

***Center for Police Leadership***  
*Bridging Theory and Practice*

***Law Enforcement  
Services and Seminars  
2011***

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# *Center for Police Leadership*

## **OUR MISSION**

The Center's mission is to improve the effectiveness of law enforcement organizations and personnel by preparing them to meet the complex leadership and management challenges presented by today's rapidly changing society.

## **OUR CORE VALUE: UNCOMPROMISING EXCELLENCE**

After you confer with us, we invite you to compare the intellectual depth and pragmatism of our services; sophistication of our training methods; and the academic credentials, work experience, and training expertise of our associates; to similar organizations.

**Focus.** We confine our services to the areas of leadership and organization – thereby developing considerable focus and expertise in our practice.

**Balance.** “Theory without Practice is Empty...Practice without Theory is Blind.” Our services balance the two for a pragmatic approach grounded in leading management thought.

**Education.** Our associates hold advanced degrees, keep abreast of current trends in their field, and continually refine their skills.

**Expertise.** Our associates are experts in their field, not simply trainers. They are well-versed in both the theory and application of their material. Many are published in leading scholarly and professional journals.

**Experience.** Our associates have significant experience in their subject matter – at a level commensurate with the scope of the topic.

**Responsibility.** Our fundamental responsibility is to help our clients succeed. Accordingly, we provide ongoing support to assist with workplace application.

When you choose the Center, you choose *Uncompromising Excellence* in service and support.

## Law Enforcement Services

### Welcome to the Center

The Center provides comprehensive consulting, training, research, and developmental support in leadership and organization to public service & law enforcement organizations. Within these disciplines, we offer a package of pragmatic, cutting-edge services designed to contribute directly to organizational performance. Complementing our philosophy & service approach are our associates — a unique blend of highly credentialed professionals thoroughly familiar with or working in law enforcement — who have provided services to thousands of individuals from a broad spectrum of federal, state, and local agencies.

### Committed to Your Success

Our responsibility is to help build agencies by developing leaders, teams, and systems that support the organizational vision. To that end, our singular focus is upon *Uncompromising Excellence* in service and support to our clients. We accomplish this by limiting our practice to leadership and organization — then blending cutting-edge thinking, real world experience, advanced academic credentials, and consulting expertise — to produce services that meaningfully improve personal & organizational effectiveness. We also believe in lasting relationships & ongoing support to our clients. Accordingly, the Center does not just provide services & exit. We'll be there to help...even after we leave.

### Consulting

*Consulting services by professionally experienced, academically prepared professionals ready to assist with...*

Leadership Development	Organization Development
Change Management	Systems Design
COPPS Implementation	Team Building
Organizational Research	Organizational Structure

### Organizational Assessment

*Agency effectiveness requires valid assessment for planning, implementation, & evaluation...*

Our associates are academically prepared for organizational research, & experienced in all measures of law enforcement performance. We can provide the support you need in this critical but overlooked area.

### Leadership Seminars

*Tired of generic "one size fits all" leadership programs that fail to produce transferable skills?*

We offer an array of *law enforcement* leadership programs designed for the needs of each organizational level & role — available by contract or as a public seminar — in standardized or customized formats.

- Leadership Development for Law Enforcement Managers
- Ethics: The Role of the Law Enforcement Leader
- Strategic Leadership for the Progressive Law Enforcement Agency
- Team Leadership: Building Teams and Teamwork in Law Enforcement
- High Impact Police Leadership
- Leadership, Communication and Interpersonal Influence for Training Officers
- Leadership: The Situational Approach for Law Enforcement
- Leadership: The Situational Approach for Training Officers
- Police Community & Volunteer Leadership
- Service Excellence Strategies in Law Enforcement
- Leadership Essentials for the Aspiring Police Supervisor

### Center Associates

*Experts, not simply trainers...*

Recognized experts providing a balance of practice & theory that develops only from the combination of advanced educational accomplishment and real-world experience. Our associates:

- Hold advanced degrees
- Highly experienced in their field
- Accomplished consultants/trainers
- Published in leading law enforcement journals

## **Law Enforcement Seminars**

### **Leadership Development for Law Enforcement Managers: Skills-Building Workshop**

**Focus:** Instrument-based (360 degree feedback), personal skills-building seminar designed to provide deep insight into one's leadership and interpersonal style.

### **Ethics: The Role of the Law Enforcement Leader**

**Focus:** Addresses the question: "Why do good cops go bad?" Examines the organizational culture and influences experienced by police officers in their work lives. Strategies for preventing and addressing corruption are emphasized.

### **Strategic Leadership for the Progressive Law Enforcement Agency**

**Focus:** Organizational Leadership skills required for effectiveness in today's dynamic environment.

### **Team Leadership: Building Teams and Teamwork in Law Enforcement**

**Focus:** Leadership and organization skills required for the development, operation, and sustenance of teams and groups.

### **High Impact Police Leadership**

**Focus:** Leadership skills required to develop an innovative, flexible workforce while creating a culture of accountable autonomy.

### **Leadership, Communication, and Interpersonal Influence for Training Officers**

**Focus:** Leadership skills and influence within a training context.

### **Leadership: The Situational Approach for Law Enforcement**

**Focus:** The most widely practiced leadership model in the world, now redesigned expressly for law enforcement

### **Leadership: The Situational Approach for Training Officers**

**Focus:** Situational Leadership specifically adapted to the training environment.

### **Service Excellence Strategies in Law Enforcement**

**Focus:** Development of the skills required to properly manage citizen contacts, increase citizen satisfaction, & reduce complaints.

### **Leadership Essentials for the Aspiring Police Supervisor**

**Focus:** Preparation for a competitive promotional process and development of the leadership skills required for effective supervision.

# **Leadership Development for Law Enforcement Managers: A Personal Skills-Building Workshop**

## **Seminar Overview**

Effective leaders know themselves. They recognize their strengths and develop the means for overcoming weaknesses and leveraging their abilities. *Leadership Development* is designed to build the personal foundation for leadership excellence through a comprehensive assessment of participants' relevant attitudes, perceptions, behaviors, and skills, and the development of strategies for personal growth.

Using a multi-rater (360 degree) assessment instrument appropriate to the realities of the participant's organization and role, this seminar builds on the three cornerstones of leadership development: challenge, assessment, and support. In preparation for the seminar, an organizational needs assessment designed to identify critical leadership success factors is conducted. Thereafter, a reliable, valid assessment instrument intended to measure these success factors is selected and modified as necessary, then administered to participants and raters. Once scored, a one day group session is conducted to expose participants to the foundations of effective leadership, the factors measured by the instrument, and methods for analyzing results. The group session is followed by private, personal feedback sessions in which students and Center associates interpret results, identify strengths and weaknesses, and develop strategies to improve workplace effectiveness. Although optional, a six month re-evaluation is available and encouraged.

## **Program Formats**

### **Day 1: Group Session**

- Overview of the Leadership Development Process
- Effective Leadership: Personal Factors
- Effective Leadership: Organizational Roles
- Effective Leadership: Interpersonal Dynamics
- Instrument Overview and Interpretation

### **Day 2: Individual Session**

- Instrument Analysis and Interpretation
- Development of Leadership Development Strategies
- Identification of Workplace Feedback and Support: Mentors, Coaches.

### **Day 3: Re-evaluation and Follow-up (Optional)**

- Re-administration of Instruments
- Leadership Development Progress Assessment
- Review/Modification of Leadership Development Strategies

## **Program Formats**

Seminar length: 1 - 3 days. Available in standardized or customized formats, and presented by contract or as a sponsored, public seminar. Please contact the Center for additional information or to discuss our services.

# **Ethics: The Role of the Law Enforcement Leader**

## **Seminar Overview**

What makes good cops go bad? *Ethics: The Role of the Law Enforcement Leader* is designed to clarify issues law enforcement executives, managers, and supervisors deal with on a daily basis such as ethics, values, morals, integrity, character, and discipline.

The course is a combination of lecture based classroom activities, interactive group discussion, small work groups, and assessment of ethical behaviors and ethical leadership behaviors as observed in structured case studies excerpted from motion pictures. The majority of the basic concepts are defined in the lecture based portion of the course by obtaining a consensus of understanding as the foundation for further discussion and group development. During the interactive portions of the program, cultural organizational issues will be examined. Topics include the Values-Based organization versus the Rules-Based organization.

“What makes good cops go bad?” receives significant attention throughout the seminar. Psychological and physiological effects of police work on managers and officers will be explored. Together, we will examine case studies offered by the instructor and those in attendance. Elements of this portion of the course will be alertness, vigilance, on-the-job victimization, occupational compromise (corruption) and the process of becoming the “dysfunctional employee.”

The question is often raised, “can ethics be taught?” That answer is designed to come from this course as a product of understanding and interaction between members of the class. Methods of conducting an “Ethics Inventory” for a particular organization will be examined along with how an organization’s Mission Statement and Vision Statement can become integral portions of the organization’s legitimate fiber, not just words on the wall. Ethics training for officers and a three pronged intervention strategy for organizational leaders will be explored. The desired outcome of the course is to attain a common understanding of the ethics problems contemporary law enforcement officials face, develop strategies to deal with individual deficiencies, and to consider the health and future of the entire organization.

## **Program Highlights**

### Ethics Overview

- The Ethical Law Enforcement Organization
- The Concepts that Comprise Ethics: Consensus Building
- Values Based vs. Rules Based Organizations
- Assessment of the Organizational Culture

### Organizational Culture and Assessment

- Ethical Assessment of the Organization
- Ethical Assessment of Leadership Behaviors
- The Dysfunctional Employee
- The Process of Compromise
- What Makes Good Cops Go Bad?

### Organizational Intervention

- Can Ethics be Taught?
- Methods of Conducting an Ethics Inventory
- Mission Statements and Vision Statements
- Intervention Strategies
- Review of Ethical Leadership Behaviors
- Meeting the Challenge

## **Program Formats**

Seminar length: 1 - 3 days. Available in standardized or customized formats, and presented by contract or as a sponsored, public seminar. Please contact the Center for additional information or to discuss our services.

# Strategic Leadership for the Progressive Law Enforcement Agency

## Does your organization:

- ...Seem to view opportunities as threats?
- ...Confuse means and ends?
- ...Favor procedure over common sense?
- ...Mistake acquiescence for teamwork?
- ...Prefer compliance to innovation?

If so, this seminar is for you.

## Seminar Overview

Today's law enforcement agencies are confronted with an era of continual change that presents challenges never before encountered. Adapting to these requires a new style of leadership that embraces rather than avoids change, and which recognizes that success results from developing and releasing the skills of everyone in the organization. Unfortunately, the experience of most police agencies is that their leaders, systems, and cultures are not yet positioned to properly support their organizational vision and strategy.

Focusing upon the human and systems elements of leadership and organization, **Strategic Leadership** investigates the nature of high-performance police agencies; develops the skills required for effective organizational leadership; examines the nature of the police culture; and confronts the critical issues associated with contemporary leadership and change management.

This seminar takes a highly dynamic and interactive approach that focuses upon the development of pragmatic leadership skills readily transferable to the workplace. Accordingly, a variety of learning techniques (video & written case studies, individual & group exercises) are utilized, including an array of personal and organizational assessment instruments that together provide a blueprint for both personal and organizational development.

In the end, participants understand the key issues associated with strategic thinking, contemporary leadership & organization, change management, agency redesign, resistance, and developing performance-based cultures. As such, the course serves as the natural ally of strategic planning by developing the skills required to move organizations and people to action.

## Program Highlights

### The Organizational Leadership Process

- Post-Bureaucratic Leadership for 21st Century Policing
- The Leader's Role in Strategy, Systems, Culture, and Change

### The Leader as Developer of Strategy

- Policing in a Rapidly Changing Society
- Obsolescence of the Traditional Law Enforcement Model
- The New Generation of Policing

### The Leader as Designer of Systems

- Designing Adaptable Police Agencies
- High Performance Models for Working and Organizing
- Creating the Environment for Performance & Continual Learning

### The Leader as Architect of Culture

- The Foundations of Organizational Culture
  - Values, Beliefs, and Assumptions that Shape Behavior
- The Shaping of Organizational Culture
  - Developing a Culture that Supports the Vision
- The Outcomes of Organizational Culture
  - Organizational Climate, Effectiveness, & the Quality of Work Life

*Bridging Theory and Practice*

# **Strategic Leadership for the Progressive Law Enforcement Agency**

## The Leader as Champion of Change

- The Challenges of Initiating Change
- The Challenges of Sustaining Change
- The Challenges of Institutionalizing Change

## Advanced Skills-Building

- Video Case Study
- Leadership Style Assessment Instruments
- Personal Leadership Profile and Development Plan

## **Program Formats**

Seminar length: 1 - 4 days. Available in standardized or customized formats, and presented by contract or as a sponsored, public seminar. Please contact the Center for additional information or to discuss our services.

# **Team Leadership: Building Teams and Teamwork in Law Enforcement**

## **Seminar Overview**

The nature of today's police work requires greater reliance upon teams and group effort than ever before. But despite their promise, police teams often fail to develop to their full potential, and performance is disappointing. Although interpersonal problems contribute to the problem, the root cause is usually traceable to agency and team systems that interfere with team development and operations. To improve performance, law enforcement leaders must address these systems problems, develop a team focus, confront and resolve interpersonal issues, empower team members to achieve maximum results, and create new, exceptional ways of working together. *Team Leadership* faces these issues head-on, providing hard-hitting techniques for police team leaders working in these challenging times.

## **Program Highlights**

### Police Teams and Teamwork

- The role and need for teams in contemporary policing. Appropriate and inappropriate uses of teams.

### Restructuring for Teams

- Developing the basis for teams by redesigning assignments to create interdependence among team members

### Team Excellence

- The characteristics that differentiate high- and low- performance police teams, and how to bridge the gap.

### Confronting the Systems Issue

- Balancing autonomy and accountability. Identifying & eliminating agency impediments to effective performance.

### Developing Effective Teams

- Techniques for transforming a group of individuals into a cohesive, high-performance team.

### Leadership and Power Sharing

- Participants examine the evolving role of the team leader and the need to share power with team members.

### Advanced Skills-Building

- Video Case Study
- Leadership Style Assessment Instruments
- Personal Leadership Profile and Development Plan

## **Program Formats**

Seminar length: 1 or 2 days. Available in standardized or customized formats, and presented by contract or as a sponsored, public seminar. Please contact the Center for additional information or to discuss our services.

# High Impact Police Leadership

## Seminar Overview

A demanding public...changing workforce values...diversity...shrinking budgets...evolving technology...liability...community policing...problem-solving... The combination can be overwhelming for law enforcement agencies steeped in a command and control tradition and rooted in bureaucratic structure.

The reality of contemporary policing is that the definition of effective performance has not only changed, but is continuously changing. Rather than simply enforcing the law, success is based upon meeting community needs, doing more with less, engaging in collaborative approaches, and complying with community sensibilities in the process. Clearly, the only manner in which police agencies can meet these performance requirements is to fully develop and release the potential of the workforce while creating a culture of accountable autonomy.

**High Impact Police Leadership** focuses upon the development of the leadership and interpersonal influence skills required to create and sustain peak performance while developing employees to their full potential. Recognizing the weakness of many leadership programs that take a singular approach to this complex topic, *High Impact Leadership* takes a multidimensional approach that builds a ground-up framework for effective leadership. To accomplish this, the program examines the role of a leader's personal values and characteristics; methods for producing a motivating climate of respect and achievement; skills required for effective interpersonal influence; and mechanisms for developing the desired outcomes of leadership—organizational effectiveness through employee commitment, growth, and self-esteem. Most importantly, while grounded in contemporary leadership theory, transferability to the workplace is emphasized. To that end, the course utilizes a variety of adult-learning techniques (video & written case studies, individual & group exercises) and includes an array of personal assessment instruments that together create a Personal Leadership Profile for participants to use in the development of their leadership skills.

In the end, High Impact Police Leadership develops participants' ability to positively influence their employees so as to move them from good to great, inspire peak performers to even greater productivity, tap into people's hidden strengths, prevent problems before they happen, and use proven approaches to convert problem employees into productive employees.

## Program Highlights

### Leadership in Contemporary Policing

- New Leadership for the New Policing
- Understanding and Shaping the Police Culture
- The Leadership Process Model

### Personal Factors in Leadership

- Effective Leaders: Values, Characteristics, Attitudes

### Environmental Factors in Leadership

- Creating a Positive, Results-Driven Climate
- Establishing Credibility and Trust
- Developing a Culture of Respect and Achievement

### Interpersonal Factors in Leadership

- Power: Developing & Deploying One's Influence
- Leadership Style Flexibility and Effective Adaptation
- Leadership: The Situational Approach for Law Enforcement

### Leadership Outcomes

- Accountable Autonomy: Balancing Freedom and Control
- Effectiveness, Motivation, Self-Esteem, Job Satisfaction

Center for Police Leadership

## **High Impact Police Leadership**

Advanced Skills-Building

- Video Case Studies: Gladiator, Apollo 13, U571, Twelve O'clock High
- Leadership Style Assessment Instruments
- Personal Leadership Profile and Development Plan

### **Program Formats**

Seminar length: 1 - 4 days. Available in standardized or customized formats, and presented by contract or as a sponsored, public seminar. Please contact the Center for additional information or to discuss our services.

# **Leadership: The Situational Approach for Law Enforcement**

## **Seminar Overview**

Today's law enforcement agencies are characterized by constantly changing dynamics. Consequently, responsive, flexible leadership is a critical factor in agency success. To be effective, police leaders need to adapt their styles to fit a broad range of individual and team situations. This seminar shows how to do just that.

**Leadership: The Situational Approach** is among the most widely practiced leadership models in the world, and a key component of leadership training at the FBI National Academy. And now the Center has taken The Situational Approach to the next level by adapting this well-proven model to meet the specific needs of today's law enforcement agencies.

The Situational Approach is a behavioral model that focuses upon the interpersonal applications of leadership in the police environment. It is unique in that it provides a learnable, cause and effect approach to leadership that teaches participants how to quickly diagnose and adapt to the needs of the situation at hand, so as to make followers effective and the agency successful. In addition, the natural byproduct of The Situational Approach is that followers are developed to their full potential; workplace tension and frustration are minimized; greater confidence, commitment, and motivation are encouraged; and both personal and agency objectives are attained. In the end, the combination of content and approach make this seminar ideal for rapid skill development readily transferable to the workplace.

## **Program Highlights**

### Leadership Essentials

- Leading in the Modern Law Enforcement Agency
- Leadership as an Adaptive, Interactive Process
- Power, Influence, & Motivation with the Modern Workforce

### Leadership: Fundamentals of The Situational Approach

- Leadership Style
- Follower Development Level
- The Critical Relationship between Leadership Style and Follower Development

### Leadership Style: Behaviors to Influence Follower Performance

- Directive Behavior
- Supportive Behavior

### Follower Development Level: The Criteria for Performance

- Stages of Follower Development
- Competence, Motivation, and Confidence

### Leading Effectively with The Situational Approach

- Matching Leadership Style to Development Level
- The Process of Diagnosis, Adaptation, and Communication

### Follower Development and Regression

- Initiating Continual Performance Improvement
- Effectively Solving Performance Problems

### Advanced Skills-Building

- Video Case Studies
- Leadership Style Assessment Instruments

## **Program Formats**

Seminar length: 1 - 3 days. Available in standardized or customized formats, and presented by contract or as a sponsored, public seminar. Please contact the Center for additional information or to discuss our services.

*Bridging Theory and Practice*

# **Leadership, Communication and Interpersonal Influence for Training Officers**

## **Seminar Overview**

Training Officers face the same supervisory challenges as ranking officers. Their job is not simply to evaluate progress, but to develop personnel to their full potential. Accomplishing this requires a structured approach, but one with enough flexibility to meet varying development rates and needs.

This course focuses upon development of the leadership and interpersonal influence skills needed to optimize the training process. The program first builds the framework for effective employee development by focusing upon the workplace applications of adult learning theory, and the manner in which attitudinal and behavioral change occurs. Thereafter, the role of leadership in the training process is initiated by exploring the relationship between leading and learning, followed by an intense examination of the leadership skills required for success in the training environment – critical skills that develop in trainees the confidence, commitment, & motivation required for learning and success. By combining these concepts, Training Officers learn to mentor trainees so as to move them from dependence to independence, inspire trainees to a commitment to excellence and achievement, tap into trainees' hidden strengths, prevent problems before they happen, and use proven counseling approaches to convert problem trainees into effective officers.

To enhance learning and personal development, the course utilizes a variety of adult-learning techniques (video & written case studies, individual & group exercises) and includes an array of personal assessment instruments that together create a Personal Leadership Profile for participants to use in the development of their leadership skills.

## **Program Highlights**

### How People Learn: Training as an Interactive Influence Process

- The Training Environment: How People Learn
  - Operant Conditioning
  - Social Learning
  - Cognitive Learning
  - Experiential Learning
  - Modeling and Shaping
- Attitudinal and Behavioral Change
  - Social Influence
  - Social Power in the Learning Process
  - The Change Cycle
- Training and Learning Styles

### The Role of Leadership in the Training Process

- Personal Factors in Training Leadership
  - Values, Characteristics, Attitudes
- Environmental Factors in Training Leadership
  - Creating a Positive Learning Environment
  - Developing a Relationship of Respect and Achievement
- Interpersonal Factors in Training Leadership
  - Leadership: The Situational Approach for Training Officers
  - Trainer Assumptions, Perceptions & Self-fulfilling Prophecies
- Training Leadership Outcomes
  - Trainee Growth and Development
  - Effective Performance
  - Confidence, Commitment, Motivation

Center for Police Leadership

# **Leadership, Communication and Interpersonal Influence for Training Officers**

Advanced Skills-Building

- Video Case Study
- Leadership Style Assessment Instruments
- Personal Leadership Profile and Development Plan

## **Program Formats**

Seminar length: 1 – 3 days. Available in standardized or customized formats, and presented by contract or as a sponsored, public seminar. Please contact the Center for additional information or to discuss our services.

# **Leadership: The Situational Approach for Training Officers**

## **Seminar Overview**

The Situational Approach is among the most widely practiced leadership models in the world, is found in many Fortune 500 companies, and is a key component of leadership training at the FBI National Academy. Now the Center has taken The Situational Approach to the next level by adapting this well-proven model to meet the specific needs of law enforcement ...and in this version, the specific needs of Training Officers.

At the Center, we recognize that Training Officers face the same supervisory challenges as ranking officers, just in a different setting. Their job is not simply to evaluate progress, but to develop trainees to their full potential. Accomplishing this requires a structured approach, but one with enough flexibility to meet varying development rates and needs.

**Leadership: The Situational Approach** provides an excellent model for doing just that. The program first teaches Training Officers the fundamentals of contemporary leadership as an interactive process between leader and follower, as well as the relationship between learning and leading. Thereafter, it concentrates on developing the skills necessary to diagnose trainee competence, commitment, and confidence, then adapting one's leadership/training style to match trainee needs. By learning to methodically adjust to trainee needs, Training Officers facilitate the learning process and help trainees develop not only technical skills, but also the psychological state required for success.

## **Program Highlights**

The Situational Approach for Law Enforcement T.O.'s

- Fundamentals of The Situational Approach
- Trainer Style
- Trainee Development Level
- The Critical Relationship between Trainer Style and Trainee Development

Trainer Style: Behaviors to Influence Trainee Performance

- Directive Behavior
- Supportive Behavior

Trainee Development Level: The Criteria for Performance

- Stages of Trainee Development
- Competence, Motivation, and Confidence

Training Effectively with The Situational Approach

- Matching Trainer Style to Trainee Development Level
- The Process of Diagnosis, Adaptation, and Communication

Trainee Developmental and Regression

- Initiating Continual Performance Improvement
- Effectively Solving Performance Problems

Advanced Skills-Building

- Video Case Studies
- Training and Leadership Style Assessment Instruments

## **Program Formats**

Seminar length: 1 or 2 days. Available in standardized or customized formats, and presented by contract or as a sponsored, public seminar. Please contact the Center for additional information or to discuss our services.

# Leadership Essentials for the Aspiring Police Supervisor

## Seminar Overview

When assessing the promotional potential of police officers, law enforcement managers consider many factors including current performance, work record, knowledge, and experience. However, police managers know that these do not necessarily predict how the candidate will perform as a supervisor. They know that a different set of skills is required for success in a leadership role, and seek to promote those that understand how to be able to lead, motivate, and positively influence those they supervise. This seminar is designed to introduce aspiring supervisors to the essentials of effective leadership and familiarize them with the leadership language that will convince their superiors that they are ready for promotion.

***Leadership Essentials for the Aspiring Police Supervisor*** is designed to introduce sergeant's candidates to the fundamentals of contemporary law enforcement leadership, create an understanding of the role of the supervisor in modern policing, initiate the development of basic leadership skills, and develop the candidate's ability to use of the "language of leadership" when competing for promotion.

To accomplish this, the program takes a multidimensional approach that builds a ground-up framework for understanding effective leadership. It examines the role of a leader's personal values and characteristics; methods for producing a motivating climate of respect and achievement; skills required for effective interpersonal influence; and mechanisms for developing the desired outcomes of leadership – organizational effectiveness through employee commitment, growth, and self-esteem. Most importantly, the program blends theory and practice, providing the participant with a pragmatic perspective that reflects the reality of the law enforcement workplace.

To enhance rapid development, the course utilizes a variety of adult-learning techniques (video & written case studies, individual & group exercises) and includes an array of personal assessment instruments that together create a Personal Leadership Profile for participants to use in the development of their leadership skills.

In the end, the seminar helps participants develop an understanding of police leadership that they will be able to use to convince their superiors that they are ready for promotion, and to begin their supervisory careers effectively.

## Program Highlights

### Leadership in Contemporary Policing

- Leadership in the Modern Law Enforcement Agency
- Differentiating Leadership and Management
- The Significance of Organizational Vision and Values
- Understanding and Influencing the Police Culture
- The Leadership Process Model

### Personal Factors in Leadership

- Effective and Ineffective Leaders
  - Values, Characteristics, Attitudes, Behaviors

### Environmental Factors in Leadership

- Creating a Positive, Results-Driven Climate
- Establishing Credibility and Trust
- Developing a Culture of Respect and Achievement

### Interpersonal Factors in Leadership

- Power: Developing & Deploying One's Influence
- Leadership: The Situational Approach for Law Enforcement
  - Leadership Style Flexibility and Follower Development

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# **Leadership Essentials for the Aspiring Police Supervisor**

## Leadership Outcomes

- Accountable Autonomy: Balancing Freedom and Control
- Effectiveness, Motivation, Self-Esteem, Job Satisfaction

## Advanced Skills-Building

- Video Case Studies
- Leadership Style Assessment Instruments
- Personal Leadership Profile and Development Plan

## **Program Formats**

Seminar length: 1 - 4 days. Available in standardized or customized formats, and presented by contract or as a sponsored, public seminar. Please contact the Center for additional information or to discuss our services.

# **Service Excellence Strategies in Law Enforcement**

## **Seminar Overview**

A citizenry more demanding than ever before confronts today's law enforcement personnel. In addition, they often harbor pre-conceptions about police attitudes and capacities, as well as heightened emotional states. When police fail to consider these circumstances, citizen contacts often conclude in an unsatisfactory fashion because of poor interaction or unrealistic expectations.

***Service Excellence Strategies in Law Enforcement*** provides the framework for improving police service, increasing citizen satisfaction, and reducing complaints by teaching police personnel the interpersonal influence strategies needed to properly manage citizen contacts. At the end of this seminar, participants will be able to respond to various citizen needs, attitudes, and expectations, and appropriately use their skills and experience to bring demanding police-community encounters to a successful resolution.

## **Program Highlights**

### The Police Service Imperative

- The critical nature of community satisfaction & importance of the one-on-one relationship between police & citizens.

### Elements of Service Excellence

- Examines the service behaviors associated with satisfaction and has participants take an inward look at their interactions with citizens. Drawing upon personal experiences, positive and negative service examples are analyzed.

### Managing Citizen Expectations

- Satisfaction is closely related to expectations. This module explores strategies for managing citizen expectations so that they align with agency capabilities.

### Power and Influence

- Productive citizen relationships rely upon non-coercive influence. Techniques for developing personal power by becoming a valued resource are explored.

### Handling Difficult Citizens

- Unreasonable people & demands: How to say "no" while providing the citizen with options and a sense of control.

### Personal Style and Service Applications

- Participants identify & examine their service approach & develop strategies to improve effectiveness.

## **Program Formats**

Seminar length: 1 day. Available in standardized or customized formats, and presented by contract or as a sponsored, public seminar. Please contact the Center for additional information or to discuss our services.