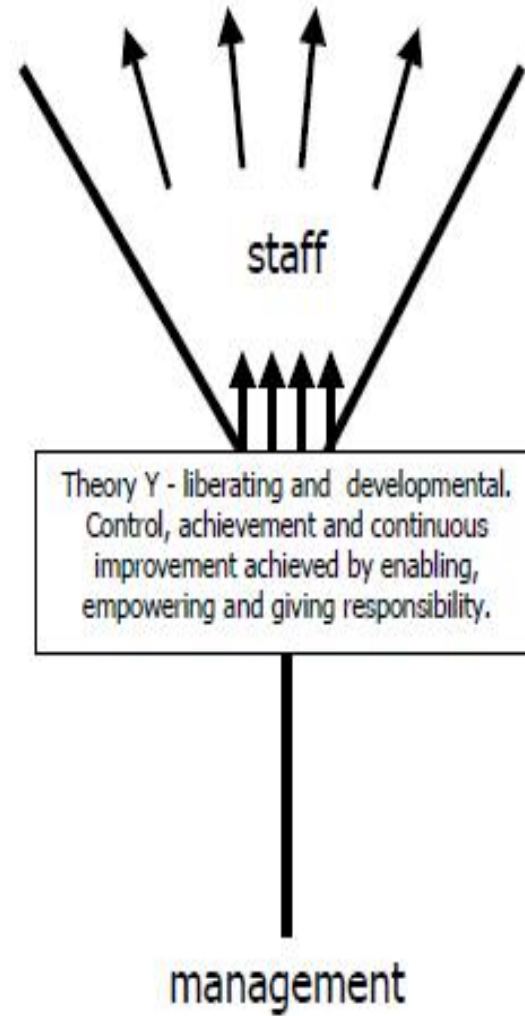
- 1.** Work is inherently distasteful
- 2.** Most people are not ambitious and need constant direction
- 3.** Most people have little capacity for problem solving
- 4.** Motivation occurs at the physiological and safety levels
- 5.** Most people must be closely controlled and coerced

- 1.** Work is as natural as play
- 2.** Self-control is often found in workers
- 3.** Creativity in problem solving is widely distributed
- 4.** Motivation occurs at the social, esteem and self-actualization levels
- 5.** People can be self directed and creative in problem solving

'Theory X'



'Theory Y'



Right Way?

little "x"

Big "Y"



In Case Of Emergency



Laissez-faire: In this management style, the targets are communicated to the employees, however, the employees can go about meeting those targets in whichever way they want.

It is a very **liberal management** style. **There is a lot of CHAOS in the delegation of authority as well as responsibility.*** Communication is free, however, more through the grapevine. This leads to the employees taking their work for granted. On the other hand, the manager evades his duty very conveniently. If out of control, this management style can spell "doom" for an organization.

The Bureaucratic Model

- Max Weber

- “...bureaucracy—is, from a purely technical point of view, capable of attaining the highest degree of efficiency and is in this sense formally the most rational known means of carrying out imperative control over human beings.”



“Characteristics of Bureaucracy” Max Weber (1922)

- He came to be known as “the father of bureaucracy.”
- He described the bureaucratic organization as impersonal, rule-based, merit system assessed, with justice & management based on rational law.
- His management “principles” are standard even in today’s organizations.

Max Weber Bureaucracy

1. Organization follows a Hierarchy
2. Division of Labor -- Specialization
3. System of Rational Rules
 - known to all (contracts, policies, procedures)
4. EVERYTHING in writing
5. Rights of the Office
 - Authority—position not person
6. Employees Appointed Because of Skills and expertise and Specialized Training
 - testing/merit
7. Organizational Members Don't Own the Means of Production

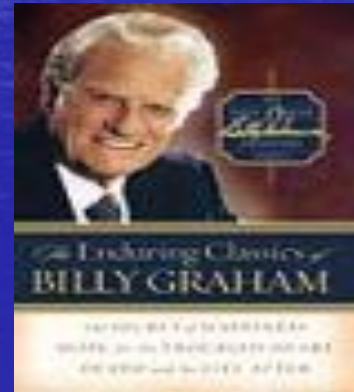
Bureaucracy means “Stay In Your Lane”



Your beat – Your paper

Charismatic Leadership

- Leaders who use their personal abilities and gifts (talents) to have a profound impact on the “follower”
 - *Charisma* is a Greek word meaning “gift”
- Very powerful during times of uncertainty
- Is a two edged sword
 - Constructive (Billy Graham)
 - Destructive (David Koresh)





"You can't lead a cavalry charge if you think you look funny on a horse."

~John Peers, President,
Logical Machines Corporation

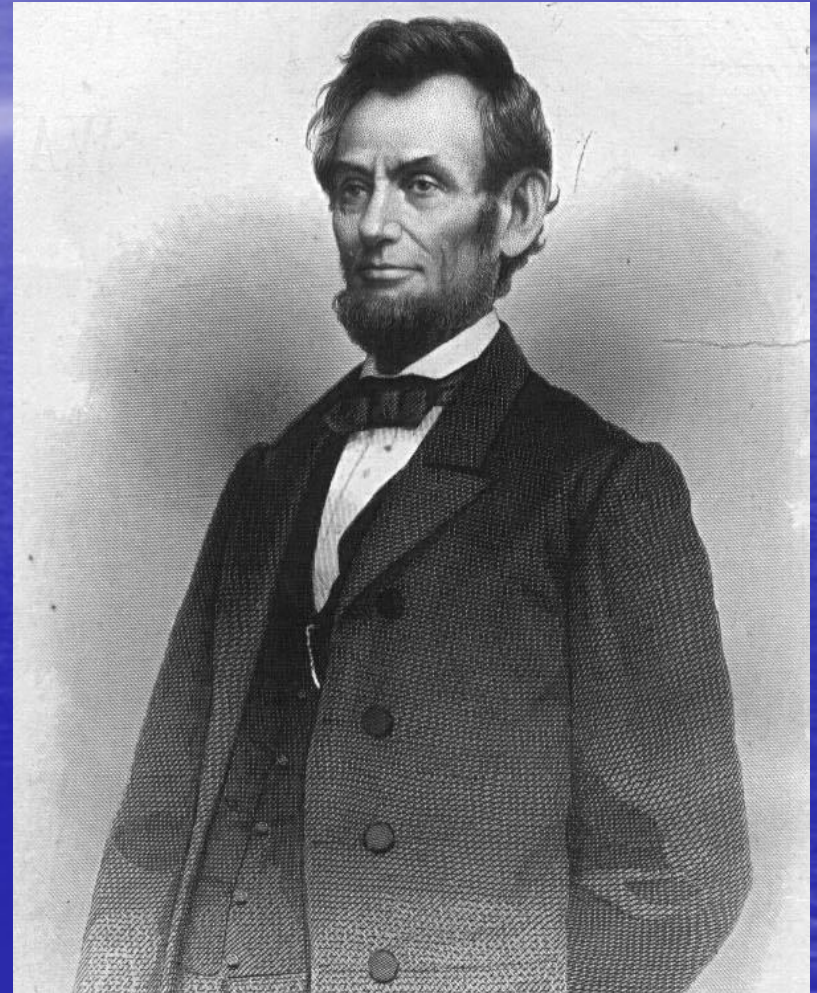
Lincoln

"If I were to try to read, much less answer, all the attacks made on me, this shop might as well be closed for any other business.

I do the very best I know how - the very best I can; and I mean to keep doing so until the end.

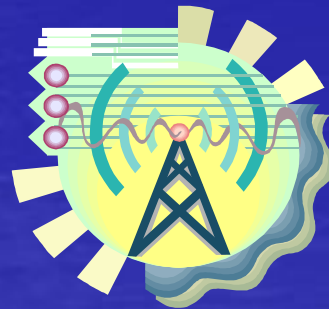
If the end brings me out all right, what's said against me won't amount to anything.

If the end brings me out wrong, ten angels swearing I was right would make no difference."



Leaders Usually Have Both Authority **and** Power

- Authority – granted from above and exerted downwards as a result of rank or title
- Power – granted from all directions and is exerted in all directions.



Power May Be Earned Through:

- Display of honesty, credibility, and integrity
- Expertise and experience
- Control of information
- Position
- Ability to reward
- Connections
- Ability to punish



Servant Leadership



- Philosophy of leaving the organization better than started in it
- Father Henri J. Nouwen describes a leader as not the one who climbs the ladder of success and power, but is the ladder for others to grow and develop their respective talents and treasures.
- A good leader “feels comfortable in his own skin.”



TEAMWORK

Share Victory. Share Defeat.

Being Responsible Sometimes Means Pissing People Off

Good leadership involves responsibility to the whole group, which means that some people will get angry at your actions and decisions.



It's inevitable -- **Trying to get everyone to like you is a sign of mediocrity**: you'll avoid the tough decisions, you'll avoid confronting the people who need to be confronted.

Ironically, by procrastinating on the difficult choices, by trying not to get anyone mad, and by treating everyone equally "nicely" regardless of their contributions, you'll simply ensure that the only people you'll wind up angering are the most creative and productive people in the joint.

General Colin Powell

Successful...but "Difficult" bosses

(You don't have to necessarily be loved, or even liked)




Steve Jobs
1955 - 2011

Stay hungry
Stay foolish

Steve Jobs



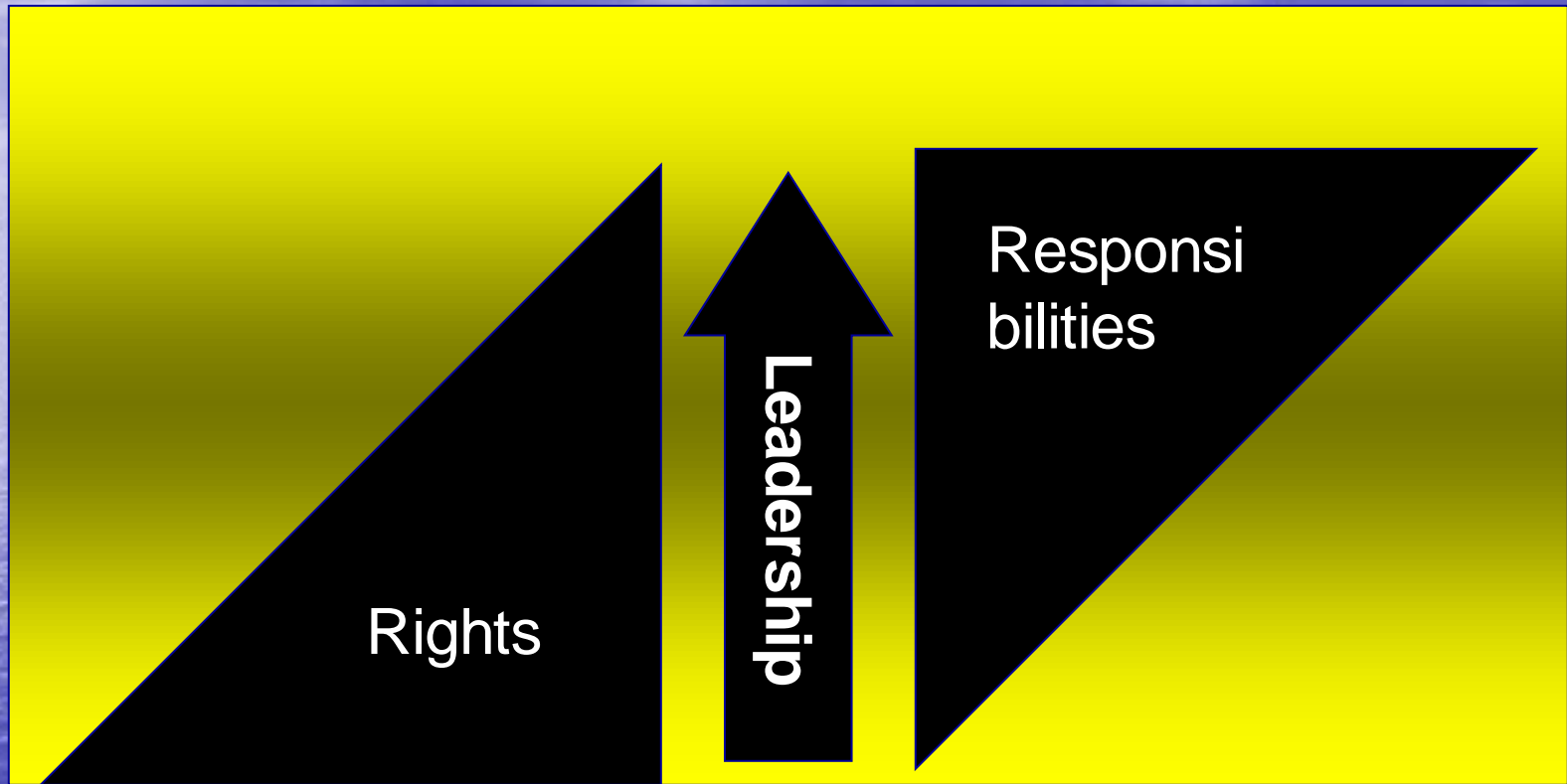
RESPONSIBILITY



Leadership Mistakes

- Improper use of power
- Doing it yourself because it is “easier and faster” and not fostering growth (delegate)
- Favoritism
- Others?

THE COST OF LEADERSHIP



As you rise in leadership, responsibilities increase and rights decrease.

5 Types of followers

- Alienated follower
- Yes People
- Sheep
- Effective followers
- Dynamic follower

#1 Alienated Follower

- Passive behavior
- High in independent thinking
- Potentially destructive
- Threat to the health of the organization

#2 “Yes” People

- Active behavior
- Lacks critical thinking skills
- Uncritically reinforce the ideas of the leader
- Very dangerous to leaders as they affirm a bad course of action



#3 Sheep



- **Passive***
- **Dependent***
- Low on independent thinking
- **Un-critical thinker***
- Just do what they are told

#4 Effective Follower

- **Active***
participants
- **Independent***
- **Critical thinker***
- Self-leaders
- Do not require close supervision

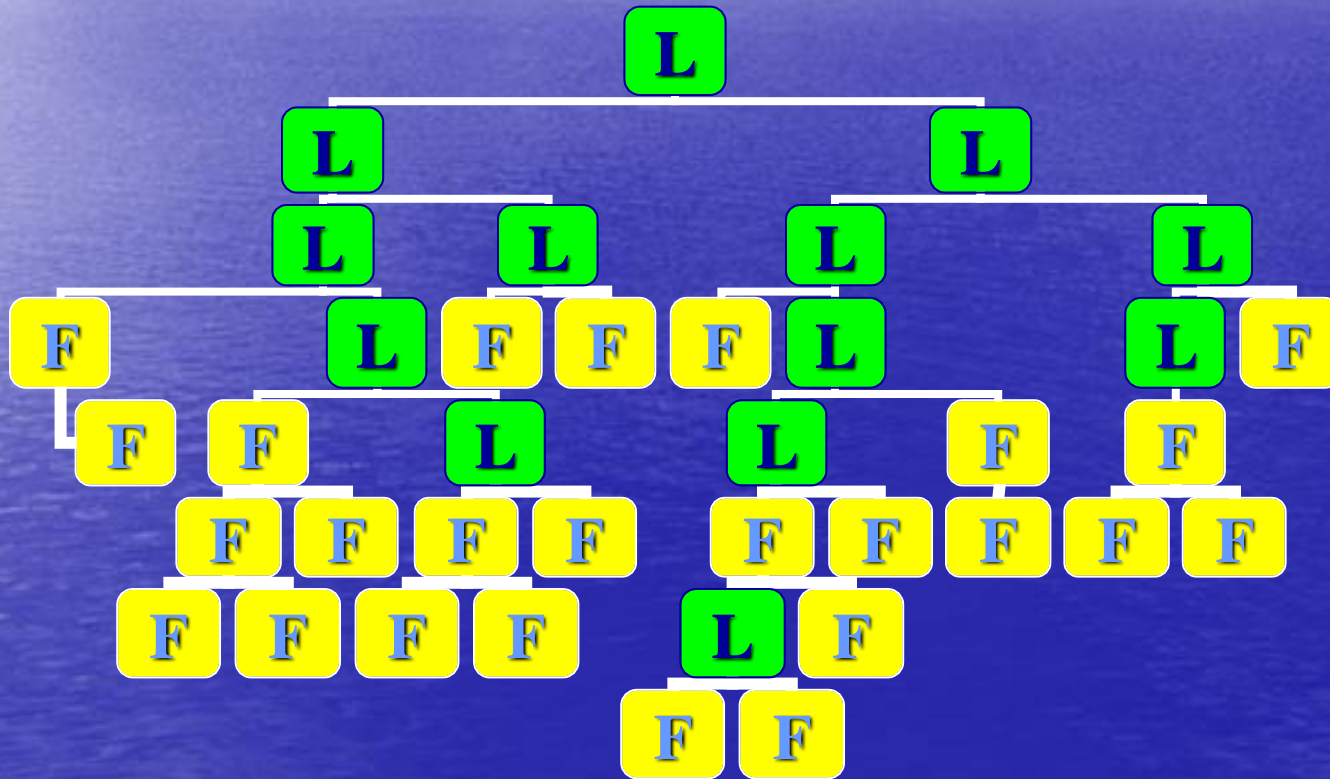
#5 Dynamic Follower

- **The most desirable type of follower***
(Effective)
- Responsible steward of their role in the organization
- Trusted advisor
- Open to constructive criticism
- Solicits performance feedback

Leaders who develop followers add one at a time



Leaders who develop Leaders multiply their growth



Total Quality Management (TQM)

- Effective leaders
 1. Allow decisions to be made at the appropriate level
 2. Build trust and openness
 3. Empower others
 4. Presents a vision and communicates it
- Decisions are made on data & facts (Compstat) and not “gut feelings”

- Total Quality Management (TQM),
- Greebler-Schepper, 1990
- Based on work by Demming
- TQM encompasses:
 1. Creating a constancy of purpose and commitment of purpose and commitment toward the continuous improvement of all processes, products, and services,
 2. Use of systems and scientific thinking,
 3. Development and use of effective leadership instead of management by “control”,
 4. Generating an environment where people can be creative, take risks, and experience pride of workmanship, accomplishment, and self-fulfillment,-----sound like theory “Y”?
 5. Creating an organization of honest and open communication, both vertical and horizontally,
 6. Being customer oriented.

Positional & Personal Power

- **REFERENT**

- Sergeant has “Charisma”
- Reputation “Cop’s Cop”, Hero, Brave
- Personality
 - Likeable

- **EXPERT**

- Sergeant has previous experience
- Reservoir of special knowledge
 - Detective
 - SWAT
 - UC Narcotics

Other “Power” Tools

- **REWARD**

- Working conditions
- Schedules, Time off, Special Training or Assignments, Car, Partner, etc..

- **LEGITIMATE**

- Assigned by agency (Formal Right to use power)
- Respect the RANK (not always the person in it?)

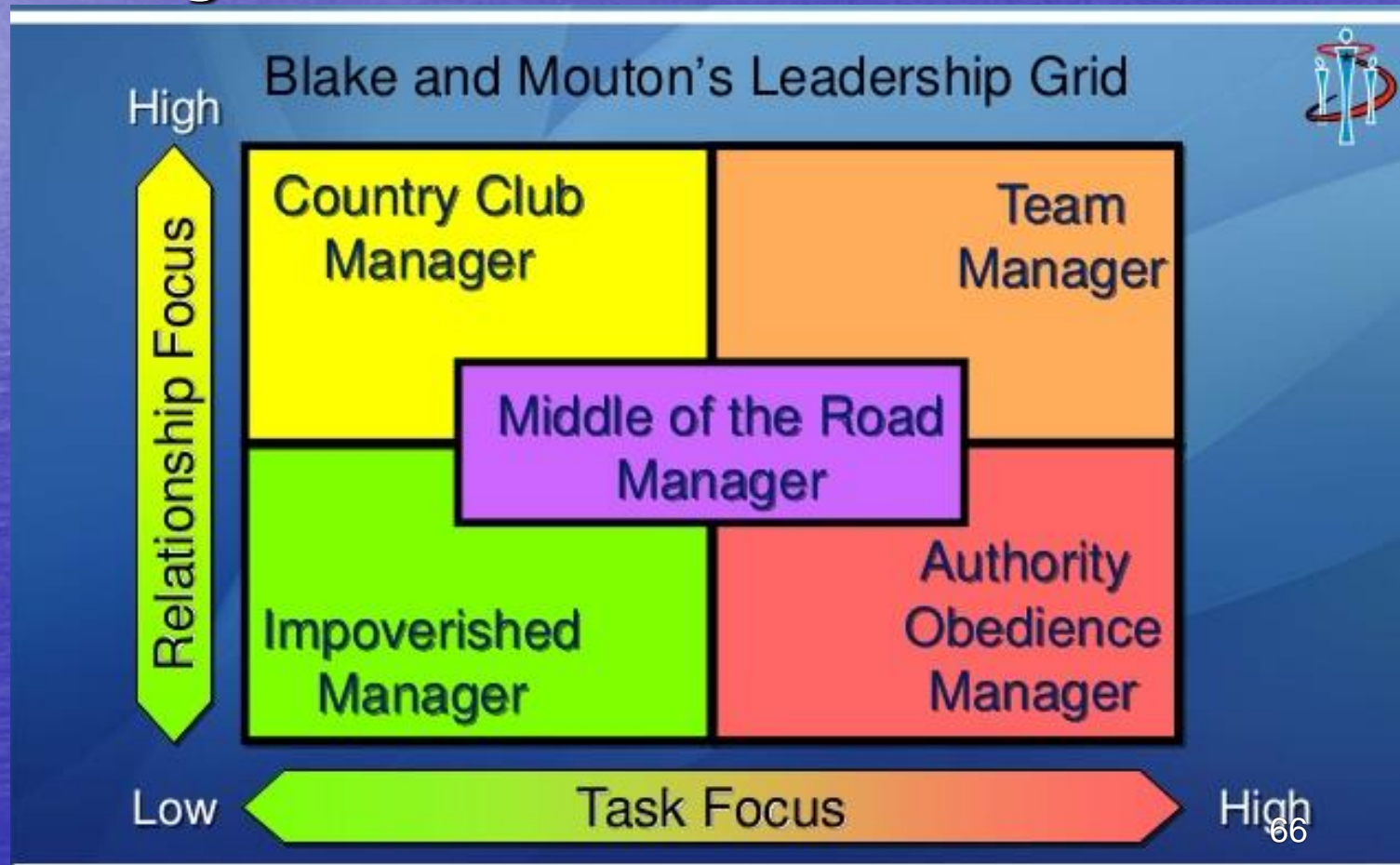
- **COERCIVE**

- Based on fear of subordinates because she can discipline them or make life “difficult”

Blake & Mouton

- 1964
- The “Managerial Grid”

- 6 – 6
- 7 – 7
- 8 – 8



Leader-Member Exchange (LMX)

- Leaders may form different relationships
 - The In-groups tend to be “like” the leader and given more greater opportunities
 - Stresses resulting from more work and responsibility

Out-groups are “Misfit Toys” and not part of the “cool group”

- Stresses from being “left out”

Motivate / Manipulate

- There is a thin line between motivation & manipulation
- Patronizing? Sincere?
- Highly motivated workers are productive & happy workers
- Optimism and good attitudes are contagious
- Ethical?

Women Leaders

- Is there a difference between male and female leadership styles?
 - Early evidence suggests women excel in interpersonal skills
 - Stereotypes still affect women leaders



Common Needs of Officers

- Recognition
- Sense of belonging
- Sense of security
- Fair treatment
- Good working conditions
- Opportunity to be heard
- See how their job fits into the big picture
- Chance to prove oneself
- Know what changes may occur
- Encouragement

You Earn the Privilege to Command



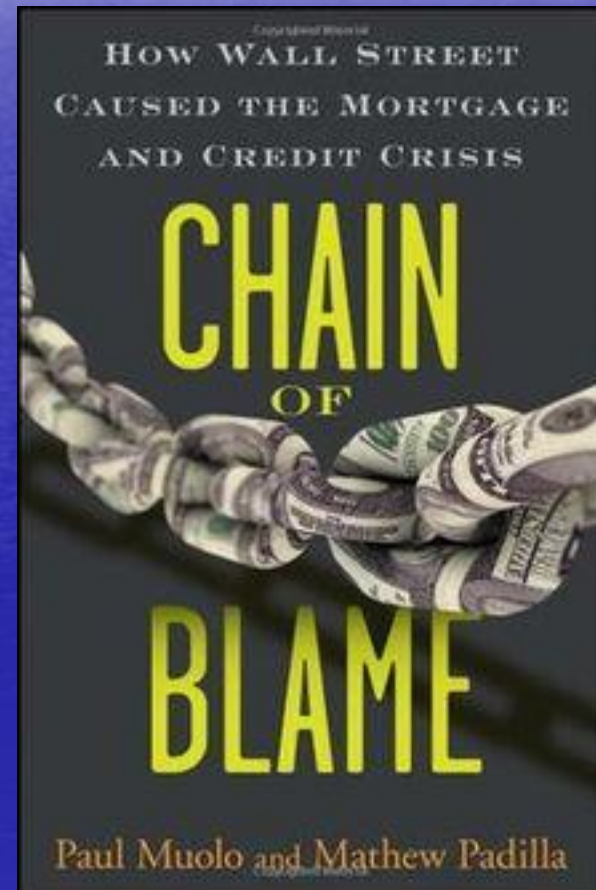
- You earn your reputation one call at a time
- Invest in yourself (knowledge)
- Training
 - Officers fear being exposed to what they do not know
 - Do not want to be embarrassed or teased
 - Training is used as a form of punishment instead of a means of growth

CHAIN OF BLAME

If you allow others to speak poorly of management, administration, and or the organization; you have just sanctioned them to speak poorly of you.

Negativity festers into sores that are hard to heal and spread like a bad rash.

#1 reason for low morale.



Loyalty?

A man in a black tuxedo with a white shirt and black bow tie is seated at a table. He has a serious, thoughtful expression. A sommelier in a white uniform is standing behind him, holding a bottle of wine. The background is dark, suggesting an indoor setting like a restaurant or club.

**Don't tell me what they
said about me. Tell me why
they were so comfortable
to say it around you.**

Delegation

- The process of empowering/entrusting duties, responsibilities, and authority to subordinates (the supervisor retains ultimate responsibility)
 - Assign duties
 - Authority to take appropriate actions
 - Create a responsibility on the part of each employee

The Art Of Delegation

- Delegation begins with a deep sense of the value and limits of your time.
- Managers often complain that they are running out of time while their subordinates are running out of work.
- Delegation is not **abdication**. Some degree of control needs to be maintained.



Difficulties with Delegation

- It's risky.
- We enjoy doing some of those things.
- We don't sit & think.
- It's a slow process.
- Like to be on "top of everything".
- Will subordinate outstrip us?
- Nobody can do it **as well as I can**.

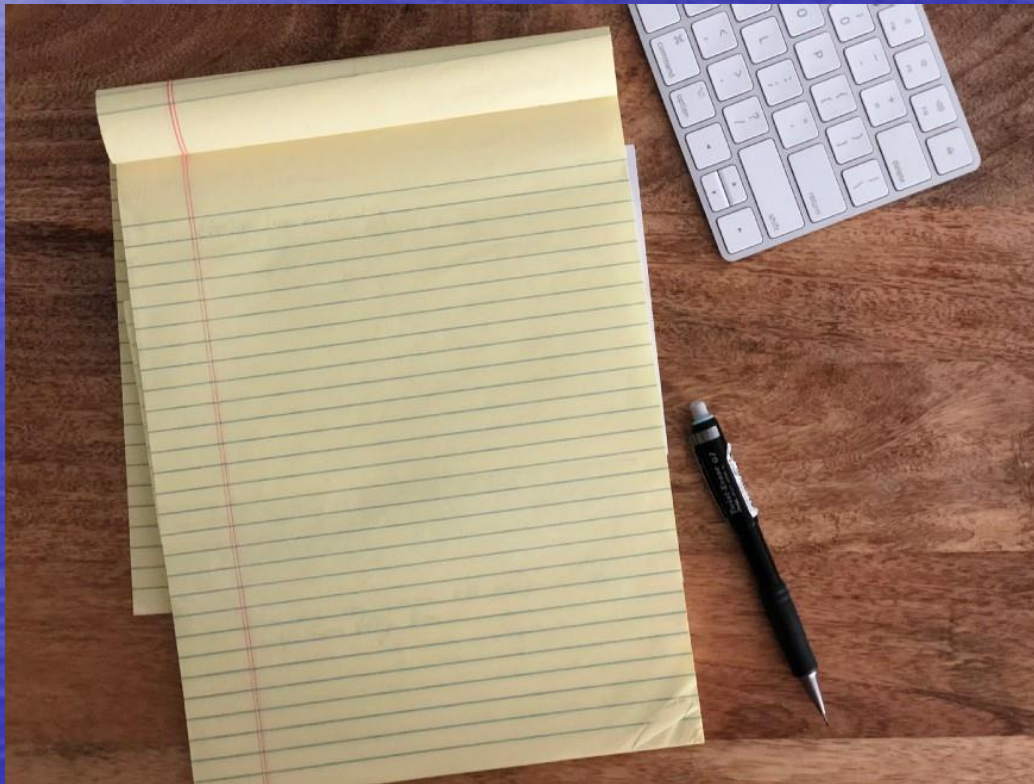
Respect is
commanded
not demanded.

(Admired or Feared?)

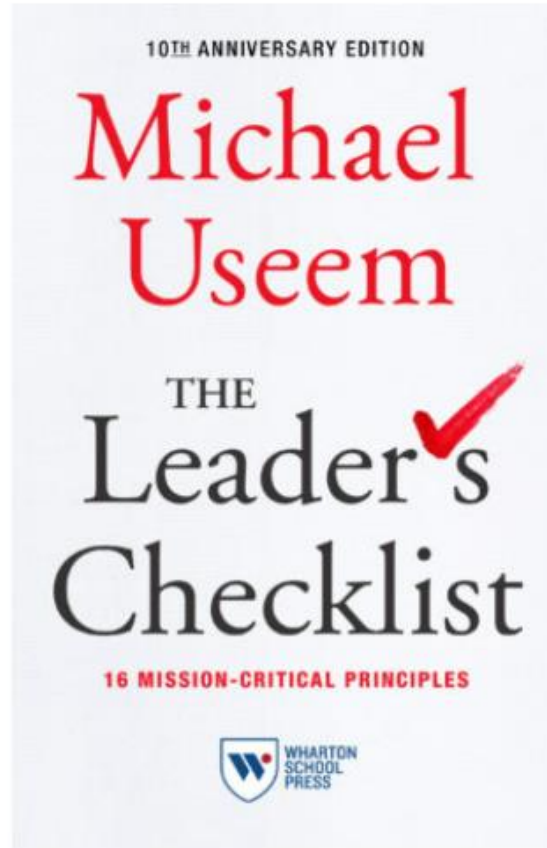


ONE (1) More Page! 30 Things

- The Leaders Checklist (15)
- Forbes Leadership Audit (15)



Wharton Business School



Get [The Leader's Checklist](#), by
Michael Useem.



**What is
LEADERSHIP?**

#1 Articulate a VISION

- Formulate a clear and persuasive vision and communicate it to all members of the team.
- What are we doing? Why? How are going to do it?
- Be PROACTIVE
- Stop running around “putting out fires”
- Set the TARGET – Set the ROLES & RULES

#2 Think & Act STRATEGICALLY

Have a pragmatic/practical strategy for achieving that vision (short- and long-term), and anticipate resistance before it comes.

#3 Honor The Room

Frequently express your confidence in and support for those who work with & for you.

Read the room – know your audience

Different people need to hear different things

Be grateful – say “Good Job - Thank You”

#4 Take Charge

Embrace a bias for action, of taking responsibility even if it is not formally delegated, particularly if you are well positioned to make a difference.

Be the Boss!

#5 Act Decisively

Make good and timely decisions.

Make sure they are executed.

#6 Communicate Persuasively

Communicate simply.

Don't make it more complicated than it is.

It's not "Rocket Science".

Make a clear & convincing case.

#7 Motivate

Appreciate the distinctive intentions that people bring.

Build on those diverse motives to draw the best from each person.

Get the work done through others.

#8 Embrace the FRONT LINES

Stay close to those most directly engaged with the actual work.

McDonalds – Burgers & Fries

<https://www.youtube.com/watch?v=bWZluLI4MOE>

Delegate - except for strategic decisions.

#9 Build Others into Leaders

Develop leadership throughout the organization.

Start training your replacement.

Mentor – Coach.

Be a Role Model.

#10 Manage Relationships

Build enduring personal ties with those who you work with.

Who's in your phone?

Do nice things for others whenever you can.

Throw them a bone

Let the off the hook

Ask for help from others.

#11 Convey Your Character

Through gesture, commentary, and accounts, ensure that others appreciate that you are a person of integrity.

Protect your reputation.

Lead by example.

Give no ammunition to your detractors.

#12 Dampen Over-Optimism

Counter the hubris that comes with success.

Focus attention on unresolved problems (there is always more to do).

Protect against the tendency to engage in unnecessary risks.

It's ok to be realistic, and still be optimistic.

#13 Build a DIVERSE Team

Leadership is a team sport best played with a roster of people capable of resolving key challenges.

Women, LGBTQIA, POC, Military, Education

****Have to go out of your way**

We have a bias FOR people similar to us

#14 Business FIRST

In setting strategy, communicating vision, and reaching decisions, the AGENCY (the needs of the public) has to come first.

Your team second.

Personal self-interest is ALWAYS last.

**Servant Leadership -- Selfless

#15 Think like a CEO

Chief, Commander, Colonel, Captain

What would s/he want you to do?

15 Questions To Ask As Part Of Your Own “Leadership Audit”

Top business and career coaches from Forbes Coaches Council offer firsthand insights on leadership development & careers.

Forbes

Coaches
Council

#1 When Did I Last Look In The Mirror?

Continually looking in the mirror to develop solutions for moving forward, particularly if something didn't go as planned.

Rather than blaming or pointing fingers, we should reflect on how we'd like to be treated, roll up our sleeves, anticipate risks and leap forward to help.

- Joanne Markow, GreenMason

#2 Where Are My Blind Spots?

Everyone has blind spots and knowledge gaps, and when discovered, they must be addressed. No matter their achievements or the laundry list of recent wins, leaders should be eager to uncover their weak areas and improve them.

- Karima Mariama-Arthur, Esq.,
WordSmithRapport

#3 Am I Being The Change I Want To See?

There is a famous quote by Gandhi, "Be the change that you wish to see in the world".

What impact you want to have as a leader?

Then ensure your actions and words role model that impact.

- Bonnie Davis, Destination Up

#4 What Are My Reactive Triggers?

- We all have them!
 - Know thy-self!
 - Knowing your tendencies will allow you to pivot in a strategic way.
 - Not asking this question keeps you reacting to day-to-day fires
 - Do you protect, comply or control?
- Jenn Lofgren, Incito Executive & Leadership Development

#5 Who Do I Need To Get Feedback From

The best leaders are those who have developed relationships where the answers they get are genuine and honest. "What am I doing well, and what's in the way of my being the best possible leader I can be?" Getting feedback from others is far more important than any question you ask yourself.

- David Butlein, Ph.D., BLUECASE Strategic Partners

#6 What Don't I Know..... That I Need To Know?

- Who can fill in the gaps?
- This is a great way to grow people around you, as you're paying attention to the fact that everyone knows something that you don't.
- I need a smart person to teach me about this.....quickly!

- Donna Karlin, No Ceiling, Just Sky™
Institute

#7 How Well Do I Listen To With Others

- Do you really listen to others?
 - How do you demonstrate that you really heard the other person?
 - When we actively listen, the other person feels valued and important -- Miscommunication decreases.
 - It takes longer (but worth it)!
- Melinda Fouts, Ph.D., Success Starts With You

#8 Have I Made An Impact?

Is this working?

As part of any leadership audit, one must ask "Am I making an impact with the people I'm leading"?

You may start out with a goal or mission, but ultimately a check-in is required to see if your approach needs to be adjusted based on your impact, to support your initiatives.....or lack thereof.

- Niya Allen-Vatel, Resume Newbie

#9 Am I FOCUSED On My No. 1 Goal?

The key to leadership is to motivate others to pursue a specific goal. Often, in the heat of "putting out fires", the pursuit of the primary goal gets pushed to the side.

A "leadership audit" should recalibrate whether the pursuit is on track - FOCUS

#10 Am I Growing As A Leader?

We often reach a point where we have found “a groove” and don't step outside our comfort zone. Instead, audit your leadership knowledge, management skills, strategy and innovation. Ask for feedback. By continuously expanding, you drive your own performance and engagement, and that of your team.

- Loren Margolis, Training & Leadership Success LLC

#11 Is My Ax Sharpened?

- Without continuous learning and professional development, leaders can become less effective.
 - So, while cultivating others, don't forget to sharpen your own ax.
 - You'll then work smarter and not harder.
 - Great leaders take the time to invest in **themselves**.
- Tamiko Cuellar, Pursue Your Purpose LLC



Abraham Lincoln

**Give me six hours to
chop down a tree and I
will spend the first four
sharpening the axe.**

Abraham Lincoln

#12 How Do Unconscious Biases Impact My Decisions?

- We've all developed many kinds of biases to help us navigate the world with a minimum effort, but they can also hinder someone from considering different options when making decisions.
- Leaders should learn to accept that we are all biased before we can begin to take positive action to identify them and to mitigate bias with specific strategies.
- Maria Pastore, Maria Pastore Coaching

#13 What Do I Get Paid To Do?

Q: WHY do you get the “big bucks?”

A: You get paid to be a leader – to THINK!.

What that means varies based on the organization. True clarity on what being a leader is remains one puzzle piece many people struggle with. (less DO, more THINK)

- Leila Bulling Towne, The Bulling Towne Group, LLC

#14 What Fears Am I Not Facing?

- It's ok to be afraid.....and ask for help!
 - Seasoning/experience can often mean developing skills to work around fears rather than facing them directly. A leadership audit that includes surfacing fears, along with how and when they manifest, is the first step to diminishing their hold.
- Maureen Cunningham, Up Until Now Inc.

#15 Am I Pushing Or Pulling?

- Leaders often share their vision and then tell their people how to execute.
 - These leaders are "pushing" information out and expecting folks to "snap to it."
 - Evolved leaders work to "pull" information from their teams.
 - When individuals are asked what their aspirations are, the goal become more compelling, and the team is all in.
- Deborah Goldstein, DRIVEN Professionals