



LEADERSHIP



Supervision of Police Personnel

Tom Ross

07.26





*"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

If you lead well, you're going to piss some people off.

Chief Chris Mannino (ret.)

- Real leadership means:
 - Drawing lines.
 - Making decisions.
 - Holding standards.
 - Saying “no” when it’s easier to say nothing.
- Leadership is about:
 - Making the call.
 - Being consistent.
 - Being clear.....even when the audience might not love the message.
- If no one’s ever uncomfortable, you’re just managing approval.
- Real leadership shapes teams and creates movement, and that’s not always popular.

Transformation

Jump on in, the water is FINE!
Come join us!





jump in



the waters fine

Leadership =

- Leading people
 - Guiding, teaching, coaching, motivating
 - Taking individual needs into consideration
- Getting things done BY other people
- Having FOLLOWERS
- Accountable & Responsible
- Humble (give the credit – take the blame)
- Empathetic
- Smart

Leadership Decisions

- Professional
- Informed
- Measured
- Appropriate (ethical, legal, within policy)
- Analyze information, consider multiple options, and make choices that align with the organization's goals
- Requiring a balance between strategic thinking, collaboration & risk assessment
- Being mindful of potential biases
- Adapting to changing situations

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).

Leadership

- Leadership is one of the four functions of management.



Psychology - Science

- Data
- Experiments
- Studies
- Research
- Individuals (DiSC)
- Teams (Group Dynamics)



"Peer Reviewed"

- When researchers say their work is **peer-reviewed**, it means their study was evaluated and approved by independent experts in the same field before being published.
- This process acts as a type of "quality control" filter for academic research.
- **How Peer Review Works**
 - **Submission:** A scientist finishes a study, and writes a paper. They send it to a scientific journal to be published.
 - **Evaluation:** The journal editor sends the paper to 2–3 "peers" (other scientists who understand the topic) anonymously to be reviewed.
 - **Critique:** These experts check the hypothesis, methods, and data, for flaws.
 - **Replication:** The experts run the same experiments, and compare results.
 - **Verdict:** The experts recommend accepting, or rejecting the paper if the science is not sound.
- **Why It Matters**
 - **Filters Errors:** It catches sloppy math, weak evidence, or biased conclusions.
 - **Builds Trust:** It signals to the public and other scientists that the research is credible.
 - **Prevents Fraud:** It makes it hard to publish fake data or stolen work.

Each Individual

- Has “good days” & “bad days”
- Changes every day (never stable for long)
 - Grows / gets better
 - Gets discouraged / tired
- Adapts to other people
- Can be a LEADER of one group and a FOLLOWER in another situation

Groups of Humans **NEED** Leaders

- It's simple human nature.
- Some people want to lead, and most people will voluntarily follow.
- Hierarchies in human groups are inevitable.
- Researchers have found **no** group where all members have equal status.
- When they observe people in families, meetings, clubs, or other organizations – the pecking order always emerges in work or play.

Northwestern University
Professor of Psychological
Anthropology
Dr. Helen B. Schwartzman PhD



Management, Leadership & Supervision is:

- Management via Synergy

properly combining 1+1 can equal
more than 2

****More than the sum of their parts

TEAMWORK folks!!!!!!!!!!!!!!

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

Important Decisions

- Balls & Strikes
- Best information YOU HAD AT THE TIME
- Everyone makes mistakes
- LEADERSHIP is all about how you handle it



Let Them Off The Hook

Give them “permission”

**** Still accountability / responsibility****

You and your team will ALL make mistakes. It is critical to actually take steps to speak about them and offer relief and forgiveness so that everyone can move on. When someone makes a mistake they usually are harder on themselves than anyone else can be, do them the service of relieving their pressure and helping them move on. If you are the leader, recognize that you make mistakes, how you speak to your team about them sets the tone for your organization.

Major Responsibilities of Law Enforcement Leaders

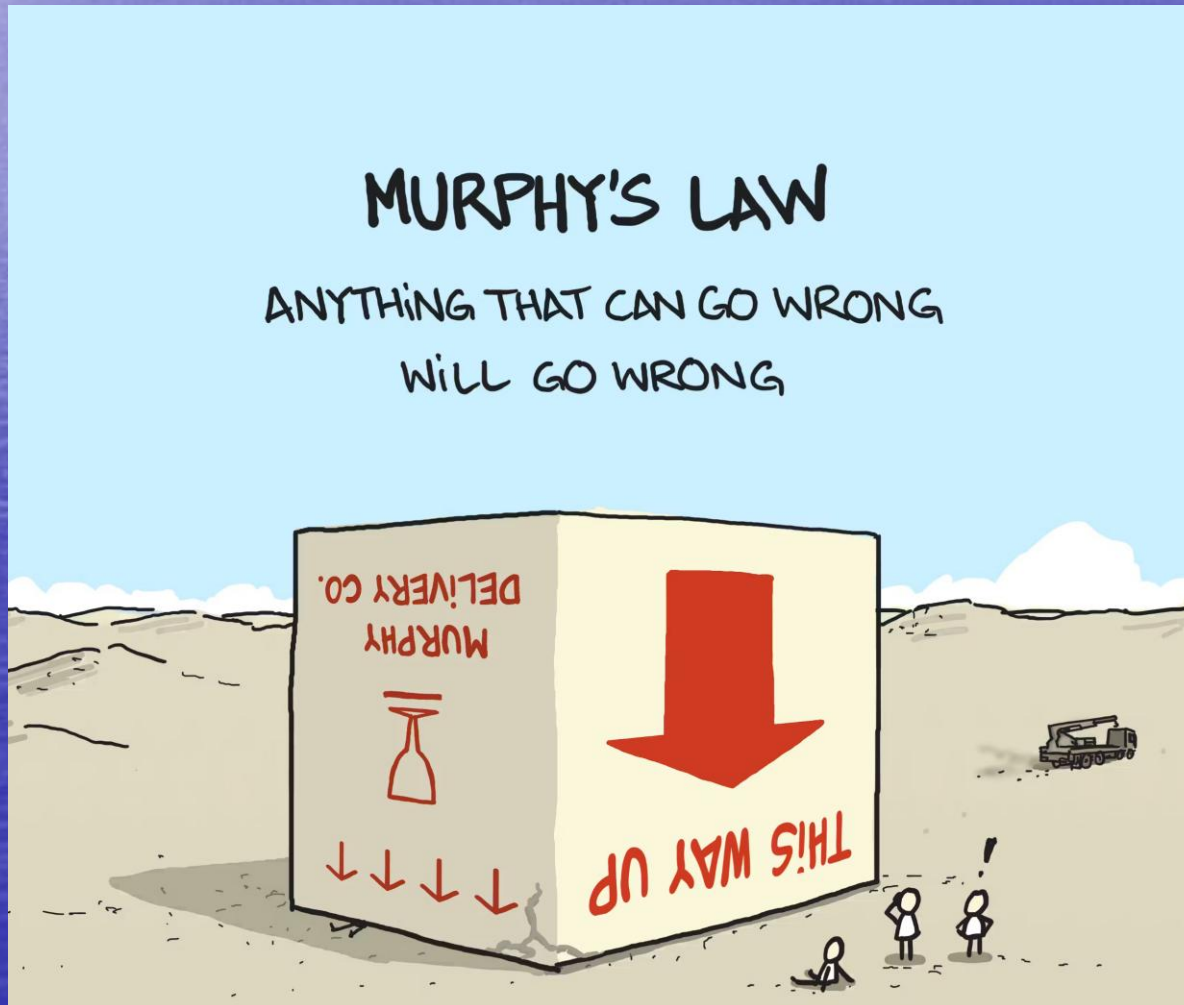
- Two Major Responsibilities:
 1. Achieve public mission
 2. Satisfy the needs of the employees

Balancing Act



Murphy's Law

- Anything that can go wrong.....will



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





The **best leaders** protect their teams from **toxic cultures**



Where do we get our Tools?

*** 3 places

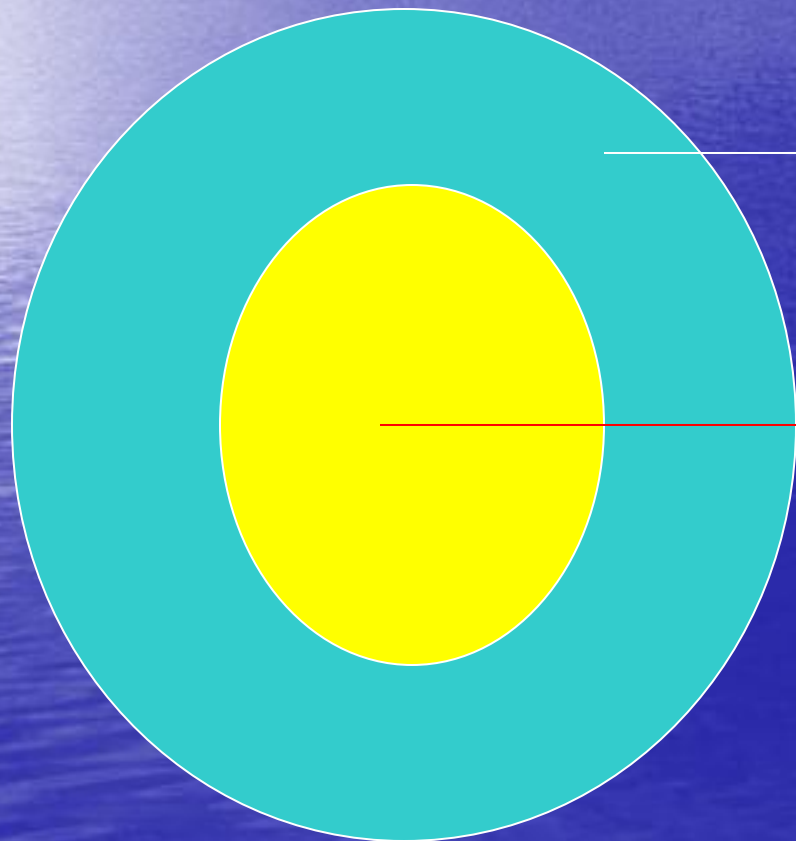
- Military structure
 - command & control
- Business
 - customer service & results
- Political realities
 - keep people happy
 - Majority rules



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.



LEADERSHIP DEFINED:

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



Leader or Manager?

By Eric Portner



Leadership

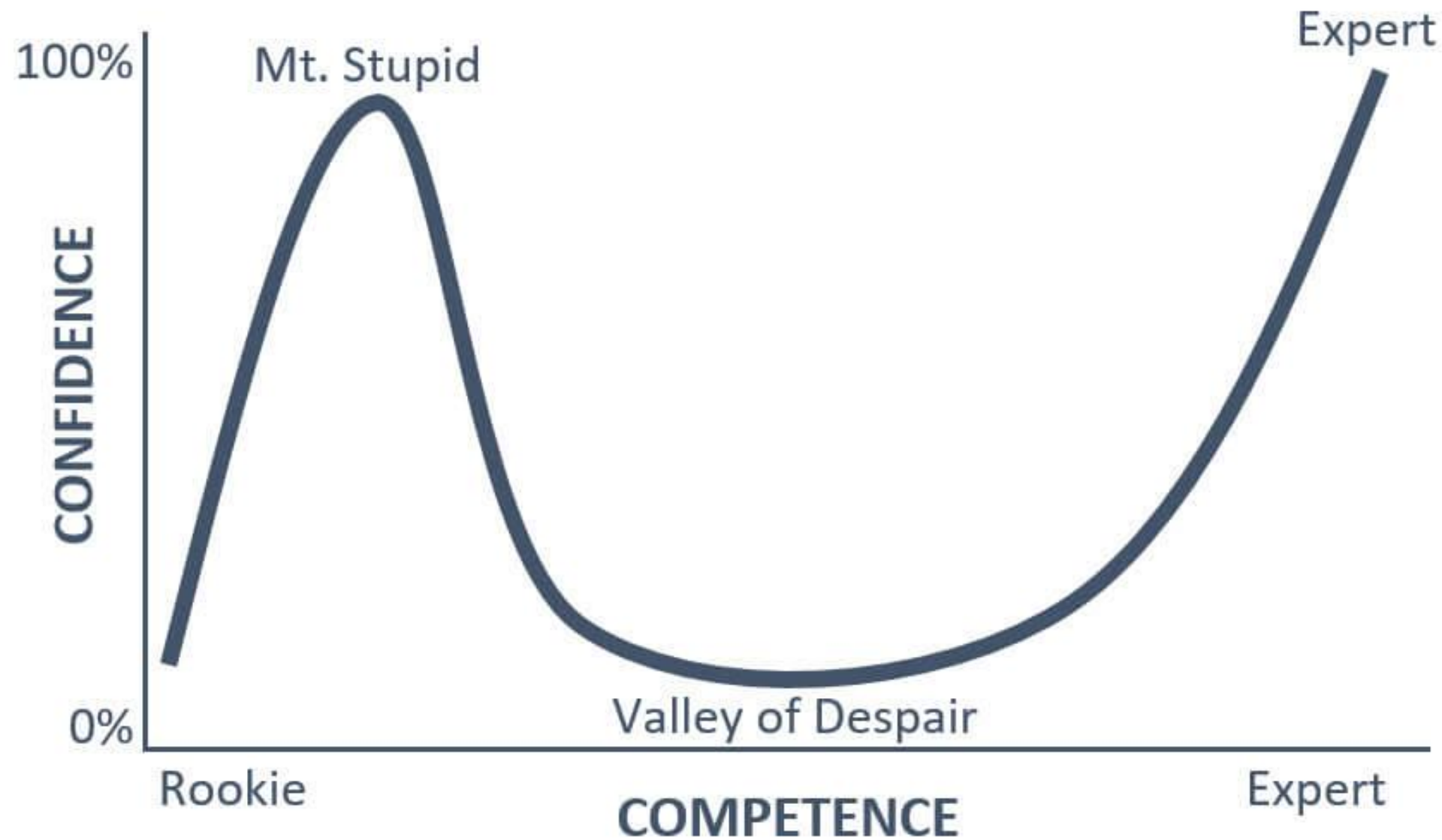
- Leadership is the ability to influence attitudes and behaviors of others.
 - Formal leadership occurs when the agency “bestows” the authority
 - Informal leadership happens when one is recognized as having “unofficial” power to direct others
- Positive influence
- Negative influence
- A process that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

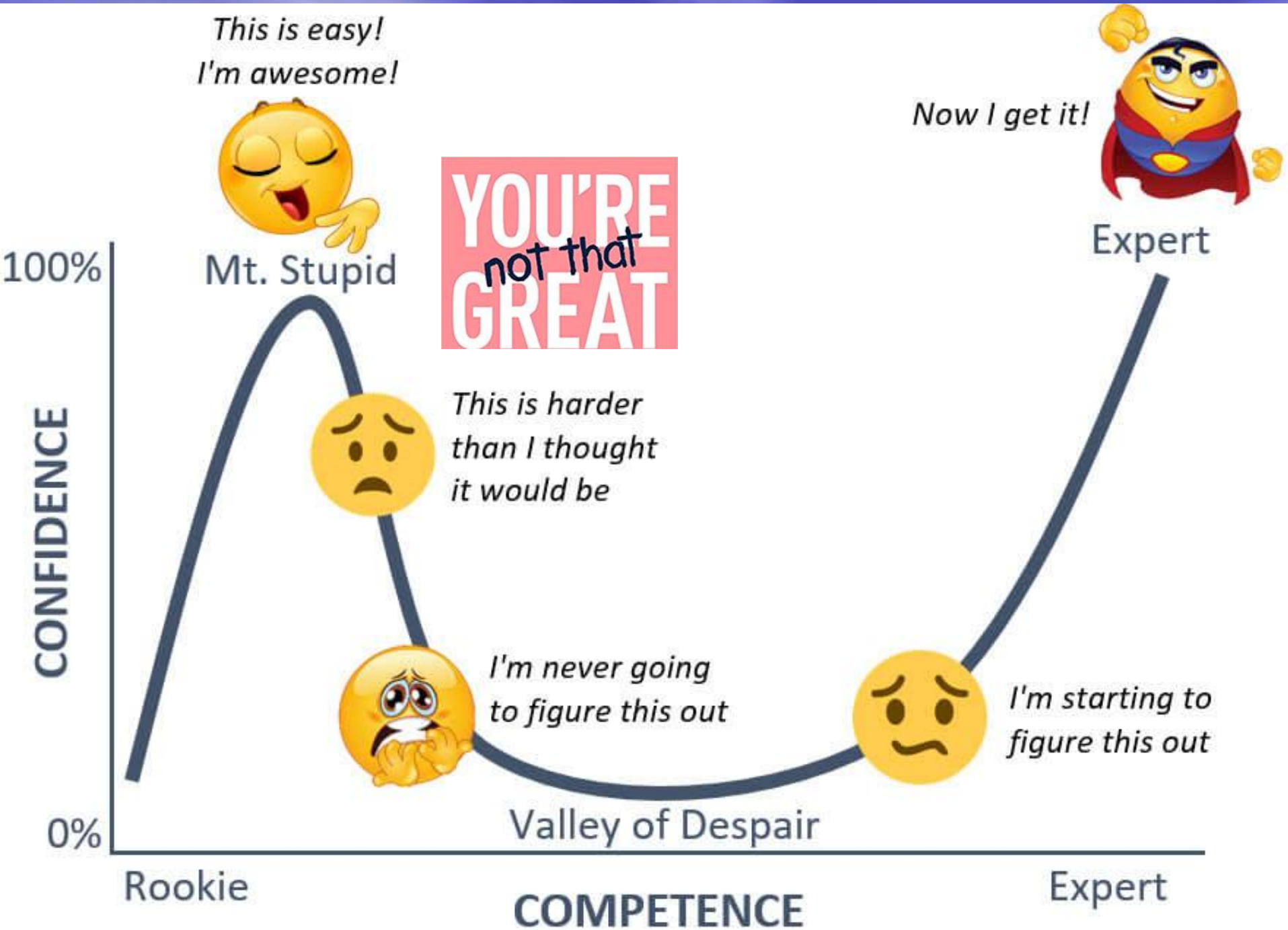


The Dunning–Kruger Effect

- 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 shirt is seated on a television set. The background features a large orange circular graphic on the left and a bookshelf with a globe on the right. A lower-third banner is visible 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!)

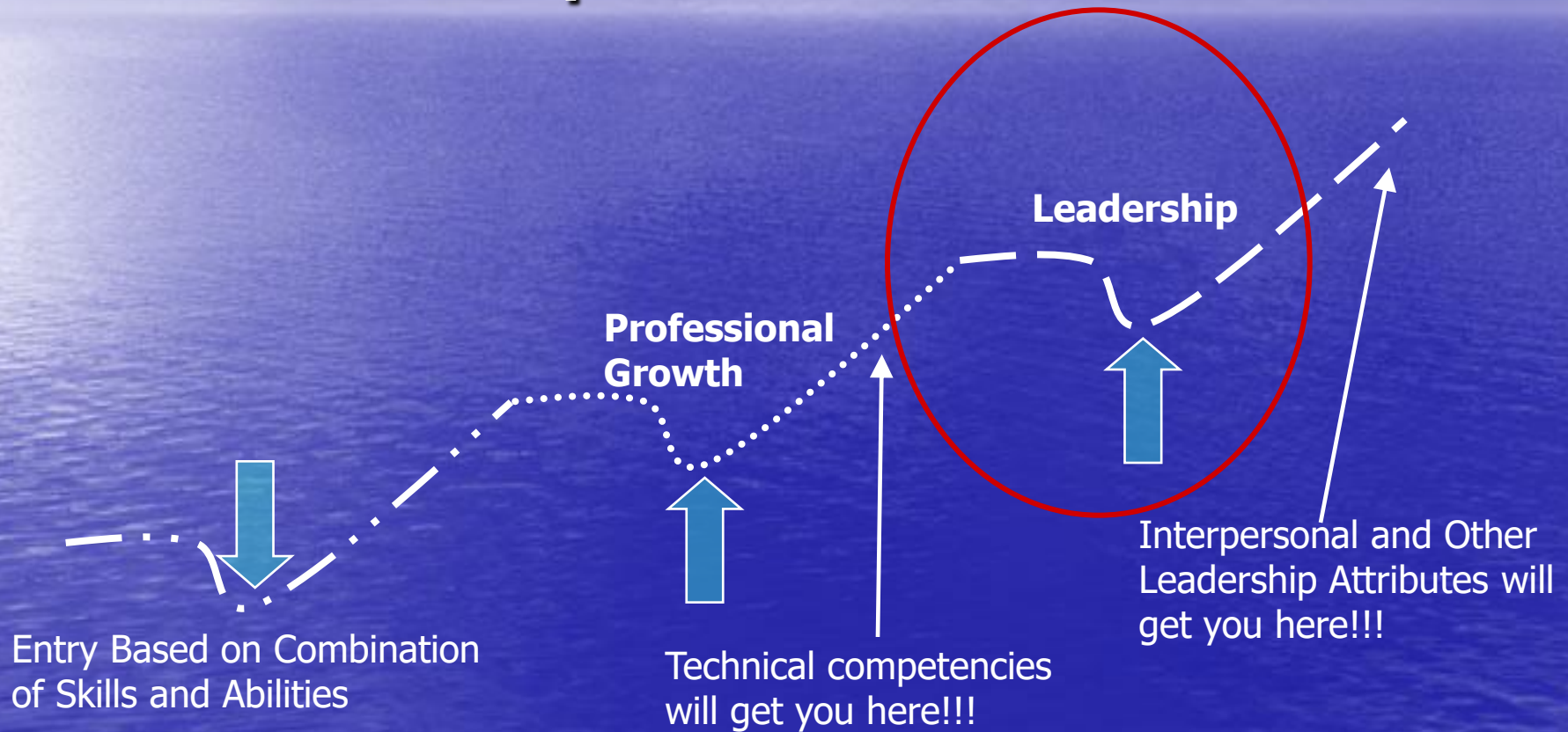
MANAGER

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!

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 | 1. Work is as natural as play |
| 2. Most people are not ambitious and need constant direction | 2. Self-control is often found in workers |
| 3. Most people have little capacity for problem solving | 3. Creativity in problem solving is widely distributed |
| 4. Motivation occurs at the physiological and safety levels | 4. Motivation occurs at the social, esteem and self-actualization levels |
| 5. Most people must be closely controlled and coerced | 5. People can be self directed and creative in problem solving |

Right Way?

little "x"

Big "Y"



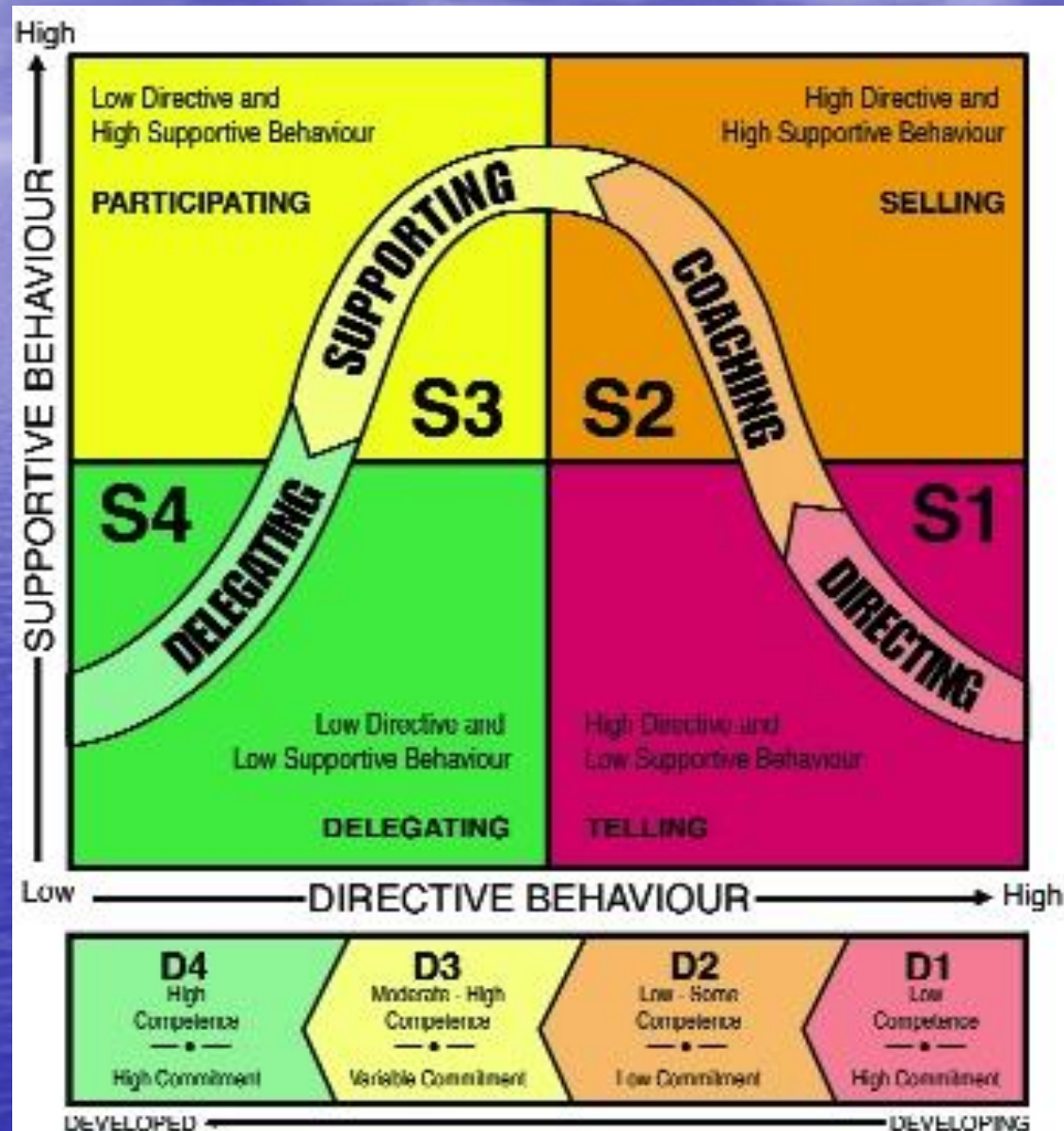
In Case Of Emergency



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.

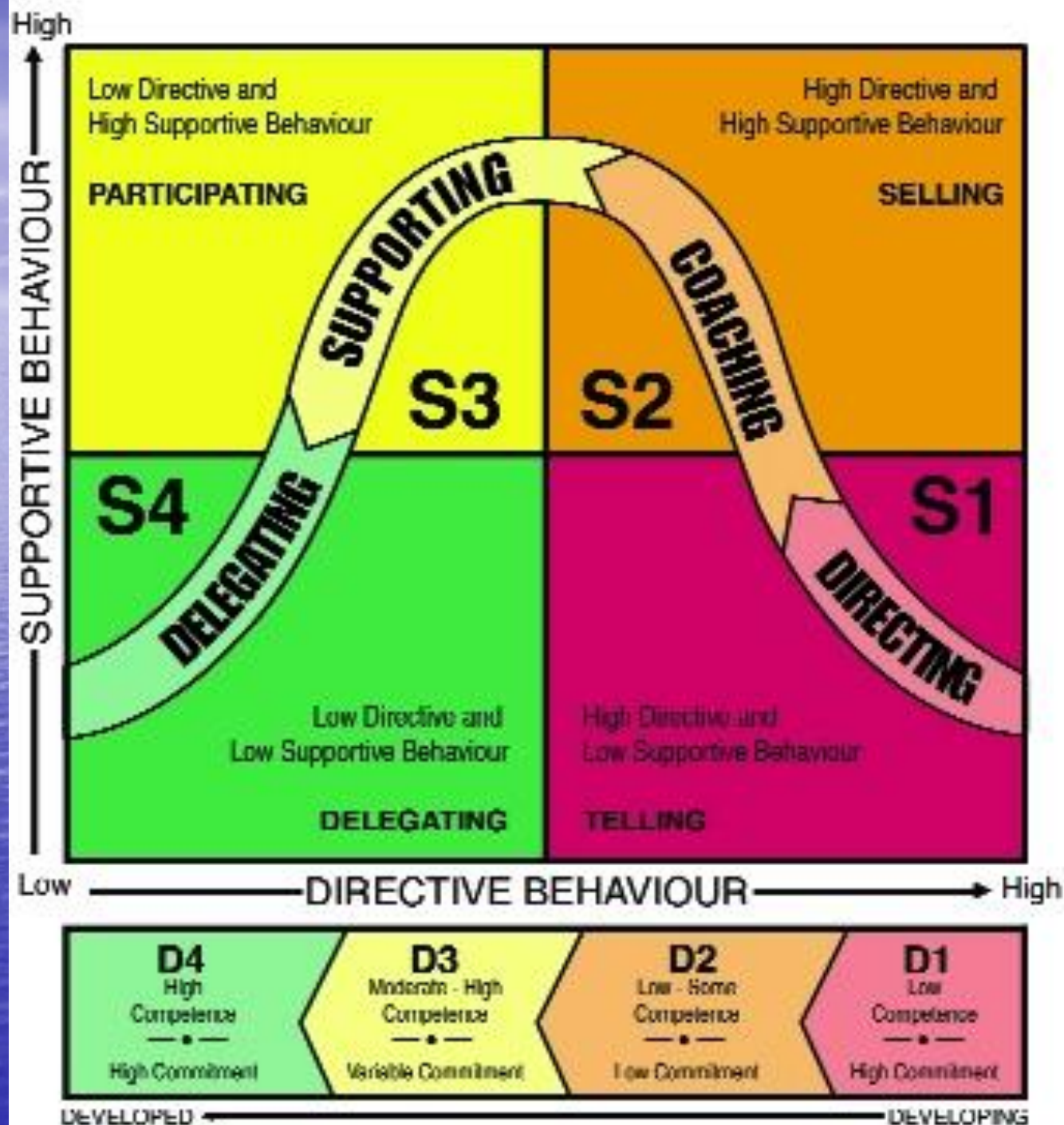
It is a very **liberal management** style. **There is a lot of CHAOS in the delegation of authority as well as responsibility.** Communication is free, however, more through the grapevine. This leads to the employees taking their work for granted. On the other hand, the manager evades his duty very conveniently.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

Situational Leadership



Situational Leadership

- S1 Directing / TELLING (Guiding)
 - Best used with NEW employees
- S2 Coaching / SELLING
- S3 Supporting / SUPPORTING
- S4 Delegating / Hands off
 - Best used with trusted veteran employees



Directing

- High Directive, Low Supportive
- Leader Defines Roles of Followers
- Problem Solving and Decision Making Initiated by the Leader
- One-way Communication
- Autocratic, Theory X

Coaching

- High Directive, High Supportive
- Leader Now Attempts to Hear Followers Suggestions, Ideas, and Opinions
- Two-way Communication
- Control Over Decision Making Remains With the Leader

Supporting

- High Supportive, Low Directive
 - Focus of Control Shifts to Follower
 - Leader Actively Listens
 - Follower Has Ability and Knowledge to Do the Task
-
- Democratic, Theory Y

Delegating

- Low Supportive, Low Directive
- Leader Discusses Problems With Followers
- Seeks Joint Agreement on Problem Definitions
- Decision Making Is Handled by the Subordinate
- They “Run Their Own Show”

Situational Notes

- Flexibility of the leader is important
- A supervisor could use all four styles on one call for service
- Which one of the four styles can be determined by the readiness of the follower
- The style could be driven by the situation itself
- Sometimes the simplest answer **IS** the answer!
 - ☐ Horses – not zebras
 - ☐ Don't over-think it!

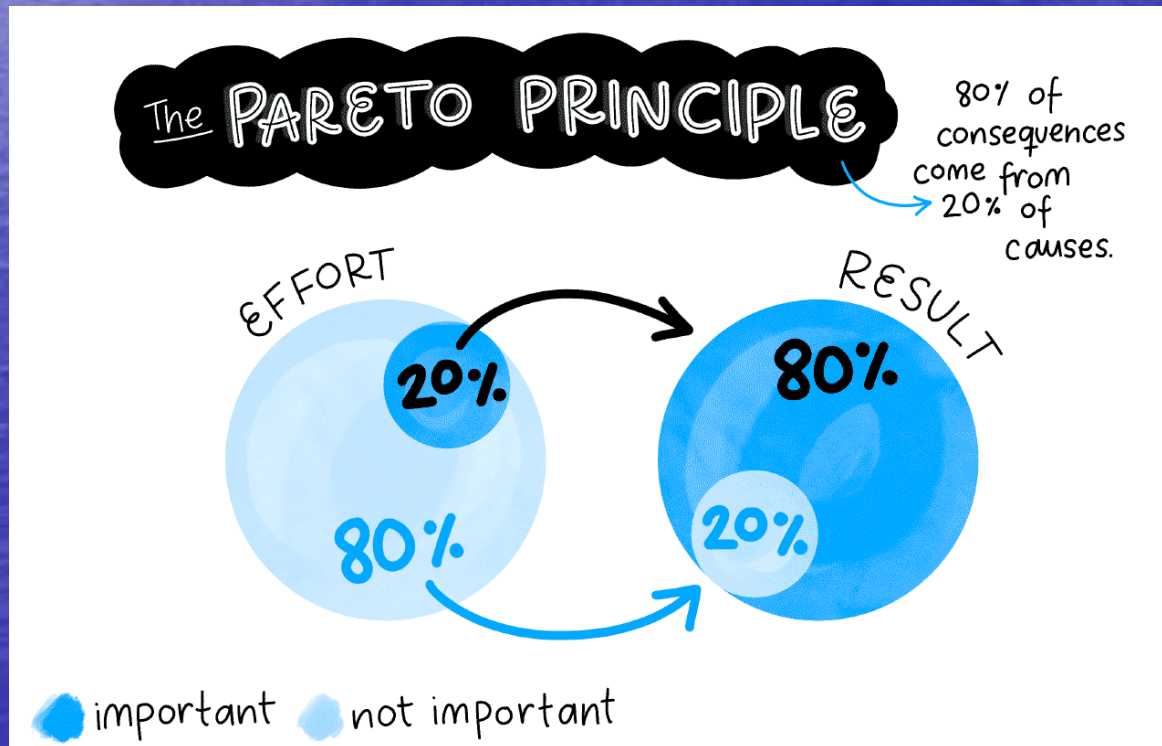
Speaking of zebras.....



The saying "when you hear hoofbeats, think horses, not zebras" is a common phrase in medicine, meaning to consider the most likely diagnosis first. It emphasizes the principle of "Occam's razor" which tells us that the simplest explanation is usually the one closest to the truth.

The Pareto Principle (80/20)

- Originated from the observations of Italian economist and sociologist Vilfredo Pareto from 1896 to 1906. The principle states that roughly 80% of consequences come from 20% of the causes. While teaching at the University of Lausanne, Vilfredo Pareto published data showing that 80% of the land in Italy was owned by just 20% of the population.



The Bureaucratic Model

- Max Weber

- "...bureaucracy—is 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

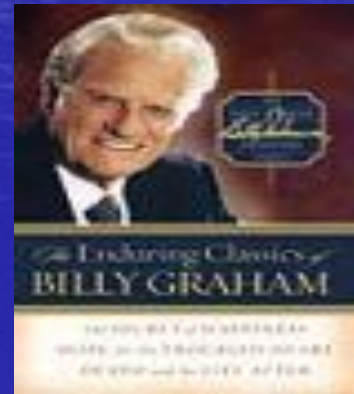
Falkland's Law

"If a decision is not necessary, it is necessary not to make a decision."

- It's origin is often attributed to Lucius Cary, 2nd Viscount Falkland (17th Century English statesman)

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

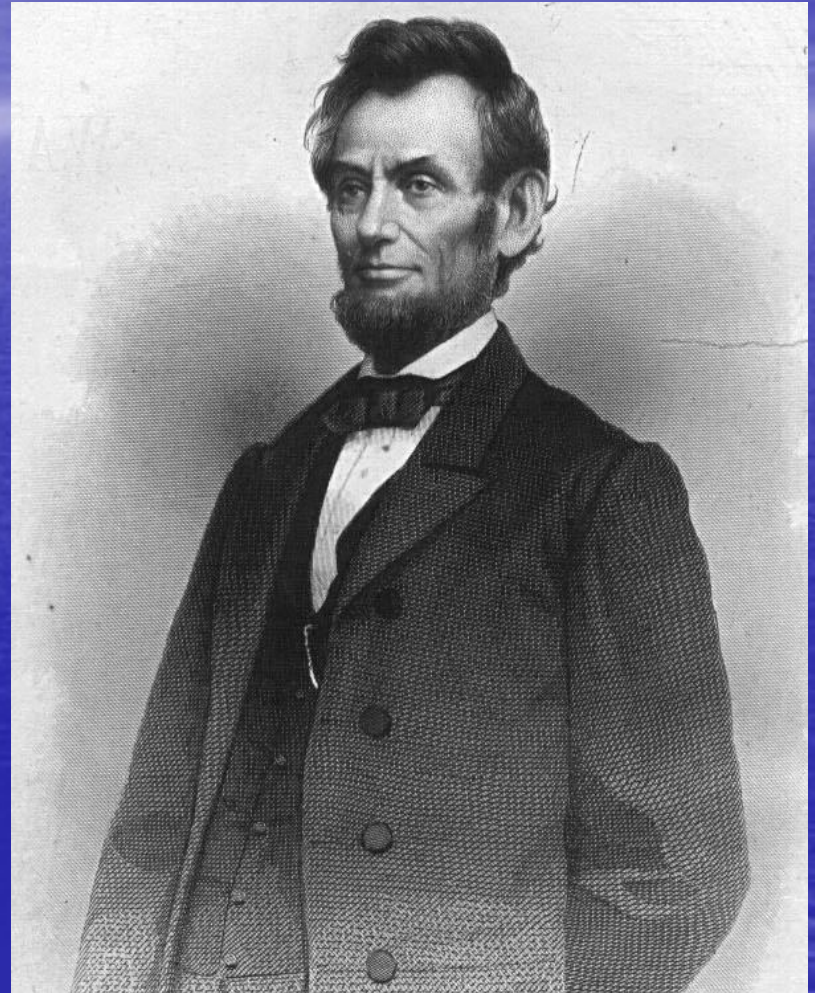
Lincoln

"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.

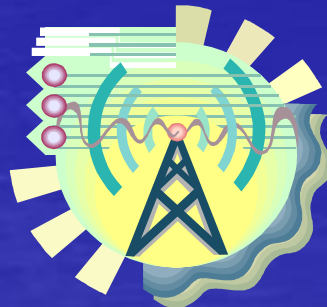
If the end brings me out all right, what's said against me won't amount to anything.

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.
- A “cop’s cop”, still able to do the job – a cop.
- 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.”

Being Responsible Sometimes Means Pissing People Off

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 end up angering are the most creative and productive people in the joint.

General Colin Powell

General Colin Powell's Rules

1. It ain't as bad as you think. It will look better in the morning.
2. Get mad, then get over it.
3. Avoid having your ego so close to your position that when your position falls, your ego falls with it.
4. It can be done!
5. Be careful what you choose. You may get it.
6. Don't let adverse facts stand in the way of a good decision.
7. You can't make someone else's choices. You shouldn't let someone else make yours.
8. Check the small things.
9. Share credit.
10. Remain calm. Be kind.
11. Have a vision. Be demanding.
12. Don't take counsel of your fears or naysayers.
13. Perpetual optimism is a force multiplier.

Successful....but “Difficult” bosses

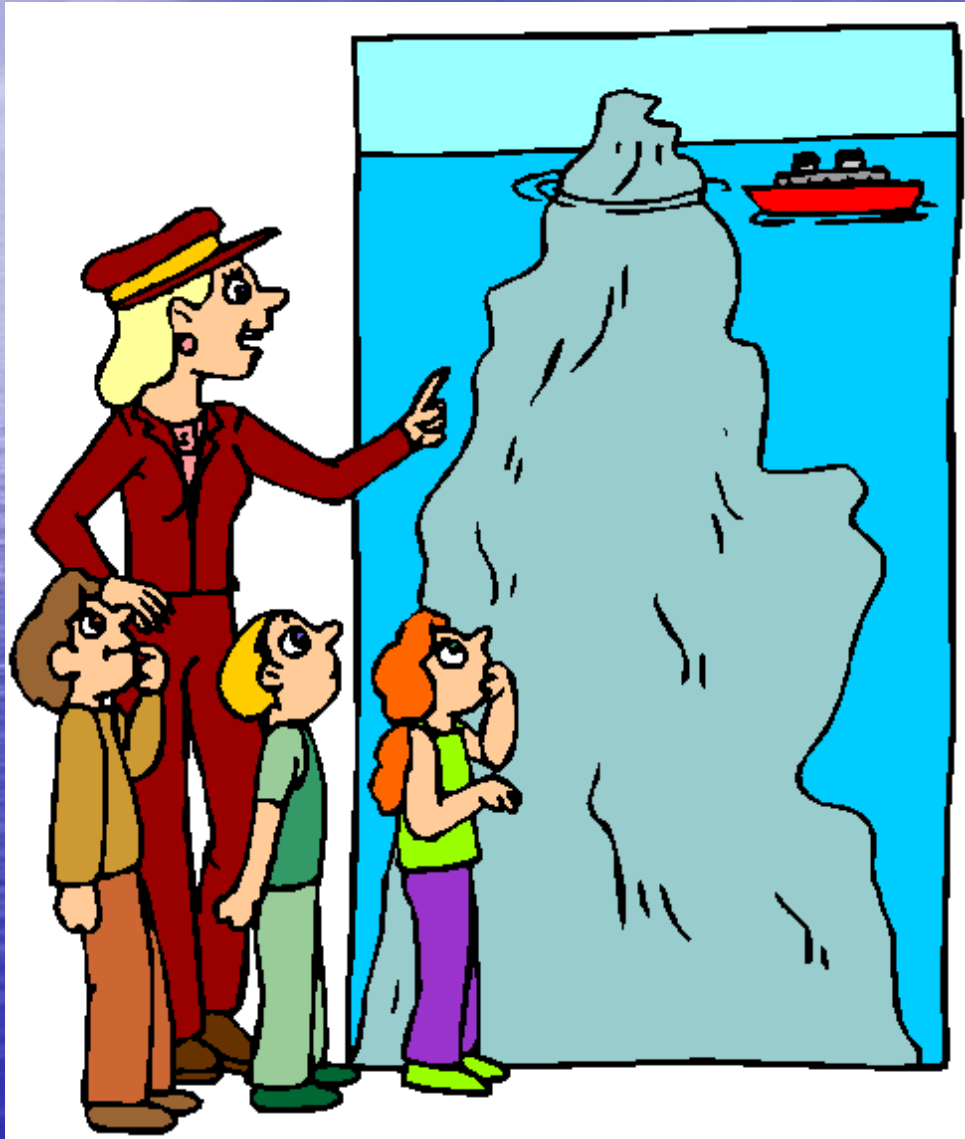
(You don't have to necessarily be loved, or even liked)



Characteristics of a Good Leader

- Integrity
- Knowledge
- Courage
- Decisiveness
- Dependability
- Initiative
- Tact
- Sense of Justice
- Enthusiasm
- Endurance
- Unselfish
- Willing to be LEAD
- Committed to improvement
- Caring
- Vision

Leadership= Iceberg

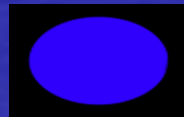


Doing

Being

What Have They Got ??

- | | |
|------------------|---------------------------|
| 1. Character | who they <u>are</u> |
| 2. Relationships | <u>who</u> they know |
| 3. Knowledge | <u>what</u> they know |
| 4. Intuition | what they <u>feel</u> |
| 5. Experience | <u>where</u> they've been |
| 6. Past success | what they've <u>done</u> |
| 7. Ability | what they <u>can</u> do |



Honesty



RESPONSIBILITY



Leadership

- Leadership is the defining element which makes the difference between an adequate police agency and a well-managed great one!
 - Leadership can transform an inept department into a good one
- Leadership is contagious (creates a synergy to build upon)
- A true leader is OPTIMISTIC!
- Officer behavior in the new millennium will emphasize optimism

Leadership

- A leader visualizes a desired future for his or her department
- An incompetent leader can destroy enthusiasm and constrict those who are highly motivated
- A leader moves from one who relies on knowledge of the job and shifts to one with a greater understanding of human and conceptual skills
 - **Human skills dominate the first line supervisor**
 - **The key is understanding why co-workers behave as they do and working toward developing an effective means of changing, directing, and controlling behavior**

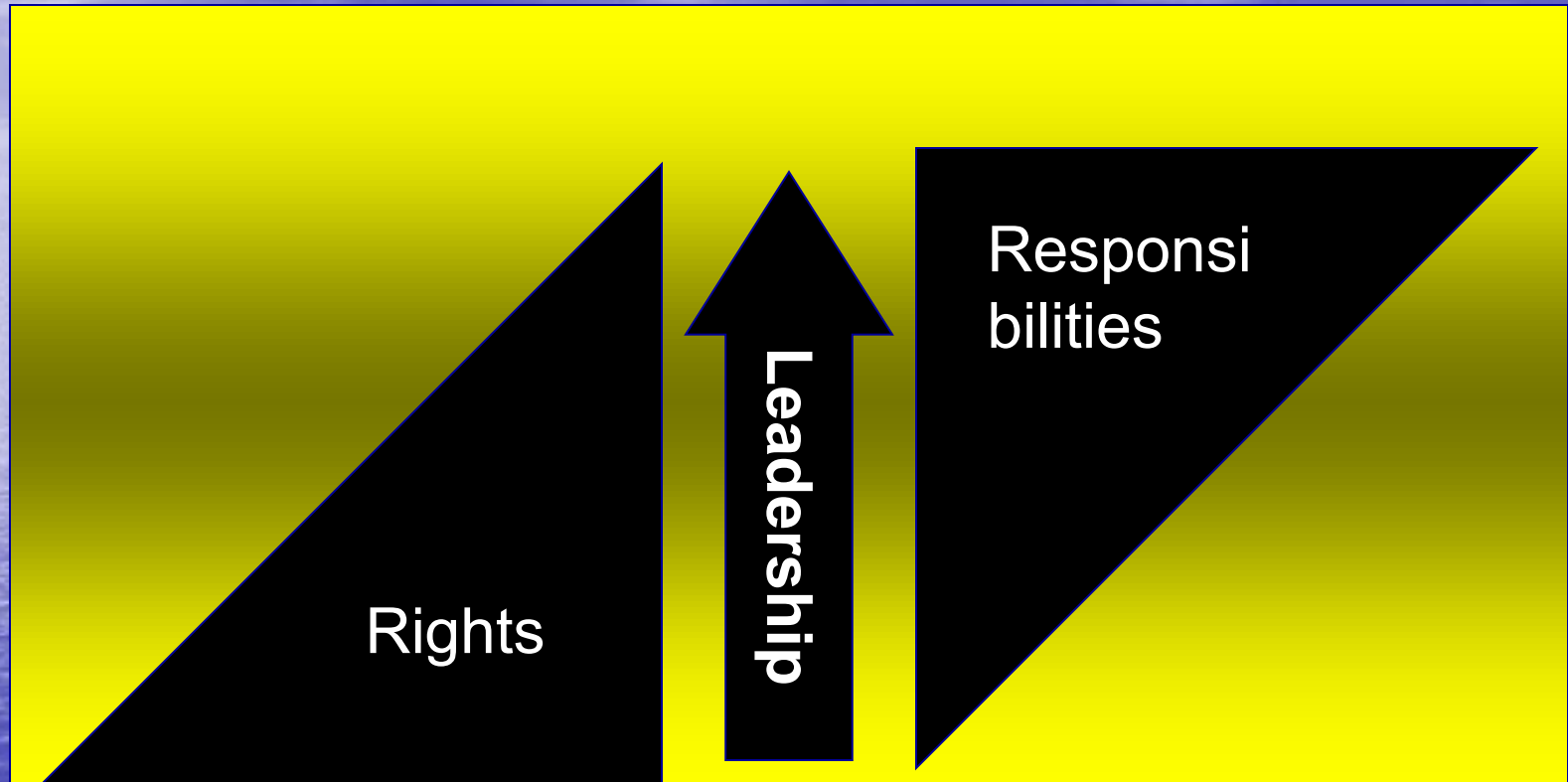
First Line Supervisors

- The first line supervisor is usually the predominant supervisory group of most police agencies
- For leadership to be effective, a complex interrelationship of leaders, followers and circumstances must exist
- **Management wants supervisors to be a role model**
 - **Supervisors believe most problems are subordinate based (not management)**

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
- ???

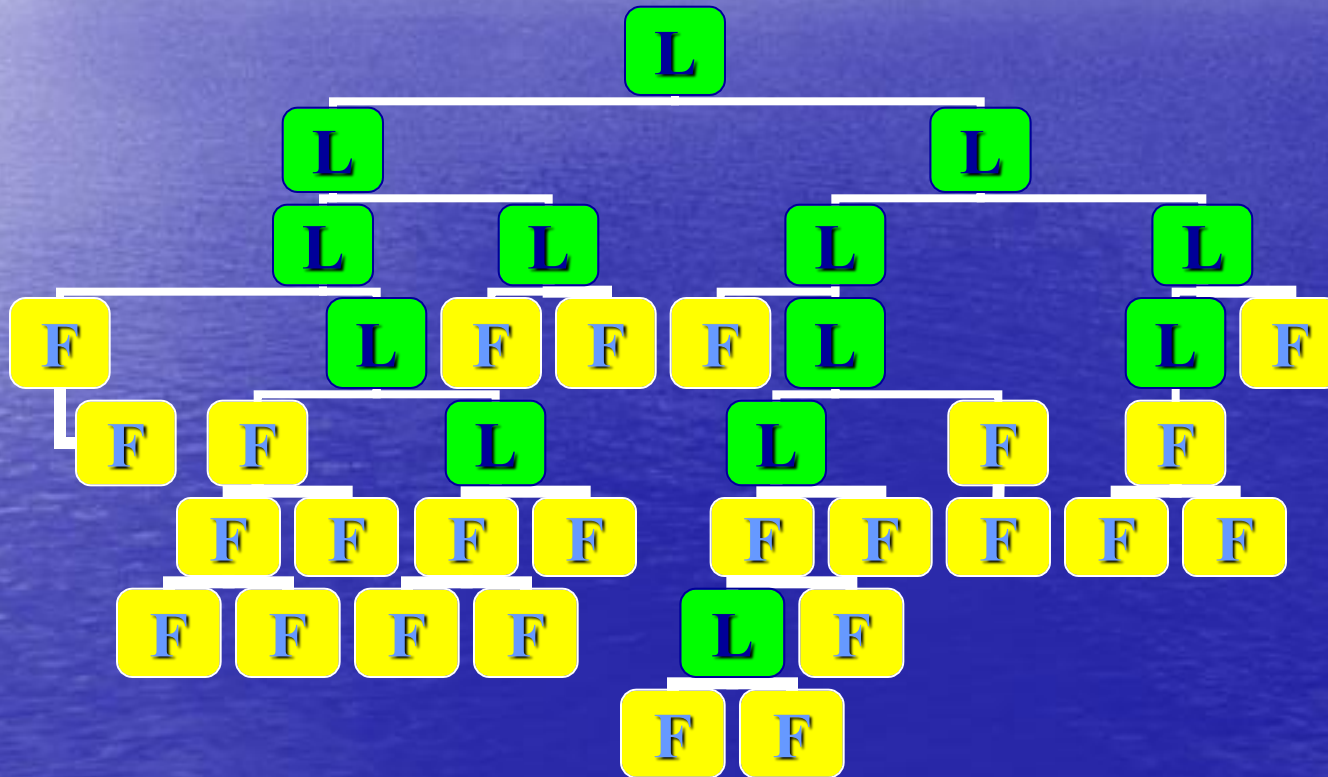
#5 Dynamic Follower

- 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



A DIFFERENT FOCUS

- Develop **followers**
 - Need to be needed
 - Focus on weaknesses
 - Develop bottom 20%
 - Hoard power
 - Spend time with others
 - Grow by addition
 - Impact only people they touch personally
- Develop **leaders**
 - Want to be succeeded
 - Focus on strengths
 - Develop top 20%
 - Give power away
 - Invest time in others
 - Grow by multiplication
 - Impact people far beyond their own reach



Tall Poppy Syndrome

- A term referring to poppies that grow higher than others and are cut down to size so that they are the same height as the flowers around them.
- In the workplace, this occurs when people are criticized, resented or ostracized because of their success. Accomplished individuals are cut down, rather than celebrated for their hard-won success.
- “Too big for his britches”, “Dial it back”. Dismissing individual success, suggesting it was just “luck” or achieved through illegitimate means.
- Psychologists say this phenomenon is rooted in jealousy, insecurity, and low self-esteem. When one person rises above the norm, it causes others to feel inadequate. Cutting the “tall poppy” down prioritizes group uniformity over individual excellence and makes everybody equal.

***"A strong leader accepts
blame and gives the credit.***

***A weak leader gives blame
and accepts the credit."***

— John Wooden, 10-time NCAA Champion as
Head Coach of UCLA Men's Basketball team



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**

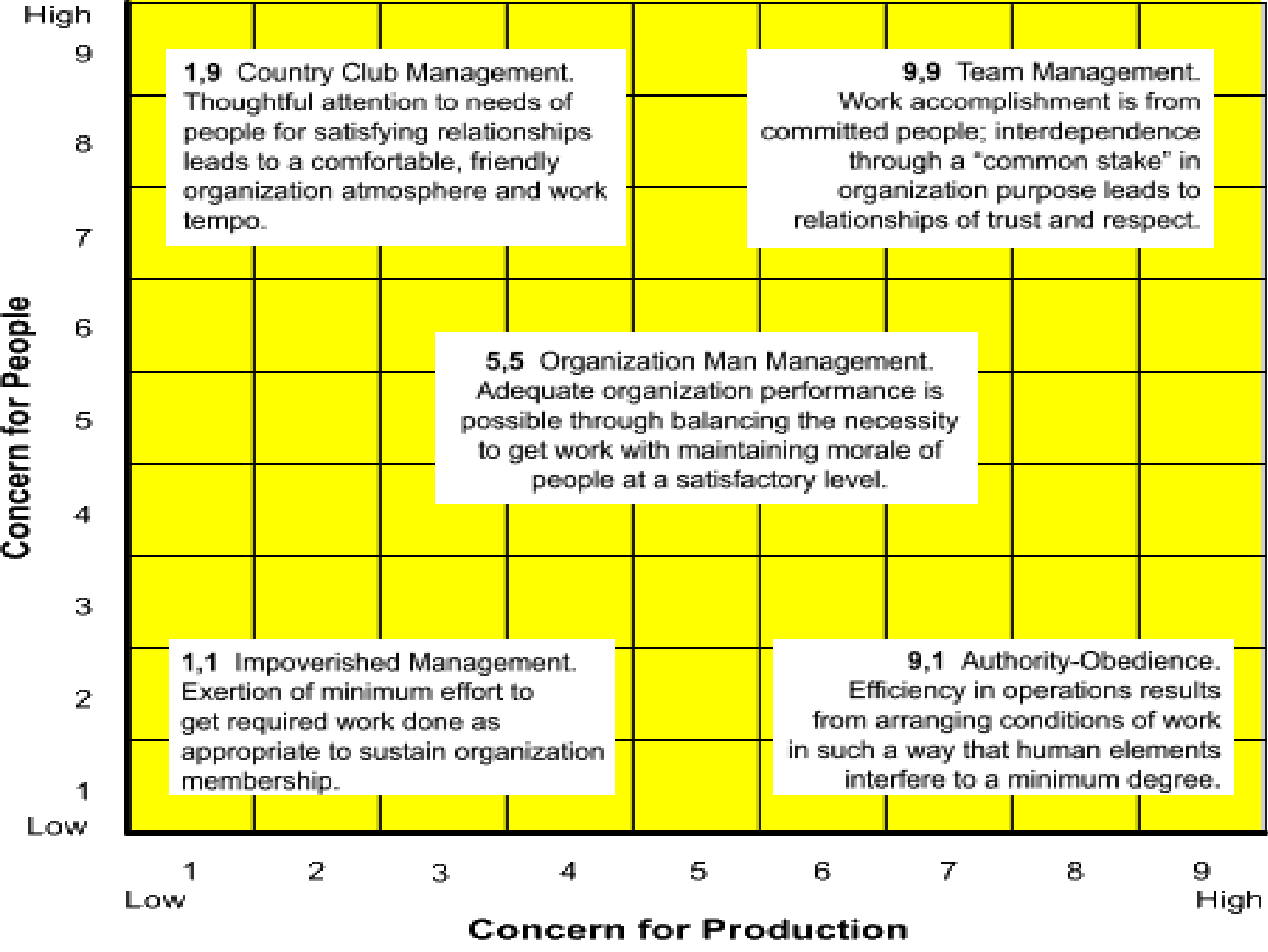
- Based on fear of subordinates because she can discipline them or make life “difficult”

Blake & Mouton

- 1964
- The “Managerial Grid”

- 6 – 6
- 7 – 7
- 8 – 8

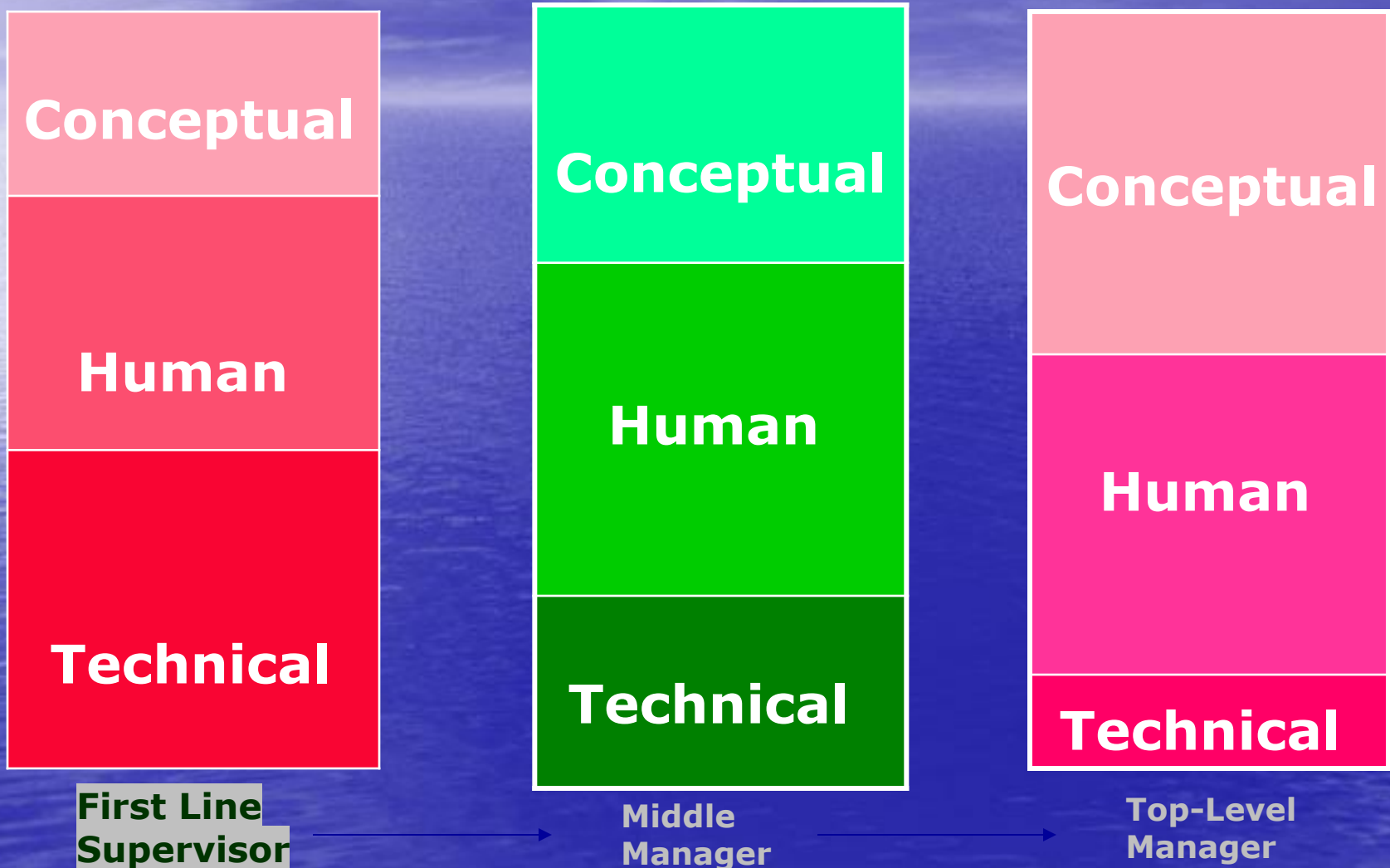




Motivate / Manipulate

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

*Skills Needed at Different
Levels of Management (Conceptual at TOP)*



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



**If you are willing to work harder, longer,
and more intensely and beyond the call of
duty, you will become an effective leader.**



Officer's Dislike

- Those who never delegate
- Those who are not able to follow plans
- Supervisors who blame or find alibis
- Supervisors who disrespect rules
- People who lack respect for others
- Those who are unapproachable or live in the ivory towers
- Sarcastic supervisors (Note: comes from the Greek word "sarkso" meaning "tear flesh" and creates wounds that are slow to heal)

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

Move Careers Forward



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.**

Delegation Benefits

- Empowers officers
- Creates more time for supervisors to address other issues
- Allows for the synergy of additional answers

Delegation Failures

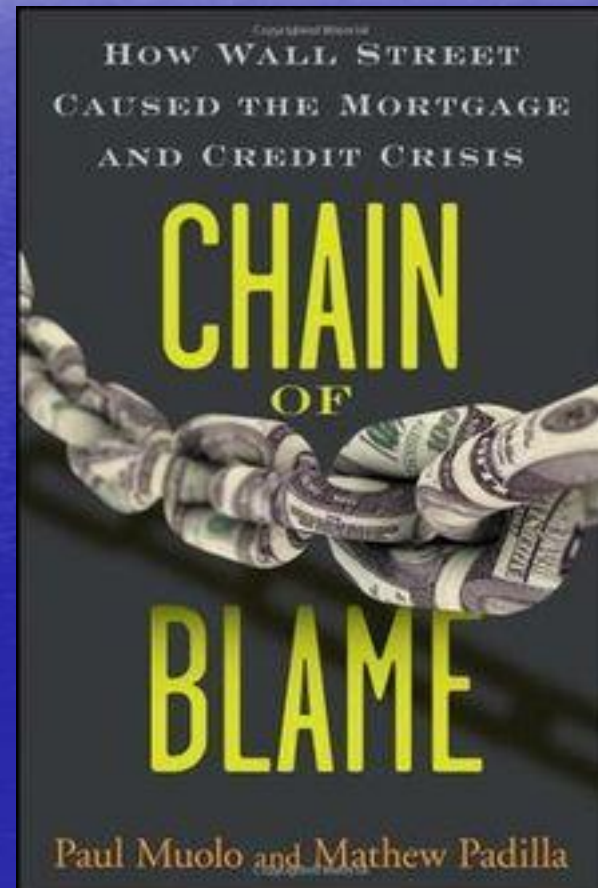
- Giving too much or too little power to act
- Unknown limitations of authority
- Belief of shortage of qualified
- Fear of making mistakes
- Supervisor fear of not being needed

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 tuxedo is seated at a table, looking down with a serious expression. The background is a blue gradient.

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

Respect is
commanded
not demanded.

(Admired or Feared?)

