

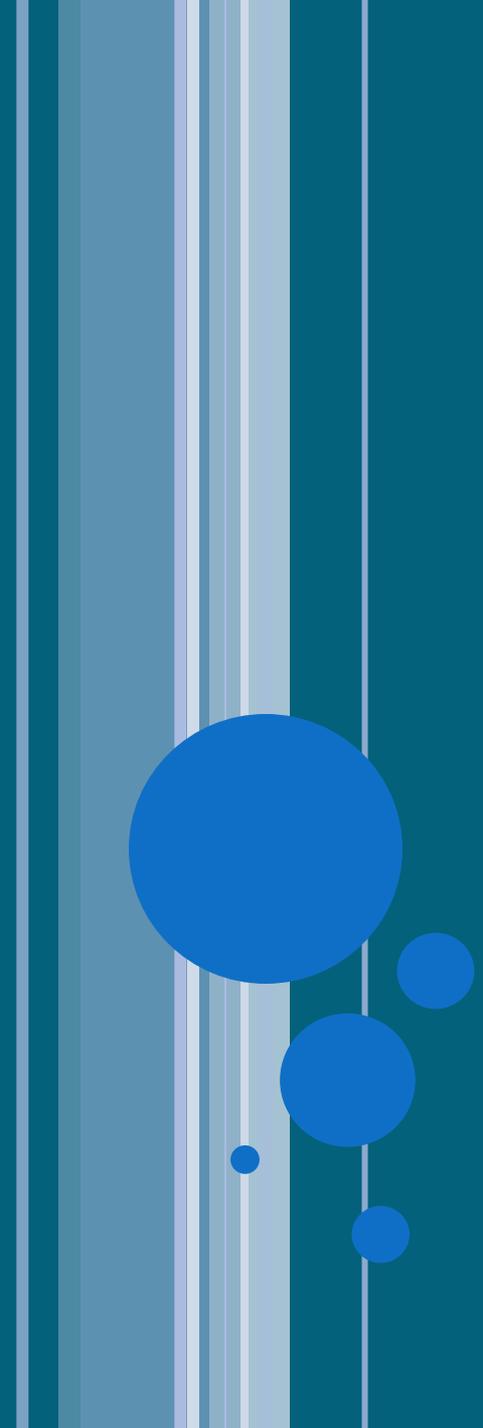


SERVANT LEADERSHIP AND POLICING AT UIPD

Implementing leadership's higher calling for
challenging times

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ACTUALIZING SERVANT LEADERSHIP AT UIPD

INTRODUCTION

- In 2015-16, the University of Illinois Police Department will conduct an exercise to strengthen its leadership capabilities
 - The department is losing a majority of its seasoned supervisors to retirements in two years
 - Department leaders and officers see this as a critical juncture for change
 - The department has changed structurally to create a more solid leadership framework
 - However, it has not examined closely as to how it will develop its leaders during this period of change



INTRODUCTION, CONTINUED

- The chief of police values servant leadership
- This presentation outline will help guide the identification and development of servant leaders within the department



CREATING THE CULTURE: IDENTIFYING THE CALLED

Identifying those called from:

- Police leaders with rank
- Police union representatives
- Field training officers
- Sergeant candidates
- Telecommunicators
- Those officers interested in learning

Creating conversations

- Leadership meetings
- Shift briefings
- Departmental training sessions
- Strategic planning meetings

The Introduction to Servant Leadership will consist of the last two sections of this presentation.



THE INTRODUCTION CONVERSATIONS

- The conversations will:
 - Be open to all members of the department, regardless of rank
 - Identify challenges facing the policing profession and each of us today
 - Introduce the concept of Servant Leadership
 - Identify servant leaders who choose the calling
 - Even if few step forward, the concept is presented to a multitude of people
- Future development conversations will include those who chose to take on the challenge



AGREEMENT OF ACCOUNTABILITY

- Stewardship to the process and development is an important element to change
(Horsman, 2015b)
- Identified servant leaders in-training will complete the Ask Yourself, The Personal Journey discovery from Sipe and Frick, (2009)
 - Some may find that they do not have the time or willingness after
 - Others may be further inspired
- Agree to be accountable to serve each other and others through learning and listening



START TO DEVELOP THE SERVANT LEADER IN-TRAINING

- Begin the developmental process through formal training
 - Conceptualize servant leadership further
 - Conceptualize and create how it will work within a traditional hierarchy in this service organization
- Complete another self-assessment using the Tolbert and Fisher development model.
 - For future conversations, put people together based on their stages of development.
 - The groups should be comprised a combination of stages so that there is a mentoring process.
 - Be respectful of the growth process

(Thompson, 2000, pp. 125-131)



SKILL BUILDING TRAINING

The concepts of Servant Leadership are important pieces to grasp. Additionally, in order to form legitimate, trust-based relationships, those who have chosen to lead will need to build skills in various areas. The list for training includes the following:

- Listening
- Humility
- Embracing conflict
- Developing relationship
- Forgiveness
- Visioning
- Systems thinking

(Horsman, 2015b; Sipe & Frick, 2009)



THE INSTITUTIONAL ASSESSMENT: THE BIG PICTURE INITIAL ASSESSMENT

- Conduct small, mixed group conversations based on these tools:
 - Sipe and Frick's (2009), "Ask Others" – The Institutional Journey discovery tool
 - Horsman's (2015b) Assessing Ourselves and Our Programs tool (pp. 5-6)
- Assess the department's:
 - Values
 - Challenges
 - Opportunities
 - Capacity for change
- One executive leader will participate and gather the information for reporting to the chief of police



REVIEW OUR VISION AND MISSION STATEMENTS

- “Powerful mission statement is the star we steer by.” –Frances Hesselbein
- Are the vision and mission statements:
 - Currently applicable?
 - Have Servant Leadership as a guiding principle?
 - Reflective of the values that are necessary to:
 - Police appropriately in a diverse, democratic society?
 - Serve the community and our officers?
 - Help us grow?
- Rework as necessary.

(Ferch, Spears, McFarland & Carey, 2015)



FORMAL TRAINING PROGRAMS

- Identify opportunities to implement leadership training throughout the department
 - Evaluate the current training programs for leadership development
 - Field training program
 - Supervisor training programs
 - In-service, department-wide training
 - Briefing training at roll call
- Evaluate the leadership training available from outside entities (NWUCPS, ILETSB, PATC)
 - Do the programs meet the values we are working to instill?
 - Are they in conflict?

(Horsman, 2015b)



REVIEW EVALUATION METHODS

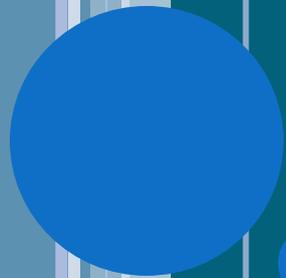
- Daily and annual performance is measured by supervisors
 - Are supervisors and officers able to identify quality policing based on values?
 - Can they use the evaluation standards to reinforce the values and moral authority of the organization in officers' performance?
- Do the evaluation standards reflect the values and moral authority of the organization?
 - If not, develop a way to measure and evaluate performance based on values
 - This will give officers a clearer picture of expectations



LOOK FOR OTHER OPPORTUNITIES TO IMPLEMENT SERVANT LEADERSHIP

- Are there other members of the department who, after serving and having been served, feel the calling to lead?
- Can the community be brought into parts of the process?
- Leadership development will need to be constantly assessed and developed
 - Self evaluation
 - Institutional evaluation
- Together, look to start a similar process again.





CHALLENGING TIMES

SOME OF OUR CHALLENGES

Internal

- Develop in a command-and-control system, but expect relationship with community and autonomous decision-making
- Hire for integrity and sense of community, but little support to maintain these during careers
- Train to a “warrior” mentality instead of that of a “guardian”
- Isolated within the work environment (vehicles, individual shifts away from senior leadership)

External

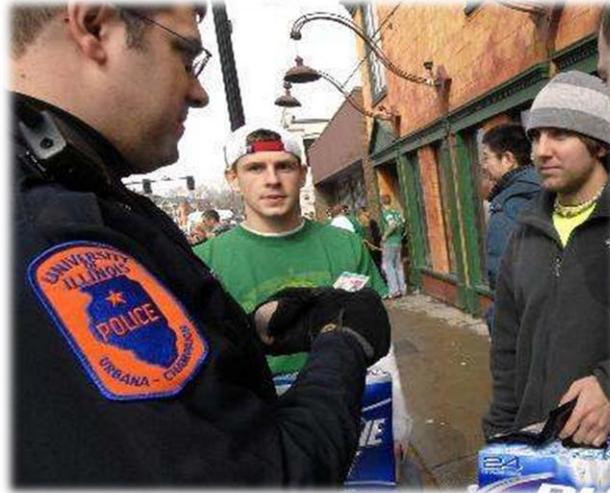
- The communities we police the most, generally trust us the least
- Police in a diverse society with varying ideas on how policing should be done
- A growing criticism as to what is an appropriate application of force
- Society questioning the policing profession’s moral authority



WHAT ARE SOME OF THE OTHER CHALLENGES YOU SEE IN POLICING AT UIPD?



WHAT DO YOU AND YOUR CO-WORKERS NEED TODAY IN ORDER MAKE SUPPORTED, MORAL, JUST DECISIONS?

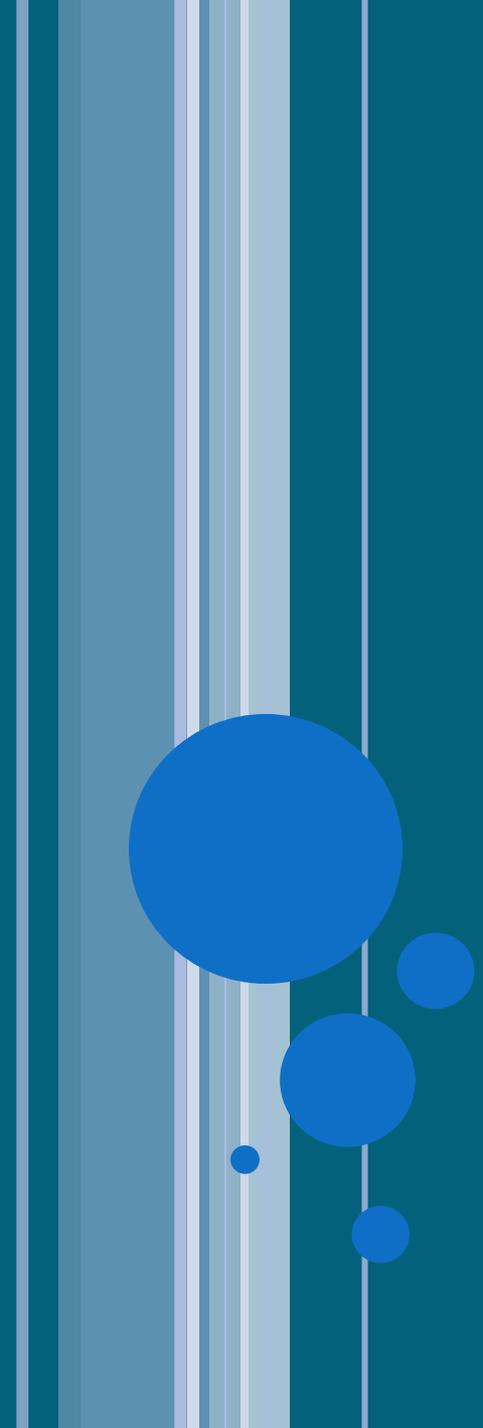


ARE YOU CONFIDENT MEMBERS OF UIPD ARE PREPARED FACE THE CHALLENGES THAT THE FUTURE HOLDS?



Why or why
not?





CAN
SERVANT LEADERSHIP
HELP MEET AND OVERCOME
CHALLENGES?

WHAT IS SERVANT LEADERSHIP?

- Concept defined by Robert Greenleaf in 1970
- The choice to lead comes from serving first
- Deeply rooted in relationship
 - Co-workers
 - Community and its systems
- Strong moral components
- Listening vs. Commanding
- Constant evaluation – self and institution
- The calling encourages personal growth
- Embraces conflict for learning and growth
- No rank is necessary to be a servant leader



WHAT SERVANT LEADERSHIP IS NOT

- A weak form of leadership
 - Strong accountability based on moral authority
 - Humility requires courage
(Greenleaf, 2002; Sipe & Frick, 2009)
- Simply a Christian philosophy
 - Spiritual components that cross faiths and beliefs
 - Values of fairness, honesty, respect is in all cultures
(Greenleaf, 2002)
- Only for formal leaders to practice
 - Developmental and transformative in nature
 - Learning starts and never stops
 - Rooted in serving each other – power sharing
(Greenleaf, 2002, Horsman, 2015)



SERVANT-FIRST LEADERSHIP TEST

“Do those served grow as persons? Do they, *while being served*, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? *And*, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?”

Robert Greenleaf,

Servant Leadership, A Journey into the Nature of Legitimate Power & Greatness



WHAT IN SERVANT LEADERSHIP DO YOU SEE AS VALUABLE FOR:

- Yourself?
- The department?
- The greater community?
- Policing as a profession?



ARE THOSE PIECES WORTH IT ENOUGH
FOR YOU TO EXPLORE THEM FURTHER?



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