

Colma Police Department
Patrol Ops – Field Leadership Course
3170-41610
Rev: 02/13/2020

INNER PERSPECTIVES
LEADERSHIP DEVELOPMENT PROGRAM
EXPANDED COURSE OUTLINE



Session One, Day One
“Leadership/ Management”

- Required Materials: Students will have read:
Lincoln on Leadership by Donald T. Phillips and
Emotional Survival for Law Enforcement by Kevin M. Gilmartin
and completed written essay assignments on both books.
- Flip Chart Easels
Laptop, projector screen, DVD player
Video: “1991 West Point Academy Address by General Norman Schwarzkopf”
Peer Forms/ Intro Sheets
DA Charging Sheets
- Optional Materials: Movie: High Ground- Erik Weihenmayer
(Duration: One hour, thirty-two minutes)

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I.	Welcome	0800-0830
	A. Administrative Details	
	1. Registration	
	2. Facilitator Introductions	
	3. Facilities Familiarization	
	4. Philosophy of the course	
II.	Introductions	0830-1000
	A. Students/ Group Breakout- Intro Sheets/ Peer Forms	
	1. Department, tenure, experience, assignments	
	2. Their course expectations	
	3. Personal fact	
III.	Leadership	1000-1100
	A. Discussion	
	1. What is wrong with today's leadership?	
	2. What will help it improve?	
IV.	Introduction to Leadership	1100-1200
	A. 1991 West Point Academy Address by General Norman Schwarzkopf	
	1. Discussion	
	2. How does it relate to leadership today?	
	LUNCH	1200-1300
V.	Leadership Defined	1300-1400
	A. Leadership vs. Management	
	1. Class will break into groups to discuss differences	
	2. Leadership- 4 E's: Envision, enable, empower and energize	
	3. Management: Task oriented, administer and control	
VI.	Goal Setting Exercise	1400-1500
	A. Short Term/ Long Term	
	1. Group Discussion	
VII.	Book Concepts	1500-1530

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- A. Facilitator-led discussion
 - 1. Book: “Lincoln on Leadership by Donald T. Phillips”
 - 2. What is the relationship to leadership?
- VIII. D.A. Exercise - Perspective/Values; Intrinsic vs. Extrinsic 1530-1630
 - A. Constraints put upon management
 - B. How decisions sometimes have to be made
 - 1. Influences from within their own organization
 - 2. Influences from the public
 - C. Small and large group discussion
- IX. Study time to work on D.A. Exercise 1630-1700

Session One, Day Two “Principles”

Required materials: Book – Emotional Survival for Law Enforcement by Kevin M. Gilmartin
Flip Chart Easels
Laptop, projector screen, DVD player
Personal fact sheets from day one
Video: Simon Sinek’s TED Talk/ “How Great Leaders Inspire Action”
DA Charging Sheets

Materials to distribute: Book- Extreme Ownership by Jocko Willink and Leif Babin
Questions for Extreme Ownership Book
Journals
Journal explanation sheets

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| I. | Ice Breaker- Group breakout exercise | 0800-0900 |
| | A. Personal fact sheets from day one | |
| II. | Desirable Traits of an Officer | 0900-1000 |
| | A. Group Discussion | |
| | 1. Officer’s perspective/ peer | |
| | 2. Sergeant’s perspective | |
| | 3. Chief’s perspective | |
| | 4. Citizen’s perspective | |
| | 5. City Council/ City Manager’s perspective | |
| | B. Discuss why perspectives are different | |
| III. | Values, Principles, Preferences | 1000-1030 |
| | A. Group Discussion/Definitions | |
| | 1. Define values | |
| | 2. Define principles | |
| | 3. Define preferences | |
| IV. | Officer Involved Shooting Presentation | 1030-1200 |
| | A. Officer’s perspective | |

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LUNCH		1200-1300
V.	Book Concepts	1300-1330
	A. Facilitator-led discussion	
	1. Book: Emotional Survival for Law Enforcement by Dr. Kevin Gilmartin	
	a. Value with respect to law enforcement	
	b. Discuss the concept of “emotional survivor”	
	c. Steps to take to become an “emotional survivor”	
VI.	D.A. Exercise	1330-1530
	A. Facilitator-led Discussion	
	1. Lead class through DA presentations	
VII.	Inspirational Leadership	1530-1630
	A. Video: Simon Sinek TED Talk, “How great leaders inspire action”	
	1. Facilitator led discussion following the TED Talk video	
VIII.	Wrap Up/Roundtable	1630-1700
	A. Facilitator-led Discussion	
	1. Seek class input	
	2. Discuss learning aspects	
	B. Discuss reading and homework assignment for next sessions	
	1. Hand out assignments- Journals and Journal explanation sheets	
	2. Book: Extreme Ownership by Jocko Willink and Leif Babin	
	3. Questions for Extreme Ownership Book	

Session Two, Day One “Power/Authority”

Required materials: Students will have read Extreme Ownership by Jocko Willink and Leif Babin and completed written essay assignments.
Students will have made written entries in their assigned journals and will be prepared to discuss those entries in group setting(s).

Flip Chart Easels
Laptop, projector screen, DVD player
Helium Stick- Icebreaker Exercise
Riverboat Exercise Instructions
Pre-Shift Briefing Breakout Exercise Forms/ Policies
Clips from Movie: Flat Top
Book: Zapp, The Lightning of Empowerment by William C. Byham, Ph.D.
(One copy for facilitator use only)

Optional Materials: President Ronald Reagan’s Address on the Space Shuttle Challenger Disaster
(Duration: Four minutes, thirty seconds)

I.	Ice Breaker- Group breakout exercise	0800-0900
	A. Helium Stick	
II.	Journal Work	0900-1030
	A. Discuss issues encountered since last sessions	
	1. Emphasis placed on correlating their conflicts with previous class topics	
III.	Introduction to Power and Authority	1030-1100
	A. Group Discussion/Definitions	
	1. Define power and authority	
	2. How do they differ?	
IV.	Riverboat Group Breakout Exercise	1100-1200
	A. Groups	
	1. Initial scenario	
	2. Updated scenario with twist	
	3. Tie in with next segment (Paradigm and Paradigm Shift)	
	LUNCH	1200-1300

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- V. Paradigm/ Paradigm Shift 1300-1400
 - A. Group Discussion/Definitions
 - 1. Define paradigm
 - 2. Define paradigm shift
 - 3. Tie in with previous segment (Riverboat Exercise)

- VI. Pre-Shift Briefing Group Breakout Exercise 1400-1530
 - A. Groups
 - 1. Difficult policy presentations
 - 2. Delivering the message from supervisory/management perspective

- VII. Delivering the Message 1530-1630
 - A. Video Clip: Flat Top
 - 1. Facilitator led discussion following the Flat Top video clip
 - 2. Delivering an effective message without undermining or losing credibility
 - B. Book: Zapp, The Lightning of Empowerment by William C. Byham, Ph.D. (Facilitator copy)
 - 1. Concepts of Zap vs. Sap as they relate to delivering a message to subordinates from a supervisor perspective

- VIII. Introductions to Final Group Projects 1630-1700
 - A. Open ended presentation related to themes covered in this course, not related to law enforcement
 - B. Each group (5+/- people) will present for approximately 45 minutes

Session Two, Day Two “Loyalty”

Required materials: Flip Chart Easels
Laptop, projector screen, DVD player
Loyalty Scenario/ DUI Group Exercise
Book: Extreme Ownership by Jocko Willink and Leif Babin
Movie: The Last Castle

Materials to distribute: Book: Dealing with People You Can’t Stand by Rick Kirschner and Rick Brinkman
Movie: Crimson Tide

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| I. | Officer Involved Shooting Presentation | 0800-1000 |
| A. | Command perspective | |
| B. | Considerations above and beyond individual officer(s) | |
| II. | Loyalty Group Breakout Exercise | 1000-1100 |
| A. | Groups | |
| 1. | DUI Officer/Supervisor Scenario | |
| 2. | Tie in with next segment (Introduction to loyalty) | |
| III. | Formal Introduction to Loyalty | 1100-1130 |
| A. | Groups | |
| 1. | Define loyalty, what it is and the types that exist | |
| IV. | Final Projects | 1130-1200 |
| A. | Identify Teams/ Team Members | |
| 1. | Discuss initial project ideas | |
| | LUNCH | 1200-1300 |

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- V. Loyalty 1300-1530
- A. Movie: The Last Castle
 - 1. Class will watch movie which contains concepts relating to loyalty
 - 2. Class Discussion
 - a) Loyalty/ Persuasion
 - b) Positive and Negative leadership
- VI. Book Concepts 1530-1630
- A. Facilitator-led discussion
 - 1. Book: Extreme Ownership by Jocko Willink and Leif Babin
 - a. Relevant leadership topics/ Ties to law enforcement
 - 1. Vision- Paradigm shift, change of tactics
 - 2. If team fails, everyone fails
 - 3. Decentralized command- Everyone leads, that is what you want
 - 4. Team must understand the “Why”
 - 5. You must believe in what you are doing, if not, ask questions and lead up
 - 6. Humility- Check your ego. What can I/we do better?
 - 7. Extreme Ownership- Own problems and solutions up and down the chain
- VII. Wrap Up/Roundtable 1630-1700
- A. Facilitator-led discussion
 - 1. Seek class input
 - 2. Discuss learning aspects
 - B. Discuss reading and homework assignment for next sessions
 - 1. Book: Dealing with People You Can’t Stand by Rick Kirschner and Rick Brinkman
 - 2. Movie: Crimson Tide
 - 3. Questions for Dealing with People You Can’t Stand Book and Crimson Tide Movie
 - 4. Continue with Journal entries

Session Three, Day One “Vision”

Required materials: Students will have read Dealing with People You Can’t Stand by Rick Kirschner and Rick Brinkman and will have watched Crimson Tide and will have completed written essay assignments.
Students will have made written entries in their assigned journals and will be prepared to discuss those entries in group setting(s).

Flip Chart Easels

Laptop, projector screen, DVD player

Marshmallow Tower- Icebreaker Exercise

Book: Dealing with People You Can’t Stand by Rick Kirschner and Rick Brinkman
Rodney King Arrest Report

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| I. | Ice Breaker- Group breakout exercise | 0800-0900 |
| | A. Marshmallow Tower | |
| II. | Journal Work | 0900-1030 |
| | A. Discuss issues encountered since last sessions | |
| | 1. Emphasis placed on correlating their conflicts with previous class topics | |
| III. | Formal Introduction to Vision | 1030-1200 |
| | A. Individual | |
| | 1. Define “vision” and identify 3 visionary leaders | |
| | B. Group | |
| | 1. Create a group “vision statement” and identify 1 visionary leader | |
| | LUNCH | 1200-1300 |

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- IV. Social Media in Law Enforcement Today 1300-1500
- A. Speaker: Mountain View Police Department Captain
 - 1. How is and how can social media be used in law enforcement today
 - 2. “Staying in your lane”, posting on social media
 - 3. Ethical failures tied to social media
- V. Book Concepts 1500-1600
- A. Facilitator-led discussion
 - 1. Book: Dealing with People You Can’t Stand by Rick Kirschner and Rick Brinkman
 - a. Relevant leadership topics/ Ties to law enforcement
- VI. Final Group Project Time 1600-1700
- A. Formalize teams and group project ideas
 - 1. Facilitators will meet with groups to review, assist and approve of projects

(Distribute Rodney King arrest report prior to dismissal)

Session Three, Day Two “Code of Silence”

Required materials: Flip Chart Easels
Laptop, projector screen, DVD player
Freebie Article
Ethical Dilemma Scenarios
Movie: The Seven Five
Clips from Movie: Crimson Tide

Materials to distribute: Movie: Zootopia

- I. Formal Introduction to the Code of Silence 0800-0930
 - A. Facilitator-Led discussion
 - 1. Distribute “Freebie” article
 - 2. Discuss the relevance of “Freebie” article in law enforcement today
 - B. Group Discussions
 - 1. Does code of silence still exist?
 - 2. Have you observed code of silence in your department or another?
 - 3. Incorporate Rodney King arrest report

- II. Code of Silence 0930-1200

Movie: The Seven Five

 - 1. Class will watch movie which contains concepts relating to the code of silence
 - 2. Class Discussion

- LUNCH 1200-1300

- III. Loyalty/ Vision/ Power/Authority 1300-1500
 - A. Video Clips: Crimson Tide
 - 1. Facilitator-led discussion following the Crimson Tide video clips
 - 2. Various leadership concepts from the Crimson Tide movie

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- IV. Formal Introduction to Ethics/ Ethical Dilemmas 1500-1600
 - A. Group Discussions
 - 1. Provide examples of ethical dilemmas
 - 2. Discuss course of action and be prepared to defend decisions
 - 3. Ethics in sports video clips

- V. Final Projects 1600-1630
 - A. Break into teams
 - 1. Discuss project development/progress
 - 2. Continuing plan into next month

- VI. Wrap Up/Roundtable 1630-1700
 - A. Facilitator-led discussion
 - 1. Seek class input
 - 2. Discuss learning aspects
 - B. Discuss reading and homework assignment for next sessions
 - 1. Movie: Zootopia
 - 2. Questions for Zootopia Movie
 - 3. Continue with Journal entries

Session Four, Day One “Ethics”

Required materials: Flip Chart Easels
Laptop, projector screen, DVD player
Airplane- Icebreaker Exercise
Movie: LAPD Blues

Required materials: Students will have watched Zootopia and will have completed written essay assignments.
Students will have made written entries in their assigned journals and will be prepared to discuss those entries in group setting(s).

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| I. | Ice Breaker- Group breakout exercise | 0800-0900 |
| | A. Airplane Building Exercise | |
| II. | Journal Work | 0900-1030 |
| | A. Discuss issues encountered since last sessions | |
| | 1. Emphasis placed on correlating their conflicts with previous class topics | |
| III. | Graduation Preparation | 1030-1100 |
| | B. Graduation discussion | |
| | 1. Nominate class speaker for graduation | |
| | 2. Discuss wardrobe, timeline, lunch, basic format | |
| | 3. Facilitators will select award recipient | |
| IV. | Ethics | 1100-1200 |
| | A. Movie: LAPD Blues- PBS | |
| | 1. Class will watch movie which contains concepts relating to ethics | |
| | 2. Class Discussion (following lunch) | |
| | LUNCH | 1200-1300 |

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- IV. Ethics (continued) 1300-1330
 - A. Movie: LAPD Blues- PBS
 - 1. Class Discussion

- V. Ethics in Law Enforcement 1330-1530
 - A. Speaker: Legal Defense Fund Attorney Mike Rains
 - 1. Background/Introductions
 - 2. Ethical lapses from lowest to highest levels

- VI. Wrap-up on Ethics 1530-1600
 - A. Facilitator-led discussion
 - 1. Why are ethics so important in law enforcement?
 - 2. What happens when ethical failures occur? (personal/ department-wide)

- VII. Transition to Motivating Employees 1600-1700
 - A. Group Breakouts
 - 1. Do we need to motivate our employees?
 - 2. How do we/ should we motivate our employees?
 - 3. What works for you/ your group?
 - 4. What would you like to see more or less of?

Session Four, Day Two
“Biases”

Required materials: Flip Chart Easels
Laptop, projector screen, DVD player
Video: Frank Somerville faces his own racial biases

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| I. | Bias | 0800-0900 |
| | A. Video Clip: Frank Somerville faces his own racial biases | |
| | 1. Do biases exist? | |
| | 2. Do biases impact law enforcement today? | |
| | 3. What can be done to address biases? | |
| II. | Bias | 0900-1000 |
| | A. Movie Discussion- Zootopia | |
| | 1. Discuss racism/sexism | |
| | 2. Does racism/sexism still exist in law enforcement today? | |
| III. | Bias | 1000-1030 |
| | A. Movie Clips: Crash | |
| | 1. To reinforce themes in Frank Somerville clip and Zootopia movie | |
| IV. | Final Projects | 1030-1200 |
| | A. Class will break into their teams | |
| | B. Use time to work on projects | |
| LUNCH | | 1200-1300 |
| V. | Final Projects | 1300-1400 |
| | A. Class will break into their teams | |
| | B. Use time to work on projects | |

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- VI. Group Breakout Exercise 1400-1500
- A. Discuss an unpopular decision from their own department and present to the class in a positive way.
 - B. Students often complain about “unfair” promotional processes. This is a chance for students in their groups to re-work and present the “optimal” promotional process.
- VII. Class Analysis/ Paradigm Shifts 1500-1630
- A. Individual Exercise
 - 1. What did you find most impactful about this course and what will you be taking back to your agency?
 - 2. Did you find yourself experiencing any paradigm shifts during this course? Expand.
 - B. Class Discussion
 - 1. Impact of this course on professional and personal levels.
 - 2. What elements are most useful to you?
 - 3. What are you going to bring back to your agency? (Share individual comments)
- VIII. Wrap up/Roundtable 1630-1700
- A. Facilitator Review
 - 1. Review format
 - 2. Establish timetable for last session
 - B. Evaluations
 - 1. Complete Course Evaluations
 - 2. Hand-In
 - 3. Feedback

Session Five
“Final Group Projects/ Graduation”

Required materials: Laptop, projector screen, DVD player

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| I. | Reconvene | 0800-0830 |
| | A. Agenda | |
| | 1. Present/discuss agenda for the day | |
| II. | Final Projects | 0830-1300 |
| | A. Presentations | |
| | 1. Groups will present final projects | |
| | 2. Presentations will be in between 45 and 60 minutes each | |
| | WORKING LUNCH | 1300-1500 |
| III. | Graduation | 1500-1700 |
| | A. Order of events | |
| | 1. TBD will introduce and give short speech | |
| | 2. Class speaker will present | |
| | 3. Class award will be presented | |
| | 4. Hand out certificates | |
| | 5. TBD close ceremony | |