

Effective Leadership in a World of Change

A 1 Day Seminar for Tennessee Law Enforcement Supervisors Managers and Executives

May 29 2014 Chattanooga Tennessee

Course Description

Effective Leadership in a World of Change is an intensive, fast paced, one day course that offers up two key components including Value Based Leadership and Effective Communications for Effective Leaders. This course is based on two fundamental premises. One is that the world in which we live is in a state of global change and that key, time tested values provide both solid enduring power and creative solutions to leaders in the contemporary global environment. The second premise is that leaders who are effective are those who can communicate effectively. They know how to deliver messages including their vision, values, mission and goals in clear channels of communications and most importantly, they know how to listen effectively and build effective listening mechanisms for their organizations.

Target Attendees

This course is focused principally toward those in leadership in law enforcement or criminal justice organizations. The leadership and communications principals will apply to members at all levels from the supervisor to the chief executive.

Learning Objectives

On completion of this seminar, attendees should have taken stock of their approach to leadership, should own some new tools for developing results, should examine the values that drive effective leadership and should own some new skills in communication in the leadership context. Most importantly, attendees should improve their leadership performance and attendant results.

Course Outline

Effective Leadership in a World of Change contains 2 principal areas of focus:
Value Based Leadership and Effective Communications for Leaders.

I. Module 1-Value Based Leadership

A. The World as I see it

1. A world in crisis
2. A world in conflict
3. An asymmetrical world
4. An increasingly global world
5. An increasingly technological world
6. An increasingly “hysterical” world

B. The critical need for effective leadership, leaders who make a difference in this contemporary world

1. Values that drive effective leader

- Compassion
- Courage
- Respect
- Integrity
- Excellence
- Service

2. Difference between leaders and managers

- “Managers manage what leaders Launch
- Tom Landry quote
- Jane Goodall Conversation
- About Filotimo-Greek “The love of honor”
- Cervantes Quote
- The Turkey and the Egg

3. Interaction. 3 X 5 cards are handed out and participants name top leaders students are asked to name a the best leader of all time for later discussion

4. In search of the effective leader

- The solution is likely not in the location where we are searching
- We go to schools on management and administration leadership models lacking

a. Trait studies

- The strong natural leader SNL Syndrome
- Ambitious, self-confident, independent, energetic. Poised
- Limitations

b. Style identification

- Task versus people
- Endless self-awareness tests
- Limitations

c. Situational leadership

- Change according to the situation
- Tell mode versus sell mode
- Limitations

d. Motivational studies

- Herzberg McGregor Maslow
- Theory X Theory Y
- Gen X
- "Millenials"
- Limitations

e. Biographical studies

- Books on lives of notable people

- Limitations
- f. Organizational configurations
- Leadership through reorganizations
 - Pyramidal-Flat-Wagon Wheel-Spatial-Eliptical-etc
 - Limitations
5. The Value based leader is found
- a. The inverted pyramid
- b. The fundamental values of effective leaders
- 1) Supporting-practical examples, illustrations
 - 2) Serving-practical examples, illustrations
 - 3) Setting the Example-practical examples, illustrations
6. Morale, how to identify it, how to build it and how to kill it
- The surveys on morale
 - Examples
 - Ways to build it
 - Ways to kill it
7. Discussion of the top leaders as identified in 3x5 cards
- Describe “effective”
 - Hidden Commonalities
 - Common Values

II. Module 2- Effective Communication for Leaders

- A. Communication, the essential delivery mechanism for leaders.
- B. Model of communication, strengths, weaknesses, causes of “The Bypass”

- Sender
- Receiver
- Reception-Perception-Interpretation-Understanding
- The bypass
- Power of feedback

C. Fundamental functions of leadership communications

1. Sending messages

a. Written, policies, memos, information

- Weaknesses-Fog and how to end it
- Clarity- and how to enhance it
- ACLU and me Debate on LAPD Pursuit Policy

b. Spoken

- Informal talks
- Interpersonal
- News media
- Formal Speeches

2. Receiving Messages, Listening, the most important and most overlooked communication skill

(Exercise time allowing with self grade on listening skill)

a. personal listening skills How to enhance personal skills

- Empty out to fill up
- Ego
- The Eye Gate 80 Percent of what we remember comes though the eye gate

b. organizational listening system failures and cures

- Survey on organizational communication
- Steps to enhance communication-call for group input

III Some Conclusions

Time Schedule

0900 1000 -The World as I See it

1000-1100 -The critical need for effective leadership, leaders who make a difference in this contemporary world

1100-1200 Fundamental Values that Drive Effective Leaders and How to Deploy Them -Exercise Who was/is Your Best Example of an Effective Leader

1300-1400 Discussion About “Your Most Effective Leader” Morale, What it is How to Create it and how to kill it

1400-1500 -Communication, the essential delivery mechanism for leaders. Model of communication, strengths, weaknesses, causes of “The Bypass” Fundamental functions of leadership communications

1500-1600 Sending messages written, policies, memos, information spoken speeches, informal talks, interpersonal, news media

1600-1630 Receiving Messages, The most important overlooked communication skill personal listening skills organizational listening system failures and cures

1630-1700 Some Conclusions Summaries Call for introspection and adjustment

Instructor

Effective Leadership in a World of Change is instructed by Mark Kroeker who has instructed widely on leadership and communication. His 3 day seminar entitled Effective Management Communications was certified by California's POST and was offered in multiple California locations for more than 15 years as well as in global locations such as the National Police of Singapore. He is currently an adjunct professor for the University of Southern California's Executive Masters in Leadership Program where he teaches a module on Value Based Leadership and Effective Communications for leaders. His instruction evaluations routinely rate him in the top levels of excellence and relevance. He is sought out as a public speaker on leadership and global rule of law issues. He is presently, Senior Vice President for Justice and Rule of Law at PAE a company that conducts contractual activities in a wide range of disciplines in 65 countries. He oversees PAE's rule of law

related programs in Mexico, Afghanistan, Liberia, the Caucasus, the Balkans and Central European countries. Following thirty two years of service in the Los Angeles Police Department where he rose to the rank of Deputy Chief of Police, he served as Deputy Commissioner of the International Police Task Force in the UN's Mission in Bosnia and Herzegovina. He later became Portland Oregon's Police Chief where he served for almost 4 years. In 2003, he was appointed the first Police Commissioner for the UN Mission in Liberia, West Africa, and then served as Police Advisor and Director of the Police Division in the UN's Department of Peacekeeping Operations in New York. There, he oversaw UN police operations in 13 peacekeeping missions. He was appointed by the Department of State as a member of the Israel Palestine American anti Incitement Committee. He was a member of the UN's Model Criminal Codes Committee, the Working Group on the Protection of Civilians and the International Policing Advisory Committee. Before joining PAE, he served as Vice President for Global Intelligence, Threat Analysis, and Crisis Management for the Walt Disney Company where he led the Company's efforts in crisis prevention, mitigation, response and recovery. In 1988, Mark founded the World Children's Transplant Fund, and he continues to serve as the Board's Chairman. He also serves as a member of the Board of the University of Paris Advisory Committee on International Threats and the UCLA Extension Advisory Board for Homeland Security and Emergency Management. He holds a Bachelor of Science degree from California State University at Los Angeles and a Master of Science degree in International Public Administration from the University of Southern California. He is a passionate advocate for global rule of law and the causes surrounding vulnerable populations of the world

Needed Instructional Materials

This instructor does not use power point or projector devices. Good sound system, ideally with lavalier microphone is essential.

Participant Feedback Form

Where indicated, please circle the number that represents your best opinion, with 5 representing 'strongly agree' and 1 representing "strongly disagree"

Overall Rating:

This seminar was extremely relevant and useful to me as a leader. 1 2 3 4 5
Comments

Content Overall:

The content was well organized and convincingly presented. 1 2 3 4 5
Comments

Module 1 Value Based Leadership: This section was very useful to me and I will employ some of the tools offered 1 2 3 4 5
Comments

Module 2 Effective Communications for Leaders.

This section was very useful to me and I will employ some of the tools offered
1 2 3 4 5
Comments

Instructor:

This instructor was highly qualified to teach this seminar and presented his material in a persuasive manner 1 2 3 4 5
Comments

Instructional Method:

The methods selected for teaching were appropriate 1 2 3 4 5
Comments

Facility and setting:

The setting and facility were conducive to the objectives 1 2 3 4 5
Comments

Recommendation:

I would strongly recommend this seminar to others 1 2 3 4 5

Comments