

# Leadership In Action

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# What this Training Does

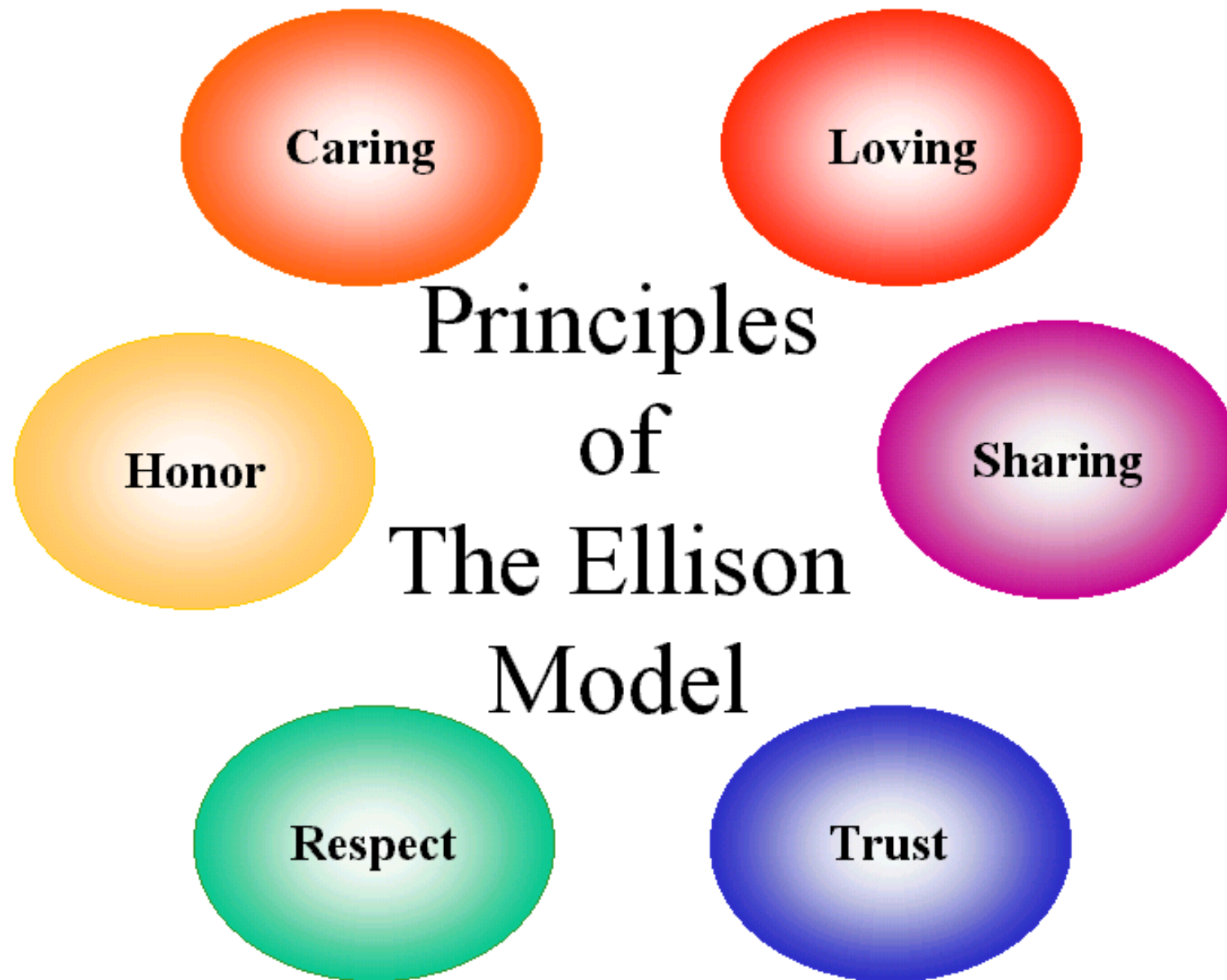
- This training is designed to provide Law enforcement Officers with foundational leadership skills.
- Law enforcement Officers are taught wisdom to deal with work related problems and how to interact with those they serve in the community as well as those they report to, enhancing productivity.
- It empowers those involved to obtain solutions to work/community related problems.

# Expected Outcomes

- Law Enforcement Officers are expected to demonstrate leadership knowledge,
- and, to apply wisdom to get the best out of those they provide services for in the community as well as agreement from supervisors by the end of this training.



The most meaningful leadership traits



*"A Culture or Way of Life"*

# Developing Effective Law Enforcement Mentors

- This mentoring model seeks to develop law enforcement officers into more effective public servants by helping them to see alternative approaches to management within their department, and ultimately to positively benefit their broader communities.

- For example, many view their organizations from the top down—a view held by people who sometime feel superior to others.

Others view their organizations from the bottom up—this view is held mostly by workers who have been treated unfairly or not seen as valuable by the organization.

Regardless of the view point, the goal of this training is to prepare officers to take on greater responsibility within their organization, to set a right example for others to follow—in a word to become a mentor. - *this is needed at the*

*community level*

# Management Status Quo

The conventional approach to management is based on a top down approach modeled after the following types of relationships:



Parent-Child



Teacher-  
Student




Master-  
Servant

# The Top-Down Approach



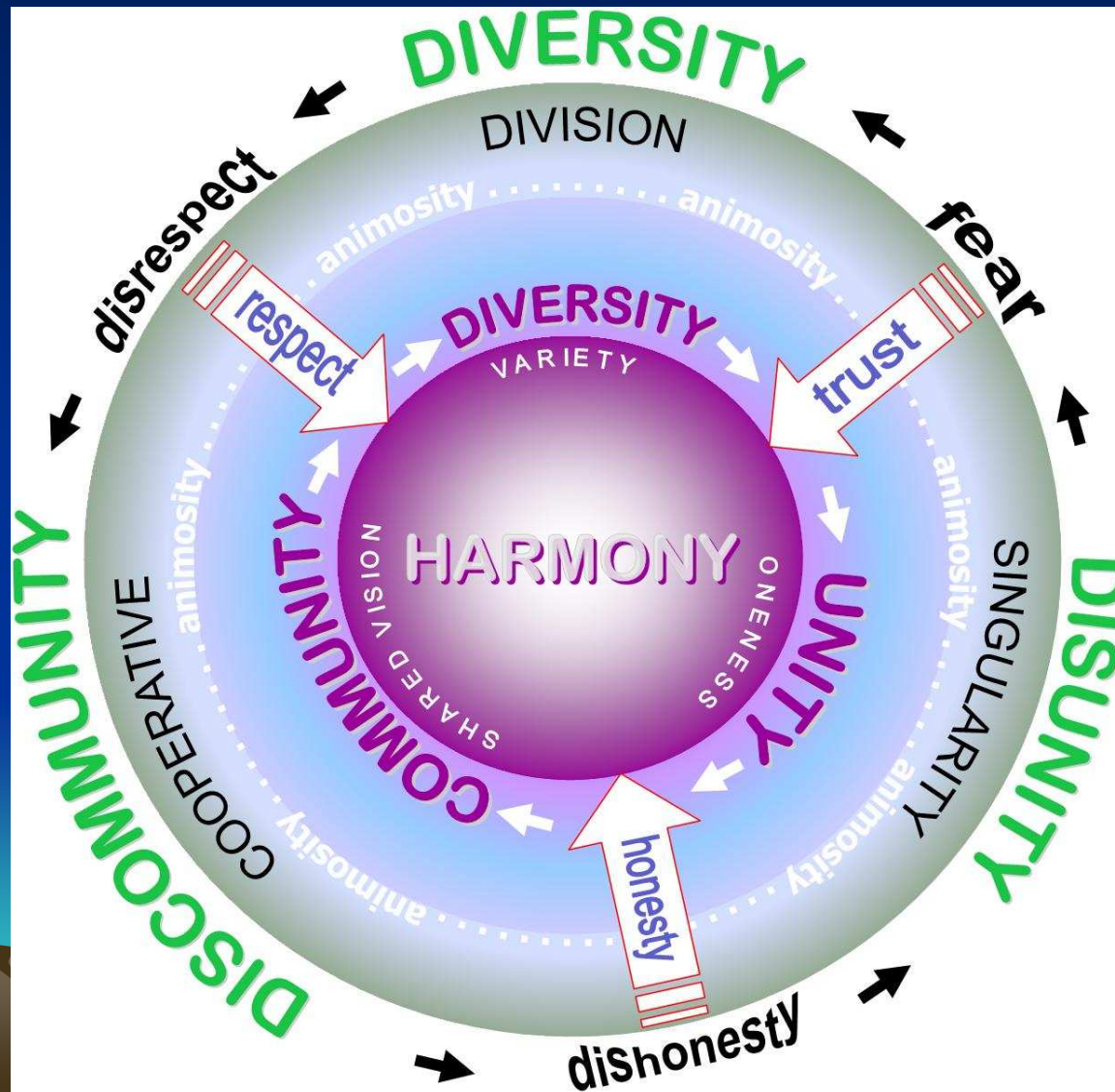
- The top-down approach assumes that supervisors are full of wisdom that is emptied into those under their authority.
- In a set number of years, the subordinate is expected to demonstrate that wisdom in the crucible of the world of work.

# The Ellison Executive Mentoring Inclusive Community Building Model

- Taps the reservoir of under used subordinates' talent by connecting them with professional mentors experienced in their fields.
  - ICB mentors assist them to become better managers by instilling in them a set of values that affirm their worth.
  - The mentor serves as a role model and a teacher.
    - As a role model, the mentor lives the life he or she wishes others to live. They are not like those who tell their children that it's wrong to lie only to excuse their lies when it is convenient. We like to think of the mentor as a guide.
    - As a teacher, the mentor builds right character in the hearts of those he instructs. His/her prodigy verifies him to be a teacher by exhibiting the caring, sharing and loving values in his or her daily life.
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# ICB Community Diagram- Advanced Leadership Model




# Leaders and Leadership

- A distinction is made between leaders and leadership.
- A leader may be a person in a position of authority having the right to make decisions for others such as a teacher in the classroom or a foreman on a job.
  - From their position, they influence others who look to them for clues or seek to emulate them.
- Leadership is not confined to a position within the organization but comes from anyone who is able to influence others within the organization.



# Styles of Leadership

- It is generally acknowledged that leadership qualities are intimately linked to personalities—which in turn are the products of upbringing plus inheritance traits
  - Autocratic leaders range from demagogues, dictators, and coercive administrators to people who stand firm in their convictions
  - Consensus leaders seek inputs from followers and are usually well liked
  - Laissez-Faire leader is in a fog, incompetent, fearful or making decision and shirking responsibilities
- 

# Types of Leadership

- **Visionary Leadership**

Focuses on a dream to bring about some future project

- **Transactional Leadership**

Focuses on the immediate situation and some specific leadership action to get the job done as easily and quickly as possible through contingent reward for goals achievement

- **Transformational Leadership**

It's about certain attitudes, values, and ultimately, behaviors that will help keep a group in a work mode that motivates and supports necessary or ongoing change



# ELLISON MODEL

## Leadership Approach

We lead through  
the Loving, Sharing, Caring Way

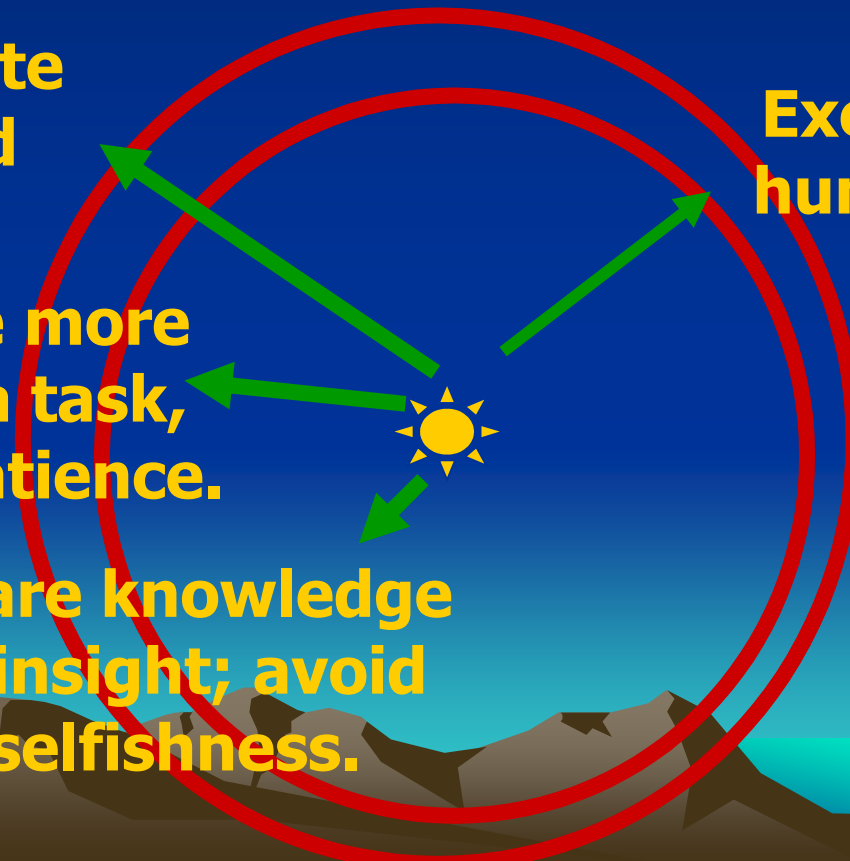
**Demonstrate  
honor and  
respect.**

**Exercise  
humility.**

**It may take a little more  
time to complete a task,  
but demonstrate patience.**

**Share knowledge  
& insight; avoid  
selfishness.**

*Lead By  
Example*



# ICB MENTORING

## Officer/ MENTOR

- Communicate
- Organize the team; train, supervise productivity & activity
- Explain the goal & its purpose
- Measure success & improvement

## COMMUNITY MEMBERS

- Communicate
- Stay on task; commit to assigned responsibilities
- Motivate, challenge & encourage each other.
- Report progress to the mentor and to the community team.



# RESPONSIBILITY OF MENTOR/LEADERS

- **Cultivate Patience**
  - To receive direction from the leader
  - To work with varying interpersonal styles
  - Be willing to listen to input from the “least” to the “greatest”
- **Commit Yourself to Your task**
  - Understand the vision of the project.
  - Shared responsibility is key.
- **Success vs. Mediocrity**
  - Challenge yourself
  - Encourage and motivate others



# TEAMWORK CHECKPOINTS

- Be sure there is an agreement
- Diagnose reasons for success in detail so everyone understands
- Commend and highlight supportive work
- Demonstrate and dramatize the effects of failed assignments
- Seek recommendations from everyone- do not fear community feedback or criticisms





# Leadership Exercise

- **What type or types of leadership do you believe Law Enforcement Officers should exhibit?**
  - Visionary Leadership which focuses on a dream to bring about some future project (Goals)
  - Transactional Leadership which focuses on the immediate situation and some specific leadership action to get the job done as easily and quickly as possible so that people in the community will see immediate results
  - Transformational Leadership It's about believing in certain attitudes, values, and ultimately, behaviors that will help keep a group in a work mode that motivates and supports necessary or ongoing change that will occur within the community

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