

Chapter 1

MANAGEMENT, SUPERVISION AND LEADERSHIP

Chapter 1 Learning Objectives

After completing this chapter, students will know

- What basic management skills are important
- What four tools successful managers use
- What personal characteristics most successful managers exhibit
- What management style is best suited for law enforcement work
- Who from the business world has helped shape management and how
- What management by objectives is
- What basic differences exist between managers and leaders
- What theories of leadership have been researched
- What leadership styles have been identified and their main characteristics
- What constitutes effective leadership training
- What the common mistakes made between management and leadership are

Chapter 1 Outline

Introduction

Managers and Management

Authority, Responsibility and Delegation

Basic Management Skills and Tools

Personal Characteristics

The Role of Self Confidence

Attitude

Management Styles

Which Management Style to Select?

Influences from the Business World

Management By Objectives

Total Quality Management

Avoiding Micromanaging

Leading versus Managing

Leadership

Characteristics of Leaders

Research on and Theories Related to Leadership

Trait Theorists

The Michigan State and Ohio State Universities Studies

The Managerial Grid from a Leadership Perspective

Situational Leadership

Transformational Leadership

Leadership Styles

Autocratic Leadership

Consultative, Democratic or Participative Leadership

Laissez-Faire Leadership

Implications

A Perspective on Leadership from the Business World

Leadership Training and Development

Common Leadership Errors

Guidelines for Effective Management and Leadership

Management and Leadership—A Call for Change

Summary

Chapter 1 Summary

Basic management skills include technical skills, administrative skills, conceptual skills and people skills. Successful managers have clear goals and a commitment to excellence, feedback and support. Most successful managers are consistently self-confident and have a consistently positive attitude. Several management theories have evolved over time, yet no one style is more apt than another to achieve the department's mission. The selected style must be matched to individual personalities.

Peter Drucker and W. Edwards Deming had a great influence on approaches to management in policing. Management by objectives (MBO) involves managers and subordinates setting goals and objectives together and then tracking performance to ensure that the objectives are met.

A basic difference between managers and leaders is that managers focus on tasks, whereas leaders focus on people. Manage things; lead people. Theories about leadership include the study of traits, the classic studies conducted at Michigan State and Ohio State universities, the Managerial/Leadership Grid, situational leadership and transformational leadership. Research has also identified several leadership styles, including autocratic; consultative, democratic or participative; and laissez-faire.

Leadership can be developed through comprehensive training programs, including participative management and team-building theory, motivational theory, communications and decision making. Common management/leadership errors include preoccupation, indecisiveness, defending decisions made without full information and ignoring danger signs.

Chapter 1 Key Terms

autocratic leadership managers make decisions without participant input; completely authoritative, showing little or no concern for subordinates.

consideration structure looks at establishing the relationship between the group and the leader.

dispersed leadership the 21st century trend to not tie leadership to rank, but rather to instill leadership qualities throughout the department.

initiating structure looks at how leaders assign tasks.

leadership influencing, working with and through individuals and groups to accomplish a common goal.

management the process of combining resources to accomplish organizational goals.

management by objectives (MBO) involves managers and subordinates setting goals and objectives together and then tracking performance to ensure that the objectives are met.

mechanistic model divides tasks into highly specialized jobs where job holders become experts in their fields, demonstrating the “one best way” to perform their cog in the wheel (Taylorism). The opposite of the *organic model*.

micromanagement oversupervising, providing oversight with excessive control and attention to details better left to the operational personnel.

organic model a flexible, participatory, science-based structure that will accommodate change; designed for effectiveness in serving the needs of citizens rather than the autocratic rationality of operation; the opposite of the *mechanistic model*.

seagull management manager hears something’s wrong, flies in, makes a lot of noise, craps on everybody and flies away.

supervision overseeing the actual work being done.

total quality management (TQM) Deming’s theory that managers should create constancy of purpose for improvement of product and service, adopt the new philosophy, improve constantly, institute modern methods of training on the job, institute modern methods of supervision, drive fear from the workplace, break down barriers between staff areas, eliminate numerical goals for the work force, remove barriers that rob people of pride of workmanship and institute a vigorous program of education and training.

Wallenda Effect the negative consequences of fear of failure.

Classroom Discussion Questions

1. Who is a law enforcement manager?
2. What is the purpose of law enforcement management?

3. What does delegation mean? Can you delegate authority? Responsibility?
4. What changes do you foresee in law enforcement agencies management, supervision and leadership in the 21st century?
5. How do you develop yourself to be a law enforcement manager?
6. What is your definition of leadership?
7. What traits do you attribute to successful law enforcement leaders? If you had to select one most important characteristic of a law enforcement leader, which would you select?
8. Which style of leadership do you prefer? Which style do you perceive you use most of the time?
9. Of the common errors made by those who manage, supervise and lead, which has the potential for the most ill effects on a department?
10. What direction should law enforcement leaders take for the future?
11. What leadership traits do you possess? What leadership traits do you need to develop?

Student Activities

1. Interview a police manager and ask him or her what obstacles he or she had to overcome as a new manager or supervisor. Ask which was the most difficult situation he or she has had to deal with as a supervisor and how he or she handled the situation.
2. Research great historical leaders and make a list of five common traits of the leaders. Try to research leaders from different time periods (not in the same decade) to see how leadership is similar over the years.
3. After researching leadership traits (as in activity 2) create a list of your own leadership traits. How do they compare with those you have found in other great leaders?

Challenge One

After five years as an officer, you were recently promoted to the rank of patrol sergeant by the new chief of the Greenfield Police Department. The chief tells you he is expanding the authority and responsibility of sergeants and is looking for strong leadership at the supervisor level. Many of the officers you are now supervising, including your old partner, have considerably more experience than you. Your old partner is a 20-year veteran and trained you as a rookie. You consider him a mentor and a good friend. You confided in each other when you had problems.

You were a popular officer and often attended social gatherings after your shift. You've declined several invitations since your promotion. Some officers are greeting you less cordially, and you hear talk that your promotion has changed you. Others openly wonder

why your old partner was passed by for the promotion. Your old partner seems less friendly and sometimes questions your decisions at roll call. He often brings up things you did in the past and openly criticizes management.

Challenge One Questions and Suggested Answers

1. *The transition from officer to supervisor is difficult and sometimes isolating. Discuss some issues that complicate the transition.*

Transferring from a position of subordinate to one of authority brings great challenges for the individual. With the promotion comes greater responsibility. Many supervisors do still socialize with subordinates; however, the type of socialization and duration are limited. As a supervisor you are responsible for many new things that you were not responsible for as a patrol officer, and you are in a different group. However, the biggest thing to remember is where you came from. Do not ever become “above” others.

2. *What should you do as a new sergeant to prove to your officers that you haven't changed? Should you use your new authority to demand compliance and establish your position of authority over your old peers?*

Just as with dealing with members of the public, you must establish rapport with your officers. You have changed because you are now responsible for their actions. A shift meeting away from work may be required to have a sit down with your team and discuss your new responsibilities and what you expect from your team.

3. *What is the best style of leadership for a new sergeant?*

The best style is learning from others. Chose leadership styles you have observed from other sergeants and then combine them as your own. As a new leader you cannot come in and make changes immediately; you need to observe from the outside then consult with other seasoned leaders on the best approach for change. Remember, we as humans are creatures of habit and do not openly accept change.

4. *Do different situations require different leadership approaches?*

Yes, each situation, even though similar to other situations, is unique because of the individual(s). You cannot approach each situation the same because each situation may have very similar circumstances but the individuals are different. Always remember to remain constant yet be flexible.

5. *Do different officers need different levels of direction and support?*

Yes, you can just tell some officers what you would like them to do, and they do it with very little supervision. For others you will need to provide constant direction and support for their task at hand. One mistake that many managers make is to rely on the person who gets the job done and gets the job done right, efficiently and the first time. Remember to spread the wealth and reward those whom you rely on the most.

Chapter 1

THE ORGANIZATION AND STRUCTURE OF AMERICAN POLICING

Chapter 1 Learning Objectives

After completing this chapter, students will know

- How law enforcement agencies were traditionally organized
- What line and staff personnel are
- What advantages and disadvantages are associated with specialization
- What the chain of command does
- What type of organization law enforcement managers should recognize
- What the emerging law enforcement organization looks like
- What five broad strategic or organizational approaches currently operate in contemporary policing
- What community policing is
- How traditional and community policing differ
- What the two critical key elements of community policing are
- If the core functions of policing change when community policing is implemented
- What problem solving requires of the police
- What the four principles of CompStat are
- What the 3-I model of intelligence-led policing illustrates
- Who may be important partners in evidence-based policing
- What role failure plays in evidence-based policing

Chapter 1 Outline

Introduction

Early Influences on U.S. Enforcement Organization

The Formal Organization

Mission Statements, Guiding

Philosophies, and Values

Typical Divisions in Law Enforcement Agencies

Division of Labor: Generalists and Specialists

The Hierarchy of Authority

The Informal Organization

The Emerging Law Enforcement Organization

Change Revisited

Post-9/11 Policing
Community Policing
 Traditional and Community Policing Compared
 Partnerships
 A Change in Core Functions?
Problem-Solving Policing
CompStat Policing
Intelligence-Led Policing
 Ethical Considerations in Intelligence-Led Policing
 Guarding against Noble Cause Corruption
 Intelligence-Led Policing in Action
 The 3-I Model
Evidence-Based Policing
 Partnering with Colleges or Universities
 Reporting Failure
Predictive Policing
The Impact of Contemporary Policing Approaches on the New Supervisor or Manager
Summary

Chapter 1 Summary

The traditional organizational design is that of a pyramid-shaped hierarchy based on a military model. A mission statement is a clearly written explanation of why an organization exists and is the driving force for that organization, providing a focus for its energy and resources.

Field services, also called field operations, use line personnel to *directly* help accomplish the goals of the department. Administrative services use staff personnel to *support* the line organization.

Specialization can enhance an agency's effectiveness and efficiency, but overspecialization can impede the organizational purpose. The chain of command establishes definite lines of authority and channels of communication. The emerging law enforcement agency has a flattened organization, is decentralized and empowers its employees.

Five broad strategic or organizational approaches currently operating in contemporary policing are community policing, problem-oriented policing, CompStat policing, intelligence-led policing and evidence-based policing.

Community policing is a philosophy that promotes "organization strategies, which supports the systematic use of partnership and problem solving techniques to proactively address the immediate conditions that give rise to public safety issues, such as crime, social disorder and fear of crime." Traditional policing is reactive, focusing on fighting crime and measuring effectiveness by arrest rates. A tenet of traditional policing is that crime is a police problem. In contrast, community policing is proactive, focusing on community problems and measuring effectiveness on the absence of crime and disorder. A tenet of community policing holds that crime is everyone's problem. Two critical elements of community policing are partnerships and problem solving. In most departments implementing community policing the core functions remain, with the difference being that police no longer seek to accomplish these functions alone.

Problem-solving policing requires police to group incidents as a way to identify underlying causes of problems in the community. The four principles of CompStat involve accurate, timely intelligence; effective tactics; rapid deployment; and relentless follow-up. The 3-I model of intelligence-led policing consists of interpreting the criminal environment; influencing decision makers, and impacting the criminal environment.

Students or staff at local or regional colleges or universities may be valuable partners in agencies wanting to participate in evidence-based policing. Evidence-based policing must report successes and failures to reach its full potential.

All of the previous and current approaches of policing have created an abundance of crime data. All of this data is currently being used to predict where future crime may occur. This approach is aptly called predictive policing.

Chapter 1 Key Terms

broken-window theory suggests that if it appears “no one cares,” disorder and crime will thrive.

chain of command the order of authority; begins at the top of the pyramid and flows down to the base.

channels of communication the official paths through which orders flow from management to personnel who carry out the orders; usually follow the chain of command.

community policing decentralized model of policing in which individual officers exercise their own initiatives and citizens become actively involved in making their neighborhoods safer; this proactive approach usually includes increased emphasis on foot patrol.

CompStat policing a method of management accountability and a philosophy of crime control.

decentralization encourages flattening of the organization and places decision-making authority and autonomy at the level where information is plentiful; in police organizations, this is usually at the level of the patrol officer.

evidence-based policing a methodological approach that uses empirically derived evidence—what has been shown, through scientific research, to be effective—and applies it to real-world policing.

field services directly help accomplish the goals of the department using line personnel; main division is uniformed patrol; also includes investigations, narcotics, vice, juvenile and the like.

flat organization one with fewer lieutenants and captains, fewer staff departments, fewer staff assistants, more sergeants, and more patrol officers.

fusion center an entity that pools the resources and personnel of multiple agencies into one central location to facilitate information sharing and intelligence development regarding criminal activities.

guiding philosophy the organization's mission statement and the basic values to be honored by the organization.

hierarchy a group of people organized or classified by rank and authority. In law enforcement, typically pyramid shaped with a single "authority" at the top expanding down and out through the ranks to the broad base of "workers."

incident an isolated event that requires a police response.

incivilities signs of disorder.

integrated patrol the end goal resulting from the combination of the two elements of community policing and aggressive enforcement.

intelligence-led policing a methodical approach to prevent, detect and disrupt crime, including terrorist activities; uses early detection of crime trends to allow police to be proactive in preventing continued crime.

line personnel those who actually perform most of the tasks outlined in the work plan.

mission the reason an organization exists.

mission statement a clearly written explanation of why an organization exists; the driving force for that organization, providing a focus for its energy and resources.

paradigm a model, theory or frame of reference.

paradigm shift a dramatic change in how some basic structure is viewed.

proactive recognizing problems and seeking the underlying cause(s) of the problems.

problem-solving policing management ascertains what problems exist and tries to solve them, redefining the role of law enforcement from incident driven and reactive to problem oriented and proactive.

pyramid of authority the shape of the typical law enforcement hierarchy, with the chief at the peak and having full authority, down through managers (captains and lieutenants) and supervisors (sergeants), to those who accomplish most of the tasks (officers).

reactive simply responding to calls for service.

social capital a concept to describe the level or degree of social structure within a community and the extent to which individuals within the community feel bonded to each other. Exists at two levels (local and public) and can be measured by *trustworthiness*, or citizens' trust of each other and their public institutions, and by *obligations*, or the expectation that service to each other will be reciprocated.

span of control how many people one individual manages or supervises.

staff personnel those who support line personnel.

stakeholders those affected by an organization and those in a position to affect it.

support services supports those performing field operations; includes recruitment and training, records and communication, planning and research, and technical services.

transactional change various features of an organization may be altered, but the core framework is untouched; this evolutionary change intervenes in structure, management practices and motivations

transformational change intervenes in an organization's mission, culture, and leadership style.

unity of command means that every individual in the organization has only one immediate superior or supervisor.

working in "silos" when local government agencies and departments work quite independently of each other. This lack of partnering with other city and county agencies hinders problem-solving success.

Classroom Discussion Questions

1. Are mission statements really vital or are they "window dressing?"
2. Is it possible for all members of police departments to value hold and support the same values?
3. How many goals are realistic for a department to have? How many objectives do you believe are usually necessary to accomplish a goal?
4. Is there a difference between the terms *pyramidal structure* and *hierarchy*?
5. What is the difference between unity of command and chain of command?
6. What does an organizational chart indicate?
7. How could you reorganize to force decision making downward? Is this desirable?
8. Which of the five strategies described appear to have the most promise?
9. Which of the five strategies seem most compatible with traditional policing? Which of the five strategies seem most compatible with each other?
10. How would you describe the organization and strategic approaches being used in your police department?

Student Activities

1. You have been picked by the police chief to develop a new community-oriented initiative. You have been given a minimal budget for start up. How will you determine what problem to address? Where will you get your resources?
2. Determine whether your local police agencies are adopting, or plan to adopt, community-oriented policing and problem solving. If so, attempt to learn their rationale (in particular the perceived benefits over traditional police model), and their plan of implementation and evaluation.
3. How would you address a gang problem in a high-crime neighborhood? What information would you need to combat the problem? With what groups would you partner? What strategies might be relevant?

Challenge One

The Greenfield Police Department's new mission statement emphasizes a community policing philosophy. The new chief has increased the authority and the responsibility of sergeants to identify and solve problems affecting the quality of life in Greenfield. You are the evening shift supervisor and have learned that the residents of the Senior Citizens' Center are reluctant to venture out after dark. The center is located in a low-crime neighborhood adjacent to a public park with walking paths. Evening walks in the park used to be a popular activity for the seniors, but no one uses the park now. The center's owner tells you the residents are worried about all the crime they see on the news and read about in the paper. They are also concerned about thefts from their cars in the parking lot. He says rumors of criminal activity spread quickly through the center. The owner provides classes every month on how to avoid being a crime victim. He also installed new security doors and cameras. Nothing seems to work.

You gather the officers on your shift to discuss the situation. They tell you there is no crime problem in the area of the center. The crime statistics support the officers. There has been one car window broken in the center's parking lot during the last year, and a few kids have been told not to skateboard through the lot on their way to the park. An officer remarks that the kids dress rather oddly and sport some strange haircuts, but they're good kids who stay out of trouble. Officers state that they patrol the area constantly and conduct frequent traffic enforcement on the street in front of the center. They flash their red lights to make sure the residents see them in the area. The officers tell you the residents have exaggerated the problem.

Challenge One Questions and Suggested Answers

1. *Is there a crime problem at the Senior Citizens' Center?*

No, there is not a crime problem at the Senior Citizen's Center. However, fear of crime is affecting the quality of life of the residents. Since the new chief has made this part of the responsibility of officers and the mission statement is focused on community policing, the officers should focus on how to reduce fear of crime in the area.

2. *Is fear reduction a police problem?*

According to the new mission statement, fear reduction is a problem for the Greenfield Police Department. Fear of crime may not be correlated to actual crime rates, but the problems this fear of crime have created, such as an abandoned park could have detrimental effects on the community, including the possibility of an increase in crime.

3. *Where are some possible causes of fear of crime at the center?*

Some of the activities being provided by the owner of the center, such as classes to avoid being a crime victim could be one possibility for increasing the fear of crime. Since there is a lack of criminal activity in the area the residents of the center could be better suited for activities, which get them back in the park to show them the lack of danger. Even the use of police lights as police are patrolling could increase this fear. The police should focus more on community policing approaches within the center.

4. *What is missing in the current community-police relationship between the Greenfield Police department and the senior citizens?*

The officers seem to have very little communication with the residents of the center, beyond patrolling the area surrounding the center. It could benefit the relationship of the center and the police to have more informal communication within the center. The police should focus on getting out of their patrol cars and talking with the senior citizens. Hearing that there is no crime in the area from the police may be more beneficial to them than seeing police lights outside, or hearing rumors of crime from other residents.

5. *Does the department's mission statement align with how day-to-day operations are carried out, and vice versa? Should a change be made in the agency's mission statement?*

Currently the officers are focused more on problem-solving policing, rather than community policing. Community policing strategies, which could involve police being involved in more activities at the center in an informal capacity would be more beneficial to the senior citizens at the center. Therefore, instead of changing the agency's mission statement again, the officers should be more focused on how to align their day to day operations with the mission statement of the agency.