

Module 7:  
Consultant's Report for Anywhere, USA  
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Proper policing leadership is integral for establishing clearly defined goals and objectives. The challenge of maintaining high standards of professionalism, accountability, and service to our community is paramount to public safety and trust between the rank and file and our police executives. “You very easily can put out a bad perception for the community or the public or those who are expecting you to do the right thing because you are in law enforcement. I believe that's why people get into the profession because they are ethical and they have strong morals and values and they want to be a part of something good. Law enforcement today, like it has been in the history, and will be in the future, is part of something good” (Rocchi & Morrison, 2021).

The following issues were found lacking in Anywhere Police Department and is in need of immediate attention and resolution. Issues regarding a lack of vision and an uncertainty of future developments, failure of command staff to hold themselves accountable, disproportionate disciplinary adjudication, complaints of favoritism in promotions and assignments, chain of command irregularities, and a failure in utilizing all its members in collaboration to complete the department’s goals and objectives. The following executive summary will provide the steps needed to remedy these issues and re-invent the department, allowing its transformational command staff to lead its members in collaborative efforts for 21st century policing.

#### 1. FAILURE TO PROVIDE A CLEAR DIRECTION FOR DEPARTMENT & ITS MEMBERS

The problematic nature of departments that do not have a clear vision and directed steps for achieving goals in the community will be negatively affected. Paving the road for clearly defined objectives is crucial for the success of the department and its rank and file. “The supervisor or business manager is the key

conduit...Only the direct manager can know each employee's situation, keep them informed, and adjust expectations, coaching and accountability to inspire high performance” (Harter, 2020). “Executives with less clarity must work harder to etch out the line of sight between their role and its impact on the organization’s direction” (Carucci, 2016). “An executive needs those she leads to translate strategic insights into choices that drive results. For people to commit to carrying out an executive’s strategic thinking, they have to both understand and believe in it” (Carucci, 2016).

Chief Bratton drafted his principle for successful collaboration. “‘Have a vision,’ one that ‘energizes people’” (Trumpbour, 2012). This holds true to empower the police agencies’ sworn employees and community to have a clear path towards positive accomplishments. “Great strategic executives know how to use data to generate new insights about how they and their industries make money. Examining patterns of performance over time...will reveal critical foresight about future opportunities and risks” (Carucci, 2016).

Executive leaders using Strategic Thinking principles in policing, “must extract themselves from day-to-day problems and do the work that aligns their job with the company’s strategy. They need to be armed with insights that predict where best to focus resources. And they need to build a coalition of support by inviting those who must execute to disagree with and improve their strategic thinking” (Carucci, 2016).

## 2. LACK OF COMMUNICATION THROUGHOUT THE AGENCY

Without effective communication, members will feel as though their organization and its leaders do not care for their well being, open doors to rumors, and create a

divide and confusion over the goals and objectives of the organization. “Now is a time for leaders to make regular and proactive communication an integral part of their core purpose in leading their constituencies” (Mullen O'Keefe & Buono, 2020). “A mere 13% of employees strongly agree the leadership of their organization communicates effectively with the rest of the organization. The remaining 87% leaves a lot of room for misinformation to spread” (Mullen O'Keefe & Buono, 2020).

For leadership to properly communicate with its members, “put yourself in your audiences shoes. Knowing your [target] audience is critical. What are their concerns, questions, or interests? What do they need an immediate answer to” (Shapira, 2020)? In order to combat the spread of misinformation, leaders must “seek out credible sources of information and read the information fully before distilling it into clear concise language” (Shapira, 2020).

Police leadership must exemplify stability and order even in the most stressful issues, “even without 100% certainty...You can confidently express doubt or uncertainty while sounding as if you are in control of the situation” (Shapira, 2020). Lastly, “providing a discussion for your next steps or recommending next steps to your [members] gives them a sense of control...so they feel as if they are contributing to stabilization” (Shapira, 2020).

### 3. FAVORITISM IS SHOWN FOR PROMOTIONS OR SELECTION TO ELITE POSITIONS

The morale of the officers has been diminished and productivity jeopardized as allegations of promotions and selection of assignments have been made with personal favoritism. The motivation for the ranks and file to provide tireless productive work should be rewarded. Leadership must recognize and distinguish these persons and

fairly reward them with promotion in ranks and selective assignments due to their work product. “The new model of transformational leadership presents opportunities for enhancing a corporation's image and for improving its success in recruitment, selection, and promotion. This model also has implications for the organizations training and development activities are for the design of its jobs and organizational structure” (Bass, 1990).

#### 4. HOLDING OTHERS TO A HIGHER STANDARD WHILE AVOIDING ACCOUNTABILITY

“Superior leadership performance — transformational leadership — occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their own self-interest for the good of the group” (Bass, 1990). Command staff must adhere to the same principles and ethical standards it requires from its rank and file. Anything less than this criteria will result in lack of trust and loss of respect from its members.

#### 5. FAILURE TO INCLUDE ALL MEMBERS INCLUSIVELY TO ACCOMPLISH TASKS

Police executives hold a responsibility for their community as well as their rank and file members in order to provide the means for accomplishment for the department and communities goals. These goals many times work in collaboration with each other. It's imperative that leadership focuses on incorporating all its members, and not just the “go to” members in the community and agency, to help ensure a teamwork structure towards fulfillment of these shared goals. Many time leadership seeks an easy solution by using the same members of the community to assist in handling issues or to provide assistance in allocation of goods. Moreover, leadership may also

focus on certain members of the organization to handle tactical issues or protest response. These “go to” people have the skillset and no-how to accomplish these goals. However, leadership limits its departmental growth by not extending these skills to others in the department and the community.

The ability to educate and train others will assist in keeping these “go to” members not to feel overwhelmed and will allow seamless transition upon their departure. “Employees need clearly defined expectations to achieve goals. Organizations may have evergreen responsibilities that support the organization's mission, values and purpose...that they need teams to focus on continuously” (Robertson & Dvorak, 2019).

Police executives must “‘Create a platform’ where people can ‘share knowledge, insight, and assets, and take steps together’” (Trumpbour, 2012). This ensures inclusion of all the members as they actively take on specific roles and tasks. Moreover, “‘make it pay’ in the sense that collaborators see there is ‘something in it for everyone – whether it’s glory and honor, money and power, latitude and position, or a chance to do the job they showed up to do’” (Trumpbour, 2012).

Motivational desires varies from individuals and groups, leadership must identify and make available the correct motivation needed for its members to accomplish the goals. Finally, strong leadership should possess “‘the passion and playbook to lead,’ allowing all to ‘achieve together what none can accomplish alone’” (Trumpbour, 2012).

## 6. UNETHICAL AND UNBALANCED DISCIPLINARY SYSTEM

“The unethical leaders that I've worked with, they're divisive. They divide an organization. They divide command staff. They create an ‘us versus them’ organization

which is devastating for an organization in many different areas” (Rocchi & Morrison, 2021). Leadership must establish and maintain an ethical department. Its reputation and standard of ethical service needs to be exemplified from Command down to the rank and file. “Our leaders set the tone for the organization and they model the behavior and the importance thereof” (Rocchi & Morrison, 2021).

Leadership must hold all its members to the same accountability level and be able to discipline blindly, without bias, and without other factors which create an unfair environment to its members.

## 7. CHAIN OF COMMAND VIOLATIONS

“Another way to show your [members] you are interested in their welfare is to give them the opportunity for professional development. Assigning tasks and delegating authority promotes mutual confidence and respect between leader and subordinates...When you properly delegate authority, you demonstrate faith in your Marines and increase authority, and increase their desire for greater responsibilities” (RP 0103 - Principles of Marine Corps Leadership).

Chain of Command is essential in policing, much like the military, in order to provide the organizational structure. “Leaders who act with integrity and treat people well help maximize the contributions of their employees and build goodwill for their organization” (Business News Daily Editor, 2020). Once this chain of command is fractured, the members will not have the structure needed to work effectively in this arena.

## 8. LACK OF PLANNING / FORESIGHT FOR FUTURE VISION OF DEPARTMENT

The last few years have challenged modern day policing to the core. The Covid-19 pandemic, violent civil unrest/riots, nationwide distrust and defunding of policing, and the difficulty with recruitment efforts and retention of veteran officers have all contributed to a blurred vision towards the future of policing in America. “Vision and direction are essential for greatness. In world-class organizations, everyone has a clear sense of where the enterprise is going. Only when the leaders of an organization know that their people understand the agreed-upon vision and direction can they attend to strengthening the organization's ability to deliver on this vision” (Blanchard & Stoner, 2004).

“Vision helps people make smart choices because their decisions are being made with the end result in mind...Vision is important for leaders because leadership is about going somewhere. If you and your people don't know where you are going, your leadership doesn't matter” (Blanchard & Stoner, 2004). The department and its leadership must engage in “creative confrontation and innovative problem solving... Once the vision is clarified and shared, the leader can focus on serving and being responsive to the needs of the people” (Hanwit,2021).

“When people share and believe in a vision of what the organization can be, they generate tremendous energy, excitement, and passion. They feel they are making a difference...There is a strong sense of trust and respect. Managers don't try to control. They let others assume responsibility because they know everyone shares the vision and is clear about their goals and direction. Everyone assumes responsibility for their own actions. They take charge of their future rather than passively waiting for it to

happen. There is room for creativity and risk taking. People can make their contributions in their own way, and their differences are respected because people know they are in the same boat together” (Blanchard & Stoner, 2004).

## 9. LACK OF COMPLETING/EXECUTION OF GOALS & PROJECTS

“If you want organizations to change and adapt to the future, they can't do it with a current set of knowledge they have. If you want people to adapt and move to the future, they can't do it with the knowledge they have...If I want to lead change, I have to be the change that I want to lead. Everybody needs to learn. You have to give people the time and space for education, for programs” (Patchett & Morrison, 2021). “People look to their formal leaders for vision and direction, but if an enterprise is to be effective and live its vision, people throughout the organization must be responsive to this vision--knowing who they are, where they are going, and what will guide their journey” (Blanchard & Stoner, 2004).

“Align the organization with an authentic higher purpose that intersects with your business interests and helps guide your decisions. If you succeed in doing the latter, your people will try new things, move into deep learning, take risks, and make surprising contributions” (Quinn & Thakor, 2018). Transformational leadership can enhance and empower its members to collaborate, debate, and allow conflict to find new and creative resolution and solutions. “Having an organization that is strong ethically from the top down and from the bottom up is going to be an organization that is going to have high morale, is going to have high productivity, is going to have high public trust. Which is huge in this profession. If you don't have public trust, you don't have an organization” (Rocchi & Morrison, 2021).

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