

CRAFTING YOUR ORGANIZATION THROUGH LEADERSHIP DEVELOPMENT

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TEXAS POLICE CHIEFS ASSOCIATION

SINCE 1958

- **Over 1800 Members**
- **Providing Professional Support to Texas Police Leaders**
- **Best Practices Recognition Program (over 180 agencies)**
- **Leadership Training**
- **Law Enforcement Command Officer Program - LECOP**
- **Legislative Input**
- **Officer Line of Duty Death Benefit**
- **Professional Networking**



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HEALTHY ORGANIZATIONS

- **Leadership energy**
- **Organizational maturity**
- **Fostering confidence
(building trust)**



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HEALTHY ORGANIZATIONS

- **Common Mission/Goals**
- **Common Processes/Standards**
- **Common Situational View**
- **Common Training**
- **Common Understanding of Success**



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LEADERSHIP AS A PRIORITY

- **We Work in Technical Fields**
- **Training is Therefore Technically Focused**
- **Competent Organizations Must be Technically Proficient**
- **But What About Our Supervisors?**



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LEADERSHIP AS A PRIORITY

- We Work in Technical Fields
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- But What About Our Supervisors?

***“Go out there and do what
has been done to you!”***



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LEADERSHIP EXPERIENCES

- We've All Had Good Bosses – Positive Examples
- We've Also Had Bad Bosses!



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LEADERSHIP EXPERIENCES

- We've All Had Good Bosses – Positive Examples
- We've Also Had Bad Bosses!

***FROM WHOM DID YOU
LEARN THE MOST?***



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LEADERSHIP EXPERIENCES

- Both Left Lasting Impressions, But,

***I DO NOT WANT TO
BE LIKE THAT GUY!***



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LEADERSHIP EXPERIENCES

- *Both Left Lasting Impressions, But,*

***I DO NOT WANT TO
BE LIKE THAT GUY!***

- **Causes Hesitation, Reticence**
- **Being NOT BAD... Isn't Being GOOD!**



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GOOD MANAGERS ARE NECESSARY, BUT...

Leadership vs. Management

Leadership is a Function of Relationships. (Working with People)
Management is Using Resources. (Deployment, Staffing etc.)

“A Person Who Has no Followers is Not a Leader”

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LEADERSHIP IS INSPIRATION



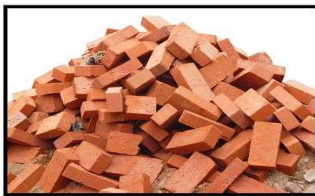
- Original Bloom's Taxonomy Applied to Organizational Leadership
 - Cognitive = Brain = "Knowing" a Thing (Policy, Philosophy)
 - Psychomotor = Body = "Ability" to Do a Thing (Process, Tools)
 - Affective = Heart = "Believing" One Should Do a Thing (Leadership)
- One May "Know" and Have Appropriate Processes and Tools to "Do"
- BUT, Absent the Belief and Desire, the Thing Will Not be Done.
- LEADERSHIP INSPIRES THE HEART

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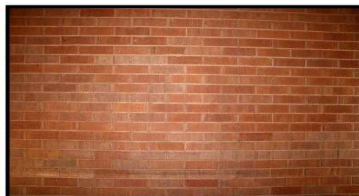
LEADERSHIP IS THE MORTAR



Organization vs. Individuals



Difference?



MORTAR!

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LEADERSHIP IS LIKE ANY TECHNICAL SKILL

- **It is Developed**
- **It Can Be Improved**
- **It Does Not Come Naturally**
- **It Takes Practice**
- **Painfully Obvious When Missing**



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LEARNING TO BE A LEADER

- **Understanding Human Behavior**
- **Deciding to Serve and Sacrifice**
- **Building Conditions of Trust**
- **Inspiring a Collaborative Vision**




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LEARNING TO BE A LEADER

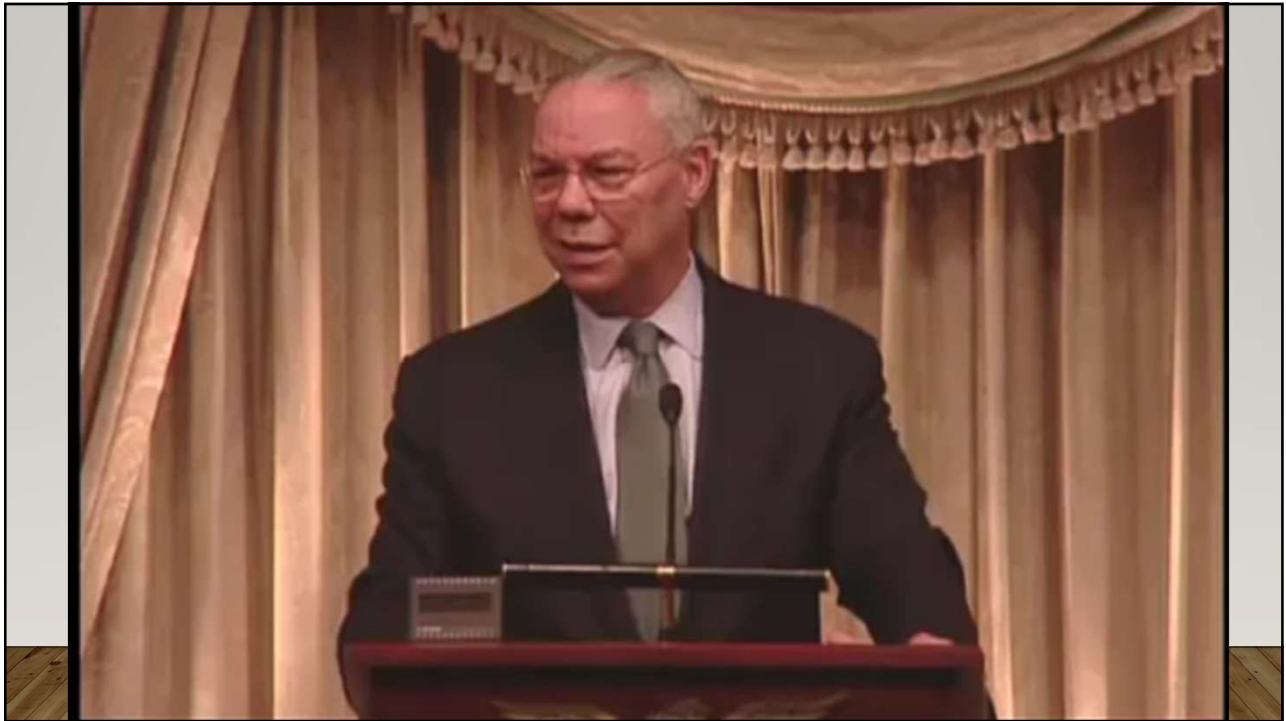


- **Study Leadership as a Separate Skill**
- **Apply to Specific Technical Discipline**
- **Recognize What Really Motivates People**
- **PEOPLE TAKE JOBS, BUT QUIT BOSSES!**

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Track "A" Required	Track "A" Elective (Pick 2)	Track "B" Required	Track "B" Elective (Pick 2)	 TPCA Law Enforcement Command Officer Program (LECOP)
Developing Leaders for Texas Law Enforcement	Managing Special Operations	Organizational Leadership, Courage & Character	Auditing & Inspections	
Managing Patrol Operations	Managing Traffic Enforcement Operations	Performance Appraisals & Employee Accountability	Pre-Employment Background Investigations	
Managing Criminal Investigations	Managing Administrative Operations	Basic Internal Affairs Investigations	Recognition Training	
	Leadership for Field Training Officers		Basic Field Training Officer's Course	

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ORGANIZATIONAL EMPHASIS

- *Prioritize Leadership*
- *Formally Train Leadership Cadre*
- *Inspire Each Other*
- *Reward Successes*



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LEADERSHIP MATTERS



DO IT RIGHT
DO IT RIGHT NOW

