

**DRINK, SWEAR, STEAL AND LIE:
LEADERSHIP IN FOUR EASY STEPS**

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About the Author

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Dr. Mark Whitman has been a life-long trainer and more recently a professor in Criminal Justice in higher education. He asserts “Therefore, education is a process to provide a blend of experience, skill, reality, and training coupled with creativity, innovation, and resourcefulness by student and educator alike in order to prepare the student to enter a high speed and at times volatile occupation with change as a key stable sewn throughout the fabric of the system. Paramount to this goal is the reintroduction of critical thinking to our students.”

An experienced professional with over 28 years as a Police Chief/Police Commissioner in a near 40 year law enforcement career and 20 years (Full-Time and Adjunct) in higher education he is credited with a strong track record of achievement in improving communities and reducing crime. He has key noted or has been the lead presenter in leadership training, specifically, “Surviving with Honor.” He has done so from the premise that “We begin at Excellence and we move toward perfection collectively.”

He has served fellow law enforcement professionals in leadership roles as the President of the NYS Association of Chiefs of Police and on the Executive Board of the International Association of Chiefs of Police as the Chair of the State Association of Chiefs of Police.

Dr. Whitman, then Chief Whitman served as the Chair of the NYS Municipal Police Training Council during the introduction of the Americans with Disability Act. He served in the U.S. Army during the Vietnam conflict. The only lottery he had ever won was the U.S. Military Draft. He was selected as the Field First in his training company. He completed Non-Commissioned Officer training during Basic Training and served his time at the United States Army Retraining Brigade, Ft. Riley, KS, a military work release correctional facility.

Dr. Whitman received numerous training certifications during his long law enforcement career and was a certified police trainer. His formal education includes:

Capella University, Minneapolis, MN

Ph.D. in Public Safety Leadership (2013) - Graduate with Distinction

Alfred University Alfred, NY

M.P.S. in Community Service Administration (1980)

Florida Atlantic University, Boca Raton, FL

B.A.S. in Social Science (1972)

Monroe Community College, Rochester, NY

Associates Degree in Police Science (1971)

Graduate of the Federal Bureau of Investigation National Academy 165th and Law Enforcement Executive Development 43rd Class.

He chose to complete his lifelong goal of achieving his Ph.D. rather than to pursue another position. He did so, and has put on paper those items of concern for the reader to unpack their personal capabilities. In most personal situations there resides a leader from within; it is important that the reader discovers that person.

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*“Don’t let your members park their
brains at the door”*

(Tom Peters)

CHAPTER I: INTRODUCTION

Leadership, Really?

The experience introduced in this manuscript is not a how to be a leader directive, albeit there is encounters with leadership characteristics and styles, but rather an inspiring essential as to why one should become a leader. Within each of us lies differing levels of courage, confidence, enthusiasm, experience, and knowledge. Incorporated in each being is the willingness or reluctance to share their personal characteristics in a leadership role. Problematic to this type of discussion survives underlying motivations escalating the less qualified individual to the forefront, specifically holding “No capacity nor desire to lead.” Herein enters an essential point in this writing: How to motivate the qualified, probably yourself. In order to adequately address such a vital concern regarding leaders, leadership generally, developing leadership skills/traits, and what may work for our future leaders while remaining ethically inclined, I have chosen to break this discussion into four concrete sections. These are: Drink, Swear, Steal, and Lie.

I write these sections highlighting an excessively scrutinized personality. A person of no nationally recognized prominence. A person similarly situated with most readers. A person of a thousand mistakes that perhaps the reader may associate. A person involved in a highly volatile, ever evolving, and controversial profession. The vocation of law enforcement. That person is me. A police chief/police commissioner for 28 years in three differing settings of a near 40

year policing experience, achieving continuous dissection of decisions by critics, second guessers, the knowledgeable bankrupt, and political prostitutes. I do not know of your personal situation, but I can assert with reasonable certainty that being a police chief is akin to wearing a pressure cooker as a permanent derby.

The reader may question what police leadership has in common with your occupation. Actually, everything. I submit that my job application has everything to do with leaders -- parents, teachers, coaches, institutional, corporate, and organizational leaders. Regardless of your chosen vocation as a teacher, professor, manufacturer, public servant, administrative assistant, business person, and especially a parent, leadership is critical. You may not be faced with millisecond reactionary decision making related to threatening situations, but your level of jeopardy is relative to your personal situation or job description. Certainly, you have had to make decisions and often have been looked up to as the formal or informal leader -- the go to person.

Additionally the diction, tone, categories, and fluctuating between first and third person, moderate citations, accompanied with associated humor is hopefully acceptable to the reader. If not, put this material down and fear not, I have been rejected by higher authority. The material is presented in a decipherable conversational style so you may take a breath during this association, and the ability to imagine yourself in any of the scenarios. What has been written here is the truth, however, I may embellish it a tad in order to make it interesting, but the presentation is without fabrications. I must, however, provide a disclaimer at this juncture: To my knowledge I have never knowingly met with Russian Agents.

An undeniable fact of the matter is that I initially was uninspired to write this script. None-the-less the simple fact is that there is really nothing new about leadership; all that can

possibly be said has been said. Well look again folks because the 2016 presidential elections happened. First, it is important to recognize fact, truth, and objective reasoning in a world of constant change in order to understand leadership of any sort. So, did I mean “the Matter of Fact” or did I mean the “Fact of the Matter,” or should I resort to the definition of “is”? The Matter of Fact is defined by Merriam-Webster as: adhering to the unembellished facts; also, being plain, straightforward or unemotional, sticking to or concerned with fact and usually anger not showing emotion: He gave a matter-of-fact answer. Whereas, the Fact of the Matter, again using Merriam-Webster is used to emphasize a statement that follows: She thinks she knows what she's talking about, but the fact of the matter is, she's wrong.

Ergo, words matter in leading others. The right word may be effective, but no word was ever as effective as a rightly timed pause (Mark Twain, 1835 - 1910). The fortuitous and spontaneous blurting of words in any situation has the debilitating potential of an ill-gotten brand that may have proven the demise of many a great leader. This material takes sequential effort to discuss the communication process of a leader. Maybe, just maybe a pause might provide that nan-second for thought. A maxim provided to myself during my early youthful exuberance is simply this – engage brain before opening mouth!

Leaders require followers, followers, especially in contemporary society, require authentic leaders, require mission, and mission must be developed through relationships and not by dictum. Relationships built on a house of cards is as flimsy as it sounds. Relationships built on fact, truth, and honesty will accept bumps in the road and blips on the radar, and followers are likely to remain committed to the mission. Particularly in today's surge of new generations entering the workforce comes new expectations of organization and leaders. The new

generational employee, student, participant, or follower will most likely remain loyal to a mission rather than to the organization (Reisenwitz and Iyer, 2009).

The assumption asserted (I really have to stop using the fact is) remains that most of what has been learned of leadership to date is the result of a fortuitous civil experiment in public, private, and professional life generally muddled by a contemporary concern or two. Technology has provided differing facets of research at blinding speed bombarding one with snippets of style, form, and fabric that one may not really have taken stock as to what is accurate or inaccurate. But if society is subjected to all this technology and information at our finger tips, can't people decipher fact from fiction. There must be something of a factual basis that can simply inform society what a true leader "is." Why then have we not observed better leaders in recent time?

Folks, just maybe the old adage, "Only in America" may be more precise than ever before. This especially in light of social media carrying the day for modern conveyance of information in a continent consumed by incessant turmoil, controversy, truth seeking (real or alternative fact), and then attempting to resort to simple conversation or sound bites in an attempt to explain highly complicated matters of mutual concern. Tweeting, Twittering, Face Booking, and Snapchatting has risen to the all-time low for American mediocrity.

With the information highway at our fingertips, at lightning speed I might add, then how is it that mediocrity is the blue plate special? Frankly, it is simple as this: standards create minimums; minimums create status quo; and status quo creates mediocrity. We reside in an atmosphere with a filet palette and a hamburger wallet. Most that have some form of faith or belief in a higher being want to go to heaven, but nobody wants to die to get there!

Albert Einstein is quoted “Question Everything.” The sixties was a shining example of that. That time period was replete with challenging authority and creating an advancement for those in society that were left out. Remember the Baby Boomers that are left, we had Woodstock, while current generation have texting. Why is it that so many people in the great country of the United States remain disenfranchised? Mediocrity, that’s how. What or why has the American voter settled for current political anarchy, shenanigans, alternative facts, and double speak? Mediocrity that’s how. Modern media in its attempt to make sense of the U.S. 2016 Presidential election has reengineered their polling and finger pointing, but who is going to take the mantle of leadership and espouse our virtues? What should the American voter look for in a leader? It really never seemed that difficult before. It just seemed that the cream always rose to the top. How then have leaders lost the trust of the American populace? Has America stalled itself on a diet of mediocrity rather than shooting for the stars? Americans used to shoot for the stars and not make fun of those that want to reach beyond the galaxy.

Immediate, deliberate, and insightful questions should levitate to the forefront providing clarity of purpose for this discussion. Simply put: What is leadership? Really, what is leadership? Is it a person of authority leading via technological social babble? Is it a person of authority decreeing self-authenticity and merely saying whatever comes to mind to retain a following? Can it be a person that simply speaks in sound bites as a leadership style? Finally, what in the world does leadership have to do with me, you ask? Really, if you have to ask, then drop what you are doing and get on the leadership train, regardless of the length of the train. Leaders are both formal and informal take your pick, but get involved.

Has leadership, specifically in America’s political scheme, been relegated to identifying an antagonist group for assignment of blame? This while briskly stroking the flames of

indignation within a base group toward opponents. Regardless if one is in agreement with the former statement, a parallel may be drawn with this technique and Nazi Germany (not unlike the style demonstrated by Hitler toward the Jews); stop and reflect. Have you permitted yourself to identify with a member of a tribe, clique, or partisan group? Why? What happened to the art of critical thinking amongst societal members?

The more I ask myself these questions I think I am becoming more energized and have been consumed with new found energy to put these thoughts on paper once again. Let us begin to absorb the material listed herein by keeping in mind the following three questions: First, who or how have those qualities that are thought to be synonymous with leadership been proclaimed as the most critical for success as a leader? Second, how has one in the role of leadership acquired abilities of leadership? And third, how many of these acquisitions and characteristics identified do you already possess?

The answer in part lies within a myriad of sanctions, controls, ambiguity, social impediments, and good old fashion doubt to the extent conventional wisdom summarizes today's leaders as shallow with accessible style(s) characterized as another exercise in futility. One only needs to examine our current affairs of national, state, and local political leadership to find those that are attempting to legislate/regulate through polls rather than substance. The final question lies within, how many of these acquisitions and characteristics identified do you already possess?

Those in leadership positions must resist a submissive role to the polls and pledge allegiance to styles that remain flexible to attract new methods for resolution. This is consistent with public and private leaders. The following text is designed to simplify leadership theory, adding in reality, creativity, innovation, and flexibility. The cases used in examination are real, but the names of the persons involved are withheld in order to protect the innocent. As the

reader peruses the contents of this discussion, consider why you should be a leader. Still, I shall sprinkle my mistakes within as examples making them your lesson in leadership.

Leadership has been around since man himself and is as obscure as is the origins of man and equally elusive. Since the beginning of time man has banded together in groups, clans, or tribes. The necessities of rules and regulations have been required in order to provide unified harmony amongst the group. Likewise, there has been a need for a leader of the group.

Generally, a leader is one that is the strongest, most fascinating, most credible, most enticing, and attentive to the security and needs of the membership. Leaders have taken on many styles and persona in order to satisfy a goal, mission, or group interest. You now ask, so why another manuscript depicting leadership? Well, perhaps this discussion is a sobering opportunity to take stock from a long laundry list of leadership styles, characteristics, and qualities of successful leaders in comparison with you the reader, a hidden leader. Are you a leader or a wannabe; do you possess the personal and professional qualities to be successful; and an attempt to answer the question as to whether these styles have been vented toward fleeting issues and are more fad than reality?

The original inspiration for this text is embedded in the reality that there is really nothing new in leadership; then the 2016 presidential election happened. A more insightful and interesting question may be why qualities discussed herein are thought to be identical with leadership or are proclaimed as the most critical for success as a leader or have simply been blown up in light of the least competent being elevated to the highest position in the free world?

Is the Peter Principle conspicuously alive and well in the land of the free and the home of the brave? How has one in the role of leadership acquired that which is the most important body of leadership, or have they? At this point, the reader might want to recollect memories when personal criticism was levied against a leader entrusted with your organizational or personal care.

If honest with yourself, you will find thoughts such as, I can do better than this guy in my sleep. Who did this guy know to get this job? What is in the selection process for advancement around here? Sound familiar? By most accounting, many a reader has summoned thoughts such as this, if not communicated in private conversation of like minds.

Amelioration (Improvement, Enhancement, Betterment, Enrichment, Upgrading, and Amendment-Merriam-Webster) of leadership should have no bounds, no finality, and no equivocating specious theoretical imbalance. It should be an absolute that is free to all that wish to partake in the trial, experiencing heartbreak as a by-product, and willing to foster the habits recognizable in a leader with the grit of ethical authenticity. Though, should a Martian fall to earth and watch any form of media they may see “Hyperbolic Existentialism” as the style in public leaders today. Our Martian friends may look on with some curiosity and perhaps disdain for the lead dog in the pack. This means those leaders witnessed may aspire to the exaggerated or overly stated predicament of an individual’s life, confronted by the unknown, and must take responsibility for his/her actions without any certain knowledge of what is right or wrong, or good or bad (Merriam-Webster). This may appear to our Martian friends as the norm in contemporary political hierarchy, particularly by those acting as the leaders of the greatest nation on earth.

Jean-Paul Sartre, a 20th century philosopher, born in Paris, France established his roots in subjectivity. His comparison of the abstract and existing objects are of interest in this discussion. Sartre, as well as other contemporary philosophers debated consciousness. Sartre posits “objects, which appear as intended are meant in the context of their acts” (Busch, 2011, p.192). I believe this characterizes an individual motive, that which may be judged by outcomes. Significant to this discussion is that not all will agree with what is written. I say good, then what

is your opinion? I say your opinion matters. The following link provides insight into the meaning of consciousness and ensuing acts.



Jean-Paul Sartre

<https://www.artsrn.ualberta.ca/symposium/files/original/cdc18e28c7e78266c0edd40cb12162b6.pdf>

The preceding link elucidates the quote we opened with from Tom Peters “Don’t Park Your Brains at the Door.” Leadership is a conglomeration of objects, thoughts, actions, perseverance, risk taking, and personal qualities that is mixed with enthusiasm and excitement. Sprinkle decisions with flexibility and objectivity, remain willing to learn on the fly, and bring life’s experiences with you as a guide. But never, I mean never “Park your brains at the door.” Leaders require strength, perseverance, indulgence of idea, and must rely on all that they have gained throughout life in decision making and must provide the environment for members of the organization to do the same.

The majority of what has been published regarding leadership is the result of an incidental social experiment in private and professional life generally interacting with, if not direct reaction to, pressing issues and concerns. The question posed early on in this discussion is, why you should be a leader. Chances are if you are a parent, a member of a social or professional organization, participated in athletics, or in business, you are a leader in some form or fashion. Let us collectively examine how to energize and perhaps furbish your personal talents.

A once highly touted leadership role model for America's youth, providing inspiration and aspirations, may have since been reduced to a fool's errand. A position of leadership and responsibility that served as the gold standard of accountability has been relegated to a burning heap of serial fabrications, deceit, mischievous blunders, of mismatched aptitude. In short, a once coveted and revered leadership role model is now situated in overly exercised buffoonery. I speak of the results of the 2016 election for the Office of the President of the United States.

How in the world did we get ourselves in this catastrophic and unfathomable situation? Ladies and gentlemen allow me to awaken you to the fact that we are a Democracy, unlike any other attempt in the free world. We are a social laboratory involved in a civic experiment that has permeated the DNA of its citizenry.

Our founding fathers (Madison, Jefferson, Washington, to name a few) penned into flaming gold a grand and glorious document that provides America the freedom to carry out this experiment. This is true for both public and private life. The ability to overcome incompetent leaders or the most sinister is well established in the U.S. Constitution and generally in organizational policy. The founding fathers inoculated the citizenry through language, guarding against the misgivings of the power elite. This however requires intestinal fortitude by other

elected or appointed leaders. Thus, courage must overcome mediocracy (unremarkable qualities) that may overwhelm contemporary roles.

An astounding yet significant point that requires suggestion at this juncture is that the founders of the Constitution probably would wonder why it has taken so long for the incompetency of a Czar to penetrate the highest office of the land. The safeguards enumerated in the Constitution were enacted in anticipation of the coming of the King to the Throne of U.S. leadership. None-the-less it appears to have occurred on more than one occasion. The U.S. Constitution reduces the more inclined to egotistic behaviors toward humility demanded by leaders of prominence, say The President of the United States.

The purpose of recognizing the Constitution at this point is to establish the basis for a democracy to practice differing styles of leadership. A democracy remains an unknown entity, an experiment in civil discourse, a test of qualities real and perceived, a trial in flexibility, and the ability to provide the environments for differing leaders. This environment is eligible to each person of each level of government or business. Certainly available to parents, teachers, college professors, coaches, corporations, and organizations of all types without government overreach.

Before we venture forward, as a disclaimer, at the time of this writing I am of the same political persuasion as the current occupant of the oval office, although, I am not a supporter. Yet, I do not wish the tenant any ill-will or wish to derail his term. If the inhabitant of the oval office succeeds, then we as a country succeed and if he should fail then so we go as well. However, I cannot help myself as I may elude to this tenant as prevalent erroneous calculations and leadership examples, merely because he gives us so damn much material to work with! After

all, those that find themselves domiciled in the West Wing, is only a tenant for four or eight years.

This script is not intended as an exercise in political science, but rather why you the reader should take on the leadership mantle during your life-time. Tautologically of leadership may become a paradigm or a paradox should we not get on with this discussion. In short, leadership consists of traits, behaviors, skills, ability, and influencing environments in order to make meaningful changes (Northouse, 2018).

I have chosen a title from which to discuss and to emphasize points dealing with the attributes of leadership, the fact the reader may already possess most if not all ingredients to be a leader. This is Drink, Swear, Steal and Lie. The use of the four headings in this discussion is provided to make leadership or leadership decisions easier to understand for the reader, predominantly to coalesce the information provided. Thus, enticing the reader to take on the role of a leader and enjoy it! I hope you find the material informative, fun, and engaging. Maintain an open mind and see if we cannot breakdown old myths that may lead you into a new adventure. Remember, “Don’t park your brains at the door.”

*“Tell Your Own Story. When
someone undermines your dreams, predicts your
doom, or criticizes you in any way, they’re telling
their story, not yours.”*

Anonymous

CHAPTER II: COMMUNICATIONS IS THE LIFE BLOOD OF ANY ORGANIZATION

Communications Significance.

This chapter embraces many of the concepts and required traits of leadership, but that which is significant to begin with is communications. As the sub-heading of this chapter indicates, personal and organizational communication is not merely something that transpires within agencies, it is everything! Essential to all that happens within any group or association is the art of communications. Not simply dictums proffered by the front office, but all communications. Hopefully, at the conclusion of this section readers will have taken a second look at the “grapevine” as a means of effective communications.

Readers may regard this text as simply another attempt at defining leadership when so many prominent, highly regarded leaders have provided their own take on the extremely sought after truths of leadership. After all, this discussion is based on a person with little name recognition, known in limited circles, primarily within law enforcement, and that person is me. About the author is presented in the preface to provide you with a background for you to determine authenticity and dependability. Thus, my experiences are provided as a backdrop for your review in comparison to the average person the mantle of leadership has been thrust. More so, the reader should not confuse the material provided herein with any of the all-encompassing

leadership formulas offered elsewhere. This may better serve as a motivational dialogue to thrust one into a leadership role. Either formal or informal. I do not wish to sway or dissuade you from any single opinion on the topic based on my experience, but rather provide an avenue for critical thought. This is an attempt to simplify the messy overly scrutinized subject of leadership and provide a thought provoking but down-to-earth path for growing leaders.

This examination of the topic is replete with one common thread and that is, there is no one silver leadership bullet that will provide everything to everyone. Those within our American society want to live free and feel most rules are meant for the other guy. That is until the “Fit hits the Shan” at which time they need rescuing, generally from a self-crafted demise, and they look to leaders for the answers.

Governance, leaders, management, control, and decision maker are terms that are often explicitly interchangeably used to describe leadership. This phenomenon that has received uncountable volumes of research is a continuum of activities that may be judged either positively or negatively based upon an entire career or a single incident or decision. Leader preparation is neither conclusive nor solvent, and certainly there is nothing in a title bestowed upon a leader that fully prepares him/her for the road ahead. However, many researchers and authors have proposed theories as a possible silver bullet that will transcend many if not most organizations and bureaucracies. An imperative resides within this discussion that there is no one silver bullet; no one theory that fits all situations. Rather the leadership mantle must be conveyed through a little of what has worked and what is intuitive.

Having stated this it is further acknowledged throughout this discussion that there is relatively few groundbreaking styles in leadership, and I suggest it is merely the fashion a leadership style is packaged may be new. What can be stated with reasonable certainty is that

impotent blustering is not an effective leadership style as formalized since the 2016 Presidential election.

Creating a vision for the organization is paramount, as Ken Blanchard illustrates, a river without banks is merely a big puddle. It is not by mistake that most in America since the inception of our country rely upon the leader of our country for direction. Leadership style currently sanctioned within the White House is observed by most objective observers to date, as nothing more than aimless wandering connected by senseless and pointless tweets blaming someone else for the shortcomings of an administration. Thus illustrating narcissistic personality traits attempting to provide an allure for a minority population for support rather than the good for the majority. There are those leaders that promise everything and are incapable of delivering anything. Leadership is: Having a vision and leading the organization to that vision. A vision requires clarity. It is the organizational plan, detail, or concept (Drucker, 2003). Chaos is seldom offered by the experts as a meaningful, logical, trait or methodical system in leading a corporation or a country.

A distinction between styles of leadership requires clarification at this point. Specifically, those leaders that point fingers are generally in competition with others as compared to those leaders that put their arm around members are generally in cooperation with others. Leadership cannot, nor should it rely upon a buzz word, catch phrase, or a sound bite, but rather true, accurate, honest communications, and in most instances delivered in person. Thus, bringing us to one of my first lessons in humility during my embryotic stage of leadership.

Communications is the life blood of any organization, the righteous vein that conveys directions with distinction. Communications is a relevant point providing a leader an avenue to survive with honor. According to Peter Drucker (2008), "The most important thing in communication is

hearing what isn't said" (p.261). This is probably one of the most missteps of leaders today. It most certainly was mine, and I provide the miscue in essay form for your reading enjoyment.

“Ain’t Nobody Perfect”

Early on in this discussion of leadership was announced an essential outcome of the material highlighted; the importance for each of you to step forward as a leader. No more important in a role as a parent, teacher, head of a public or private organization, and certainly for those in a position to establish public policy. Research has noted in one form or another that at the heart of leadership is interpersonal relationships. Interpersonal relationship is communication of both words and behavior. At the heart of leadership is the communication process that is responsible for preserving the creative building learning environment the leader has or hopes to establish. Building relationships is critical to achieving accomplishments. Be careful of what you communicate and the fashion you transmit the message. Many of us are parents and certainly can remember our parents. The key ingredient of parenting is being there for your children and being a parent even when you are tired or distraught. That is being there through caring, touch, love, understanding, and most of all listening.

I submit the same ingredients are required in a leader/member relationship. Parents cannot have a bad day and neither can leaders. A second substantial point serves notice that we will not discuss members of an organization as an employee. Children in a family have names and for good reason. This aids in establishing relationships so vital to a parenting role as well as a leadership role. So goes leadership; know the members and where they need to grow will determine where the family or organization needs to go.

Members are essential to any group and they want to be members not a nameless face. If this is apparent to the leader than half the battle is won. Members are not simply a number nor do they wish to be. They are complex living, breathing, feeling entities full of emotion and generally with unbridled enthusiasm, especially the day they walk through the employment door for the first time. They are also scared and lack the sure footed confidence of the sage forbearer within. It is incumbent upon leaders to harness these emotions and channel them in a manner that gets the job done. Leadership is synonymous with decision making and nothing more than gaining ground achieving the mission of the organization through human systems. All this while surviving with honor during the process. After all we give our children names don't we?

Equally vital to this discussion is that leaders are human beings as well. This is not an earth shattering revelation, but essential to understand they too are products of some learning experience. Individual time lines of birth will determine the types of leadership experienced. The overriding assumption is that the home is the first building block of learned behavior. Hence, what era has the leader experienced discipline, accountability, responsibility, and integrity?

Members of organizations today will not tolerate autocratic rule (ASCJ, 1990). An important premise of this section is that most have concluded that the KING IS DEAD! Upon reaching a decision, the next step is the execution of that decision. Without hesitation I submit those that are or have been thrust upon groups or organizations in the exalted position of a leader would not react positively to an ultimatum. So then why would a leader expect members to react differently? The impetus of this section establishes the foundation for gaining trust and preserving leadership integrity through the communication process. Further in this text we examine the either/or decision. Most instances do not require acceptance of a decision in this format.

Leaders cannot establish values or vision by edict. They have to gain commitment through communication or interpersonal relationship. This task is completed by sharing your vision either person to person, video, daily or weekly newsletter, or managing by walking away (MBWA). The latter requires being in the places where member conversations occur on broad based topics. The grapevine is a hotbed of information and a mechanism to convey ideas that have shown to be 90% accurate. In an organization of 100 people or more, it takes months upon years to bring about changes. This may be due to influences such as a union, resistance to change, lack of enthusiasm by members, outside groups, and time allotment to gain acceptance of a new idea. MBWA permits face to face communications providing clarity to vision, policy, levels of commitment, and the change itself.

Affirming shared values aid in expressing organizational goals while celebrating achievements prompting future positive behaviors. Educate members on a continuous basis by sharing information; if it is not your story it assuredly will become someone else's narrative. The environment for conveying information may be shepherded in numerous formats fitting the situation and leader style. Regardless of style important to the process is the following:

1. Share your vision, person to person, tape, and newsletter;
2. Affirm shared values-Values process, how you work;
3. Share information-if not it is someone else's story;
4. Educate;
5. Celebrate success;
6. Manage By Walking Away (MBWA); and
7. Interpersonal relations (trust) key.

A prominent concept in this chapter establishes the free flow of communications in an organization as the primary responsibility of the agency head. He/she is responsible for the open lines of dialogue and open exchange of ideas. This can be enhanced by the charismatic character of the organization head, or destroyed through several avenues or abuses such as the reliance upon the handy work of predecessors that may remain, foregoing excellence. The leader that has achieved felicity of verse most likely has substantially developed a delivery process, and very well may potentially lack the brilliant and distinguished clarity required of contemporary leadership.

An uncanny metamorphous occurs within persons promoted to positions of authority and power. This transition may provide either a positive or a negative standing generally established on behalf of the leader by members of the organization, stake holders in the community, and entities of government. An error highlighted in failed attempts of organizational discourse is the heavy reliance upon assumptions. Assumptions are not necessarily hazardous in all instances but they do require clarification and definition. In essence, these outside factions create expectations of a leader that will meet their personal needs while the leader enters this elevated public arena with his/her anticipated beliefs and goals and frequently nary shall the two meet.

There is nothing in a title (Police Chief, Superintendent, Director, President, Chairman, Dean, Professor, or CEO) that prepares a leader for what lies ahead. A new leader thrust into the limelight of an organization may well be ill prepared if this person enters the arena with all the answers rather than questions. This particular flaw signals to the masses of an inability to listen and perhaps closes down channels of information from the onset. The greatest compliment that anyone can pay another is to listen. The leader that fails to listen with compassion, empathy, understanding, enthusiasm, and passiveness has assuredly impaired if not destroyed future

dialogue. In my tenure as the leader of three differing organizations I found it better to enter with questions rather than answers. False assumptions on the part of the leader could have debilitating effects on relationships and group outcomes.

The following essay is an actual leadership account entitled “Wilderness Family” depicting assumptions, arrogance, and the blind eye to what is important to members. Albeit listening is the greatest compliment that one may pay another; at the end of the day a decision must be made and one person at the head of the ship is accountable for that decision. Member input is essential to each decision. A decision made without most if not all available information available is generally a poor decision.

I have taken over three different situations of leadership during my adult life. None of which were at the top of their game at the time I entered the picture. I never entered any of these responsibilities with the answers but rather the questions. I learned early on in my career that any person in a significant role in life that has a diet of killer phrases is soon destined to starvation. Phrases like, “We tried that once,” “That’s never worked here,” “If it ain’t broke, don’t fix it,” and the killer of them all, “our people aren’t smart enough to do that.” None of these phrases has a place in a true leader’s vocabulary or speak. Leaders must ask questions and members must understand that not all input may be used in every decision; they must not stop the process of question and answer. Vital to communications are two important axioms: “Don’t shoot the messenger” and “Tell me what I need to hear, not necessarily what I want to hear.” Failing to adopt both of these axioms in an organization may predict the future of leader/follower relationships.

Wilderness Family Aimless Wandering

The following is a chronicle of a process used to reestablish communications within a police department. That's right, reestablish communications due to failed assumptions of like goals, loyalty, and leadership arrogance that permitted lines of communications to evaporate rather than flourish. The Wilderness Family is a personal reflection of a failed communication process. This document consists of communication problems within a small police department. It also provides a resolve (at least on the road to recovery). Although the predicament described is drawn from a small police department; it is with great confidence I suggest that many organizations find themselves mired in bureaucratic road blocks or leader/member imposed pediments that hamper organizational dialogue. This crisis will be most familiar to administrative personnel but not necessarily restricted to those in the upper echelon. If the administrative egos of the readers permit, they will acknowledge many an organization regardless of its professional affiliation or discipline may have found them similarity situated at one time or another.

The average reader may find it difficult to correlate the title Wilderness Family with the failed communication of a police agency or any discipline. Moreover, one may even shy away from this section by judging the title alone expecting to read of large vicious animals and the hazards of a lost family in the Northwest Territory. The only vicious animal portrayed herein was me. However, read on and examine the forced insight that later opened vast areas of knowledge, information, experience, and suggestions to the Office of the Chief of Police. The evaluation is based on true to life experiences (mistakes) made by a fledgling police chief.

The significant responsibility of leadership to establish a safe haven of an information flow does not relieve agency members of particular communication accountability or liability.

An important rule essential to the communication process is to require members to tell you what you need to know, not necessarily what you want to hear. An equally prominent rule is to require plain talk and nothing in code is acceptable. Any transmitted communication in ambiguous terms requires further clarification and fact. Most administrators will agree what if scenarios often provided by members will only result in a management nightmare. The agency head offended by sticks and stones being verbally cast upon she/he are probably slight of heart and lack the fortitude required for accountability and responsibility of free flowing dialogue (directionally neutral-bottom up and top down). In this case, avenues of discussion in an organization may shut down because a leader feels that: Nobody loves me, everybody hates me, might as well go eat worms. In other words, the leader fails to lead when he/she does not feel like it or when things are uncomfortable.

This section is not intended to point the finger of guilt, blame or shame anyone for poor communications within this agency. The title chosen is representative of a department's aimless wandering, while no real communication existed. The mere fact the location selected for the retreat happens to be in the wilderness is purely coincidental (or is it). This discussion will focus on a retreat process to regain upward communication intra-departmentally.

This particular police department consists of twenty-five or less sworn police officers and nine civilian members. The City is situated off Route 17 (Southern Tier Expressway) of New York nestled in the foothills of the Allegheny Mountain Range with a diverse population. Manufacturing, State facilities and retail shopping provide services to approximately seventy thousand people. The Department is unionized except for the Police Chief and Captain of Police. The City's population within the corporate boundary is 10,000. The policing problems are similar to most police agencies as are the internal communication problems described further on.

The discussion shall be divided into the following: Problem: It's Not My Problem, It's yours; History: What Am I Doing Wrong; Problem Identification: Ivory Tower Intervention; Solution: Wilderness Family Revisited; Purpose: It's Our Problem/No Hidden Agenda; Conclusion: It's Only the Beginning. The retreat process will be described through these headings. A substantive element of this discussion is that the retreat is a process of choice to amend failed communications that should never dip to this level of mistrust and total shutdown. This is not to say that retreats are not excellent avenues to promote information among members during good times. Finally, a focus on the Need, Process of the Method, Organizational Use, Advantages of the Process, Anticipated Concerns, Options, and why it worked within the context of the sub-headings is provided to summarize the outcomes.

Problem: It's not my problem, it's yours!

Historically, law enforcement administrators (perhaps most administrators) have been labeled as buck passers. Although police administrators did not invent buck-passing, they have certainly perpetuated the process. This particular department changed police chiefs three times from 1970 to 1982. The longevity of each respectively was ten years, two years to fifteen years of author (nine years at time of original printing). Not unlike other agencies, uncertainty of the chief accompanied him into the front office. Additionally, organizational mistrust and low morale go with the turf.

For the new chief of police the "Honeymoon Period" may be non-existent or short lived or may appear to go on forever. In either case the information feedback will probably be distorted for any number of reasons. The communication problem is further compounded by mixed signals received by the chief. Through the daily routine of administrative tasks, the chief

may see high productivity both quantitative and qualitative, as was the situation herein. Productivity may often be judged by administration as member job satisfaction, rather than perhaps the member just loves doing his/her job. In this particular instance an increase in productivity was observed almost immediately after appointment as the new chief of police.

The problem arises when the signals are misread or not received in the same vein they were sent. Everything is going fine; therefore, no need for change (infectious complacency), again, was this particular situation. It was not until an unusual number of grievances were beginning to cross my desk that I realized there was a problem. This was accompanied by a substantial increase in sick time usage and compensatory time off. The informal lines of communications were withdrawn to the point of not speaking (upward). This was not limited to the chief's office; but had spread through the rank and file (lateral).

The communications received by myself (as limited as they had become) were portraying a morale problem within my department. How can this be? How can these happen to me? It was only a short time ago (actually 8-9 years) that I was one of the boys. It could not be a morale problem; the indicators do not lie, they demonstrate high productivity. No sir, it is a couple of disgruntled members who just cannot fall in line. The fact is, communications had become stagnant, if they existed at all, the reliability of the information received was in question and my canned response to all problems had become, "Quit, Die, or Get over it."

It's not my problem, it's yours; or is it? Could it be that I am guilty of: Buck passing, not perceiving the problems, misreading the indicators, not listening, and more tragic than that, was I responsible for closing down all channels of communication. Am I part of the problem?

History: What was I doing wrong?

The police profession has predominately been a reactive group. Police respond to an action of another. During initial periods of formal policing this was the extent of police training and I do not suggest it is wrong. However, when discussing upward communications within the police agency, police leaders cannot limit themselves to a negative response to a negative action. These leaders need to adjust perspectives and look past the negative action (real meaning is important). The instrument of upward communication is as important as the message itself. The realization of existing problems in the department was omnipresent. I no longer wished to be part of the problem, but rather part of the solution (here comes reactive behavior).

Memorandums for departmental communications were designed for upward, downward, and lateral movement. Members of the department were required to communicate in writing via memos (for anything and everything, no exceptions). The open door policy was initiated to re-open lines of communication between the top and bottom of the police department. It was a shame this process was only used by order of the Chief (come in, sit down, and talk). In a distressing and relatively short time, I realized that General Custer received a warmer reception at the Little Bighorn than I did in my office.

Staff meetings were with little direction (one-way communication); departmental and individual meetings with the chief met with little positive response. What do I do now? How much more reactive can I get? What am I doing wrong? Hopefully, I will answer the latter question further on in this discussion. I will attempt to articulate the retreat process in such a fashion that you will be able to answer these questions for yourself.

Problem identification: Ivory tower intervention.

From time to time Chiefs of Police as well as other leaders develop a false sense of complacency. They tend to forget that they are answerable to someone. In my case, it is a strong Mayor form or government. At this juncture in my discussion it is important to point out that unresolved grievances advance beyond my office and rest squarely on the Mayor's desk. A point of interest requiring illumination at this point is the chief's boss is a strong mayor and a newly elected mayor. The Mayor entered his newly acquired position with numerous preconceived ideas (assumptions of my ability); many of which were of the police department. Isn't this great? I am now fighting on two fronts (actually defending on the new front and still fighting on the old).

The fact was that the Mayor was sympathetic to the Chief's plight and became involved. The Mayor and the Police Benevolent Association's Labor Consultant contrived a getaway weekend for four, two top management and two union representatives. A retreat designed to resolve problems, specifically, grievances. The rules were simple. They were to resolve the differences or kill each other (actually a bit cynical). In either event, return only when you have gone as far as you can. Each side, union and administration was armed with the authority to do what it takes to resolve the pending issues.

Each participant recognized the need for the retreat. However, the retreat concept received a cold reception and the expectation of a successful resolve even colder that was shared by both sides. All feebly embraced the retreat concept and the next step were to plan it (actually talk with each other, Yikes!). The Ivory Tower has mandated the retreat, it shall happen. My immediate reaction to this order was to resist and if not successful, attempt to side step it; however, I realized that there is no place to hide, nowhere to pass the buck. At this moment in

time I did not feel my ego could handle another communication failure. After all it was destined to fail from the beginning. Ivory Tower Intervention generally is, isn't it?

Solution: Wilderness Family Revisited

The die was cast. Union and management were to descend into obscurity and never to emerge again, unless having completed their (our) mission. The group (Chief, Capt., and two union representatives) had to select a place where they ate, slept, and shared available recreation together. In fact, the retreat sight should be where they cook their own food. The latter criteria eliminated places such as Disney World, Atlantic City, Reno, Las Vegas, or a Holiday Inn anywhere. Moreover, in case of an emergency, participants were to be responsive. Having said this criteria established by labor and management, outside the participants, a meeting to select the appropriate sight was necessary. Furthermore, arrangements for overtime coverage were needed, planning of meals, time constraints needed to be established and who was going to pay for this venture. The cost was borne by the City; therefore, menus were neither a problem nor the cost of the facility (unlimited budget we did not have, but C Rations we did not have to eat). In fact, asking each of the participants what types of food they preferred was a simple task.

Surprisingly enough, we were on the same wavelength. The scheduling was handled by management as well as overtime arrangements. The City adjusted the work schedule of the retreat participants so they did not sacrifice their days off while attending the retreat. This gesture was appreciated by union members and probably expedited the retreat process. Site selection was not as difficult as one might think. Keeping in mind the purpose of the retreat was to resolve differences and open lines of communications; the site had to provide an atmosphere of evenly

proportioned work and recreation. The distractions must be limited and the ability to respond to an emergency situation had to be considered. The answer was, The Lodge!

The Lodge

The Lodge was tucked away in the hills approximately ten miles from the heart of the city. It was far enough away but not too far in order to satisfy predetermined criteria (non-participant criteria). The Lodge is a hunting/fishing camp privately owned by a friend of mine. There are 12 rooms that can comfortably accommodate 4 persons in each. It has showers for men and women (all the hot water you want), cooking facilities (excellent), a bar, pool tables, piano, a radio, and a telephone. The Wilderness Family Retreat did not appear to lack for comfort.

The participants were set. The date and times were established. The only item left was to do it. We arrived at The Lodge about noon of day one. Although there has been improved communications to this point between participants during the planning stage, the apprehension of returning successful still loomed. An aura of mistrust, tension, and hoping to discover the others' hidden agenda was very much present (high levels). To illustrate this point, travel to The Lodge was in separate vehicles.

Purpose: It's Our Problem/No Hidden Agenda

Confrontation is an uneasy process for most (myself included), but essential when dealing with our mental and physical hygiene. Deterioration within oneself is certain destruction to the family and organization. Therefore, confrontation is healthy in problem resolution. The

players must be able to understand it for what it is and then walk away. When it is over, leave it behind, do not internalize it or make it personal.

This premise along with the following ground rules was established at the first meeting. They were: First, No character assassination of participants or fellow members of the department; Second, all concerns are open to discussion; Third, grievance resolution; Fourth, we will agree that we may disagree. Each participant will provide their views and if we cannot agree, then arbitrate (grievance matters); Fifth, matters discussed will remain confidential, unless mutual consent of both sides to release; and Sixth, when the door closes behind us on the final day, the “we and us” leave this room and not the “me and I.” The ground rules were agreed to by all.

After settling into our rooms and establishing the ground rules, the discussions began around 1:30 p.m. and concluded at 11:00 p.m. the first day. There were only a handful of grievances left on the table (successful first day). The number of grievances is not germane to this discussion. What is significant is the process itself and the overwhelming success. Day two began with breakfast (bacon, eggs, toast, potatoes, steak, juice, coffee and milk. Just a little something I threw together). We resumed at the table at 8:30 a.m. and ended 10:30/11:00 p.m. that evening. There were rest, lunch and dinner breaks. The “we and us” was hard at work during this process. We were working as a single unit, discussing the differences, policy, attitudes, modifications, the list was endless (floodgates were open). Day three concluded with one outstanding grievance.

The discussions were honest, open, and often at times quite critical of the participants. Tempers were never a factor nor did discussions get out of hand. The summit ended in good faith and a handshake. A remarkable take-a-way was that listening is the greatest compliment

that one can pay another. Member organization and management benefitted from the retreat.

Final statements were to the effect that open lines of communication shall prevail and the Chief does not always make sound choices but he sure can cook.

THE BIGGEST
COMMUNICATION PROBLEM IS
WE DO NOT LISTEN TO
understand
WE LISTEN TO REPLY.

Conclusion: It is Only the Beginning

An underpinning and substantial point to be made in all of this is not to permit an organization to fall into a discourse abyss. However, should communication problems arise than the purpose of this discussion is to demonstrate the retreat process and how this technique may benefit an organization. In fact, this is of global interest, not restricted to the police setting nor the size of an organization. The bottom line is to take the first step in resolving differences. Once the retreat process was selected and underway, be a good listener, leave your ego home, do not become retaliatory and keep the purpose ever present.

It should be abundantly clear to the reader that there are many risks involved. Equally clear should be the benefits that outweigh the risks. The process described in this discussion was the first, but certainly not the last. The department budget here after includes annual funding for this process. Readers are encouraged to take advantage of the success of this process, but a word of caution selecting the timeliness of the process. Do not wait until the problem is larger than the method of resolve. In short, do not wait until problems exist or are so glaring that you are forced

to take action. I think not. Attention to detail is critical. The needs of others within is most critical. Incumbent upon the leader is to use all mechanisms at her/his disposal to ensure accurate, timely, and substantive information is available at all times. In fact, the retreat can also be utilized as an order maintenance process as well as problem resolution.

The memorandums used in the department remained. They were submitted as a result of informal communication rather than the only communiqué. The rigidity of the communication process is now considered a flexible system. Different methods of forwarding information are up to the sender (initially). The memo serves as a matter of recording information and not limited to transmitting it. Fortuitous benefits from the retreat-included members buying into the organization, maintain healthy lines of communication (upward, downward and lateral), encourage suggestions, and do not fear communication risks.

The benefits of the process should jump out at the reader. A word of caution for those that may wish to enter into a form of this process is not to create a false sense of security that a communication utopia exists. The “I” and “me” inappropriately appear now and again on the part of union and management but polite nudging resigns the process to the we and us. The tools are in place to prevent the rapid rate of decent into the communication chasm. The retreat process was successful for this department, and I am confident it can be equally successful for many organization. The location of the retreat was only a part of the repair to the upward communication process. The real cure lies in a commitment to open, honest, and continued communication!

Upward Communications: Questions Asked.

When an organization witnesses the exchange of ideas, conversations, and channels of communications begin to show tell-tale signs of extinction, loss of information credibility and reliability, mixed signals and/or confused signals, the retreat method can be used. The participants begin open communication with each other in the planning stage and continue through the process. The process requires daily interaction (merely due to the closeness). Participants must eat, sleep, and share the same facility, recreation and idle conversation (outside table talk). The informal communication process is utilized. For example: if it bothers you, tell us. The “us” is leader and members, parent and child, or coach and athlete. The time frame for the retreat is dependent upon the problem/task. The logistics (time, date, location, and menu) should be part of the planning process. The individuals must bring the honesty, trust and confidence to the retreat in order for it to be affective.

Uses/Advantages

This discussion provides insight into a process in order to facilitate interpersonal relationships and broaden communication networking within the organization and to heighten personal growth of individuals. This process is an option not limited to union/management situations. The fact that it works in problem solving situations, especially communication problems, does not limit the use. The retreat can work well in a healthy environment as well.

The administrator and member strengthen or re-establish communications, trust and members begin to trouble shoot problems early on. The process develops the attitude that problems should not be allowed to escalate. As a leader I have found that the little things will drive you nuts, the big things we can get through with little problem. This statement is widely

accepted among police administrators probably nationwide. Allowing a system to care for itself and preventing the little things from driving you nuts should then also be accepted. This allows the member to buy into the organization, especially if it involves matters he/she considers important to them.

Concerns

From the members view, peer pressure is a concern. Will they appear to be succumbing to leadership? Are they going to weaken their peer status? Can the informal lines of communication intersect and hamper formal lines of communications that are required (the longevity of commitment after completing the process)? The retreat is not a cure-all and should not leave that impression. It is merely a tool, albeit I suggest a good tool, to help eliminate a communication problem. A healthy atmosphere is a maintenance heavy atmosphere requiring a great deal of work by all those concerned. The process should not lull a person into a false sense of complacency. The communication process is greater than individuals involved.

Additionally, leaders today must factor in the technology age. The majority of our members entering the workforce today have been raised electronically. The English language has been reduced to text, cell phone, or smart phone jargon. The face-to-face communications have suffered dramatically, however this is not an excuse to point fingers at technology and forego the obligation to communicate. The foregoing process is an opportunity to further enhance critical thinking. Coaching today is more critical than any other period of our existence. In summary, recent experience with today's member reveals that the member will not demonstrate blind loyalty to an organization, but will be loyal to a mission statement, the organizational ethics and goals as long as they are considered a member with some say in its

operation; and the organization provides the opportunity for the member to be the best that they can be. The requirement for good organizational communications is greater today than ever before in order to keep the core values of your organization in the forefront.

When will it Work?

Essentially, the process can work anytime during the life of the organization. Oftentimes administrators wait too long to apply any method. There are risks with this process, but you do not have to wait until there is an ailment to apply this bandage. Healthy organizations can benefit from the retreat as well. An important ingredient to a healthy organization is the sharing of information that equates to caring of members. A leader that will share the concepts of the inner-sanctum with subordinate members is probably going to be viewed by the membership as honest and caring at best and just ok at the very least.

Epilogue

Hindsight being the most perfect vision, it is important to look back on the process and the result of our communication outing over twenty years later. Since the initial writing of “Ain’t Nobody Perfect” (1991), I have assumed the duties as Police Commissioner of the Troy Police Department, Troy, NY (1997-2003) in a city 4.5 times the population of Hornell, NY, and a department more than five times as large, and then the Police Commissioner of the York City Police Department, York, PA, with approximately the same demographics as Troy. The importance and difficulty of maintaining adequate two-way organizational communications is more apparent than ever.

In our less attentive moments, we all still take communication for granted and find it frustrating when it does not occur naturally. Our communication process remains hard work that must be attended to with dedicated effort. The leader who leaves it to chance or waits until a crisis forces him or her into concentrated discussions, not only misses opportunities to strengthen the team, but also diminishes the sense of belonging that is vitally important in today's work environment. It is still true that hidden messages will be implied in every effort at straightforward communication, and that the predominant flow of misinformation can only be countered with frequent honest give-and-take every day.

Members, motivated or not, place a heavier burden on management to effectuate the communication process than they place on themselves. Leaders and managers, too often, think that, "If I know it, everyone else must know it too." Other managers pass along information assuming it will continue through the chain of command, only to find members performing in the exact way they always did. Leaders, managers, supervisors, teachers, etc. cannot permit members to commit messages to innuendo or camouflaged jargon. All must articulate in full meaning and worry less of harming individual feelings. Emotions are a powerful tool that can often times cloud decisions. Communications demand critical acuity of self (introspect) while at the same time requires ingestion of external evaluation (retrospect). However, retrospect when left to one's own devices may often become subdued, mired in finger pointing and lacking clarity.

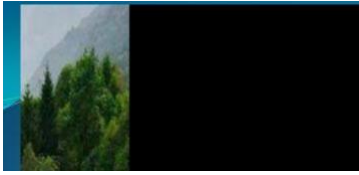
A structure for communications must be established in every department, organization, educational institution, and more importantly, personal life situations. Today's advancements in diversifying the workforce and technology present the challenge of communicating through cultural barriers – "did they understand what I meant or what their perspective tells them I said?" Only determined two-way dialogue can provide an accurate picture of the message received. We

must realize that telling members something is only half the equation of good communication. The balance is checking to find out whether it was received without confusing static. A significant final point in this section is to require clarity of message, purpose, and mission. Do not permit members to speak in code, buzz words, or catch phrases and expect the leader to understand the message. However the leader must demand message clarity and permit clarity to be questioned from the membership. They are not stupid, they are not deaf, and they are certainly not uniquely locked into your frame of reference. Members within an organization have their own frame of reference, and at some point leader/member meaning of a message may clash. I wonder if the current occupant of the Oval Office has given this any thought when dealing with North Korea. Leaders capable of having courage to challenge members in the communication as well as behavioral issues will have the greatest success. This I refer to as the 3% rule. Management today will spend 97% of their time on 3% or less of its members. Generally involving one of the two previously listed issues (communications & behavioral issues). The other 97% of the group's members are watching to see how they are dealt with. Getting it right in the beginning is critical.

Using a retreat to clear the air on misread communications, in my view, is still an effective means of pulling a team back together. It aids to improve upon that there is no broad misunderstanding of the mission or changes in policy and of the application of new methods and priorities. Even in the organization that is communicating optimally, a retreat can serve as a measuring device and a refresher to established communication methods. The retreat focuses attention on the importance of putting effort into both sides of the communication process. This is truer today than when first written in light of technological advances creating the atmosphere of immediate gratification.

Nothing can be accomplished in any discipline in life when two or more people are associated without first developing a relationship. The relationship must be grounded in the character of those involved. Simply put, trust, integrity, commitment, honesty, listening, compassion, and empathy are key ingredients within the foundation of a relationship. Lou Holtz (1988), a highly touted motivational speaker and celebrated NCAA football coach, contends three universal questions are required toward constructing this foundation. These are: Can I trust you? Are you committed to me? Do you care about me? Every relationship begins with these foundations.

Now, hopefully wiser and definitely older, I would embrace the idea of forced communications among competing but common interest more readily than I once did (Retreat or One on One). I highly recommend getting away from the distractions of the workplace with a cross section of any organization's membership and, at times, with bargaining representatives to cut down the time wasted on trying to interpret both parties when they communicate or fail to. Since the original retreat I have found it useful to provide at least one retreat type activity annually with meals for mid-management through command staff a quite useful communication avenue. Remember this if nothing else throughout this examination of Drink, Swear, Steal and Lie: Communications is not simply one item within an organization, it is the most significant item!



Communication for Becoming A Better Leader



Have the tough conversations that you've been meaning to have, including telling people what they need (and not necessarily want) to hear.

Stop talking and listen more.

Pick up the phone or walk down the hall to actually talk with someone rather than relying on more impersonal emails.

Communicate bad news in the same way, with the same zest, as good news.

Share performance feedback with others regularly so that others know how they can improve.

Be purposeful and thoughtful in how you communicate.

Ask for feedback so you can improve your skills.

8. Work on your blind spots in your leadership abilities.

Source: Adapted from David K. Grossman, "13 Ways to Become a Better Leader," *The Public Relations Strategist*, Winter 2012, pp. 12-13.

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“You can be efficient with things,
but must be effective with people”

(Robert McCarthy, S.A., FBI Academy,
Quantico, VA, 1991)

CHAPTER III: LEADERSHIP TRAITS

Leadership in Perspective

Competence, Character, and Courage

The purpose of this chapter is to provide readers with what made tough situations encountered in personal real life experiences workable, allowed new and risky process to permeate tradition, and provided avenues for members to buy into procedures that they wanted but were afraid to ask for them. The leader in this next phase of the discussion is defined through three main components with derivative embellishments as may be required and they are Competence, Character, and Courage.

I have taken over the leadership role in three situations, all police departments, and none of which have been at the top of their game upon entering into the front office. I can say with moderate humility that they all were better when I left. This is not based on my assessment but rather editorials, government officials, and community leaders. The transformation was not due to my presence but rather an attitude. Not my attitude, but the attitude of members, the governments, and the community. Once in a while the leader gets credit but let us put that in perspective at this juncture. The success encountered in each situation was primarily due to the

environment created. The environment that permitted flexibility in otherwise stagnant traditional philosophies.

Just about all things within an organization seem to work against the leader. For example, in the police situations I speak of required cautious navigation through intricate work rules, contractual obligations in place for years, and countless exploitations from internal and external variables to the organization that are constantly pushing personal agendas. I say with reasonable certainty that this fact reflects your discipline, agency or organization to some degree. Policing is a very traditional organization and as Peter Drucker maintains in many cases stalled organizations worship at the altar of yesterday, sacrificing what is important. Since I have entered the field of academia in higher learning environments, these traits remain constant and I submit that if you look at your group it is probably true as well.

Competence

This encompasses many tasks/skills/traits such as the ability to understand and analyze written and spoken materials. Critical is having a good grasp of the language of the chosen profession as well as the language of the community. Articulating the plans, vision, and objectives of the assemblage being lead was discussed at length in preceding chapters. That which is worth reciting again is that communications is essential to building relationships and relationships is what builds the trust in a leader.

Planning is essential in any organization. As an example used in forthcoming chapters is General Dwight D. Eisenhower's planning and implementation of those plans on June 6, 1944, D-Day. The courage displayed in preparation and execution of the invasion during WWII, understanding of what inevitably will result in the incomprehensible loss of life to the forces

storming the beaches of Normandy, France is probably unfathomable by the masses today.

Second only to the planning and execution by the Allied Commander of the invasion was the great courage and risk taking displayed in his stance on accepting responsibility and being held personally accountable should the invasion not work. He did not look for someone to blame.

The ability to reason along with the preceding assets aids those in leadership and management roles better thinkers that in turn creates better leaders. Intellect does not hit a brick wall. In other words, sound reasoning is not restricted nor constrained by the knowledge brought into an organization by the leader. Intellect paves the way for a supervisor, leader, or manager to continue to grow and build upon traits.

KNOWLEDGE, Mission--Purpose, organizations core values. Purpose: What is your organization about? Does your mission statement contain the core values of the organization? Whose mission statement is it?

Components of Success

Implicit in contemporary research of police organizational members is that they will not tolerate autocratic leadership styles (ASCJ, 1987). While the statement pertains to the policing industry, it also pertains to most. Now every group has someone in charge, and at the end of the day a decision must be made and responsibility and accountability is laid at the feet of him or her making the decision. Further research denounces salary, benefits, and job security as the primary motivator for member loyalty, enthusiasm, and productivity and is replaced with the job means something, they have some say in the workplace, and they may become all they can be.

First, money is good so do not immediately discount salary and benefits, but do not place it necessarily at the head of the list. The less intrinsic items may be essential to recruitment as

everyone wants an honest wage for work performed, and some in your workplace merely want the honest wage. Second, fundamental to the workforce today is the rapid recognition of a genuine work place and a genuine leader. Most work place environments I have been associated with are not democratically run, but the more successful offer an opportunity to be heard and offer the opportunity to grow as a person and qualified member of the agency.

This has not always been the case as in my first employment opportunity as a police officer. I was called into the lieutenants office after my very first roll call and was promptly put on notice of my perceived value to the agency. I was told that “No smart ass college kid is going to come in here and take my job.” I quickly learned that not all employment opportunities enjoy the gift for gab. My retort was, “Lieutenant, fear not, I don’t want your job, I want to be Sheriff.” In situations where your livelihood is subordinate to another person’s evaluation the purchase of lip balm by the case may be a legitimate tax deductible item required for continued employment.

In contemporary roles as the principal of a group, agency, organization, parent, teacher, or professor the following snippets undoubtedly will arise in determining personal leadership traits. Those provided are discussed within sub-headings in this section. Reading them offers an opportunity for the reader to conduct a self-analysis of traits they find in themselves. Further, it is important for the reader to analyze each in context of material provided, and see if you can place the titles in the appropriate following sections.

PUT THE ORGANIZATION FIRST

UNDERSTAND YOUR OWN POLITICAL STYLE FIRST

BELIEVE STRONGLY IN WHAT YOU DO

PLAY ABOVE BOARD (SURVIVE WITH HONOR)

DON'T BE STOPPED BY MORAL AND RATIONAL BLOCKS

FORM A STRATEGIC COALITION

TREAT EXECUTIVE ATTENTION AS A SCARCE RESOURCE

IMPLEMENT USING THE 51% GUIDELINE

Critical Thinking?

A seminal study performed by Edward Glaser (1941) defined critical thinking involving three main concerns. They are clear attitude, knowledge of methods of inquiry, and ability to apply the methods. Furthermore, Glaser called for persistent examination of existing beliefs, challenge those beliefs, recognize problems, identify solutions, and communicate the findings with clarity. Critical thinking is not often clearly listed as an attribute of perspective members or leaders. Nevertheless, the above listed traits, qualities, or characteristics may be found subverted in categories such as integrity, knowledge, skills, ability, communication/sociability, creativity, innovation, honesty, and character to name a few. An associate of critical thinking is critical listening (previous chapter) that are not mutually exclusive, but rather attached at the hip.

In essence, critical thinking may be defined as thinking that is clear, rational, objective and informed by evidence. According to Balance Careers trade magazine the following

top five critical thinking skills sought after by perspective employers are:

1. Analytical
2. Communication
3. Creativity
4. Open-Minded
5. Problem Solving

<https://www.thebalancecareers.com/critical-thinking-definition-with-examples-2063745>

Critical thinking is the overarching glue when discussing the following terms in this section of Drink, Swear, Steal and Lie. So why dedicate any time to this criteria? Probably because for a substantial period of time in the United States society has thought that this skill is being taught to or developed in students beginning in primary and onto secondary education. With reasonable certainty I contend this is not the situation at all. Upon leaving the beloved vocation of law enforcement I ventured into a logical next career; academia at the higher education level.

Assuming that critical thinking remained the corner stone of at least secondary education was a rude awakening for me to say the least. I would suggest it required near surgical precision to eradicate the cranium situated within a tightly held orifice not commonly ruminated for admittance, but pronounced for skeletal accommodation in horizontal or moderate upright positioning while simulating the calcaneus, metatarsals, and phalanges solidly stationed parallel with granular terracotta. Forbearance may be required to gather external information sufficient to counter preconceived ideas after first glance of the former Sesquipedalian Buffoonery. Go ahead, look it up and determine what was said. See hint below.



An affluent vocabulary is not essential when fewer and more understandable language will do.

Creating Environment

For those in charge it is an awesome responsibility to create the environment best suited for the organization and the members within to grow, develop, and extenuate missteps of members turning those into positive learning experiences. Yes, all of this while not falling into a group think mentality that is rife for failure. A simple truth is that from birth we begin a journey to explore and locate a place to live life, eventually work, and enjoy those we cherish, find confidence in what we do, and implore individual faith. A rather undemanding task of leadership today don't you think? Yeah right!

Reminiscent to leader effectiveness is creating a non-toxic environment. Leaders must fully understand the significance of personal characteristics that aid in developing an environment for member growth and organizational achievement. Similarly, situated in the development of a prospering atmosphere is to understand segregation. Contemporary ambience has succumbed to segregation, intersectionality either directly or indirectly, in politics, economics, education, and sadly in family. This segregation I speak of is of ideas, innovation, invention, enthusiasm, inclusion, and faith. Binary methods to overcome societal deficiencies such as segregation is personal and environmental growth while at the same time embolden membership through sufficient environments for equal growth. I was enlightened by one mentor that exclaimed his leadership success was measured by making subordinates smarter than he. I soon subscribed to the enduring advice, regardless of the situation I found myself.

Leaders in an executive role may exercise authority or power of authority in a free and pluralistic society consisting of members who choose to follow through no single code of ethics but several sets of values emanating from a variety of cultures and subcultures (Ortmeier & Meese, 2010). Leadership is about influencing and motivating, and therefore as a motivator the

ethical leader should seek to fit the individual member to the environment for the greater good of the organization. Leaders may find any percentage of the membership being led discover sanctuary in a comfortable old pair of slippers and find no reason to move out of the comfort zone they currently occupy. Leaders must be capable of showing the membership what's in it for me. The greater the change the greater what's in it for me must be.

Good vs. Evil Intent

Manipulation Leadership in a perfect world is motivation by bending people's pathway so they head toward a predetermined outcome. I, at times bend the intended paths of others for noble reasons (Yes I can be an ethical manipulator, I think!) and at times I have been accused with ill-intent (like for selfish gain). Either way, I was seeking to redirect the will of others. These often are referred to as directing, structuring or focusing behaviors (Zigarmi, Blanchard, O'Conner, & Edeburn, 2005).

Manipulation of others may be viewed as coercive, deceptive, or self-serving by followers while at the same time might be considered by the leader as fair, motivational, purposeful, humble and honorable. However, any leadership practice that increases another's sense of self-determination, self-confidence, and personal effectiveness is practicing empowerment creating an atmosphere for success (Kouzes & Posner, 2007). Leadership has always involved politics (Gardner, 1990) and requires an ethical leader who possesses the philosophical and moral foundation for decision making (Ortmeier & Meese, 2010).

The motives to influence/motivate/manipulate (interactive/co-existent terms) others, I have labeled honorable, for the good of the organization or increasing the ability of the member(s) of the organization through the integration of discretionary decision making,

legitimacy of action and accountability. The antitheses of honorable are the unethical leaders that are deceitful, inconsistent, misplace and break loyalties and are irresponsible and generally self-serving (Ortmeier & Meese, 2010). It should be sufficiently clear as differing models are offered for the good of the order require members to embrace and understand the purpose. Problematic is whether the intentions of leaders are viewed by members as honorable.

The problem is that many are terribly challenged when it comes time to withdraw from this type of manipulation and equally challenged when it is so easy to use it for self-serving purposes. When exercising manipulative leadership it is too easy to be drawn into the Authoritarian Leader/Coercive Leader-People styles. That is to say task oriented leadership at each level of an organization subjects followers (perhaps autocratic) to a toxic environment. Thus leaving little or no allowance for cooperation or collaboration. Heavily task oriented modes depict leaders as: very strong on schedules; expect people to do what they are told without question or debate; when something goes wrong leaders would tend to focus on who is to blame rather than concentrate on exactly what is wrong and how to prevent it from reoccurring. Intolerant leaders of dissent may fail to observe matters requiring attention or deserving of executive resources. Thus, making it difficult for subordinates to contribute or develop.

Bottom line, the latter trap which is easy to fall into as a result of manipulation inhibits human growth of self and community and is easily satisfying to the leader when the only purpose is to provide statistics rather than promote change and growth and develop an atmosphere of growth. Personal and organizational ethics is now in question and it takes introspection and often times humiliation to snap back to a more transformational style. I have grown from this mode, but it is maintenance heavy to remain free from autocratic styles when it is so easy to do.

Members today are not looking for the leader that leads by use of clichés or pop phrases that may be appropriate for marketing a brand. Members would rather deal with honesty in the workplace. The fact is many if not most members will understand downturns and setbacks in the workplace and will often have good ideas for a resolve, temporary and long term, but the leader must listen. The member is looking for the leader that will make a decision, not a rash decision but a just decision based on the facts available. The greatest compliment that one can pay another is to listen.

A few salient points to consider at this juncture is that members keep score differently than the leader and not everyone wants to be involved; in fact, some do not even know they are playing. The key here is to keep members in the game prior to a catastrophic development, and it will make decisions easier, not without pain, but easier. This does not constitute luck in an organization, but rather concrete actions taken by a leader when creating an environment for growth and development for the members, a process for communications, and a leader that can walk the walk if he/she has talked the talk. Keeping the member a viable component of the group affects the odds of success. Finally, to this point leadership should not be afraid to have conversations.

Confidence

Dr. Norman Vincent Peale (1952) published his book, *The Power of Positive Thinking*. An important take away in his works is the theme of not accepting defeat, how to make oneself at peace in thought and health. This, in short, was a thesis in confidence building. Confidence is a trait that provides strength somewhere near or part of the vertebral column (human backbone).

Confidence requires knowledge of what is expected of the leader, how to accomplish goals, how to build coalitions, and how to overcome the fear to practice in your role.

Building one growth activity on another continues the building blocks of confidence. Confidence is not innate nor instinctive and requires continuous practice. Equally significant in this portion of our conversation is the fear of mistakes. Get rid of the fear. This does not mean intentionally make mistakes, but when they occur use the following scenario, “Mess up, Fess Up, Fix it up, and Move on!” In other words, when it is discovered a mistake is made, admit it. Move swiftly as appropriate to fix the mistake, take advantage of transparency internally and externally to the organization, and tell those interested how or what is being done to remedy the situation. Do not lie!

This is especially true to the media. If a leader lies and is caught, the personal and organizational integrity is shot. A lie puts a one day story on life support and will come back to haunt the author(s) infinitely. Mistakes are inevitable, after all we are only human, but do not dwell on the things that you did poorly. Learn from them; life provides little lesson along its path to make you better as a person and as a leader. Take advantage of it. By the way, did you notice I did not make a reference to lies and the 2018 oval office dweller?

ABILITY-I have generally found this characteristic in three venues: ability, motivation and attitude. Ability is what one is capable of doing, motivation will determine what one will do, and attitude will determine how well one will perform the task at hand (leader and member).

Character

An unequivocal asset of leaders is character as asserted by President Theodore Roosevelt, “I care not what others think of what I do, but I care very much about what I think of what I do!

That is character! Character can best be described through three main attributes. These are trust, integrity, and courage.

The head of an agency must be engaging, but with the disposition and moral fiber that leaves no doubt regarding the ability to perform above community standards. Briefly let us revisit standards. Standards establish minimums and once achieved with no effort to reach beyond this point creates mediocrity. I have always entered each of my tenures as the leader with the paramount belief that we begin at excellence and move collectively toward perfection. This has guided me well and with deep conviction and confidence it will provide the needed road map for most organizations to succeed. This laundry list of talents illustrated in this appraisal is best couched in a single term, character. The subsequent prerequisites develop the character of a person but a leader exploits them.

Trust/Integrity

A literature review provides terms such as trust, integrity, and honesty that are often used interchangeably yet they are different although similarly situated. Trust is an expectation of another to the point of predictability, a dependence or reliance upon a person or method that seems to ensure compliance and steadfastness; whereas honesty concentrates more on the sincerity, candor, openness, frankness and truth in both actions and words of the agency and of its leader. Trust and honesty may then ascribe to one's integrity that is veracity, truth, and reliability.

Frequently throughout the literature the terms boss and leader are also inexplicably intermingled providing the allusion as being one in the same. Actually, for this purpose in this dialogue that could not be further from the truth. The boss resides in a manager mentality. This

in comparison to the leader signifying a more experimental state of mind. A manager is more reliant upon rules and regulations to guide the day, more rigid and often thought of as the straw boss to get strategic goals accomplished. In this context, the boss and bully are also similar in nature as they both may be considered a tormenter, intimidator, and tyrant. On the other hand, the leader takes innovation, experiment, creativity, adding in a splash of empathy with flexibility to create the vision and in this framework the leader is neither aloof nor detached from member or community (Burns, 1978; Kotter, 1990; Hickman, 1990; Bass, 1985; Kouzes, & Posner, 1987; and Zalesnik, 1997).

Integrity is a key component for leadership and without it the organization may be led in the wrong direction. For example, the tragic collapse of Enron resulting from a total lack of integrity and ethics. A once thriving company ended with over 14,000 employees losing their pensions that at one time the retirement 401k account worth billions (based on company stock) in the end was worth less than \$10,000 (McLean, & Elkind, 2003).

Warren Bennis maintains that trust/integrity is the emotional glue that holds an organization together. Integrity and trust, simply put if you talk the talk, can you walk the walk. Leaders that concentrate on others in most occasions will not dwell on self-granulation. Leaders prefer self-understanding. The discussion of building relationships began in the previous chapters is carried on in understanding leadership traits and will appear frequently in forthcoming chapters.

Determination

Determination sharpens focus. This trait will often provide a road map for completing ones mission. A determined leader is a tenacious leader. He/she are steadfast in decision

making. In the face of obstacles they will find a resolve. In planning they will demand flexibility. Goal setting and satisfying objectives requires meaningful outcomes that are within the capability of the organization. A determined leader will not sacrifice tomorrow on meaningless traditions that may be outdated. Traditions that have gotten the group to a place may be relegated to historical posterity rather than confusing contemporary tasks at hand.

Determined leaders have the capability of creating a vision and leading the organization to that vision (Drucker, 2006). Within the determined leader resides clarity of purpose, command of focus, ability to validate goals, assiduous care of surroundings, and the ability to consistently articulate the vision.

This section does not interpret decision making as once a decision is made you cannot change. Bunk! Not all decisions are correct. Not all decisions are delivered with a ten year warranty. Although, followers do expect some continuity from the decision maker, some form of predictability, and some measure of tolerance toward mistakes. This does not mean a determined leader should not hold those that surround she/he accountable. A determined leader does not forbid flexibility.

Courage

A trait often extolled and highly publicized as a virtue in political campaigns, but frequently ignored as an office holder, is that of courage. Personal courage is required at each level of responsibility within an organization in order to ensure compliance. The lack of personal courage often results in low self-confidence or passing the buck. Administrative courage is in making difficult decisions without passing the buck.

Courage is required at every level within the group. This requires courage during hiring processes, during the training phase, probation periods, management and executive training, during field operation, courage to admit mistakes, and especially in the front office from the high seat of authority within the organization. Unfortunately, the antics that can be viewed in the highest office of this country perceive the front office chair as a throne rather than the intended purpose. Although, some would consider this appropriate behavior as indicated by an election. Oh dear, is this another Presidential reference. Well, I told you the oval office simply provides too many examples to forego in this discussion.

A risk taker and innovator must be courageous in establishing goals and seeing those goals satisfied. Goals then are planned steps to measure progress in order to competently bridge the gap from tradition through change; it is essential to translate program goals and values into the organizations work ethic.

Loyalty and Credibility

For an extended period of time in the history of company loyalty, it may have been achieved through birth right. This means by virtue of a parent working for a company may have provided an employment opportunity to an offspring. Not unheard of for decades was entire families immersed within a certain factory, mine, or public organizations. Since then companies and family members have realized downsizing, right sizing, and job transfers (shipping jobs abroad). Also, technology advances introduced human free assembly lines now taking advantage of robotics. Certainly, company loyalty required retooling.

Leaders that demand absolute loyalty may disregard credibility as a necessity in leadership. Members are not loyal to your organization. They are loyal to a vision, a mission, and

organizational values. Dr. Pamela Brill (2004) in her book “The Winners Way,” loyalty is developed through means other than money, however money is good. She contends that member recognition is critical to developing loyalty. Recognizing members and their work adds value to the organization and to the member permitting the member to observe their worth in the organization. Leaders need to celebrate successes and achievements regardless of the member role. This method of saying thank you recognizes the value of people’s work and their roles, and is particularly healthy if distributed daily rather than an annual ceremony.

Humanizing Relationships Top Down

Successful Fortune 500 companies have entertained this concept for decades. Leaders that lead by example generally work harder than others, live the company values and understand the impact of simple terms. CEO’s that build relationships with the membership further trust down the road of credibility. However, credibility should not be considered synonymous with honesty, albeit they are not mutually exclusive. Honesty is a quality of being honest. Credible is more often associated with terms such as trustworthy, reliable, sincere, dependable, convincing, and realistic to name a few. Terms that become part of daily conversations from within contain thank you, you are important, I trust you, I care about as an example, have stimulated subordinates to live the company line. The effective leader develops the culture of concern and atmosphere of change, empathy, creativity, and demonstrating the importance of each member.

Charisma/Sociability

According to Northouse (2018) “charisma refers to a leader’s special magnetic charm and appeal, and can have huge effects on the leadership process” (p.24). The true charismatic and

ethical leader is fashioned from a set of assumptions relating to a leader and the association. Charismatic leaders are influential and inspirational to others, generally based on a genuine concern for the organization led (Ciulla, 1995).

On the other hand, sociability is the capacity to engage and develop pleasant social relationships. An extrovert may find it easier to be sociable than those that choose to work alone. This trait provides avenues for cohesiveness displaying kindness, friendly, and thoughtful of others. These traits are not restricted to a leader in an organization. Members identified with these traits can prove useful to move the group forward. This may be further explored in discussing the informal leader.

Effective leaders are required to understand its membership. Understanding where they are currently situated and knowing where they need to go is paramount for building an efficient organization. One aspect of gaining this understanding is the understanding of emotional intelligence. Emotional intelligence (EI) revolves around one's ability to identify and appreciate how one's emotion fits in that particular function or association. Everyone enjoys a different personality. In order for emotional intelligence to be impacting a leader/follower must recognize their own emotions. They must be able to interpret the emotions and how they are impacting those around them. Particularly, a leader must identify feelings of others and develop individually crafted strategies to deal with external emotions (Dearborn, 2002). These may involve harnessing emotions (personal and member) and applying them to task at hand, and filling the gaps in others' emotions to aid in propping them up. Guiding EI is geared more toward regulating rather than motivating. The following link provides greater information relative to EI.

<https://www.psychologytoday.com/us/blog/the-personality-analyst/200909/what-emotional-intelligence-is-and-is-not>

Innovation and Creativity

I subscribe to the theory that, “Without a past, you can have no future.” The problem with our traditional bureaucratic public safety organizations is today’s leaders have a death grip on tradition and fail to see past the industrial era of management styles. The traditional leadership and management strategies are crushing creativity under their own weight, (Stage & Dean, 2000). It has been my experience that innovation and creativity do not emerge from the ivory tower of headquarters, but rather from the rank and file members performing the daily tasks. Kouzes & Posner, (2007 maintain, “Innovation requires more listening and communications than does routine work (p. 177).” This point is discussed at greater length in previous communications sections.

The industrial era of leadership was designed for the purpose of getting the information flow in one direction; downward and required little if any response. Within the profession, very much like the psychotherapy and counseling arena, the police have responded to a body of “expert knowledge” and qualification that were well guarded by the profession for the profession and not to be shared (Totten, 1999). Once a paradigm has been established the scientist enhances their reputations by writing journal articles that are addressed only to colleagues within the profession (Kuhn, 1996).

Albeit leadership is a continuum of traits that have been perfected over time to meet the needs of local, state, national, and multi-national organizations. Many traits of the past remain an expectation of contemporary leaders. Although former traits are brought forward, I submit that

added to the mix is authenticity, innovation, creativity, imagination, flexibility, and futuristic planning. Perhaps a 20 year plan is now strategic rather than long-range. Furthermore, the powers to be had little time for any input outside the organization; fatal to contemporary demands for innovation and creativity. It is critical to stay in touch with internal and external fabricators of organizational cultures in order to be a change agent (Kouzes & Posner, 2007).

The successful innovative leader must be caring, sharing, and open to all ideas as described in the preceding as well as possessing the ability to work in teams, be creative and have a keen ability to forecast and move without hesitation. Albert Einstein defined insanity as “Doing the same thing over and over again over and over again and expecting change.”

Change agents

If one is uncomfortable with change they are going to be mighty uncomfortable the remainder of their life! A change agent or change centered leadership style subscribes to intuitive and creative juices of the membership and leadership in conjunction with power motivated for the right reasons, foreseeing the urgency for change and meeting those demands through swift and thoughtful decisions (Andersen, 2000). Critical to this style is the development of the group members and a strong relationship between leader and follower (Andersen, 2000). Succession planning is a process in trouble. Selecting the right members for executive education requires deeper attention to existing rosters of organizations and selection of future leaders in cooperation with new vision (Haskins & Shaffer, 2010).

Clemmer, (1999) asserts “Searching for stability and predictability can be one way we resist change. Stability is when everything is settled (p. 10).” The effective change agent requires perceptive acuity that addresses the future as well as the current time frame. The leader

that is capable of addressing current and future needs must simultaneously provide the “what’s in it for me” member answers as well as the roadmap of how to achieve change.

Change agents generally have to cope with the killer phrases demonstrated in any discussion of change. These are “if it ain’t broke, don’t fix it,” “we tried that and it didn’t work,” or “Let the next guy change it, I’m happy where I am.” True change agents generally first have a base interest in motivation.

The change agent is one who understands where the organization is required to head and how to put it on the correct footing toward that change. More so, this person recognizes where the organization is required to head in terms of identification of the strengths and weaknesses of the group (personnel and organizational traits), and can convey them in relationships of development rather than elimination. Goals are then the short term measures to meeting overall objective and mission. How can leaders motivate members to be part of the change? What motivates you?

Politically Savvy

Stop! Think for a moment and answer this question: When was the last time you had a conversation about politics in your organization? Maybe, just minutes before you began your last task. Ok, I get it you do not want to admit it in front of anyone. So, when was the last time you gave any thought to your organizational politics? Regardless of where you are situated or the type of organization you may be affiliated, I say with some certainty that in the last day or two you had this type of conversation. What you need to examine is was it a positive or negative exercise?

Politics in an organization are created for several reasons such as to move an organization forward through development of the hierarchy, placing future leaders in the proper tracks for training and promotion, and permitting the organization to operate with a certain level playing field for those involved to name a few. Obvious to me is that most leaders having reached the pinnacle of the leadership spectrum probably have not noticed new rules have formed around him or her, and unbeknownst to the leader, and are changing as we speak. In my observation, there exist two main blocks preventing the membership from forming a firm understanding of the political landscape within his/her organization. They are the rationale argument and the moral argument. These arguments are not really arguments but merely excuses conjured up to provide a fallback position in order to save face and frankly they are Bunk!

The *rational argument* most likely will follow along the lines that the technical merit should speak for itself; while the *moral argument* meanders along that it is not right to be manipulative and play political games. The latter argument should immediately be recognized as false, particularly for anyone with siblings growing up. You have been manipulative at each turn of your childhood journey to gain an advantage. This manipulative development will vary with each generation category. The rational argument seems to have some value, but really! Who in their right mind would proffer a concept, idea, or argument in favor of something without merit? I submit these stale and fashionably objectionable concepts are for those that have not committed to the political game. Deserving of examination is simply this, what is the political style in your group or organization?

When was the last time you had a discussion of the organizational politics within your organization? If you have had that conversation with any of your cohorts then what were some of the terms that came up in the conversation. Perhaps, they were similar to: back stabbing, brown

nose, and bootlicker, style over substance, manipulative, hidden agenda, and good old boy network, under the table deals, turf war, or testosterone overload. I am confident that if in fact that conversation did occur most if not all of these terms were present and probably some new ones stolen from your kids.

Is it Strategy or Luck?

The political savvy leader develops his/her knowledge of the environment at the same time he/she is creating the environment. This notion goes hand in glove with the communications process of the organization (discussed in detail in preceding chapters). I submit more succinctly that organizations reflect the style of those that lead them. The ethically centered leaders that developed their style, both leadership and communication, through clear, unambiguous, transparent, and positive fashion is more likely to have the ear and thought process of the organization members.

Members today are not looking for the leader that leads by use of clichés or pop phrases essential for establishing a brand. As previously stated, the member would rather deal with honesty in the workplace. Organizational members are not stupid people. They have realized downturns in personal life. They get it, but don't lie to them. Remember a leader that leads from confidence doesn't have to be 100% correct 100% of the time, but must have the right reasons for doing what he/she does. Leaders that listen will conjure up the courage and build trust among members at the same time. You cannot be perfect 100% of the time, but the one time you're required to be perfect, you had better show up. The greatest compliment that one can pay another is to listen.

A few salient points to consider at this juncture is that members keep score differently than the leader and not everyone wants to be involved. In fact, some do not even know they are playing. To reiterate, the key here is to keep members in the game prior to a catastrophic development, and it will make decisions easier; not without pain, but easier. This does not constitute luck in an organization, but rather concrete actions taken by a leader when creating an environment for growth and development for the members, a process for communications, and a leader that can walk the walk if he/she has talked the talk. Keeping individual members a viable component of the group has an impact on the odds of success. Finally to this point, leadership should not be afraid to have conversations with its members about the political style of the leader and the organization.

Finally, a significant take-a-way from this chapter is the aforementioned prerequisites develop the character of a person and a leader exploits them!

*Tell me, and I will forget. Show me, and I may
remember. Involve me, and I will understand"*

(Confucius circa 450 BC).

CHAPTER IV: ARE LEADERSHIP STYLES NECESSARY?

What Does Style Impact?

Why have so many wrestled with so many differing styles to locate the common denominator of a true skillful, in-charge person? This script will discuss a limited variety of reasons for perhaps selecting differing leader style(s). More so, which of the items discussed already need a brisk polishing? Finally, the sole purpose of this section demonstrates that all roads will eventually lead to four germane terms Drink, Swear, Steal, and Lie. Readers may wish to concentrate on avenues that permits one to capture multiple traits of leadership as contemporary times, concerns, issues, and situations require fit within each of the aforementioned categories. These four terms will ultimately provide sufficient individualized elements for innovation, enthusiasm, charisma, competence, goal setting, values, and integrity to demonstrate that you have what it takes to be a leader (if you are not already one).

Not unlike any change in an organization or life the reader needs to understand the “What’s in it for me” by reading this manuscript. If the “What’s in it for me” is not sufficient to convince the reader why this is just not another guru fashioned book then I understand I have lost the audience. So, in brief, let me reiterate why this material was written as it relates to you. I say with absolute certainty, you the reader will not find my name among high profile leaders like Eisenhower, Gandhi, or Lincoln, to name a few.

I have been relegated to the everyday leadership that impacted people just like you. I did not lead armies, a country through a war, nor provide spiritual guidance to the lost souls of

foreign soils. I have been fortunate to be the leader of three different police agencies, a couple of professional organizations, and the Chair of a state municipal police training council. My story is full of mistakes and recoveries employed for success. This is not a lecture, but rather a conversation albeit references are made to theoretical styles that I think I was modeling. This is about the lumps and bumps that you have or will encounter during your ascension to the leadership role, with or without the title.

Myth or Reality

- If it ain't broken; don't fix it!
- The higher up I go, the less I need to worry about what leadership style I use.
- Great leaders begin with questions, not answers.

I am torn between which of the above bulleted items to write, but must assert in no uncertain terms the first two are mythical and destructive, and the third is the most accurate of the three statements. The first two are “killer phrases” within an organization that accompany others such as, “we tried that before, or don't rock the boat, or relax kid you'll have your turn someday, or my personal favorite, I'm retiring in a few years, let the next guy deal with it.” If the first two are the center piece of conversations within your organization than you are killing your organization.

Great leaders begin with questions, not answers. In my opinion, the most appropriate of the three items listed at the beginning of this section. I subscribe to the third bulleted item as illustrated by the manner I entered three different leadership situations in my tenure as a Police Chief. The latter of the three illustrates an essential to effective leadership. Blanchard and Zigarmi (1985) emphasize how an effective leader understand the relationship between the

leader, follower and context. The effective leader is one that is able to conform to the situation (Zigarmi, et al., 2005).

In order to find solutions to problems, the problems must first be identified. Leaders do not show up with solutions to problems without finding the real concerns first (Kouzes & Posner, 2007).

Peer & Organizational Pressure

Tate & Copas (2010) examines this phenomenon in their study of peer pressure and group dynamics among youth groups claiming that effective dynamics is dependent upon social science of group dynamics, strength based orientation, sound group work practice, and building culture of concern. The effective leader develops the culture of concern and atmosphere of change. The effective head of an organization deals with peer influences, breaks down myths, demonstrates the need for change on a personal and group horizontal plane.

In a similar study of the importance of diversity leadership, Mayekiso and Snodgrass (2008) find that equity and diversity initiatives have gained traction in higher education institutions that convert traditions through innovative practices that challenge long-standing organizational structures. At the heart of the study are questions rather than answers, such as: Why do it? Why fix what ain't broken?

Mobilize or to Organize?

What might make a difference in an organization is whether a leader relies on mobilizing or organizing. Mobilizing is to make something movable or capable of movement or to organize

to support something within the organization (Merriam-Webster; Google Dictionary). To organize is to put the parts into the whole, synchronize, coordinate, or harmonize (Google Dictionary). Again, these terms are not mutually exclusive, however I assert that mobilizing is very strategic, may serve a tactical or task purpose, and may be part of the larger picture. Mobilizing is temporary and serves a specific singular purpose. Unlike organizing, mobilizing is part of the long term planning. Organizing will, more often than not, represent uncomfortable change to some members. Organizing is closely attached to member commitment of the group.

Not to belabor the point but crucial to the discussion at this moment is emphasized in an article by Ryan (2010) in Social Policy attesting to the difference in leadership between grass roots organizations and mobilizing; the point here is that just mobilizing isn't organizing. It's just more of the same (status quo) rather than building strong organizational commitment and long term strategies forged within a broad and deep base of members and leaders. If one begins with conclusion rather than asking the "Correct Questions," it's just another missed opportunity. I, therefore, reassert my statement that the first two bullets are not only mythical but destructive to an organization and the latter is important to modern leaders!

Having scanned the first few paragraphs of this section, pause, take a deep breath, and perform a self-analysis of what you have read. From what you have read, what was important to you? See, you have what it takes, just need to step out of those comfortable pair of slippers you reside and "Just do it." I'm sure the new sneakers of leadership will fit you well.

Ok, we'll get back to this in just a moment, let's move on.

Authority/Power?

Influence and authority are results or elements of power. Authority may reside in a title such as Chief, Superintendent, Director, President, Provost, Dean, etc. that assumes direct control or clout over another. The former may be less deliberate, and is not necessarily situated in a single person but may be exerted by a group, a body, or even a mission. The two may differ, but one would not argue both are essential within the influence of leadership. Therefore, influence and authority may be observed at differing levels of an organization. It is unescapable for the leader to erect, use appropriately, and to secure relationships inherent in success.

Monin and Bathurst (2008) examined the works of Mary Parker Follett from the early 20's. Originally, a Social Worker turned an organizational theorist she offered that researchers should pay more attention to the functions of leadership and less emphasis should be placed on the leader. Principal to her work was the concept that as situations were being understood while at the same moment change was in the happening. Her work emphasized the primary style for discussion herein, Transformational Leadership. Time is a primary constant in leadership and as it passes the leadership attempted is also dissipating. Ergo leadership requires flexibility, compassion, innovation and leader/follower relationships primarily based on trust and an ethically sound footing (Monin and Bathurst, 2008). What role does ethical leadership play in transforming and enhancing an organizations?

Justice

Leadership is not performed in a void. It is a continuous fluid process that transcends multiple leadership style boundaries. Justice cannot escape leadership, decision making, and is generally grounded in some ethical premise. Justice has a similar DNA of ethics. Both require

legitimacy, reasonableness, lawful, fair and valid virtue at each turn in the leadership orbit.

Leadership requires ethical centered persons at the helm to appropriately deliver service in a just, impartial, and equal fashion requiring influence and motivation (Anderson et al, 2006). We will forego Presidential references for now; I think you get the point.

Leaders that influence others does so through some form of power. The manner in which the power is dispensed is critical to the followers of the organization whether the power is perceived as coercive, reverent, or via trust, and charisma will influence further leadership or the derailment thereof. The ethical influence of the leader may determine if or how an organization meets, exceeds a goal, objective, and mission. The lack of ethical influences ascend one into the dark abyss of failure.

Ethics in Leadership

Virtue is commonly associated with good character, good judgment, and good ethical decision making. Obviously, these are characteristics sought in criminal justice employees and governance roles. Virtue is behavior showing high moral standards and Virtue Ethics (or Virtue Theory) is an approach to Ethics that emphasizes an individual's character as the crucial component of ethical thinking (Deontological Approach), duty to act ethically instead in comparison to the acts or consequences of the act themselves (Teleological Approach) (Carr & Steutel, 1999).

Virtue ethics is well-established in the works of Socrates, Plato, and Aristotle. Socrates engaged his followers in a battery of question answer dialogue forcing his students to develop their own theory. This has become known as the Socratic Method. He viewed knowledge, wisdom, and virtue as identical (Albanese, 2012). Plato committed his study to writing

attributing Socrates virtue as the knowledge of good and evil that is a prerequisite for achieving the ultimate good.

Plato became disillusioned with government corruption following the death of his mentor, Socrates at the hands of the government. He felt few laws were unnecessary due to highly developed morality and character of inhabitants (Albanese, 2012). Aristotle, a student of Plato, formed his own school, The Lyceum where he produced more than 400 works ranging in several topics. One such work, the *Nicomachean Ethics* provided the earliest study of the history of ethics in Western Civilization (Albanese, 2012).

According to Aristotle, all human pursuits are aimed at some good, complete life is needed to achieve happiness because many changes occur in life; there are ups and downs. In other words, “how ought people live their lives.” This is established, not by honor, wealth or power, but by rational activity in accordance with virtue over a complete life.

The theoretical longevity of the early philosophers, Socrates, Plato, and Aristotle may be observed in later ethical determinations. The works of Emmanuel Kant (1724-1804) deontological ethics (duty); John Stuart Mills (1806-1873) teleological (action is judged in the results); Jeremy Bentham (1748-1832) Consequentialism (pleasure absent pain resulting from a decision) on into politics and the Rule of Law observed in John Locke and Thomas Hobbs. The conglomeration of research and theoretical acumens did not suffer deaf ears as viewed in Socio-Psychological theory like self-actualization asserted in Maslow’s Hierarchy of Need (Aristotle, 1998).

https://www.youtube.com/watch?v=O-4ithG_07Q

The works of these philosophers discussed, while not discounting others, are established in Natural Rights. That is, the fundamental rights of life, liberty, and property. According to civil

law or labor laws employees may have life, liberty, and property interest rights to employment. Yet the culture of a discipline may provide greater authority. The culture within an organization or profession may pose such power or authority over its membership that the members may yield to unsavory behaviors or they may be sterling performers.

Ethically building a critical mass of support for an idea the leader cares about is contiguous with getting things done in the work place through the membership. It is surviving with honor while working within the human system. Leaders must possess the mindset of cooperation and not competition. “We have seen the enemy and they are us” (Personal Conversation with Dr. Bill Tafoya, FBI, Quantico, VA, 1991). Governance is essential in creating the environment for positive aspects to flourish by member and overall association. The environment created is responsible for developing personnel, creating an atmosphere for creativity, transparency, and avenues excluding the discomfort to file grievances for wrongdoing. Sound ethical formatting of an organization will sacrifice weariness for well doing and replenish with willingness to do better.

The ability for organizations to operate free of government control (not government oversight) is permitted in a free society such as the United States, as is the type of governance provided in each. The Founding Fathers directly or indirectly achieved this measure in the theory that individual freedoms are “conceived in liberty, not born in freedoms” (Wills, 1992, p. 174). Most organizations are not run by committee, but solicit input from members. Effective leaders recognize and appreciate personal attributes, direct resources, and generally do not achieve goals through dictatorships. At the end of the day, the person at the top of the pinnacle is required to make a decision and is held accountable for each rendered. Memberships within often deliver a leader into prominence or obscurity.

Was Hitler An Effective Leader?

As was Jim Jones, Charlie Manson, and Hitler they were an effective leader, but for all the wrong reasons. All three of these social malcontents were influential and dominated their membership; Hitler, of course, gained power then crushed all opposition which converted his status to tyrant (Ciulla, 1995). As defined under morally bankrupt leadership style these were all leaders, perhaps each possessed traits and qualities that great leaders had in common, albeit the former seized power for immoral purpose (Ciulla, 1995). Hitler not only coveted malignant views but sought methods for furthering his beliefs. First, he believed that the end justified the means; second, he had contempt for peace; and third, his influence was in the form of propaganda embracing total distortion of reality (Gardner, 1990). Power is ethically neutral, it can be used for good or bad purposes, and therefore leadership must be addressed from a moral framework (Gardner, 1990).

The two basic types of ethical systems are deontological ethical system (Duty Bound)-intent of the act will determine whether an act was good or bad and teleological ethical system (the end justifies the means) which judges the outcome of the act or consequentialism, simply the end justifies the means (Pollock, 2010). The transformational leader practices the former along with his/her vision, fostering values for the organization. There are three core themes to vision construction through values and they are: High performance standards; caring about people in the organization; and a sense of uniqueness and pride (Kouzes & Posner, 2007).

Hitler was of the teleological view that the end justified the means and was willing to sacrifice the German people to save his own portrait in history. He devised hideous schemes to portray the Jews as the enemy, as those responsible for the negative plight of the German people

at that point in history. Hitler is the antithesis of the definition of character. Character is about doing good rather than harm to others whether the harm is intentional or not (Zigarmi et. al, 2005).

Although Hitler possessed many of the traits that you may recognize in respected leaders, his motives were ill conceived. Leaders of a transformational style are able to influence members to achieve the goals and vision of the organization, but do so with benevolent intent rather than malignant malfeasance.

To fast forward to contemporary periods, say 2016 through 2020, the leader of the free world may be subject to examination and much of the same criticisms. A transactional leader requiring quid pro quo (a favor or getting a leg up for something provided) that has ethically set aside tried and true processes for the sake of personal monetary gain, egotistical satisfaction, stepping on those that put the leader in the oval office, and ignoring the “Rule of Law” while at the same time trampling the time tested seam of the First Amendment (Free Press) all for satisfying a narcissistic personality. One may begin to see similarities. I’m just saying critical thinking is required here. Recall if you would, critical thinking, requires critical listening.

Again, I reiterate that complacency is not a friend, when courage and integrity are required by the group or populace to resurrect the vestiges of those values held sacred. Especially when it is mandated upon all to excise immoral, illegal, and unethical conduct from authority and structures of power that may or may not serve to appropriately influence future leaders. Bullies are on this earth for one purpose. That is to provide strength to the unsuspecting hero or less inclined to act, to punch the bully squarely in the nose. This not by physical force, but rather through intellect, fact, voice, vote, and sound moral obligation to act. How about your family, school or organization, anything come to mind?

Thus far, the reader has been privy to traits, character, and the need for leadership serving as a prelude to a few styles that may be familiar to some. However, before moving into the highly flaunted leadership styles, I want to spend just a few moments to review the informal leader. Who is this masked man? Who made this informal leader the go to person? Perhaps it may be you.

The Informal Leader

Societies and/or organizations achieving success have done so by removing obstacles that thwart human development and growth. Intuitive instinct resides within individuals in the varying diverse branches of learning disciplines. During periods of difficult times these individuals find unsuspected intensity brought forward by a circumstance or disillusionment in existing practice. They liberate themselves by stepping out of the expected behavior and find bravery in a single overt act. They find hidden within the endurance, strength, compassion, and capacity for change necessary to make a difference. These incidences of crisis, real or perceived, find fellowship from those stepping curiously in pursuit. Thus, may emerge both the informal and formal leader of the group. When these people are successful we attach names such as leader and hero, and when they have failed such terms as goat or non-compliant are eagerly assigned.

Bravery is not limited to periods of war or tumultuous conduct. Individuals labeled as brave do not lie in a sub marginal tier of society awaiting their opportunity to surface, but rather within all of us permeates undiscovered qualities and strengths, and when provided an opportunity to excel she/he will do so. Perhaps those that can unlock these individualized truths from within self or in others, permitting human talent and energy to prevail, is the real leader.

Perhaps those that build permissive environments of encouragement where human imperfection is thought of as lessons in life rather than scathing rejection of enthusiasm is the true leader. The understanding of this civil experiment is instrumental to the leadership veil.

The person that is not restricted to the limited information of a particular discipline and is amenable to external forces that provides knowledge may be better suited to be the risk taker required of contemporary leadership. It is crucial at this point in the discussion to recognize that leadership is not the sole possession of the front office. The informal leader, often times unsolicited, commonly referred to as the go to person, residing outside bureaucratic structures, and emerges as a powerful unit within most organizations. How does one of leadership deal with the informal leader? If thought of as an important component of the organization is to listen then the front office is in cooperation with rather than competition with its members will more likely provide an environment for growth than stagnate climates that have drowned otherwise good groups.

The leader that is open to the concept of gaining insightful information from other sources is also rife for ridicule and those awaiting the opportunity to say, I told you so. This information flow that may come from within an organization as well as external to an entire discipline creates mine fields of blasphemy, irreverence by those that control current philosophy and sets the leader up for great periods of discomfort which very well may lead to his/her demise. Mark Twain puts this dilemma in perspective, “The man with a new idea is a crank, until the idea succeeds.” Leadership requires risk! This includes breaking down old barriers of thought and practice making way for bridges of hope and transformation. Having spent 38 years in public service I say with great confidence the best that government has to offer is hope. In fact, on a global platform the populace can only hope the person in charge will deliver goods, services, support, or direction in a socially defined acceptable fashion.

The aforementioned provides yet another example of a leadership style, often discounted, but equally important to an organization. A leader dedicated to outcomes, betterment of member and the organization will develop the informal leader. The informal leader should not be discounted in favor of the formal leader as this may create needless conflict, acrimony, and non-healing wounds perilous to the unit. The informal leader should be regarded as a partner. One of the leading functions of a leader to perform is to showcase the finest in others. Catch the members doing something right. Be there for your members when least expected, unannounced, without ceremony and do so without the expectation of gratitude from the member. As Nike puts it: “Just Do It.” The information received by a leader from members at this level may prove invaluable. In fact, perhaps the most accurate and honest communication within the organization. What then if the informal leader is in an adversarial role?

Important to this model is the fact that not all informal leaders willingly or knowingly took on the role. They may have had this authority thrust upon them out of respect. Second, although they may have significant influence in an organization, they can become significant impediment to the mission if they become adversarial. Third, the former provides meaningful implications of developing the informal leader more completely. Fourth, the promoting of the informal leader to a position of authority may dilute his/her effectiveness. Fifth, and final critical implication is that this style of leadership may have derived due to individual integrity. If formal leaders attempt to co-opt this member it may backfire.

To reflect and synthesize on the preceding information, the informal leader is an intricate part of any organization, positive or negative impacts may occur. The effective leader recognizes

an informal leader, understands the informal leaders' significance, channels their approach, and makes the informal leader part of the executive team.

Having examined whether styles are necessary in leadership or not I would appreciate it if the reader would pause here and simply jot down four or five traits or characteristics that you feel you currently possess. Those traits that would make you an effective leader and not just a good leader. The following section commits a substantial portion of white space to one specific type of leader. When you have completed the next section, take a moment and compare your list against the styles presented. Which style/role do you see yourself filling? I interject role here because those with authority in any organization may be the leader (commonly thought of as the head of the agency) or a manager (generally the task master of day to day routine). The pressing question you now pose is this: Can a head of an agency be both? You tell me.

For the record, a Transformational Leadership Style (TLS) creates the relationship between the leader and follower. The TLS is equipped with the skills leaders need, fundamental to creating a vision, and the substance to motivate people (Cragg & Spurgeon, 2007, Burns, 1978, Bass & Steidlmeier, 1999). Is focusing on the individual member's productivity a function of a leader or manager? Might organizations promote personnel for the wrong reasons? Such as, because the member was productive, he/she deserved a promotion. Has the association simply promoted a highly talented producer to perhaps a mediocre manager? The true leader will aid in developing future leaders. Indirectly, the leader will enhance future employee's performance. Leaders who have positive traits may enhance or hinder employee development depending on the focus of the leader.

Positive traits such as charisma, ethics, and relationships skills professionally improve organizational performance, however research shows there is a dark side to TLS and that is

Pseudo-transformational Style. This type of leader use their ability to transform people in a destructive manner such as was Hitler's influence (Bass & Steidlmeier, 1999, Kanungo & Conger, 1988). The evolution of leadership has changed from modern perspective to postmodern perspective. Everyday leaders are reminded the industrial age is gone and the information era is intertwined with postmodern leadership. Examining leader's characteristics enhances organizations and employees' performance. Also, examining how leaders take charge, adjust to consistent changes, and adapt to situations in order to make progress. All the models discussed hence forth foresee follower's motivation in their own way while trying to create the same outcomes of quality leadership and employee performance. The professionalism of an organization is sometimes measured by questioning the traits, behavior, and contingency of the person in charge. This impacts how internal and external outcomes are measured.

“Oh Lord, Please Fix Our Leaders, This time!”

(Subordinates Prayer)

CHAPTER V: LEADERSHIP STYLES

Organizations reflect the attitude of those that lead them!

The following leadership models are an explanation and comparison of Situational Model, Trait Theory; Leader-Member Exchange Theory; and Transformational Style (TLS). First, each model in comparison with the other and second, the discussion of TLS is examined through the lens of a police executive and is relative to the policing community. However, not restricted to the policing profession. Now, Mr. President, take notice of the following! The section involves a brief analogy, contrasting each as well as characteristics of similar models, the TLS style as it impacts policing and realizes the transformational style/model as a superior model albeit interdependent of other styles.

Before we move on any further it is important to assert the literary direction of this text. First, the majority of script will surround four easy criteria to remember that will make leadership easily understood and manageable, and they are drink; swear; steal; and lie. Second, these are incorporated in the authentic transformational style (ATS). Each of these points will be provided suitable discussion in subsequent chapters. However, it is important to at least provide the foundation for the selection of the authentic transformational style over countless others. The concise answer is that all other styles are encompassed within the ATS.

Trait Theory:

Leadership based on individual attributes is known as the "trait theory of leadership." The trait theory finds it correlates with the “Great Man Theory” evolving from studies of political,

military, and great social leaders of the time (Northouse, 2010). The “Great Man Theory” a predecessor to Trait Theory relied on two main assumptions: Leaders are born with attributes lending one to leadership, and great men may call upon these attributes at any time required to lead (Villanova University). This style was highly touted in the 19th Century.

This style did not take into consideration what kind of leadership is required or desired for a given situation, but rather concentrates specifically on the leader alone. The Trait Theory emphasizes a specific profile and asserts the organization will run more efficiently if the leader possesses the profile (Ortmeier & Meese, 2010).

There exists a multitude of research supporting this style pointing to the important role of various personality traits in the leadership process and provides for the leader his/her strengths and weaknesses (Northouse, 2010). A major criticism of the Trait Theory is that it fails to take situations into account and is not useful for training and developing leaders (Stogdill, 1948). Despite the criticisms it does provide information about the leader, and although the list of traits desired is infinite, the research does not point to specific traits in a limited fashion. The traits can be applied to all individuals in any organizations.

The trait approach of leadership asserts an individual possesses certain traits establishing him/her a better leader. The emphasis is on the leader, and organizations can test leaders before they are hired to determine which of the leadership traits they possess. In addition, leaders can also test themselves to determine if they have traits that are expected of leaders. Therefore, by this profile leadership is not about development or training per se, rather it is about finding leaders that already possess the desired profile such as intelligent, self-confident, determined, social and ethical in addition to emotionally intelligent and extroverted.

Not unlike the style approach it fails to find a universal style of leadership that could be effective in most situations, and failing to identify the definite personal characteristics of leaders the style approach is unable to identify a universal set of behaviors associated with effective leadership (Northouse, 2010). It is my experience that police agencies in constant flux through political intervention or constant change of the police leader due to change in municipal mayor or manager will more often than not rely on trait exploration of leaders, generally due to the lack of expertise. An exception to this opinion is the employment of professional Human Resource personnel or elicit a Management firm to consult, and advertise, interview and recommend to the municipal management the person for the tasks at hand.

In agencies that subscribe to the trait approach, leadership development and training is likely not to be the focus since they believe in some ways that leaders are born. Trait theory was particularly popular during the reign of the industrial revolution or military model of policing established for police by Sir Robert Peel. Peel is known as the Father of Modern Policing and in 1829 was successful in gaining Parliament support for the “London Metropolitan Police Act” (Fagin, 2007). Police were to be formed along military lines with established boundaries of patrol and supervision soon to become the bureaucratic or hierarchical pyramids modern policing have come to rely on as a management process with getting the message (solely that of the leader downward with little to no need to receive feedback (Fagin, 2007; Gardner, 1990; and Roberg, Novak & Cordner, 2009).

Leader-Member Exchange:

The Leader-Member Exchange (LMX) theory is replete with workable substitutes to the traditional leadership approaches focused on trait and behaviors (Northouse, 2010).

Computation of over 25 years of research involving LMX findings remain enthusiastic, although there remains ambiguity about the nature of the concept, measuring the concept while in action, and its relationships with other organizational variables (Gerstner & Day, 1997). Graen and Uhl-Bien (1995) classified the evolution of LMX theory into four stages: “Work socialization and vertical dyad linkage where the focus was on the discovery of differential dyads (i.e., in-groups and out-groups); LMX where the focus was on the relationship quality and its outcomes; A prescriptive approach to dyadic partnership building (A dyad, from Greek *dyo*, "two") in sociology is a noun used to describe a group of two people. A dyad is the smallest possible social group or something that consists of two elements or parts (Google Dictionary) and LMX as a systems-level perspective (i.e., moving beyond the dyad to group and network levels).”

Albeit, the final two stages are relatively new and the majority of the empirical data relates to the first two stages, the latter stages may offer a deeper understanding of LMX in more complex organizations. However, the LMX theory describes leadership, and it prescribes leadership. Descriptively, it suggests that it is important to recognize the existence of in-groups and out-groups within a group or organization (Northouse, 2010). Prescriptively, leaders should create a relationship with all subordinates offering each the opportunity to take on new roles and responsibilities and nurture the high-quality exchange between subordinate and leader. The LMX tends to restrict the leaders’ focus on differences between in-groups and out-groups (Graen & Uhl-Bien, 1995).

Regardless, if considered descriptive or prescriptive, Leader-Member Exchange focuses leader attention on the special relationships created between leader and follower. Although, it makes sense to define workers or work groups as productive, minimal contributors, or unwarranted existence (specifically in highly unionized settings), and rewards are distributed

Accordingly. This may establish the perception of unequal or unfair treatment. Leader-Member Exchange theory; however, validates the experience of organizational members' relationship to each other and the leader. It may also provide additional information as to why some will contribute more than others and receive more than others accordingly (Northouse, 2010). The LMX is closely associated with the Transactional Leader.

The Leader-Member Exchange approach emphasizes the importance of communications between the leader-member, and in fact is bound by extremely high communicative measures making this approach effective. It is the one leadership theory that has as its central concept the reality of the dyadic relationship that exists in organizations and specifically policing (Scandura, Graen & et al Novak, 1986).

Finally, paramount to this discussion is the looming alert for leaders, warning of bias decision making when determining who is invited into groups (Northouse, 2010). Specific to this point is the fact that diversity is the key to changing the cultural differences in policing today. The due process courts of the 1960s have prevailed in policing and are the singular success story for establishing more equality in police hiring via quotas. Diversity is credited with the dissolution of cultural barriers at a more rapid pace, reductions of brutality complaints, and further erosion of the blue wall of silence (Sklansky, 2006). The principles outlined in the Leader-Member Exchange approach remind leaders of fairness and equality.

Situational Model

The Situational Model was developed by Paul Hersey who suggests leaders adapt an approach to address the follower's development style based on how willing the follower is to perform tasks. Turman (2001) suggests, "leadership style affects the way leaders interact with their

Subordinates, and they identify the responsibility leaders have for influencing and guiding the developing of their subordinates” (p. 576). Situational Model helps leaders in diagnosing the demands of their situation. Schermerhorn (2001) points out that Hersey suggests looking at the competence, maturity, and motive of the follower so the leader can assess the weight of the situation. In an interview with Paul Hersey, he states situational leadership is based on interplay of:

1. Direction task behavior a leader gives.
2. Socio-emotional support relationship behavior a leader provides.
3. Readiness level that follower’s exhibit on a specific task, function, activity, or objective that the leader is attempting to accomplish through the individual or group (p.1).

This simply means that the greater the follower is to grasp the task and complete it without issue, the greater the relationship may become between the leader/follower. Each situation will dictate levels of task and trust. Additionally, Hersey’s task behavior suggests that the one-way communication provides specificity (leader to follower) by explaining what each follower is to do, when, where, and how tasks are to be accomplished (Schermerhorn, 2001).

Hersey and Blanchard (1999) shares four techniques to build the communication relationship with followers. First, technique is telling/directing: this is a high task focus and low relationship focus. Leaders use this technique when the follower is a new employee, or timid. Otherwise, the situation may be the follower is not motivated or may have limited abilities. These two examples may intertwine with each other meaning the follower may lack confidence or in denial about their abilities. Hersey and Blanchard (1999) believe in either case the leader must focus on direction then building the relationship so that the follower does not become confused and the focus is clear.

This technique compares to transactional model because of the lack of relationship between follower and leader. A transactional leader directs and sustains a “do this” position with employees. Furthermore, technique one, may be useful when working with interns because the relationship is short term and students’ lack of experience needs direction.

The second technique is selling/coaching: this requires high task and high relationship. This means the follower is prepared and able to perform work, and Hersey considers some employees to be over confident. In this case, this means the leader should not tell the employee or direct employee; however, the leader should coach and give advice helping the follower gain new skills. This technique compares to transformational model because the leader listens and advises thus building a relationship with employees.

The third technique is participating/supporting: this is a low task focus and high relationship focus. Sometimes leaders have to deal with employees who are resistant and in this case the leader need not worry about setting direction or worry about tasks; instead focus on building the relationship and figuring out why there is so much resistance. The leader already knows about the follower’s performance ability, but needs to find what the employee needs for praise and commitment.

The fourth and final technique is delegating/observing and this means low task focus and low relationship focus. When the follower has abilities and good work performance the leader does not need to focus on the relationship or give direction during tasks. Basically, the leader leaves the employees alone keeping the distance. Situational techniques focus on an employee’s motivation and enhancing performance. Leaders maintain professionalism through relationship behavior. This is the extent to which a leader engages in two way communications by providing

socio-emotional support, and readiness is the ability of the follower to take responsibility for directing their own behavior in relation to a specific task to be performed (Schermerhorn, 2001).

Hersey and Blanchard (1999) also suggests a good leader develops the competence and commitment of their staff so that they are self-motivated. Hersey's model may best be used in individual and/or a group setting and one such environment is the schools and or learning institutions environment (In The leader Within: Learning Enough About Yourself to Lead Others, Zigarmi et al., 2005). Grow (1991) noticed students have varying abilities to respond to teaching that requires them to be self-directing. His works of a self-directing model borrows principles from the situational leadership as an example; teaching is considered situational. The style of teaching should be matched to the students' readiness, and this is in combination of ability and motivation, ranges from not able and not willing or motivated to do the specific task at hand, to able to willing in the task at hand. Readiness is situational and it may even be task specific. So, a good teacher will mix students readiness and help move the student toward being more self – managing.

Grow (1999) suggests a situational leadership model moves people to self-manage and move people from supervisor dependent to independent producers. There are several competencies and skills related to good leadership as is the practitioner. Although, leadership is sometimes miscalculated due to the many alternative styles and traits that are deliberated for effective outcomes. Situational and transformational models are more often associated with effectiveness of motivating and to influence followers. Leaders who use the situational and transformational model usually identify with traits such as charisma, courage, and intelligence (Grow, 1991). An ineffectual aspect of situational leadership style relates to the leaders ability to perform the tasks at hand. Problematic is that not all managers, supervisors and

especially leaders are not adaptable to change. The key is to develop leadership towards flexibility, and at the same time acknowledging their own boundaries (Hersey, 1985).

Cragg and Spurgeon (2007) question which leadership should a person pursue. They suggest the leaders need to consider what the organization framework consists of and then determine what type of model to utilize. Personal capabilities must be considered personal versus organizational while considering future goals of the organization. The challenge of initiating change in organizations cannot be accomplished without a strong leader presence.

Change theories can help with the means of accomplishing change; however, some theories focus on limitations of accomplishing change. Andersen (2000) focuses on the strength of change coming from the leaders themselves rather than the internal and external restrictions. His research embraced the concept that the model used relates to change-centered leadership style: intuition as a dominant decision making style and power motivated behavior. Theoretically, these factors if used correctly may enhance the actions of leaders and clinch change.

Northouse (2010) explains there are distinct strengths in situational leadership. First, it has stood the test of time in the marketplace because it is a staple in training organizational leaders. Second, strength is its practicality. Northouse states, "Situational leadership is easy to understand, intuitively sensible, and easily applied in a variety of settings" (p. 94). Thus, he finds situational style a clear approach, adaptable to many settings and easily understood by followers. Third, strength is a prospective value. Leaders can use the guideline to enhance employee performance (Northouse, 2010, p. 94). For instance, if an employee is lacking confidence leaders use a more directive approach, demonstrate the member strengths that in turn leads to the last strength of flexibility.

An organizational head must understand the needs of the membership, where they are situated, and where they need to grow and move forward from. The Situational leader that is capable of determining an employee need and then change the leadership style for the purpose of producing better outcomes will become a better leader. Anything sounding like déjà vu all over again, mom, dad, Yogi Berra?

A drawback pointing out limitations with the situational model is the lack of published research that raises questions on the validity of the theory, as alluded to by Northouse (2010).

Transactional Model

Transactional leaders (TRL) gain compliance of followers through both punishment and reward while situational leaders also abide by the theory that there is no one single style that fits all situations, the situational leader is significantly restricted by the task at hand and the group maturity level.

The origins of TRL began with Max Weber (1947) and expanded by Bass (1985) who described transactional leadership at the opposite end of the spectrum from transformational leadership. Transactional leaders motivate followers through rewards and punishment. This is a more abundant leadership style used in modern organizations (Northouse, 2010, Keeley 1995). TRL relationships between leader and follower does not promote or enhance the follower's personal development.

Transactional leaders have formal system(s) in place for rewards and punishment, and leaders utilize motivation for self-interest only because rewards take the place of inspiring behavior (Schaubroeck, Simon, & Cha, 2007). Transactional model implies leaders have an

unspoken agreement “do as I say and you will get a raise” or on the other hand “meet this quota or you will get fired.” Direction is given by the leader and the follower is expected to perform work without direct supervision (Schaubroeck, Simon, & Cha, 2007). Leaders functioning under this model accept this organizational framework because it does not require working with change (Northouse, 2010).

The TRL style is a passive type of leadership, a laissez-faire style. Transformational Leadership Report (2007) states, “Laissez-faire leaders avoid attempting to influence their subordinates and shirk supervisory duties. They bury themselves in paperwork and avoid situations that preclude any possibility of confrontation. They leave too much responsibility with subordinates, set no clear goals, and do not help their group to make decision. They tend to let things drift, since their main aim is stay on good terms with everyone” (p. 23). Northouse’s (2010) example of a laissez-faire leader is the small corporation leader who does not have meetings with his managers, does not work on a vision for the company, and does not talk to employees. This passive type of leadership harms organizations and laissez-faire leaders seem to only intervene when there are problems or issues (Northouse, 2010).

Interestingly, research accomplished by Jones and Rudd (2007) studied leadership styles of academic program leaders. For this research, Jones and Rudd compared academic leader’s leadership styles to transactional, transformational, and laissez-faire leadership models. The purpose of the study was to determine if academic program leaders in colleges of agriculture at land-grant institutions use transactional, transformational, and/or laissez-faire leadership styles in performing their duties. An added objective of the study was to determine if there is a difference in leadership styles of academic program leaders according to gender.

These academic program leaders were assessed using the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio to determine their leadership style as well as fundamentals of transactional and transformational leadership. Findings imply that academic program leaders have a more transformational leadership style. Furthermore, males in this research use transformational leadership behaviors as well as transactional leadership behaviors more often than their female counterparts. Jones and Rudd (2007) suggest this is a positive sign for universities because the findings of this study imply academic program leaders, both male and female, are using transformational leadership styles more often than transactional or laissez-faire leadership behaviors. This is a positive indication of academic program leaders because the literature states transformational leadership behaviors are more successful at obtaining goals.

The rationale for transactional leader style is situated within achieving short-term goals that need direct precise actions, and this is quite effective in guiding proficiency decisions aimed at cutting costs and improving productivity (Rowold & Schlotz, 2009). This may be related closer to the task master type leader or first line supervisor impacting a leader/member stress allocated via the job.

Kanungo (2001) discusses the presence of ethical leadership in relationship to transactional leadership, specifically how it has not been explored in depth. Transformational leaders who are authentic have to meet the high moral ethical standards as opposed to pseudo-transformational leaders. Is the TRL capable of consistently meeting high moral ethical standards? Kanungo (2001) states “Authentic transformational leaders who exert long term transformational moral influence over followers are seen to be providing ethical leadership; one is not sure whether transactional leaders can also provide such sustained moral influence in organizations” (p. 258).

Transactional leaders who thrive on self-interest can still employ positive traits for instance, transactional leaders can tell the truth, keep promises, distributing equally, and giving employees valid incentives and sanctions (Bass, 1987). Kanungo (2001) argues even with those traits in place transactional leaders still fall behind in moral ethical principles. Kanungo (2001) submits that the TRL in order to serve self-interest use control strategies through the exchange of something valued by the member to induce compliance behavior among their followers. Using control strategies to manage followers deviates from the purpose of autonomy and self – development.

However, Keeley (1995) concludes in his work, that transformational leadership is not as clear cut as it relates to ethics. He maintains that the TRL is not void of moral aptitude. Keeley (1995) suggests with transformational leadership only works on the majority of people who represent the strongest out of the group. Transactional leadership, on the other hand, does not require an overall consensus of mission but merely an agreement on rules, policies, and responsibilities (Northouse, 2010). Keeley (1995) provides that transactional leadership morally works because it provides all employees the same equal interests. He contends that the transformational leadership does not work on the weaker employee but only on the self-interested strong.

The former argument is in contrast with the transformational leader that uses empowerment techniques to prompt positive behavior, show confidence in a follower's ability, and establish routes for verbal encouragement. Leaders must pay attention to their own motives, how they influence employees, and interpreting social situations regarding outcomes (Antelo, Henderson, and St. Clair, 2010).

Another theory that conflicts with the transactional model is the leader exchange theory. The LMX is a developed or a negotiated role with a basic thesis that followers accomplish their work through interpersonal roles and this is necessary and useful to study roles within organizations and process how the roles are established (Dienesch & Liden, 1986). The theory relates leaders to having invested themselves in their followers, and this role assimilation can be positive and negative (Northouse, 2010). Only leaders can induce role expectations, and the relationship between leader and follower or the interpersonal exchange will determine what type of role the follower will have in the organization.

Dienesch and Liden (1986) state, “leader-member exchange model is based on the concept that role-development will inherently result in differentiated role definitions and, therefore, in varied leader-member exchanges” (p. 621). Dienesch and Liden (1986) further relate leaders will rely on formal authority, rules, and policies to evoke performance. They hypothesize the follower’s role is divided into two basic categories the in –group distinguished by high trust, interaction, support, and formal/informal rewards versus out-group distinguished by low trust, interaction, support, and formal/informal rewards. They maintain in their research that leaders differentiate all followers from enrollment in these two types of groups (Dienesch and Liden, 1986).

The leader member exchange focus on performance of leaders on followers and the role. In a longitudinal study of 60 leaders-follower dyads, data was collected with four structured interviews. Perceptions of exchange quality were measured both from the leader and follower point of view. In-group leader member exchanges were characterized by greater leader attention, leader support, amount of time and energy invested in the job by followers, follower’s attitude toward the job, and fewer job problems. Dienesch and Liden (1986) suggest there needs to be

more research done on social aspects of leadership to follower's outcomes especially task assignment and performance.

Kotter (2001) discusses the difference between leadership and management as complementary systems of action. Management came about from one of the most significant events of the twentieth century, large cooperations. Good managers assist in keeping organizations less chaotic. In contrast to leadership which is about coping with change (since the function of leadership is to produce change) setting the direction is fundamental in leadership. Setting direction produces a vision for employees to follow.

The vision is critical in order to establish consistency, sense of urgency, and the environment for change. A vision must not only serve those of vested interest in the organization or the people served, but also establish a competitive strategy that maintains the required interest to foster success (Kotter, 2007). Bad visions tend to ignore the legitimate needs and rights of important constituencies favoring, say, employees over customers or stockholders. Cooperations are sometimes run over by managers and lack a good vision and in turn cooperations sometimes have good vision and do not have strong managers.

Having a leader with vision and strong managers are key to success in cooperations. Transactional leadership does not include vision in its model. This model works well in an organization where the vision has been set and the organization is static and unchanging. Northouse (2010) describes the unchanging environment works in the best interest of the employee because the employee is working for the approval of the leader. This is the case when employees receive evaluations. Leader's perceptions are influenced by the amount of criticism more so than by good work that was done by the employee. This may be more descriptive of the

management role rather than the leaders as Northouse (2010) describes this behavior as management by exception and it takes two forms: passive and active.

Managers who operate under the principle of contingent reward will focus on employee behavior and disapprove of employees work performance, or will focus on rule violations. Those that advance Management by Exception (MBE), the practice of concentrating on areas not meeting outcomes and giving less attention to areas operating as expected. MBE is an accepted business practice, however has leaked into the public sector. Leaders who are active leaders of management by exception are most likely efficient transactional leaders. This is in contrast to passive management by exception--leaders who ignore employees work performance until it is time for employee's evaluations then compromise employee raises (Northouse, 2010). This is in contrast to leadership models that work on developing the relationship between the follower and leader. In brief, this practice ignores the opportunity to grow members.

Thus, a transformational leadership style embraces while enhancing motivation, morale, creates the environment for success, and grows the ability of those she/he is chosen to lead. The TLS is more likely to connect with the individual member either personally or professional, or both. Albeit in a larger more extended organization the leader may not have personal contact with all of the membership, but she/he make the member feel like they have. However, even the most unremitting leaders must understand that the situation which they find themselves is ever evolving and that which is true in that moment in time is evolving and change is continuous.

Before going forward the reader may require contemplation of the following questions: Can a TLS leader use the TRL style as needed and remain a Transformational Leader? Can or must a leader be a good manager as well? What do you think--mothers, fathers, teachers,

coaches, public officials, or agency heads? How many readers are privately saying, I would never manipulate someone. Be careful, you can go to Hell for lying as well as stealing.

Transformational Model

Transformational leader focuses on influencing followers using morality and motivation. James Burns (1978) studying political leadership, forethought transformation leadership as a way to describe a leader's role in raising employee morale, increase enthusiasm in the workplace, and his description continues today in organizational psychology. Burns research focused on leadership and fellowship continuum as a one to one level for sake of the whole organization and community (Schaubroeck, Simon, & Cha, 2007). Burns (1978) attests true leadership not only creates change within the organization while it changes the people involved to a higher level of integrity. The model focuses on leader's ability to use charisma to transform follower's intrinsic motivation to enrich follower's development (Northouse, 2010).

Bass (1985) expanded on Burns research by adding transformation occurs in harmony with the terms of how the leader affects the follower. He focused on three principles. First, increase values of task importance; Second, focus on team goals instead of self; and third, move followers to higher level. Charisma is an important characteristic in transformational leadership (Burns, 1978; Northouse, 2010; Spritzer, 2000; Antelo, Henderson, and St. Clair, 2010). Additionally, Bass & Steidlmeier (1999) suggest leaders must be authentically moral.

Bass's literature reflects transformational leadership in association with charisma; however, this is based on moral behavior. Critics of the TLS of leadership contend a pitfall is that leaders asserting this particular style may be less than authentic, using the enthusiasm of followers to deceive rather than bring about meaningful change. Kanungo and Conger (1988)

relate charismatic leaders can mislead followers with their charm by exploiting them for their own selfish reasons. The dark side of transformational leaders is narcissism, authoritarianism, Machiavellianism, and flawed vision (Bass & Steidlmeier, 1999). The Pseudo-transformational leaders require strict scrutiny due to their ability to inflict unyielding destruction. Bass & Steidlmeier (1999) describes pseudo transformational leaders as spreading false logic with overweight authority and underweight reason, such as Saddam, Hussein, Hitler, or misguided presidents.

Research interest of Dvir, Eden, Avolio, Shamir (2002) relative to the TLS was centered on the model shift of leadership styles within the last two decades. The development of the positive relationship between leadership and follower is a substantial modification from the leader's lack of relationship with followers. In the works of Dvir, et al., (2002) they assert, "Yet a causal relationship between transformational leadership and follower performance has only rarely been demonstrated because most prior studies have had static, correlation, non-experimental designs" (p 735). Their longitudinal study, randomized field experiment the Dvir, et al. (2002) tested the impact of transformational leadership and follower development performance.

The study presented an experimental group that received transformational leadership training, and the control group received eclectic leadership training. The sample included 54 military leaders, 90 direct followers (employees who worked one on one with leaders) and 724 indirect followers (employees who did not work directly with leaders). The first hypothesis suggests transformational leadership has a positive impact on the development of follower's motivation in terms of their self-actualization needs and extra effort. The second hypothesis suggests transformational leadership has a positive impact on the development of follower's

morality in terms of their internalization of their organization's moral values and a self-orientation. The third hypothesis suggests transformational leadership has a positive impact on the development of follower's empowerment in terms of their critical independent approach, active engagement in the task, and specific self-efficacy. The fourth hypothesis suggests transformational leadership has a positive impact on follower's performance.

The researchers focus on the model of transformational and transactional leadership influenced by researchers Bass and Burns' interpretation of motivation, morality, and empowerment. Results indicate the leaders in the experimental group that received transformational training had a more positive impact on direct followers development and indirect follower's performance than did the leaders in the control group (Dvir, et al. 2002).

In short, that which was found by Dvir, et al. is confirmed by fellow researcher, Peter Northouse. That is the TSL is concerned with emotions, values, standards, and long term goals influencing followers to a higher level by coaching and mentoring. Leaders who transform followers fair better in economic and unpredictable situations. Leaders concentrate on follower development and follower performance, while enhancing vision and goals of organization. Therefore, transformational leaderships have a positive relationship with performance (Northouse (2010)).

Leaders, wittingly or unwittingly establish an emotional bank account with members of the organization. Not unlike a monetary bank account, the greater the accumulation of resources, the greater the value overall. However, when a withdrawal is required, it reduces the pain. Depending on the mass of withdrawal it may render the remaining value of the account inconsequential to further value. Followers vested in the organizational vision are more likely to feel stifled resulting from the withdrawal, but may rebound over time. The withdrawal spoken

to in this stanza is trust, integrity, emotion, and faith in the head of the organization. Dependent upon the outcome of the so called withdrawal may impact the future requests of the leader.

The transformational rationale also focusses on team building, training, quality plans, recruitment, and change in vision. For instance, Sheriff Dennis Conard of Scott County Sheriff 's Office in Davenport, Iowa, used his charisma to pursued taxpayers to vote for a 27.5 million dollar facility. The new jail changed the dynamics from 100-year-old linier style jail to a brand new direct supervision jail, and the change of philosophy from punishment model to behavior treatment model (Allemeier, 2007). Lipp (1999) describes charisma as the ability to “persuade people to do things they would rather not—charge over the hill into blazing gun-fire, run through fire, walk barefoot on broken glass as well as commit to other, less dramatic, changes.” Sheriff Dennis Conard’s vision went against the modern era tradition of corrections.

LaFrance and Placide (2010) studied the decision making behaviors of law enforcement leaders. Their exploratory study suggests that the unequal methods by which Sheriffs/Police Chiefs obtain office play a role in each leader’s decision making behaviors. In other words, LaFrance and Placide (2010) discuss the style in which these leaders are selected by election ballots are limited because the application process is open by age and criminal background check. This limits the effectiveness of the fundamental leadership elements stated by Bass because the qualities and traits of a public safety leader appointed by popularity may not have the vision and skills to be an effective leader. It should be noted that in most instances the Police Chief is not elected but appointed. The Police Chief is usually selected after an engaging selection process (usually national search). The needs of the community and direction sought by local government will narrow the selection of the top candidate. In other words, the demands of a particular community will guide the selection process finding the person thought to be the right

fit. Engaging in public safety in reference to the criminal justice system, a leader's attributes is important for the relationship with the community.

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Public safety and law enforcement go hand in hand and a leader in law enforcement requires working with communities and his/her role as an agent of change working in the criminal justice system. This implores the question, can a leader in law enforcement also manage his followers? Exploring the relationship between management and leadership LaFrance and Placide (2010) discuss the model management in agencies may determine how leaders handle contingencies. For example, the Sheriff/Police Chief can demonstrate leadership by guiding organizational goals. This will include the Sheriff/Police Chief to build or keep healthy relationships with primary actors within local government and the criminal justice system, since the end goal for the Sheriff/Police Chief is to stay in office. LaFrance and Placide then differentiate the leader as the influenced/manipulated instead of the manipulator.

Overall, the fundamental qualities of leadership described by researchers Bass, Kotter, and Covey are strengths that relate to leaders being agents of change that work for the benefit of employees and society. Antelo, Henderson, and St. Clair's, (2010) exploratory research studied the process of follower leader influence in organizational leadership. The researchers studied the paradigm shift from the industrial era; the leadership was dyadic- supervisor next to subordinate relationship. This meant the supervisory position was considered a leadership position. Underlying assumption of supervisors had traits that were set apart from followers. This does not appear to be in contrast of today's leadership styles, goals, values, and ideas that is

modeled by the agency head and reciprocated by the follower. One must be careful when studying transformational leaders because characteristics may be deceiving. Ethical behavior is a necessary quality for leaders to inhabit with themselves so that it can be reciprocated in the organization. Northouse (2010) suggests ethics are centered on respecting others, serving others, honesty, and working on building communities.

Antelo, et al. (2010) state, “This phenomenology can be described as behaviors consisting of coalitions, bargaining, conflicting actions over scant resources” (p.11). The purpose of this research is to identify follower attributes within a leadership process as perceived by the followers themselves and the leaders. The study consisted of survey research design with a 600 subject population. The data analyzed leader/follower traits and the results indicated that perception of leaders and followers regarding effective leadership attributes of followers are different. The difference in perception shows that leader and follower attributes are not necessarily effective; however, effective communication is an attribute that both follower and leader regard highly. Lipp (1999) discusses different characteristics that enhance leadership within organizations, and one of those important characteristics in communication and regarding the new wave of leadership is a person who is hands-on and proactive within the organization and especially with employees.

Lipp (1999) applies the example of the Ritz Carlton Hotel Company; CEO Horst Schulze walks his own properties and asks employees for suggestions and comments. Lipp (1999) suggest six characteristics enhance leadership style: get excited and have passion, be a visionary, create a memorable vision, begin and end meetings with your vision, take control of where you want to go, and stay close to employees. CEO Horst Schulze postmodern leadership style is effective because it takes the leader out of the office and puts him eye to eye level with

employees. I recall your attention to Chapter I Management By Walking Around (MBWA). In doing so, he is direct with how he deals with change or need to change within the organization and taking control of his vision.

Furthermore, a transformational model of leadership is reflected in the five characteristics: reduce complex ideas into simple message, communicate using symbols, connect and inspire, speak emotionally, and pushes people with positive principles. The key is to be a memorable leader who communicates values and ideas. Lipp's characteristics suggest leadership is about what example one sets for followers. Covey (1989 – p. 222) also relates leaders setting positive examples for employees. He states, “The stronger you are—the more genuine your character, the higher your level of productivity, the more committed you really are to win/win—the more powerful your influence will be with that person.”

Stephen Covey's book, *The Seven Habits of Highly Effective People* (1989) suggests a win/win relationship consists of desired results, identifies what is to be done and when. Guidelines specify parameters within which results are to be accomplished. Accountability sets up the standards of performance and the time of evaluation. Finally, consequences, good and bad, natural and logical, what does and will happen as a result of the evaluation. These five elements give a clear mutual understanding and allow employees to measure their own success (Covey, 1989). Transformational leaders use dynamic approaches to developing followers. This is in contrast to leaders who focus on static measures to develop followers, such as transactional leaders.

Authentic Transformational Leadership

The subsequent discussion revolves around the authentic transformational leader. This style captures the essence of a director, agency head, boss, or chief that is in the game for the well-being of others in contrast to benefiting she or he. However, the transformational style from time to time may adopt less favorable characteristics to resolve the matter at hand, but will return to the socially accepted leader style upon completion of task. The innate ability to move with stealth like maneuvers from one situation, incident, or conflict to another creating the environment of learning advancing personnel to a level of competence and returning unnoticed to the TLS is an authentic and incomparable characteristic of the transformational leader (Price, 2003).

Followers within an organization often become perplexed with allegiances. Likewise, leaders that demand blind loyalty to self rather than the needs of the organization are often operating out of chaos ignoring the requisite of predictability. Leaders of benevolence, understanding, flexibility, situated with the ability to think critically do not demand allegiance to the person/leader, but instead to the mission. This requires some semblance of credibility and predictability. Tribalism currently viewed in American politics is particularly dangerous to organizational structures. Unfortunately, the federal system has the tendency to trickle down to the local level. Leaders within an organization may adopt tribalism over leadership. This is truly destructive on many fronts. When a leader operates from the perspective if you are not with me you are against me, and if you are against me, you will pay for it, nothing good can come from this attitude. The simple truth is that you can be efficient with things and must be effective with

people. The new paradigm is based on the facts, not on wishful thinking. An honest appraisal of successful leaders, or leaders that have earned the admiration their membership might find the ideal leader in most cultures and organizations is transformational not transactional (Bass, 1999; Bass and Steidlmeier, 1999).

Adler (1991) maintains Moral Virtue can be defined as “the habit of right desire” (p.1). TLS is highlighted as the style of preference because the true authentic transformational leader exhibits himself as a component of most other styles. In my humble experience, the TLS provides the best of all worlds as one peels away the onion layers of leadership, one would see characteristics of several styles. Thus at the apex of what works in many instances has been consolidated within the TLS. The leader that is influential, a good communicator, and concerned with the current shifts in beliefs and member concerns is better adept at elevating members and converting them into future leaders (Kuhnert & Lewis, 1987). The transformational leader is generally better suited for the task of making changes based on-the-what-and not necessarily-the how.

A central component of TLS is charisma. The true charismatic and ethical leader is forged from a set of assumption pertaining to the leader-follower relationship operating out of genuine concern for those he/she is leading as well as the organization being led (Ciulla, 1995). According to Bass and Avolio (1994), the authentic transformational leader is guided by: charisma or idealized influence; inspirational motivation; intellectual stimulation; and individualized consideration all leaning toward personal growth through coaching and mentoring. Charisma is a mix of charm, appeal, personality, allure, attractiveness, and captivation that brings followers to the table. After all, without followers a leader would be a sole agent wandering about in an empty room. Charismatic leaders or transformational leaders are generally more effective than transactional and situational leaders.

Before moving on to the next section of Drink, Swear, Steal, and Lie it is important to mention one other contrasting characteristic and that is can an introvert compared to the extravert personality be a good leader?

Can an introvert be a great leader?

“Be not afraid of greatness: some are born great, some achieve greatness, and some have greatness thrust upon them” (William Shakespeare).

Followers must have a reason to follow and be part of an organization; therein lays the responsibility of the leader to fill a void rather than create one. The leader of any organization has as its primary purpose is to influence the membership to achieve goals and eventually attain the vision of the organization. Members of an organization must have a reason for following and more important, you cannot have leaders if you have no followers (Zigarmi et al., 2005).

Essential to an organization is how a person fits within, who they are, what their role is to name a few. Hogg, (2001) defines this through the social identity theory of leadership as a group process generated by social classification and preliminary based generalized processes associated with social identity. In this fashion, the leader constructs a self-categorization that invests the typical member with the appearance of having influence. Further, following this series of thought, power is not leadership, leadership is influence which will mobilize the masses (Hogg, 2001; Zigarmi et al., 2005; Graen & Uhl-Bien, 1995; Scandura, Graen & Novak, 1986; and Gerstner & Day, 1997).

According to Bass and Steidlmeier (1999) authentic transformational leader is guided by: charisma or idealized influence; inspirational motivation; intellectual simulation; and individualized consideration all leaning toward personal growth through coaching and mentoring. These characteristics are significant but not necessarily shared as major components of leadership. Outlined by Kouzes and Posner (2007), they argue that any leadership practice that increases another's sense of self-determination, self-confidence, and personal effectiveness is practicing empowerment creating an atmosphere for success. Leadership is franchised for guidance to others, but also taking an intentional and balanced approach of managing personal desires to succeed (Dickson, 1995).

Having cited the above, the question remains: Can an introvert be a strong leader? The answer is simply yes. Albeit most extravert leaders outnumber the introvert style three to one often. A strong extravert may have components of introversion and vice-versa (Northouse, 2010). An introvert may be classified as more narcissistic and will speak of actual accomplishments in an attempt to impress and she/he would rather use her/his own ideas rather than obtaining them from external sources. An introvert may have an exuberant public persona and a very private lifestyle otherwise. A person being characterized as lacking the ability to exude charisma may be very matter of fact, precise, and fit the mold for the organization, gaining support of the followers.

My experience has been that the introvert works much better in groups from the first chair. In fact, he/she is a better leader, than he/she is a group participant. In fact, if a project requires solitude or a single participant, the introvert is your go to person. Also, if you would recall the discussion of the informal leader, those thrust into this role have little choice in establishing whether they want to be in that role. They generally become the go to person for

some valid rationale established by the group. How many individuals in your relationships could you identify as an introvert?

Does an introvert or extravert have static traits? What traits have you experienced from those identified as either an introvert or extravert in your life? Can an introvert be a good therapist or counselor? If so, why not a good leader?

*“People with Humility don’t think less of
themselves, they just think of themselves less”*

(Norman Vincent Peale)

CHAPTER VI: DECISION MAKING

Making Decisions

Decisions are nothing more than a series of choices. For example, what information to accept or decline, what benefits outweigh pitfalls, who is impacted over others, and the list at times may be endless. The inescapable torture of decision making is more often than not encapsulated in the “what if” analysis. The most calculated best intentions of a decision may be accompanied with the unintended or uncalculated outcome that requires another act. If a decision maker becomes over-burdened with the “what if” then they are likely to submit to an analysis paralysis rather than a preferred crisp decision.

Outcome based action is most likely better served when the original decision applies adhesive planning. However, not all decisions permit lengthy time frames preceding enactment. Depending on the situation or circumstance, decisions are viewed as: Fire, Ready, Aim; unlike the Ready, Aim, Fire associated with planning. I submit that regardless of the choices included in a decision, a decision made without all available information is probably not the best. A decision most often made from emotion rather than logic will have substantial perils attached. One significant area of concern regarding decision making is where the information used to make the decision was initiated.

So where do you get your information for decisions from? Can the source be trusted? Do you verify information or take it at face value? This does not infer that everyone is lying to

you, but instead, is the message sent, the message received? Should members be offended if information is verified or relieved?

Experience matures decisions

The statement that experience matures decisions may appear philosophical on its surface, but is intended as a thoughtful analysis of your evaluations. One should stop and provide a moment of reflection prior to answering the following question. Has this statement ever impacted a decision you have made in life? Regardless of the intensity or outcome of the choice, what was it that you applied in order to arrive at your final conclusion. A Vietnamese Proverb (n.d.), “the mouse does not know life until it has been into the mouth of the cat” best provides the framework for deciphering decisions.

While being in the mouth of the cat is uncomfortable, it is far more uncomfortable if erroneously reported fact placed you in the mouth of the cat. Circumstance or hastily made decisions prior to all or most information available is weighed may lead to that regrettable decision. The latter may often be within moments of each other while other decisions based on the type of decision will provide ample time to collect facts and separate fact from fiction and then make a sound decision.

Decisions may be strategic, long range, or tactical. In emergency service, a decision may be measured in nanoseconds. In public life, information is a commodity that regularly requires rapid release (press conference, press release, live interviews-extemporaneous or planned), therefore a practice of immediate briefing of leadership is a way of life as compared to greater length from circumstance or incident to information release. However, globally

speaking, across most disciplines, the information required for the membership is under revolving time constraints of sorts.

Decisions should be made with conviction and enthusiasm with the appropriate amounts of energy required to carry the decision to its final resting place. Some decisions are explicit and demand complete adherence where if complete loyalty is not provided to the decision it may result in loss of life.

In contrast, other decisions require flexibility to survive. Take for instance General Dwight D. Eisenhower in the planning and execution of D-Day in Normandy, June 6, 1944. What if he said well if it works ok and if not so what? We all know that was not the case and each component of the invasion was fraught with danger, risk, and threat of heavy losses if each did not meet rigid time frames and precise execution. We also know that not all went as planned, but the successes over shadowed the failures; however, not without significant losses. The awesome responsibility conferred upon each planner, unit, trainer, and individual was none greater than that laid at the feet of the final decision maker. Eisenhower had one of three choices, lead, follow or get out of the way. He had made choices of what to accept as valid information and what to discard, to stop or go, or what to change, and in the final analysis he relied on those carrying out the plan. He did so with vigor, conviction, energy, and fervor that solidified the confidence of subordinates to carry out the plan. In the final analysis, he was heralded as leader of the time, but he was also prepared to take responsibility for failure.

One item of importance about Eisenhower and his deliberation of D-Day Invasion was he was prepared to accept the consequences of his actions, good or bad. He, in fact, prepared two letters preceding zero hour of the infamous day. The first was to glorify the many human sacrifices spent to meet the mission, and the second was his apology for his failure and to submit

his resignation to the President. He did not spend time in the first letter telling how great he was, but rather praised those that performed so admirably. The second letter was not about pointing fingers and blaming. It was about a real “The Buck Stops Here” intention. The second letter is reminiscent of what real leaders do; they don’t blame prior administrations.

The implicit reasoning exacted by leaders may often be extolled as sound judgment based upon years of experience, skill, and training, but the truth be told, it may be leading from the gut, or what feels right, or a decision for the moment. An assessment of the term “reason” affords one justification for their action; while reasoning defines the process of decision making. Anyone charged with the awesome task of making decisions (particularly decisions that impact the masses, security or safety) generally does so from a sound basis of reason, but is the basis for that reason gone beyond many disciplines based on differing experience, knowledge, skill, and of course luck. There survives a tongue in cheek anecdote that aides in this discussion and it goes like this:

A young reporter was challenging a successful Fortune 500 Chief Executive Officer (CEO) at a press conference asked, "To what do you owe your success," with that the CEO replied, "Good sound decisions."

The reporter pressed on and asked, "What do you attribute your sound decisions too?" the CEO simply responded, "Experience;" and "What do you attribute your experience?" The CEO looked the reporter in the eye with a smile stating, "BAD DECISIONS!"

Rather than offering a derogatory remark to an impertinent youngster, the CEO offered a lesson in leadership. Perhaps, the message for the young reporter is that he should surf his choices of delivery when in a position of need; perhaps he needs to re-evaluate prior instruction

from his mentors; or perhaps he should just lose the attitude! The preceding involves a myriad of factors that impacted choices made by the young reporter, the CEO, and decisions in general.

The positivist research faction affords little value to intuition due to the lack of sterile systematic approaches. The social science discipline has often been thought of as the other science, less rigid foregoing the more inflexible and true experimental process of the natural sciences (Neuman, 2003). Leadership studies are often cataloged as more feel good theory in contrast to natural science based on outcome based experiments. Although the significance of intuition does not reside squarely within the unbending approaches of hard science, there remains value.

Imbedded in life throughout an individual decision making dilemma is we all suffer from intuitive vulnerability in one form or fashion when failing to take a holistic view of an area of research. Again, there is no one silver bullet, theory, or process that offers the resolve to a social problem, to leadership competencies, or decision making. The answers generally lie within more complex intertwined systems. Furthermore, there is the strong likelihood that the truths of one social science institution will exist and survive in another social science field simultaneously, but because the theorem was not initiated within the discipline of choice, it is considered of little value. Science comported in all discipline is the search of truths. Hartman (1990) contends that the simple reality is that there are many truths and as many ways of knowing. A significant principle of leadership is not to confine oneself to a single discipline when seeking answers or differing avenues for achieving outcomes. Peters and Waterman (1982) maintains value in, “Don’t Park Your Brains at the Door.” In other words, encourage children, students, co-workers, and subordinates to gaze beyond their discipline or personal domicile for answers.

Probably, few decisions in modern time will rise to the level of the Normandy invasion in June of 1944, not because decisions today are any less perilous or burdened with similar choices, but today is significantly more technologically advanced, and the information from weather predictions to opposition strength are more accurate. I suggest decision making today is not easier than 70 plus years ago. Perhaps, at one level it might be the technical advances that are fraught with flawed information, and at another level the aspect of human interaction may not be discernible from previous years.

Decide Enthusiastically

Decision should be made with conviction and enthusiasm with the appropriate amounts of energy required to carry the decision to its final resting place. Some decisions are explicit and demand complete adherence where if complete loyalty is not provided to the decision it may result in loss of life. In contrast, other decisions require flexibility to survive.

Take again General Dwight D. Eisenhower in delivering D-Day. Enthusiasm does not infer his decision was enthusiastic if projections were only 10,000 lives lost on the invasion that is a good day, let's do it. I think not, but had he not showed conviction, deep deliberation beforehand, and demonstrated enthusiasm of the outcomes, it may not have been bought into by those carrying out the invasion. The followers had to believe in the leader. The leader had to believe in his members and allies. Heavy is the head that wears the crown.

Although as observed in the Eisenhower example preplanning, training, and execution were paramount in his final decision. There does exist a form for some leaders unrestrained by preplanning. These are intuitive people inclined to address problems on the fly, gather information on the run while sufficiently in tuned to what is being said around her/him.

According to Mintzberg (2011), "Organizational effectiveness does not lie in that narrow minded concept called rationality. It lies in the blend of clearheaded logic and powerful intuition" (p.3). I would, however, submit both types of leaders require commitment by followers. So how does each type of leader achieve commitment?

The following review discusses impacts such as ethics, integrity, transparency, organizational commitment, and technology problematic to the development of an idea that ultimately resides in a decision.

Organizational Commitment

Organizational commitment has been studied within many disciplines for decades in the relationship with an assortment of employee characteristics such as attitude and behaviors. The works of Mowday, Steers, and Porter (1979) provide a soluble definition of commitment not only for use in this discussion but advantageous to most organizations. They offer commitment as multi-faceted components of member loyalty to the organization, an exertion of additional effort beyond minimum expectations by the members, mission and goal harmony with the organization, and the advertent desire to retain membership. Bateman and Strasser (1984) concluded that organizational commitment is a precursor to job satisfaction rather than a byproduct.

The common dependence of individuals on organizations is primeval whether it is observed in the behaviors of ancient tribesman to early fiefdoms to civilization as we know it today. Individuals and the group co-existed, albeit it may for self-serving concerns. As previously recited commitment is generally brought to the organization or group by a member rather than the result of the group.

Member failures are often built on passive allegiance rather than the constant building of meaning in their life. This deficiency may be gleaned through blind commitment. Leaders at the same time scurry about the workplace attempting to apply interventions to improve the job or reduce tensions, all of which may result in higher job satisfaction but not commitment. Leaders and members attempting to attenuate commitment to self, to the group, to family, to one's faith, doing something of meaning, in growth, and kindness toward others is simply drinking from the fountain of compassion, love and understanding. It is incumbent upon leadership to create the environment for growth and development because you can't fix your people, you can only help them grow.

Commitment is not transient by nature. Still it requires tweaks and fine tuning as society changes, as organizations change to meet the needs of society, and of course as people change to meet the needs of the organization. Members of thriving organizations are encouraged to elevate their input to the highest levels. Contemporary work forces consisting of Gen X, Y, and Millennials want all the tools and toys available to make their job easier and then want management to get out of their way.

Responsibility and Accountability

Ken Blanchard (2007), a motivational researcher, often extolls empowerment as the freedom to act and then being held accountable for outcomes. Merely appeasing today's members does not necessarily achieve the accountability and responsibility component of the leader/member relationship. As an example, in 2011 I was presenting Leadership Survival at an FBI Law Enforcement Executive Development Seminar training session in North Charleston, SC, consisting of law enforcement supervisory and leadership ranks. The discussion surrounded generational differences, job enrichment and job enlargement.

I had the occasion to ask a young sergeant his definition of each and asked that he provide an example. The response, albeit brought the house down in laughter, may exemplify a contemporary U.S worker. Job enrichment for this specific supervisor was simply: “Provide me all the responsibility that I may enjoy and hold me accountable for none of it.” Needless to say there was work to be done with the sergeant. Should accountability go unabated in an organization, family, or government then it becomes a river without its banks. No direction and discipline relegates leadership to an ambiguous term.

A nexus to commitment is the value of accountability and responsibility in decision making and creating environments vital to the essential decision making of all concerned. A significant point at this point to remember is: Not all decisions are correct, so don’t shoot the messenger. A leader may find him or herself enjoying member input or at least the trust (albeit may be fleeting) that members will share ideas with the leader. None-the-less not all ideas can or will be used in every decision of a leader. Presented in the opening statement of this chapter was “decision making is a series of choices.” Ergo, ecstasy is having choices, agony is having to make one.

As a parent, teacher, coach, police chief or president, one’s authority is obvious. What is not necessarily visible to the naked eye is authenticity of the person in charge. Effective leaders must be authentic in order to achieve true followers. All too often leaders in their haste to get started, brush past authenticity as an essential element of leadership. A leader may have established true authenticity in a former position, but make the failing error that it will automatically carry over into the new role. Not so fast, take a moment to reaffirm leadership

values. In order to be an effective principal you must have principles. In this day and age one in a governance capacity the leader must be effective with people and efficient with things.

What is your structure for accountability, and how do you hold or would hold someone accountable and responsible for decisions rendered? How might blind loyalty to a mission or head of an agency impact the process?

A peril of decision making, especially group decision making is Group Think. The leader must be cognizant of a dynamic that can overcome the task and the organization. Group Think; the desperate drive for consensus at any cost that suppresses dissent (Janis, 1971). Janis (1971) describes Groupthink as involving suppression of critical thoughts as a result of internalization of the group's norms. There exist eight symptoms of groupthink and they are: Invulnerability-illusions of invulnerability to take extraordinary risk; Rationale-collectively construct rationalizations; Morality-believe unquestionably inherent morality of group; Stereotypes-hold stereotypes of leaders of enemy groups; Pressure-applying pressure to dissenters to fall back in line with group view; Self-Censorship-avoid deviating from what appears to be group consensus; Unanimity-judgments expressed by members speak in favor of majority of group; and Mindguards-protect the leader from adverse information.

First in order to guard against this dynamic, leaders must insist on tell me what I need to hear; not necessarily what I want to hear theory. Second, assign a devil' advocate that will ask the tough questions in every group. Third, encourage the questioning of group results and process, and fourth, when a leader assigns a policy-planning scenario, he/she should remain neutral and not state a preference, the group should set up an outside evaluation mechanism to test the decision, and finally test it within the subgroups within the organization (Janis, 1971). It is my contention that if the right number of generational members is present, this should be easier (Salahuddin, 2010).

CHAPTER VII: CASE STUDY

EVALUATION

Hypothetical Case Study

You have just won an election as the leader of a very powerful, wealthy, and free nation. A nation that the world looks to for leadership as well as those residing within its geographical boundaries. The election itself has been tarnished by outside influences from an authoritarian/dictatorial nation that remains an advisory to the free world. The free world your nation provides leadership for and represents.

You begin your administration by attempting to orchestrate Supremacist Policy (A person that advocates for a particular group) of which much is stopped by the highest courts of the nation. You begin to make ties with former enemies of the nation and your administration is rife with controversy dealing with political malfeasance. A hallmark of your administration is serial fabrication. During the period of less than two years in office you and your administration have logged over 3,000 proven known misstatements and outright lies. You have vowed to turn the place upside down and lead through chaos. You openly agree to a deal with your legislative body on one day and within hours you renege.

You have made definitive statements as to your superior intellect and that those before you had no idea what they were doing and you set your sail toward disengaging former allies nationally and internationally. In essence, you rely solely on yourself and have claimed yourself as the “Smartest Person in the Room.” However, your party affiliation is alienated with divisive splits over policy, the opposition party is seemingly absent from the debate, and the nation is in what appears to be resorting to tribalism (political enclaves), separatism (independence), and Isolationism (seclusion from other nations).

As the leader of the free world you have been quoted in your admiration of international dictatorial leaders that the people of the nation do as the leader says! Term limits are set on your tenure in office, but you have remarked how nice it would be to be President for Life like a dictatorial country you recently visited. In short, your judgment, integrity, value system, legitimacy as a leader, and style has been called into question by the masses. Your faithful followers have circled the wagon isolating you from the real world.

You now have, as a result of some of your action, a special counsel appointed to investigate, on behalf of the government, possible illegal activity during your campaign and crimes uncovered. You wake up before the end of your second year in office and say, OOOOOPS! What have I done? How can I fix this mess?

Now I'm just saying this scenario could happen, not that it is anything American's have ever been confronted, but it could happen.

- Readers using outside scholarly articles or peer-reviewed text define what approaches the current leader of chaos has used to get into this predicament.
- Readers will then support their opinion with outside research using scholarly and peer reviewed text describing what it will take to fix the problem.
- Is it too late to fix it?
- How could the leader build trust at this point?
- What can the leader do that will engage you to support him/her at this point? If nothing, explain why you have closed the door on this person.
- By the way you voted for him/her to begin with.

*“Nobody cares how much you know, until they
know how much you care”*

Theodore Roosevelt

CHAPTER VIII: LEADERSHIP SURVIVAL IS OF THE MOST PREPARED, NOT NECESSARILY THE FITTEST!

What it takes you already have.

Successful leaders in the 21st Century are those that have been able to meet their purpose, attain organizational goals in spite of the size, complexity, and setting. This has been particularly hampered by the severe divergence of community from their heritage and roots. A relatively simple truth of leadership is that the leader shall face conflict daily, some deeply rooted, some on a larger scale than others, and some based on mythology. One may find the latter difficult to believe especially in societies of substantial technological advancements. Organizational members should be more astute than any preceding generation where information is merely a finger touch away.

Closer to the truth may be that technology has been more destructive instead of helpful and perhaps has attributed to the collapse of critical thinking that attributed to American deterioration and debilitation on many fronts. The technological explosion experience on a global scale has generated impatient attitudes and behaviors resulting from technologies. The lack of patience's requiring instant gratification has exchanged critical thinking for instant information. Survivors in the contemporary decision making domain have embraced the new

generation. The bombardment of constant information (not necessarily accurate information), the rapidity of change, and methods that empower a membership in order to complete a mission.

Suffice it to say the “APP” generation widely differs from previous keepers of the gate. Maybe not so bad. General statements such as this may cut a swath into the integrity of the author, enraging parents of younger person’s resultant of profiling this group with such broad strokes of the generational brush. But not so fast, this statement is not without relevance to the topic at hand. I ask you to ponder the following and take a self-reflecting moment to construct your response. I assert with absolute certainty that there is no “APP” for your dignity, humility, and honor.

Actually, when is the last time you witnessed a young person read a book to obtain information? When is the last time you asked a college student to describe a card catalog and define its purpose? What makes the younger generations’ time more important than that of boomers or preceding generations? How can the younger generation feel greater pressures are placed upon them than were those imposed on previous generations? Honest reality would dictate that one has probably witnessed more an application of an “App” than critical analysis from text in order to satisfy the instant gratification craze.

None-the-less, spoiling the next generation has become a ritual, especially since opulence and lavish living have become a goal in life. For the most part you as a parent, teacher, and leader have not done so without love, affection, understanding, benevolence, and in many walks of life through innovation keeping up with the Jones. You want your children or subordinates to have better and not to have to go without just because we may have. How has that worked out for you?

People are a leader's most prized asset.

Perhaps for the sake of being in-tune with our children we (Boomers) have succumbed to digital prostitution or perhaps we have yielded in order to achieve business or financial gain or remain marketable. In any leadership scope an important factor is to understand that the most valued resource within your organization is the individual members. As a head of an organization one is obliged to recognize member needs, where they are currently situated, and where they need to go. Succinctly, they must grow their people in the face of constant change and complex concerns. At the same time society, community, and organization are subjected to an environment where change is so rapid the only stable that we shall become accustomed is change (Toffler, 1990).

A raging debate in the United States today is the lack of positive attitude by younger generations. The former statement I do not subscribe at 100%. The Gen X, Gen Y, and Millennials or “Z” have been criticized for their lack of patients in search of instant gratification. Leaders today are abundantly accustomed to the demand to create a new vision, a new direction, a new this or that. Decision makers today must create different environments that thrive on innovation, collaboration, ingenuity of communication, creativity, open-ended diversity, and last but not least fun in the workplace.

Workplace environments require flexibility of participants and is energy draining due to maintenance heavy requisites. This environments success is conditioned upon a flexible vision. How in the world can a decision maker attempt success when she/he has a moving target? One only has to look at the demands made of and criticism leveled at affiliation policy for the lack of leadership or failure to provide a new direction. Can leadership be reduced to such a simplistic proposition? In light of topics discussed thus far, I submit it cannot and will not. Most will

acknowledge there is no turning back neither in time, place, nor space. But then who really wants to? So professor, teacher, mother/father, student leader, athlete, student and so on, anything here sound familiar to you?

One size *DOES* not fit all.

Not everyone is acclimated to the same life clock. Men and women mature at different rates. Some lives have gaps, this is defined by me as periods of restlessness, uncertainty of the future, unsure of self or lack of self-confidence. None-the-less for many there arises an epiphany, an awakening, the AH HA moment that one realizes what he or she would like to strive for.

<https://youtube/Xdk2DFbjKRo>

This was not always the case. At one point in our history we knew what our destiny was. Generally predetermined by parents. Women at one point in American History were thought of as bare foot in the winter and pregnant in the summer. The home was the place for the women. There existed at one time, the “Rule of Thumb,” generally associated with the right of husbandly corporal punishment over his wife.

http://articles.baltimoresun.com/1998-04-17/news/1998107056_1_rule-of-thumb-phrase-rule-false-etymology

Then the United States was plunged into WWII and the factories were staffed by women labor as men marched off to war. At wars end the male wanted his job back and Rosie the Riveter was not so inclined to return to the kitchen. A paycheck from a job that was hers equated to independence. A country was grateful to the factory workers that supported the war effort, but a simple thank you was less than adequate. Women’s rights and equality merely acted to highlight diversity in the workplace for years to come.

Much of this change currently is at such speed that it creates complex conflict and problems. It is inevitable by adding difficulty to contemporary decision making. This undercurrent must be understood by leaders and is seldom realized by rank and file society. More often than not, inaccurately interpreted change takes on intractable attitudes of subordinates that find it permissible to leave assignments with greater degree of difficulty undone. In other words, they may be expecting a due over (video game remedial education), or if is important someone will tell me. The one that has endeared itself with me as a college professor is, I couldn't get your work done because I had classwork to get done in a more important class. Well, ok then, why don't you grab your "F" now and take the rest of the semester off.

Second chances.

The truth of the matter is in life, none of us would not have achieved what we have if it were not for second chances. As I write at this moment, I believe just today I am at my 2,346th chance and that is with my wife alone. However, how has it been engrained that second chances are automatic?

I was instructing in a three day seminar on leadership and was discussing pitfalls of leaders in terms of "Job Enlargement" (piling on of competent workers) in comparison to "Job Enrichment" (creating responsible work atmospheres). The group was asked to provide their definition of accountability and responsibility. The first person to respond cited the perfect job he expects is that he is provided all the responsibility he can handle and that he is not held accountable for any of it. Obviously, there was much work to be done with this lad. However,

the failure to fully understand responsibility may be more consistent with contemporary attitudes of members entering your organization than one may think.

No one gets a participation trophy in life.

Briefly, let us take a glimpse at contemporary society. From about the end of the Boomer generation (1945-1960) and the beginning of the new we observe many differences. First, Boomers had Woodstock, those after did not (What do you think this means?). Second, the new technology that the Boomers are ridiculed for lacking knowledge, was invented by Boomers. Third, the Boomer magnified their parents' wish to make it easier for their kids. Fourth, change was forced upon the Boomers at blinding speeds (as well as preceding generations). As Alvin Toffler writes in, *Future Shock* and the Boomer was ill-prepared to deal with the change. Fifth, the Boomer demonstrated great resilience staying with change to the surprise and frustration of new generations. Sixth, and final, Gen X, Gen Y, New Millennials, and Z Gen, require change, demand change, need change, can't live without change, and when confronted with matters residing in the Grey Area, they freeze. In many walks of life, specifically in military or law enforcement environs, they may not get do overs as accustomed through video game training.

Political correctness.

Unlike generations prior to the 1960s, diversity has become a way of life. In most of my classrooms today the students are from foreign countries, many from large metropolitan areas, and represent many ethnic groups. When asked how many of the student's high school classrooms resembled their college setting, the majority responded in the affirmative. They only know diverse populations and have become accustomed to the folk-ways and mores of the

populations represented. Celebrating diversity is not new to this age group; it was a learning curve for their grandparents and great grandparents.

The Etiology (causes) of Political Correctness (PC) may be traced to the need to combat bullying, eliminate rudeness, and insulting language often accompanied by unwanted tasteless behaviors. Problematic is the new term devised to replace the repugnant term gradually enters common circulation, and speakers use it in the same way that they previously used the preceding term. Euphemistic terms find their way into language to make difficult terms of content easier to discuss. Did I happen to mention the only lottery that I ever won was the U.S. Draft in 1969 (Vietnam War-I served state side at a military prison). As an example, during my short military career in the U.S. Army it soon became abundantly clear to me how they can train normal men to kill an enemy. Dehumanize the enemy, refer to them in euphemistic terms, no faces necessary, and hate them before they can hate you. Now I could have sworn that someone said that the current occupant of the Oval Office never served in the military. This guy doesn't even hate equally.

Newspeak, a language "designed to diminish the range of thought," in the novel 1984 (1949) by George Orwell (Merriam-Webster). Essentially newspeak was supported by narrowing the choice of words used to replace others in language to a minimum. Ergo replicate PC albeit for alternative motives but none-the-less those replacement words were narrowly crafted. Unfortunately, PC began to take on additional language/words that had or could have the same meaning and labeled those as objectionable as well.

Critics of PC believe that it has worn out its welcome. None more vocal than from academia. Political correctness has worn out its welcome. A protest against PC is that it strikes at the heart of intellectual curiosity. Critics argue that PC through garnering euphemistic

replacements loses meaning and ability to grasp true objectivity in intellectual thought and expansion. This group of critics maintain that PC created censorship of academic freedom.

This writer does not advocate for crude, rude, disparaging comments that further degrade a marginalized population. Rather, I follow the criticism of others that PC may be impacting messages and certain language required to adequately explain contemporary social problems and issues confronting leaders. I submit the tone and context of delivery of message deserves greater attention than the word itself. Words matter, but so does the tone and context!

As an example provided by O'Neill (2011) where does the alleged rudeness of the term retarded originally come from? If not from the term's literal meaning, it must come from its delivery: the tone and context in which it is delivered. Advocates of political correctness decry the ability for language delivered in a neutral or positive way through acceptable context or tone can be used that would otherwise fall under the scrutiny of the PC police. Critics suggest that PC language has become a fashion accessory, faddish, perhaps outlived its usefulness.

http://www.independent.org/pdf/tir/tir_16_02_8_oneill.pdf

In the continuum of a pluralistic society one should never take their eye off the ball, but is PC patrolled by the PC police necessitated as it once was or does the growing multi-diverse populace become the vigilant centurions? No doubt if our Martian friends peeking in on America today, specifically Washington, D.C., they may observe a myopic viewpoint relative to diversity and be judgmental of the remainder of our great nation. The following link from the Huffington Post expresses point/counterpoint whether PC has gone too far.

https://www.huffingtonpost.com/bj-gallagher/the-problem-political-correctness_b_2746663.html

Everything is dependent upon everything else. This statement should not jolt anyone from their seat. Especially in a global economic setting, world-wide-web technological community, fringe societies (terrorist), tribal politics, and debilitated institutions that were once exhaustedly relied upon for hope and inspiration. The once sought-after roles in society or desired foundations have been relegated to memory rather than reality. No wonder our youth often hear the elderly speak of the good ole-days.

A primary foundation of interest is the contemporary family. Once deep rooted in values of faith, love, caring, sharing, and diversity served as role models for the remaining society. The partial, if not total collapse of coveted traditions along with the lack of face-to-face communications has hampered leaders today while discouraging others from attempting the now unpopular role (Gardner, 1990; Siegel, 2011). So, after this depressing summary to this section, where do we go from here? Do we just throw our hands up in the air and claim surrender? No, because up to this pint, hopefully each section read gave pause for self-reflection. You've got what it takes.

<https://www.youtube.com/watch?v=vK8-XtoyWy8>

*“There is only one way to avoid criticism:
That is to do nothing.”*

Aristotle

CHAPTER IX: YOU CAN'T FIX YOUR PEOPLE; YOU CAN ONLY HELP THEM GROW!

Heavy is the head that wears the Crown!

As previously alluded, leadership principles have a tendency to lend themselves to probabilities rather than universal truths. Erving Goffman, an American/Canadian sociologist provides insight into how the female is subordinate to the male, not by natural trait, but more so through objectification and advertising. Why discuss this at this juncture? Simply this, Hartman (1990) contends that a person may learn from many areas, disciplines, manners and effects. Thereby, Goffman provides an interesting aspect of the Ritualization of Subordination that one should be able to draw comparisons between his research and that of leadership. The below link is provided to introduce the reader to this concept. The reader then may take a moment, and from what you have read in this material to date, draw upon your knowledge, imagination, innovation, creativity, and experience to make a comparison.

Wait a moment, first understand the term ritualization according to Google Dictionary and that is “the evolutionary process by which an action or behavior pattern in an animal loses its original function, but is retained for its role on display or other social interaction”.

<https://genderdisplays.wordpress.com/theory/>

Hopefully, the reader may understand why this author has provided Goffman's theory for review and comparison. It is important at this point in the text to quickly review leadership traits previously discussed. Then recall a few of the leadership styles provided. Now ask yourself, does a leader require all of the traits all at once, or might it be thought of as individualizing traits for each separate setting or member? A leader does not have time to do that, you say. I submit a leader must take the time and do just that.

Generational differences impact style and trait use. Teachers have found that one method does not fit all. Teaching students to be self-directed is essential today more so than previous generation, and I submit so is coaching.

Personal goal: Improve those in the organization.

Leaders should strive as a personal goal to leave an organization better than when the leader found it. On a personal note and to repeat myself, I have taken over three different situations and none were at the top of their game when I arrived, but were better off when I left. This is not solely attributed to me as much as it is to an attitude; their attitude to make the organization better, and for each to better themselves. Simply put, a leader cannot change the people; a leader can only help them grow.

I have never entered the door of a new leadership role with solutions. I did, however, have a host of questions. What I did bring with me was perspectives from different venues from a differing life experience. I have usually attempted to involve each and every member in the process. Although not always successful in gaining participation of each member, they were at least afforded the opportunity if they chose.

That really is not good enough. Sideliners in any organization that sit back and provide ridicule instead of honest input may be considered a thief amongst us. Honest effort to bring about change for the good of the order can be resisted on many fronts. The defined member(s) may resist based on ulterior motives, angry, or disenfranchised. The member steals the life blood of the association when those in charge have their back turned. This may be the person that smiles to the agency head in the face and stabs the same person in the back. If you have been married to the theorem that the shortest distance between two points is a straight line, you may want to give that a second thought. The disgruntled employee will undermine you where and when possible, usually under the cover of darkness, and creates cliques of like-minded members.

“You cannot change the world by yourself, but you can try to make it better for someone else. You are the leaders of tomorrow”. *(Dr. Mark Whitman, Alfred State College)*

How can the person in charge overcome monumental odds? Who is using manipulation now, leader or disgruntled follower? Who may be looking for something in return for something else (Transactional behavior)? These may be used to the benefit of the agency head. First, the grapevine in any agency is generally 90% accurate. Use it! Broadcasting your message is not restricted to formalized channels. In most agencies of 100 persons or more it normally takes 3-5 years to make a change. Possible influences may be a highly unionized setting, traditional settings that have not experienced much if any change, a change may be viewed as disruptive or caustic to agency life style, and if the new leader is an outsider this too may cause consternation.

Second, any time change is required; gaining grass roots support is critical. The support is both internal and external to the organization. In a setting that I was familiar, a schedule change proposed by management was hotly debated. Even though it profited the rank and file, it was being rejected because it was not the opposition's proposal or they wanted something more (transactional relationship). The bargaining issue was verbally slipped in an area that agency spouses were known to work or shop or recreate. The proposal was discussed by internal members in an external setting sufficient to show the "What's in it for me" for the member, and specifically the member's spouse. Specifically, more time off in consecutive days. More manpower working the shifts provided additional safety and members gained vacation time by taking vacation between days off. Additionally, external groups became involved when they found it meant more members patrolling their neighborhoods during key hours. The change did impede upon the opportunity to achieve overtime pay that had to be minimized against the useable time off for family events. So who prevailed in that deal? The spouses did, of course.

Third and more importantly don't make a decision and then ask members for buy in. That is unless you are of the Authoritarian style. Let me provide you a story I heard at a conference that I attended for executive development. It goes like this.

Saddam Hussein was meeting with his Generals, Interior Ministers, Economic Advisors, etc. He asked the question, "What are we to do regarding my policy over the new tax structure?" One brave attendee said, "All mighty and benevolent leader, righteous being of the people, reduce the taxes against our people, and when the economy survives as it will under your judicious leadership, raise the taxes at that time." The tyrant said, "Interesting, come walk with me my faithful follower and let us discuss your plan." They got outside the room, the dictator pulled his pistol and shot the dissenting soul. Saddam

Hussein returned to the table, put his pistol on the table, and asked, “Any other ideas.”

The room remained mute.

I dare with reasonable certainty that the dictator’s question would have been better served prior to enacting the taxes instead of asking for blind approval. Who knows, the poor nonconformist may have proven valuable later in his administration. In American society, people become members of an organization at will and are generally not expendable.

Soon it became abundantly apparent to me that generational differences acted as an impediment and have found the beginning of change was in each members involvement no matter how slow the process. I found the stick to it attitude, was from time to time, a heavy lift. This is a difficult task for the boldest of heart, but in my case I would call upon on my self-beliefs for inner-strength. I have always made an attempt to improve whatever organization that I have been in from within. The participatory leadership has been within me since my military days. Besides, the greater the input, the less bullets it takes to get through a staff meeting.

If the reader has not yet gleaned from this material to date that power or specifically authoritarian power is not a main ingredient to gaining support from the organization’s membership in normal situations, I have then missed a golden opportunity. In fact, power in this instance may be a self-exposed club to hit the leader over the head with. Now before venturing further, authoritarian power is required in tactical situations when guiding young men and women into harms way. Although the follower must have ordained confidence and trust in the leader, that trust is generally built upon skills, training, practice, and readiness of the follower. He/she knows what they are doing is correct. This is particularly true in most public safety and

military situations. Followers are trained to react positively to an order, “Just Do It” may be the only mind-set when complying.

Alvin Toffler (1990) in his book, *Power Shift* submits that power is knowledge. Knowledge is the currency of contemporary society. With knowledge economic means become more accessible to society. Peter Drucker (1997) argues a slightly different point of view regarding knowledge. He observes knowledge as making itself obsolete. Today’s knowledge is tomorrow’s ignorance. Data collected was stored for economic value, improvement dealing with external issues, and what he referred to as an Executive score card. Although at the end of the day, knowledge of valued resources has become key to advancing the workforce. That is caring about the organization’s people.

I have personally adapted the concepts of both of these two scholars, but have used them somewhat differently.

1. Make those around you smarter than you, your job gets easier.
2. When you make those around you smarter, you empower them, therefore listen to them.
3. You’re not the smartest one in the room and never have been.
4. Catch them doing something right (Blanchard, 2007).
5. Finally, “coach em up,” every waking moment. This requires energy on the leader’s part, maintenance heavy but the rewards are worth it.

The most valued resource of any organization are its people; leadership will continue to invest in machines (technology) in order to be efficient, but it is the people strength of the organization that will continue to make it great. A perpetual metamorphosis exists in the public safety arena as technology continues to broaden the distance between leader and manager (Stage

& Dean, 2000). The constant opening of new borders and international markets and diversity in workplace and community requires a huge investment in our labor force. Regarding public safety, it is a very labor intensive industry; tools have made us more efficient, but it is our people that make us effective. Catch your people doing something right, MBWA, be there when they don't need you just to have a conversation about what is important to them. Listen until it hurts!

Coaching

Based on the final paragraph of the preceding evaluation section, it is important to emphasize the following statement: Coaching is more important today than any time in our history. It is important to be efficient with machines, but it is more important to be effective with people (Drucker, 1997). So what is it that makes a coach/mentor so significant?

Behaviors exhibited by good leaders are:

- solicit and provide feedback often to members;
- continue to empower the members; create buy in through attitude;
- create an environment that the members can take ownership of decisions without fear of retribution from fellow members;
- fit the member to the right task; continually review the member in the task; and
- communicate leadership expectations and evaluations of members.

The list then requires that a coach/mentor is accessible to the member under their guidance. This does not require a 24-hour on call availability, but be there when they need you. The coach/mentor requires preparation to perform their task effectively. The one characteristic the coach/mentor must bring to the table is caring. This to my knowledge is not teachable. Learning why one should care is not the same as naturally possessing the caring trait. With

every waking moment build trust, exhibit trust, understand that mistakes are learning curves and not life threatening. When the coach/mentor makes a mistake, own it. Finally, not all members are teachable or trainable. Not all members are capable of being a success story. A coach/mentor must know when it is time to cut their losses and let the member not reaching expectations loose (Gunn, 2016).

Studies demonstrate coaches that frequently display these traits achieve positive results. In order to competently and completely bridge the gap from tradition through the change process, it is essential to translate program goals/vision in the organizational work ethic.

“It is impossible to be perfect all the time, but when the time comes, be perfect once.”

(Dr. Mark Whitman, Alfred State College)

A coach of a mentor grows members; that’s what they do. Coaches/Mentors seize upon opportunities to aid the member in growth. Thus, I find coaching essential in today’s work environment. Coaches have emerged due to two primary relational links. First, technology has created an opportunity to flatten the pyramid, and second change has been rapidly thrust upon society enveloped with generational differences has created the need for a facilitative coach/mentor/manager in most organizations. Hagen, (2010) reflects upon the importance of coaching as: “Since many managerial scholars and practitioners now see organizational learning, and thus organization member knowledge as the key to competitive advantage. Coaching has become a major responsibility of managers who mentor, learning champion and coach” (p.791).

The desired traits of a coach would be but not limited to those displayed by the transformational leader. More specifically, they would be at least: soliciting input and provide feedback; empowering members through a leadership culture and changing atmosphere;

increasing members perspectives through member buy-in; communicating expectations while at the same time fitting members to tasks required (Hagen, 2010).

The adage that you can become whatever you wish in America has primarily served to create a disillusioned follower. It is essential for an organization to expose followers to the harsh reality of the job, task, member capabilities, and mission and demand a response. It is only false hopes and future anguish on the part of the follower-member as well as the organization if he/she is not held to a high standard of performance and continue to require more (Heifetz and Laurie, 2001). Those that have taken charge may not decrease standards to meet employee ability, but to the contrary, continually raising the bar in order to act as a stepping stone toward the next level. A leader that does this will force disputes and an opportunity to resolve them. I ask you to recall a previous discussion regarding standards establish minimums and minimums establish status-quo and status-quo establishes mediocrity. Perhaps that statement makes more sense at this stage.

The leader/follower relationship should grow as a result. Vital to this discussion is that the leader/member develop their meaning of compromise. That does not mean, give me or I quit, or do it my way or you are fired. In order to accomplish the leader-follower method of leadership a series of relationships must be developed. During my tenure as a police chief I have maintained you first build relationships, leadership will follow. Followers must be associated with the mission and relate to the leader to ensure commitment.

If you're going to Grow Em, Grow Em Right!

As an example, policing instituted Field Training Officer Programs (FTO). This not unlike other disciplines was initiated to further develop personnel upon graduating from a police academy or like training. The FTO program is peer counseling/coaching that helps develop the

police officer in confidence, ability, and training which is in deep contrast to years gone by of baptismal by fire. Police leadership has learned that the benefits are multi-fold; first, the candidate he or she obtained a coach trainer that provides leadership and guidance in a tumultuous environment; second, the FTO becomes a better leader and enjoys self-development readying the FTO for the next step in their policing career, generally the rank of Sergeant; and third the FTO is provided the responsibility for developing the legacy of the department by who stays and who is terminated during the probation period. Leaders of the organization have empowered others to decide the fate of the agency, sharing power.

Retrospect: Lost ingredient.

Leadership is the art of mastery and this is gained via mastery of self (Kouzes & Posner, 2007). In order to achieve this mastery one must continue to gain self-assurance in his/her beliefs, be well grounded in those beliefs and have the intestinal fortitude to maintain them against insurmountable odds. All visions begin with personal beliefs and assumptions (Anderson, et al, 2006). From this point, the vision formulates the goals and strategies to gain the intended results.

A pressing situation that continually haunts a leader is the constant nudging of his/her conscious to find answers. It is this probing that will enable a person to develop into an effectual leader and continue to improve the leaders understanding of others and build on motivational skills and provide purpose (Kouzes & Posner, 2007). In other words, why do you get out of bed each day and go to work? What are the demands made upon the member? Are the demands sufficient to aid in the personal growth of the member? Now you know what keeps you awake at

night. A purpose is reason to do anything (Anderson, et al., 2006).

Leaders lead, even when they don't feel like it!

During my leadership experience developing priorities was not difficult at all. The heavy lift lays within leader enthusiasm, energy, and purpose. Getting things done through others while maintaining relationships is maintenance heavy and requires a stick-to-it-ness attitude. I found this to be the most exhausting element of leadership, it is difficult to maintain the strength to stay with it. As leaders you must fight the urge to succumb to the easy way out, setting your own value centered priorities aside while attempting to maintain the organization's values. The number one priority should be the fashion in which the organization grows its people. Growth in turn matures the organization while enhancing the productivity. The productivity ranges from creating widgets to service to customers.

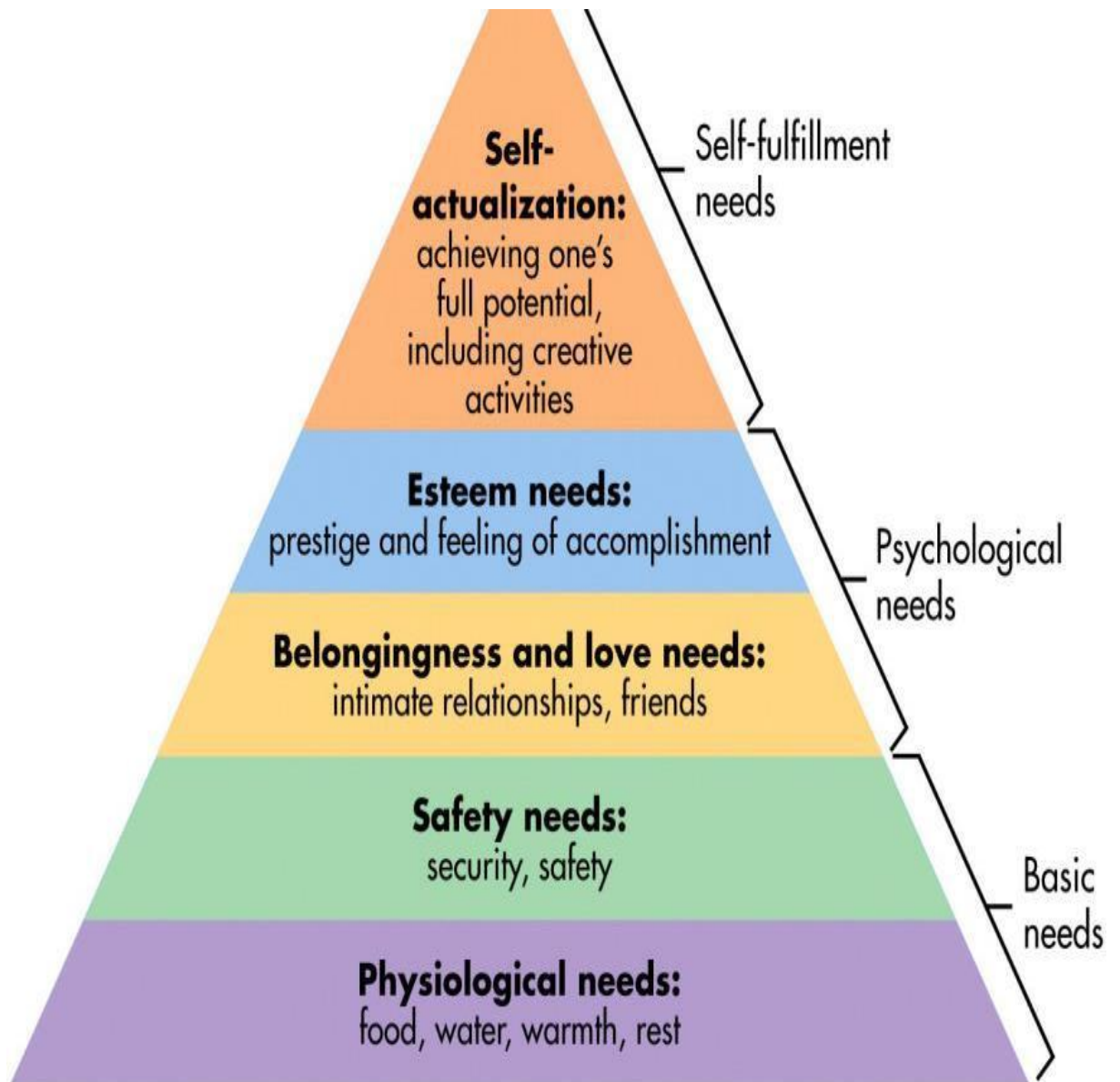
When leaders truly do a self-examination and an examination of the organizational values and goals they usually find that they are not far apart. I have worked at mastery of my leadership skills for twenty-eight years, and I am still chasing the end game. Nonetheless, I am not afraid to face the person looking back from the mirror each day. As a parent, teacher, coach, leader, I say with absolute humility that I have survived with honor. How about your claim to fame? Can you make the same claim? I am confident you can.

Coaching Summarized

The contemporary leader must create a culture of leadership, especially in a world of constant change. The greater the change the greater the motivation for change must be by the membership and the leader must motivate people to provide the coaching/mentoring and

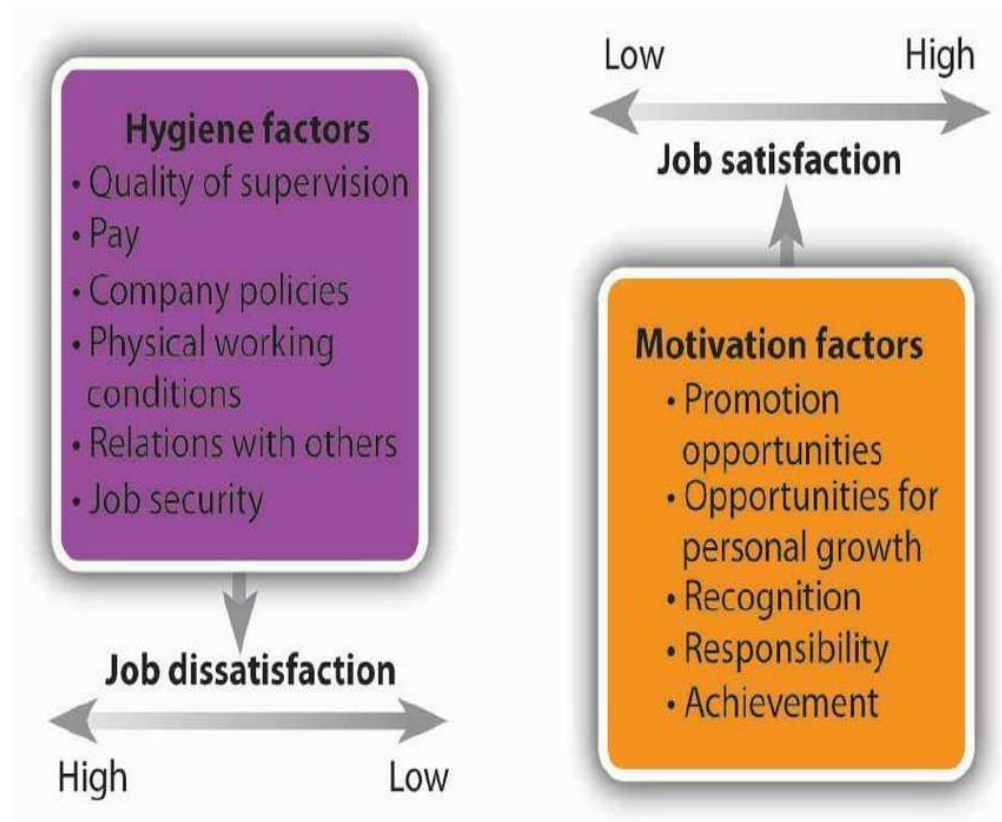
leadership at each level to meet community demands. There is nothing in a title that provides the traits or characteristics for leadership, the leader most often learns as he/she goes developing into the hybrid leader required in today's environments (Kotter, 2001). Leadership is not management. Leadership is motivation; influencing membership; creating environments for change and organizational vision and developing new leaders beginning at the entry level undertaking. Both in contrast with each other, management is more task oriented, attached generally to single goals; and concerned with process over style (Gardner, 1990; Ortmeier & Meese, 2010; Kotter, 2001; and Zigarmi, et. al., 2005).

These theories overlap each other and meet Maslow's and Hertzberg's needs and motivation factor that remain critical today in the most professional arenas and neither of the theories resides in a silo, but I provide a few examples for this discussion.



Maslow's Hierarchy of Needs

<https://www.youtube.com/watch?v=wx3qR3gLh60>



Herzberg's two -factor theory

<https://www.youtube.com/watch?v=f-qbGAvR4EU>

A leader's personal quality (Trait Theory) is critical to get along with organization and community members, and provide an atmosphere of cooperation. The Contingency Theory fits in most tactical situation but as an outside Chief brought into an ailing department, the Chief will need to fit the situation. Behavior Theory is generally displayed by the first line supervisor and is more task oriented rather than goal oriented. The Transformational Theory is providing the vision, creativity, and imagination that make you the leader of the organization.

Certainly, the preceding is not the only function of each theory, but presented for the sake of providing an idea where each may fall within an organizational process. Since leaders are not born and they learn their vocation and leadership skills as they progress in the organization and

life (Gardner, 1990; Kouzes & Posner, 2007; Kotter, 2001; and Ortmeier & Meese, 2010) many factors aid in their development of which each of the preceding theories builds on each developing a complete leader.

Using myself as a law enforcement CEO for nearly three decades, I can personally attest that the new generations required constant re-evaluation of my style as generational difference. Generational difference impacts leadership style and organization outcomes (Salahuddin, 2010). It is implicitly recognized in law enforcement (slower than private industry to grasp) that we cannot change our people; we can only help them grow.

In light of new generations with less worldly experience and greater thirst for knowledge, and organizations that have undergone flattening of the pyramid through downsizing or right sizing due to technology or workers lacking technology skills; coaching and mentoring became more important than ever. Most leaders now see organizational learning, and organization member knowledge, as the key to competitive advantage, coaching has become a major responsibility of mid-level supervision who often are expected to facilitate the learning of employees, taking on the roles of teacher, mentor, learning champion and coach (Hagan, 2010).

In summary, law enforcement leadership is in the same state of flux as society and no one theory is correct all the time, but act in conjunction with the other. No one size fits all and these theories overlap and is required to develop public safety leaders. Albeit the dialogue has surrounded the policing industry; items discussed are present in most if not all contemporary disciplines. Coaching advances the vision, mission, stability of the organization, and member loyalty to the mission. Again, a quick recollection of our discussion, members probably will not be loyal to an organization, but may be loyal to a mission.

Before we begin to look at leadership profiled in the following snippets, make a few mental notes of what is important to you in a leader. Now, in the same mental notebook what are you willing to do? What will it take for you to take your life experiences into the fray? If you look up *Bullhead* in the dictionary, will we find your picture, or do we have to look up flexibility to find it? What ideas do you have for coaching? If coaching is not important, then why not? As a side note, could you coach someone like the current occupant of the Oval Office?

*“Don’t make promises, make
commitments”*

Dr. Mark Whitman, Alfred State College

CHAPTER X: HOW DO I KNOW IF I HAVE WHAT IT TAKES?

The place that one finds themselves today does not necessarily represent who they are. However, from where they have come is a fair representation of whom they may become. Let’s begin with the following snippet and let’s see if collectively we can figure out what is the author’s meaning.

I was born and raised for the majority of my youthful existence in Hornell, NY. A small city nestled in the foot hills of the Allegany Mountain region in the southern tier of New York State. Located approximately sixty miles south of Rochester, NY, and equidistant between Binghamton, NY, to the east and Jamestown, NY, to the west. A city of families that pretty much knew each other, one high school and junior high school, and several neighborhood elementary schools. The city less than five square miles had ten wards and a city council member to represent each one. I had to leave my city and move to Florida at the age of ten because mothers and fathers do not always stay together.

The city, in my youth had a handful of small light industries. The major employer was the Erie –Lackawanna Railroad. The locomotive shops were located in Hornell as the city was considered the mid-point between New York City and Chicago on the line. A strong substantial line not encumbered with tunnels that would inhibit high loads and major metropolitan areas to slow the trains down. During Hornell’s heyday the Erie had most of its

operation located within the City. City pride was enthusiastically displayed in most walks of life and school sporting events to be sure.

Hornell, NY, served as the shopping and recreation hub for a three hundred mile radius, a strong medical support and at the time, two hospitals. Hornell had its share of churches and saloons per capita as noted in a publication of an Almanac (As rumor has it, but will take it as face value for purposes of this discussion). The residents practiced many traditions commonly associated with small town America. Needless to say, the City was active and for a small kid growing up, pretty exciting. However, not overly accessible to the outside world during the 50s outside of radio, television, and news print.

I grew up in Hornell, NY, and learned the meaning of family, friends, and relationships. I loved family and learned how differences can even divide a strong unit like a family. I grew up in my city during a time when you earned what you received. This was true in school, family, part-time work outside of expected chores, and the neighborhood took care of every child within its boundaries. When someone new moved in, they were accepted, not belittled or considered an outsider. But if they had an accent or different twang to their speech, maybe they received some ridicule.

I grew up in Hornell, NY learning a devotion to God and to Country. You learned how to be loyal, but not blind. A tradition practiced fairly evenly throughout the community was going to church. Not merely attending, but getting dressed in your suit and practicing your chosen religion. I grew up taking on a religion out of faith and devotion, not as a fad.

I grew up believing in my Country and its leaders. I became afraid when I witnessed on television the Secretary of the Russian Communist Party Nikita Khrushchev bang his shoe on the podium at the United Nations, stating he would bury this country without firing a shot. I guess

that has renewed meaning as our current occupant of the Oval Office plays footsie with the current thug leader from that land. I guess I am feeling that fear once again. I grew up believing in my youth leaders will be there for you.

I grew up in Hornell, NY, learning honesty is the best policy. I learned that if people cannot trust you, then you have nothing else to give. I learned that caring and sharing was an integral part of life. Strangers were not the boogie man in every instance. I learned to be cognizant of my surroundings, but don't fear something new, simply because it was different. I learned that the color of a person's skin does not make them good or bad, but it is what is inside that person that makes them real. I learned that some time the truth can hurt, but is still the truth.

I grew up in Hornell, NY, where kids left home each day to play. Play without fear of the evils of the world preying upon you. We played all day in pick-up games. We played in the evening chasing lightening bugs, playing tag that encompassed your neighbor's yard, we shoveled snow or raked leaves for a quarter and upon occasion found a bonanza at fifty cents. Then on Sunday nights we watched the Ed Sullivan show. This is where you got a look at Elvis, The Beatles, or comedians taking on society before it was fashionable. We didn't have I-pods, laptops, or video games, we had a neighborhood.

Did I happen to mention I was born in Hornell, NY? My hometown probably was not unlike yours, or a neighborhood in a major city. Stability was a way of life especially when one considers we didn't have plastics, we had families, we had tradition, we had employment opportunities that allowed us to continue in our way of life, but we were not satisfied. We wanted to explore outside the comfort of our neighborhoods. This is likened to the old tall wooden ships safe and beautiful in the harbor. But that's not what ships were built for they were built to sail the riley seas, face tumultuous weather, go into uncharted seas, and not stay moored

in the safety of the harbor. They were built to travel the unknown and return safe to the harbors with precious cargo (Personal conversation President Gerald Phelan, NYSACP, 1991). What in the world would we look like if we remained entrenched in thinking the world is flat? We challenged outer space and dreamed of flying amongst the stars, we didn't scoff at those who made it reality. We challenged ourselves to go beyond the last standard, find what is new. We didn't have a throwaway society. Things seemed much simpler then. The only stable we find in society hence forth is that of change! We embraced change, we didn't fear change, but we questioned reasoning for some of it. We understood that not all decisions are correct, so don't shoot the messenger.

Risk takers are innovators.

Subordinates will forever be able to perform the tasks of leadership better than the person in charge, of course until they are situated in the "Chair," in the front office now in charge. I subscribe to the theory that, "Without a past, you can have no future." The problem with our traditional bureaucratic public safety organizations is the manner today's leaders have a death grip on tradition and fail to see past the industrial era of management styles. The traditional leadership and management strategies of the 1940s and 50s are crushing creativity under their own weight (Stage & Dean, 2000). It has been my experience that innovation and creativity do not emerge from the ivory tower of headquarters, but rather from the rank and file members performing the daily tasks. Kouzes & Posner (2007), maintain, "Innovation requires more listening and communications than does routine work" (p. 177).

The industrial era of leadership was designed for the purpose of getting the information flow in one direction; downward and required little if any response; and within my profession,

very much like the Psychotherapy and Counseling arena the police have responded to a body of “expert knowledge” and qualification that were well guarded by the profession for the profession and not to be shared (Totten, 1999). Once a paradigm has been established, scientist enhances their reputations by writing journal articles that are addressed only to colleagues within the profession (Kuhn, 1996). Furthermore, the powers to be had little time for any input outside the organization; fatal to contemporary demands for innovation and creativity. It is critical to stay in touch with internal and external fabricators of organizational cultures in order to be a change agent (Kouzes & Posner, 2007).

Change agents or change centered leadership subscribes to intuitive and creative juices of the membership and leadership in conjunction with power motivated for the right reasons, foreseeing the urgency for change and meeting those demands through swift and thoughtful decisions (Andersen, 2000). Critical to this style is the development of the organization’s members and a strong relationship between leader and follower (Andersen, 2000). Succession planning is a process in trouble, and selecting the right members for executive education requires deeper attention to existing rosters of organizations, and selection of future leaders in cooperation with new vision rather than those in contradiction is a necessity as well as required transformational traits (Haskins & Shaffer, 2010).

There survives a tongue in cheek anecdote that describes the phrase much better, and that is: Leadership is often by the seat of your pants and no one can really prepare today’s executive for what lies ahead. I concur with the statement that a leader can never prepare for every contingency, but does not preclude the need to plan or prepare for the role. The leader must be flexible, able to deal with change and at a more rapid pace each day, and to deal with adversity on the fly. This is especially true when you’re in the mouth of the cat. The one area of caution is

emphasized by Mattson (2007), urban ethnography's "saloon problem" and its challenge to public sociology, is to examine all that is seen and unseen prior to making judgments.

In summary, the successful innovative leader must be caring, sharing, and open to all ideas as described in the preceding as well as possessing the ability to work in teams, be creative and have a keen ability to forecast and move without hesitation. If you can relate to any of the former, you have what it takes. You probably have already functioned as a coach in your life time.

You may not have unleashed your full potential as of yet, but you most likely have what it takes to be a leader. Maybe not the leader of years gone by, but none-the-less a leader. Maybe you are raising or plan to raise your children with some of these same ideals, you probably have what it takes. Maybe you have not realized the same stability as your grandparents, but you yearn for a better life, you have what it takes. Maybe your dreams and aspirations are quite similar to those of your ancestors, but simply in different times. Maybe you need to turn intrinsic beliefs into reality. Maybe you have imprisoned those beliefs out of fear of failure or disenfranchisement. Maybe those are not a good enough reason to take an active role in the game you're already in. I am sure you love your family, your faith, and your country.

Leaders don't take a seat on the sidelines and neither should you. We cannot afford complicity of apathy, remain idle, or wait for the other guy to do something. You're already in the game, you cannot remain lethargic, become active in your own destiny, and for those you hold near and dear. Martin Luther King said "A person's life ends when they choose to remain silent on things that matter" (March 8, 1965). There are many avenues for leadership. Pick one.

“Whoever is careless with the truth in small matters, cannot be trusted with important matters.”

Albert Einstein

CHAPTER XI: CAPABILITY IS NOT AUTOMATIC!

Leaders must have the mindset of cooperation, not competition.

Knowledge, or in this case knowledge of leadership is what we glean from our experience, melding it with our future adding in the rapid and constant change that surrounds us that creates the excitement and thirst for knowledge, regardless the source (Welch and Lyons, 2001). An education degree does not make capability automatic. It is my assertion there exist a tacit and well established truism in individual life as well as in organizations that mistakes are not the end of the world (generally), but serve as training modules for the future. Albeit the rearview mirror contains significant elements that develop our future; it does not remain a place to reside. Don't dwell on those things that you did not do well, achieve greatness through a learning experience achieved. I further contend leaders must search alternative disciplines for comparisons of related social evaluation and examine these alternatives with excitement and enthusiasm. Simply put, compare yourself to what is provided herein and see if it fits and if it does, be my guess, use it, it belongs to you already and if you should feel this is merely another failed attempt at packaging a new Schick, well then I guess you already know what to do with it.

Knowledge is not everything, although essential to an organization. Leadership knowledge is an important ingredient to success of the group. Business and industry today

understands from within the rank and file, and at management/leader levels that flaws exist. The angst with merely patching holes, putting out spot fires, and implementing improvements when time allows is that the innovation for fostering the company mission begins to demonstrate the same holes being ignored. When innovation is set to the side, those competitors with the gusto to go get it take over (Drucker, 2006). This is unacceptable for company or membership, it is the leader turning his back on what is important. The following link helps illustrate this point,

<https://hbr.org/2009/01/you-are-a-leader-really.html>

The competitive edge alluded to in the sub-heading of this section does not refer to competitive corporations, but rather competition from within amongst the leadership teams. I speak to those that must be the fairest of them all, the one that must be in the lime-light, the finger pointer, the antitheses of all we have discussed thus far as the foundation of a leader. I speak of the person in the front office or near the front office that may be labeled a spin doctor of the latest canard or the provocateur. The one that has to deflect blame instead of taking responsibility. The one that constantly scapegoats others, who peddles fear and deception. The one that ignores truth, honesty, integrity for sake of filling his pockets. The one that is conspicuously absent when the fit hits the shan. The one that is continually looking over his shoulder rather than putting his arms around fellow members in cooperation. Yup, you know the guy I speak of, you recognize him, ever work for this guy before? Oh, did you think this was another Oval Office comparison, if the shoe fits.....!

If someone attempts to sell you something that appears to be too good to be true, it probably is not true. In contemporary American society, snake oil salesman should be evident, but how or why do we still fall for the sales pitch. As an example, America should completely understand at this juncture that you cannot run government like a business. They are two

different worlds. Business attempts to sell their widgets and government peddles hope. Government is in the business of caring for others; Business does not care for government. It is as simple as that folks. The attitudes are diametrically opposed. This is not to say that business and government cannot co-exist, and history will bear that out. All we have discussed thus far regarding leadership traits, styles, character, communications and capabilities is not restricted to either business or government, and actually has been experimented in the private sector more than in the government side of the ledger. So let us venture on to three main ingredients in a leader: attitude, approach, and ability.

Attitude: How well you perform your task.

I had not left one of my agencies very long when I received a telephone call from my successor. He relayed a story of something that had transpired involving an officer and a young woman that resisted arrest. Not an unusual event, but circumstances that surrounded this arrest caught the eye of major news coverage from nearby metropolitan areas. We chatted and I assured him that I would have handled the situation quite similarly. I ask, so “you’re having a bad day, Chief.” He relayed his discomfort, and I said “Well let me tell you about my day. I was called out about 3:00 in the morning due to a major brawl with approximately two hundred combatants, one of our officers in a new police car was just broadsided at an intersection, and I am on my way to the hospital. We had eight prisoners in the overflow section of our lockup that had not been arraigned in a timely fashion (Actually did not know they were there because we could not find the arrest records at the time.). The Coupe de Grace, one of our civilian community service officers, was just arrested in a neighboring community for a serious crime. So how bad is your day?” He said, “Talking to you always makes me feel better Chief.” I am here to serve; I do what I can. Should I have ignored my friend just because my day was

difficult? I did not. I stopped what I was doing to help a friend, a colleague. I took a moment from my busy day because my attitude developed other parts of my leader capabilities. Being empathetic to the plight of another is one of those characteristics that has aided my career.

Attitude is a significant characteristic in leadership so pick a good one. Listening is the greatest compliment that you can pay anyone. Why not make someone else's day a little better just because things are tough for you. Leaders lead, even when they don't feel like it or want to. Attitude is the will to do something. Attitude is courage. Attitude is whether you will do what is right. Most significant to this discussion is that attitude is how well you do something.

It should be no surprise that each day we put our feet on the floor there has to be a burning issue in our gut that gets us moving. It is the purpose of being. At the same time when your feet hit the floor one must understand that each day he/she will face some form of adversity. How we deal with it may be determined by our attitude. Attitudes are developed, not predetermined. What are you doing about your attitude? Are you a finger pointer, proclaiming you were dealt this hand, and it really is not my fault. Those lacking capability usually require a scapegoat.

Attitudes are developed, and for leaders hopefully for the right reasons. A crisp attitude continually helps others grow in government and business.

Approach: Leaders develop leaders around them.

If attitude determines how well you perform your task, it is motivation that determines what you do. Motivation determines what you do. One of the most touted leadership themes

over the past two decades is employee empowerment, the idea of giving power away. Yet, another tenet of leadership is that leaders must build their power to be effective. Which one is it?

Any leadership practice that increases another's sense of self-determination, self-confidence, and personal effectiveness is practicing empowerment creating an atmosphere for success (Kouzes & Posner, 2007). Leadership has always involved politics (Garner, 1990) and involves an ethical leader who possesses the philosophical and moral foundation for decision making (Ortmeier & Meese, 2010). It is critical to provide leaders choices; people cannot lead and cannot make a difference if they do not have choices (Kouzes & Posner, 2007). Choices further build commitments, confidence and competence.

According to Kouzes & Posner (2007), enhancing self-determination means giving people control over their own lives. Therefore you, the leader, have to give them something of substance to control and for which they are accountable. Leaders actively coach, seeking ways to further develop greater decision making in their members. Effective leaders understand how the contextual factors of their jobs play out. In other words, do they perceive themselves as lacking control over their immediate situation or do they lack the capability and resources or latitude to accomplish the task?

You gain control by giving control. The more the member feels they are part of the decision making and in control of their own destiny, the harder they attempt to achieve organizational goals. Contemporary workforces are diverse and hungry for knowledge. Being the best that you can be was not a motto for U.S. Army recruiting that just dropped from the heavens. It was based on the fact that studies demonstrated that the new workforce wants a job that means something, they have some say in what they do, and that they can be the best they can be. The latter does not solely mean promotions. It means provide the member all the

knowledge, skill, training, and education to perform their task. Then provide the needed resources and finally get out of the way.

Ability: The competency

Ability is what you're capable of doing. Ability can be honed. If steel sharpens steel, then man can perfect man. However, not precipitously without careful consideration of multiple factors. First, hire right, second, train appropriately, third, coach consistently, and finally elevate fiduciary. Then, have the personal and moral courage to challenge members to achieve their most potential. I have used the standard that we begin at excellence and will move to perfection collectively. Leaders and managers require astute laser focus and attention of those that may wish to hide within the collective group. Included in this analysis is the leader him/herself.

The path-goal theory implies motivation is achieved through increased rewards for goal achievement, unlike situational theory proposes leaders must adapt to followers development level, and contingency theory, that is a mix between a leaders style and situational variables (Ortmeier & Meese, 2010).

http://www.nwlink.com/~donclark/leader/lead_path_goal.html

In my policing career, this has not been out of my sphere of leadership especially when dealing with a more competent member or teams, specifically in undercover narcotics as compared to homicide investigators. The more competent the person, they generally have both the intrinsic and extrinsic motivators. This may be based solely on their perception that this stage of the game they deserve it. The argument may be some merit. The member or team wishes for participative style in that they know best in tactical situations and street survival, and

should be rewarded for their expertise. Patrol officers have longevity pay for this notion and the more senior the officer the greater his/her reward.

It is critical to understand where your members are and where they need to go in order to achieve a transforming organization. It is not sufficient to attempt leadership without a firm understanding of the generational differences compounded by economics, current events, and where an organizational member has gained their life's programming (Salahuddin, 2010). The transformational leader understands and models communications, coaching and team building, while coordinating organizational change through periods of miscues and impatience (Hagen, 2010).

Important to this section is that hiring right, training, experience etc. is not restricted to the entry level member. It also pertains to the leader as well. The lack of governance by the transformational leader, specifically within public safety agencies may be the lack of leadership courage to take the risks the role demands. Leaders need to use hiring standards that contain not only ethical standards but also leader quality standards, and provide training and education for the development of leaders within the organization (Kouzes & Posner, 2007).

If leaders lead from what they know and have never been trained differently than most will find a comfort zone that they wish to exercise authority from rather than perform their function from the ethical center and do what is right for the organization and not self. The police leaders inability to bring about change and the dissatisfaction of the rank and file with stagnation has been the cause for rapid changeover at the top in the industry (Good leaders have been discounted as a result of the new Mayor's deal with bargaining units to bring in new leadership as well.). However, when the lack of positive change is evidenced by community and external groups and the leader is without requisite skills as discussed then the final act shall fall.

Leaders that fail to create a vision, develop a leadership legacy, create a learning environment, and the atmosphere for change is failing to lead. This is specifically valid during periods of constant change viewed in political, economic, social, and work environments. It is critical to understand where your members are and where they need to go in order to achieve a transforming organization. It is not sufficient to attempt leadership without a firm understanding of the generational differences compounded by economics, current events, and where an organizational member has gained their life's programming (Salahuddin, 2010).

The transformational leader understands and models communications, coaching and team building, while orchestrating the organizational transformation through periods of lapses of continuity or judgement and impulsiveness (Hagen, 2010). A leader has to take the time to recreate self, gain new perspectives, and explore new avenues for altering current path. Leaders need training to maintain a high degree of capability. Do not exhaust all training and education resources on members alone. The majority of resources will obviously go to this group due to sheer numbers, but critical to personal growth and health is expanding the leader self.

Having come to the end of this section take a moment to discuss effective and ineffective training experiences in which you have participated or which you have witnessed. What made them effective or ineffective? What were the long-term benefits?

Leaders develop leaders around them.

A Tyrannical power grab need not pay any attention to this section for obvious reasons. Some of which are they do not care what others have to say, communications is limited to what the tyrant has to say, nothing else matters, manipulation is for personal greed, authority is in disregard for the Rule of Law to name a few. Followers for this type of person is probably out of

fear. The tyrant probably grabbed power during difficult times, leading from rejuvenated old social wounds, conducting inquisitions rather than having conversations relying on personal fear, acting on vulnerable emotions and raw nerves. These people (I'm attempting not to associate leader with the tyrant) think of themselves as the smartest person in the room. These people do not think of leadership legacy. They only think of themselves, they want to be showered with praise, pomp and circumstance, and maybe even throw in a military parade.

As part of the planning that we discussed in affiliation decision making, attitude, motivation and capability, I provide three phases to bring the preceding together. These are Dream what is possible, Think what is preferable, and Act on what is probable.

Dream what's possible

During any planning session, the head of the group should encourage dreaming in Technicolor. Dream broad, wide-ranging, without fear of cost or approval of others at this juncture. Do not restrict future possibilities at this stage. Those things that you did not think of get them from others involved in the process. Do not look for a complicated process, look for an information process. Dream without fear of offending others. If those involved are truly committed to the process they will not take this at the personal level but as an academic exercise of what or how things can and should be. Simple huh? Why then is it so difficult to move planning forward? Do you forgo your soul just to be in the in-group?

There comes a time in the life of a male that his prostate is much larger than is his ego. All else is really inconsequential. For the purpose of this discussion, we will assume that both genders may suffer from some physical affliction that sets their ego aside. At what point in your life has this occurred or has it not yet occurred? The point of this discussion is that "the greatest

addiction in the world today is the human ego. Leaders who fall victim to this addiction want to be center stage. They often are threatened by the successes of others, so they fail to develop and use people's talents or catch them doing something right. They want to be the best—"The fairest of them all." (Blanchard, 2010, p. 61).

One cannot dream out of hopeless curiosity. Profound and acute dreaming must discount negative barriers and dream from a purpose toward reality. Dreams are a pathway to our future.

Think what's preferable.

The next phase is to prioritize Technicolor into some objective reality. What is preferable? Why is it preferable over other ideas? Dreams are ideas with happy endings. Generally, because in our dreams right before the bad guy gets us, we find a defensive move to protect yourself. In reality, do we not have to do the same thing? Now we may not have a laser saber but what actually is our saber? Critical thinking has to be self-imposed to figure out your laser saber.

Reality provides a desirable environment for the preferable. How might one make an idea someone else's choice, considering they have ruled from an authoritarian style? Reach back in your material and recall making changes requires demonstrating the-what's in it for me and the greater the change, the greater the-what's in it for me. Because it may be difficult to gain buy-in for the change does not eliminate it from the ethical, morale, and correct thing to do. The key here is to get buy-in during the original idea phase, not after a decision has been made.

Act on what's probable.

That which is probable may not be an easy lift. Probable means what has been the track record, why is the need for the new concept, who is the best person to trek it out, what are the time frames for experiment? Just a few concerns for consideration be action takes place.

Before initiating the new, take a moment and think of why those that have said they would follow should trust you. Hopefully, at this stage you have demonstrated your authenticity, courage, strengths, and have communicated the effort proportionally, not too much over-kill and not just in passing present the material. Both can prove hazardous to the new venture.

As an example in policing, each day men and women of the force will go on duty, they will get in cars, go to designated zones, and they will have uniforms, equipment, and policy to guide them. The cars will have gas in them, the ancillary functions will be staffed, etc. All this in spite of you. What is essential is why they want to perform for you. Can followers rely on the agency head to take the fall if things do not work and not point fingers? When things go right, will the leader push those that made it work out in front of the camera's to take a well-deserved bow? How predictable are you the leader in the chain of events leading up to and through the probable phase?

Second Chances

Previously, it was noted that second chances are a way of life. No one has ever achieved greatness or recognition on their own. Anyone that believes that they did it on their own is delusional, regardless if a father gave you a small million dollar loan to get started. Mistakes are part of the game and second chances are a derivative of a mistake. Mistakes are training ground for achieving excellence on your pathway to perfection. You can't cry over spilt milk, just don't

spill a second time, that's all a leader can ask. Second chances provide leeway for agency heads to be a risk taker and a follower to perfect the venture.

Commitment vs. Promises.

A take away from this section should be: Do not make promises that you cannot keep. Promises are made in my estimation because it is permissible to break them with some viable excuse. Commitments are a much stronger bond between maker of the commitment and he/she that is anticipating an outcome. Promises have starting points and deadlines. Commitments have a beginning and is not a sprint, but instead a marathon.

As an example, how many of us have made a promise to a child that we were unable to keep because of work requirement? How many times have you told a child that you would be at that game, only to end in disappointment? How much hurt was there to go around? Had the parent made a commitment at the beginning of the season to see as many games as possible when work permitted can probably be better understood and lowered the expectation of you being at every game. Do not think commitment relinquishes responsibility by any stretch of the imagination.

Being committed to someone or some principal is for the long run. It survives difficult times. Leaders must remain committed to the organization and persons involved in the organization. Leaders that make promises provide allusions and false expectations. I had always thought that should I ever run for office (God perish the thought) I would not make campaign promises, but rather a commitment to do what is right, just, fair, equitable, and without self-deprivation. Otherwise, do not run for office.

*“It is sometimes better to beg forgiveness
than it is to beg for permission”*

Rear Admiral Grace Murray Hopper

CHAPTER XII: BARKLEY

Manipulation Revisited.

Manipulation of others may be viewed as coercive, deceptive, or self-serving by followers while at the same time might be considered by the leader as fair, motivational, purposeful, humble, and honorable. However, any leadership practice that increases another's sense of self-determination, self-confidence, and personal effectiveness is practicing empowerment creating an atmosphere for success (Kouzes & Posner, 2007). Leadership has always involved politics (Gardner, 1990) and involves an ethical leader who possesses the philosophical and moral foundation for decision making (Ortmeier & Meese, 2010).

The motives to influence/motivate/manipulate (interactive/co-existent terms) others may be labeled honorable if for the good of the organization or increasing the ability of the members of the organization through the integration of discretionary decision making, legitimacy of action and accountability. On the other hand, unethical leaders are deceitful, inconsistent, misplace and break loyalties, and are irresponsible and generally self-serving (Ortmeier & Meese, 2010). It should be sufficiently clear as the difference in motives of leaders displaying the differing models. Classify manipulation as good or bad or both in the following definitions.

Authoritarian Leader/Coercive Leader-People who get this rating are very much task oriented and are hard on their workers (autocratic). There is little or no allowance for cooperation

or collaboration. Heavily task oriented people display these characteristics: they are very strong on schedules; they expect people to do what they are told without question or debate; when something goes wrong they tend to focus on who is to blame rather than concentrate on exactly what is wrong and how to prevent it; they are intolerant of what they see as dissent (it may just be someone's creativity), so it is difficult for their subordinates to contribute or develop.

Transformational Leader-This type of person leads by positive example and endeavors to foster a team environment in which all team members can reach their highest potential, both as team members and as people. They encourage members to reach goals as effectively as possible, while also working tirelessly to strengthen the bonds among the various members. They continuously assist others in growth (Zigarmi et al., 2004).

Transactional Leader-This person uses predominantly reward power to maintain discipline and to encourage the team to accomplish its goals. Conversely, they are almost incapable of employing the more punitive coercive and legitimate powers. This inability results from fear that using such powers could jeopardize relationships with the other team members. Ethics may be at issue.

Barkley

I will forever love my dog, regardless of where he is now. In fact, I have to fight back the tears as I write this note. Barkley was a six week old chocolate lab that I purchased from a disability home for my wife. We had recently moved away from our long term childhood home due to employment (again) and could not take any pets. The reality was that the dogs left behind now actually belonged to our son Kevin. He was not ready to relinquish ownership. Ergo a void has been created, in spite of the fact we had recently experienced becoming grandparents.

The next course of events should have been predictable if it were not for the fact I being plagued with a Scotoma (narrow focus on my work rather than the bigger picture). I received a call from our son telling me of a recent purchase or at least a hold on a Chocolate Lab puppy for his mother. Specifically, this was to divert her attention from attempting to abscond with his dog every time she visits (generally regular weekend visits). The quiet response to myself was, this is not a good idea, but I demonstrated excitement to our son for such a grandiose gesture.

Our son related to me that on this particular weekend, he knew his mother was not coming with me and we can go look at the litter and see if I can tell which puppy he had selected for his mother. I thought, what is the harm in looking at the puppies in order to appease him? I thought, what could it hurt to look at a litter of puppies? I would look and then let him down gently. I should explain to him how much his idea was appreciated, but that this would not be a good idea. Kevin and I went to the kennel. The first lesson learned is simply this: One never looks at puppies, they buy them. Immediately obvious to me was which of these little brown lumps of love Barkley was. From the moment I picked him up was the point of no return, no turning back, he owned me. Barkley owned me from that moment on, regardless what my wife's opinion.

The excitement of that dog toward me, kissing me, wagging his tail, yelping, and snuggling in my arms. He owned me, he came into my life unwittingly, and he blew a hole in my heart like a tunnel through a mountain. The kennel we bought Barkley loaned me a cage to transport him. No, my dog was not going in a cage, he rode wrapped in a blanket for the next four hours in the front seat next to me. Albeit he slept the majority of the trip, sparingly raising his little brown head to see if I were still there, and yes I had one hand on the wheel and the other constantly petting Barkley. In a matter of Nano-seconds he transformed himself from that dog to

my dog. As my new best friend came into my life he would eventually exit the same way, wagging his tail through my heart.

Now let me be very clear, my house is not different from most married men out there today. I am not in charge but neither are they. I may have an opinion, but it is my wife's opinion that counts. Therefore, before the four hour journey home with a puppy, my new best friend, there had to be a plan. A way to divert my wife's attention from the puppy. So why not take two puppies home, Barkley and our grandson Ryder. Ryder was two and what could be cuter than a grandson and a new puppy. The coldest of hearts would melt with this scenario.

My wife would fall in love with our new best friend. So my son loaned me our grandson for this caper and installed his car seat in the back seat of the car and Barkley in the front with me. We have now embarked on a coup of epic proportion compared only to the daring recovery of the Americans held hostage by an Iranian dictator. I flew off a text from one of our stops for a dog walk and a grandson stretch alerting her to a surprise. However the genius in me kept ignoring her repeated need to know; What Surprise! Barkley just could not grasp why I kept putting his play mate in a car seat out of his reach and he had to return to his blanket in the front.

We arrived at our home while my wife was still at work. Plan A was still going according to Hoyle. My pride had escalated to monumental proportion. What diabolical Machiavellian (cunning, scheming, and unscrupulous) person could have plotted and carried out a more ingenious plan other than me? The entire plot took a matter of minutes to conger up, boy am I good on the fly. That's right me, my wife's loving husband, partner, companion and side-kick for over 40 years had to lower himself to hiding behind our grandson in order to bring home a little brown lump of love. Too afraid to ask because of fearing the answer that maybe awaiting.

The bewitching hour was here, my wife and Ryders Grandmother (one in the same) emerged from her car and within feet of our picket fence there stood her loving grandson and new best friend Barkley. I will never forget that moment when the first words out of this loving woman's mouth: "What is this, what is this?" Mustering the courage of Teddy Roosevelt charging up San Juan Hill, I simply replied, "Ryder made me get him." I said, "Isn't that right Ryder buddy?" Ryder pointed at his new friend and said, "Grandma's puppy." Simply said it is a good thing my diet is familiar with cold shoulder and hot tongue. Well, that was grandma's introduction to Barkley. The dog that has had a lasting impact on our lives for the next nine years. A dog that existed to provide unconditional love, to listen when no one else would, to put his head in your lap when he sensed times were tough or just to be your friend without reservation. Barkley wagged his tail into our hearts and left us in the same fashion. We had to have Barkley put down due to the insidious disease of cancer. Our partner in life that meant so much for nine short years, our friend that innocently provided constant filler in a void that we did not even know existed and he made sense of things when nothing or no one else could. Barkley was gone.

Now I do not know this is the correct thing to say but I think of Barkley everyday as I do of my Mother, Father, and Brothers that have passed on, but I still cry for Barkley. Ryder has since gotten a female Golden Retriever and he has made plans for puppies. He has divulged his devious plot to plant two puppies in our house; we get two puppies in order to replace Barkley. Now the shoe is on the other foot, it is my obligation and duty to discourage Ryder from his plan. I can only hope he does not recall how he and I introduced Barkley to Grandma. One may say, I have it coming.

Lessons Learned

Healthy one day, ill the next; good times prevail, uneasy periods loom; and a great organization to be part of, not so fast the sky is falling. Nothing is forever. Those things you have gained recognition for is now yesterday's news, get on with it. A rule of thumb I regularly subscribe is: "Anything over 20.2 seconds is history, learn from it and move on." Certainly, those in leadership roles most likely experience the proverbial good times as fleeting and far apart, none-the-less enjoy them in the moment. Celebrate the successes experienced, they mean something.

Leaders from time to time will also find themselves in the same ethical place as I using an unsuspecting grandson as a prop, however it worked. How then might a leader similarly situated rationally endorse a plan using unprincipled measures to secure their proposition?

I associate the preceding with "failing to plan is planning to fail" and I submit that taking things for granted is failing to plan. The lessons learned-Don't take the good things in life for granted. On the other hand, it is sometimes better to beg for forgiveness rather than beg for permission. Then again, is it so critical that one remains absolute to one's ethical being? Absolutely. Where does that fine line or boundary of ethical behavior dwell? The boundaries of ethics are correctly rigid, opportunistically bifurcated only through vindicating thought. Yet we all subject personal rationalization processes to rigidity and secretly beg for elasticity. Then are we unethical beings. I submit not.

The tables have turned.

On December 24th, 2018, Ryder's dog (Beauty) gave birth to 11 puppies, Merry Christmas. Of course, my wife and I had to go see them. My wife found tremendous humor in

our grandson's plan to plant two puppies in our pantry. He knew he had to do something to help us (me) get over Barkley. I reminded her frequently of Ryder's plot. She said with tremendous fervor, NO MORE DOGS! I could not disagree with her logic as puppies do require a great deal of attention and care. They become full grown and have their own set of attention requirements. Golden Retrievers shed constantly and who wants to put up with that. No more dogs. I realized two very immediate and important things at that moment. First, I had to have a puppy. Second, I have been married to Cruella de Vil (101 Dalmatians) for over forty years.

<https://www.youtube.com/watch?v=KcdQk7JBPzQ>

Every day for the next eight weeks each morning and night I would say, I want my puppy. The answer was the same, No! Time to call in the big guns, my son and grandson. Our son asked his mother one evening if you were to take one, what would you want a male or female? She said a male and I have a name picked out if I were to take one, Harley. The next day his collar read Harley. We were at lunch on a Saturday afternoon and grandma said lets go to your house Ryder. Ryder said oh, for a meet and greet with the puppies huh? You know grandma, Harley recognizes grandpa when he comes over.

Right up to the last minute the answer was always the same, No! My faithful companion and side kick grandson called grandma and pleaded a yes out of her in the waning moments of puppy deliveries to new owners. She cracked like a potato chip, with Ryders tears at the other end of the telephone. A new puppy officially registered as Harley Barkley Beauty's Baby. Our new lump of love. Our new unconditional love bucket. At the time of this script Harley is six months old and mine.

Re-examine your take on manipulation as a method of accomplishing things through people. When might manipulation be useful? When might manipulation be permissive? Is

manipulation tied to any specific style of leadership? Which one or ones might you select and why? Have you ever instituted manipulative behavior to get your way before?

Before you answer the latter of the questions posed, let me remind you that you can go to Hell for lying as well as for stealing! Do you have any siblings in your family? Belong to any organizations? Have pets? Are you a parent, teacher, organizer, or leader? Think about this one.

*“Catch your people doing
something right”*

Ken Blanchard

CHAPTER XIII: LEADERSHIP DOES NOT PERMIT THE DEMISE OF ORGANIZATIONAL MEMBERS

Recap significance of traits.

All of the traits and styles and considerations of a leader chronicled herein is for the purpose of getting things done through people. Getting things done efficiently as possible and at the same time being effective with people. A significant concern in creating the vision for any organization is the understanding of contemporary workforces, and providing an essential environment to complete the mission. The established goal cannot happen without critically analyzing the needs and capacities required by future leaders. Specifically, this requires aligning the willing and able leader to assume an increasing weight of the responsibility for performance and growth. I am securely embedded to the constructivist theory. These theorist's believe there exist multiple reality rather than a single true reality as proposed in the positivist ontology. Proponents of constructivism emphasize the lived experience in contrast to theory verification (Ponterotto, 2005). A person's past may very well be their exercise in the future.

Transformational Leadership (TFL) equates to an ethical sound decision making process that resolves conflict through interaction and input from members; aside from the fact that mobilizing, influencing, and motivating members in a new environment is critical it is also distressing for people to go through it, so rather than leaders attempting to provide answers they must be prepared to stimulate the membership (Heifetz & Laurie, 1998). Conflict has many

definitions dependent upon the context of the author, but more so it is a process in human nature, a product, neither good nor bad; however serving essential interpersonal and organizational purposes (Ortmeier & Meese, 2010).

Therefore, the idea of keeping your eye on the ball today while gazing downfield at tomorrow is reduced to the playing field of ethics and a communication process. The TFL is acutely aware of the context of the communication and the ability to be a good listener. The listener may receive information from public meetings, internal methods (formal/informal), technology, social processes both organizationally and external to the organization, and more importantly from research, capacity building and practice (Senge, 1999). The TFL tasks every member to create an atmosphere of learning in an environment of change.

One experiment that I can speak to with personal knowledge is a longitudinal study by Dr. William Tafoya, S.A., FBI Instructor for Futures Issues at the FBI Academy in Quantico, VA. The study was of the “The Future of Policing,” a Delphi study methodology seeking from cutting-edge police administrators, scholars and legal experts a series of forecasts of the future of policing.” The final list consisted of twenty-five events with anticipated date range of when to expect its’ occurrence such as, but not limited to: immigration issues, white-collar theft, violence that will pale in comparison to that witnessed in the 1960s, and language/diversity concerns, etc. Albeit I was not in the original study, I was in Dr. Tafoya’s final Futures class in 1991 at which time the same experiment was run through 250 NA students and over 200 new FBI Agent recruits in differing stages of training. Dr. Tafoya ran the same experiment with similar results from the majority of his Futures Issues classes; but it was his final class that had 100% survey return and was of contemporary leaders in law enforcement throughout the world as well as from the United States.

The Delphi method for purposes within this discussion was in keeping with the capacity building, practice, and research as cited above. The study clearly indicated forecasted events, which held true to initial respondents forecast, but also did not overlook what was important at the time.

History will also play a role in leadership development of vision, which is heavily situated in an ethical realm of forecasting. The events of 9/11 changed the way we conduct ourselves in the United States from business to immigration to law enforcement to political agendas. Post 9/11 era have also witnessed hundreds of new criminal investigations relative to freezing assets of Foreign Terrorist Organization (FTO), while most Americans will assert these are victories in the war against terror, others will see this as an erosion of individual liberties (Aziz, 2003). Although most critics of the USA Patriot Act, which has expanded Presidential Authority in the war against, they will agree to the objectives of terror prevention (Aziz, 2003). The question therefore is: Does the end justify the means?

The two basic types of ethical systems are deontological ethical system-intent of the act will determine whether an act was good or bad and teleological ethical system which judges the outcome of the act or end justifies the means (Pollock, 2010). Jim Jones, Charlie Manson, and Hitler were effective leaders, but for all the wrong reasons. They were influential and dominated their membership (Ciulla, 1995). Defined under a morally bankrupt leadership style these were both leaders, perhaps each possessed traits and qualities that great leaders had in common, albeit they seized power for immoral purpose (Ciulla, 1995). First, they believed that the end justified the means; Second, they had contempt for peace; and third, their influence was in the form of propaganda embracing total distortion of reality (Gardner, 1990).

This provides an example of a leader's power and authority being neutral. The authority can be used for positive or negative purpose. The critics of a charismatic leadership style will often cite these two examples as a significant danger. Hitler was of the teleological view; the end justified the means and was willing to sacrifice all German people to save his own portrait in history. Hitler is the antithesis of the definition of character. Character is about performing good deeds rather than harm to others whether the harm is intentional or not (Zigarmi et. al, 2005). Although Hitler possessed many of the traits that you may recognize in respected leaders, his motives were ill conceived. Leaders that are ethically centered are able to influence members to achieve the goals and vision of the organization, but do so with benevolent intent rather than malignant malfeasance.

The main goal of the leader of any organization is to influence the membership to achieve goals and eventually attain the vision of the organization. The TFL is viewed as an ethical leader. This means that which is morally good or considered morally right. Contrasting the two ethical concepts, the teleological leadership ethics are a leader's action with no intrinsic moral status whereas deontological leadership ethics considers leaders actions to have intrinsic moral status (Kanugo, 2001).

There is no promise that conflict will not arise from the ashes of today as leaders develop the vision of tomorrow. However, I say with reasonable empirical knowledge that ethics and conflict resolution through excellent communication styles using the transformational leadership style creating the atmosphere of change, learning, and capacity building will enlighten most to the needs of the organizational future. Why have we reiterated these salient points? Well, because the leader/member attitudes may provide avenues for growth or permitting personnel to die on the vine.

Burnout is a symptom of the job; Not the cause.

Dying is often tranquil, but is repeatedly painful for those left to grasp onto fond memories to ease the pain of loved ones. Life is akin to a wave beating against the shoreline; it is a soft argument against the world providing a snapshot of just what frail mortals we are, and what a short time we have on earth. When the wave rescinds to the seas, we are gone and a memory is left. Hopefully, a memory so strong that one can reach, almost touch, and relinquishing that pain to a revived commitment to life. Memories will eventually clamber to outdo the pain being replaced with the appreciation for having had an occasion to be among loving heroes and the opportunity to help craft and grow others. I will think of my mother, father, brothers, aunts, uncles, and mentors everyday as these waves coax my mind to embrace only the sweetest thoughts of life and strengthens my resolve to be my very best each day.

The problem with dying is it is not restricted to those mortal souls that have departed this earth. The demise of our work force occurs daily amongst members. Not unlike leadership trainers I have been acquainted, I do not subscribe the theory of burnout resulting from employment. Burnout is about an attitude. The parent, teacher, coach, law enforcement official, or agency head can play a substantial role in attitude modification. To some this means punitive measures, to some it means a change of task, and to some it may mean coaching or training to amend performance.



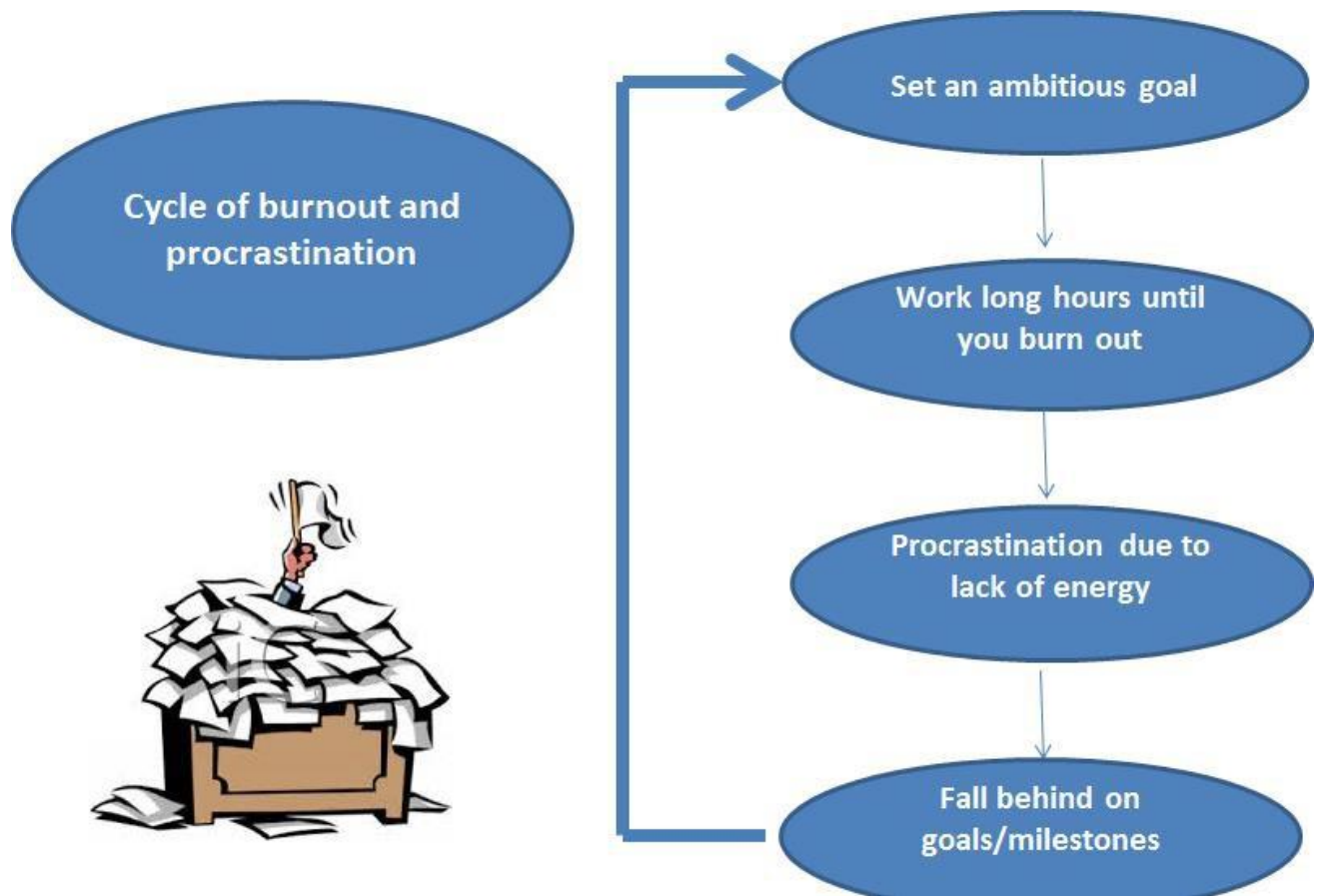
Job enrichment v. Job enlargement

Job enrichment is a motivational builder and job enlargement is fatigue bearing job satisfaction killer. Job enrichment may include items for the worker such as autonomy, greater responsibility, increased training, job sharing, job rotation, while at the same time providing larger member personal accountability. Job enrichment may lead to greater job satisfaction for the majority of the work force. The benefits to the organization include better productivity, recruitment, and retention of highly trained members. Critics may emphasize concerns of those that do not fall within the motivation sequence. They may feel as left out, unimportant, or overlooked. Job enrichment is not for every personality, but equity is. Equity may simply mean that everyone has the same opportunity. Members will be motivated through differing factors. Hopefully by now, we have settled on the fact that one size does not fit all. Leadership is maintenance heavy requiring individualized programs to meet the demands of employee and organization.

<http://work.chron.com/meaning-job-enrichment-5481.html>

Job enlargement is simply piling on. Generally, the go to person in the association that a leader can rely upon to get things done usually gets the added job functions. These add-ons are not normally listed in the job description. In most cases, the head of the group unwittingly piles on the unsuspecting worker out of knowledge the task will get done. This act on the part of the taskmaster creates work place fatigue for the loyalist, while creating an atmosphere of dwindling employees that are not growing as a result.

<http://www.differencebetween.net/business/difference-between-job-enlargement-and-job-enrichment/>



If ability is what you're capable of doing, motivation is the determinate in what you will do, and then attitude determines how well you will do it. I found the above image that follows my theory of "Burnout." The important point here to begin with is Burnout has never been created by the job, it is an attitude. Generally yours!

I concur with many of the associated links to the term "Burnout" that is related to the work atmosphere. Although in my experience work items such as work overload, stress, and member stagnation may be categorized through four phases. The above chart is similar to my experiences, but I choose the following: Enthusiasm, Stagnation, Frustration, and Resignation. All of which either something personnel and group may benefit from or can be diverted from, or may not be fatal in all situations.

Enthusiasm- Love of the Job!

Enthusiasm is an emotion, a spirit that may be masked at the same time by a lack of understanding or knowledge of what the job is all about. In the realm of policing enthusiasm is a love for the job (not unlike most jobs). The rookie begins in a very competitive field, they have to dig and scrape to get from a list of hundreds to many thousand candidates to the final selection field. In other words they kill to get here. They love the people they work with, no work shift is too difficult and often love of the job may be sacrificed in family balance. The first day getting ready for the very first shift, the recruit may find him/herself in front of the mirror, in uniform, with shiny buttons and badges, drawing on him/herself in the mirror. May even be blurting out quotes from Dirty Harry. They have been purposely put on this earth to cure the ills of the world.

This feeling can never fade, could it? Does this sound remotely familiar in your vocation? How about it Mr./Ms. teacher, coach, or professor? Have the bright shiny faces before you that you thought were here to learn, your way, begun to tarnish your enthusiastic outlook? Have you ever looked up the definition of job? Perhaps, this may shed some light on the topic.

From the Hebrew name אִיּוֹב ('Iyyov) which means "persecuted, hated." In the Book of Job in the Old Testament he is a righteous man who is tested by God, enduring many tragedies and hardships while struggling to remain faithful (<https://www.behindthename.com/name/job>).

Does this mean that the employee must endure hardship and remain faithful to the employer? Highly unlikely, remember today's employee will no longer tolerate autocratic leadership. A better correlation between employer and employee is that the job is a formal obligation between the two. Generally, for some form of remuneration. The employer maintains

the control of the organization, but must provide an environment to train and grow the employee (Archer, Borthwick, Travers, & Ruschena, 2017).

What is essential during a hire situation is for the member coming on board to understand the requirements of the opportunity. These include tasks, time frames, issues to address, ability to prioritize, skills ability to complete assignments, and flexibility on the organization and member's part. This demands honesty by both parties. Obviously, the new member gained the hiring agents attention, however, there may have existed confusion over ability or commitment. Initial clarity of speech is required at this juncture and becomes of greater importance as the relationship builds.

Training is paramount in developing members. Members want to be the best that they can be in today's workforce. Being the best that you can be does not necessarily require promotions. Being the best pertains to being provided the right atmosphere to grow and learn, gaining new skills and training, having some say in the job, and the fact that the employment opportunity means something.

I was a police trainer during my career. Normally due to limited resources in departments, training was usually limited to only the mandated topics. One program of interest to veteran officers was the Highway Drug Interdiction Course (HDIC). I was part of the train, the trainer program, and taught the course. This was a positive training course designed to define how to and what to do. Positive training is defined as what to do, what one can do rather than the negative training concept. The negative training concept is based on negative instruction such as, do not do this or you will get in trouble. The HDIC was designed to look past a traffic ticket and look for indicators of criminal conduct. The HDIC breathed new life into some old timers that never made as much as a marijuana arrest. It provided an avenue to renew confidence

in how to perform your duty. This type of course broke the chain of stagnation for some officers that were simply marking time until an official retirement date came along.

As a police administrator, the one portion of a budget that was a coveted was the training segment. Even during periods of cut-back management the training budget was sacred. Read the Psychology Today article in the following link to understand Stagnation.

<https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201101/when-is-it-time-quit-your-job>

Stagnation.

Stagnation is a state of non-movement. A stand-still for a period of time. For instance, economic stagnation is:

“A prolonged period of little or no growth in an economy. Economic growth of less than 2 to 3% annually is considered stagnation, and it is highlighted by periods of high unemployment and involuntary part-time employment.”

(<https://www.investopedia.com/terms/s/stagnation.asp>).

In a work setting stagnation may be as simple as just getting along. As a personal experience I have witnessed in the policing field the enthusiasm brought into the work environment may be as short as 3-5 years. How did this enthusiasm decline in such a short period of time? Why has a young person that went through hell to achieve this position (exams, background investigation, polygraph, recruit training, and probation) begin their retirement before their 20th anniversary?

According to the Bureau of Labor Statistics (BLS) the average contemporary worker remains at any one employment for a period of 4.4 years (Aug 14, 2012). More current data provided in a longitudinal study by BLS shows baby boomers through now will have approximately 11.7 jobs between the age of 18-48 (Jul 20, 2017). This study identifies boomers as born between 1957 and 1962. Boomers are typically identified as born from 1945-1962.

The first link is a reference guide on crafting a suitable career in the Harvard Business Review and the latter two listed links provide Bureau of Labor Statistics material to support the preceding.

<https://hbr.org/2013/07/craft-a-sustainable-career>

<https://www.bls.gov/nls/nlsfaqs.htm#anch43>

<https://www.bls.gov/news.release/nlsoy.nr0.htm>

Bureaucracy of Policing.

Stagnation may be caused from different aspects of the job and the employee. The lack of anonymity, misuse of personnel, lack of challenge in the tasks, or an inherent dislike for the job or thought to be a pass through job (a job until a better one comes along). Regarding the police profession, I offer an explanation. This is what I refer to as the Bureaucracy of Policing. Accept this explanation with you as the person that has gone nameless herein.

One evening after a hard night of studying at college, you and a couple of friends go to the local college hang out to wind down. After a few alcoholic de-winders you strike up a conversation about an upcoming civil service exam for the local police department that is in the near future. How would anyone ever want that job? Well, after a few more de-winders and based on a dare from your friends, you have filled out an application for the exam and even paid the

entrance fee. Your recent past assertions that policing is an unfit task for intelligent mortals turn to bravado of how you could do the job with no problem.

You paid your money so might as well take the test, probably won't do that well anyways because you do not have any real knowledge of police work. To your surprise the exam is basic knowledge and some real critical thinking episodes. You passed! Now what? Well, might as well take the physical agility test, you're in pretty good shape. You passed! Now what? You are notified of your standing on a civil service list and you complete the very lengthy application. Who would hire me? I don't really want to be a cop. You get called for an interview, now what? Who would ever hire me after that ordeal? You are offered the job! Now what?

Well, I really have a lot of college loans so maybe I will try this gig for a few years and then get a real job. You complete the six month police academy, six month Field Training Program and walla, I am a cop, I mean you're a cop. Your first day on duty, it is now you that is standing in front of the mirror, drawing your gun, shining your badge, rubbing your shoes on the back of your pant leg, swearing to cure the ills of the world. Here is what you didn't count on. You're no longer one of them, you're one of us!

What does that mean? Well, you used to have happy hour whenever you want. You had large circles of friends. They now look at you differently and won't even waive to you when you are on duty, at least not with all their fingers. Your new friends are all dressed in blue and walk, talk, and euphonize all that don't look like them, talk like you and importantly they don't think like you. Who are they? They don't understand what it is like to be a cop, they're one of them, not one of us.

You are a rookie, so you go to the real shift, 11p-7a or 12a-8a. That is where crime fighters are found. That is where they need guys/gals like you. The public wants me there

between them and creeps, crooks, and crazy people. Real cops work this shift, the rest of the boys in blue are not one of us; they are one of them. Before you know it there is a significant other in your life and that person is really tired of going to bed at night and watch you go out the door to work. OOOPs, children may be in your life and they have their own schedule. Why do I try so hard, they don't understand, they're not one of us, they're one of them. My family should understand me, not make me go to a human shift. They couldn't understand, they are one of them, not one of us.

So my friend, an opening come along for the 3p-11p shift. You probably don't have enough seniority to get it but, what the heck, applying will at least get my family off my back. I tried. You got it! What now? You're going to the afternoon shift. Your sergeants and fellow platoon officers look at you differently now; you hear snickering when your back is turned. What's the matter, too good to be a real cop? Transferring to the kiddy shift. They don't do police work there. They are glorified crossing guards. They don't use all their fingers to wave to you anymore. You're not one of us, you're one of them. The same thing happens when an opportunity arrives to go to the day shift. Why do you want to go there, Ass Kisser, want to be around the brass? You're not one of us, you're one of them.

You now have an opportunity to become a detective. What! Why do you want to be one of them, they don't do police work, they silo all information and constantly take from patrol officers and give nothing back. They just want to wear different clothes and get their names in the media. They're not one of us, they're one of them. Rumors float about the department about you. Here he goes again, the old lateral dropkick, can't hold a real job. Real cops wear uniforms and work shifts, not like those pencil pushers. Look out, you are now eligible for promotional exams.

Similar exams that got you into this rat race now are about to provide new horizons. You take the promotional exams with little expectations as more seasoned veterans will probably get it. I'll take them and shut my family up. They don't understand me or my work. You got it! Sergeant, what now? Well, a new sergeant, where does the sergeant go? Midnights that's where. Hey great, these guys will be happy to see me, they will welcome me back with open arms, it will be great to get back. You're not one of us, you're one of them. You now have to go to all the old hiding places and get the shift working. You have to give direction where it was once easier to receive the direction. You're not one of us, you're one of them. You have to provide evaluations for the very same guys/gals that you used to think were so funny the way they busted your old sergeant.

Family does not like going to bed at night and watching you go to work. I took the exams and got promoted, what do they expect? More lateral movement; you are doing great. More promotional exams. Might as well take them nobody loves me; everyone is biting me in the butt. You passed! Detour, in the next promotion you are going to the Professional Standards Unit (Internal Affairs) affectionally referred to as the "Rat Squad," I.A. (Intellectual Atrophy), needless to say, you're not one of us; you're one of them. You are no longer good enough to arrest thugs, mugs, creeps, crooks, and crazy people, you now arrest cops. What happened to you?

All the time you had to fight the old gang, you have been divided by rank, units, squads, platoons, details, task-force, and by time, shifts, or special details. None of which made communications easy, innovation, creativity, and imagination was wasted on nary wells, old guard, etc.

Your promotions don't stop there, you find yourself walking into the Chief's Chair after a series of promotions and petty back stabbing. Suddenly, you now understand the phrase, it's lonely at the top. You have been able to transcend the doubters, those who never really understood you, or really cared about you. Leadership; Really? Who has the time for leadership?

What has transpired? This story, with you in the lead role, has taken a perfectly sound, reasonable civilian, squeezed him/her through the bureaucratic maze of policing and throughout this metamorphosis has emerged a tired, soulless, perhaps distraught individual that was once idealistic, enthusiastic, and energetic person. Well, the good news is that most that enter this profession, want to. Second, this depiction is not restricted to the police profession. Third, the portrayal is probably somewhat dated, but still there exist remnants that would add to stagnation as well as frustration in an organization.

The real question that bears citation is how you would prevent something like this from happening in your organization. Hopefully, previous links may aid you in your research to support your hypothesis surrounding Burnout.

Frustration.

My next descriptor of Burnout is frustration. Simply, am I the only one working around here? Members of an organization will keep track of how a leader deals with one person over another. Members have their own score card. "Organizational justice is an employee's perception and judgement of employer's treatment in the context of fairness or justice. The resulting actions to influence the employee-employer relationship is also a part of organizational justice" (<https://www.marxists.org/archive/marx/works/1847/wage-labour/ch02.htm>).

A major obstacle for all leaders, parents, coaches, teachers, etc. is to establish exactly what equity means to the leader and then conveying that to the members. Now allow me to provide an example of dealing with frustration in my classes. I let them know on the first day the important ground rules.

First, I will offend them, and intentionally so. This is not to anger the student instead to acclimate them to the world as it really is. This is not a video game with do-overs. I do this to get their personal intellectual juices flowing, not mine. I will not spoon feed information to them, you ain't in Kansas anymore Dorothy!

Second, I treat all students the same, they are all on equal footing with me, and they are all my favorite D+ students. I will do everything in my power to help them learn, demonstrate new ways of learning and from more than one discipline, but I won't do it for them.

Third, you can hate me, dislike me or love me, I don't care. You can dislike my teaching style, I don't care. You see in the male life (sorry ladies) there comes a point when his ego is much smaller than is his prostate and all else is unimportant. The point is you have to deal with me if you need this class, because I am the only one teaching it. I am the only game in town. I advise them that the only way to discuss the underbelly of our society is to be frank, blunt, and direct. Euphemisms are for the other professors, not me. I do not coddle, but I love them dearly.

I can't make them good, they are already good, they have their butts in those seats in front of me. I can only hope to make them better each and every time we meet. That is in class, in the hallway, in my office. If they want to impress me, read, submit, and learn, avoid manipulation, I am too old and my ego is too rusty. So you can hate me, but you are going to have to trust me to help get you over the finish line and I have to respect you and you have to

respect me, not love me. I humbly submit, most of my student evaluations at semester end reflect an appreciation for my style.

Fourth, they must write out a course evaluation (different from the college evaluation on a Scantron sheet) what they liked, disliked, if I were successful in offending them, what were course take-a-ways, and what they would like to see differently. I advise them that the course material and presentations are based on their predecessors and they will now help craft the next class. Why, because their opinion counts and is listened to by this old curmudgeon (an ill-tempered, difficult, cantankerous person).

I share these with my Department Chair. Be prepared to accept the criticisms as well as the good. They are anonymous and because we do all work electronically and is submitted electronically in Blackboard, I have no idea what student handwriting looks like. Tell me what I need to hear, not necessarily what I want to hear. It has to be frank, from the heart, and succinct. Unlike some high office holders, narcissistic behaviors have no place in a leadership role.

My point to the reader here is when everything you do at work becomes average, shake it up. Find new life in communicating electronically, factually, using research material and not simply Wikipedia. Take a look at the last time you have been considered for a job promotion, and when you begin to ask yourself who the hell is listening to me? Shake it up. When was the last time you took a new course or attended a conference because you wanted to go? I have made Blackboard in the classroom a way of life.

I don't give many multiple guess exams, primarily students have to research and write, yes at the undergraduate level. Why wait until they get to graduate level work to learn how to write, and at that point they wonder why no one ever showed them how to do this stuff. My

second class of each semester is taking students to the library so staff can provide them with electronic scholarly research. Most exams are research documents.

I have them submit their obituaries in the first week of class relative to the theory of the class and then resubmit their obituaries at the end of the semester. The point, shake it up, if you are having fun, chances are it may be fun for your underlings. Early on in my leadership career I had a theory relative to the grumbling over my policy. Quit, die, or get over it. It didn't work and how wrong was I. I changed rapidly toward making members part of the decision making from the ground up.

Resignation

Often leaders as well as followers find themselves anchored in an old soft deeply worn pair of comfortable slippers. The last thing in the world they want to do is shed the old for the new. Any policy change may result in comments such as let the next guy do it, why change everything is going smoothly, If it ain't broke, don't fix it, or why is it every time a new guy comes in they want to change everything?

Why do members dwell on the unpleasant, better yet, why do leaders permit them to dwell on the things they didn't do effectively? Members get to this phase and simply get tired of complaining. This job isn't worth getting sick over. It isn't worth getting out of bed in the morning to come into this place. Anything sound familiar? Probably from the mouth of babes.

Leaders and members get to a point and they simply resign. Unfortunately, more and more this is occurring at the wrong end of the employment spectrum. It is becoming more defined in the first 3-5 years of employment and not necessarily at the opposite end closer to a retirement date. This is referred to as retiring in place.

Is something missing from your current career? Shake it up, get back into the game and rejuvenate yourself, re-establish yourself, don't rest on past laurels, find that course or conference that gets your blood flowing again. After all you were more than anxious to get into the racket, so what happened?

Attitude happened, all bad attitude, not mine yours. Leader and follower are responsible for this dilemma. So fix it. This requires truth, integrity, character, intellect, and esprit de corps. Recall if you would, attitude is how well you will do something. What is it that could bring back the old you? As a leader you have to ask those very questions and not fear the answer sought. "Tell me what I need to hear, not what I want to hear."



*"The journey of a thousand
miles begins with one step"*

Lao Tzu

CHAPTER XIV:
WHO BECAME A LEADER WHEN THE ADULTS LEFT TOWN?
STONEMAN DOUGLAS HIGH SCHOOL SHOOTING

Final Evaluation.

We had mentioned in earlier chapters that a hero may be an unsuspecting soul that is called upon to perform some act or deed that may draw upon additional energy or courage. The situation or occurrence itself may provide strength to the unsuspecting hero or less inclined to act, or that which is required to punch a bully squarely in the nose. I, unlike a purported occupant of the oval office, am not soliciting nor enticing others to use physical force. Instead I encourage, as most reasonable and prudent persons would do, is to act from a firm base of intellect, fact, voice, vote, and sound moral obligation to act. How about your family, school or organization, anything come to mind?

I am not going to advocate for or against gun control. This is a debate for another day. I will promote the idea that our children are our future and they need to be well versed in both sides of the argument. I do solicit stronger use of critical thinking, the ability to take command of facts and truths at hand to select a reasonable path. I do, however, at the same time put great faith in our youth to stimulate thought and satisfy intellectual curiosity. I do advocate for less violence and greater use of common sense. I do advocate for adults to cease and desist from the use of killer phrases, especially because it is just easier to do so and in its place get into the fray. Even

though you feel threatened, it is for a greater good, our children. Our children require protection provided by leaders until they are of age and wit to care for themselves.

Can children lead?

A significant concern in answering this question will require looking to our past. The children that have registered tremendous outrage is thought by some to be another fad. Many politicians and the NRA are banking on it. If it is not, then does the money poured into protecting the gun industry overshadow the ethical and moral obligation of leadership? Something to consider when examining this question is the differences in Gen X, Y, and Millennials compared to Boomers. The newer generations generally are not party affiliates and have remained independent voters. The question arising is who can best mobilize this group. Who can influence them to convert to their side? This group is coming of age to vote. One may ask what impact they can have as the number coming to maturity of voting age. How many are eligible to vote and how many will take the time to register and vote?

As an example for examining the topic, let me draw your attention to the Driving While Intoxicated rage that saw groups like Mothers against Drunk Driving (MADD) and Students Against Drunk Driving (SADD) emerge. Where did they come from? First, not until young children were dying by the multitude on American Highways resulting from drunk driving did anyone pay much attention to the DWI epidemic. Vietnam claimed over 53,000 of America's best during the conflict. America was killing nearly that many on its highways annually. As a side note significant to this topic, I assert that this country has taken war for granted. It will happen over and over again during the life time of this country. Casualties are an outcome of war, and unfortunately often forgotten by the recipients of freedom. Frequently, these very same

recipients often take for granted freedoms and forget there is work involved to preserve those precious words in our democracy. Not simply during the time of war, but during every awakened moment. I draw this parallel at this point to define a social problem or yet when a social problem may be considered a social problem. Were children dying on America's highways merely casualties?

Second, children highway deaths could no longer be ignored resulting from a more mobile society with younger drivers. Especially, the issue could no longer be ignored because suburban mothers mobilized and a voice was heard. A ground swell of concern and deliberation materialized from coast to coast. The outrage was prompted by mothers and students, the majority of which were from the "Burbs" not inner-city children. Logically, the majority of the cars resided in the suburbs along with the potential statistics.

Third, the sentiment of the moment was so compelling that it was not to be overlooked. This topic was emotionally and statistically charged. Who was responsible for these deaths? The lack of attention by law enforcement or the liquor industry, or the lack of education? Was this to become another lawyer full employment act? Legislature could not avoid the hot topic and there was no place to hide. The National Highway Traffic Safety Administration (NHTSA), became part of the Executive Branch of the U.S. government, part of the Department of Transportation. The department was formed on December 31, 1970, with the mission to save lives, prevent injuries, reduce crashes, and to join other agencies to prevent safer vehicle travel. This was in both highway and vehicles.

<https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/812102>

Fourth, in the U.S. approximately 34,000 people are killed on the highways and approximately 38,000 die resulting from a gun. According to the Washington Post guns are now killing as many people as cars in the United States. News accounts daily report that young people are killing each other in inner cities daily with little or no rage. The following articles are provided to aid in reader research, provoke thought, and determine factual considerations to validate your position.

Can the recent outrage of gun violence killing 17 at a Florida school become the war cry since Columbine?

By the numbers:

These are the 10 deadliest school shootings since Columbine (15 deaths):

2007 Virginia Tech University, Blacksburg, Va. — 33 deaths

2012 Sandy Hook Elementary School, Newtown, Conn. — 27 deaths

2018 Marjory Stoneman Douglas High School, Parkland, Fla. — 17 deaths

2015 Umpqua Community College, Roseburg, Ore. — 10 deaths

2018 Santa Fe High School, Santa Fe, Tex. — 10 deaths

2005 Red Lake Senior High School, Red Lake, Minn. — 7 deaths

2012 Oikos University, Oakland, Calif. — 7 deaths

2006 West Nickel Mines School, Bart Township, Penn. — 6 deaths

2008 Northern Illinois University, DeKalb, Ill. — 6 deaths

2014 Marysville Pilchuck High School, Marysville, WA. — 5 deaths

<https://www.axios.com/by-the-numbers-the-10-deadliest-school-shootings-since-columbine-91efddc3-adcd-4991-bd5c-59938db7bc2f.html>)

It is my assertion that the latest of the horrific school shootings will act as the impetus for the mobilizing of both suburbanite mothers and mothers from the inner city. The ground swell of outrage and support has apparently begun. The “Me Too Movement” coupled with family members of gun victims, and new children leaders from the Marjory Stoneman Douglas massacre is reminiscent of the “60s” when outrage was a call to action. Complacency did not have a place in history during the tumultuous period and it may not have a terrific survival rating at this juncture. One can only hope. Remember we had Woodstock; today’s generations have video games.

<http://www.vpc.org/regulating-the-gun-industry/gun-deaths-compared-to-motor-vehicle-deaths/>

https://www.washingtonpost.com/news/wonk/wp/2015/12/17/guns-are-now-killing-as-many-people-as-cars-in-the-u-s/?noredirect=on&utm_term=.8c0159823d3b

<http://theconversation.com/gun-violence-in-the-us-kills-more-black-people-and-urban-dwellers-86825>

I submit that Wikipedia is not a scholarly research tool, however due to recent course of events is a starting point to engage this evaluation. The Wikipedia link provides us the accounting of the event. Readers should pay particular attention to the latter sections contained following the event description._

https://en.wikipedia.org/wiki/Stoneman_Douglas_High_School_shooting

Readers may now research the DWI outrage that led to multiple changes in society that included legislation, education, mobilization, and organization in comparison to the slaughter of children in our city streets and schools due to mass shootings. Is there a comparison between the two issues? Why now might the Marjorie Stoneman Douglas be the tipping point for organizing and mobilizing? What might the new issue be (shooting deaths or guns)? Can the

latter be separated as gun advocates and political forces are promoting? Are there clear problems that can be identified outside of what statistics support? In other words, looking at statistics they may tell us that there are substantial number of deaths annually in this country resulting from guns. So what, what does that mean? Can children be the new leader?

CHAPTER XIII: EPILOGUE

Leadership is a work in progress

We began this discussion with the premise that there really is not anything new in leadership literature today, and possibly just more repackaging of the old ideas. In finality I maintain that remains true, but where others have attempted to repackage the Ten Commandments or laid claim to a single philosophy as the saving grace of leaders, current and future, I have attempted to simplify volumes of material into four main components of leadership. Drink, Swear, Steal, and Lie are four categories that will enhance leadership credentials, comprehension, and competence. After all it is merely treating others as they want to be treated.

Suffice to say there is no single silver bullet in leadership. That is to say a leadership style may be a pejorative figure of speech should it be in name only. Your style may be a hybrid of two or more styles. I anticipate at this point in time the reader realizes that leader must display certain traits or characteristics to be effective with people. Some we have discussed are trust, honesty, credibility, consistency, predictability, operate with stability and not erratic or chaotic behaviors. The leader must be transparent and obviously authentic to followers.

Communications is not merely something required in leadership, it is everything to success. The very best of ideas not conveyed properly is only another idea. Communications is critical regardless if you are an introvert or an extravert. The agency head's public persona must convey the mission through charismatic tone. A tone that followers find appealing and believable. The message requires appropriate tone and diction that displays a leader's capability.

The true leader does not exempt civility from the discourse of decision making. He/she does not demand unquestionable loyalty. The true leader embraces environs that provide an atmosphere for creativity and enthusiastic innovation. Environs that establish safe havens for thought provoking ideas that will achieve the most workable decisions. A true leader does not stifle input, they encourage it.

Essential in this discussion of leadership is the building of relationships to achieve mission. True speak is imperative for trouble shooting issues and building relationships. A true leader must require from followers exact specifics and do not permit them to speak in code. Do not permit them to corrupt a brain storming session with PC language that furthers the confusion. Speak plainly, accurately, with specifics and document facts when possible. This means speak from the heart, with well thought out information. Avoid rude, crude, marginalizing language, while remaining honest in conversation. Take on the tough subjects as they are and speak directly to them. Political correctness cannot be permitted to exceed its original purpose for fear of diluting the message.

Drink, Swear, Steal, and Lie

As one passes through life there are few certainties that come with living. The one constant that is an irrefutable fact is the sun will rise in the east and will ultimately set in the west (unless you live in Alaska during winter months), and all that you do in-between is how you shall be judged. Many of us have the benefit of knowledge from our parents, mentors, and teachers that provide avenues of skills, knowledge, and experiences that will help guide us along on our journey.

Herein was provided a discussion of four values that will guide you through life, whether you are in a leadership role, educator role, parenting role, or merely trying to make it each day. I am almost embarrassed to provide these to you because of their simplicity, but I shall in spite of the unfussiness and they are: Drink, Swear, Steal, and Lie.

Drink

Drink from the fountain of love, understanding, and compassion. Drink from the cup of empathy, courage, and compassion. Be able to put yourself in someone else's shoes, only if for a moment in time. Drink sufficiently so you have the courage to "do the right thing, for the right reason." A person acting in a fashion that may result in a correct conclusion, but it was not the intention is merely based on luck and should not be confused with courage. Then it really comes down to this; can you say no to bullies; can you reject bigotry; can you discard hatred when it is so easy to grasp and; can you stand against the masses when you are most assuredly right and they are wrong although the path of least resistance is to ignore the issue altogether? May you drink repeatedly from this fountain in order to resist the temptation of painless and effortless survival when you are required to take an unfavorable position during a difficult circumstance?

A significant portion of society have previously traveled this path and generally those that have been successful in their journey have done so because they had taken a drink from the fountain of love, compassion, and understanding and have drunk from the cup of empathy and courage. They also found solace in a good sense of humor, for you see those that do not have a good sense of humor probably do not have much sense at all! These particular folks probably find life uncomplicated and find themselves situated soundly in the black and white side of an

issue and probably have never found a need to imbibe from the fountain. Yet, the majority of the populace realizes the grey area is clearly where most reside. That is why it is so important to continually drink from the fountain of love so that strength and relief acquired from the drink may aid in life's toughest decisions.

When life's journey has been prosperous, one may find that they have a better home, they may have a better car, they may have better clothes, they may have a better job, or a better education but the fact remains, they are not better. Being better positioned in life or better off does not make one better, in truth they may not be as well off as those living in poverty. Those in poverty may not realize they are poor and in reality may have more from life than those with greater material objects. Those families in poverty or living with less may only have the fountain of love and understanding to get them through each difficulty and in actuality having each other and an opportunity to do something good is significantly greater than a substantial bank account.

I had the opportunity to watch a video Called "Do Right" an inspirational piece narrated by Lou Holtz the famous college football coach. In there was three questions that have stuck with me my entire leadership career. The three questions made the most sense to me then as they do now. They are simply this: Can I trust you, can you trust me? Are you committed to me, am I committed to you? Do you care about me, and do I care about you? These three questions are asked every day in every relationship. If you cannot answer each in the affirmative then perhaps one needs to re-examine the relationship. Chances are you probably do not have a relationship.

Swear

Swear that you will make today the best day of your life. The reality of the situation is it is the first day of the remainder of your life. Swear that you will fill each day with as much as possible and when you put your head on your pillow at night you know you have left little undone. Swear that you will take care of yourself so that you remain healthy. When I speak of health it is important to remain healthy in mind, heart, and intestinal fortitude so that you can make the best decisions that will impact the most people possible. Others that may depend upon you rely on your health because if you are not healthy than you cannot fulfill your goals and mission to others.

Don't dwell on the things that you did poorly. Take those miscues and turn them into one of life's lessons. Learn from your mistakes and glean the knowledge of how to do things better. A person that continually sharpens their attitude sharpens the ability to survive with honor. Do not permit yourself to live down to others expectations. Please permit this discussion to make this point by relating the following story:

A young lad from the 60s who freely admits that no one and this means no one had a better time in high school than he. Seldom if ever did he crack a book, complete an assignment nor stay alert in class. The guidance counselor had one file on his desk and it contained this young lads schedule and disciplinary record. This is not to say that he was not capable to do the work because each football and baseball season he actually excelled.

One day the youth walked into the guidance counselors' office and immediately the counselor asked what class he was thrown out of that day. The counselor looked in the folder and asked, "How in the world did you get kicked out of study hall"? The lad

replied that he had not been thrown out, but was there to find a college to attend. The counselor looking over the top of his glasses with a smirk on his face said, “You can’t go to college, you will fail; you have done nothing to academically prepare yourself for the rigors of college.” The counselor was not wrong in the assessment of the young lad’s preparation for college, but had misread his preparation for life. The counselor reiterated his point frantically and almost to the point of lunacy until finally the young lad prevailed.

They collectively located a Junior College in south Florida that would accept the young man. However, he had to take entrance exams of which the counselor voluntarily proctored and sent the sealed documents to the college. The lad was officially accepted with the following caveat; he had to take Math (8:00 a.m.-10:00 a.m.) and English (10:00 a.m.-12:00 p.m.) five days a week, no absence was excusable and nothing less than a grade of “C” was acceptable and any grade less is reason for dismissal from the college. The long and short of this story is that he completed a two year degree, his Bachelor degree, a Masters degree and stands before you today (where ever he is standing) with a PhD.

Yet he was told he was going to fail and by prevailing standards he probably should have, but no one was going to set his standards, establish his destiny, or diminish his dreams and aspirations. The guidance counselor may have been correct as to college preparations, but was sorely off center regarding the young man’s attitude.

The counselor eventually found it easier to work with the lad rather than against him and together they resolved a situation that seemed impenetrable. However, the crux of the story remains as plain as the nose on your face and that is prepare yourself early and often keeping

your attitude crisp and clear and your goals just one step ahead, flexible and not so lofty that they are unattainable. Had this lad prepared himself adequately, college learning would not have been that difficult. In other words, if he had kept himself healthy in mind, heart, and fortitude he would have rejected the opportunity to be the class clown and accepted the role of student. In doing so he would have maintained his eye on the ball, his end game, where he wanted to go rather than having to make up lost time.

However, remaining is a second point to this story and that is as the old wives tale denotes “Do not judge a book by its cover.” The advent and convenience of contemporary technology has provided quick methods of obtaining information, but most assuredly it does not mean reading a book cover to cover is reading the front cover, rolling it over and reading the back cover. Therein lies the theme principle to leadership, and that is know who you are speaking to, know who your members are, where they are situated, and where they need to go. In all segments of life is growth, absent growth is death, and status quo is mediocrity substantially equivalent to the process of dying while remaining in suitable health. Swear that every effort on your part to create an environment conducive to growing people will be exhausted, and in doing so may snatch victory from the jaws of defeat. Just because a standard has been established for a particular occasion or circumstance should not close the door on opportunity. Had this young lad not prevailed he probably would not be writing this script.

Steal:

Steal just a moment each day to perform an act of kindness for someone else knowing full well that you are not going to get credit. It is easy to do something good for someone else when it is in your job description or the expectation of some gain on your behalf. Take that

moment each day to do something good for someone else and you will find each day more fulfilling. On one occasion while sitting in a restaurant having a quick bite before attending an anticipated strenuous meeting, a young woman sitting across the room could only have a worst day if the earth opened up and swallowed her up, and in fact that may have been the only way her day would have gotten better. She was frantically talking on a cell phone and exclaimed her rent check bounced, her job did not come to fruition, her kids are all sick and no health care, her car had just blown an engine and the list went on.

Not that there was already enough on my mind with the forthcoming meeting, but one could not ignore the plight of a fellow human being. Now her list was too long, too wide-ranging to attempt, but maybe one small token of kindness may brighten her day. Upon departing the restaurant her debt was settled and the cashier said this won't help this girl. The instruction for the cashier was to just tell the young lady to have a brighter day and hopes of things to get better and it will because she is not alone and the donor is anonymous. You see having been in government for near forty years, hope is often all we have to give.

Never again did we meet, but the cashier on another occasion submitted the one lone act of kindness in the midst of all things that could go wrong that morning put a smile on her face. And perhaps one small act of kindness made her a tad bit more positive in her approach to that which was so wrong right then and there. It matters not if all things improved for this young lady immediately, but it does matter that she felt better about addressing her dilemma and perhaps about herself. The principle of this story is regrettably simple, "No one cares how much you know, until they know how much you care."

Upon the occasion providing an act of kindness that will shine on someone else may serve to fulfill a void in their life at that particular moment that in turn may result in wider

opportunity or benefit to that member of society or organization. Providing an act of caring may instill a person with a sense of security and empower them to explore supplemental ventures, a trait found in transformational leaders (Popper & Mayseless, 2002).

Doing something nice for some may have benefits. The attached is the George Boldt story as the first manager of the Waldorf-Astoria Hotel, NYC.

https://youtu.be/9_GQGs1hYHA

Lie:

Lie down each night and say a little prayer for someone. Say a pray for your mom and dad or grandparent, mentor, teacher or for those in public safety or the men and women serving in our military. Say a little prayer for those who run toward danger when others are running away. Say a little prayer for those who guard your freedoms so you can live the life you live in the fashion you live it, so you can lie down each night and say a prayer to whom you wish without fear of retaliation. Say a prayer because it will make you feel good having demonstrated a thoughtful accord of well wishes for the few that have given so much for the masses.

Upon occasion write down a thankful thought and send it to your mom, dad, or person that has contributed to your well-being. Especially if you are separated by geography due to life's choices of the moment, and they will read it four to five times a day thinking of you. Lie down at night knowing that you made their day. Lie down each night knowing your successes were probably based on others values and say thank you. This will aid in creating a successful person. Learn that words such as thank you, I believe in you, I care about you, or I trust you may

make some other person's life just a tad bit better. Lie down each night and pray you will make your enduring thoughts become reality.

I wish to leave you with a poem by Dale Wimbrow, called "*The Man in the Glass*" and it goes like this:

When you get what you want in your struggle for self
and the world makes you king for a day,
just go to the mirror and look at yourself
and see what that man has to say.

For it isn't your father or mother or wife
whose judgment upon you must pass.
The fellow whose verdict counts most in your life
is the one staring back from the glass.

You may be like Jack Horner and chisel a plum
and think you're a wonderful guy.
But the man in the glass says you're only a bum
if you can't look him straight in the eye.

He's the fellow to please-never mind all the rest,
for he's with you clear to the end.
And you've passed your most dangerous, difficult test
if the man in the glass is your friend.

You may fool the whole world down the pathway of years
and get pats on the back as you pass.
But your final reward will be heartache and tears
if you've cheated the man in the glass.

Drink, Swear, Steal, and Lie the four little things so simple they can guide your life so that the man in the glass is happy with you and you with him. I hope you found this material of interest, some humor, some real life episodes that I found embarrassing. I hope you find the inspiration to take on the role before you, you are qualified if you can embed traits and qualities emphasized herein and convey your confidence. You most likely have the right stuff, I will be proud to see you in your new leadership role! So indulge me in a small final prayer for your journey: "Oh Lord, please fix our (Me) Leaders, this time, Amen." See you along your journey.

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