

**OPERATIONAL MID-LEVEL
MANAGEMENT FOR POLICE**

Third Edition

OPERATIONAL MID-LEVEL MANAGEMENT FOR POLICE

By

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

PREFACE

The basic 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. 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 author has expanded the content of this third edition to enhance its requirements as a must read book for Operational Mid-Level Police Management. The addition of the aspects of Leadership Standards and Standardization to the content of this text moves this book further toward the forefront of published managerial material for police. This third 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 tradi-

tional 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.

J.L.C.

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Many individuals played an essential role in the development of this text. The information presented in this book was gathered through many hours of research by the author, but the guidance inspirations offered by family and colleagues were extremely valuable. Special consideration and notice must be given to Gaynell Coleman (my wife) for motivation and time dedicated to helping ensure the grammatical correctness of the contents of this text.

The development of this text is the culmination of years of experience, research, and training in the area of personnel management. The author acknowledges the dedicated effort and committed assistance provided by Mrs. Rose Garner. Her selfless efforts and time committed is reflected throughout this book. Also, special notice is extended to Sergeant Robert Mesa (Retired) of the Kansas City, Missouri Police Department for the illustrations used in this text. **Thank you one and all!**

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**OPERATIONAL MID-LEVEL
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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 *clinical leadership perspective* 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 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.

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 expecta-

tions 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/her than may be the acquisition of bonus incentives. The **Non-Corporal Self** represents the thinking, motivating, and feelings of the leader. It is the creative and intuitive aspects of a person's character that contribute to the spiritual and non-physical parts of the personality. The **Prideful Self** is personal gratification that a person perceives relative to personal importance. It provides the essence for a leader to consider his/her own interest, the part of the personality that gives a leader self-confidence in personal perceptions and/or actions. The collective of these personality components combine to form an effective leader. Therefore, if a positionally placed leader determines that he or she is deficient in either of these component areas, a concentrated effort can be made to strengthen the perceptively weak area. An effective mid-level police manager is not fearful to do the type of self-psychological analysis that will provide an insightful view of personal strengths and weaknesses.

Before conducting the discussion of the psychological aspects of personality as it pertains to leadership, it is essential that the term *self* as a concept be clearly defined as it relates to a managerial focus. **Self**, as a concept of personal analysis concerning a mid-level leader, has a double meaning. The first has to do with formed attitudes, the "I" concept, referring to what is concluded about one's own actions. Also, in this portion of the definition *self* is conceived as a doer, in the sense that certain aspects relate to a non-corporal process such as concentration, memory, and perception. This area basically considers *self* satisfaction as the objective. The second aspect of the *self* definition has to do with the performing portion of the personality; in other words, the consideration of *self* as a process. *Self* in this phase of the definition is a performance technique. The two components of *self* may be so different in each of the two meanings that it would be best to separate them. It should be clarified and understood that no current theory of leadership concludes that *self* is a dominant aspect which regulates the actions of a leader. But some psychologists who have researched leadership from a psychological perspective do recognize that the *perceptual self* governs the *self* aspect of