Welcome To Progressive Leadership and Police Management Course

In one week we will cover many topics that will help improve your leadership and management skills. Such topics include: military leadership, communication, counseling, reaction exercises, and plenty of hands on activities. You will also learn the difference between being a leader and a manager, and remember an organization needs both. There will be a comprehensive exam at the end of the course. The exam will be broken up into two sections, a written section and a presentation section. Presentation topics will be given at the first class, and the presentation need not be more than five minutes. More information will be given at the first class starting Monday February 27, 2006 @ 8:30AM.

Uniform: Business Casual. Please bring a warm coat on the first day because we may go outside.

Pre-read: We will be reviewing this material on the first day of class

In his book Seven Habits of Highly Effective People, Stephen Covey writes that when you approach new material knowing that you will soon have to teach that material, “...you will not only better remember (the material), but your perspective will be expanded, your understanding deepened, and your motivation to apply the material increased.”

Leadership is achievement through influence.

Achievement requires a clear understanding of where you are now, as well as where you want to be. Options need to be explored, strategies established, resources identified, action steps assigned, and follow-up mechanisms established.

Influence requires a clear understanding of how we interact to support a caring, professional, and ethical working relationship. Followers do not line up willingly behind those they do not trust. Establishing trust, the backbone of influence, is a core responsibility of a leader.

Progressive Leadership and Police Management is designed to identify desired achievements and explore the communication process that is at the core of interpersonal understanding. From there, strategies for achievement and influence can be developed to move an organization forward in an aligned manner.
The Course Objective: is to improve your leadership and management skills using the following topics:

- Problem solving
- Strategic Planning
- Effective Communication
- Basic Tactics
- Using Evaluation as a tool
- Team Building
- Remedial Training & Resources
- Grants
- Mentoring
- Military Leadership

“Leadership and learning are indispensable to each other.”- John Kennedy

PONCHO COUNSELING

The 7th Infantry Division (Light) had just completed its year of transition to the light division and was now a part of the rapid deployment forces of the United States. As such, it was on an alert status requiring it to be airborne, “wheels up”, in just 18 hours. The word EDRE captured everyone’s imagination. EDRE, Emergency Deployment Readiness Exercise, is a test of the Division’s capability to meet its deployment mission as well as an opportunity for its leaders to learn and develop. Hopefully, that learning occurs throughout the depth and breadth of the Division. This story is about a young Sergeant, assigned deep within a Division unit, who had the moral courage to teach and learn from his subordinates, the candor to entertain their questions, and the competence to conduct an in-depth After Action Review.

“Blue Bayonet,” the phrase that initiates the execution of the EDRE, was passed quickly and efficiently throughout Fort Ord on a lazy December afternoon. Soldiers kissed spouses and children good-bye and headed for assembly areas; civilian workers hurried to warehouses and transportation points; leaders pondered maps and answered ever ringing telephones. The Division was moving, thankfully not for some foreign shore but, to McChord Air Force Base, Washington, and a training exercise at Fort Lewis. For the light fighters and leaders of the 2nd Battalion, 9th Infantry Regiment (Light), the lead division element, it was finally a time for them to show what they had learned through months of Light Leader courses, Rites of Passage, and numerous FTX’s.

The 2/9th Infantry mission was to conduct an air assault behind enemy lines to secure a bridge critical to US Forces. On order, the battalion was to interrupt enemy lines of communication and seize the town of Regensberg. The operation was fast paced and units were employed independently, relying heavily on the initiative and competence of small unit leaders. Cold rain, snow, and fog challenged the will of the “Light Fighters” and the
terrain sapped the strength from their legs. Soggy, heavy “rucks” bent the backs of the foot soldiers but on they moved for 56 hours of continuous operation. The bridge and town were secured and the mission accomplished.

After the exercise was completed, Sergeant Bean assembled his squad to conduct an After Action Review (AAR) of the entire operation. Earlier, each level in the chain of command had done the same with their subordinates. It was now his opportunity to discuss the operation and share the learning experiences with his soldiers. In the bleak, damp, and barren temporary barracks the troops were using, there were no high-tech training aids. Sergeant Bean tacked his poncho to the wall and gathered his squad around him, seated on the floor. On his poncho he drew schematics of the operation and listed the strengths and weaknesses of the squad performance. He asked his soldiers to tell what they had seen. He listened to them critique the operation. They told him what they might have done, were they in his position. During the open exchange of information, Sergeant Bean’s “Light Fighters” showed the courage to tell their squad leader how he might have done better and the candor to compliment him on the actions they admired.

The full potential of the exercise was realized, particularly in Sergeant Bean’s squad. The battalion enhanced its combat readiness through analysis of the tactical play while concurrently developing its junior leaders through the process of self examination and critique. Leaders in all positions were learning to be responsible for the good, the bad, and the wrong. They were being held accountable by both their seniors and their subordinates. Each member of Sergeant Bean’s squad became an active participant in the review and development process. Each made a contribution and each made a difference.

Great learning occurs when people are willing to take risks; when leaders have the courage to ask for honest input regarding the critique of an operation. The unit, as well as the leader, grows. Subordinates who are listened to will develop trust and commitment to both the leader and the unit. Initiative will grow as junior people are given the opportunity to express themselves. Technical and tactical proficiency develops, as does the spirit to achieve and win.
Leadership

Police values help define character traits that help develop and maintain discipline. To be an effective leader one must follow the Values.

1. **Loyalty** - Bear true faith and allegiance to the US Constitution, the Department, your unit and other officers.

2. **Duty** - Fulfill your obligations.

3. **Respect** - Treat people as they should be treated

4. **Selfless Service** – Put the welfare of the Nation, the Department and your officers before your own.


6. **Integrity** - Do what’s right, legally and morally.

7. **Personal Courage** – Face fear, danger, or adversity (Physical and Moral).
Principles of Leadership

1. Know yourself and seek self-improvement
2. Being technically and tactically proficient
3. Seek Responsibility and take Responsibility for your actions
4. Make sound and timely decisions
5. Set the Example
6. Know your officers and look out for their well-being
7. Keep your officers informed
8. Develop a sense of Responsibility in your Officers
9. Ensure the task is understood
10. Build the team
11. Employ your officers in accordance with its competence
Military Leadership

Military leadership will cover topics such as:

1. Be- Know- Do
2. Troop Leading Procedures
3. Discipline
4. Intended and Unintended Consequences
Management and Leadership

What are the differences between Leaders and Managers?

- Leadership is the change agent of an organization.
- Management carries out a mission statement of the organization.
- Leaders prefer flexibility, informal systems, and work outside of the system when possible.
- Managers work within the system, and they are task oriented.

*Note: An organization needs both*

In what ways do you think the two are similar?