Texas Police Chiefs Association

New Supervisor #3737

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Texas Police Chiefs Association

Unit 1: Foundational Leadership Principles

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Learning Objectives for Unit 1 Building the Blueprint: Foundational Leadership Principles

Upon successful completion of Unit 1 the student will be able to:
(1.1) Define effective leadership.
(1.2) Identify common leadership styles.
(1.3) Recognize the differences between leadership and management.

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Learning Objectives for Unit 1 Building the Blueprint: Foundational Leadership Principles

Upon successful completion of Unit 1 the student will be able to:
(1.4) Discuss the role of emotional intelligence in leadership.
(1.5) Identify the best practices of using an ethical framework when making decisions.
(1.6) Recognize the role and qualities of a mentor.

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Self-Assessment Activity

- Complete Initial Self-Assessment Form
- Identify key leadership skills & growth areas
- Set measurable leadership goals
- Use Professional Roadmap throughout course.

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Leadership Defined

- Leadership is the ability to guide, inspire, and influence others toward common goals
- Not about rank—informal leaders exist at all levels
- Leadership requires action, trust, and example.

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Core Leadership Traits

- Integrity
  - Leaders adhere to ethical standards
  - You lead by example, whether you intend to or not
  - Your team is watching what you do, both good and bad
  - Leaders foster trust among their subordinates, not distrust and tension
  - Leaders inspire others.

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Core Leadership Traits

- Accountability
  - Leaders build a culture of responsibility
  - Their team members hold themselves and others accountable
  - They set and enforce performance standards equally and fairly
  - They address misconduct promptly rather than avoiding difficult conversations.

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Core Leadership Traits

- Adaptability
  - Leaders are open to change and new ideas
  - New ideas are viewed as opportunities for growth, innovation, and problem-solving
  - True leaders welcome creativity and fresh perspectives
  - Leaders inspire their teams to embrace change and foster a culture of continuous improvement.

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Core Leadership Traits

- Fairness
  - Leaders treat people consistently
  - They avoid favoritism
  - They enforce rules evenly with everyone
  - Effective leaders ensure that praise, rewards, and opportunities for advancement are based on performance, skills, and contributions, not personal preferences.

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Transformational Leadership

- Encourages team members to buy into the agency's vision, mission, purpose, core values
- Inspires creativity and innovation
- Builds morale by reinforcing why the work matters
- Focuses on change, growth, and purpose.

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Transformational Leadership

- Motivates team members to think creatively when solving problems
- Uses practical strategies such as:
  - brainstorming sessions where all ideas are welcomed before evaluation
  - cross-functional collaboration to bring diverse perspectives to problem-solving
- Recognizes and rewards innovative thinking to reinforce that creativity is valued.

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Transformational Leadership

- Addresses low morale or disengagement by creating ownership and involvement
- Lack of involvement often leads to apathy and poor morale
- Transformational leaders:
  - Seek input before making decisions that affect the team
  - Assign responsibilities that give employees a sense of purpose and contribution
  - Recognize contributions publicly to reinforce value and appreciation.

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Transformational Leadership

- Aligns officer goals with the department's mission and vision
- Connects the *why* to the task
- Supervisors align their expectations with the department's goals
- Transformational leaders:
  - Discuss how specific tasks or initiatives support the department's values
  - Tie individual performance evaluations to both personal growth and agency goals
  - Reinforce how day-to-day duties contribute to long-term success.

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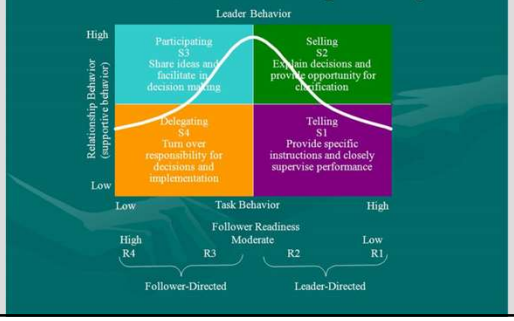
Transformational Leadership

- Transformational leadership is best used when:
  - Changing agency culture
  - Launching a new initiative
  - Motivating disengaged or discouraged teams
- In other words, when you need to move the team in a new direction.

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Hersey and Blanchard's Situational Leadership Theory

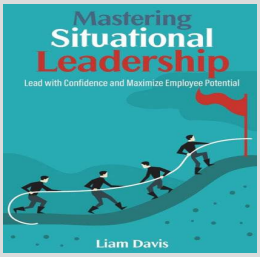


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Situational Leadership

- Situational leaders adapt their approach based on the maturity, skill level, and confidence of their team, and based on the urgency or complexity of the situation.



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Low Competence/High Commitment

The Enthusiastic Beginner
- Telling & Directing
- Decision made by the leader
- Communication is largely one-way
- Learner is enthusiastic and excited but lacks the technical skill and experience.

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Some Competence/Low Commitment

The Disillusioned Learner
- Selling & Coaching
- Decisions are leader's prerogative, but increased two-way communication
- Has gained some competence in the job
- Has developed rudimentary skills through training
- Has gained a better understanding of the enormity of the tasks required and may at times feel overwhelmed and inadequate to the task.

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High Competence/Variable Commitment

The Emerging Contributor
- Participating & Supporting
- Leader facilitates and takes part in the decision, but control is with the follower
- Learner has gained experience but lacks the confidence to perform all tasks required.



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High Competence/High Commitment

The Peak Performer
- Delegating
- Leader is still involved in decisions and problem-solving, but control is with learner
- Learner has experience at the job and is comfortable with their own ability to do it well
- Learner may be more skilled than the leader.



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Situational Leadership

- Situational leaders are flexible and responsive
- They adjust their style based on the situation, the task at hand, and the needs of their team members
- Being flexible allows the leader to adapt quickly to changing conditions, priorities, or employee needs.



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Situational Leadership

- Matches leadership behavior to the needs of individuals
- Leaders assess the competence, confidence, and motivation of each team member and adjust their approach accordingly
- Effective leaders recognize these differences and provide the right amount of direction and encouragement.

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Situational Leadership

- A good dynamic to use in high-pressure situations
- Works well in environments where conditions change quickly, or decisions must be made under stress
- For example, during a critical incident, a leader may initially give direct orders to ensure safety but later shift to a collaborative style to debrief and gather lessons learned.

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Situational Leadership

- Balances direction and support
- Effective situational leaders know when to be directive (telling people what to do) and when to be supportive (encouraging, coaching, and empowering)
- Striking the right balance prevents micromanagement while avoiding a lack of direction.

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Situational Leadership

- Situational leadership is best used when:
  - Supervising a mixed-experience team
  - Facing evolving or crisis situations
  - Balancing team input with command presence.

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Servant Leadership

- Servant leaders put the needs of their team first and build trust through empathy, support, and listening. They believe effective leadership starts with service to others.



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Servant Leadership

- Servant leaders build relationships through empathy
- They strive to understand the perspectives, feelings, and experiences of their team members
- This practice helps to build trust and meaningful connections and shows employees they are valued as individuals rather than just workers.

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Servant Leadership

- Servant leaders give full attention when employees speak, ask clarifying questions, and follow up on issues or suggestions
- Active listening fosters a sense of respect and inclusion, which encourages employees to share ideas and concerns openly.



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Servant Leadership

- Servant leaders focus on team well-being and empowerment
- They prioritize the growth, development, and overall well-being of their team members
- Employees who feel supported and empowered are more motivated, engaged, and productive.



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Servant Leadership

- Servant leaders address disagreements promptly and constructively, guiding employees toward solutions that strengthen relationships rather than create division
- This is an important trait because conflict left unresolved can harm morale and productivity
- Servant leaders foster cooperation by focusing on fairness and mutual understanding.



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Servant Leadership

- Approaches Include:
  - Actively seek to identify the factors that influence employee attitudes, both positive and negative
  - Understanding the root causes of low morale so problems, instead of symptoms, are addressed
  - Determining why employees feel frustrated or disengaged, then taking action to address those concerns.

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Servant Leadership

- Servant leaders build trust by being transparent, fair, and supportive while paying attention to employees' mental and emotional health
- Employees who feel supported are more willing to collaborate and adapt to challenges
- For example, regularly checking in with employees after stressful incidents. This acknowledges their efforts, and ensures they have access to resources such as peer support or wellness programs.

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Servant Leadership

- Servant Leadership is best used when:
  - Morale or trust is low
  - Team members are dealing with personal or emotional challenges
  - There's a need to repair or strengthen internal relationships
  - To maintain a healthy team.

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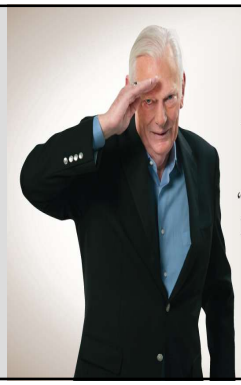
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Servant Leadership

- Servant leaders involve team members in decision-making, planning, and problem-solving, giving them ownership over outcomes
- Employees who feel they matter are more engaged, motivated, and committed to the organization's goals.

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Herb Kelleher

March 12,1931- January 3, 2019

"If you're crazy enough to do what you love for a living, then you're bound to create a life that matters."

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Southwest Airlines History

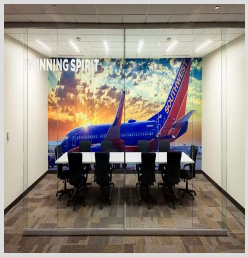
- Established in 1971
- 3 airplanes, 3 cities, 12 flights
- Currently 741 aircraft and over 3000 flights daily
- 47 continuous years of profitability
- Kelleher was the CEO until 2008.

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Southwest Airlines

- Co-founder of Southwest in 1971
- President and CEO of Southwest for over 20 years
- Windows were for the cafeteria, not offices
- Walk a Mile program.



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Southwest Airlines Core Values

- Safety
- Warrior Spirit
- Fun-Loving Spirit
- Servant Heart.



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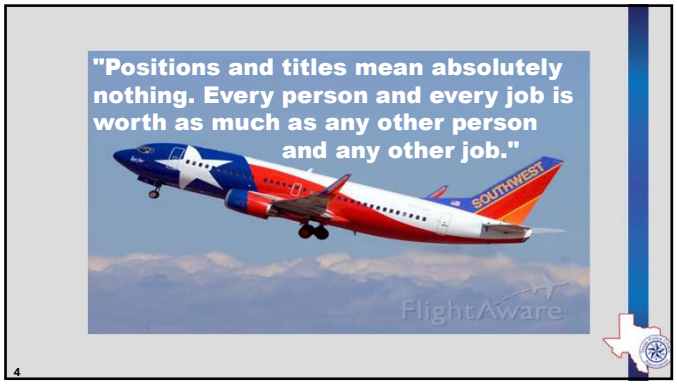
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"I forgive all personal weaknesses except egomania and pretension."



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"Positions and titles mean absolutely nothing. Every person and every job is worth as much as any other person and any other job."
SOUTHWEST
FlightAware
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SOUTHWEST
"The important thing is to take the bricklayer and make him understand that he's building a home, not just laying bricks."
FlightAware
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SOUTHWEST
“Hire for attitude, train for skill.”
FlightAware
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Coaching Leadership

- Coaching leaders focus on developing the long-term potential of their team by offering feedback, guidance, and personalized support.
- They aim to grow skills and self-sufficiency.



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Coaching Leadership

- A coaching leader consistently offers constructive feedback and guidance to help employees improve their skills and performance – not to criticize but to help them grow
- Frequent, meaningful feedback ensures employees know where they stand and how they can grow.



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Coaching Leadership

- Encourages critical thinking and problem-solving
- Coaching leaders use thought-provoking questions to encourage employees to reflect, analyze, and come up with solutions themselves, building critical thinking skills
- When employees are always given answers, they become dependent on the leader for direction.



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Coaching Leadership

- Instead of saying, *"You should handle that citizen complaint by doing X,"* a Coaching Leader might ask:
  - *"What do you think would be the best way to handle this complaint?"*
  - *"What options have you considered, and what could be the outcomes of each?"*
  - *"How could your decision support our department's mission and community expectations?"*



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Coaching Leadership

- Addresses performance gaps with support
- Clearly communicates that performance must improve (accountability) but does so in a supportive and respectful way (encouragement)
- Instead of just pointing out mistakes, the leader offers tools, training, feedback, or mentorship to help the employee succeed.

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Coaching Leadership

- Employees are more likely to respond positively and make lasting improvements when they feel supported rather than criticized
- This approach creates a culture of growth and learning, rather than fear of failure
- It reinforces that the leader's goal is to help the employee succeed, not just correct mistakes.

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Coaching Leadership

- Coaching Leadership approaches include:
  - One-on-one development plans
  - Specific, constructive feedback that employees can immediately apply to improve future performance
  - Actionable feedback that goes beyond general comments and focuses on clear behaviors to change or reinforce.

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Coaching Leadership

- This style of leadership is best used when:
  - Addressing performance issues
  - Developing future leaders
  - Supporting officer career growth.



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Leadership

- Leadership is about influence, direction, and purpose—motivating people to act not because they have to, but because they want to
- It focuses on building relationships, trust, and shared vision to drive progress.



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Leadership

- Inspiring and Motivating Others
  - Effective leaders build strong connections with their team by understanding and relating to their emotions, personal values, and sense of purpose
  - Effective leaders use encouragement, constructive feedback, and recognition to motivate improvement and growth
  - This leads to higher morale, stronger commitment to the team's mission, and a willingness to exceed basic job requirements.

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Leadership

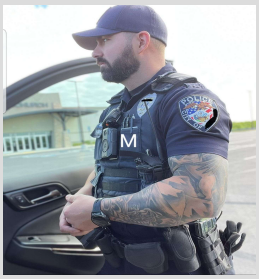
- Visionary Thinking
  - Strong leaders look beyond day-to-day operations and focus on the long-term vision and goals of the team or organization
  - In effective teams, members understand that their work contributes to a larger purpose
  - This shared vision helps them stay motivated and focused on growth, innovation, and meaningful progress rather than only completing daily tasks.

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Leadership

- Effective leaders act as agents of change by being willing to question outdated practices
- They seek better ways of doing things, even if it means stepping outside of established routines.



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Leadership

- Empowerment
  - Strong leaders give team members the authority to make decisions within their responsibilities
  - This empowers members to contribute ideas and take meaningful action
  - This results in team members feeling trusted and respected, which increases their sense of ownership and responsibility.

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Leadership

- Influence
  - True leadership is based on earning respect and credibility through actions and character, rather than rank or position
  - Leaders set the standard by modeling the behaviors and values they expect from others
  - Team members choose to follow the leader out of respect and trust, not merely because of authority or fear.

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Management

Management is about structure, systems, and accountability. It ensures that resources are used effectively, that goals are met, and that tasks are completed on time.



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Managers

Planning and Organizing

- Managers decide who is responsible for specific tasks, set timelines, and allocate resources to ensure everything gets done efficiently
- As a result, day-to-day operations run efficiently and without unnecessary problems, ensuring the team can meet its responsibilities with minimal disruption.

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Managers

Problem-Solving

- Managers handle immediate operational needs and make sure daily activities stay on track
- They focus on solving problems as they arise to prevent disruptions
- It also shows the team you care about their ability to get the job done and reduces their frustration, making them more effective.

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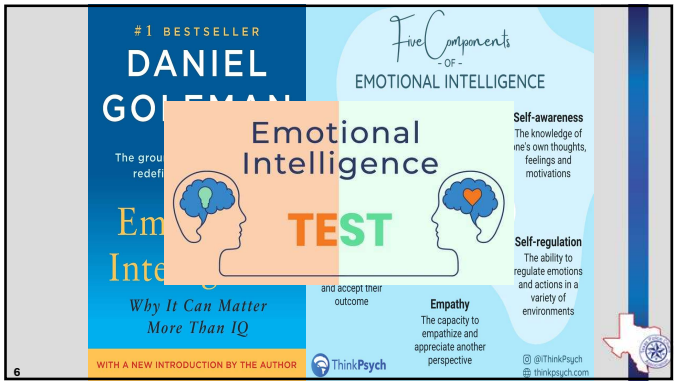
Managers

Authority and Accountability

- Managers typically use their formal position and authority to assign responsibilities, provide direction, and ensure accountability
- Their role includes setting expectations and taking corrective action when necessary
- Organizational standards are upheld, and expectations are applied fairly and consistently to all team members.

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The Five Components of EI

1. Self-Awareness

- The ability to accurately recognize your own emotions, understand what triggers them, and assess how they affect your behavior and interactions
- Leaders who lack self-awareness can unintentionally create tension or confusion in their team
- You realize your frustration with a delayed report is causing you to use a sharp tone during a briefing. By recognizing this, you can adjust your delivery to keep the discussion productive and respectful.

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Emotional Intelligence

2. Self-Regulation

- The ability to control impulsive reactions, manage stress, and remain composed, even in challenging situations
- A leader's emotional control sets the tone for the entire team—calm leaders help create calm teams.

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Emotional Intelligence

3. Motivation

- Staying focused on goals and committed to high standards, driven by internal values rather than only by external rewards
- Highly motivated leaders inspire their teams to push through obstacles and maintain performance under pressure.

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Emotional Intelligence

4. Empathy

- The ability to understand and consider the feelings, perspectives, and needs of others
- Empathy builds trust and allows leaders to address the human side of workplace challenges
- You notice a team member who normally volunteers for extra duties seems withdrawn. You learn they're dealing with a personal issue, so you adjust their assignments to give them space without impacting operational needs.

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Emotional Intelligence

5. Social Skills

- The ability to communicate effectively, build positive relationships, influence others, and work toward shared goals
- Strong social skills help leaders navigate conflict, unite their teams, and maintain a positive workplace culture
- How you interact with others will establish the tone for how your team members interact.

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Emotional Intelligence

- Emotional intelligence allows supervisors to:
  - Read the room, noticing nonverbal cues
  - Remain composed and regulate their own emotions
  - Adjust communication and modify body language, tone, and word choice
  - Validate feelings without endorsing behavior
  - Redirect focus and move individuals from personal grievance to problem-solving.

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Emotional Intelligence

- EI De-escalation
  - Leaders with emotional intelligence turn conflict into opportunity—for clarity, accountability, and team growth
  - When supervisors model de-escalation, officers are more likely to apply the same approach in the field or with the public.

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Emotional Intelligence

- Leaders who use EI are intentional about understanding and responding to the emotions and needs of their team members
- Demonstrating fairness, consistency, and genuine concern for their team's well-being creates a safe and supportive work environment
- Team members who feel understood and appreciated are more likely to trust their leader and one another.



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Emotional Intelligence

- EI allows you to address trust issues
  - Leaders who acknowledge mistakes and take responsibility show honesty and accountability, which are essential for maintaining trust
  - By demonstrating humility and transparency, the supervisor strengthens credibility and builds trust with the team.



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Emotional Intelligence

- EI helps you to overcome setbacks
  - Leaders set the tone for how the team should respond to adversity
  - They focus on solutions and future opportunities, reinforcing the idea that mistakes or failures are part of the growth process
  - This approach keeps morale intact and builds a culture of continuous learning.



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Emotional Intelligence

- Emotional intelligence is not about being "soft"—it's about being smart with emotions.
- It allows leaders to manage themselves, understand others, and lead with clarity, trust, and resilience.



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PLUS Decision-Making Model

- **P**olicies: Is the decision consistent with organizational policies, rules, and procedures
- **L**egal: Is the decision compliant with applicable laws and regulations
- **U**niversal: Would the decision be viewed as fair and right by the public or an objective third party
- **S**elf: Does the decision align with your own values, ethics, and sense of right and wrong?

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Police Officers Four-Part Ethical Test

#1 The Camera/Mic Test

- When you have pictured both positive and negative options, imagine your Chief or Supervisor stepping up to a mic at a press conference and showing a video recording of you acting out each option you are considering
- Which option is not only effective and defensible but also ensures your career will not be in jeopardy?

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Police Officers Four-Part Ethical Test

#2 The Bench Test

- The bench test refers to a court of law
- Imagine each option being described in testimony at a later date
- If your career can't survive the testimony about your decision, it is not a defensible option of choice.

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Police Officers Four-Part Ethical Test

#3 The Table Test

- For some, the table test may be the most important when making ethical decisions
- In considering your options, picture yourself sitting down at your kitchen table and explaining what you did and why you did it to the people you love the most
- You would best be served to choose an option that will make the most important people in your life proud.

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Police Officers Four-Part Ethical Test

#4 The Gate Test

- This one is optional because everyone worships in their own way or doesn't worship.
- But it is based on your personal religious, moral code, or ethical beliefs, and would your decision be consistent with those beliefs?

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6 Part Ethical Decision-Making Process

- Step 1: Clearly Define the Problem
  - Gather facts, don't rely on gossip or partial information
  - State the issue neutrally, avoid emotionally charged or biased wording
  - Identify ethical concerns. Ask yourself what's at stake morally
  - Define the desired outcome. What result upholds both law and values?

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6 Part Ethical Decision-Making Process

- Step 2: Seek Guidance and Support
  - Seek out peers or mentors. Get a second opinion or neutral insight
  - Check for applicable standards, even if the issue seems gray
  - Don't be afraid to consult city attorneys or HR
  - Seeking advice doesn't signal weakness—it shows integrity.

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6 Part Ethical Decision-Making Process

- Step 3: Evaluate Possible Solutions
  - Brainstorm multiple paths and avoid tunnel vision
  - Consider the stakeholder impact. Who will be affected, and how
  - Use frameworks:
    - *Deontology*: Are you honoring your duty
    - *Consequentialism*: What will this cause
    - *Virtue ethics*: Are you demonstrating character?

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6 Part Ethical Decision-Making Process



Step 4: Make and Implement the Decision
- Is it legal and ethical
- Does it align with the department's mission and culture?

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6 Part Ethical Decision-Making Process

- Step 5: Communicate the Decision
  - Making an ethical decision is only part of a supervisor's responsibility. How that decision is communicated is just as important
  - Effective communication ensures the intent, reasoning, and expectations behind the decision are understood
  - It also helps maintain morale, preserve relationships, and build credibility.

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6 Part Ethical Decision-Making Process

- Step 6: Evaluate the Outcome
  - Follow up after the decision. Did it solve the problem? What changed?
  - Take responsibility for the decision. Own the outcome, even if it was unintended.

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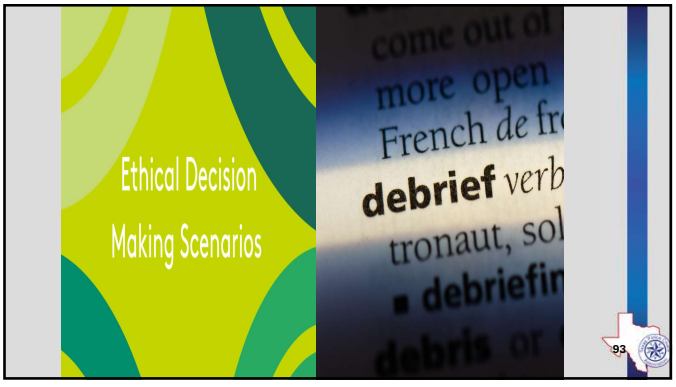
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How to Communicate Your Decision

- Officers don't just follow what you decide; they respond to how you frame it
  - Clear, respectful communication reduces defensiveness
  - Explaining your reasoning promotes transparency and builds trust
  - Poor communication can lead to misunderstandings, resentment, or rumors even if the decision was correct.

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What is a Mentor

- A trusted guide who provides wisdom, perspective, and support
- A mentor isn't evaluating your performance; they're focused on your long-term development
- Mentorship is rooted in trust, confidentiality, and mutual respect
- Mentors can be inside or outside your agency and don't have to be in your chain of command.

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Why Mentors Matter

- Mentors help you think through new challenges before reacting
- Mentors help to shorten the learning curve. Rather than relying solely on trial-and-error, mentors offer practical insights from their own experiences
- Mentors provide emotional support and encouragement. A mentor helps you reflect, stay grounded, and build confidence during high-stress periods.

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Qualities of an Effective Mentor

- Relevant Experience
  - The best mentors have faced similar challenges in their careers and are familiar with the demands of your current or future role
- Reputation
  - A mentor should model the values and behavior you aim to reflect, such as integrity, professionalism, discretion, and respect.

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Qualities of an Effective Mentor

- Alignment with Your Goals
  - Mentors don't need to have the exact same path, but they should support your aspirations and understand what success looks like for you
- Commitment
  - Effective mentors are present, available, and willing to invest time in your development. Look for someone who follows through and maintains engagement, not someone who disappears after one meeting.

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Finding the Right Mentor

- Explore Personal and Professional Networks
  - Think about who has already supported or advised you, like FTOs, academy instructors, former supervisors, or respected peers
  - Ask yourself who you go to for advice now and why.

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Finding the Right Mentor

- Leverage Social Media and Professional Platforms
  - Use LinkedIn to follow public safety leaders, join discussion groups, or connect after professional events
  - Participate in online forums through TPCA, TCOLE, IACP, or training groups where experienced leaders share resources and ideas
  - HAPCA.

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Finding the Right Mentor

- Attend Events and Conferences
  - Go to trainings, workshops, and leadership forums. Even casual networking conversations can lead to mentor relationships
  - Don't overlook specialized tracks such as wellness, ethics, or technology, where niche mentorship can be found
- Be engaged in your chosen profession!

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Unit Review Questions

- List the traits of effective leadership.
- Identify common leadership styles.
- Explain the differences between leadership and management.
- Discuss the role of emotional intelligence in leadership.
- Identify the best practices of using an ethical framework when making decisions.

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