



Course Learning Outcomes for Unit II

Upon completion of this unit, students should be able to:

2. Describe the strategic foundation of the police organization.
 - 2.1 Examine the freedom of choice in the decision making process.
 - 2.2 Analyze the five intelligences.
 - 2.3 Examine the seven steps of the decision making process.

5. Evaluate how team activities apply to police organizations.
 - 5.1 Explain the importance of character and competency.

Reading Assignment

Chapter 2:

Decisions

Chapter 3:

Values

Unit Lesson

Chapter 2: Decisions

This chapter reviews freedom of choice and the five intelligences. We will study character and competency. In this unit, we will also analyze purpose-driven decisions as well as the nine checkpoints when approaching a decision. We will review the seven steps of the decision-making process. Finally, we will review how decision making is the centerpiece of police leadership and supervision. It serves as the start and end point. It is the motivating energy of occupational contentment and organizational results.

Decision making is one of the most important responsibilities of a police supervisor. Decision making can be so important to a police supervisor that not making one at all is worse than making a poor one. No decision is considered in fact, a decision (Whisenand & McCain, 2015). Keep in mind that police officers depend on decisions and lose respect for supervisors who decide to not make a decision. As a supervisor, the most important part of the job is to make decisions.

We make choices every day about our own lives; as a supervisor, we are able to influence the choices of others. Leaders know they have the responsibility and ability to make choices. The result is a stimulus and the need for a response or a decision. Making good choices defines a leader in terms of accomplishment. The power of a choice exercises free will. Between the issue at hand and your decision as a leader, is the time period within you must make a choice. This is called your space for a choice. Marginal leaders see this as limited. Good leaders see this space as expandable, flexible, and ethically motivated (Whisenand & McCain, 2015).

There are five intelligences: physical intelligence (PQ), mental intelligence (IQ), emotional intelligence (EQ), social intelligence (SoQ), and spiritual intelligence (SQ). The five intelligences shape our character; build competency and set up our purpose (Whisenand & McCain, 2015). Combined, they ensure the necessity for reliable decisions. We see that character and competency weigh in on whether you build or ruin your credibility as a supervisor. This affects how others trust you and how you trust others. Trust is the basis of personal and professional relationships. We know the damage that can result from distrust. Without trust, the

professional working relationship between a supervisor and staff is destined for failure. The absence of trust in a police organization will result in a failing agency.

Character is a result of the habits we have and the choices we make about values and attitudes. Character and conduct are very similar in scope. The three components of trustworthy character are integrity, maturity, and the “win-win” behavior (Whisenand & McCain, 2015). Competency is what we do and how well we do it. There are three parts we will study: technical competence, knowledge, and teamwork. Purpose driven decisions lend meaning and vision to your leadership. They also ensure timely and reliable decisions.

There are nine checkpoints to use when making decisions:

- Checkpoint 1: Never make a decision that should be delegated
- Checkpoint 2: Never make a decision today that you can reasonably delay
- Checkpoint 3: Decide if the decision is yours to make
- Checkpoint 4: Take extra care with important decisions
- Checkpoint 5: Enforce the rules
- Checkpoint 6: See the big picture
- Checkpoint 7: Use your personal experience
- Checkpoint 8: Wanting versus liking
- Checkpoint 9: Satisfying, not maximizing

Of all nine checkpoints, the first one may be the most important. It is often forgotten that supervisors are also mentors. A supervisor must remember that there are three important reasons to delegate the decision-making process: empowerment, time, and mentoring. When you empower others, you are increasing your own control while building trust, morale, and experience in your staff. Utilizing staff to make decisions increases efficiency and uses less time. Finally, when you delegate you assist your staff in developing and growing professionally. Developing your staff is a primary function of an effective supervisor. Delegation and leadership are attached together.

This unit will also study the seven steps in the decision-making process (Whisenand & McCain, 2015):

- Step 1: Heart
- Step 2: Self-discipline
- Step 3: Confidence
- Step 4: Participation
- Step 5: Chance
- Step 6: Intuition
- Step 7: Future

Decision making is the basis of police supervision and leadership. Decisions are influenced greatly by one's character. It is the beginning and the foundation where outcomes happen. It is the energy that creates organizational results and job realization. Decisions are the foundation of all ideas, practices, and challenges that follow (Whisenand & McCain, 2015).

Chapter 3: Values

Everyone has values and a sense of what is right and what is wrong. Having values is natural; however, always practicing them is not. Stating values is an easy task for police leaders. Living out those values is a difficult, but it is an essential challenge of police leadership.

There are four functions that are critical to understanding values in police organizations. The functions we will study are compass, communications, purposes, and strengths (Whisenand & McCain, 2015). We see our value programming periods are classified as imprinting, modeling, and socialization.

Our values can be changed. We see that they can be changed through significant emotional events and profound dissatisfaction. Finally, we will analyze the ten things that values do to us and for us. Our values set up paradigms; everyone has their own version of a paradigm. While values are shared, they are unique to our personal paradigms. Values are spread out through different generations within an agency. As an individual, your values are influenced by family, education, friends, finances, and the location of where you live. Values

set the standards that guide our conduct. Values may create conflict with others as we all possess different values. As supervisors, we must strive to value fairness. Values cause us to provoke thinking and a sense of motivation. Finally, values influence our attitudes (Whisenand & McCain, 2015).

Your values guide your strengths in all facets of your life. Your character and your competencies become your signature strengths, which in turn begin the process of strengths-based leadership.

Reference

Whisenand, P. M., & McCain, E. D. (2015). *Supervising police personnel: Strengths-based leadership* (8th ed.). Upper Saddle River, NJ: Prentice Hall.