

Building the Leader Within: Leadership and Management Skills **Student Workbook**

In this course and in our career, I want to respectfully ask that we practice as though we are already in the position we are striving to obtain.

Leadership is the art of influencing and directing individuals in such a way as to obtain their willing obedience, confidence, respect, and cooperation.

Leadership is not a noun.
It is a VERB. It is action. It is moving.

As leaders, we should ask ourselves, *“What is the real reason we have for wanting to lead others?”*

JP Morgan once stated, *“A man always has two reasons for doing anything: a good reason, and the real reason.”* For a genuine leader, the “real reason” must also be a “good reason”.

We should ask ourselves, “Are we a manipulator or a motivator?”

The difference between manipulation and motivation can be found in the following:

Manipulation means moving people for personal benefit.

Whereas, Motivation means moving people for mutual benefit.

Successful DUPLICATION is found at the root of Great Leadership

People do what people SEE.

According to William Glasser,

We learn:

10% of what we read

20% of what we hear

30% of what we see

50% of what we see and hear

70% of what we discuss with others

80% of what we experience personally

95% of what we teach to someone else

5 Step Equipping Process:

1. I do it.

2. I do it and you are with me.

3. You do it and I am with you.

4. You do it.

5. You do it and someone is with you.

Lorin Woolfe once stated, *“The ultimate test for a leader is not whether he or she makes smart decisions and takes action, but whether he or she teaches others to be leaders and builds an organization that can sustain its success even when he or she is not around. True leaders put ego aside and strive to create successors who go beyond them.”*

PLEASE WRITE THIS DOWN:

Team Building/Leading

Building a **Leadership Team** is essential to our success, if we truly want to become an effective leader that can successfully execute strategic plans, while maintaining influence within our departments.

This lesson is based on an article from the Harvard Business Review, by Deborah Ancona, Thomas W. Malone, Wanda J. Orlikowski, and Peter M. Senge.

**** No leader is perfect. The best ones don't try to be . . . they concentrate on honing their strengths and find others who can make up for their limitations.**

99% of Leaders, by themselves, are INCOMPLETE.
Not INCOMPETENT.

How can we increase the completeness of an effective Leader, while at the same time decreasing incompetence?

Answer: By building a **leadership team**.

Unfortunately, no single person can possibly live up to ALL these **EXPECTATIONS & STANDARDS**.

How can we avoid Decision Fatigue?

ANSWER: Build an **inner** circle of women and men who possess the below capabilities of an Effective Law Enforcement Leadership Team.

5 Capabilities of an Effective Law Enforcement Leadership Team

WE NEED AT LEAST 1 OF EACH OF THE 5 ON OUR TEAM

(The First 2 are the two enabling capabilities of Leadership)

1. **Sensemaking**: Understands the political, generational, and cultural issues of the day.

2. **Relational Connecting**: Building relationships within and across your department and community.

(The Second 3 are Creative and Action Oriented. Needed when creating mandated effect changes.)

3. **Visioning/Influencing**: Displaying a compelling picture of the future. CASTING A CONCEPT and obtaining buy-in.

4. **Inventing/Creating**: Developing new ways to achieve the vision

5. **Legal Expertise** – Comprehends complexed legal issues. Understands case law from not only the US Supreme Court rulings, but the Federal Circuit Court of Appeals, etc. Has a solid foundation of understanding in Human Resource Law as well.

Uncertainty is leadership malpractice.

Let's NOW Expand on these 5 Essential Capabilities of an Effective Law Enforcement Leadership Team

1. **Sensemaking** - Effective Law Enforcement Leaders are constantly trying to understand the political, generational, and cultural contexts, in which they are operating in.

Sensemaking Involves:

- i. Sensing what is happening
- ii. Seeking what is happening
- iii. Seeing what is happening
- iv. Share what is happening

How to engage in sensemaking:

1. Go directly to the source or multiple sources.
2. Involve others in your sensemaking.

2. Relational Connecting:

Research indicates that everyone has 7 seconds to make a first impression, building **TRUST** and **COMPETENCE**.

Commonality Creates Trust It is the commonality, once again, that is triggering the brain to let your counterpart know that you can be trusted, because you are like him.

This is rooted in neuroscience.

The Primitive Brain – Extensive research has revealed that our brain stem makes an instant impression when we first see someone as to what we think about them.

Is this person:

- 1) A Friend
- 2) An Enemy
- 3) A Sexual Partner –
- 4) Or just plain Indifference Bla Bla Bla - (Default Mode)

* Our brains are programmed for **indifference**.

THE POWER OF THE FORM TECHNIQUE

Be pro-active in establishing repour and relationships, especially in the community. One great way of doing this is via the **FORM Technique**.

FORM Technique - A quick way to build report with someone during a brief conversation. This will trigger your counterparts "*Primitive Brain*" to view you as from the same tribe, placing you in the friend category.

Family

Occupation

Recreation

Motivation

- 1) Use your counterparts name, as well as introduce yourself by your name
- 2) Be likable and kind. However, you must be resolute.
- 3) Pick a point in the future that you both can agree on.
- 4) Let others speak first.
- 5) Do NOT speak over your counterpart
- 6) Listen

When we are leading individuals, teams, squads, departments, etc., it is essential that we entertain the truths found in the following quote:

"Rules without relationships, leads to rebellion"

Josh McDowell

By connecting, we can increase our probability of success in influencing individuals with a false presuppositional bias towards our strategic plans and initiatives.

Relationships take time.

A man once said, "*All my life I have worked hard at being an overnight success.*"

Great relational/connectors communicate well.

5 Simple Rules to effectively communicating:

- 1) Be Direct
- 2) Communicate Frequently
- 3) Remember the 80/20 Rule – Listen 80% Talk 20%
- 4) Walk your talk
- 5) Be a story teller

3. Visioning/Influencing:

» Visioning involves creating compelling images of the future

» Visioning gives people a sense of meaning in their work.

The more valid reasons a leader can give to the people for pursuing the vision, the greater the odds in achieving it.

» The more inclusive a leader allows others to contribute to the vision, the greater the odds of achieving it.

Example: Mission and Core Values of the VBPD

Mission

The Virginia Beach Police Department is committed to providing a safe community and improving the quality of life for all people. We accomplish this by delivering quality police services and enforcing laws with equity and impartiality. In partnership with the community, we reduce crime through public education, prevention, and awareness. In meeting this objective, we demand of ourselves the highest professional standards and dedication to our core values.

Core Values - PRIDE

Professionalism:

- In our actions, conduct, and job performance.
- Constantly striving towards ever-rising standards.

Respect:

- For all citizens, each other, and for differing points of view, regardless of age, race, gender, appearance, individual beliefs, or lifestyles.

Integrity:

- Truthful & honest, deserving of trust
- Ethical
- Being guided by the concept of fundamental fairness in everything we do
- Doing what is right

Dedication:

- To the organization, each other, our families, and the citizens we serve
- Unquestionable work ethic

Excellence:

- In everything we do
- Seeking to improve and excel, always.

How to create a vision and a positive culture:

Spend time listening to, developing, and connecting with your First Line Supervisors. (Sgt. and Cpl.)

I believe that First Line Supervisors set the culture for the department.

Enthusiastically find out the visions from the first line supervisors, who have their fingers on the pulses of their troops, that will inspire the department to rise to new levels.

Our enthusiasm will motivate us and others.

Expect that not all individuals will share our passion. Be prepared to explain “*WHY*” people should care about OUR vision and what can be achieved through it.

TOOL TIME

When explaining our positions and the “WHY” behind them, make an attempt to do so with QUESTIONS!

QUICK PRACTICAL – Everyone watch the following video and write down 1 sentence explaining how we, AS LEADERS, can utilize this video to share a vision.

TOOL TIME

Funnel Questioning - This is where we simply ask questions, which will funnel our counterpart into making an ultimate conclusion, resolution, and/or action that will or will not be taken.

TOOL TIME - How to say “No”

How to say “No” as a Leader, without losing influence, while at the same time, potentially gaining influence.

How to respond when an individual we are leading asked us to do something wrong, unethical, illegal, against policy and procedure etc.

Saying “**No**” in the form of an open-ended question.

Here are some examples:

"How can WE do that in violation of policy and procedure?"

"How can WE do that knowing that it violates Human Resource Law?"

Why is this method effective?

a) The word “*WE*” puts us in this together.

b) It gives our counterpart/direct report a perception of control, because we are asking them for information.

c) Remember, if we DO NOT answer our counterpart’s question, then we are “RUDE”. Not answering is NOT a good option. By asking our question, it allows our counterpart to not only answer the question but understand the WHY behind our answer.

d) The facts from our question will funnel our counterpart into the ultimate conclusion, resolution, and/or action that will or will not be taken.

e) It keeps us from looking like some insensitive, tyrant, and uncaring individual who cannot wait to tell our counterpart how things are going to be.

Practical – Write up how you would say “NO” to the following direct report, in the below listed scenario:

Scenario: Officer Billy Bob is assigned to evening shift. He comes to you and requests to have off March 5 and 6, 2023. You look at the schedule and notice the squad only has 7 patrol officers scheduled to work those evenings. Four other officers have already been previously approved to have off for those days. Per policy and procedure there has to be a minimum of 1 officer scheduled per zone, per shift. There are 7

zones. Based on what you have just learned, explain how you would go about telling the officer he cannot have off those days.

4. Inventing/Creating

How to cultivate Inventiveness:

In the 16th Century, William Horman, told us, *“The mother of invention is necessity”*

Lateral Thinking is a way of approaching problems. It deliberately forgoes obvious approaches in favor of oblique or unexpected ones.

1. Ask the question, “What am I missing?” Don’t assume that the way things have always been done is the best way to do them.
2. Ask the question, “Are we CREATING and CHANGING?” When a new task or change effort emerges, encourage creative ways of getting it done.
3. Ask the question, “How can I connect people and ideas?” Experiment with different ways of organizing work. Find alternative methods for grouping and linking people.
4. Ask the question, “What are the options?”

Let’s watch a few short videos and see if we can tie-in the ACTIONS in these videos to one or more aspects of the four capabilities of effective law enforcement in the area of leadership.

5. Legal Expertise – Comprehends complexed legal issues. Understands case law from not only the US Supreme Court rulings, but the Federal Circuit Court of Appeals, etc.

Has a solid foundation of understanding in Human Resource Law as well. (*Examples: FMLA, ADA, and Title VII, Bona Fide Occupational Qualification*)

Balancing the 5 capabilities:

Sensemaking, Relational Connecting, Visioning/Influencing, Inventing/Creating, and Legal Expertise are all interdependent, but work in unison to create an exceptional leadership team.

- Without SENSEMAKING, there's no COMMON VIEW of reality from which to start.
- Without RELATIONAL CONNECTING, people work in ISOLATION or strive toward different aims.
- Without VISIONING/INFLUENCING, there is no SHARED direction.
- Without INVENTING/CREATING, a vision remains ILLUSORY.
- Without LEGAL EXPERTISE we become a rogue agency, operating outside the confines of the laws and our constitution that we swore to uphold.

» Remember, there is a very slim chance that ONE LEADER will excel at all 5 capabilities in equal measure.

Great Tool of Wisdom

Speak as though you believe you are right and listen as though you believe you are wrong.

Utilizing Cognitive Empathy in Leadership Roles

It is important that leaders establish rapport and communicate with cognitive empathy.

Cognitive Empathy - Refers to the extent to which we perceive or have evidence that we have successfully guessed someone else's thoughts and feelings. It also identifies what is behind those feelings, so we can increase our influence and bond with our constituents.

1) Properly Executing Active Listening Skills via Appropriate “Labeling” Techniques –

Steps to properly Utilizing “Labeling”:

- * Verbalize the mindset of your counterpart with the following:

It seems like . . .

It looks like . . .

It sounds like . . .

It appears like . . .

- * Utilizing Proper Pauses are essential: An Effective Pause is **3** seconds.

- * Utilize upward inflections.

Labeling is an easy tool to utilize that will allow us to assess our counterparts emotional state. Their words and tone will give us a better picture of where they are at.

Labeling disrupts the raw intensity of the emotion.

Neurologically, “Labeling” moves the brain from a fearful response to rational thinking.

Even if you are wrong while executing the labeling technique, you will still win. By mislabeling their emotions or desires, they will almost always correct you and give you the information that you are seeking.

NEVER EVER deny the Negative; this is a crucial mistake that actually gives the other person's argument credence.

Example: *"Sounds like things have been going bad lately. . ."*

Think of some other examples of Labeling and share them with the class:

- 2) Mirroring Techniques with Effective Pauses - Neuron Mirroring is a way building rapport that leads to trust. This is done by repeating back the critical ***one to three words*** of what an individual says. Our counterpart will THEN ALMOST ALWAYS elaborate on what was said and *sustain the process of connecting*.

* Once again, Utilize **Proper Pauses**: An Effective Pause is **3** seconds.

* Utilize upward inflections.

* Mirrors also help us create space and uncover more information.

- 3) Use of Open-Ended Questions - The **open-ended**, question acknowledges the other side openly, while letting you introduce ideas and requests without sounding pushy. Open Ended questions take the aggression out because they are subject to interpretation by your counterpart instead of being rigidly defined.

Open Ended Questions cannot be answered with a simple "**YES**" or "**NO**".

Good Open-Ended Questions begin with, "What" and "How." "Who," "When," and "Where" because they get your counterpart to share a fact without thinking.

When dealing with type A personalities or narcissistic types. A well-designed open-ended question implies that we *need our counterpart's help, direction, and/or cleverness* to overcome the problem.

Following up with a good open ended "what" or "how" question will give our counterpart **the impression that they are in control**, which can lead to them opening up to us.

Examples:

"What can we do to get things right?" (Followed by an effective pause)

"How would you like for us to proceed, so I may help you?" (Followed by an effective pause)

"How do we move forward from here in a way that is beneficial?" (Followed by an effective pause)

Open ended questions require self-discipline and emotional restraint. We cannot influence the emotions of our counterpart without controlling our own.

Tool Time

A Great "**Go-To**" De-escalation Open-Ended Question:

The question *"What is the biggest barrier you are facing to resolving this situation?"*

This question gets our counterpart to teach us something about themselves, as well as lets us know exactly where they are in the moment.

Studies suggest that as many as 70% of change management initiatives fail.

WHY? It's often not because the change itself is the problem. It's how the change is being articulated.

Continual change is essential for continual improvement.

Whenever change is in the mix, dissension will follow.

“If you want to make enemies, try to change something.”

—Woodrow Wilson

How we respond to pushback is what matters most.

WHY Effective Leaders should NOT respond to pushback over change within the department:

INTERESTING STUDY:

In the book, **The Upward Spiral: Using Neuroscience to Reverse the Course of Depression, One Small Change at a Time**, people were shown pictures that made them sad, scared, angry, etc., as they monitored their Neuro activity.

Once this happens the part of the brain in the **Amygdala**, lit up like a Christmas tree. The electrical activity went crazy.

As soon as the person verbalized a label on how they were feeling such as angry or sad, the brain stopped lighting up and it neutralized.

Now with magnetic resonance imagery Being used on brains we can track electrical activity in the brain.

Once we address the negative thoughts with our direct reports, the barrier comes down and the positive processes take over, allowing us to secure our point or the mandated change in a way that they will accept it.

When challenging conversations rear their ugly heads, effective leaders are aggressive in their pursuit of understanding . . . what is motivating the behavior of their direct reports.

That understanding enables them to smoothly navigate the conversations, keeping their team engaged along the way.

THEREFORE,

1) We should NOT try suppressing the dissention, before understanding where it is coming from.

2) Ronald Reagan once stated, “If you're explaining, you're losing.” We should avoid going into explanation mode in direct response to the immediate dissention being voiced at that time.

a) The dissension won’t go away unless we have addressed the negative emotions and dynamics that are fueling it.

We should always be aware of “*Amygdala Hijacking*” or what I call “*Twisted Reality*” when it comes to:

- 1) Discussing potential *changes*
- 2) Implementing *changes*

The amygdala is part of the brain’s limbic system. The limbic system is a group of complexed, interconnected structures within the brain that are responsible for a person’s emotional and behavioral responses.

When “*Amygdala Hijacking*” aka “*Twisted Reality*” occurs, it may lead to inappropriate or irrational behavior. The cause is actually brought about by the brain releasing chemicals like adrenaline and cortisol.

The person begins acting primarily based on **emotions**, while **logic** goes out the window.

NOTE: After an amygdala hijack, one may experience other symptoms like embarrassment and regret.

Tool Time

The following phrase is an excellent Hack to bring someone back from an episode of “*Twisted Reality*”:

"I want you to feel like you're being treated fairly at all times. Please stop me at any time if you feel like you're being treated unfairly, and we'll address it."

“WHY” does this work so well?

1) It utilizes the word, “Fair”. The most powerful word in resolving conflicts and negotiations is the word "FAIR". Individuals are more likely to comply with requests and resolve conflict, if they think they have been treated fairly, and *lash out* if we don't.

2) It is empowering and offers your counterpart a perceived reality of control. By us stating “. . . *and we'll address it.*” It comforts our counterparts and makes them believe they will be heard.

Successful leaders have the ability to remove our lack of generational understanding and come to a conclusion that may sound something like this:

If this helps me add value to my officers, I will change what I have been doing and do (this) _____.

Four Universal Principles of Human Interaction

Everyone, please write down a one sentence statement that would qualify as, “*The Idiot’s Philosophy of Human Interaction.*”

The Platinum Rule – *“Treat people better than they expect to be treated.”*

Four Universal Principles of Human Interaction

- 1. Everyone wants to be important.
- 2. No one wants to look stupid.
- 3. Everyone wants to be appreciated.
- 4. Never **just** criticize, condemn, or complain. *(Come up with a solution, suggestion, or execute appropriate action to our problems)*

What do you think the number one fear that most people have within an organization?

(Excerpted from Communication Excellence, Brian J. Polansky Ph.D.)

Our success agenda is determined by:

1. The daily **decisions** we make
2. The daily **disciplines** we practice

Theodore Hesburgh stated the following:

“You don’t make decisions because they’re easy; you don’t make decisions because they’re cheap; you don’t make decisions because they’re popular; you make decisions because they’re right.”

Guidelines for making right decisions:

- a) Seek out wise counsel
- b) Look for patterns in the guidance we are given.
- c) Ensure our decisions are legally sound

- d) Ensure our decisions are ethically sound
- e) Ensure our decision gives us peace?
- f) Examine the downside? Can we live with our decision if things go sideways?
- g) Does the decision match our gifts and our abilities?

» **Common denominator of success:** Forming the habit of doing things that failures do not like to do.

DWOW!

» ***Discipline*** is the means to getting what you really want even when you don't want to do the things necessary to get it.

***The secret of our success is determined by our daily **AGENDA.**

Leaders are Readers

Please keep the following 2 things in mind when we talk about this next tool:

- 1) Most of us realize that awkwardness is the barrier to learning.
- 2) If we take care of the small things, the big things will take care of themselves.
- 3) I want to encourage everyone to be just as much **GROWTH ORIENTED**, as they are **GOAL ORIENTED**.

What do you think the following quote is in relation to:

“Most people underestimate today and overestimate tomorrow.”

Answer: PROCRASTINATION

GO-TO SECRETS

How do I handle ghosting/procrastination in those we lead?

Send an email or text with the following in the Subject Heading:

Answer:

- 1) “Have you given up on . . .” in the subject and first line of body.

2) Softener

“We can delegate authority, but we cannot delegate the responsibility.”

“Success on any major scale requires you to accept responsibility. The one quality that all successful people have is the ability to take on responsibility.”

—Michael Korda

WE MAY REALLY WANT TO PONDER THE FOLLOWING QUESTION: “WHO ARE WE?”

It has been said that each of us is really 5 people:

- i. You are, who you are.
- ii. You are who you think you are
- iii. You are who your family thinks you are
- iv. You are who your friends think you are
- v. You are who your acquaintances think you are

Many individuals do not realistically have the ability to see themselves as they are or how others view them.

We are often blind to ourselves.

Authentic people are authentic because they know who they are.

The better we know ourselves the more we will be comfortable with ourselves.

Self-aware -Short comings

MISTAKE: Many individuals will put ***“Feel Good People”*** around them to complement them and compensate for their short comings.

Self-awareness is a result of maturity and feedback. It is a willingness to accept reality and change.

The better we know ourselves, the more consistent we will become.

This is more likely to happen once we identify our core values.

Self-awareness has its roots in understanding our values and what is important to us.

Self-awareness is a result of maturity and feedback, and a willingness to change.

Core Values - Practical Exercise:

Let's make an attempt to Identify and Rank the following Core Values, from BEST to WORST, as it relates to our own life. (1 BEST - 21 being the WORST)

Low numbers will be considered an asset, High numbers will be considered more of a liability.

Acceptance	Entertainment	Expression	Happiness	Control
Attitude	Gratitude	Comfort	Experiences	Hope
Entitlement	Teamwork	Integrity	Perseverance	Kindness
Responsibility	Commitment	Courage	Freedom	Self-Regulation
Humility				

Another *“Decision and Discipline”* we should make and practice daily:

2. It is important that we decide to embrace and practice right values.

» Values apply to all situations.

» Our values should not be determined by our career; . . . they should govern our career.

Effective Leaders Embrace Good Values - Effective leaders lead by values, not by pressure.

CHALLENGE: “Be the leader for others that you wish you had!”

“Nice guys may appear to finish last, but usually they are running a different race.”

Ken Blanchard and Vincent Peale

Improvement: I have decided to grow and improve daily.

George Knox said,

“When you cease to be better, you cease to be good. When you stop growing, you cease to be useful—a weed in the garden of prosperity. We are what we are today because we were what we were yesterday. And our thoughts today will determine our actions tomorrow.”

» The path from the ordinary to the extraordinary is continual improvement.

Improvement insights to Ponder:

1. Why should we not be afraid to admit we were wrong?

2. We will never change our life until we change something we do daily.

3. We cannot manage what we cannot measure. Identify the areas where growth is essential to our success and find a way to measure it.

4. Set realistic expectations for OUR improvements and utilize the compound effect.

The compound effect is the strategy of reaping huge rewards from small, seemingly insignificant actions, which are continuously accomplished daily.

Effective Leaders Develop Focus

In relation to our skills, we should spend 80% of our time working on our strengths.

Two weak areas that will hurt us: self-discipline (*decisions and daily disciplines*) and attitude.

If we have all of the skills and strengths in the world, and do not have self-discipline and have a bad attitude, then we will sabotage ourselves.

Ask this question continually: *“Is what I am doing today getting me closer to my goal tomorrow?”*

MANY leaders don't suffer from lack of knowledge; they suffer from a lack of discipline.

Time Management Awareness Assessment

INSTRUCTIONS:

Pull out your phones and go to: www.Donhaley.com

Click “Downloads”

Click the link below: Time Management Awareness Test

Effective Concepts in Time Management and Situational Leadership

Great and effective leaders manage their time well. They understand that time management is a fundamental piece to their success in leading others.

Effective leaders know where their time goes and manage it actively.

Three Key Essentials in Time Management for Leaders

1. They identify and eliminate things that need not be done at all.
2. They delegate to other individuals' things that can be done, as well or better by someone else.
3. They avoid wasting their own time and the time of others.

Either we are going to manage our time, or our time will manage us.

Time management is self-management.

Sometimes not giving your time away means saying no to insignificant things in your life.

What are some of the BASIC time killers that we can identify in the average individual's life, that does not lead to productivity and efficiency.

- 1) Social Media
- 2) Certain Meetings (Faculty Senate)
- 3) Junk Mail
- 4) Junk Email
- 5) Surfing the net aimlessly
- 6) Aimless conversations
- 7) Opportunity Cost Time Wasters: (Changing Oil in my own car)
- 8) Watching TV
- 10) Failing to delegate insignificant tasks
- 11) Trying to locate something, memo, directive, important information to share, etc.
- 12) NOT creating daily tasks lists.

Effective leaders gear their efforts towards RESULTS, not WORK.

"Don't tell people how to do things, tell them what to do and let them surprise you with their results." George S. Patton

Tool Time

As a leader, here is a simple test which may help us determine if we should delegate a task or not?

If someone with a lower rank than you can perform the same task with a 90% or more acceptability rate, then you should delegate that job.

Sources of Wasted Time at Work

The Major reasons for our inefficient use of work time are as followed:

- 1) Telephone interruptions
- 2) Drop-in visitors
- 3) Meetings (Scheduled or Unscheduled)
- 4) Crisis
- 5) Lack of Objectives
- 6) Cluttered Desk and personal disorganization
- 7) Ineffective delegation
- 8) Too much work attempted at once and unrealistic time estimates. —
- 9) Lack of or unclear communications/instructions.
- 10) Inadequate, inaccurate, or delayed information.
- 11) Indecision and Procrastination
- 12) Confused responsibility and authority
- 13) Inability to say “No”
- 14) Lack of self-discipline
- 15) Not knowing what to do with paper clutter.

There are only four things you can do with paper:

- 1) Toss it
- 2) Refer it (Pass it on to someone else . . . delegate)
- 3) Act on it
- 4) File it (so you can find it)
- 16) Proper triaging of emails

Research indicates that individuals want their leaders to be humble, transparent, and authentic.

CADSP will hopefully reveal to us where we are as a Leadership Team in meeting the 4 Expectations of Top Law Enforcement Leaders:

1. Intellectual capacity to make sense on unfathomably complex issues.
2. Imaginative powers to paint a vision that generates everyone's enthusiasm.
3. Operational knowledge to translate strategy into concrete plans
4. Interpersonal Skills that receive buy-in from everyone on the team

CADSP Practical

The following is the Planning and Assessment Overview for executing the CADSP practical on the second half, of the third day of class.

What is the “**CADSP**”?

It is a problem-solving process. “**CADSP**” stands for Collaboration Activity to Develop a Strategic Plan

What is the purpose of executing the **CADSP**?

1) To address, create, execute, measure, and adjust a strategic plan to solve problems within law enforcement agencies.

What does the CADSP Assessment Practical consist of?

- 1) Anonymously identifying a problem or area of mandated change that SHALL be acted on within a law enforcement agency.
- 2) Identifying and clearly stating an outcome or goal that we want to achieve.
- 3) Identifying ways to measure the outcomes/results? (Qualitatively or quantitatively)
- 4) Assess and analyze the measured outcomes/results?
- 5) After analyzing the outcomes/results/data, make adjustments where and if needed.

What is involved in executing the “**CADSP**” practical?

Beginning of Class on the Second Day of Class

Step 1 - Creation of two teams: Team A and Team B

Professor Haley will reveal the 2 volunteers he has picked to lead each team. The Leaders will build a draft sheet/wish list of students they want on their team, based on observations and knowledge from class. (Refer back to “*The FIVE Capabilities of Leadership*”, “*The 5 Expectations of Top Law Enforcement Leaders*”)

Step 2 - After the creation of Teams, A & B, give each team member a “*Sideways*” Sheet to fill out and submit by the end of Day 2. Write Team A or Team B at the top of the page. **THE STUDENTS WILL NOT WRITE THEIR PERSONAL NAMES ON THE SHEET.** We want anonymity. (see *Sideways sheet attachment*)

Step 3 - At the end of Day 2, Professor Haley will collect these “*Sideways Sheets*” by having them placed face down on Professor Haley’s desk under the headings, Team A or Team B.

The Practical will Begin on the second half of the Third Day:

Step 1: Team A will receive Team B’s “*Sideways Sheets*” and Team B will receive Team A’s “*Sideways Sheets*”.

Team A will receive Team B’s “*Sideways Sheets*” and Team B will receive Team A’s “*Sideways Sheets*”. The teams will review the “*Sideways Sheets*”.

Step 2: Each Team member will receive “*EXECUTING THE ISAM*” sheets, which will be utilized as a tool to devise a 3 to 5 step strategic plan. These strategic plans will be created to solve the problems listed problems on the “*Sideways Sheets*”. (NOTE) This exercise is not only about finding a viable solution. It is about effectively *executing all aspects of the designed strategic plan of action.*

Things to consider when “Executing the ISAM” Document:

Issue – Clarify the issue

I) Define the Problem (The What?)

Define the problem by considering the three elements shared by every problem:

- a) The current undesirable situation:
- b) The goal or more desirable situation:
- c) Obstacles in the way:

II) Analyze the Problem – (The Why?)

III) Compose a single sentence that summarizes the problem called a “**Problem Statement**”.

Solutions – Generate and Evaluate Possible and Probable Solutions.

Examples: Seek wise counsel from HR, District Attorney’s office, outside consultant, create core values, create policy changes, training, disciplinary actions, etc.

Application – Execute the roll out of the solution.

Measured Results – Assess the Solution with measurable methods.

Measure the results, either qualitatively or quantitatively.

STEP 3: A team member from each team will present to the class the implementation process: We must indicate which parties are responsible for carrying out our strategic plan (Delegation), significant dates, times, how we will measure results, etc.

CADSP QUESTIONS WE MAY WANT TO CONSIDER:

1. Do we have a clear set goal articulated and objectives to meet that particular goal?
2. How will we obtain Stakeholder Support?
3. Did we address the “Why?” issue?

4. Do we appropriately issue a purpose statement, articulating what the desired effect of implementing our strategic plan should be?
5. Is our strategic plan legal and in alignment with HR?
6. Should we include significant dates? (Effective Dates)
7. Should we utilize a glossary of terms?
8. Should we implement a new policy or change the current policy on the issue?
9. How will we evaluate the effectiveness of this strategic plan? (Is it measurable – Qualitative/Quantitative)