

LEADERSHIP

KENTUCKY'S LEADERS

SETTING THE EXAMPLE

/Kelly Foreman, Public Information Officer

They each serve different ranks, different agencies and different roles within those agencies.

But three Kentucky officers stand united through their exceptional leadership, their drive to attain the highest levels and the description offered about them by both superior and subordinate officers.

They are leaders by example.

"I would think that it inspires people, leading by example," said Cincinnati/Northern Kentucky Airport Police Sgt. Tony Stimle. "It's huge. You can't be wrong by doing that. But your example better be right, and it better be positive."

Stimle along with Bowling Green Police Capt. Penny Bowles and Frankfort Police Lt. Chuck Adams are three among a select group of Kentucky officers who are graduates of all the Kentucky Leadership Institute's programs. They have invested themselves in the heart of leadership and daily live that example for their fellow officers and communities.

For some, it took a little longer than others to buy in to the value of leadership in policing.

"I didn't want to necessarily go," said Adams of the Academy of Police Supervision. "It was a new rule that all sergeants had to go through it for the department. I postponed it as long as I could. Then I got there and I wished I had gone earlier in the year after I learned what I did."

"You learn through the classes ... how to relate to people and what types of communication to use with different people," Adams continued, noting that he considers himself a situational leader. "Then that just usually builds a better relationship overall. I have seen supervisors who don't know how to communicate and then the rest of the shift just deteriorates. It was good training."

Stimle, who serves the department's investigations unit, also was required to attend APS as part of his training, but was interested in what the program had to offer when he attended in 2006.

"I saw APS as a really good foundation," Stimle said. "I really got a taste for it. But there is always room for improvement. Then I looked at [the Criminal Justice Executive Development] program and, of course, it just continued on from there. They are good courses for development and great leadership. I just can't say enough good things about the Department of Criminal Justice Training and their leadership development programs."

The skills Bowles said she learned in CJED were invaluable to developing her administrative leadership.

"You talk about budgets, you talk about professional writing, you talk about policies," Bowles said. "You just start thinking about different things as a sergeant and really start trying to figure out who you are. It helps you develop your people."

After completing both APS and CJED earlier in her career than she planned, Bowles was given the opportunity to attend the School of Strategic Leadership, she said. Prior to the class, she had completed half of the requirements to earn her master's degree and SSL helped her complete her education.

"It is amazing," Bowles said of the programs. "You always learn so much from the people who are in your class because they are at such different levels, from different organizations and different parts of the state. The discussions you have – you get great ideas and learn how other people are doing things. If you are not afforded those opportunities, you just do what you have always done."

"SSL really taught me how other people think," Bowles continued. "Not just the po- >>



TAKE THE LEAD

◀ Cincinnati/Northern Kentucky Airport Sgt. Tony Stimle said the Academy of Police Supervision gave him a taste of leadership that led to graduating from every level of the Department of Criminal Justice Training Leadership Institute.

>> FROM THE CLASSROOM TO THE STREET

lice. It taught me more about how the community can view you, how their basis of police perceptions are formed. If you are not exposed to that, you just really have that ‘us versus them’ mentality.”

Through the SSL program, Bowles was able to graduate from Eastern Kentucky University with her masters in criminal justice in December 2007.

“I don’t know where I would be,” Bowles said. “I don’t know what kind of leader I would be or what kind of person I would be because those classes just make you want more. I told [Leadership Development Instructor Ken Morris], ‘OK, what’s level four? We have already done all three, now it has been a couple years, I need something else!’”

Adams serves the Frankfort Police Department as an assistant shift commander. As he took his education back to his department and his shift, he said he quickly saw a change in himself.

“I was more conscientious about how I reacted or related to the officers,” Adams said. “Something I remember specifically is a roll call that stands out in my head where I yelled at the shift when it wasn’t really the right thing to do. I think I remember it because I regret it. Because I learned to think things through first and to make sure I’m directing my correction to the right people in the right direction and in the right manner.”

While completing the programs – particularly SSL – was extremely challenging, Stimle agreed he also could see the changes that were brought about in his leadership abilities.

“It promotes critical thinking,” he said. “You start thinking about the future of not only law enforcement in the agency, but also in the community. That was the biggest thing. Just understanding a lot of things that go on in your community and how you can help in ways that make your job easier and the jobs of the people who work with you a lot easier. It really makes a difference.”

Frankfort Police Lt. Rob Richardson fondly remembers Adams’ early days at the department when he trained Adams as a rookie.

“His whole career, I have seen him change from a person who, as a patrol officer was very capable, but his leadership skills have grown,” Richardson said. “I think it is a tribute to APS, CJED and SSL. He is more sure of himself and he leads by example.”

Adams puts himself in his fellow officers’ shoes and cares about them as people, Richardson said.

“Although he has not been a lieutenant long, to progress as quickly as he has with 10 years at the department is a credit to his hard work and leadership skills,” he continued. “It is obvious you don’t get to that position without the support of your peers as well as your subordinates.”

Cincinnati/Northern Kentucky Airport Police Lt. Scott Schwartz said Stimle also has earned the support of his peers through the relationships he has built with them.

“We are close back here,” Schwartz said. “We count on each other to get the job done. Tony likes to be involved, to mentor the guys and kind of bring them along then push them out on their own. He gives them the guidance they need before he lets them go on their own to start working. He maintains communication with them – they are always communicating.”

Stimle, who considers himself a transformational leader, knows his officers’ personal issues and work issues, too, Schwartz said.

“It all goes back to situational leadership,” Stimle said. “You know their capabilities; if they are willing or able. The biggest thing is people have to trust you as a supervisor and as a leader. They have to trust you, and when you ask them about their family – which I think is important – when you ask about them personally, you have to mean it. I like this department, but I’m here for the people.” >>

► Bowling Green Police Capt. Penny Bowles said graduating from the Criminal Justice Executive Development course helped her learn more about herself and developing her people.

>> In Bowling Green, Bowles supervises two sergeants, who jokingly have come to call her Mom because of their family-like relationship. Each day, Bowles makes a concerted effort to develop the officers she supervises, strengthening them with leadership devotionals when appropriate and pushing them outside their comfort zone to perform at the levels she is confident they can reach.

“I really like to stretch them a little bit,” Bowles said of her ‘sons.’ “They are good at what they do. It is not that they don’t want to learn the other stuff, it is just not comfortable for them. So, I am really pushing them. The best part about being a leader is to get them ready to take your job. They are both testing for captain this year.”

As training captain for the agency, Bowles is responsible not only for developing her immediate staff, but also for training officers agencywide.

THE BIGGER PICTURE

“We touch every single person at least one time per year in in-house [training],” Bowles said. “What we do here hopefully will save somebody’s life, so that is the ultimate in leadership. If you can reach somebody and teach somebody something that is going to better them and better their jobs, nothing else beats that.”

Bowles, who also considers herself a transformational leader, said she thinks beginning leadership training early in an officer’s career is crucial. For that reason, she takes from the training she has received through the Kentucky Leadership Institute and applies it in her own department.

“You are a leader in the community whether you are working on the street or you are the chief of police,” she said. “We know the difference of the ranks, but the general public sees a uniform. We are their leaders, especially in crisis situations.

“The mistake I think a lot of other agencies make – and ours was the same – is that until you were promoted and went through a test [you didn’t have leadership training]. Magically one day they say, ‘Now you are a sergeant,’” Bowles continued. “Now, all of a

sudden you are supposed to have all this great knowledge and yesterday you were a patrolman. The previous chief [believed in] and this chief is trying to develop those leadership principles from the very first day on patrol.”

The officers Bowles reaches in training see these principles daily in her work.

“The big thing with Penny is she is the kind to lead by example,” said Bowling Green Master Police Officer Jamie Pearce. “She is not afraid to get out and show you how to do something before you do it. She’s not the kind to tell you to do something she wouldn’t do. She is a very straight-forward leader. She will tell you when you are doing something wrong, and if you’re doing it right, she will commend you on it. She takes pride in herself and she takes her job seriously.”

Going through the Kentucky Leadership Institute programs helps leaders start thinking about changes they can make in themselves, in their departments and in their communities.

“They motivate you to want to come home and conquer the world,” Bowles said.

The training helps officers think about looking ahead, how they can implement needed changes and get others to follow them – all while considering how the community affects the agency and the agency affects the community.

“Law enforcement plays such a big part in the community that it needs to have people who are going to know how to act and guide a police department,” Adams said.

Stimle agreed.

“I think it is important because we are all in this together,” he said. “We are driving toward a goal and that goal is the overall mission and vision of the police department.”

Communicating that goal and working toward reaching the goals of the individual >>



LEAD THE WAY

◀ Frankfort Police Lt. Chuck Adams said after returning to the agency from the Leadership Institute, he saw a change in himself and how conscientious he was about dealing with the officers he supervises.

>> officer helps Stimle to develop officers who work toward the goal of guiding the department, he said.

“Leadership isn’t something that is tucked away somewhere,” he said. “It’s out there. Everybody sees it. One of the biggest things I

have learned is to empower people, to give them the tools they need then let them do their job. Let them make a decision. Because eventually, somebody is going to be sitting in my seat. If I don’t develop them now or ensure they are capable of doing it, they are not going to be very effective.”

LEAD NOW



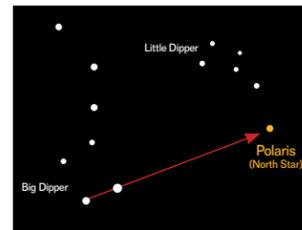
BABY BOOMERS
born 1946-1964

GENERATION X
born 1965-1977

MILLENNIALS
born 1978-2000

A NEW GENERATION: Understanding different is not bad

Law enforcement leaders must be multilingual.



We’re not talking about Spanish, French or German. We’re talking about speaking the same language as the Generation X and Millennial officers filling out the ranks.

The senior command offices in most Kentucky agencies still are mostly full of leaders born during the Baby Boom generation. Leading those with a different outlook on the world can become a challenge to a leader who does not embrace those differences.

Keeping an open mind in understanding the needs, desires and drive of a younger generation is key, said David Pope, Department of Criminal Justice Training Leadership Development training instructor.

“Young people today have had technology from the moment they could say a sentence,” Pope said.

“They are results oriented. They ask questions. And the question they ask most is, ‘Why?’ That can be a challenge if you are a little older in a leadership position. It is not an act of disrespect. It is the generation.”

Dr. Aaron Thompson, Ph.D., interim vice president for Academic Affairs at the Kentucky Council on Postsecondary Education, agreed that the Millennial generation especially has a more-global understanding of technology than the generations before them.

“The other thing is that they come in with this idea that they can do multiple things and do multiple things well,” he said. “The challenge, I think, is to have the Baby Boomers and the Generation Xers not be afraid to take advantage of the knowledge the Millennials have. The real leadership challenge is knowing how to use that knowledge to advance policing.”

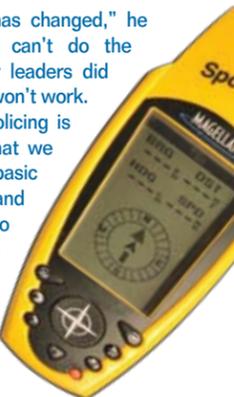
“Not just in how well they can do computer crimes,” Thompson continued. “They can do all that. But how can the senior leaders use that knowledge to help the Millennials feel like what they

are doing has a deeper meaning? Because Millennials want to know that this has a significant affect on something bigger. It is not just to protect and serve. They really want to know what it is doing to protect and serve.”

When an officer asks why, Pope challenged leaders to listen, evaluate and respond in a way the officer can understand.

“They want something much stronger, and if we don’t give it to them, they will disconnect and move on,” Thompson said. “It is important not to say, ‘These guys are so different than I am, I am going to have to bring them to the way I think.’”

“The world has changed,” he continued. “You can’t do the same thing your leaders did 20 years ago. It won’t work. We think that policing is so stagnant – that we have to see basic philosophies and that if we stick to them, everything will be fine. It won’t be. Let me tell you – you not only have a new generation coming to work that you are dealing with, you have a new generation that you are policing.”



The Kentucky Leadership Institute

/Kelly Foreman, Public Information Officer

The hunger for more is what drives the Department of Criminal Justice Training's Leadership Institute. From occasional courses and training to the most elite of national programs, the institute's staff strives each day to satisfy that hunger for one reason:

Kentucky's officers deserve it, said DOCJT Leadership Institute Branch Manager J.R. Brown.

"The expectations have been raised," Brown said.

Leadership training at DOCJT began long before the Institute was established. Nearly 40 years ago, law enforcement officers were being trained about command decisions through what now has evolved into the Police Executive Command Course. But during the past 12 years, new programs have continually been developed, initiated and revised to meet the growing demands of Kentucky's ranks.

"My dream, when we started this, was to have the rest of the nation say, 'What are they doing in Kentucky that is so much different?'" said Ken Morris, Leadership Development training instructor. "We are just about to realize it. We are the best in the nation in teaching leadership to police officers. No other place comes close."

BUILDING A FOUNDATION

In the spring of 2002, Brown said DOCJT Commissioner John Bizzack approached him about creating a section within the

agency to oversee some of the leadership programs already in progress. Bizzack also wanted to create a sergeants academy, Brown said. So, after careful planning and input from a variety of subject-matter experts, the first Academy of Police Supervision class was conducted in 2003.

"To me, the whole concept of the leadership institute, the Leadership Development Section, is very specific in nature," Brown said. "It is the core of everything. APS is the core, by far. It evolved into something I think way beyond what the commissioner or any of the directors ever thought it would be. And once it kicked off, it has created a lot of other things along the way."

It is a program designed to meet the needs of first-line supervisors – those who arguably are the most crucial leaders within any given department.

"Years ago when I started, I literally was promoted, given the keys to an office and told, 'Here you go,'" said Mark Filburn, Kentucky League of Cities law enforcement specialist and former officer. "There was no training, nothing. Now, with the leadership courses, you can go through the sergeant's supervisory course, so you are getting something right off the bat for probably the most important leadership position.

"I think that was much needed," Filburn continued. "There was a big void there. DOCJT did a great job of realizing that was a critical area and addressing it."

Dr. Gary Cordner, professor of criminal justice at Pennsylvania's Kutz-

town University, is one of nine researchers studying law enforcement nationally through the National Institute of Justice. As part of the research platform, Cordner and his team surveyed students in three consecutive APS classes with impressive results.

"We asked people completing the course, 'How much did you learn about A, B, C and D, how well did the training you completed prepare you to do X, Y and Z?'" Cordner said. "The results were very positive and certainly looked good in comparison to the other places we are studying.

"My own opinion would be, and I'm not completely objective in this, but the situational leadership that Ken [Morris] and [Leadership Development Training Section Supervisor Rich Hanzes] and the others teach is an integral component. It is exactly the right approach to leadership for sergeants."

AN EVER-GROWING PROGRAM

Criminal Justice Executive Development is second only to PECC in the longest running of DOCJT's leadership programs. The five-week, 204-hour course was begun in 1996. It began under a federal grant program and has developed into a complex study to teach law enforcement executives how to write and communicate effectively. >>

TEACHING TO LEAD

THE PROGRAMS

ACADEMY OF POLICE SUPERVISION

Three-week (120-hour) training program for newly promoted sergeants or officers on their agency's promotion list. Classes focus on the role of the supervisor, leadership, resolving conflict, managing diversity, monitoring officer performance, professional image, legal issues for supervisors, ethics, interpersonal communication, decision making, problem solving, managing critical incidents, public speaking, emotional survival, budgeting, media relations and more.

CRIMINAL JUSTICE EXECUTIVE DEVELOPMENT

Designed for mid- to senior-level criminal justice professionals, CJED students study leadership, ethics, executive writing and public speaking. The leadership portion includes the study of applied situational leadership, reading assignments from selected books and articles, individual and group presentations, guest speakers and completion of a group research project.

POLICE EXECUTIVE COMMAND COURSE

Geared toward training sheriffs, chiefs and state-agency directors, PECC is a week-long course about current issues. In addition to being a means for Kentucky law enforcement leaders to be well versed on the issues of the day, PECC is a forum for discussing local law enforcement issues and needs. Instructors are drawn from a pool of nationally renowned experts in leadership topics.

SCHOOL OF STRATEGIC LEADERSHIP

In association with Eastern Kentucky University, SSL provides leadership education at the graduate level for law enforcement executives. The program offers an opportunity for advanced leadership training taught by ECU professors designed to enhance the law enforcement executive's ability to develop into a community leader.

CURRENT LEADERSHIP ISSUES FOR MID-LEVEL EXECUTIVES

CLIME provides mid-level executives with information and skills, which enable them to better address the challenges confronting their respective agencies and communities. CLIME participants become better equipped to move up to positions of greater responsibility within their organization. Instructors from across the commonwealth who are experts in their fields teach this course. ■

“What it really does is advance the skills that they get in APS and we take it to a higher level,” Hanzes said. “We keep raising the bar. The whole emphasis is to develop mid-level leaders, to prepare them.”

The program has graduated more than 220 officers in its tenure.

“They are a very close-knit group,” Hanzes said. “They get to know each other during that five weeks. They stay in the dorm, they have a roommate, they do group projects; so they get to live together, so to speak.”

Graduates of CJED can continue learning through the Current Leadership Issues for Mid-level Executives course. It is a course that, together with PECC, has been developed under the guidance of Leadership Development Training Instructor Walt Tangel. The only former chief among the institute's instructors, Tangel works with Kentucky's executives to address today's practical measures, he said.

“The CLIME course, our mid-level management, that is what I call our home-grown crop,” Brown said. “They have been to APS, they have been to CJED. A lot of them went on to the FBI National Academy, the Southern Policing Institute and other national training. They are coming into CLIME, and we have to really raise the level to make sure we give them quality, updated material because that's what they're looking for.”

CLIME was born out of a desire from mid- to senior-level officers to have the opportunity to discuss contemporary, hot-button issues like were addressed with chiefs and sheriffs in PECC, Tangel said. Keeping the two separate provides officers a good environment for networking in addition to the training.

While all the institute's courses play significant roles in educating the commonwealth's leaders, the pinnacle of the program is the School of Strategic Leadership.

SSL reaches outside the branch to include Eastern Kentucky University educators in a program designed to teach leadership issues at the graduate level. The 5-year-old program soon will undergo reconstruction to design a path better fitting of the growing needs of its students.

“Those agencies that are really progressive agencies, they are doing good things; they are

the leaders,” Hanzes said. “And we are always pleased to see newer agencies come on board. Our best sellers of the programs are the students who attend the programs.”

Hanzes said he frequently briefs other law enforcement outside Kentucky about the programs and he is astounded to hear the responses. Most can't believe the programs available – but mostly they can't believe they are offered to law enforcement at no cost to them.

Additionally, agencies such as the Kentucky State Police and Lexington Division of Police recently have begun sending officers to participate in DOCJT leadership training. Lexington Police Chief Ronnie Bastin said he encourages leadership training as part of development for upward-moving officers.

“One of the courses I recommend to folks is SSL,” Bastin said. “For mid- to upper-level management, it is a very good course. I found it to be very modern in its thinking and very progressive. It raises their skill-set level. And when they come back, we are able to give them a piece of work, they are able to complete it, and the product is good.”

“We are looking at everything we can do as an agency to support leadership development,” Bastin continued. “I think we have done a good job of producing managers in law enforcement, but we have not done a good job of producing leaders.”

WHY LEADERSHIP?

As Morris mentioned earlier, nobody does leadership quite like Kentucky. But they should.

“Generally, when an agency excels, it is because of the leadership of that agency,” said Bryan Cole, Leadership Development training instructor. “Likewise, when agencies become dysfunctional and lose the support of the communities they serve, it is because of a failure of leadership.”

In the same vein, Morris and Hanzes argue that without leadership, the most well-trained and most exceptional officer on the street is lost.

“I think it works because of the people that we have in the leadership development section and DOCJT,” Hanzes said. “We use legal

instructors in APS and CJED, we start to add a little education, I use professors – it's the people who really want to do it, who want to be there, and who understand the importance of what they are doing who make a difference.

“We do a great job putting out a product in basic training,” Hanzes continued. “But we could put out the best product there ever was, and if they go back to their agencies and they're not led properly, then we are probably wasting our time.”

There are a number of people who are involved in one way or another with making all that is leadership at DOCJT come together, Brown said.

“I have a really broad perspective of the Kentucky Leadership Institute – I don't believe it just contains those particular people assigned to this particular branch,” he said. “In the Investigations Section, John Schwartz and Jimmy Carr have worked together; they have a new course called Leading the Investigative Unit. That was a void. It's there. The core leadership is still here, but that is after specific skills, specific issues.”

“Patrick Miller in Instructional Design leads the training unit,” Brown continued. “Again, it fills a void. We are going to do the core leadership, but then there are some skills, specific needs, filled by others. Mr. [Oakie] Greer in Patrol, I have challenged him to come up with a new class for next year for patrol supervisors and commanders for critical incidents. Mrs. Betty Godsey in telecommunications has done advanced courses in leadership. A lot of that is an offshoot of all this. ... It has kind of branched out.”

All the people involved have helped the program continue to grow and evolve into something to help improve understanding and cooperation among agencies, Brown said. But, he said, it is not about “us. It is about the communities.

“When you go around the agencies and you talk to them, you'll find out they are changing their methods,” Brown said. “I think they are becoming more professional. They want to do the right thing, they want to do the best they can do. That is reflecting in the communities in terms of being community leaders, too.”



DEPARTMENT OF CRIMINAL JUSTICE TRAINING





GAIL CARTER, Leadership Development Administrative Specialist, has spent eight years with DOCJT and has more than 20 years experience in the administrative field.

"Gail's role is to keep the wheels on this fast moving train that we call the leadership development section." - R. Hanzes.

KEN MORRIS, Leadership Development Instructor, has spent 12 years with DOCJT and is a retired U.S. Marine Corps Chief Warrant Officer Five with more than 30 years service. He retired as the director of USMC CID and Assistant to the military advisor to the director of Naval Criminal Investigative Service.

DAVID F. POPE, Leadership Development Instructor, has served DOCJT for seven years. He is a Kentucky Air National Guard retired state command chief with 24 years service. He also served three years active duty with the U.S. Army and is a retired major from the Jefferson County Police Department with 30 years service.

BRYAN COLE, the newest addition to the Leadership Institute team, has served the Department of Criminal Justice Training since December 2008.

J.R. BROWN, Leadership Institute Branch Manager, has spent 16 years with DOCJT and is a retired Bowling Green Police captain with 20 years service as a sworn officer.

WALTER A. TANGEL, Leadership Institute Training Instructor, has served the Department of Criminal Justice Training for nearly six years. He is responsible for developing and instructing leadership training programs for police chiefs, sheriffs and law enforcement command staff.

RICHARD D. HANZES, Leadership Development Section Supervisor, has spent 14 years with DOCJT and is a retired U.S. Army major with more than 20 years of service.





>> Training, Experience and Education

1 WALTER A. TANGEL

- 20 years service as an officer of the Jefferson County Police Department (1975-1995)

- Eight years as Gallatin (Tenn.) Police Chief (1995-2003)

- Federal grant program manager with the International Association of Chiefs of Police (2003-2004) – Oversaw two federally funded research grants dealing with changes confronting policing since September 11, 2001, and promoting diversity in law enforcement recruiting and hiring practices

- Kentucky Law Enforcement Council police instructor certified since 1992

- Training experience is local, national and international

- Presented training programs on leadership, management and democratic policing methods across Kentucky, the U.S., Hungary and Switzerland

- Bachelor of Science in Police Administration, University of Louisville

- Southern Police Institute's 93rd Administrative Officers' Course graduate

- FBI Law Enforcement Executive Development Seminar graduate, 36th Session

- Decorated U.S. Army veteran (1966-1972)

- Earned a commission through Officer Candidate School at Ft. Still, Okla.

2 BRYAN COLE

- Retired from state service with 27 years, 19 in the field of Juvenile Justice, eight years as a Kentucky State Park Ranger, four years sergeant in the Kentucky State Park Ranger Division

- Retired Army major with 24 years total service

- EKU ROTC instructor and Officer Candidate School instructor

- Civilian Education

- M.S. degree from The University of Louisville in Justice Administration

- M.A. degree from Western Kentucky University in Education

- Bachelor of Arts from

Kentucky Wesleyan College in Criminal Justice

- Civil Affairs Officer Advanced Course

- Psychological Operations Officers Qualification Course

- Combined Arms Services Staff School

- Armor Officers Advanced Course

- Field Training Officer, police bike patrol officer, Domestic Violence instructor, PPCT instructor

- Teaches a grant writing course for DOCJT

- Currently working toward doctorate in Executive Leadership at Lincoln Memorial University

3 GAIL CARTER

- Graduate Madison County High School

- Certificate of Management Fundamentals

- Several training programs related to administrative functions to include various types of computer programs and functions as well as management concepts

- Three years service in the Kentucky Army National Guard

- 1989 – 1996: Secretary/financial accountant at St. Mark Catholic Church

- 1996 – 1999: Office manager at Re-Max real estate office

- 1999 – 2002: Administrative secretary, Madison County Board of Education

- 2002 – 2005: Administrative Specialist II, Police Corps staff, DOCJT

- 2005 – present: Administrative Specialist III, Leadership Development, DOCJT.

- Performs all administrative functions in support of the Leadership Institute Branch

4 KEN MORRIS

- Masters of Science Human Relations, Golden Gate University, San Francisco, Calif.

- Graduate studies Criminal Justice Organizational Leadership, Eastern Kentucky University

- Bachelor of Science in Criminal Justice, Eastern Kentucky University

- Executive Leadership, U.S. Naval Academy

- FBI National Academy, Quantico, Va.

- DEA Narcotic Commander's Course, Quantico, Va.

- U.S. Army Military Police Supervisors Course

- U.S. Army Criminal Investigation Division Basic Agents Course

- Department of Defense Polygraph Institute

- Naval Criminal Investigative Service advanced investigations

- U.S. Army Certified Terrorism Instructor

- Terrorism Awareness and countering-terrorism (crisis management) certification

- Ethics Institute Law Enforcement Administration, Plano, Texas

- Managing Diversity certified instructor, Institute for Law Enforcement Administration

- Ethics certified instructor, Josephson Institute of Ethics & National Institute of Ethics.

- Managing Police Agencies, University of Louisville

- Instructor certification in basic and advanced Situational Leadership training, Center for Leadership Studies, Escondido, Calif.

- Social Intelligence certified instructor

5 DAVID F. POPE

- Bachelor of Science Police Administration, Eastern Kentucky University

- Master of Science Criminal Justice Loss Prevention, Eastern Kentucky University

- Graduate FBI National Academy, Quantico, Va.

- Certified instructor, Social Intelligence Skills, Eastern Kentucky University

- Certified instructor, Situational Leadership, The Core, Escondido, Calif.

- Certified instructor, Franklin Covey, Seven Habits of Highly Effective People, Louisville, Ky.

- Leadership Symposium, Phoenix, Ariz.

- Human Resources Management, Arlington, Va.

- National Diversity Conference, Houston, Texas

- Command Executive Course, Washington, D.C.

- Police Supervision Implementing Change, Southern Police Institute, Louisville, Ky.

6 RICHARD D. HANZES

- Bachelor of Science in law enforcement administration, Youngstown State University

- Masters of Public Administration with emphasis in criminal justice, Jacksonville State University

- Military Police Officer basic and advanced courses

- Personnel Officer advanced course

- U.S. Army Airborne School

- Combined Arms Services and Staff School

- U.S. Army Command and General Staff College

- Certified Public Manager, Kentucky State University and Kentucky Governmental Services Center

- 33rd Command/Management College of the Institute of Law Enforcement Administration, Dallas, Texas

- Basic and Advanced Situational Leadership training, Center for Leadership Studies, Escondido, Calif.

- LEAD course graduate, University of Virginia Darden Business School

- Kentucky Law Enforcement Council certified instructor in leadership, supervision, investigations, firearms and patrol operations.

- National instructor certifications in leadership, Center for Leadership Studies and in ethics, National Institute of Ethics, Chicago, Ill. and Josephson Institute of Ethics, Los Angeles, Calif.

7 J.R. BROWN

- Bachelor of Science in Law Enforcement, Eastern Kentucky University

- Masters of Public Service – Administration, Western Kentucky University

- 80th Administrative Officers Course, Southern Police Institute, University of Louisville

- 41st Class of Kentucky Police Basic Training

- Madisonville Police Department 1974-1977

- Bowling Green Police Department 1977-1994

- Kentucky Army National Guard, 1971-1977, Unit Training NCO

- DOCJT Assignments include Basic Training instructor, In-Service

- instructor, Compliance Section investigator, Leadership Section supervisor, Leadership Institute Branch manager, Acting AIT Branch manager

- Kentucky Certified Public Manager, Governmental Services Center

TRANSACTIONAL

A comparative look at transactional, transformational and situational leadership styles

WHAT'S YOUR STYLE?

TRANSFORMATIONAL

HOW DO YOU LEAD? /Kelly Foreman, Public Information Officer

Are you a leader simply because you hold rank? Are you a leader because you are employed as an officer of the law? Are you a leader if you can inspire others to follow you?

Many times, law enforcement officers are put into roles of leadership because an opening becomes available to move up the chain of command or accept a higher pay grade. With those promotions can come an entirely new set of responsibilities – including supervising officers who are looking for a leader, not just a manager.

So, how do you lead? What's more, how do you develop an effective leadership style? When it comes to law enforcement leadership training in Kentucky, luckily, you have help.

“What we want to do is cause you to self reflect and become a better person,” said Leadership Development Training Instructor Ken Morris of the leadership training offered by the Department of Criminal Justice Training. “Because if you cannot be a good person, (despite) all the education, all the training, all the books, all the posters – you're not going to be a leader. You have to be a good person. You have to care about others.”

A plethora of leadership styles have been established, researched, argued and taught over the years. But in the DOCJT's Kentucky Leadership Institute, the three primary styles of leadership discussed are transactional, transformational and situational, Morris said.

TRANSACTIONAL LEADERSHIP

Transactional leaders reach their followers on a very basic level, Morris said.

“Transactional analysis is almost quid pro quo,” he said. “In the working environment, if you do this, you get this. It's an old motivational theory. Transactional analysis works. There are certain people who want to come to work and do something and get a new computer. But the trouble with transactional analysis is, it's like a

cup of coffee. That computer gets old. And now I'm looking for something else.”

Followers of a transactional leader are motivated by the leaders' “promises, praise and rewards; or they are corrected by negative feedback, reproof, threats and disciplinary actions,” said Joanne Ciulla in her book, *Ethics, the Heart of Leadership*. “In contingent rewarding behavior, leaders either make assignments or consult with followers about what is to be done in exchange for implicit or explicit rewards and the desired allocation of resources.”

Transactional leadership often is thought of as the old style of law enforcement leadership – the style that determines the importance level of an officer by where he or she falls on the chain of command.

“Transactional leadership rests on the values found in the means of an act,” Ciulla said. “These are called modal values and include responsibility, fairness, honesty and promise-keeping, among others.”

The most common among leadership styles, the leader and follower reach an agreement on a course of action that satisfies the immediate purposes of both parties, Ciulla said. Dr. Bernard M. Bass, an extensively-published author on both transactional and transformational styles of leadership, wrote that transactional leadership is at the root of popular organizational theories and common management practices.

“These theories and practices imply that organizations consist of agreements between managers and subordinates to fulfill specific obligations for mutual advantage; they further imply that leaders should make these agreements even more specific in order to increase subordinates' satisfaction and performance,” Ciulla said.

“Bass argues, however, that any satisfaction or performance gains from transactional leadership are apt to be small,” she continued.

While effective, it is a style not without its problems.

“Transactional leadership ... is characterized as immobilizing, self-absorbing and even-

tually manipulative in that it seeks control over followers by catering to their lowest needs,” Ciulla notes.

TRANSFORMATIONAL LEADERSHIP

Leadership expert James MacGregor Burns argues that transformational leadership generally is superior to transactional.

“Indeed, the latter, transactional, is hardly leadership at all,” Ciulla quotes Burns as saying. “For Burns, transforming leadership is motivating, uplifting and ultimately moral in that it raises the level of human conduct in ethical aspiration in both the leader and the led.”

In his research about political leaders, Burns first introduced the concept of transformational leadership in the late 1970s. Burns describes the transforming leader as one who, “looks for potential motives in followers, seeks to satisfy higher needs and engages the full person of the follower.”

Transformational leaders are about more than basic needs and desires. They are more than just motivational, Morris said. A transformational leader with vision and passion for the job has a way of injecting their enthusiasm and energy into their followers.

“Motivation is like that cup of coffee,” he said. “You get a cup in the morning, you feel good, but it quickly wears off. Inspiration stays with you forever. I want to inspire our students. How do you inspire them? They have to connect their values with their goals.”

Morris suggests the transformational leader will inspire the officers he leads to search their values, determine what is important to them and connect those values with their goals to create deeper job satisfaction. The transformational concept rests largely on those values, moral assumptions and relationships.

“Transforming leadership is concerned with end-values, such as liberty, justice and equality,” Ciulla said. “Transforming leaders raise their followers up through various stages of morality >>

SITUATIONAL



and need. They turn their followers into leaders and the leader becomes a moral agent."

The transforming leader can be at risk of frustration or ultimately failure if they work within an agency with people who don't desire or need transformation. Changingminds.org also suggests that too much enthusiasm can be a bad thing in these situations, where followers can be worn out by the constant push for change.

"One of the traps of transformational leadership is that passion and confidence can easily be mistaken for truth and reality," the Web site states. "While it is true that great things have been achieved through enthusiastic leadership, it is also true that many passionate people have led the charge right over the cliff into a bottomless chasm. Just because someone believes they are right, it does not mean they are right."

SITUATIONAL LEADERSHIP

The emphasis of situational leadership is on the follower, not the leader. This constantly-evolving process of leadership uses a model to help leaders determine the willingness and readiness levels of an officer to determine the amount of direction they need.

The foundation of situational leadership, however, is more emotional than the prior two forms discussed. Situational leaders constantly are challenged to be active listeners, to care about their followers and to lead with heart, said David Pope, DOCJT Leadership Development training instructor.

"Policing is kind of unique because from the day officers enter the academy to the day they retire, their training is almost entirely task specific," Pope said. "In other words, technical skills. How to do a felony stop, how to properly handcuff, how to properly seize a computer – all technical skills. In situational leadership, we get into the relationship behavior of listening to your people and determining their readiness."

You have to listen, because police officers, by nature, cannot show weakness, Pope said. So if given a task that they maybe haven't done since graduating from the academy, they may show

signs of insecurity which can mistakenly be interpreted as unwillingness.

The key to not making this mistake, Pope said, is to know your people.

"Listen to your people," he said. "They will tell you everything you need to know."

The fluidity of this style of leadership is crucial. Officers inherently are going to have different levels of proficiency with different tasks. If you are responsible for two officers – one who is superb and excels with little direction and one who is green but ambitious – two things are likely to happen if the leader is not mindful.

First, the green officer, given the proper leadership and development he needs, will grow to have a better understanding of his tasks and require less micro-management-type direction. If the leader does not adapt to the officer's new readiness level, continuing to micro-manage the officer who feels he is now capable on his own will become more of a hindrance.

Second, if the superb officer is left to her own devices because the leader is confident in her ability to perform the job, she can begin to feel disillusioned if not given confirmation or shown appreciation of her work. Also, if this officer is met with a task in which she is not confident and does not perform as well as usual, a non-adapting leader may question why she did not meet his expectations.

"One of my favorite things I like to tell a class is, as a leader, don't lower your standards, adjust your expectations for each individual follower," Pope said. "We are not equal. We have different levels of proficiency for different tasks. Situational leadership depends quite a bit on the leader listening and understanding and knowing their people. Because once you know your people, you can detect very quickly when something is out of skew."

Pope noted a time when a past supervisor of his told him and his co-workers to check their attitudes and problems at the door.

"You're here to do a job," Pope said he was told. "But here's the message the leader just sent to me – 'I don't care about you as a person. I don't care

if you have issues or problems.' And part of leadership is understanding you are not a financial counselor, you're not a psychiatrist, you're not a psychologist, but your followers know whether you care or not.

"And your followers also know that they know you're not a financial counselor," he continued. "They know you're not a psychologist. But all people want to be appreciated and all people want to feel that you care. If you care about your employees, they know it. They know what your limitations are and they are going to work for you much, much harder. Part of situational leadership is understanding the dynamics of all those things that come into play."

Similarly, a different leader may tell his platoon that he "treats everybody the same," Pope said. The meaning is that he doesn't play favorites among the officers. But what he actually says is that everyone should perform the same way.

"It's not going to happen," he said. "Different people do different things. Some people are good at some things, better than others at other things, but yet they all meet the minimum standards of a police officer, and that's where you have to really get to know your people and apply the leadership style that fits their readiness level."

Ultimately, a good leader will employ each of these styles as the case warrants. Even an adapting situational leader at times needs to correct with disciplinary action or inspire their followers.

"What we want to do is continue to develop leaders to take our jobs and to further their knowledge so that we just don't replicate," Morris said. "We have to constantly renew our leadership within our organizations to adapt to a changing economy and society. ... The definition question in leadership studies is not really about the question, what is leadership, the question is, what is good leadership? By good, I mean morally good and effective." 🍌

Meeting the Challenges of Leadership

/Kelly Foreman, Public Information Officer

The challenges law enforcement leaders face today are many. Among the most visible of these are funding and staffing.

"The continuing challenge is to improve your organization in present and future economic times to continue to inspire followers with no more money, no more time and no more people," said Ken Morris, Department of Criminal Justice Training Leadership Development training instructor. "But good leadership can overcome those."

The staggering resources issue is one everybody can agree on, said Walt Tangel, DOCJT Leadership Development training instructor. But what leaders must grasp is the concept of handling that lack of resources while continuing to hold the trust and confidence of the community for support.

"The challenge we face is to maintain our integrity in a complex and changing world," Tangel said. "To not cut corners. To enforce the law and to obey the law. We must always maintain our moral compass – something that can be easier said than done. I'm talking about the constitution; people have human rights. We have to make sure we are guardians of those rights for individuals and the government."

Doing this requires good, dynamic leadership.

"You can't have dynamism unless you have a strong, critical process," said Dr. Aaron Thompson, Ph.D., interim vice president for Academic Affairs at the Kentucky Council on Postsecondary Education. "Critical thinking, critical action, critical response – and what I mean by critical is not in the emergency sense, I mean critical in an evaluative way. The solution to that is to go through a constant leadership paradigm, where you are checking yourself to find out where you are."

Dynamic leadership often is complicated by political processes and sometimes a history of stagnation. Leaders can easily get bogged down in a "this is the way we have always done it" attitude, Thompson said.

The paradigm Thompson argues every law enforcement leader should go through to prevent this is something he calls "A to the fourth power." It involves awareness,

acknowledgment, acceptance and action.

"You have to be knowledgeable, have the right training and the right people around you who can respond to you to help build your awareness," Thompson said. "How truly aware are you of your job? This is an intellectual state of leadership."

Awareness leads to acknowledgment of the role, which is your social intellect as a leader.

"What you do has an affect on the people you serve," Thompson said. "That leads to acceptance. I tell leaders you are what you eat. ... you have to realize all that you feed yourself and all that you do and all that you digest and understand will make you what you are."

"If you are someone who is caught in stagnation, you will become a stagnated leader," he continued. "You have to be emotionally connected with your job and your personal life. The way you live your life personally directly affects the way you live your life professionally."

It is important for leaders going through this paradigm to have an emotional connection. Thompson explained his theory that if you treat your family badly or don't connect with them, it is impossible to treat officers well because it builds on that level. Leaders must have empathy.

"Whatever you say or do, especially to those who are close with you, they kind of become that to themselves," he said. "An assistant chief or senior commander will sooner or later start emulating what you are. And if you are good, and if you really disperse leadership and do all the things you need to do, then you are an emotionally-safe leader accepting who you are."

Finally, you have to put your money where your mouth is, Thompson said.

"Number four leads to a process where you put it in place," he said. "It becomes real. You put your leadership statement on a wall and everybody knows what you stand for. You start building long-term strategic plans. You start setting up a dynamic feedback process and get input from people, even though they may not agree with you. You set up a strong performance evaluation system to help people truly grow and not use it in a punitive way."

"All these are actionable items," Thompson continued.

Once a leader reaches the action phase of the paradigm, it is not over. A good leader will take the feedback gained through the final stage and use it to begin the process over again while assessing that feedback, Thompson said.

Continuing to follow the paradigm and to continue evolving as a leader is the greatest challenge.

"Now you have grown," he said. "So keep growing. You have become a dynamic leader as long as you keep in that loop. My argument is that you should never stop growing. People say all the time that most people do stop growing as a leader. With this process, if you use it, it keeps you forever growing. Don't stop as the action is over."

"What did I learn from this?" Thompson continued. "What else do I need to know? What else do I need to do? There is always new knowledge that is popping up. Are you on the cutting edge of that knowledge? If you do it right, it keeps on feeding in that manner." ■

