OPERATIONAL MID-LEVEL MANAGEMENT FOR POLICE

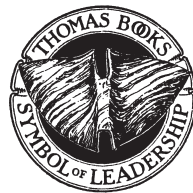# Fourth Edition

OPERATIONAL MID-LEVEL MANAGEMENT FOR POLICE

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To Joe (in remembrance) and Liz Coleman
for their self-sacrifice and successful parental efforts

PREFACE

The primary principles that are the foundation of this book and the managerial doctrine set forth for mid-level police managers is unchanged, and the ultimate objective is for the effective and professional performance of the defined law enforcement leader. The basic concept aforestated is true even in the current period of time, where managerial leadership must adapt to the behaviors of subordinates in this fast-paced era of almost instant knowledge expansion, coupled with subordinates' attitudes and expectations based on a desire for "instant gratification." It has become increasingly clear during the last few years that law enforcement goals and objectives cannot be accomplished in the absence of well-trained and effective managerial performers. Thus, the nature and content of this text became necessary and important to the ultimate achievement of the basic objective of most if not all police agencies. It cannot and should not be overlooked that the fundamental purpose of law enforcement is to serve the clientele of its community, and this can only be accomplished if all elements of the organization function in a manner that is interactive and responsive to the problems confronted. Therefore, the linchpin between executive and functional-level police (mid-level police managers) must operate within the parameter of an established pattern of standards and goal-oriented job leadership behaviors.

The focal pattern of this text and many leadership books aims to provide not only a framework from which a majority of the ideals and theories germinate but their environmental development. The text will delineate the practical application of Middle Management in its many forms. Some texts have set forth formulas that are projected to achieve managerial success. However, in this age of rapidly expanding informational awareness and technological advancements, it would appear that a fixed or non-fluid criterion would not be adequate. Thus, this text provides a structural application useful to Mid-Level Police Management.

The author has expanded the content of this fourth edition to enhance its requirements as a must read book for Operational Mid-Level Police Management. The addition of the aspects of foundational Leadership Standards and Standardization to the content of this text moves this book fur-

ther toward the forefront of published managerial material for police management. This fourth edition is clearly written with a dynamic flow of leadership information that will expand the knowledge of its readers. This updated text was crafted with judicious knowledge and a point of focus for clarity of information and useful application to Mid-Level Police Management. It articulates the Development of a Leadership Vision to enhance the establishment of a viable Manpower Usage Strategy that destines the expressed Planning and Organization projections in the text for successful application.

The information content in this book is non-traditional in many respects but yet very familiar to some of the contemporary innovative leadership teachings. It was written to concisely address the issues and characteristics that confront mid-level police managers. Thus, there are references to traditional leadership concepts and practices that the author perceives as contemporary. However, this text has advanced beyond the traditional and ordinary to introduce some psychological and managerial theories not typically applied to a secondary leader. The author has attempted to challenge the traditional concept that workers can be motivated through the efforts of a primary or secondary leader or other job inducements used by management. Motivation as a job performance concept is a self-generated course of action and/or desire on the part of an individual to accomplish a task. Job performance or behaviors prompted by a leader's actions is primarily attainment of responsive actions and not an internal desire to accomplish. Thus, managerial actions result in responsive behavior instead of worker motivation.

Functional-level police employees, like leaders and managers in all strata of the organization, are motivated (inspired) to action by some inner desire or need to perform. A leader may use positive or negative sanctions to induce or manipulate behaviors and performance actions in workers. But in its truest sense, such action cannot be regarded as motivated or self-inspired actions. Motivation is an internal initiative concept individualized to the personal level.

The contextual content of this text is aimed at operational behavior of mid-level secondary police leaders to attain desired performance of line workers through interactive and specifically focused management actions. An acute awareness of personal self is also identified as a prime factor in a secondary leader's ability to direct and control the behavior of others. Readers of this text should perceive a growth in their overall leadership skills and a better awareness of how his or her own personality influences the work environment, as well as how the work atmosphere or environment affects the job performance of functional personnel.

<div align="right">J.L.C.</div>

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Chapter One

INTRODUCTION

ASSESSING POLICE MID-LEVEL LEADERSHIP

The essence of mid-level police leadership assessment has traditionally focused on the actions of leaders to increase productivity and performance of functional workers through the efforts of primary leaders. While the author agrees with this basic approach to leadership study and research, it is believed that a brief self-analysis relative to the *psychology of leadership* would greatly enhance the effectiveness of a leader. During our introductory assessment of police mid-level management, we will also attempt to briefly explore the evolutionary development of interactive human relationships of superiors and subordinates.

The current age of intensely enlighten subordinates has made it necessary for effective Mid-Level Police Management to better anticipate and project actions to productively deal with behavioral and operational changes. Most societal and external influences, to a police agency, have traditionally not been considered a major factor that the Mid-Level Police Managers had to be overly concerned. However, this time of almost instant informational awareness by subordinates emphasizes the need for leaders to be more aware of appropriate managerial knowledge and actions. This awareness must include how leadership approaches have evolved over time and how they must adjust in future.

The *clinical leadership prospective* had its beginning in the pre-Civil War era in this country. It has for the most part been applied principally to technical specialists. However, with the emergence of the Industrial Revolution, the concept became more widely used and accepted. Police management during the decade of the 1950s, like most industries, began to focus on the treatment of workers and the job environment as having a direct bearing on performance and productivity. Since the 1950s, there has been an explosion of

training requirements based on a *needs analysis* to keep up with the changing atmosphere of the work place as well as the knowledge expansion of workers. The environmental changes created by many women and other minorities entering police work has also forced an attitudinal change. The attitudinal changes brought about by these events has forced all levels of organizational leadership to reevaluate perceptions and adjust. The advancement of performance skills by workers new to the organization has also forced mid-level police managers and both their superiors and subordinate leaders to change their previous philosophy of *one best person for the job.* They have been required by enacted laws and operational objectives to *cross-train* and involve multiple workers to assure achievement of desired goals.

The clinical leadership approach used by past mid-level police leaders traditionally attempted to enhance performance by both positive and negative incentive inducements. Also, they attempted to utilize the physical work environment as a way of obtaining greater efficiency in workers. However, police leaders and managers of today seem more willing to recognize that while incentives can have a desired effect, its tenure tends to be very limited. They (police leaders) have come to realize that inspirational challenges, coupled with incentive inducements, tend to be more lasting and effective in improving worker performance. The trend during the Industrial Revolution (and well into the middle of the 1900s) was to view workers as mere factors to be used to achieve an objective. The past trend of viewing workers in the same perspective as any other resource tool is no longer practical. Today's functional-level police officers, like his/her counterpart in other industries, is not as willing to think organization first and self-interest second. The reverse of that philosophy seems to be the rule rather than the exception.

The operational sphere of law enforcement in this time of increased threats of terrorism, higher level individual intelligence, and a greater trend toward organizations that operate counter to the policing objective has considerably influenced the actions of Police Management in directing law enforcement actions. The author, as an intellectual theorist, believes that mid-level police management can achieve leadership effectiveness through simulation, which can then be used as teaching aids to expand the performance knowledge of functional managers. The positive aspect of this view seeks to refocus the perception of the problem being confronted from a negative challenge into a motivational and constructive achievement of goals. This may be accomplished by the "old adage" of comparative analysis, in other words, gauging effectiveness by counting positives achievements against the number of failures. But to effectively use this approach, it will require skillful and knowledgeably competent mid-level managers to recognize the opportunities and push forward to help subordinates obtain self-actualization from the

challenges and results. In other words, a good mid-level police leader will more often than not see obstacles to success as constructive opportunities rather than as negative impediments to his/her operational effectiveness.

A PSYCHOLOGICAL ASSESSMENT
OF ONE'S SELF AS A LEADER

A psychological look at one's self is non-traditional when discussing leadership and how to be an effective leader. However, it has long been a consideration that effective leaders at all levels of the organization must have a working knowledge of the expectations of others regarding job performance. The psychological awareness question addresses the fact that a leader, no matter what his or her rank status, must have an analytical knowledge of personal expectations and abilities to accomplish the job. In doing the research for this text, the author concluded that awareness of one's own personality traits would benefit a leader in his or her personal interactions and in the acceptance of the behavior of others.

In considering one's own psychological self, there are several aspects that are considered critical by a number of noted psychologists. The self-appraisal of one's psychological self should begin with *the necessary components that combine to create what is termed our personality*. The collective components as identified by such noted psychologists as C.R. Rogers, G.D. Goodwin, and G. Freud are the **Inter-Active Self**, **the Materialistic Self**, **the Non-Corporal Self**, and the **Prideful Self**. Collectively, the aforementioned components combine to form an individual's personality. The **Personality** is defined, for the purposes of this discussion as *the habitual patterns and qualities of behavior of an individual, as may be expressed in personal attitude, physical performances, and intellectual actions*. The **Inter-Active Self** has to do with how the police mid-level manager is perceived by him/herself as well as others. These expectations or perceptions will influence a mid-level police leader's behavioral responses and performance manipulation of workers through his/her subordinate leaders. It must be realized that no matter what actions a mid-level manager takes or how perceptually correct his or her performance may be, the person cannot be considered an effective leader if the **followership** of others is not obtained. The **Materialistic Self** refers to a person's desire to obtain or acquire items of perceptual value. The value is usually based on a self-perception of worth. Therefore, it should be noted that a police leader or mid-level manager may value a role assignment more than an acquisition of monetary gain. If this is so, then the mid-level police leader (manager) should realize that noteworthy success and recognition is more important to him/