

LEADERSHIP STYLES

INTRODUCTION

There are many different ways of categorizing leadership styles. For the sake of simplicity, we introduce three models of leadership for use in this unit's discussions. These three models are generally explored in our readings and you will find instances fitting each model we present here although not necessarily named identically.

Leadership always functions in relation to specific contexts. Two contexts of public safety leadership are the kind of agency administered and the nature of the community which is served. Agencies and communities vary in scale, complexity, and composition, all of which are relevant to how the leadership model is enacted. We offer some general criteria that would permit you to categorize actual agencies and communities. The media piece below should help you to envision how these leadership models interact with agencies and communities.

As you move your mouse over the elements presented you will read brief descriptions. Each leadership model would interact distinctively with each type of agency and each kind of community. Drag a leadership model onto an agency or community be presented with a question that allows you to consider how the leadership models would relate to the agencies and communities described. In the discussions you will have the opportunity to assess how these models might actually interact with agencies and communities in concrete circumstances.

Note that in reality, all such phenomena are intermixed and that the following are offered only as conceptual tools rather than as descriptions of actual individuals, institutions, or places.

POWER MODEL

Seeks to gain compliance by requiring others to achieve the goals defined by the leader.

Behaviors:

- Strives to achieve goals quickly.
- Identifies and resolves obstacles to goals.
- Produces effects.
- Confronts resistance.
- Decisive and directive.
- Challenges conventional practices.
- Attempts to control issues and actions.
- Seeks to use and expand authority.

ADMINISTRATIVE MODEL

Works diligently within existing frameworks to ensure efficiency and effectiveness of organizational process.

Behaviors:

- Acts to systematically boost productivity.
- Ensures that all components operate toward objectives.
- Tactful and subtle in achieving purposes.
- Concerned with maintenance of quality.
- Complies with procedural requirements.
- Uses expertise of specialists.
- Rational basis for decision-making.
- Strives to defuse conflict.

TRANSFORMATIVE MODEL

Works cooperatively with others toward achieving goals that alter circumstances.

Behaviors:

- Strives to develop shared visions.
- Inspires others toward change.
- Partners with others to obtain commitment.
- Supportive of human needs.
- Builds team structure.
- Coordinates institutional and individual aims.
- Promotes clarity of shifting role responsibilities.
- Links creativity to enhanced productivity.

SMALLER AGENCY

Small workforce that may serve a large geographic area with a dispersed population.

- 80 or fewer employees serving a population under 50,000.
- Limited organizational complexity.
- Much role-sharing and role-alternating.
- Veteran workforce with little turnover.
- Highly personal and informal.
- Limited advanced technology.

MIDSIZED AGENCY

Most frequently occurring agency scale serving a rural or suburban area with a substantial population of mixed characteristics.

- Workforce of between 80-1000 employees serving populations from 50,000-250,000.
- Complex organization.
- Clearly delineated roles and rules.
- Variable length of service workforce with substantial turnover.
- Official administration with formal procedures.
- Advanced and possibly innovative technology.

LARGE-SIZED AGENCY

Limited number of agencies nationally but serving a substantial portion of the entire population.

- Workforce of 1000 or more employees serving populations of more than 250,000.
- Broad jurisdictional areas with emphasis on accountability.
- Elaborate codification of rules, roles and procedures.
- Diversified workforce with varied membership groups.
- High level staff and support functions.
- Enhanced technology with readily accessible national interface.

HOMOGENOUS COMMUNITY

Area in which the great majority of residents are of substantially similar backgrounds and possess relatively comparable characteristics.

- Residents are most commonly familiar with others.
- Stable residential, economic and social patterns.
- Racial/ethnic/religious diversities are outweighed by commonalities.

HETEROGENEOUS COMMUNITY

Diversified groups co-exist in defined and de-limited areas.

- Distinctive neighborhoods are clearly known and maintained.
- High rates of individual and family social and geographic mobility.
- Multiple intersecting groups using distinguishing communicative forms.

METROPOLITAN COMMUNITY

Complex urbanized structure with highly fragmented populations living in close proximity.

- Fluid geographic, residential and economic patterns.
- Pluralistic social and political organization.
- High dependence on mass media communication.

QUESTIONS

- How would a leader using a power model operate within a smaller agency?
- Would the core of veterans respond favorably to the power model applied in a midsized agency?
- How would a power model leader address accusations in a metropolitan community that members of large-sized agency are using excessive force?
- Would an administrative model applied to a smaller agency create an excessively rigid response to emerging crime patterns?
- How would an administrative model leader install crime mapping and resource allocation models in a midsized agency?

- How effective would an administrative type leader be in introducing structural changes in a large sized agency?
- Would a transformative leader feel and act comfortably in a smaller agency?
- How would a transformative type of leader introduce innovative technology into a midsized agency?
- How would a transformative model leader seek to change a midsized agency into a larger-sized agency as the community grows and becomes more metropolitan?
- How would a transformative leader work with veteran personnel in a large-sized agency?
- How would a power oriented leader seek to avoid offending high status members of have to a homogeneous community?
- How would a power oriented leader reconcile the diversities of needs and aspirations of the various communities that must be dealt with?
- How would a power leadership model deal with a violent crime surge in a metropolitan community resulting from urban relocations?
- How would an administrative leader assure a homogenous community that the most appropriate advanced technologies possible providing for public safety are being utilized?
- How would an administrative leader work to improve community relations in a heterogeneous community with a midsized agency?
- How would an administrative-type leader address issues of interethnic conflict in a heterogeneous community?
- How would an administrative type of leader persuade a metropolitan community that the agency is adaptive to ever-changing needs of a metropolitan community?
- How might a leader employing a transformative approach operate within a homogenous community?
- How would a transformative leader seek to reconcile the competing public safety needs of diverse communities within the agency's jurisdiction?
- Do the advantages of a transformative approach to public safety leadership in a metropolitan community outweigh the disadvantage?

CREDITS

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