

THE LAW OF PERFORMANCE

Rising expectations on policing services need to be tempered by austerity measures. In the United Kingdom, budgetary cuts are highlighting the need for serious reform, with ex-Metropolitan Police Commissioner Lord Stevens' review in November 2013 noting the importance of professionalizing and motivating the workforce and building a stronger framework of standards and accountability. Implications include:

- Responding to the changing nature of crime requires increased leadership capabilities despite uncertainties and scarce resources: As the United Kingdom media has reported, a 10 percent reduction in officers could lead to a 3 percent rise in crime—which is now organized, global, digital and operating across complex networks.
- Understanding the impact of digital technologies demands constant attention: The relationship between citizens and law enforcement officers is often online and interactive, changing the way law enforcement operates and communicates. Actions are more transparent and visible to the public. Law enforcement needs to not only understand, but also stay ahead of technology impacts.
- Readiness for change is as important as the desire for it: Typically, law enforcement rewards and promotes technical expertise. During times of cost containment, strong and creative leadership is needed to engage employees, make critical decisions and make the best use of limited resources.

As one senior officer noted in a global Accenture research study: "We need a new set of skills that police officers don't have at this point." Breeding officers who are capable of accepting and implementing changes does not happen by chance; it requires establishing a strong foundation on which leadership can thrive.

THE LAW OF COLLABORATION

Leadership can flourish when officers seek and respect a diversity of thought. As borderless crime continues to grow, applying collaborative practices to leadership approaches—just as in operations—could be critical. According to the opinions of nearly 200 HR executives from global companies about next-generation leaders, no "one size fits all." Indeed, top leadership groups in the future will be characterized by people with greater diversity of experience and thought styles—for example, more analytical versus "by the gut"—more than diversity of age, nationality and gender. By adopting an ensemble approach, consisting of the top executives and experts, restrictive organizational charts can be abandoned. In this way executives and managers are able to better adapt to changing workforce demands to address problems and opportunities as they arise. This approach has applicability across the spectrum of leadership challenges—from managing an active shooter incident to deciding on a strategic organizational direction.

Leadership should be structured and incentivized across all levels to create accountability, to support sweeping changes and relieve performance pressure. Leadership is a powerful vehicle to engage each policing employee—law enforcement officers and staff alike—in the process of collaborating to support the mission, with those employees shaping their personal futures and that of the organizations they serve.

THE LAW OF MULTIPLICATION

Using leadership development as a force multiplier starts with proactively talking about desired leadership behaviors. The FBI views "leadership development as a continuous cycle, from your first day on the job to the day you retire. And it's not just about training. It's about being exposed to the right experiences, the right mentors—and getting honest feedback from supervisors and peers so we can self-reflect and constantly seek self-improvement." This collaborative approach to leadership development can be sized to fit any organization

and budget. In many respects, effective leadership not only fosters open, honest communications around expectations and performance, but also helps to improve employee engagement and deliver public service for the future.

REFERENCES

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- ³ <http://www.theguardian.com/uk/2011/jul/21/police-cut-30000-officers-staff>
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- ⁵ MIT Sloan Management Review, Fall 2013
- ⁶ <http://www.fbi.gov/news/stories/2013/may/fbi-helping-employees-lead-where-they-stand/fbi-and-leadership-helping-employees-lead-where-they-stand>

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