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Law Enforcement Management and Leadership

Home

Contents

Partnership

- This is a 4 credit, 8 hour undergraduate course fielded by Cardinal Stritch University
- Content melds law enforcement and business experience
- Designed to foster strategic thinking and organizational problem solving at the entry and middle level ranks of a law enforcement agency
- Dependent on Chief/Sheriff's mentoring/champion support

Course Description

- Students explore management functions of planning, organizing, leading, and controlling

  - They shall enhance existing skills such as teamwork, strategic security awareness, administration, and communication in a law enforcement environment

  - In addition, they learn how define leadership and analyze agency standards against accepted national and international standards

Topics Covered

- Policing in an urban/suburban/rural setting (Community Based Policing)
- Executive – level leadership
- Interdepartmental operations (i.e. fire/police/city departmental interactivities)
- Transformation and change management

Topics cont'd

- Evaluation of need based on national, regional and local security policy and procedures (i.e. terrorist threats)
- Best business practices
- Knowledge management
- Informational needs (IT infrastructure and technology use)

Course Objectives

- Upon successful completion of this course, each student should be able to:

  - Compare and contrast concepts of management and leadership as they apply to law enforcement

  - Analyze theories of knowledge that have contributed to the field of law enforcement

  - Identify and apply recent research in the field of group dynamics and systems theory to improve the daily functions of a law enforcement agency

Objectives cont'd

- Analyze the affect organizational culture and ethical behavior on agency effectiveness

- Analyze and critique current management practices against desired agency employee behavior

- Evaluate the degree to which law enforcement agencies can improve the relationship they have with their varied stakeholder groups

Objectives cont'd

- Identify and create case studies for organizational improvement

- Identify future organizational challenges and recommend action plans

Course Outcomes

- Each student in this course is expected to:

  - Through completing an analysis paper, explore a police management issue and recommend a solution.

  - Through completing assignments, examine accepted management functions and the degree to which they can be applied to a law enforcement agency.

  - Through completing a paper and an oral presentation with a project team, analyze the leadership style of a prominent law enforcement administrator.

Old Rational

- <u>Traditional</u> police training is command driven and top down
- Designed to instill proper behavior
- Reinforces SOP and departmental policies

Command

Imposed Training

Learners
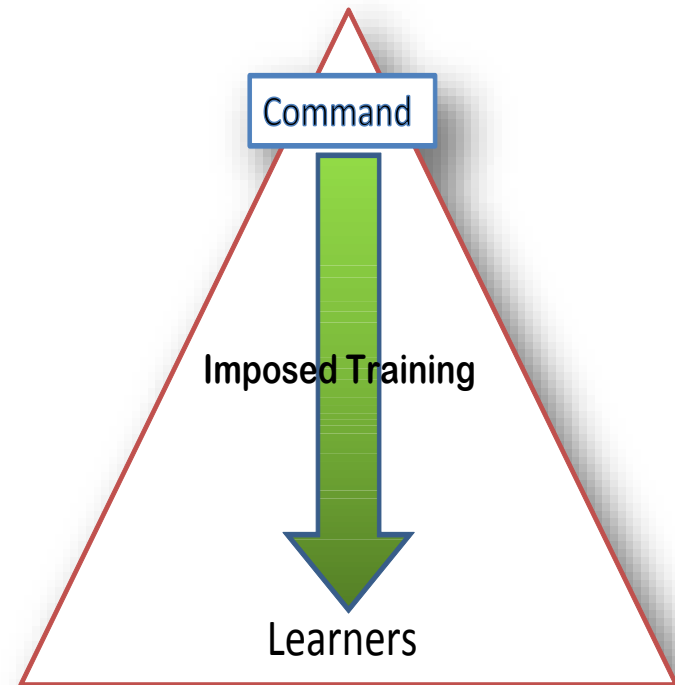
New Rational

- Imagine training that sets as a <u>prime outcome the generation of new institutional best practices</u>:

  - Every phase of training is built around researching contemporary police practices

  - This program encompasses two distinct phases; comprehensive instructor development coupled with customization of content

New Rational cont'd

- This program supports the police officer as he/she produces learning and knowledge
- Each instructor becomes a mentor supporting learner research and analysis

Command

Knowledge Generation

Learners
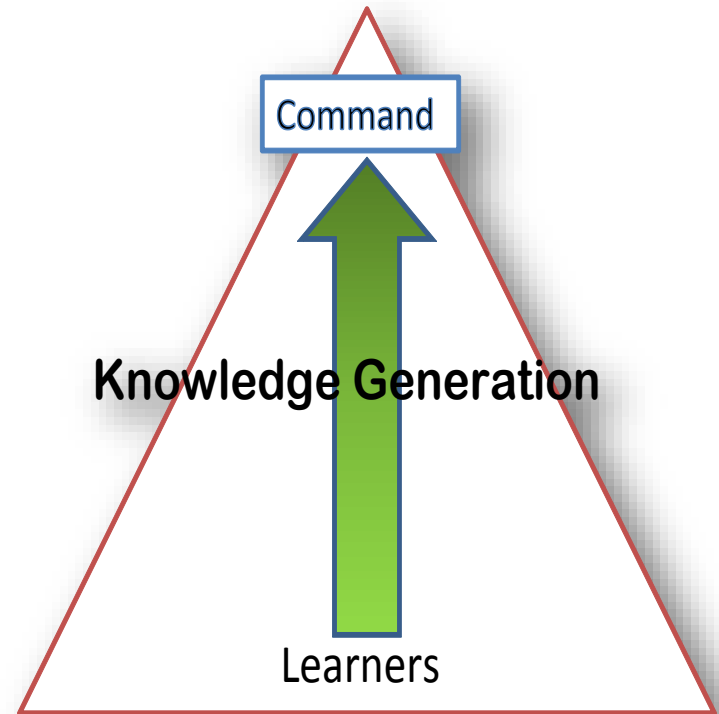
New cont'd

- Each unit of instruction is focused on analyzing local practices against national standards

    - This is an iterative technique that builds knowledge into a set of <u>supportive</u> layers

    - Thus successive classes produce new useful information that can be aggregated into a comprehensive report of the "<u>state of the agency</u>" as seen through the eyes of its professional members

Interactive Nature

- Course based on both individual and group learning
- All participants are seen as "knowledge producers"
- Implementation supports the creation of a "learning organization"

Prime Source of Work

- Case study based on actual departmental needs
- The Course is designed to:
  - Define practical, real life case studies derived from actual departmental histories
  - Analyze those case histories against contemporary theories of human motivation and performance as they apply to modern policing supervision

Work cont'd

- Provide tools through which individuals organize personal, professional, and theoretical knowledge into practical policing leadership practices

- Emphasize the need for self analysis

- Focus on providing requisite information needed to foster career development in leadership and management

- Support lifelong self improvement

Critical Questions

- The program of study works to answer the following questions:
  - What is "leadership" and why has it become one of the most researched areas of management?
  - What theories of knowledge on individual motivation and development are most applicable to the field of law enforcement?
  - How can recent research in the field of group dynamics and systems theory help improve the day to day functioning of a law enforcement agency?

Questions cont'd

- How does the interaction of organizational culture and ethical behavior determine agency effectiveness?

- What management practices are integral to the proper functioning of a law enforcement agency?

- How can leaders and managers at all levels of a police agency interact more effectively?

Questions cont'd

- What are the political, economic, social, and technical (PEST) determinates that affect organizational leaders?

- What "challenges" face organizational leaders in the future?

Design Philosophy

- This course is designed around <u>outcomes</u> that are focused on *observable* behavior and conditions of performance that require the student to demonstrate proficiency in way that can be measured for speed, accuracy, quality, or level of success.

Philosophy cont'd

- The <u>outcomes</u> are also designed to test the level of cognitive development (thinking skills), affective change (attitudes and values) and psychomotor achievement (increased physical skills).

Philosophy cont'd

Outcome Based – the design of all elements within the course will have been structured around the clear description of behaviors and knowledge to be acquired by officers participating in the program

Philosophy cont'd

Pragmatically Focused – three key areas of knowledge are integrated into each teaching module. These are:

- Law enforcement <u>theory</u>, the academic and research knowledge that informs best practice;

- The specific <u>practices</u>…regulations, procedures, and legislative requirements that drive policing for any police department; and

- The <u>personal experience </u>of instructors and students as they interact in the course.

Philosophy cont'd

Academically Rigorous – the design process and program format are modeled on the best practices of both higher education and police training

- The program will meet real needs of working police officers.
- The grounding instructional model will be focused on integrating contemporary <u>adult education learning</u> theory throughout all phases of design.

Design Concerns

- In order to be successful students will need:
  - Access to computers
  - Access to the Internet
  - Access to collegiate level databases
- Desired time targets and completion dates?
- Any other concerns…?
- Questions?