Police Leadership: A Research Review and Assessment

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Abstract

This paper identifies and presents the relevant research and literature on police leadership and offers a summary and critical analysis for each source. The purpose is to answer questions such as: 1) What are the steps in the leadership development process and what is the best instructional method to transfer these steps? 2) What obstacles block the road to more prolific and effective leadership development programs and what can be done to overcome these obstacles? 3) What symptomatic problems stem from poor leadership education and training? This investigation found that much of the research and literature is either dated with modest value, based on small case studies with limited empirical data, or anecdotal with narrow application.

Finally, this paper concludes with thoughts on the implication of this work on the future of police leadership education and training.

*Keywords: Leadership, Leadership Development, Management, Character, Coaching, Ethics, Education, Mentoring, Training*
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The famous British broadcaster, Sir Antony Jay once said, "The only real training for leadership is leadership." While this follows the old adage, practice makes perfect, it is imperative to develop good methods with which to practice. Ancient philosophers like Sun Tzu, Plato, and Machiavelli have been observing and writing about leadership for millennia. However, the popular belief was that leaders were born with special abilities or predestined by the gods to lead. It was not until the 1930’s that leadership became an area of modern scholarly work. During this period, the social sciences found that people could indeed learn leadership behaviors and were not necessarily born with distinctive talents that made them leaders (Adair, 2009). With this observation and breakthrough in thinking came the dawn of leadership research and training.

Even though science proved that people could learn leadership traits, the application is still an elusive notion. What is it about leadership that makes it so difficult to observe, define, record, and transfer? One of the most influential management philosophers of our time, Peter Drucker once said, "Management is doing things right; leadership is doing the right things." The United States Army Field Manual 6-22 Army Leadership (2006) defines leadership as "influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization" (p. 1.2). Attendees from the Federal Bureau of Investigation’s National Academy Sessions 226-229 defined effective leadership as, “the process of setting a proper example for other officers by showing them how to police in a manner that is fair, service oriented, professional, and within the standards and expectations of the community” (Schafer, 2008). Unlike management which can be broken down into very specific tasks,
leadership is more conceptual having much to do with the intangibles like: character, wisdom, and example, and can only be measured in terms of results.

Police leadership education and training are lacking direction for a standardized curriculum and an instructional model. This deficiency is critical since weak leadership is the cause of so many symptomatic problems that afflict law enforcement today. This paper will identify the relevant research and literature on police leadership, review and analyze each source, and summarize their combined implications on the future of police leadership education and training.

**Review & Critical Analysis**

After an extensive review of more than 100 sources of leadership research and literature, it was found that much is either dated with modest value, based on small case studies with limited empirical data, or anecdotal with narrow application. This is not to say that the papers and articles written by some of the most respected people in the field were not interesting, informative, and entertaining. Each has its place in the dogma of police leadership and is the foundation for much of the current education and training programs. Since law enforcement is one of the youngest disciplines of leadership research, this study expanded its net to catch some other pertinent lessons from business and military science. Following the reference pages is an annex with an annotated bibliography (74 of sources) used in preparation of this paper. Out of this bibliography and listed below, is a review and analysis of the most relevant research and literature (40 sources). The sources are listed in alphabetical order of the lead author to aid in quick reference.

U.S. Navy Captain D. Michael Abrashoff presents his command story of the USS Benfold in; *It's Your Ship: Management Techniques from the Best Damn Ship in the Navy* (2002). This
book provides middle level management lessons from the perspective of a commander of a guided missile destroyer and includes great examples of how to motivate and keep teams productive. Abrashoff is a very credible leadership expert since he is a U.S. Naval Academy graduate, a distinguished Naval Officer with nearly 30 years of service, and the founder and CEO of Grassroots Leadership, Inc. The book is informative and entertaining, and the lessons are very applicable to any paramilitary organization.

Robert Adlam and Peter Villiers give us an excellent book titled, *Police Leadership in the Twenty-First Century: Philosophy, Doctrine & Development* (2003). This text is used in the United Kingdom to train police senior command officers worldwide. It addresses special challenges of police leadership, crisis in police leadership, and leadership general theory. It reviews extensive research on the topic, provides 18 essays by authoritative authors, and is applicable for any police force.

Leadership expert Terry Anderson presents, *Every Officer is a Leader: Transforming Leadership in Police, Justice, & Public Safety* (2000). This book presents a detailed leadership development model for the education and training of police, justice, and public safety officers. It also includes a self-assessment of skills and outlines 56 leadership skills. While much of this work is anecdotal, it does provide observed experiences and examples from agencies around the country. It is a great reference for leaders at all levels.

Former FBI Academy instructor Richard Ayres' article, *So You Want to be a Leader?* (1994) describes the importance of good law enforcement leadership development and why it is critical that hierarchical management structures evolve. It presents timeless examples of good leadership principles and why they are important to the organization as a whole. While it is
relatively old and anecdotal, it is still relevant and very persuasive. This should be read by all law enforcement leaders and those aspiring to become one.

Thomas Baker’s book, *Effective Police Leadership* (3rd Ed.) (2010) outlines strategies that help agencies, administrators, and officers leverage crime data more efficiently and effectively. It adapts military leadership doctrine to police. The book is primarily anecdotal, but does provide a good reference list. It has received mixed reviews and is not a top recommendation.

The article by Irene Barath and Peter Sherriff, *Leadership Training for Police Recruits: Creating a Foundation for Professional Excellence* (2011) outlines the Canadian Basic Constable Training and how the Ontario Police College identifies and prioritizes emerging trends in policing. This article describes their flexibility to change and the process of continuous improvement that is very unique and admirable. This example should be adapted and used broadly. It is recommended for academy directors, training coordinators, and agency executives.

Many consider the *Bass Handbook of Leadership: Theory, Research, and Managerial Applications* (4th Ed.) by Bernard Bass (2008) to be the “bible” for the study of leadership. This book presents concepts of transformational leadership, ethics, presidential leadership, and executive leadership. It describes the personal traits, tendencies, attributes, and values of leaders and the knowledge, intellectual competence, and technical skills required for leadership in a theoretical and practical manner. It is probably the most complete collection of concepts supported by data available and is truly an information bank on the topic. It is highly relevant and applicable to all leaders or those aspiring to become one.

Another superb book on the practice of leadership is *On Becoming a Leader* (4th Ed.) by Warren Bennis (1994). This is an important work because the author persuasively argues that
leaders are not born—they are made. In dispelling this myth, he discusses the qualities that define leadership, the people who exemplify it, and the strategies that anyone can apply to achieve it. He also defines leadership, which, in his view, requires self-knowledge and clear personal goals. He says to lead you must become yourself and use yourself completely, all your skills, gifts, and energies, in order to make your vision a reality. This is a great read for all levels of leaders.

Former New York City Police Chief William Bratton’s, *Turnaround: How America’s Top Cop Reversed the Crime Epidemic* (1998) is a very informative biography. This book covers Bratton’s entire life from Boston boy to NYPD Chief. After 27 months of his leadership, serious crime went down by 33 percent and the murder rate was cut in half. This audacious police leader describes his initiatives that led to these successes. It is an inspiring and entertaining read for young police leaders and agency executive alike.

Former chief Gary Brown describes his life’s work and lessons learned in an article titled, *A Lifetime of Leadership Lessons Learned* (2006). While anecdotal, he offers practical advice on becoming a successful police executive. It outlines twenty simple and effective points to make you a better leader. This is a quick entertaining read, but has little scholarly application.

Vince Callier’s article, *Developing Leadership through Delegation* (2010) tells us that not preparing leaders for the future is preparing to fail. The author recommends several practical concepts like: develop through delegation; assign and support; hand-over responsibility; delegate to weakness - not to strength; work within an organizational perspective; send a message; and fix the cynic. This work is anecdotal, but very useful for trainers and leaders at all levels.
Dale Carnegie’s classic book, *How to Win Friends and Influence People* (1986) offers timeless, proven advice for success in life. The author suggests that most successes come from an ability to communicate effectively rather than from brilliant insights. He teaches these skills by showing readers how to value others and make them feel appreciated rather than manipulated. This is an informative, entertaining, and absolute must read for all criminal justice professionals at every level.

Business philosopher, researcher, and writer, Jim Collins gives us, *Good to Great: Why Some Companies Make the Leap and Others Don’t* (2001). This is a book documenting the study of 1,435 companies, outlining common traits exemplified by 11 companies that helped them transition from average to great. Noteworthy was a company culture that carefully found and promoted disciplined people to think and act in a disciplined manner. This empirical research is very applicable to criminal justice leaders looking to create an agency culture of greatness.

Renowned leadership authority Stephen Covey presents, *Principle-Centered Leadership* (1991). This is a long-term, inside-out approach to developing people and organizations. He shows why it is essential to develop principle-centered core values within ourselves and our organizations. He offers new insight on how to increase quality and productivity while maintaining an appreciation of the importance of building personal and professional relationships. This is a very informative read and easily transferable to criminal justice.

One of the best books on police ethics training, is *Character and Cops: Ethics in Policing* (6th Ed.) by Edwin Delattre (2011). Some consider it the "bible" of police ethics training because it is a comprehensive guide to the moral challenges that police officers deal with on a
daily basis. Research from more than 150 leadership studies in private companies found that, “integrity is the value employees care most about in their leaders. Honesty is second, and humility is third. The other qualities employees value include care and appreciation, respect for others, fairness, listening responsively, and reflectiveness” (Schwartz, 2010, p. 262). This latest edition also provides some helpful suggestions for incorporating combat soldiers returning into the police force. This book is well written and could be used as a text in basic recruit training and leadership development programs. I should be required reading for all police supervisors.

Iain Densten presents his findings in, Senior Police Leadership: Does Rank Matter? (2003). This study examines the leadership of police officers in the top levels or ranks of an Australian police organization. The small sample consisted of 480 senior police who recorded the frequency of leadership behaviors of the person they directly report to via a questionnaire. He found that each rank of senior officers had unique sets of leadership behaviors that influence the perception of leader effectiveness and motivation to exert extra effort. It discusses the multilevel issues of leadership and the importance of considering rank in relation to leadership at the senior levels of police organizations. The findings support an earlier study by Day and Lord (1988, p. 212) that said, "Applying leadership theories developed at lower levels to explain leadership at upper levels assumes isomorphism across levels that is probably not true.” This study presents significant data and is a good read for police trainers, middle managers, and above.

Richard De Paris offers his insight in, Police Organizational Leadership and Change Management: Removing Systems Barriers to Community Oriented Policing and Problem Solving (1998). This article provides adaptable lessons in the framework of an agency transitioning to
COPPS. While this information is dated and limited in scope, it suggests a strategic approach that executives can use to shift from old to new behaviors, reinforce newly learned skills, and sustain operations without demoralizing the team. While anecdotal and dated, it still provides good examples for the police executive.

Charles Dinse and Kathleen Sheehan published an article titled, *Competence and Character: Developing Leaders in the LAPD* (1998). A report following the Rodney King incident recommended that the LAPD chief make it a high priority to improve the training, experience, and leadership skills of the command staff. The LAPD implemented techniques used at U.S. Military Academy at West Point to train “Transformational Leadership.” While this article is mostly anecdotal, it is an excellent example of how to adapt military training and techniques to law enforcement. It should be reviewed by all criminal justice leaders.

Carl Dobbs and Mark Field present their article, *Leaders vs. Managers: The Law Enforcement Formula* (1993). This article emphasizes the need for police administrators to be leaders and not just competent managers. To become effective leaders, administrators must be aware of the tasks facing them and the importance of consistency to gain the trust and respect of the officers they lead. While this is purely anecdotal, it is an easy read with a powerful message for leaders and those aspiring to become one.

John Dobby, Jane Anscombe, and Rachel Tuffin present their findings in, *Police Leadership: Expectations & Impact* (2004). This book documents a study designed to assist the Police Leadership Development Board of England identify ways in which police leadership need to change in order to meet the requirements of the modernization and police reform. Research undertaken through three inter-liked studies involves over 1,200 police officers. Findings
support developing an evidence-based model, detailing the key elements of effective leadership.

All recruitment and selection processes, from constable to chief, need to be able to distinguish those candidates who are able to have a positive impact on subordinates through the kind of leadership they provide. This is an informative and persuasive read with convincing data. It should be read by all human resources personnel and middle managers.

Ronnie Garner’s article, *Leadership in the Nineties* (1993) sends a timeless message that leadership in law enforcement must involve the process of articulating the vision, mission, and values of the organization to empowered teams within the context of a long-range strategic plan. The author suggests that a leader's primary responsibility is to prepare the organization to be successful in the future. This is an anecdotal paper but provides an important message for current and future leaders.

William Geller published, *Police Leadership in America* (1985). This huge compilation of papers by distinguished police professionals covers the entire gambit of a police chief’s day-to-day activities. This book, while dated and mostly anecdotal, provides a great source for police leaders at all levels.

Kevin Gilmartin’s book, *Emotional Survival for Law Enforcement: A Guide for Officers and Their Families* (2002). This book addresses professional and personal burnout in new officers and what specific preventative strategies can be employed to reduce the negative emotional impact. While it is anecdotal, it makes a very persuasive case and should be read by all law enforcement officers, especially field training officers and first line supervisors.

Captain Don Green published a great article called, *Developing Police Leaders* (2001). The author suggests that it takes leaders, not managers, to minimize complaints and maximize
employees. He proposes that leader development must start early, before a need arises. Green feels that, "a supervisor's legacy is self-fulfilling." This article is anecdotal, but really makes good points about the impact of good or bad leaders.

Maria Haberfeld’s book, *Police Leadership: Organizational and Managerial Decision Making Process (2nd Ed.)* (2013) examines why, how, and what can be done to direct law enforcement leaders to rethink and adjust their decision making processes to keep pace with a changing society. It also discusses how police organizations function and respond based on the type of leadership and driving policies present in police organizations. The book presents solutions to the routine challenges and organizational problems faced by most police agencies. It is designed to be used as a textbook and is full of excellent references and empirical data. It is a great resource for all leaders.

Sergeant Paul Hansen’s article, *Developing Police Leadership* (1991) is anecdotal and dated, but provides a good perspective from a first line supervisor in the field. Hansen says leaders in poorly managed hierarchical departments tend to control officers rather than encourage them with team building. He believes this makes it increasingly difficult to retain officers. He feels that leaders must empower their team members and involve them at every level in decision making. This is a great read for all criminal justice leaders.

Rick Hanson and Paul McKenna present their findings in, *Respectful Leadership: The Emergence of Upward Nobility as a Way of Life in Policing* (2011). This paper describes a project to design the plan for career and leadership development within a large Canadian police service. It introduces the concept and discusses the importance and relevance of “respectful
leadership.” While this is a small case study, it has broad application for agencies worldwide. This is a good resource for criminal justice executives.

The article by James Hart, *The Management of Change in Police Organizations* (1996) is a study of change and how it affects the department and people within it. It introduces a process model of change along with a "change counter resistance system" that is applicable in all agencies. While it lacks empirical data, it is well referenced and informative.

Headquarters, Department of the Army published *FM 3-19.4 Military Police Leaders’ Handbook* (2002). This addresses military police maneuver and mobility support, area security, internment and resettlement, law and order, and police intelligence operations. The primarily focus is on the principles of platoon (comparable to a patrol shift) operations and the tactics, techniques, and procedures. Much of the information can be adapted for civilian police. This may inspire outside-the-box thinking. It is recommended for field training officers through command level officers.

Stephen Hennessy’s book, *Thinking Cop, Feeling Cop: A Study in Police Personalities* (3rd Ed.) (1998) is a superb resource for police executives, officers on the street, media representatives, and criminal justice educators and trainers. It explores the roles of personality types and how they affect the daily lives of law enforcement officers. The author breaks down the communication patterns and management styles necessary to be a successful police officer and discusses the strengths and weakness of each style. This insightful book is great for the first line supervisor and above.

This study explores the connection between three aspects of leadership: role modeling, strictness, and openness, with nine types of integrity violations. Its key findings are that role modeling significantly limits unethical conduct in interpersonal relationships. Strictness appears to be very effective in controlling fraud, corruption and the misuse of resources. The impact of openness is less evident. This empirical research has broad implications for integrity policies and leadership training and is recommended for all criminal justice leaders.

In Patrick Hughes’ article, *Increasing Organizational Leadership through the Police Promotional Process* (2010) he explores agency design and the promotion process. He shows a link between early identification of desired leadership styles combined with formal education, mentoring, and leadership training can better prepare future leaders. Further, it discusses how employing this concept could improve interagency relationships and aid in succession planning. While much of this is opinion, it is scholarly and well supported. It is a must read for human resources personnel and leaders interested in grooming and promoting future leaders.

Chief Michael Keller’s article, *Strategic Leadership* (2003) defines “leading strategically” as having a comprehensive plan for the immediate future. It’s a daily process enacted by the executive and staff. The author reviews other definitions and outlines practical ways to accomplish it. This is anecdotal, but is a good perspective of an executive’s struggle between theory and reality in modern policing.

James Kouzes and Barry Posner’s book, *The Leadership Challenge* (4th Ed.) (2008) is the gold standard for research-based leadership theory, and the premier guidebook on leader development. It is written around five principles: model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart. It is used by thousands of
private companies and government agencies in leadership development programs and education. This is a must read for all leaders and leadership philosophers.

Captain Frank Mankin’s article, *Mentoring: Leaving A Legacy Of Leadership* (2005) discusses how mentoring establishes a means of perpetuating the conveyance of knowledge from one generation of law enforcement officers to the next and reinforcing the knowledge base held by the current leadership. The author stresses continuous learning and a program that is tailored to meet the needs of each agency. Even though this is mostly opinion, the author is experienced and the article is well referenced. It is an inspiring read for training coordinators and all agency leaders.

James McDonough’s classic book, *Platoon Leader: A Memoir of Command in Combat* (1985) is a phenomenal personal account of a young leader’s first days in combat. This is a journal of small-unit leadership application and the blossoming of a young infantry officer in combat in Vietnam. It has been read by untold thousands of second lieutenants preparing themselves for a lifetime of leadership challenges. For many commanders, it is required reading for all of their leaders and staff. It is a great historical account of Vietnam and military leadership doctrine that provide a foundation of practical leadership lessons for military and law enforcement leaders. It is highly recommended.

Holly Miller, Rita Watkins, and David Webb published a great research paper titled, *The Use of Psychological Testing to Evaluate Law Enforcement Leadership Competencies and Development* (2009). This study is one of the few available with empirical data to guide the law enforcement leader/trainer in the development of skills. The paper reports findings on a newly developed psychological measure to assess leadership competencies. Results indicated that law
enforcement leaders scored similarly to effective business leaders. Also, the California Psychological Inventory-260 provided helpful feedback on leadership strengths and areas for development. The results demonstrate the utility of psychological assessment in the training of leadership competencies for law enforcement personnel. This paper is a great read for police executives, academics, and personnel managers.

Mark Moore and Darrel Stephens’ book, Beyond Command and Control: The Strategic Management of Police Departments (1991) explores the forces that are undermining the accepted view in police organization and management and presents a shift in thinking about the organization and management structures. The authors borrow effective strategies from private sector corporations and adapt them for use in the public sector. The key points involve: choice of purpose, the molding of organizational identity and character, the continuing definition of what needs to be done, and the mobilization of resources for the attainment of goals in the face of adverse circumstances. While dated, still offers valid lessons for the modern police leader and is a valuable resource.

P.J. Ortmeier and Edwin Meese’s book, Leadership, Ethics and Policing: Challenges for the 21st Century (2nd Ed.) (2009) presents a strong and supported case that all officers are leaders and must communicate well; motivate others; make decisions and resolve conflicts; and demonstrate the ability to plan, organize, implement and evaluate tactics, programs, and strategies while maintaining personal and professional integrity. This guide offers a plan to help officers develop a wide-range of ethical leadership skills applicable to all police ranks. It moves beyond incident-driven techniques, and presents a fresh problem-oriented, intelligence-led policing approach, integrating both ethics and leadership concepts. It also addresses issues
specific to Homeland Security and strategic policing. This is a great resource and a must read for all leaders.

Captain Mike Parker provides a great review of the leadership programs of the Los Angeles County Sheriff’s Department in his article, *Leadership and Education Training in the Nation’s Largest Sheriff’s Office* (2009). The founding principle is that leadership is intrinsic for all law enforcement officers and that it needs to be developed early. He says education, training, and mentoring by quality leaders is among the best ways to develop leaders in an organization. This article is a great read for academy instructors, directors, and agency executive leaders.

Deanna Putney and Cordelia Holmes outline the Leadership Development Program instituted by the North Carolina State Highway Patrol in an article titled, *Designing a Law Enforcement Leadership Development Program* (2008). This program provides continuous and cross-functional training to prepare qualified leaders to replace those exiting the organization. The article warns that with retirements comes significant loss of institutional knowledge and a misalignment strategic direction. It is a small case study which can be easily adapted and used by other agencies with a target audience of trainers and executive leaders.

In Renford Reese’s book, *Leadership in the LAPD: Walking the tightrope* (2005) he examines how chiefs of the Los Angeles Police Department (LAPD) have attempted to reconcile contradictory their internal and external objectives. The book explores the history of its leadership, analyzing the styles of its contemporary chiefs. LAPD has embraced many contradictions being a model of professionalism and misconduct. LAPD has been at the center of many of the nation’s most racially explosive experiences as well as police corruption scandals. Tailored for students of criminal justice and public administration, this case study examines the
ways in which the agency’s leaders have attempted to navigate crisis after crisis. The author’s theories are logical but lack supportive evidence. It is a good book for discussion and analysis if used in a leader development program.

Michael Reiter’s article titled, *Empowerment Policing* (1999) discusses the benefit of employee empowerment in law enforcement organizations. It provides information on paramilitary organization; organizational design; factors influencing empowerment; and empowered leadership philosophy. It is a great resource for executives trying to reengineer their agency to a more flat organizational structure with empowered and educated officers and staff.

Michael Rowe presents his findings in, *Following the Leader: Front-Line Narratives on Police Leadership* (2006). The purpose of this paper is to categorize and analyze junior officers’ attitudes towards those in senior positions, and the implications that this has for current debates on improving police leadership. Results show that frontline officers place great value on being led by senior officers who have considerable direct experience of street level police work. Those officers who have ascended rank rapidly, without “serving their time” on the streets, are regarded with some suspicion. This is an informative and well supported look from the perspective of the junior leader. It is a great resource for all leaders and should be mandatory for all senior leaders in law enforcement and public service.

In Dr. Joseph Schafer's article, *Effective Police Leadership: Experiences and Perspectives of Law Enforcement Leaders* (2008), he summarizes a 12-month study of over 1,000 National Academy attendees. He surveyed, interviewed, and met with small groups to discuss leadership definitions, measurement, traits, obstacles, training, and education. Officers emphasized the need for agencies to create formal leadership development programs and design practical and
effective methods to evaluate leaders at all levels. This is a very informative article based on loose scientific data. It is recommended for command level leaders and above.

Dr. Joseph Schafer presents his findings from an open ended survey administered to students attending the FBI’s National Academy in, Developing Effective Leadership in Policing: Perils, Pitfalls, and Paths Forward (2009). The intent of this paper is to assess supervisors’ perceptions of how leadership abilities might best be developed and to identify the barriers inhibiting such efforts through empirical data. Respondents indicate leadership skills are best developed through a combination of education, experience, and mentorship. He also found that developing more effective leadership is dependent on the ability to overcome barriers, both within the profession and within individual officers. Finite resources, macro, and local aspects of police culture and failures of leadership by current executives are all viewed as working against the growth of effective leadership practices. This is essential reading for executives that want to create a culture of leaders.

Dr. Joseph Schafer reports his findings from a survey of over 1,000 police supervisors participating in the FBI National Academy in, Effective Leaders and Leadership in Policing: Traits, Assessment, Development, and Expansion (2010). This study examines effective leaders and leadership with specific consideration given to the traits and habits of effective and ineffective leaders, the assessment of leadership efficacy, the development of leaders, and the barriers to the expansion of more effective leaders and leadership in contemporary policing. Ratings suggest that effective and ineffective leaders have nearly opposite sets of traits and habits. Effectiveness was linked with integrity, work ethic, communication, and care for personnel. Ineffective leaders failed to express these traits. Leadership development was seen as
a process of training, education, experience, and feedback. The most highly-rated barriers to the expansion of effective leaders and leadership practices were cultural, structural, and political. This is very informative and provides excellent data from a specialized group. It is recommended for leaders at all levels.

Harvey Sprafka and April Kranda present a great idea in the article titled, *Institutionalizing Mentoring In Police Departments* (2008). The authors suggest that mentoring is a mutually beneficial activity that helps: to promote professional growth, to inspire personal motivation, and to enhance effectiveness of police service. The article gives recommendations on how to avoid conflict between the field training officer program and the mentor program. This key element of leadership development is sadly missing from most research. While this is based on a small case study, the authors have over 50 years of experience combined. This article does a great job of outlining the basics of a good mentoring program specific to law enforcement. It is a must read for all criminal justice leaders.

One of the best books on quality training is Mary Walton's, *The Deming Management Method* (1986). Walton presents a detailed biography of the Guru of Quality, Edward Deming, based on her lengthy involvement with Deming and his quality training programs. Following World War II, Deming taught Japanese manufactures the concepts of employee empowerment, quality-control, and process improvement. American manufacturers mocked Deming until they witnessed Japan's surge into world dominance in quality production. These methods can be applied broadly in the private and public sectors. It is critical of and offensive to hierarchical style management. The clear steps outlined in the book will help true leaders transform their
organizations to a quality-minded efficient, and content operation. It is a must read for all leaders who are serious about maximizing efficiency while taking care of their people.

Chuck Wexler, Mary Ann Wycoff, and Craig Fischer published, "Good to Great" Policing: Application of Business Management Principles in the Public Sector (2007). The Police Executive Research Forum (PERF) conducted this project with support from the U.S. Department of Justice Office of Community Oriented Policing Services. It explores how the principles of Jim Collins' best seller, "Good to Great" can be applied to policing. Based on the research, the authors found that great executives do not look for excuses; they look to get things done, and create processes that will sustain the momentum even after they are gone. This report is an absolutely superb resource for all criminal justice leaders.

Mark Wright presents his insight to senior leaders in his article titled, Executive Leadership: A Review of Pertinent Leadership Principles for Law Enforcement Executives (1998). Executive leadership is critical to the effective and efficient operations of municipal and county law enforcement organizations. This article outlines essential leadership concepts such as vision, achievement, strategy, management techniques, and organizational evaluation. While dated and mostly anecdotal, it is an informative and well referenced read for executives and those aspiring to become one.

Mike Wynn's book, Rising Through the Ranks: Leadership Tools and Techniques for Law Enforcement (2008) suggests that effective leadership is a journey, not a destination. The author shares a technique of taking both good and bad qualities learned through personal experiences, literature, seminars, etc. and dumping them into a "good bag" or a "bad bag." This method helps you organize thousands of leadership concepts that can be easily referenced and applied as
situations present themselves in the future. This process of categorizing resources in itself is an exercise in management. Wynn is a former chief and leadership fellow of the DEA. This book is exciting and well researched. It is highly recommended for aspiring police leaders.

Authored by four world-renowned leadership experts, Drea Zigarmi, Ken Blanchard, Michael O’Connor, and Carl Edeburn, Developing Leadership & Character (2000) the book draws on a seven-year leadership research study on how successful corporate executives exert influence. It presents evidence that leadership development begins with self-change. It shows how values and personality govern actions. It links your disposition, values, beliefs, and persona to your success -- or failure. The authors present proven, values-based approaches to leadership in both group settings and one-to-one contexts. This could be used to inspire discussion for a leader development group, but best used by academics and students of leadership.

**Conclusion**

Based on this analysis, it is apparent that there has been a substantial amount of research and literature written on police leadership over the last few decades. However, more scholarly work must be done to answer the purpose questions of this paper. The first question, “What are the steps in the leadership development process…” is discussed in many articles, but the findings do not show a common philosophy or agreement. Also troublesome is the fact that most of the current empirical data has not been confirmed with follow-on studies. Since the first part of this question is not answered, the second part, “…and what is the best instructional method to transfer these steps” is being defined by the field. Agencies across the country are doing their best to sift through the voluminous amounts of information and develop localized programs with their limited personnel and funding. Most states have training commissions that provide
curricula and oversight, however even they appear to be working unfettered from any widespread school of thought on police leadership. Thus, the thesis, “Police leadership education and training are lacking direction for a standardized curriculum and instructional model” seems to be validated.

However, there does appear to be some consensus in the creation of multi-level leadership training and education (Densten, 2003; Mankin, 2005; Mastrofski, 2006; Schafer, 2009). The first President’s Leadership Conference titled, *Police Leadership in the 21st Century: Achieving & Sustaining Executive Success* (International Association of Chiefs of Police, 1999) said this,

> “Develop leaders at all organizational levels and for all functions in the agency. Permit them to guide the department. Identify future leaders, as early in their careers as possible. Mentor future leaders in a way that promotes their career advancement and vision” (p. 17).

This and other excellent recommendations from the conference were never broadly implemented. For agency heads to embrace anything new, it has to be simple, effective, and funded. For example, agencies need mentor programs to shape the thoughts, actions, and future of new officers (Sprafka & Kranda, 2008). Training centers want formalized curricula expanding upon the examples set by the FBI Academy’s Leadership Development Institute and the Southern Police Institute at the University of Louisville. Both are great and needed, but must be validated with further research before setting them in motion. As far as the funding, good leaders with shrewd decisions making skills will create budget windfalls that can be spent on creating more leaders. This has been proven over the last two decades in corporate America as
companies identified, developed, and promoted the right leaders into critical positions – “getting the right people on the bus” (Collins, 2001).

The answer to the question, “What obstacles block the road to more prolific and effective leadership development programs…” is mentioned throughout the research and literature. Findings show that there are numerous internal and external barriers to overcome, some of which include fiscal, cultural, structural, and political (Schafer, 2010, p. 656). In this author’s opinion, the biggest obstacle is a combination of all of the above stemming from a lack of a coordinating central authority at the top of the American policing think-tank. While organizations like the National Institute of Justice (NIJ) and the Police Executive Research Forum (PERF) have missions to foster scientific research and translate knowledge into practice, neither are formally sanctioned to steer police scholars, training centers, and agencies in leadership research and training development.

As far as “…what can be done to overcome these obstacles,” academics, agencies, and training commissions must designate leaders to influence people by PROVIDING PURPOSE, DIRECTION, and MOTIVATION while operating to accomplish the mission and IMPROVING THE ORGANIZATION (Headquarters, Department of the Army, 2002). This consortium would be well served by leadership from a governing body like a “national police leadership council.” This council would have the authority, reach, and resources to systematically review and categorize the vast amounts of available empirical research and relevant literature. With this useful database, the council could propose new themes for scholarly leadership research. And with this newfound information and scientific data, the council could design and implement standardized leadership courses and programs to better prepare aspiring leaders that could serve
in any department. The infusion of new academic and police leaders will have a HUGE impact on the remaining obstacles related to culture, structure, and politics.

Answers to the third purpose question, “What symptomatic problems stem from poor leadership education and training”, require additional research to be sure. Many volumes, though anecdotal, have been written on poor leadership. There are many examples of these problems found in the articles identified in this paper like, recruiting, retention, research, education, training, fiscal, and public relations. It seems that just about every problem can be traced to not having the right leader in place at the right time.

In light of this review and analysis of extant scholarly work on police leadership, and this author’s proposed solutions, these additional questions must be answered:

1. What would be the benefits in creating a “national police leadership council?”
2. What would be the benefits in creating a national standard for police leadership education and training?

The answers seem to be obvious, superior leaders for the future and cost savings through efficient research and program development. Although, it is imperative that the answers are determined scientifically and the programs are designed with the help of professional educators.

In closing, let us revisit and slightly restate Sir Antony Jay’s quote by saying, "the only real training for leadership, is [learning and applying proven] leadership.” As academics and practitioners, it is our duty to continue good scholarly research, publish the findings in peer-reviewed journals, and implement the most effective programs to better prepare the next generation of law enforcement leaders for the challenges ahead. Finally, leaders groom leaders,
and without a champion at the head of this consortium, we will never see the necessary improvements to move police leadership to its fullest potential.
References


Annotated Bibliography

Abrashoff, D. M. (2002). *It’s your ship: Management techniques from the best damn ship in the navy*. New York: Warner. This book provides middle level management lessons from the perspective of a commander of a guided missile destroyer and includes great examples of how to motivate and keep teams productive. Abrashoff is a very credible leadership expert since he is a U.S. Naval Academy graduate, a distinguished Naval Officer with nearly 30 years of service, and the founder and CEO of Grassroots Leadership, Inc. The book is informative and entertaining, and the lessons are very applicable to any paramilitary organization.

Adlam, R., & Villiers, P. (Eds.) (2003). *Police leadership in the twenty-first century: Philosophy, doctrine & development*. Winchester, UK: Waterside. This text is used in the United Kingdom to train police senior command officers worldwide. It addresses special challenges of police leadership, crisis in police leadership, and leadership general theory. It reviews extensive research on the topic, provides 18 essays by authoritative authors, and is applicable for any police force.


officers. It also includes a self-assessment of skills and outlines 56 leadership skills. While much of this work is anecdotal it does provide observed experiences and examples from agencies around the country. It is a great reference for leaders at all levels.

Armstrong, D. (1992). *Managing by storying around: A new method of leadership*. New York: Doubleday. Presents 75 short stories with powerful leadership messages about core values, administration, labor relations, innovation, quality, service, and communication through storytelling. Stories are specific to the author’s company, but have transferable lessons that can be applied by criminal justice executives.

Ayres, R. M. (1994, April). So you want to be a leader. *Los Angeles County Sheriff’s Department*. Retrieved from http://www.lasdhq.org/divisions/leadership-training-div/bureaus/dli/assets/dli-articles-ayers.pdf. Article describes the importance of good law enforcement leadership development and why it is critical that hierarchical management structures evolve. It presents timeless examples of good leadership principles and why they are important to the organization as a whole. The author spent most of his career in law enforcement, of which 17 years as faculty in the FBI Academy. While it is relatively old and anecdotal, it is still relevant and very persuasive. This should be read by all law enforcement leaders and those aspiring to become one.

Barath, I. & Sherriff, P. (2011, November). Leadership training for police recruits: Creating a foundation for professional excellence. *The Police Chief, 78*, (11), 28–33. Outlines the Canadian Basic Constable Training and how the Ontario Police College identifies and prioritizes emerging trends in policing. This article describes their flexibility to change and the process of continuous improvement that is very unique and admirable. This example should be adapted and used broadly. It is recommended for academy directors, training coordinators, and agency executives.

Bass, B. M. (2008). *Bass handbook of leadership: Theory, research, and managerial applications* (4th Ed.). New York: Free Press. This is the “bible” for the study of leadership. This book presents concepts of transformational leadership, ethics, presidential leadership, and executive leadership. It describes the personal traits, tendencies, attributes, and values of leaders and the knowledge, intellectual competence, and technical skills required for leadership in a theoretical and practical manner. It is probably the most complete collection of concepts supported by data available and is truly an information bank on the topic. It is relevant and applicable to all leaders or those aspiring to become one.


that define leadership, the people who exemplify it, and the strategies that anyone can apply to achieve it. He also defines leadership, which, in his view, requires self-knowledge and clear personal goals. He says to lead you must become yourself and use yourself completely, all your skills, gifts, and energies, in order to make your vision a reality. Great read for all levels of leaders.

Bennis, W. G., Spreitzer, G., & Cummings, T. (2001). *The future of leadership: Today’s top leadership thinkers speak to tomorrow’s leaders*. San Francisco: Jossey-Bass. This book addresses issues that the author identifies as the ones that "keep CEOs up at night", like why we tolerate bad leaders, why leadership is everyone's business, and how ethics will play into new leadership. It presents insight on challenging issues that leaders need to understand and learn how to resolve if they are to succeed. While the book is written for business, the issues, and solutions are applicable to command and executive level criminal justice leaders.

Bennis, W. G., & Biederman, P. (1997) *Organizing genius: The secrets of creative collaboration*. Reading, MA: Addison Wesley. The author proclaims "collaborative advantage" and the assembling of powerful teams is essential to leading successful organizations. Drawing from six case studies the authors present the characteristics of successful collaboration, showing how talent can be pooled and managed to achieve better results than any individual is capable of producing. This information will help police executives flatten an archaic organizational structure and build highly productive teams and more young leaders.

their employees. First, it suggests that managers share massive quantities of information with employees. Second, parameters must be set and understood like: what employees can and should do, and what actions and decisions will continue to be made by senior management. Third, teams emerge that eventually replace the old hierarchical structure. A must read for leaders trying to reengineer an organization.

Bratton, W. (1998). Turnaround: How America's top cop reversed the crime epidemic. New York: Random House Inc. This book covers Bratton's entire life from Boston boy to NYPD Chief. After 27 months of his leadership, serious crime went down by 33 percent and the murder rate was cut in half. This audacious police leader describes his initiatives that led to these successes. It is an inspiring and entertaining read for young police leaders and agency executive alike.

Brown, G. (2006). A lifetime of leadership lessons learned. Journal of California Law Enforcement, 40, (1), 16-21. While anecdotal, he offers practical advice on becoming a successful police executive. It outlines twenty simple and effective points to make you a better leader. This is a quick entertaining read, but has little scholarly application.

Callier, V. (2010, May/June). Developing leadership through delegation. American Jails, 24, (2), 21-24. The author says not preparing leaders for the future is preparing to fail. He recommends several practical concepts like: develop through delegation; assign and support; hand-over responsibility; delegate to weakness - not to strength; work within an organizational perspective; send a message; and fix the cynic. This work is anecdotal, but very useful for trainers and leaders at all levels.

suggests that most successes come from an ability to communicate effectively rather than from brilliant insights. He teaches these skills by showing readers how to value others and make them feel appreciated rather than manipulated. This is an informative, entertaining, and absolute must read for all criminal justice professionals at every level.

Charan, R., Drotter, S., & Noel, J. (2001). *The leadership pipeline: How to build the leadership powered company*. San Francisco: Jossey-Bass. Leadership at every level is a requisite for company survival. Yet the internal strategy to grow leaders in many companies is nonexistent. The authors show how organizations can develop leadership at every level by identifying future leaders, assessing their confidence, planning their development, and measuring their results. Applicable to criminal justice commanders and executives.

Collins, J. (2001). *Good to great: Why some companies make the leap and others don’t*. New York: HarperCollins. This is a book documenting the study of 1,435 companies, outlining common traits exemplified by 11 companies that helped them transition from average to great. Noteworthy was a company culture that carefully found and promoted disciplined people to think and act in a disciplined manner. This empirical research is very applicable to criminal justice leaders looking to create an agency culture of greatness.

Covey, S. R. (1989). *The seven habits of highly effective people*. New York: Simon &Schuster. The author presents an integrated, principle-centered approach for solving personal and professional problems. He reveals a map for living with fairness, integrity, service, and human dignity. He outlines principles that enable us to change and the wisdom and power to take advantage of the opportunities that change creates. A must read for all criminal justice professionals at every level.
Covey, S. R. (1991). *Principle-centered leadership*. New York: Summit Books. This is a long-term, inside-out approach to developing people and organizations. He shows why it is essential to develop principle-centered core values within ourselves and our organizations. He offers new insight on how to increase quality and productivity while maintaining an appreciation of the importance of building personal and professional relationships. This is a very informative read and easily transferable to criminal justice.

Delattre, E. J. (2011). *Character and cops: Ethics in policing* (6th Ed.). Washington D.C.: AEI Press. Some consider it the "bible" of police ethics training because it is a comprehensive guide to the moral challenges that police officers deal with on a daily basis. Research from more than 150 leadership studies in private companies found that, “integrity is the value employees care most about in their leaders. Honesty is second, and humility is third. The other qualities employees value include care and appreciation, respect for others, fairness, listening responsively, and reflectiveness” (Schwartz, 2010, p. 262). This latest edition also provides some helpful suggestions for incorporating combat soldiers returning into the police force. This book is well written and could be used as a text in basic recruit training and leadership development programs. I should be required reading for all police supervisors.

Densten, I. L. (2003). Senior police leadership: Does rank matter? *Policing, 26,* (3), 400-418. This study examines the leadership of police officers in the top levels or ranks of an Australian police organization. The small sample consisted of 480 senior police who recorded the frequency of leadership behaviors of the person they directly report to via a questionnaire. He found that each rank of senior officers had unique sets of leadership behaviors that influence the perception of leader effectiveness and motivation to exert extra
effort. It discusses the multilevel issues of leadership and the importance of considering rank in relation to leadership at the senior levels of police organizations. The findings support an earlier study by Day and Lord (1988, p. 212) that said, "Applying leadership theories developed at lower levels to explain leadership at upper levels assumes isomorphism across levels that is probably not true.” This study presents significant data and is a good read for police trainers, middle managers, and above.

De Paris, R. J. (1998, December). Police organizational leadership and change management: Removing systems barriers to community oriented policing and problem solving. *Police Chief, 65*(12), 68-76. This article provides adaptable lessons in the framework of an agency transitioning to COPPS. While this information is dated and limited in scope, it suggests a strategic approach that executives can use to shift from old to new behaviors, reinforce newly learned skills, and sustain operations without demoralizing the team. While anecdotal and dated, it still provides good examples for the police executive.

Dinse, C. F., & Sheehan, K. (1998, January). Competence and character: Developing leaders in the LAPD. *FBI Law Enforcement Bulletin, 67*(1), 18-23. A report following the Rodney King incident recommended that the LAPD chief make it a high priority to improve the training, experience, and leadership skills of the command staff. The LAPD implemented techniques used at U.S. Military Academy at West Point to train "Transformational Leadership." While this article is mostly anecdotal, it is an excellent example of how to adapt military training and techniques to law enforcement. It should be reviewed by all criminal justice leaders.

http://findarticles.com/p/articles/mi_m2194/is_n8_v62/ai_14507509. This article emphasizes the need for police administrators to be leaders and not just competent managers. To become effective leaders, administrators must be aware of the tasks facing them and the importance of consistency to gain the trust and respect of the officers they lead. While this is purely anecdotal, it is an easy read with a powerful message for leaders and those aspiring to become one.

Dobby, J., Anscombe, J., & Tuffin, R. (2004). Police leadership: Expectations & impact. London: Home Office Research, Development & Statistics Directorate. This book documents a study designed to assist the Police Leadership Development Board of England identify ways in which police leadership need to change in order to meet the requirements of the modernization and police reform. Research undertaken through three inter-liked studies involves over 1,200 police officers. Findings support developing an evidence-based model, detailing the key elements of effective leadership. All recruitment and selection processes, from constable to chief, need to be able to distinguish those candidates who are able to have a positive impact on subordinates through the kind of leadership they provide. This is an informative and persuasive read with convincing data. It should be read by all human resources personnel and middle managers.

Foster, T. N., & Farquharson, E. R. (2011, July). On teaching: Assessment procedures for skills-based MBA courses adapted from the U.S. Army Reserve Officer Training Corps Leadership Development Program. Negotiation Journal, 367-386. Measuring student progress toward the achievement of learning outcomes is a difficult task. Article proposes some answers to these questions: How can student performance in skills be effectively measured and accurately evaluated? This work involved a negotiation course; we suggest
that the process could be adapted for use in other skills-oriented courses such as leadership.

Good reference for academy directors and training coordinators.


The author sends a timeless message that leadership in law enforcement must involve the process of articulating the vision, mission, and values of the organization to empowered teams within the context of a long-range strategic plan. The author suggests that a leader's primary responsibility is to prepare the organization to be successful in the future. This is an anecdotal paper but provides an important message for current and future leaders.

Geller, W. A. (Ed.) (1985). *Police leadership in America.* New York: Praeger Publishers. This huge compilation of papers by distinguished police professionals covers the entire gambit of a police chief's day-to-day activities. This book, while dated and mostly anecdotal, provides a great source for police leaders at all levels.

Gilmartin, K. M. (2002). *Emotional survival for law enforcement: A guide for officers and their families.* Tucson: E-S Press. This book addresses professional and personal burnout in new officers and what specific preventative strategies can be employed to reduce the negative emotional impact. While it is anecdotal, it makes a very persuasive case and should be read by all law enforcement officers, especially field training officers and first line supervisors.

Green feels that, "a supervisor's legacy is self-fulfilling." This article is anecdotal, but really makes good points about the impact of good or bad leaders.

Haberfeld, M. R. (2013). *Police leadership: Organizational and managerial decision making process* (2nd Ed.). Upper Saddle River, NJ: Pearson Education, Inc. This book examines why, how, and what can be done to direct law enforcement leaders to rethink and adjust their decision making processes to keep pace with a changing society. It also discusses how police organizations function and respond based on the type of leadership and driving policies present in police organizations. The book presents solutions to the routine challenges and organizational problems faced by most police agencies. It is designed to be used as a textbook and is full of excellent references and empirical data. It is a great resource for all leaders.


Hansen, P. (1991, October). Developing police leadership. *FBI Law Enforcement Bulletin*. Retrieved from http://cd.textfiles.com/hackchronii/LAWNT/2DEVELOP.TXT. This article is anecdotal and dated, but provides a good perspective from a first line supervisor in the field. Hansen says leaders in poorly managed hierarchical departments tend to control officers rather than encourage them with team building. He believes this makes it increasingly difficult to retain officers. He feels that leaders must empower their team members and involve them at every level in decision making. This is a great read for all criminal justice leaders.
Hanson, R., & McKenna, P.F. (2011). Respectful leadership: The emergence of upward nobility as a way of life in policing. *Policing: A Journal of Policy and Practice, 5,* (4), 287-299. This paper describes a project to design the plan for career and leadership development within a large Canadian police service. It introduces the concept and discusses the importance and relevance of “respectful leadership.” While this is a small case study, it has broad application for agencies worldwide. This is a good resource for criminal justice executives.

Hart, J. M. (1996). The management of change in police organizations. College of Police and Security Studies, Slovenia. Retrieved from http://www.ncjrs.org/policing/man199.htm. This article is a study of change and how it affects the department and people within it. It introduces a process model of change along with a "change counter resistance system" that is applicable in all agencies. While it lacks empirical data, it is well referenced and informative.

Headquarters, Department of the Army. (2002). *FM 3-19.4 Military Police Leaders’ Handbook.* Fort Eustis, VA: Headquarters United States Army Training and Doctrine Command. This addresses military police maneuver and mobility support, area security, internment and resettlement, law and order, and police intelligence operations. The primarily focus is on the principles of platoon (comparable to a patrol shift) operations and the tactics, techniques, and procedures. Much of the information can be adapted for civilian police. This may inspire outside-the-box thinking. It is recommended for field training officers through command level officers.

Heifitz, R., & Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading.* Boston: Harvard Business School Press. Executive leadership roles are risky and
can mark the end of one's career. This book shows it is possible to make a difference and lead change without getting fired. It offers tools to navigate the perilous straits of leadership, survive, and thrive to enjoy a rewarding career. This is a must read for all agency chiefs.

Hennessy, S. M. (1998). *Thinking cop, feeling cop: A study in police personalities* (3rd Ed.). Gainesville, FL: Center for Applications of Psychological Type, Inc. This book is a superb resource for police executives, officers on the street, media representatives, and criminal justice educators and trainers. It explores the roles of personality types and how they affect the daily lives of law enforcement officers. The author breaks down the communication patterns and management styles necessary to be a successful police officer and discusses the strengths and weakness of each style. This insightful book is great for the first line supervisor and above.

Huberts, L.W., Kaptein, M., & Lasthuizen, K. (2007). A study of the impact of three leadership styles on integrity violations committed by police officers. *Policing: An International Journal of Police Strategies & Management*, 30, (4), 587-607. This study explores the connection between three aspects of leadership: role modeling, strictness, and openness, with nine types of integrity violations. Its key findings are that role modeling significantly limits unethical conduct in interpersonal relationships. Strictness appears to be very effective in controlling fraud, corruption and the misuse of resources. The impact of openness is less evident. This empirical research has broad implications for integrity policies and leadership training and is recommended for all criminal justice leaders.

http://www.fbi.gov/stats-services/publications/law-enforcement-bulletin/October-2010/copy_of_confronting-science-and-market-positioning. The author explores agency design and the promotion process. He shows a link between early identification of desired leadership styles combined with formal education, mentoring, and leadership training can better prepare future leaders. Further, it discusses how employing this concept could improve interagency relationships and aid in succession planning. While much of this is opinion, it is scholarly and well supported. It is a must read for human resources personnel and leaders interested in grooming and promoting future leaders.

International Association of Chiefs of Police. (1999, May). Proceedings from Police Leadership in the 21st Century: Achieving & Sustaining Executive Success - Recommendations From The President’s First Leadership Conference. Alexandria, VA: International Association of Chiefs of Police. This paper captures proceedings from a leader’s conference structured to capture experienced-based observations and produce guidelines to enable current and aspiring chiefs to achieve and sustain success. While much is anecdotal and not specifically addressing leadership training, it provides practical guidelines and recommendations applicable to all police executives.

Keller, M. A. (2003, October). Strategic leadership. Law & Order, 51, (10), 121-124. The author defines “leading strategically” as having a comprehensive plan for the immediate future. It’s a daily process enacted by the executive and staff. The author reviews other definitions and outlines practical ways to accomplish it. This is anecdotal but is a good perspective of an executive’s struggle between theory and reality in modern policing.

Kidder, R. M. (1996). How good people make tough choices: Resolving the dilemmas of ethical living. Los Angeles: Fireside Press. This is a practical guide that teaches how to resolve
any ethical dilemma. The author is the founder of the Institute for Global Ethics. The book is a great resource for police officers and leaders alike.

Kouzes, J. M., & Posner, B. Z. (2008). *The leadership challenge* (4th Ed.). San Francisco: Jossey-Bass. This book is the gold standard for research-based leadership theory, and the premier guidebook on leader development. It is written around five principles: model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart. It is used by thousands of private companies and government agencies in leadership development programs and education. This is a must read for all leaders and leadership philosophers.

Krause, D. G. (1995). *The art of war for executives*. Escondido, CA: Zigarmi Associates Inc. The author reinterprets Sun Tzu's ancient principles of war, as guidelines to gain an advantage and achieve success on the corporate battlefield. This is a great read for all criminal justice leaders.

Lynch, R. G. (1978). *Police manager: Professional leadership skills*. Boston: Holbrook Press. The author discusses basic police management and leadership skills. He traces the history of the police manager's role to the present and discusses police management philosophies and their implications on the future of law enforcement. It outlines basic principles and psychological aspects for effective police management, specific procedures and techniques in police supervision, rational tools for decision making, planning and implementing change, team building, and budgeting. The article is dated, but still relevant for police managers at all levels.

perpetuating the conveyance of knowledge from one generation of law enforcement officers to the next and reinforcing the knowledge base held by the current leadership. He stresses continuous learning and a program that is tailored to meet the needs of each agency. Even though this is mostly opinion, the author is experienced and the article is well referenced. It is an inspiring read for training coordinators and all agency leaders.

McDonough, J. R. (1985). *Platoon leader: A memoir of command in combat.* New York: Presidio Press, Inc. This book is a phenomenal personal account of a young leader’s first days in combat. This is a journal of small-unit leadership application and the blossoming of a young infantry officer in combat in Vietnam. It has been read by untold thousands of second lieutenants preparing themselves for a lifetime of leadership challenges. For many commanders, it is required reading for all of their leaders and staff. It is a great historical account of Vietnam and military leadership doctrine that provide a foundation of practical leadership lessons for military and law enforcement leaders. It is highly recommended.

Meyer, J. G. (1996). *Company command: The bottom line.* Alexandria, VA: Byrrd Enterprises, Inc. The author commanded various levels of U.S. Army military police units throughout his career. This is a handbook of information on how to lead people as well as manage assets. Helps solve training, supply, personnel, maintenance, and discipline problems. Has direct application for running a civilian police agency.

Miller, H. A., Watkins, R. J., & Webb, D. (2009, February). The use of psychological testing to evaluate law enforcement leadership competencies and development. *Police Practice and Research, 10,* (1), 49-60. This study is one of the few available with empirical data to guide the law enforcement leader/trainer in the development of skills. The paper reports findings on a newly developed psychological measure to assess leadership competencies.
Results indicated that law enforcement leaders scored similarly to effective business leaders. Also, the California Psychological Inventory-260 provided helpful feedback on leadership strengths and areas for development. The results demonstrate the utility of psychological assessment in the training of leadership competencies for law enforcement personnel. This paper is a great read for police executives, academics, and personnel managers.

Moore, M. H., & Stephens, D. W. (1991). *Beyond command and control: The strategic management of police departments*. Washington, DC: Police Executive Research Forum. This text explores the forces that are undermining the accepted view in police organization and management and presents a shift in thinking about the organization and management structures. The authors borrow effective strategies from private sector corporations and adapt them for use in the public sector. The key points involve: choice of purpose, the molding of organizational identity and character, the continuing definition of what needs to be done, and the mobilization of resources for the attainment of goals in the face of adverse circumstances. While dated, still offers valid lessons for the modern police leader and is a valuable resource.

Nanus, B. (1992). *Visionary leadership: Creating a compelling sense of direction for your organization*. San Francisco: Jossey-Bass. Diagrams the essential components of leadership. Defines what it takes to be a facilitative leader, not a boss, not a manager, but a true inspirer of people and your organization. This book lays out how to maximize alignment and empowerment to maximize results. Great read for the police executive and those aspiring to become one.
Newman, A. (1996). *Follow me II: More on the human element in leadership (Volume 2)*. Novato, CA: Presidio Press. This book discusses the importance of developing writing and public-speaking skills; how to deal with unreasonable orders; how to manage the paper work that deluges the military officer (and the middle manager); how to plan for retirement, and other topics of general interest. Lessons and observations on leadership techniques are anecdotal, but are often applicable in the civilian sector as well as the military.

Ortmeier, P. J., & Meese, E. (2009). *Leadership, ethics and policing: challenges for the 21st century* (2nd Ed.). Upper Saddle River, NJ: Prentice Hall. This book presents a strong and supported case that all officers are leaders and must communicate well; motivate others; make decisions and resolve conflicts; and demonstrates the ability to plan, organize, implement, and evaluate tactics, programs, and strategies while maintaining personal and professional integrity. This guide offers a plan to help officers develop a wide-range of ethical leadership skills applicable to all police ranks. It moves beyond incident-driven techniques, and presents a fresh problem-oriented, intelligence-led policing approach, integrating both ethics and leadership concepts. It also addresses issues specific to Homeland Security and strategic policing. This is a great resource and a must read for all leaders.

Parker, M. (2009, Summer). Leadership and education training in the nation's largest sheriff's office. *Sheriff*, 1, (1), 16-19. The founding principle is that leadership is intrinsic for all law enforcement officers and that it needs to be developed early. He says education, training, and mentoring by quality leaders is among the best ways to develop leaders in an organization. This article is a great read for academy instructors, directors, and agency executive leaders.

Putney, D. M., & Holmes, C. L. (2008, October). Designing a law enforcement leadership development program. *The Police Chief, LXXV*, (10). This article outlines the Leadership Development Program instituted by the North Carolina State Highway Patrol that provides continuous and cross-functional training to prepare qualified leaders to replace those exiting the organization. The article warns that with retirements comes significant loss of institutional knowledge and a misalignment strategic direction. It is a small case study which can be easily adapted and used by other agencies with a target audience of trainers and executive leaders.

Reese, R. (2005). *Leadership in the LAPD: Walking the tightrope*. Durham, NC: Carolina Academic Press. The author examines how chiefs of the Los Angeles Police Department (LAPD) have attempted to reconcile contradictory their internal and external objectives. The book explores the history of its leadership, analyzing the styles of its contemporary chiefs. LAPD has embraced many contradictions being a model of professionalism and misconduct. LAPD has been at the center of many of the nation's most racially explosive experiences as well as police corruption scandals. Tailored for students of criminal justice and public administration, this case study examines the ways in which the agency’s leaders have attempted to navigate crisis after crisis. The author’s theories are logical but lack
supportive evidence. It is a good book for discussion and analysis if used in a leader
development program.

organizations. It provides information on paramilitary organization; organizational design;
factors influencing empowerment; and empowered leadership philosophy. It is a great
resource for executives trying to reengineer their agency to a more flat organizational
structure with empowered and educated officers and staff.

of this paper is to categorize and analyze junior officers’ attitudes towards those in senior
positions, and the implications that this has for current debates on improving police
leadership. Results show that frontline officers place great value on being led by senior
officers who have considerable direct experience of street level police work. Those
officers who have ascended rank rapidly, without “serving their time” on the streets, are
regarded with some suspicion. This is an informative and well supported look from the
perspective of the junior leader. It is a great resource for all leaders and should be
mandatory for all senior leaders in law enforcement and public service.

enforcement leaders. *FBI Law Enforcement Bulletin, 77*, (7), 13. The author summarizes a
12-month study of over 1,000 National Academy attendees. He surveyed, interviewed, and
met with small groups to discuss leadership definitions, measurement, traits, obstacles,
training, and education. Officers emphasized the need for agencies to create formal
leadership development programs and design practical and effective methods to evaluate leaders at all levels. This is a very informative article based on loose scientific data. It is recommended for command level leaders and above.

Schafer, J. A. (2009, June). Developing effective leadership in policing: perils, pitfalls, and paths forward. *Policing: An International Journal of Police Strategies & Management, 32*, (2), 238-260. Schafer presents his findings from an open ended survey administered to students attending the FBI’s National Academy. The intent of this paper is to assess supervisors’ perceptions of how leadership abilities might best be developed and to identify the barriers inhibiting such efforts through empirical data. Respondents indicate leadership skills are best developed through a combination of education, experience, and mentorship. He also found that developing more effective leadership is dependent on the ability to overcome barriers, both within the profession and within individual officers. Finite resources, macro and local aspects of police culture, and failures of leadership by current executives are all viewed as working against the growth of effective leadership practices. This is essential reading for executives that want to create a culture of leaders.

Schafer, J. A. (2010). Effective leaders and leadership in policing: traits, assessment, development, and expansion. *Policing: An International Journal of Police Strategies & Management, 33*, (4), 644-663. The author reports his findings from a survey of over 1,000 police supervisors participating in the FBI National Academy in this study. He examines effective leaders and leadership with specific consideration given to the traits and habits of effective and ineffective leaders, the assessment of leadership efficacy, the development of leaders, and the barriers to the expansion of more effective leaders and leadership in contemporary policing. Ratings suggest that effective and ineffective leaders have nearly
opposite sets of traits and habits. Effectiveness was linked with integrity, work ethic, communication, and care for personnel. Ineffective leaders failed to express these traits. Leadership development was seen as a process of training, education, experience, and feedback. The most highly-rated barriers to the expansion of effective leaders and leadership practices were cultural, structural, and political. This is very informative and provides excellent data from a specialized group. It is recommended for leaders at all levels.

Schwartz, M. (Ed.) (2000) *Leadership resources: A guide to training and development tools* (8th Ed.). Greensboro, NC: Center for Creative Leadership. Helps trainers better understand issues of leadership and leadership development, and apply that understanding in their organizations and classrooms. Leadership Resources includes descriptions of current writings and films on leadership, a list of active leadership organizations, websites offering leadership resources, and announcements of annual conferences and meetings. Information on development instruments and exercises introduces many powerful techniques and strategies for enhancing personal growth and learning.

Sprafka, H., & Kranda, A. H. (2008, January). Institutionalizing mentoring in police departments. *The Police Chief*, 75, (1). The authors suggest that mentoring is a mutually beneficial activity that helps: to promote professional growth, to inspire personal motivation, and to enhance effectiveness of police service. The article gives recommendations on how to avoid conflict between the field training officer program and the mentor program. This key element of leadership development is sadly missing from most research. While this is based on a small case study, the authors have over 50 years of experience combined. This article does a great job of outlining the basics of a good
mentoring program specific to law enforcement. It is a must read for all criminal justice leaders.

Sun Tzu. (2012). *The art of war* (This Ed.). New York: Simon & Brown. (Original work circa 400 B.C.) Among the greatest classics of military literature ever written reveals the essence of conflict and how to win. This has modern practical leadership applications showing managers how to be bold in decision making and resolving issues.

Walton, M. (1986). *The Deming Management Method*. New York: Perigee Books. Walton presents a detailed biography of the Guru of Quality, Edward Deming, based on her lengthy involvement with Deming and his quality training programs. Following World War II, Deming taught Japanese manufactures the concepts of employee empowerment, quality-control, and process improvement. American manufacturers mocked Deming until they witnessed Japan’s surge into world dominance in quality production. These methods can be applied broadly in the private and public sectors. It is critical of and offensive to hierarchical style management. The clear steps outlined in the book will help true leaders transform their organizations to a quality-minded efficient, and content operation. It is a must read for all leaders who are serious about maximizing efficiency while taking care of their people.

Jim Collins' best seller, "Good to Great" can be applied to policing. Based on the research, the authors found that great executives do not look for excuses; they look to get things done, and create processes that will sustain the momentum even after they are gone. This report is an absolutely superb resource for all criminal justice leaders.

Wright, M. A. (1998). Executive leadership: A review of pertinent leadership principles for law enforcement executives. *Journal of California Law Enforcement, 32*(1), 18-28. Executive leadership is critical to the effective and efficient operations of municipal and county law enforcement organizations. This article outlines essential leadership concepts such as vision, achievement, strategy, management techniques, and organizational evaluation. While dated and mostly anecdotal, it is an informative and well referenced read for executives and those aspiring to become one.

Wynn, M. (2008). *Rising through the ranks: Leadership tools and techniques for law enforcement.* New York: Kaplan Publishing. The book suggests that effective leadership is a journey, not a destination. The author shares a technique of taking both good and bad qualities learned through personal experiences, literature, seminars, etc. and dumping them into a "good bag" or a "bad bag." This method helps you organize thousands of leadership concepts that can be easily referenced and applied as situations present themselves in the future. This process of categorizing resources in itself is an exercise in management. Wynn is a former chief and leadership fellow of the DEA. This book is exciting and well researched. It is highly recommended for aspiring police leaders.

that leadership development begins with self-change. It shows how values and personality
govern actions. It links your disposition, values, beliefs, and persona to your success -- or
failure. The authors present proven, values-based approaches to leadership in both group
settings and one-to-one contexts. This could be used to inspire discussion for a leader
development group, but best used by academics and students of leadership.