Police Organization and Administration

CJ 3600
Professor James J. Drylie
Week 6
Leadership

• The police leader is responsible for three equally important but essentially different broad responsibilities:
  – Fulfilling the police mission
  – Make work productive and help subordinates to achieve
  – Producing impacts
Impinging style

• A number of factors can impact how the leader meets these responsibilities
  – Leadership style
  – Community preferences
  – Available resources
  – How the leader is selected
    • Leaders chosen through a competitive process who are perceived by subordinates as competent are viewed as having greater expertise, and consequently will have more power and influence.
Good leaders:

• Know where their time goes and manage it effectively
• Focus on outward contribution
  – Are results oriented
• Build strengths – their own strengths
• Concentrate on areas that produce outstanding results
• Make effective decisions
• Leadership is an intangible
  – It can not be touched
  – It has no smell
  – It has no shape
• The effects of leadership are not
  – Presence
  – Absence
  – Character
    • Can all be felt, appreciated, and understood
• Great leaders leave an enduring impression on those who choose to follow.
The Leadership Skill Mix

• The leadership skill mix involves three broad categories that vary based on the level within the organization a person occupies.

The skills are

• Human relations
• Conceptual
• Technical
<table>
<thead>
<tr>
<th>Organizational level</th>
<th>Skill Mix</th>
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<tbody>
<tr>
<td>Top managers</td>
<td>Conceptual</td>
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<td>Chief, DC, Majors</td>
<td>Human relations</td>
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<td>Mid-Managers</td>
<td>Technical</td>
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<td>Captain</td>
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<td>Lieutenants</td>
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<td>Sergeants</td>
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Human relations skills

- Involve the capacity to interrelate positively with other people at all levels
- The single most important human relations skill is communication
  - Without it nothing can be set in motion
Conceptual skills

- The ability to understand and to interrelate various pieces of information that seem unrelated or the meaning or importance is uncertain.
Technical skills

• Vary be level within the department
• As one progresses upward toward middle and top management, the range of technical skills narrows, and conceptual skills predominate
Theories of leadership

- These theories attempt to explain factors associated with the emergence of leadership or the nature of leadership.
  - Great man (genetic theories)
    - Born leaders
  - Traits approach
    - Great leaders are made, not born.
      - Confidence, infectious optimism, intellect
  - Behavioral explanations
  - Situational theories
    - Greatness is thrust upon them
Important traits for success

• A leader is somewhat more intelligent
• Well-rounded in interests and aptitudes
• Unusual facility with language
  – Writes & speaks simply, persuasively, and understandably
• Mentally and emotionally mature
• Powerful inner drive
• Aware of importance of cooperative effort
• Relies more on administrative skills
Styles of leadership

• Generally accepted that three styles of leadership can be found in police organizations:
  – Authoritarian
    • Makes all decisions without consulting subordinates
    • Closely controls work performance
  – Democratic
    • Group-oriented, promotes participation
  – Laissez-faire
    • Hands-off, passive approach
Station House and Street Sergeants

- Van Maanen identified two contrasting types of police sergeants
  - Station house
    - May have been out of uniform for an extended period prior to promotion
    - Prefers to work inside
      - Planning
      - Records
  - Street
    - Serving in the field when promoted
    - Strong action orientation
    - Distaste for office work
The Managerial Grid

- Developed by Blake and Mouton (1962)
- Has two dimensions:
  - Concern for production
  - Concern for people
- People combine these dimensions and this establishes the leadership style
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Concern for People | Concern for Production
• **1.9 – Country Club Management**
  – Thoughtful attention to needs of people for satisfying relationships leads to a comfortable friendly atmosphere

• **9.9 – Team Management**
  – Work accomplishment is from committed people

• **5.5 - Organization Man**
  • Balances the necessity to get work done with maintaining morale

• **1.1 – Impoverished**
  – Minimal effort to get work done

• **9.1 – Authority-Obedience**
  – Human interference is minimal
Situational Leadership

• Many situational variables are important to leadership
  – Demands of time
  – The leader,
  – The led
  – Superiors
  – The organization
  – Job demands

• The behavior of the leader in relationship to the followers is a key variable
The leader and conflict

- Conflict is a condition in which at least two parties have a mutual difference of position, often involving scarce resources, where there is a behavior or threat of behavior through the exercise of power to control the situation or gain at the expense of the other party.
  - Competition differs from conflict in that both parties are bound by the same rules.
- Conflict is not inherently good or bad
  - Negative or Positive Conflict
Negative conflict

- Is energy consuming
- Destructive
- Creates tension
- Results in acrimonious and combative exchanges
Positive conflict

- Stimulates interest
- Prevents stagnation
- A source of creativity
- Gives groups, individuals identity
- Creates solidarity
- Can be enjoyable
- Tests and assesses skill and capability