

# Pennsylvania Chiefs of Police

## 2015 Annual Conference

### Executive Notes

#### **“IMPROVING LEADERSHIP EFFECTIVENESS”**

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Adjunct faculty, The University of Virginia  
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Advisor, International Association of Ethics Trainers  
Diplomate, Society for Police and Criminal Psychology  
Fellow, American Academy of Experts in Traumatic Stress  
Premier Speaker for National Center for Crisis Management



**“IMPROVING LEADERSHIP EFFECTIVENESS”**, presented by Dr. James T. Reese, PHD

This presentation entitled was created by Dr. Reese, following 44 years of providing corporate and first responder leadership training, to consolidate and incorporate the foremost principles of ethical leadership in addition to providing attendees with an awareness of the changes that have affected leadership styles, tactics, and approaches. The instruction offers up-to-date, state-of-the-art principles and guidelines with regard to the skills required of today’s leaders. Police executives will leave this presentation with a renewed sense of the importance of ethical leadership, purpose and proper use of the chain of command, as well as practical and immediately useable information to assist them in mastering improved leadership competencies. The core concepts of this presentation revolve around a triad of “absolutes” concerning ethics and integrity. This triad includes, (1) honor, (2) respect, and (3) service. Improving leadership effectiveness” involves a discovery of the untapped leadership abilities in each of us and how these abilities evolve during the course of a career. The importance and necessity of ‘leadership vision’ is introduced per its inestimable value in awakening leaders to the concept of ‘possibility thinking’ and the subsequent “strategic leadership” tactics that bring strategies to realities. The key to the future is to know exactly what you want from it.

Start by coming up with a clear, mental picture (vision) of your goal(s). Creating a vision regarding the course to take to achieve goals, and then making correct decisions in furtherance of attaining those goals, are skills that set **effective leader**s apart from others. It becomes apparent that there are leadership traits that insure effectiveness as well as those that destine one to fail as a leader. Learn these traits; evaluate yourself for their absence or presence in your leadership style; and then “correct for success.” Leadership notwithstanding, it is the capabilities and behaviors of the people that present the greatest challenges to leadership / management. Like many enemies, leaders can possess traits that hide behind their personal denials and are justified irrationally by virtue of a leader’s concept of self-image and self-worth. Once identified, they become obvious and can be easily defeated. Leadership is about relationships, not power. It is essential for leaders to create more leaders, not followers. This requires informal mentoring and a leadership mentality that demands responsibility followed by accountability. This information combined with a current look at a review of the literature detailing the dozen “fatal enemies” of leadership, as well as the major reasons why decisions fail will catapult a leader to the next level, thus becoming a better leader/mentor and insuring organizational success. Major theories of leadership are defined and explanations of their value and practical applications are examined.

**SPEAKER BIOGRAPHY: James T. Reese, Ph.D., F.A.A.E.T.S., D.S.P.C.P., C.A.T.S.M.**

**Dr. Reese** is an internationally known, best-selling author, award-winning motivational speaker, and trainer in the specialty areas of leadership, stress management, motivation, criminal profiling, and related topics. He was the invited dinner speaker at **Super Bowl XLVI** in Indianapolis and has presented to the NFL, NHL, and ESPN. He has presented before representatives of more than 350 **Fortune 500** Companies. As faculty of the National Executive Institute for two decades, he has addressed audiences from CEOs, to the rank and file workforce. He addressed the **FBI National Academy** for 18 years as a member of the Behavioral Science Unit. He has provided expert testimony before the United States Congress on stress, and lectured before two Presidents' of the United States Councils on Integrity and Efficiency. Dr. Reese served as a combat platoon leader in Vietnam, earning the Distinguished Service Cross (RVN), the Combat Cross of Gallantry, and the Bronze Star Medal (USA) among others. He is on the Board of Scientific & Professional Advisors of The Institute for Traumatic Stress, Inc.; a Fellow of the American Academy of Experts in Traumatic Stress; an Advisor to the International Association of Ethics Trainers; and a Diplomat of the Society for Police and Criminal Psychology. He is a recipient of the **SPEAKERS' MEDAL FROM THE WORLD CONGRESS** on Stress; an **HONORARY OLYMPIC GOLD MEDAL FOR HIS EFFORTS IN SUPPORT OF THE 2002 WINTER OLYMPIC GAMES**; the **"IRON CROSS" FOR HIS EFFORTS AT THE WORLD TRADE CENTER**; and the coveted **'DIRECTOR OF THE FBI'S AWARD FOR EXCELLENCE.'** He was one of the founders of the **National Center for the Analysis of Violent Crime**, the **Violent Criminal Apprehension Program**, the **FBI's Stress Management Program**, and was an **original FBI profiler** (working with the crew of **SILENCE OF THE LAMBS**©). He is often quoted on **CRIMINAL Minds** © where it is alleged their character, Dr. Spencer Reid, closely portrays Dr. Reese's early role as an FBI profiler. He worked in an undercover unit with Special Agent Joe Pestone (**Donnie Brasco**). He retired from the FBI after serving 25 years as a Supervisory Special Agent / beginning on a fugitive squad in New York and retiring as Assistant Unit Chief of the FBI's Behavioral Science Unit. He was adjunct faculty with the University of Virginia for 18 years and created their 3 credit hour undergraduate course in stress management. He holds a PhD, with distinction, from the American University and has authored/ edited more than ten books and hundreds of articles. He coauthored **Psychological Body Armor**© with Dr. George Everly. His latest book is **Law Enforcement Families: The Ultimate Backup**, with Cherie Castellano. His next books are **Public Enemy Number One: Stress; Seven Scenarios for Success**, and **Lies from the Cockpit: Conquering self-defeating thoughts**. He is CEO of **James T. Reese and Associates** and is a board certified expert in stress management, forensic traumatology, and more. He is a Graves B. Erskine Distinguished Lecturer and a Premier Speaker for the National Center for Crisis Management. His headquarters are in Williamsburg, VA where he lives with his wife of 43 years Sandra. He trains 100+ times annually worldwide and has addressed in excess of **100,000 first responders**. Call him at **757-229-7901** to discuss 'discounted' training for your organization, association, department, or company, or email [drjreese@cox.net](mailto:drjreese@cox.net).

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## **“IMPROVING LEADERSHIP EFFECTIVENESS”**

**My instructional goal for this class presentation is:**

**To move you to a higher position for a better view of your role and effectiveness as a leader/manager and its importance!**

### **DR. REESE’S LEADERSHIP CREDENTIALS**

Retired Supervisory Special Agent, FBI  
Premier Speaker, National Center for Crisis Management  
Professor Emeritus, National Executive Institute, 18 years  
Combat platoon leader, Vietnam  
General Graves B. Erskine, USMC, Distinguished Lecturer  
Former faculty, ICISF  
Exchange Faculty, British Police Command College  
Exchange Superintendent of Police, Royal Ulster Constabulary  
International Leadership Training, Cefalu, Sicily  
The Brookings Institute, US DOJ Executive Training  
NATO Advanced Studies Institute, Sciathos, Greece  
CEO, James T. Reese & Associates, LLC  
President, James T. Reese European Associates, LLC  
Trained ± 300 Fortune 500 Company representatives

### **Opening remarks notes**

### **LET’S START LEADING!**

- I. Discovering fulfillment in performance as a leader.
  - A. The measure of a leader’s performance is often his/her decision-making abilities.
  - B. There are three major decision-making options.
    1. If the decision is not required immediately, do not make it immediately.
      - (a) There are experiential indications that quick decisions are often faulty.
      - (b) The more time taken to consider alternatives and consequences, the more likely to make an accurate decision.
    2. If someone below you on the chain of command can make the decision, let them.
      - (a) This accommodates mentoring / coaching.
      - (b) In this way leaders are created, not followers.
      - (c) There can be no success without successors.
    3. Never fall in love with your decisions. You might have to change your mind.
      - (a) Decision Traps (Harvard)

- (1) 'Anchor' trap
- (2) 'Sunken costs' trap
- (3) 'Status quo' trap

### **THREE DECISION MAKING 'TRAPS'** *Harvard Business Review on Decision Making, 4/3/01*

#### **1. THE "ANCHOR" TRAP**

More weight given to first information received

#### **2. THE "SUNKEN COSTS" TRAP**

We've put too much into this to quit!

#### **3. THE "STATUS QUO" TRAP**

We've always done it this way!

### **THE LEADER ACCEPTS THREE KEY FUNCTIONS**







1. AUTHORITY: the right to make decisions
2. RESPONSIBILITY: assignment for achieving a goal
3. ACCOUNTABILITY: acceptance of success or failure

Harvard Business Review

### **TWO COMMON TRAITS OF GREAT LEADERS AND MANAGERS**

1. They have a desire to employ people with greater skills or knowledge than they themselves possess.
2. They have an ability to develop people into leaders themselves. Vadim Kotelnikov

### **A LEADER....**

-  Inspires confidence
-  Communicates effectively
-  Consistently produces superior results through other people
-  Pursues continuous learning
-  Produces other leaders
-  Embraces change and uses it to his/her advantage

C. With credibility comes fulfillment

1. **When people perceive their leader to have high credibility, they are significantly more likely to:**
  - (a) Feel a strong sense of team spirit
  - (b) Be proud to tell others they are part of the organization
  - (c) See their personal values as consistent with those of the organization
  - (d) Feel attached / connected to the organization
2. **When people perceive their leader to have low credibility, they are significantly more likely to:**
  - (a) Produce only if they are being watched
  - (b) Be motivated primarily by money
  - (c) Feel unsupported and unappreciated
  - (d) Say good things publicly; criticize the organization privately.

II. Building better relationships with ourselves and others

- A. **Leadership is not about power; it is about relationships.**
  - B. Leadership is the skill of influencing people to work enthusiastically toward goals identified as being for the common good. (The Servant, James C. Hunter)
  - C. Leadership is about getting people to abandon their old habits and achieve new things, and therefore largely about change – about inspiring, helping, and sometimes enforcing change in people. (James O’toole, Leading Change)
- 

IV. Developing your second in command (Informal mentoring)

- A. Model
- B. Mentor
- C. Monitor
- D. Motivate
- E. Multiply

V. Improving your leadership effectiveness

- A. **Insure that you have a vision**
- B. Have a well-versed plan to achieve the vision
  1. Visions must be clearly communicated
  2. Visions must be stated as a goal **(M.A.P.S.)**
    - (a) Goals must be **M**easurable
    - (b) Goals should be **A**chievable
    - (c) Goals should be **P**ersonal
    - (d) Goals must be **S**pecific
  3. Visions must have commitments
    - (a) Developing commitment to a vision requires
      - (1) the message of the vision

- (2) Need for the vision
- (3) The rightness of the vision for each employee
  - (i) The commitment of the leader to the vision
  - (ii) The role of each employee in realizing the vision

VI. Surviving the ride

- A. The necessity of ethics-based leadership
- B. The requirement for personal integrity
- C. Survival as a leader depends upon responsibility followed by accountability

VII. Making your organization valuable

- A. Practice ethics-based leadership
  - 1. Leadership founded on moral principles.
  - 2. Leadership by those with integrity.
  - 3. Leadership that recognizes the value of subordinates.
  - 4. Leadership that reflects open-mindedness and fairness.
  - 5. Leadership that creates other leaders, not merely followers.
  - 6. Leadership that is honest and sets examples.
- B. If you must choose between ethical character and strategy; choose character

VIII. **Strategies** and ideas to link your vision to core capabilities

- A. Some research indicates there are three core capabilities possessed by successful leaders
  - 1. **Building Relationships**
  - 2. **Solving Problems**
  - 3. **Taking Initiative**
- B. Other research names three others
  - 1. **Results**
  - 2. **Resourcefulness**
  - 3. **Relationships**
- C. The links between vision and success
  - 1. Strategic thinking
  - 2. Intuitive thinking

IX. Leadership pluses and cautions

- A. Ten traits of a good leader
  - 1. Honesty
  - 2. Competent
  - 3. Forward-looking
  - 4. Inspiring
  - 5. Intelligent
  - 6. Fair-minded
  - 7. Broad-minded
  - 8. Courageous
  - 9. Straightforward
  - 10. Imaginative

**B. leadership traits associated with failure**

1. Risk aversion
2. Poor self-management
3. Lost love
4. Ethics slip

**C. Five enemies of effective leadership**

1. selfishness
2. power struggles
3. poor communication
4. Behavior
5. Jealousy

**D. 13 Fatal Errors Made by Managers**

1. Refuse to accept personal responsibility
2. Fail to develop people
3. Try to control results, rather than influence thinking
4. Join the wrong crowd
5. Manage everyone the same way
6. Forget the importance of service
7. Concentrate on problems rather than objectives
8. Be a buddy, not a boss
9. Fail to set standards
10. Fail to train your people
11. Condone incompetence
12. Recognize only top performers
13. Try to manipulate people

**X. Chief Physical-emotional survival coping principles regarding stress and perception**

- A. Coping principle #1 is to wake up with an attitude of gratitude
- B. Coping principle #2 requires not taking everything personally
- C. Coping principle #3 challenge yourself everyday
- D. Coping principle #4 reinvent yourself daily
- E. Coping principle #5 reduce your expectations of others; INCREASE YOUR OWN
- F. Coping principle #6 continue to make good choices
- G. coping principle #7 start accepting reality
- H. Coping principle #8 accept change and adapt quickly

I.

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## **CHARACTERISTICS OF EFFECTIVE LEADERS**

**“IN ALL YOU DO, WANT SUCCESS MORE THAN YOU FEAR FAILURE”.**

**(E.S. Reese, 1905-1980)**

**Dr. Reese’s Father**

### **EFFECTIVENESS**

The degree to which objectives are achieved and the extent to which targeted problems are solved.

### **THREE MAJOR KEYS TO EFFECTIVE LEADERSHIP**

#### **1.COMMUNICATION**

#### **2.GRATITUDE**

#### **3.LISTENING**

### **1. COMMUNICATION**

If leaders want their department to grow and succeed:

Leaders must “leave their door open” and not restrict subject areas that personnel are allowed to address. It is hard to listen and not defend yourself when someone shares something negative about you, or about one of your ideas. (It is human and normal, even for a leader, to have strengths and weaknesses). Someone may point out a weakness to you! Don’t seek revenge, rather, consider them a member of your support system.

Clear communicator

### **2. GRATITUDE**

One can talk about giftedness and leadership skills, but it is ‘people’ who make any leader effective.

Express that gratitude publically, privately, and profusely.

Public honor

Money

Responsibility – give people more freedom and responsibility

1. Training- provide opportunities for team members to get better at what they do through conferences, seminars, books, and technology.

### **3.LISTENING**



Listening to what they are saying is a worthy investment of our time, and that what they are saying has merit, even if we disagree.

Listen to understand, not to respond.

“Seek first to understand, then to be understood” (5th habit, 7 Habits of Effective Leaders, (Stephen Covey).

Many leaders spend too much time talking and very little time listening. Some leaders, in fact, discourage their subordinates from having anything to say.

In contrast to efficiency, effectiveness is determined without reference to costs and, whereas efficiency means "doing the thing right," effectiveness means "doing the right thing."

#### CHARACTERISTICS OF AN EFFECTIVE LEADER

**RISK TAKER** – Attempts to bring about great changes.

#### CHARACTERISTICS OF AN EFFECTIVE LEADER

**SELF-CONTROL** – Strong leaders stay calm. When you lose your temper, you lose!

“You have to decide what your highest priorities are and have the courage to say ‘no’ to other things.” Stephen Covey.

#### CHARACTERISTICS OF AN EFFECTIVE LEADER

**CARING** – Leaders will never be effective if those they lead think they do not care. They must show a caring attitude about the organization, the mission, and each individual team member. Caring leaders desire feedback and opinions.

#### **CHARACTERISTICS OF AN EFFECTIVE LEADER**

**MODEST**- A leader who does not mind being evaluated or receiving criticism. Few enjoy being corrected, but an effective leader sees it for what it is, an opportunity for personal growth.

#### CHARACTERISTICS OF AN EFFECTIVE LEADER

**BALANCED**- These leaders do not ignore any area of their personal lives. They keep up with good health: physically, spiritually, emotionally, and mentally.

#### CHARACTERISTICS OF AN EFFECTIVE LEADER

**RESOLUTE**- This leader possesses unwavering determination. They make wise decisions but are also willing to listen to wise counsel.

#### CHARACTERISTICS OF AN EFFECTIVE LEADER

**MOTIVATIONAL**- They enjoy their task. And are optimistic about their purpose. A motivational leader does not back down from a challenge and is an inspirational leader.

CHARACTERISTICS OF AN EFFECTIVE LEADER

**CLEAR COMMUNICATOR** - Communication is not solely conversation. A good communicator insures the message is understood. This is grown upon the skill of listening.

CHARACTERISTICS OF AN EFFECTIVE LEADER

**VISIONARY**- A leader must be a dreamer. Goals are merely dreams with deadlines. The challenge is not to get so far ahead of the team in what they see that they leave them behind.

CHARACTERISTICS OF AN EFFECTIVE LEADER

**SENSE OF HUMOR** – They take their work seriously but have the capacity to laugh at themselves.

“A sense of humor is part of the art of leadership of getting things done.”

D. Eisenhower

A well-developed sense of humor that is the pole that adds balance to your steps as you walk the tightrope of life.”

William Arthur Ward

CHARACTERISTICS OF AN EFFECTIVE LEADER

**ETHICAL** – a strong moral base; strong convictions. Ethical living and leading requires courage and conviction. Leading by example.

ETHICAL BEHAVIOR

CHARACTERISTICS OF AN EFFECTIVE LEADER

**DEDICATED TO ‘CAUSE’**- A leader who communicates cause as often as possible. Real dedication is fueled by passion of the cause. If there is no passion than there is no motivation for the cause.

CHARACTERISTICS OF AN EFFECTIVE LEADER

**TEAMWORK** A leader who is a team player who leaves no one out of his/her plans.

**EFFECTIVE LEADERS FOCUS ON STRENGTHS**

in themselves and in others. The fact is that “strong people” have far more weaknesses than they have strengths.

You become effective, not by compensating for your weaknesses, but by focusing on your strengths.

**A PARTIAL LIST OF REFERENCES USED IN PREPARATION OF PRESENTATION**

**(FULL CITATIONS CAN BE FOUND AT [WWW.YAHOO.COM](http://WWW.YAHOO.COM) [WWW.GOOGLE.COM](http://WWW.GOOGLE.COM) and/or [AMAZON.COM](http://AMAZON.COM))**



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