

Global Development of Law Enforcement Officers

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Introduction

The biggest challenge facing law enforcement is developing leaders that can readily adapt in an environment of ever-unfolding challenges. Law enforcement leaders must re-evaluate their leadership styles and transform to meet the evolving social and cultural influences. Today's leaders must maximize their potential through a new visionary model which embraces vision, risk, and change in which future leaders are energized, motivated and empowered.

An increasingly diverse population, technological advances, and the threats of terrorism have had significant impact on day-to-day operations in law enforcement. A diverse population has initiated changing societal norms in the workplace and society. People are being bombarded with constantly changing perspectives. More and more leaders are expected to understand multicultural and multiethnic issues and to lead by example.

In recent years, the news of excessive force, sometimes brutal control over citizens by law enforcement officers has led to public outcry. For example, the John J. McKenna case turned the nation's eyes when a video caught Prince George's police beating a student and filing a false report of the incident. Other documented issues of racial disparity in arrests, searches, prosecutions, and sentencing of minorities have undermined the trust endowed to law enforcement (Myrent & Rosenbaum, 2009). A focus on restoring public trust and justice is envisioned in the new visionary model.

Preparing this new leader means empowering them with the following core values: greater trust, commitment, integrity, and shared values. People admire leaders who are truthful and ethical. Acting with integrity over time will build credibility. Sharing values build productive

and genuine working relationships (Kouzes & Posner, 2007). Credible leaders honor diversity and emphasize their common values.

The growing census is for accelerated, fast-paced, technology-intensive, people-oriented, action-describing leadership (Rodriquez, 2002). Law enforcements greatest asset are leaders who possess passion and drive. They are able to problem solve, take risk, and posses a skill set necessary to make a difference whether at entry-level or senior executive. The components of this new visionary model envision leaders with qualities from ethical, interdisciplinary, entrepreneurial, and international leadership (Appendix A).

Ethical leadership involves law enforcement leaders understanding their own personal ethics and that of their organization and the multicultural – multiethnic society and workplace. Leaders are open to learn and discuss with others who may have a different way of seeing the world. Self-reflection and a willingness to improve through encountering new ideas are essential. Ethical leaders demonstrate a keen awareness of values, morality, justice, and fairness (Rodriguez, 2002).

In addition, leaders realize that their duties go beyond simply enforcing rules and regulations. It is not about always being right. It's about behavior. Leaders choose to act responsibly. They make informed decisions based on current and reliable research (Edmonson & Fisher, 2002).

Interdisciplinary leadership prepares law enforcement leaders to participate, collaborate and strategize with other disciplines in order to better understand the complexities of law enforcement. Disciplines involve other law enforcement agencies such as the CIA, FBI; academia; the military; policy makers; and local constituents. Rodriquez (2000) emphasizes the

need for leaders that can assess, set goals and elicit cooperation from others to achieve goals. This type of leadership supports an environment conducive to mutual respect among disciplines and shareholders, a sharing of leadership, investment, and acceptance and accountability for outcomes. Interdisciplinary leaders mobilize and create an environment for others to join them in their efforts.

For example, the September 11th terrorist attack, law enforcement formed alliances with the CIA, FBI, and military. There was a major shift in law enforcement, government and citizen perspectives on homeland security and airline security. This incidence signaled a new approach for law enforcement leaders to work together on issues across jurisdictions. No discipline has all the answers. Leaders listen to their partners and are able to conceptualize and enlist others to reach the best solutions. They use their leadership tools. Ideas are integrated to improve relationships and build trust.

Development of international leadership can be drawn from the experiences of corporate business, the military and government. It incorporates the leadership qualities of interdisciplinary, ethical and entrepreneurial leaders. This visionary sees beyond domestic law enforcement issues and assimilates the impact of global policing issues in cyber technology, terrorist threats and war crimes being tried on U.S. soil. Leaders are forward-thinkers, working with others in determining potential threats and innovative solutions.

This futurist leader capitalizes on opportunities to learn from other leaders in the states, bordering countries and overseas. Law enforcement can learn from Britain and Israel about domestic security measures against terrorism. Other U.S. agencies can offer a wealth of

knowledge related to their areas of expertise. Ongoing coaching and mentoring provides guidance to different worldviews and practices in law enforcement.

Taking the risk to re-design law enforcement leadership of this magnitude is extraordinary. Thus, entrepreneurial leadership in law enforcement offers the ability for leaders to be creative in developing funding and new infrastructures for law enforcement. For example, technological advances like surveillance via global positioning satellites, non-lethal variable velocity weapons, biometrics to assist in identification, and unmanned aerial drones are costly (Gene, 2005).

Funding law enforcement education and technology will be major. The fiscal resources for programs like the FBI Academy, LEEDS, National Executive Institute, Police Executive Research Forum, and the Southern Police Institute are limited (“Police Leadership,” 1999). Leaders should consider leasing, debt financing, joint ventures, research and development partnerships, and mergers. An example of a merge is law enforcement and military law enforcement. Another example is researching the potential of partnering with Ashkoa, a global organization that identifies and invests in system changing solutions. Alternatives to traditional and government funding need to be researched.

The leadership visionary process is essential in creating a worldview which will impact public safety, public trust, and fairness and equality in law enforcement. To this end, culturally diverse partnerships with other law enforcement agencies, private industry, the community, and the global community may offer a blue print to accelerate a change in practice. Coordinating with community leaders on performance indicators and sharing data will be invaluable to re-establishing public trust.

In conclusion, a new leadership model for law enforcement is intended to improve public safety, public trust, and to deal effectively, efficiently and equitably with emerging multicultural, technological and international issues. Law enforcement leaders will be prepared to work with federal, state, and local (i.e. schools, hospitals, and emergency services) agencies to prepare for, prevent, protect, respond to, and recover from natural disasters, imminent local and regional incidents, and international issues. Identification and reporting of mutually agreed upon performance indicators between law enforcement and the community will help to restore public trust. Law enforcement will continue to evolve into an equitable system. At the same time, every law enforcement officer has the ability to learn a set of leadership skills to make a personal, professional and community impact.

Appendix A



Maximizing Potential

References

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