Efficient and Effective Leadership in Law Enforcement, Characteristics and Behaviors of Effective Police Leaders that Assists Upholding A High Standard of Professionalism and Integrity

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Abstract:- **The article's goal is to analyse the effectiveness and efficiency of police leadership, including the traits and actions that enable officers to uphold a high level of integrity and professionalism. The article's main topics were leadership, the significance of leadership, effective leadership, skills and characteristics of effective leadership in law enforcement, the dimensions of effective leadership, effective influence, and process for effective leadership, as well as discussions of leadership qualities. Law enforcement is no exception to the rule when it comes to how effective leadership can be. Policing is a fundamental aspect of society, and strong leadership in the legal system is essential to preserving public confidence, fostering safety, and ensuring the timely and effective provision of services. An individual must have a variety of abilities, characteristics, and methods that support a favorable workplace culture while reaching organizational objectives in order to be an effective leader. The essential qualities of law enforcement leaders will be covered in this blog post, as well as leadership techniques for efficient policing. Leaders in law enforcement must set an excellent example by acting with professionalism and honesty, which is crucial for preserving the confidence of the public. Because it enables police officers to foster a climate of trust and responsibility inside the organization, this leadership style is successful. Any style of effective leadership fosters followers' confidence and competence. When a leader inspires people who work under them, a strong working connection and an environment that supports higher performance and organizational effectiveness are fostered.**

Keywords:- *Leadership, Leadership Styles, Leadership Preferences, Organizational Leadership, Leadership Effectiveness, Organizational Trust, Work Motivation, Organizational Commitment.*

I. INTRODUCTION

There are many different leadership styles, and each leader has their own. Leadership styles like transformational and transactional leadership are some of the more popular ones. Effective leaders demonstrate both personal and organizational leadership behaviors. Setting a mission, developing a strategy for accomplishing goals, coordinating processes and procedures, and other professional leadership characteristics can all be interpreted as related to organizational business practices. But because they involve fostering relationships with others, showing compassion for them, upholding moral principles, etc., personal leadership behaviors frequently pertain to leadership styles.

A high standard of professionalism and honesty in policing depends on effective leadership. Police chiefs must be able to inspire their staff, set the tone for the department, and promote a culture of accountability. When police chiefs are successful, they are able to build a division where officers feel appreciated and supported and where they are dedicated to providing professional and ethical service to the community. This may result in a variety of advantageous results, such as:

- An increase in officers' morale and job satisfaction;
- A rise in popular confidence in the police;
- A decrease in crime and disturbance;
- Better results for crime victims;
- A society that is more just and equal.

As indicated by the author of (Bennis and Nanus, 1985), the leadership style of an organization has a significant role in determining whether it succeeds or fails. A company with insufficient funds can borrow funds, while one in a bad location can relocate. The likelihood of a company surviving, however, is slim (Bekhet, and Al-allak, 2014). Today's firms, which are evolving quickly, require effective leadership. Kouzes & Posner (2012) defined leadership effectiveness as "...makes a profoundly positive difference in people's commitment and performance at work." In the words of Kouzes and Posner (2012), leadership is the capacity to inspire followers to realize common aims and objectives. Because it entails a power and influence dynamic between a leader and their followers, leadership is viewed as an intrinsically moral activity. The effectiveness of a leader's leadership activities and traits are significantly influenced by personality. According to his or her personality qualities and traits, a leader would guide others.

According to (Bass, 1997), leadership has been viewed as the center of group processes, a matter of personality, a matter of requiring compliance, the use of influence, specific behaviors, a form of persuasion, a power relationship, an instrument to achieve goals, an effect of interaction, a differentiated role, the creation of structure, and as many combinations of these definitions. Leaders must have great communication abilities in addition to good time management and organizational skills, the capacity to network effectively, political savvy, and other attributes (Oates, 2012). Self-awareness and the ability to accept criticism quickly are crucial for developing leadership abilities (Takahshi, Abbott, and Frank, 2015). Utilizing the feedback you receive, you can consciously change your behavior, routines, and biases. Although there isn't a single set of skills required to lead well, some competences are regarded highly and make a variety of contributions to the leadership model (Pearce and Manz, 2009).

Work motivation has a direct good impact on organizational commitment, and leadership effectiveness has a direct beneficial impact on organizational trust. Positive change is accelerated through leadership, and people are introduced to transformation. The five facets of leadership were outlined by Higgs and Dulewicz (2016). They are the inclusion of attributed influence, behaviors, individual consideration, intellectual stimulation, and inspiring drive. A leader who is transformational serves as a catalyst for their followers' development by inspiring them to achieve truly remarkable feats. Leaders who are aware of their talents at work continue to develop. When employees are in difficult situations, leaders can inspire and drive them to find a solution via compassion and empathy (Dhiman, 2018).

The main responsibility of leaders is to steer organizational transformation successfully, which is difficult. Managers and leaders have a significant impact on the environment and culture that encourage employee engagement and productivity and enable them to do their tasks. The majority of large firms... continue to spend millions annually on motivational training, meetings to increase motivation, incentives to strengthen motivation, meetings to discuss issues with employee motivation, instruments to measure motivation, mission statement, and so forth without any discernible results (Dixon, and Hart, 2010).

Leadership is frequently cited as a major element in law enforcement agencies' failings when crisis and controversy arise. For long-term crime and disturbance reductions, police agencies still struggle to adopt and completely execute novel approaches. Better leaders and leadership in policing are desperately needed. Probably one of the most turbulent periods in policing are what today's law enforcement leaders are dealing with. On a broad scale, law enforcement institutions are under growing pressure to review their procedures while juggling a terrain that is always shifting in terms of culture, society, and technology. When they first enter the field, police officers have different ideas about what it means to be an officer and how they want to be managed.

Some unwavering convictions include the notions that morale may build or break an organization and, in turn, have an impact on the professionalism and productivity of police personnel. Without good leadership, staff members won't feel inspired, connected, or motivated to act and perform to the best of their abilities; ultimately, the professionalism and productivity of the police department have an impact on the public's trust. If the agency is not seen as competent and always making an effort to guarantee community safety and prevent victimization, they will not likely gain the crucial trust of the public they serve. Overall, a situation like this would foster an unproductive "us versus them" police climate, which would negatively affect both the ability to retain current employees and attract the best candidates from the local population. It has always been important to have strong leadership, but it is now more important than ever in a policing environment that is still beset by claims of racism and excessive force that can be either true or made up. These claims are coupled with calls for government investigations into and defunding of the police. To their staff members and communities, police chiefs owe that.

II. THEORETICAL FRAMEWORK

➢ *Superior Leadership*

The notion of superior leadership in policing and its effects on organizational performance are examined in "Superior Leadership" by Aieman Ahmad Al-Omari (2013). The authors contend that effective leadership involves a profound comprehension of the particular difficulties and requirements of law enforcement rather than merely being a good manager. Superior police officers can:

- Motivate and inspire their officers
- Promote creativity and innovation
- Establish a climate of trust and responsibility
- Establish a firm vision and course for the company
- Create and preserve solid connections with the neighbourhood

The authors argue that effective leadership is crucial for police agencies to accomplish their aims and objectives in their conclusion. They also demand that more study be done on how great police commanders are created and trained. A theoretical foundation for comprehending exceptional leadership in policing is provided by the research by Khadair and Al-Omari (2013), which makes it significant. The authors list a number of crucial traits and conduct that police executives must exhibit in order to perform at a high level. The study emphasizes the value of excellent leadership in fostering legitimacy and public trust.

The study's conclusions have a lot of ramifications for top police officials and decision-makers. Police commanders should first concentrate on acquiring the essential qualities and conduct of outstanding leadership. Programs for mentoring and training can do this. Second, procedures and structures that enable great leadership in police should be developed by policymakers. This can entail reducing obstacles to their achievement and giving police commanders the tools they need to succeed.

Overall, the study conducted by Khadair and Al-Omari (2013) adds significantly to the body of knowledge on police leadership. It gives a succinct and clear description of exceptional leadership and lists some crucial traits and behaviors that police officers must exhibit in order to execute at a high level. The study emphasizes the value of excellent leadership in fostering legitimacy and public trust. Given the present context of police reform, the study is especially pertinent at this moment. Effective leadership is more crucial than ever as police agencies across the nation attempt to strengthen their links with the communities they serve.

In order for police departments to succeed in the twenty-first century, they can identify and cultivate the leaders they need with the aid of Khadair and Al-Omari's (2013) research. It can also aid in the development of systems and frameworks for exceptional leadership in law enforcement. Overall, the study conducted by Khadair and Al-Omari (2013) is a useful tool for police chiefs, decision-makers, and everyone else interested in enhancing the standard of policing in our neighborhoods.

III. EFFECTIVE LEADERSHIP

In the words of Yukl (2015), leadership is the process of getting others to understand and agree on what needs to be done and how to do it, as well as the process of assisting both individual and group efforts to achieve common goals. The similar idea was put forth by Robbins and Judge (2015), who describe leadership as the capacity to persuade a group of people to pursue an objective or vision. According to Griffin and Hu (2015), leaders are people who can influence others' conduct without resorting to violence; they are people who are acknowledged as leaders.

Therefore, a leader is someone who, in accordance with his or her position, is able to supervise, direct, and influence his or her subordinates as individuals or groups in order to work toward achieving organizational goals. Leadership skills include the capacity to influence others, subordinates, and groups as well as the capacity to direct others' behavior toward achieving organizational or group goals. In order to accomplish common objectives, leadership involves guiding, managing, and persuading others. It also involves the capacity to influence others' behavior and inspire them to cooperate in order to achieve a common objective.

According to Manning (2016), effective leadership is inspiring followers, harnessing personal strengths to complete essential tasks for success, and reaching organizational objectives or teamwork. While Ram and Prabhakar (2010) contend that effective leadership focuses on moderation, lessening views of organizational politics and, as a result, raising job satisfaction. But according to Tajibu (2015), a brave leader makes swift judgments based on: consistently having and upholding trust, acting honestly, being creative and innovative, being generous, being patient and diligent, and being serious about their work. As Ali and Weli (2020) demonstrate, innovation is the primary factor

moving enterprises forward in a difficult and competitive world.

The ability to align purpose, vision, values, character, and dedication with demonstrated competency is the value that organizations should be nurturing and preserving in individuals (Zhu, Zhang, and Shen, 2019). Organizations must foster in employees the capacity to harmonize demonstrated expertise with purpose, vision, values, character, and commitment. This is so that those that share their mission, vision, values, and character will be more inspired and engaged at work. Additionally, they are more inclined to make choices and do things that are in line with the aims of the firm. Additionally, demonstrated competency is crucial since it demonstrates that individuals possess the knowledge, skills, and attributes required for job success. People are more likely to be effective and productive when they are proficient in their work. They are also more likely to be able to overcome obstacles and find solutions to issues.

➤ *In a Variety of Methods, Organizations can Foster and Nurture the Capacity to Harmonize Demonstrated Expertise with Purpose, Vision, Values, Character, and Commitment. Companies can, for Instance:*

- **Express the organization's purpose, vision, values, and goals in a clear and succinct manner.** Employees can better comprehend the mission and goals of the company by doing this.
- **Provide opportunities for workers to advance their knowledge and skills.** Employee competence and fit with the needs of the organization are both improved as a result.
- **Establish a climate of trust and responsibility.** This encourages employees to voice their opinions and speak out in class. Additionally, it ensures that everyone is pursuing the same objectives.
- **Honor and reward workers that exhibit a dedication to and alignment with the mission, vision, values, and character of the company.** This encourages workers and demonstrates the significance of their labor.

Organizations may develop a workforce that is more engaged, motivated, and productive by nurturing and curating the capacity to align purpose, vision, values, character, and commitment with demonstrable skill. The organization may gain from this in a number of ways, including enhanced performance, increased innovation, and stronger client relationships. In the absence of this, corporate culture will deteriorate, employee trust in the organization will erode, creativity will be inhibited, and a propensity for decision-making that goes against people's values will emerge (Giles, 2016).

Over the years, scholars and practitioners from all over the world have begun to pay more attention to leadership, leading to the development of a number of theoretical frameworks to help explain the complexity of the process (Pitichat, Reichard, Kea-Edwards, Middleton, & Norman, 2018). In academic literature, leadership is defined in a

variety of ways. "Scholars and practitioners have attempted to define leadership for more than a century without universal consensus," claims Northouse (2019:2-6). The following elements can be identified as important to the phenomena, according to Northouse (2019:2-6), notwithstanding the fact that definitions have changed throughout time. Leadership is a process, influence is a part of leadership, leadership happens in groups, and leadership involves shared objectives.

The definition employed by Veldsman and Johnson (2016:14) will be adopted for the purposes of this study because it takes into account global trends in addition to traits and abilities. "Leadership can be defined as acts of persuasion exercised collectively by individuals (shared leadership) engaging a group of stakeholders (mobilized followers) in enabling and empowering ways with regard to a joint course of action intended to bring about a shared, desirable, future referenced outcome (dream) with a desired effect (legacy) within a specific context, past, present, and future referenced," according to the definition provided by the Harvard Business Review. This definition emphasizes that leadership is not only a decision, but also a shared responsibility among other leaders in an organization who have an impact on people both inside and outside the organization, as well as on programs, systems, culture, and organizational structure. It also emphasizes that leadership is embedded in a particular context with stakeholders and that it does not exist in a static time frame, but rather spans the past, present, and future.

Yammarino and Dansereau (2011), as well as Batistic, Cerne, and Vogel (2017) claim that leadership dynamics entail numerous levels and produce bottom-up and top-down consequences at different levels of analysis. According to them, "leaders can create ethical norms that guide the moral (or immoral) behavior of groups or collectives in a top-down manner by shaping organizational climates and cultures" (Yammarino & Dansereau, 2011:1042). Studies by Hannah, Lord, and Pearce (2011) and Batistic, Cerne, and Vogel (2017) provided evidence in support of this conclusion. Their ethical acumen guides and informs the decisions that leaders make as well as how they act in a particular situation (Northouse, 2019). The climates and cultures of organizations are greatly influenced by their leaders. They are able to develop ethical standards that serve as a top-down guide for the moral (or immoral) conduct of groups or collectives. This is so because leaders have the ability to shape the culture of a company and affect the actions of their subordinates.

➤ *Leaders can Establish Moral Standards by:*

- Outlining certain criteria for moral conduct. What is expected of employees in terms of ethical behavior should be communicated by leaders. This can be accomplished by written policies and processes, informal discussions, and role modeling, among other methods.
- Recognizing moral conduct and penalizing immoral conduct. Employees who act ethically deserve praise and rewards from their managers. Additionally, they ought to

look into and punish any dishonest activity on the part of their personnel.
- Fostering a culture of accountability and trust. Leaders should foster an atmosphere where workers feel free to report unethical activity. They ought to hold workers liable for their deeds.
- Leaders might also establish moral standards by exhibiting moral conduct themselves. Employees are given the impression that ethics are vital and valued when leaders act ethically.
- In order to prevent unethical behavior and to foster a more moral and just workplace, ethical norms are crucial. Leaders may significantly enhance the ethical culture of their firms by establishing ethical principles.
- Here are some instances of how executives might establish moral standards in their companies:
- An organization's CEO can set the tone by denouncing fraud and unethical behavior. Examples of how executives might establish moral standards in their companies:
- A manager can foster a climate of trust and responsibility by being forthright with staff members and holding them responsible for their actions.
- A manager can encourage ethical behavior by praising and honoring staff members who exhibit it.

Leaders can establish a workplace where moral conduct is the standard by doing these actions. This can result in a variety of advantages for the business, such as raised employee morale, higher output, and enhanced client connections.

The current literature on leadership in law enforcement can be broadly divided into two categories. First, a body of literature (especially textbooks) has examined how general theories of organizations and leadership may be applied within policing contexts (Adlam and Villiers, 2003; Meese and Ortmeier, 2004), frequently with little to no empirical validation (Domonoske, 2006). The establishment of behavioral typologies has been a key component of empirical research that aims to define how ranked employees go about performing the roles of management, supervision, and leadership (Brehm and Gates, 1993; Engel, 2001). According to Bass and Riggio (2006), Engel (2002), and House and Aditya (1997), numerous studies in this genre used restrictive methodological designs and analytical methodologies, which probably contributed to the conflicting results. The precise behaviors (as opposed to operational styles) of leaders, as well as their evaluation and growth, have received very little attention.

IV. THE NEED FOR LEADERSHIP

Stems from its important contribution to the current global economic environment. Due to the multiplicity of human demands that cannot be met by a single system, traditional leadership has proven ineffective in sustaining an organization in a changing environment. By employing the most effective methods, it facilitates the process of transformation in accordance with the organization's vision of effective leadership (Meraku, 2017).

As a result of the leader's and their followers' successful cooperative efforts, leadership is demonstrated to be effective in reviving and activating all levels inside the company. Its existence extends beyond merely completing objectives. Nevertheless, exhibiting the proper leadership style is required by subordinates due to its significant effects on motivation, performance, and job satisfaction (Jama, 2010). As a result, the significance of effective leadership becomes apparent in: Since change is viewed as the best strategy to ensure an organization's survival and continuity in a continually changing environment, change management is crucial (Atkihson and Mackenzie, 2015). The ability to manage oneself in a way that enhances one's condition in a continually changing environment is regarded as a strategic property for effective leadership in the organization. Saadat and Saadat(2021) as well as choosing the appropriate course of action, as good leadership is essential for putting strategies into practice that successfully move businesses in the proper direction (Akil, 2021).

V. THE IDEA OF SUCCESSFUL LEADERSHIP

Numerous studies have concentrated on the idea of effective leadership and how it affects employee performance, whether in a good or bad way. In order to ensure successful performance and advance corporate culture, leadership is essential. As their ideals, principles, and personalities help the organization achieve its objectives, leaders also act as an inspiration to others who follow them (Ali and Anwar, 2021). These ideas make it clear that a leader is not just someone who can persuade followers to do things on their own initiative; rather, a leader goes above and beyond by empowering followers to use their skills and approaches to complete the necessary tasks (Najm, 2019).

In a society that lacks effective leadership skills, organizations rely on effective leadership to function. Only a select few people who have the traits of successful and effective leadership can perform the majority of the duties and obligations assigned to administrative leaders. In order to gain the cooperation of their staff, foster harmony among them, and persuade them that achieving organizational goals will lead to personal success for them and their goals, an effective leader has a broad base of inputs and methods and uses the appropriate leadership style at the right time (Sayed, 2018).

Effective leadership is exhibited in a person with a powerful personality who is able to relate to others, represent their concerns and beliefs, and intelligently influence them in order to shape the infrastructure of the organization and anticipate the future while taking accountability and working assiduously to achieve desired goals (Mahmood and Al-Taee, 2021). In order to accomplish certain objectives, effective leadership is a dynamic process that takes place inside the corporate context as a collaborative human system. It is a special procedure that is impacted by the personality of the leader and forges a bond with people who work for them. Effective leadership was

interpreted by Joo and Lim (2013) as tactics requiring increased selection, retention, and motivational efforts as a critical component of talent recruitment. Making sure the right person is in the right place at the right time to complete the correct task is the responsibility of effective leadership. The standard of organizational performance and how employees interact with the development of the organization are used to gauge a leader's success (Tibaingana, 2014).

VI. THE VALUE OF SUCCESSFUL LEADERSHIP

Due to the distinctive role that leadership plays in contemporary international business, the diversity of human needs, which make it impossible for anyone system to meet all of them, and the inability of traditional organizational leadership to carry out the organization's work in the face of a dynamic environment, the importance of leadership is brought to light. Active leadership, based on facilitating change by us, is essential to achieving the organization's vision. In 2017, Meraku emphasizes the significance of its effectiveness in reviving and revitalizing all levels within the organization, as the result of the shared work between the leader and his followers that has been successfully performed, and that its presence is not limited to achieving goals alone but also to showing the appropriate leadership style according to what the followers expect and the extent of its impact on job satisfaction and performance as well as their motivation at work (Jamie, 2010).

The presence of effective leadership that leads the organization gives it a competitive advantage, and the size and nature of that change primarily determines the clear vision that the leadership has to look to its future horizons and make it a tangible reality. Discussions about all concepts, strategies, and work-related policies help minimize negative effects, keep up with ongoing changes, and employ the latest technologies. As previous studies have shown, groups must work together effectively. It is essential to the active leadership of any organization or group because it acts as the glue that holds the working group together and the catalyst that piques employee motivation. Additionally, it is the cornerstone and prerequisite for organizational growth and development and maintains the stability of the organization in a dynamic environment because it is an adaptive leadership (flexibl). Unless they are paired with a leadership that can fully utilize these resources, the attributes of work, assets, high-tech equipment, significant financial resources, and qualified workers are not calculated (Schuetz, 2017), the organization guarantees that everyone will participate to a high degree in order to achieve high performance and efficiency. This includes the ability to adapt to new circumstances, continuous development, cooperation with others, and efficiency connection. The active leadership is in line with the organization's vision and mission.

VII. EFFECTIVE LEADERSHIP SKILLS AND CHARACTERS IN LAW ENFORCEMENT

A competent police leader should comprehend, learn, and embrace a number of leadership abilities and traits when serving in a leadership capacity. To inspire and motivate others inside their organization, law enforcement executives should have the following five abilities, attributes, and talents.

➢ *Clear Communication*

The foundation of good leadership in law enforcement is clear communication. Law enforcement leaders must be able to express their intents, expectations, and goals in a clear and succinct manner. Effective teamwork depends on all members of the group being on the same page and working toward the same objectives. Being personable and paying attention to the opinions and worries of your team are further components of effective communication. Regular meetings and promoting an open-door policy can help develop a culture of communication inside the company.

I absolutely believe that you cannot lead if you cannot communicate. At good times and bad, officially at meetings and casually in the hallway, in groups and alone, leaders must be able to speak and listen effectively. The idea is to talk to the staff about their concerns and needs instead of all the great things the leader has accomplished. A polite environment where feedback is shared and received must be ensured.

➢ *Decision-Making.*

Real leaders act in accordance with their moral principles rather than what is convenient or simple to accomplish. They also act in accordance with their moral principles for the benefit of the community and the people they are leading, not only for their own career advancement. Employees are involved in both problem-and solution-identification. True leaders aggressively seek feedback before making judgments wherever possible, and they at the very least explain the "what" and the "why" of their choices. From an employee's standpoint, there should never be a "Where is this coming from?" atmosphere.

➢ *Accountability.*

A "do as I say, but not as I do world" should not exist. True leaders make sure that everyone is held accountable, including themselves. Many workers anticipate being held accountable, but they also hope for uniform punishment that is proportionate to the crime. Numerous workers have related to me tales of managers who, while being completely unaccountable themselves, harrassed good employees over the most insignificant of matters while letting pet employees get away with anything. Fairness and consistency as well as leaders' capacity to discriminate between acts of malice and honest mistakes appeared as crucial issues.

➢ *Caring and Supportive.*

All employees want managers who are aware of them, value them, and care about them. I often hear the phrase "He (or she) doesn't even know me." I have no doubt that

"knowing" people, as well as knowing their names, pausing to say hello, asking them about their families, and acknowledging work triumphs, has been my strength, based on all the comments I have had regarding my leadership success over the years (and I have had my mistakes as well). Things that mean the world to people can include following up with them after trying personal or business occasions. They are "people" with names, backgrounds, families, objectives, and feelings, and they need to feel supported. We must not forget this.

➢ *Inspiring.*

Those that motivated you to be and accomplish your best stand out in your minds when you reflect on your own lives and careers. Inspiring individuals around you should be a top priority for a leader. Employees are far more likely to be motivated to contribute to department goals and strategies when they feel like they have a voice, are understood, appreciated, and encouraged. They will also probably perform it more competently than those who only perform the bare minimum out of need.

➢ *Building Trust.*

Every effective path ends in trust. A two-way trustworthy atmosphere will develop if you communicate honestly and efficiently, show your staff that you believe in them, and support them with integrity. Would you give your all for a leader you don't have faith in? No. Others you lead won't either. Trust is a valuable resource. Build and maintain it with a lot of effort.

➢ *Promoting Empowerment*

Leadership in law enforcement requires a strong sense of empowerment. To encourage motivation and job satisfaction, it's crucial to provide your officers the freedom to take initiative and make judgments. You can strengthen your police officers' sense of accountability and ownership over their duty by providing them with the tools and resources they need to succeed. Maintaining a healthy work environment also requires encouraging personal and professional development. Offering training opportunities, mentorship programs, and professional development chances can support the building of a feeling of community and improve job satisfaction.

➢ *Supportive*

Since law enforcement work can be emotionally and physically taxing, successful law enforcement leadership must offer resources and support to their teams so they can handle the demands of the job. This can entail making counseling services and wellness resources accessible, encouraging work-life balance, and making sure that officers have the tools they need to carry out their jobs in a safe and effective manner.

VIII. POLICE LEADERSHIP SKILLS

Good law enforcement leaders are born with many different skills that they develop throughout the course of their careers, both soft and hard skills. Soft skills are character traits that allow a person to communicate with

others clearly and amicably. They're frequently referred to as "people skills." Hard skills are specialized information or abilities that can be gained and acquired through formal education or training.

➢ *Soft Skills*

- *Understanding of the Law:*

Law enforcement officials must be well-versed in all areas of the law, including criminal, administrative, and constitutional law.

- *Investigative Skills:*

Effective investigations into crimes must be possible for law enforcement officials to carry out. This involves having the capacity to compile and examine proof, question witnesses and suspects, and produce reports.

- *Tactical Skills:*

Law enforcement leaders need to be capable of making wise tactical judgments in perilous and uncertain circumstances. This involves the capacity to evaluate hazards, create plans, and manage officer teams.

- *Management Skills:*

Law enforcement officials need to be able to efficiently manage large, complicated organizations. This encompasses the capacity to plan, budget, and staff.

- *Technological Skills:*

Technology-savvy leaders in law enforcement are essential for their organizations' success. Using computers, databases, and other law enforcement software are examples of this.

- *Leadership:*

Leaders in the law enforcement community need to be able to inspire and motivate their staff. They must also have the ability to handle challenging circumstances and make wise decisions.

- *Problem-Solving:*

Effective problem-solving skills are essential for law enforcement officials. This involves the capacity for creative and critical thought.

- *Teamwork:*

Leaders in the law enforcement community need to be able to collaborate well. They also need to have the ability to create and keep relationships.

- *Empathy:*

Leaders in law enforcement need to be able to relate to and comprehend other people's emotions. Building rapport and trust with the community depends on this.

- *Effective Communication:*

Although it's debatable if successful communication is a soft or hard ability, police officers must make it a characteristic of their policing practice in order to lead effectively. "Communication is crucial to leadership in every aspect. Effective communication can foster relationships with co-workers, classmates, community members, and other organizations through fostering trust. According to US Border Patrol Supervisory Agent Alan Mills, "Our ability to communicate effectively could affect how we work with other agencies and how we share intelligence, both of which are essential to public safety. Effective communication between law enforcement officials and the general public and other stakeholders is essential. This includes the capacity to talk and write clearly and concisely as well as to actively listen.

- *Ability to Evolve:*

Officers must be able to adapt their leadership styles and perspectives in order to be effective in a leadership role because the law enforcement sector is constantly changing and evolving. As Prince George's County, Maryland Police Department Lieutenant Kirk McLean stated in an article for Police Chief magazine, "once commanders feel secure in the way they have always conducted their business of directing, controlling, budgeting, inspiring, motivating, and so forth, it's a sign that it might be time to reinvent (or update) their leadership style."

- *Understanding of Different Perspectives:*

The way that law enforcement leadership interacts with the community has changed along with it. Leaders must be able to work with varied ideas in order to achieve a goal when interacting with so many different groups. Jose Tellez, Chief of Police of the National City Police Department and instructor for the USD police leadership program, stated that today's law enforcement professionals "need to be well versed in what is happening in our profession and be willing to communicate and work with many different groups in an effort to achieve a mutual understanding." "For instance, we occasionally invite people to our workshops and community gatherings who are critical of police enforcement. Officers need to be open to options and have a wider perspective of what's going on, not just in their areas but also nationally. At the very least, it gives a chance for discourse and perhaps some level of understanding.

- *Attention to Detail:*

There are always multiple tasks for police officials to balance, and no two days are ever the same. Law enforcement officials must pay close attention to detail in order to perform at their best while balancing a variety of obligations because they are constantly being tugged in a number of different directions. "Law enforcement executives need to master attention to detail in order to build crucial relationships within the agency and community; to enhance the performance of the agency; and to build legitimacy and, thus, buy-in from the officers and the community," stated Lieutenant McLean.

➢ *Hard Skills*

- *Management:*

Police chiefs oversee a variety of departmental tasks and operations. They are overseeing new hires, patrol officers, and other subordinate leaders from a personnel

viewpoint. To keep their departments operating efficiently and safely, they must have the ability to manage conflicts, risks, and operations successfully.

- *Budgeting:*

Although financial and budgeting skills are a vital part of law enforcement leadership, they are rarely covered in traditional police officer training. Police leaders must be able to efficiently administer cash — from taxpayers, grants, and other sources — in the context of public safety. This requires a solid understanding of budgeting, contract negotiation, finance, and staffing/resource allocation.

- *Policy and Legal Knowledge:*

The laws and regulations at the municipal, state, and federal levels must all be familiar to law enforcement personnel. Police leaders, however, need to have a deeper understanding because they can even be asked to participate in creating and revising laws and ordinances. In order to make sound policy judgments, leaders should also actively seek out reputable research, evidence, and best practices.

- *Media and Technology:*

Today's law enforcement officials are frequently asked to speak with the media and the public about local problems and issues involving public safety. Technology is also having an ever-greater impact on public life and police, both in connection to the media and in society as a whole, necessitating yet another evolution in a leader's skill set. "I had no idea I would be doing some things in my profession today, particularly in the field of technology. That's what I had to learn, the Chief Tellez replied.

Over the course of their careers, effective law enforcement officials are able to hone both soft talents and hard skills. As a result, individuals develop into more capable leaders who can better serve their communities.

- *Along with the Qualities Mentioned above, Effective Law Enforcement Leaders also:*

- ✓ *Committed to Ethical Behavior:*

Law enforcement officials must be dedicated to upholding the same high standards for themselves and their officers.

- ✓ *Fair and Impartial:*

Leaders in the law enforcement community must treat the public with fairness and impartiality. No matter a person's race, ethnicity, gender, or sexual orientation, they must treat them with respect.

- ✓ *Open to New Ideas and Innovation:*

Leadership in the law enforcement community needs to be flexible and innovative. To increase the efficiency of their departments, they must be open to trying new things.

- ✓ *Dedicated to Public Service:*

Law enforcement officials need to be committed to serving the public. They must be dedicated to promoting justice and safety in their local communities.

Law enforcement leaders can have a positive effect on their communities and the field of law enforcement as a whole by developing and honing these talents.

IX. IMPORTANT CHARACTERISTICS OF EFFECTIVE LEADERS

Most law enforcement executives have the expertise, abilities, and resources necessary to run effective organizations when it comes to exhibiting leadership qualities. These leaders complete their tasks while collaborating with their communities to find solutions to issues. These same executives also succeed at effective leadership today, in part as a result of their prior successful commanders' guidance and ongoing professional growth. Being a good leader is fantastic, but understanding why and how one develops into a strong leader gives real substance and depth to the discussion.

Because they aim to successfully direct the efficient and effective execution of the agency's mission statement, the majority of law enforcement professionals decide to lead within their own discipline. It is obvious that it makes more sense to have someone who is familiar with the department's goals and objectives give guidance and direction than to just have someone without that institutional knowledge try the same. Therefore, the question of whether it is crucial to have the right individuals in place to lead any law enforcement body is moot. Instead, the issue is: What does it take to be the top leader in law enforcement.

To become very effective leaders inside their enterprises, managers (and followers) must exhibit ten essential qualities.

- ➢ *Active Listening*

A skill that is usually underutilized and a natural gift that is frequently taken for granted is listening. Proven leaders will benefit from continual use and knowledge of this intrinsic talent when it comes to motivating their followers to deliver the desired and expected results. Exercise isn't necessary for listening per se; it's necessary for learning how and who to listen to. How often do commanders or supervisors attend a community meeting, an interview, or a conference and before they even leave the building, forget some of the most crucial takeaways? Or how frequently do people virtually instantaneously forget someone's name after just meeting them? Active listening is a talent that is taught to teachers, police officers, counselors, ministers, rabbis, and priests, according to the U.S. Department of State. We would all do better if we had mastered and honed this talent. To practice active listening, one must first comprehend its characteristics, which include:

- Seek to understand before seeking to be understood.
- Be non-judgmental.
- Give your undivided attention to the speaker.
- Use silence effectively.

All stakeholders are "who" leaders should actively listen to. According to a quote by Dr. Martin Luther King Jr., "[A] genuine leader is not a searcher of consensus, but a molder of consensus." A leader's desired results will also become the consensus of the stakeholders when he or she actively listens to and genuinely cares for his or her supporters and followers. There is a greater chance that those stakeholders will support the desired goals when the leader listens to them, solicits their comments, and obtains information from them. Another way a leader can get insightful suggestions from individuals who manage the day-to-day parts of the job is to have regular listening sessions with the rank and file. Additionally, people who support the objectives will work very hard to bring the projects through to a successful conclusion. Gaining buy-in to accomplish goals requires including all stakeholders when possible and using good active listening techniques.

➢ *Education*

Regardless of one's level of leadership ability, education is a component of continual leadership growth. College degrees and certificates, online and in-person workshops and seminars, as well as self-education are just a few of the options for training development; the possibilities are virtually endless. Learning to better oneself, one's team, and one's department should never stop, no matter where one is in life. To better prepare the troops for leadership roles and to boost morale and effectiveness, a commander could also consider running leadership development programs within their companies. The line officers should be taught from the commander's successful experiences. Through interaction with the officers who are being trained, instructors frequently pick up new skills in the training setting. This kind of officer training could, if done properly, be incorporated into a company's succession planning procedure.

➢ *Attention to Detail*

It is crucial to have a broad conceptual understanding of the organization, but a good leader also understands the specifics, such as which employees are best suited for various kinds of assignments. To improve the effectiveness of the agency, to increase legitimacy and, as a result, buy-in from the officers and the community, law enforcement executives need to be adept at developing vital relationships inside the agency and the community.

For instance, the level of detail in a station commander's presentation of a crime strategy to the chief and other peers at a meeting will undoubtedly be one of the deciding factors in whether the chief believes in the commander or the plan. The commander's proposal is more likely to be accepted if he can provide specific details on how to solve the issue facing the neighborhood. The desired result is unlikely to be reached, however, if that commander merely did not undertake study, missed important details, and delivered information in a broad context. A strong leader must be able to handle details effectively enough to address all potential questions before giving information to any group. Paying close attention to details demonstrates to stakeholders that the leader is capable of handling the current situation.

➢ *Directions*

The effectiveness of the instructions given to a subordinate depends on how they were delivered. A great leader communicates instructions in a clear and consistent manner. To accomplish this, the leader must be aware of the intended audience for his or her instructions and must make sure that the message is understood clearly. In order to ensure that tasks are accomplished with the fewest possible errors, it is frequently helpful to provide instructions in writing, whether through email or another format. This gives everyone the chance to review the document in roll-call or small groups, check for understanding, and ask questions. Although it may seem repetitive, various people have distinct ways of understanding information. The police executive can ensure that the communications are heard and comprehended by eliminating distractions and giving the information in the optimum setting. Keep in mind that a great leader must be able to speak clearly in order to be understood.

➢ *Evolution*

A good leader can become a high-achieving leader with a devoted following if they have the ability to change and adapt. It may be appropriate for commanders to rethink (or update) their leadership style after they feel confident in the manner they have always gone about their business of leading, controlling, budgeting, inspiring, motivating, and so forth. It's likely that the leadership philosophies that police executives developed early in their careers would need to be modified in order to adapt to new generations and advance personally. In order to be more relevant and to inspire and be inspired by these new officers, leaders must adapt and educate themselves on a broad spectrum of the various forms of technology. For instance, younger generations relate to and interact well with more recent technology, such as virtual devices and social media platforms. Police executives play a leadership role in the community as well as in leading the police departments' personnel. In order to convey the messages that people need to hear, the commanders must relate to and communicate with every member of the community in ways that are familiar to them. Other leaders aspire to be like a leader who can change with the times and adapt to them.

➢ *Resourcefulness*

When it comes to completing challenging or time-consuming undertakings, being resourceful, creative, and innovative are especially crucial. When managing and leading any team of employees within a law enforcement organization, resourcefulness is undoubtedly essential. If commanders are unable to use their team to accomplish goals despite potential obstacles, how can they mentor and direct the troops who look to them for skill development? Leaders must maximize followers' performance skill sets and inspire them to think creatively in order to help them develop their leadership abilities.

➢ *Service*

All law enforcement officers are aware of the professional service they offer to the communities they protect. The most visible form of government representation must do this community service, but the idea cannot be fully realized without internal service. The followers who work on the front lines and who will eventually lead the organization must also be taken care of by managers. Commanders ought to find out what their staff needs and what would improve their quality of life while carrying out their job. When using this strategy, the employers may be surprised by some of the responses they receive because the demands are typically manageable. Serving the followers shows them that the leaders genuinely care about them, and it gives everyone much more reason to work more and feel more motivated.

➢ *Humor*

Everyone interprets and delivers humor differently, and some people are just naturally funnier than others. If used in a timely and suitable manner, this social ability can do wonders for trust and morale. According to a Bell Leadership Institute research. The best leaders use humor to motivate followers, convey an honest message in a friendly manner, increase output, make people feel comfortable, unite teams, and look on the bright side of things. Less effective leaders use humor negatively, such as to brag, belittle others with sarcasm, or excessively divert attention from the task at hand.

Leaders shouldn't make light of another person's misfortune, therefore it's important to be aware of one's boundaries while seeking to integrate comedy with police enforcement. Leaders should never disparage or minimize any victim or situation because it reflects poorly on the organization. For instance, if a police officer dived into a body of water to save a citizen who was drowning and lost one of her boots in the process, the fact that the officer was able to save the citizen's life should take precedence. Strong leadership would acknowledge the officer's efforts and unquestionably provide her the rest of the day off so that she could think, rest, and, of course, have time to buy additional service boots. It would be appropriate to use humor about the gifted officer who saved a life—while wearing only one boot—after things had calmed down. Achieving this balance between taking the responsibility of the work seriously and using humor when appropriate is a quality that leaders should aim to develop.

➢ *Integrity*

A leader with integrity will uphold the agency's goal and the community's expectations of professional police by setting an example of strong values and honesty. Without integrity, it is unlikely that cops or the community will view them as legitimate or trustworthy. According to the President's Task Force on 21st Century Policing's 2015 report, Law enforcement organizations should be aware of how police has contributed to injustice and discrimination in the past and present and how it hinders efforts to build trust in the community.

This is undoubtedly one method to demonstrate integrity and a dedication to the neighborhood. An organization that enjoys the community's trust is one that has a reputation for employing honest officials.

➢ *People*

People are the basis on which leadership is constructed; effective leaders develop effective followers. People require public recognition for a job well done, and they value leaders who look beyond their uniform to people with unique goals and concerns. Additionally, people require coaching to improve and feel more at ease in their roles. Occasionally, they also require encouragement to keep chasing exceptional performance and congratulations on achieving accomplishment. An effective leader recognizes people's strengths and assists them in using them, which boosts productivity and morale.

The leadership task will be made significantly easier if a leader is a "people person" and maintains humility. Quite plainly, a good leader cannot ignore the need of putting people first. The essential components of effective leadership include listening, education, attention to detail, direction, evolution, resourcefulness, service, humor, integrity, and people (leadership). Although no two commanders lead in exactly the same way, the fundamentals are covered if each of the leadership qualities is incorporated into one's management style.

Attempting to lead without a strategic plan should not be an option for law enforcement officers who must successfully carry out their tasks while managing others. It takes practice to develop an understanding of how to successfully and individually blend these qualities into one's management style, but it is important to keep in mind. The agency, the followers, the leader, and the community all benefit when the leadership idea is applied properly. Any leader can achieve success by cultivating and honing these qualities.

X. LAW ENFORCEMENT LEADERSHIP STYLES

Law enforcement is a dynamic field that develops and adapts throughout time. Because of this, a lot of law enforcement officials nowadays are continually looking for ways to enhance their management techniques. Here are three prevalent leadership philosophies in law enforcement.

➢ *Authoritative Style of Leadership*

A strictly rule-based style of leadership, authoritative leadership favors order. An authoritarian style of leadership in law enforcement entails the leader exerting complete control over the activities and decisions of the division, and subordinates are expected to comply. The majority of military and police organizations have historically adhered to this strict paradigm of leadership, despite the fact that it is contentious. An authoritative leader demonstrates how to do a task and then lets the officer or employee proceed on their own, which is vital to distinguish from an authoritarian leader.

While an authoritative leadership style can be particularly useful in maintaining order in emergencies and crisis circumstances, it is now one of the least preferred types of police leadership. Since patrol officers and patrol deputies have the closest contact with the communities they serve, they should be providing police commissioners, sheriffs, and chiefs of police with information and input so that they can make decisions and changes that will actually benefit the communities they serve. As a result, commanding officers and front-line police officers may experience a lack of motivation and engagement as a result of this type of police leadership.

> *Lead by Example Leadership*

Setting the tone for the organization and modeling the principles they want their team to uphold are characteristics of effective leaders. This includes being responsible, taking accountability, and keeping your word. Leaders in law enforcement must set an excellent example by acting with professionalism and honesty, which is crucial for preserving the confidence of the public. Because it enables police officers to foster a climate of trust and responsibility inside the organization, this leadership style is successful.

XI. TRANSFORMATIONAL LEADERSHIP

Possibly the most effective and well-liked leadership approach in law enforcement is this one. A leader who practices transformational leadership will use their charisma to inspire their group and engage others. Transformational leaders in law enforcement put their police leadership in the "people-first" category and collaborate with subordinates to foster an atmosphere that fosters innovation and a sense of shared objectives for the company. They prioritize the information provided to them and pay attention to the suggestions and opinions of their team. In addition to inspiring officers and workers, a transformational leadership approach also satisfies their needs and fosters a sense of empowerment and engagement.

While different police leadership philosophies might work for specific organizations, transformational leadership is the most effective policing philosophies today. It effectively fosters a work climate where everyone feels empowered, included, and heard by incorporating several leadership philosophies.

The capacity to inspire and encourage followers is a necessary component of transformational leadership. This strategy assumes that a person can be influenced by igniting internal motivators. Since the ability to successfully influence others is the essence of leadership, a process-based view of leadership emphasizes the ability to inspire followers to take action (Yukl, 1999). The successful, effective leader has the capacity to both inspire followers to strive toward a common goal and have their vision recognized (Chemers, 2004). When leaders can convey a compelling future vision to their followers and convince them to work in the new way, they can motivate them to accept change, which improves their ability to lead effectively.

> *The following are some Categories for the Sub-Scales of Transformational Leadership Style:*

- *Inspirational Motivation:*
Leaders inspire and motivate those around them by giving their followers' work purpose and a sense of challenge. They also establish a clear vision for achieving the goal and moving up to the next level by boosting workplace productivity.

- *Individual Consideration:*
A leader should treat each subordinate in accordance with his or her unique needs and abilities and provide each person special attention in order to foster a positive working relationship by presenting new learning opportunities that are appropriate for their interests and abilities.

- *Intellectual Stimulation:*
By rephrasing and presenting novel problems to followers, leaders encourage followers' attempts to be inventive and creative. In order for subordinates and followers to try to come up with novel ways and tactics, the leader's primary goal is to encourage the free flow of ideas and imagination.

- *Idealized Influence -Behavior:*
According to Antonakis, Cianciolo, and Sternberg (2004), this element describes the charismatic behaviors of the leader that center on values, beliefs, and a sense of mission.

- *Idealized Influence –Attributed:*
It deals with whether or not the followers want to be linked with the leader and whether or not they perceive him or her to be charismatic, strong, and confident. It is the praise that subordinates offer their bosses.

XII. TRANSACTIONAL LEADERSHIP STYLE

According to Van Eeden, Cilliers, and van Deventer (2008), transactional leadership is a social exchange process where the leader explains what the followers must do as part of their transaction (successfully complete the task) in order to receive a reward or avoid punishment (satisfying the follower's needs), which is dependent on the fulfillment of the transaction (satisfying the leader's needs). This concept of transactional leadership matched the framework element of task orientation because it can be observed that this is determined by how much a leader is prone to task orientation. In fact, it has been found that executives who exclusively or mostly used transactional methods tend to be task-oriented (Bass and Riggio, 2006). This part of the conceptual framework was therefore backed up by research.

> *The following are Some Categories for the Sub-Scales of Transactional Leadership Style:*

- *Contingent Rewards:*
The concern for reciprocal benefits between the leader and the followers in the exchange of achieving the goal by giving their best effort based on predetermined standards.

- *Active Management- by- Expectation:*

The leader actively participates in correcting the mistakes of the followers and tries to determine the causes of any discrepancies between the subordinate's real work performance and the benchmarks that have been set.

- *Passive-Management-by- Expectation:*

The leader waits to take remedial action after a mistake is made instead of actively participating in remediation.

XIII. THE DIMENSIONS OF EFFECTIVE LEADERSHIP

➢ *Clear Vision and Specific Goals*

Without a doubt, many eminent scholars view vision as a critical component of leadership. The vision represents a mental representation of a desirable future that can help leaders communicate with their followers in a way that ensures their commitment and heightens their concerns.

Any business may attain sustainability and competitive advantage with a clear vision. In five to ten years, the firm can dominate its sector, claims Humphreys (2004). It is a concrete vision of what the project should accomplish in the future, not merely a forecast or distant hope. The leadership notion that propels the project and its entire membership toward its objective is made clear by this action (Abell, 2006). The organization is bureaucratic and self-serving as a result of the lack of a defined vision. Clarifying and communicating the vision, then, leads to effective change as well as a strong sense of respect and trust.

Because people feel influential despite their differences, everyone may assume responsibility for finishing the task and may exhibit innovation and risk-taking, and they will take charge of their future instead of idly waiting for it (Blanchard and Stoner, 2004).Vision is described as a simulated depiction of actual or hypothetical occurrences that happens "when there is a representation of the type that was created during the early stages of perception, but the stimulus is not present" (Pham and Taylor,1999).

A vision, according to Shenhar (2017), is a concise and compelling statement of the project's intended conclusion that is expressed in terms that anyone can comprehend and see. Dörnyei and Ushioda, (2013), on the other hand, defines it as a mental representation of the sensory experience of the future and the target state, which comprises imagination, imagery, and the cutting-edge stimuli.

An organization's vision guides its strategy, rules, and work. It also serves as a key source for organizational culture and sustainable management, contributing significantly to the growth of the firm. In order to achieve high-performance organizational excellence, non-profit organizations have the responsibility of fostering innovation. This innovation has been shown to be a crucial intermediate step that is linked to a clear vision composed of two dimensions: leadership philosophy (personal and organizational) and a specific impression organization

mission that supports the work strategy (Liao and Huang, 2016).

➢ *Good Planning*

In the United States, the military and its history play a major role in the strategic planning of the public sector. In the early 1960s, the art of managing government affairs and the use of state power was limited to the profitable sector. Then, in the early 1980s, concepts, procedures, tools, and practices were created to emphasize the practical role of planning in the public sector. According to Al-Baghdadi and Al-Mousawi (2014), the planning process aims to forecast future developments in the many development sectors that deal with human resource management and past choices.

According to Rowlands and Amrollahi (2017), planning is an organized endeavor that results in decisions and fundamental processes that define and guide what the company (or other entity) does. What makes you do that? While it has been defined as a structured human activity that is for a certain period of time constrained by intentional, conscious, and precise measures of procedures and actions and is based on scientific presumptions, clear thinking, and a correct perspective, and aims to achieve the best results possible for the future. Its significance is clear from the fact that it reflects managers' deep-seated intentions and their desire to carry out their duties to the fullest extent, and it is the result of an interaction with future expectations. Planning, by its very nature, tends to focus on the details, so planners will also need to consider the way they appear.

It has been noted that considering the effects of planning for the future encourages taking a proactive stance, improving awareness of the needs, and involving everyone in the system. This active leadership is demonstrated by continuity and repeatable, adaptable procedures, according to Bütüner (2014). Through the involvement of the organization's owners, planning also enhances organizational performance and strengthens the process of mutual communication with them to take advantage of new opportunities (Hinţea et al., 2015).

XIV. EFFECTIVE INFLUENCE

The impact that this dimension has on the leader's ethics toward his or her subordinates, as well as the scope of the delivery of what is required of them in terms of acceptance, relief, and positive and reciprocal interaction, is clear evidence of the importance of this dimension. Additionally, the attractive qualities that set active leaders apart are their capacity to elicit an emotional response. Building relationships with their workforce, these charismatic leaders foster a sense of strength, trust, and dynamism in their team members while simultaneously strengthening high expectations for their workforce to achieve organizational goals. As a result, their workforce views them as moral and respected leaders who are loved and dependable. In light of this trait, leaders will eventually turn into a role model that others would try to emulate, according to Mostafa and Elsaid (2016).

One of the things that leaders should do to be ideal is to consider and put the needs of others before their own. They should be prepared to give up their own interests for the benefit of others, take the risks that their followers do, engage in a cooperative rather than dictatorial manner, uphold moral principles, and abstain from using their position of authority for selfish ends. Instead, they ought to utilize their influence to inspire people to work toward their goals. Leaders will perform to the best of their abilities when these ideal characteristics are present (Aljabri, 2018). As stated by Al-Faraji (2014), effective influence is described as the charismatic personality of a leader who, over time, makes him or her a role model for others in the organization. This is due to the possibility that they develop traits that set them apart. To accomplish desired goals, it entails concentrating on tasks as a team, cooperating with others, and developing trust with subordinates.

➤ *Monitoring and Evaluation*

In order to complete the project execution and guarantee that it meets its goals, monitoring and evaluation are essential components of an organization's project management process. Monitoring and assessment are very important when developing projects or assessing the schedule of activities. It should be highlighted that monitoring and assessment have different meanings (Eber, 2014). Monitoring is the process of keeping track of a project's steps to make sure that it advances in accordance with the specified plan and spotting any deviations that could cause it to stop or be delayed. Monitoring is done at the activity level and is done on a regular basis by gathering information and data that can be used to gauge how well the project plan is being implemented and how far along it is in reaching its goals.

The process of determining whether a project has produced the expected results and assessing the project's short- and long-term effects on beneficiaries, as well as any indirect effects on beneficiaries and the environment, is known as evaluation. The success of the project, the growth of work and lessons gained, the development of trust and connections with donor agencies, and the relevance of monitoring and evaluation for the organization are all interrelated. The monitoring and evaluation process is the crucial last step in the process of strategic planning, according to Suweilam (2015). This does not imply that the strategy has been implemented well; rather, it just means that the guidelines established during the strategic planning process have been followed. It has also been mentioned that monitoring and assessment are ingrained in company culture, making it possible to gauge how clear a strategy is for implementation.

The assessment process tries to determine the project's direct or indirect effects on the beneficiaries and the surrounding environment, as well as whether the initiative has produced the expected results in the short- and long-term. The success of the project, the growth of work and lessons gained, the expansion of work and relationships with sponsors, and the monitoring and evaluation process are all crucial to the organization. The monitoring and evaluation

process is the crucial last step in the process of strategic planning, according to Suwail (2015). This does not imply that the strategy has been effectively carried out, but rather that the guidelines established throughout the process of strategic planning have been followed. Monitoring and evaluation are regarded as being an element of corporate culture, and they are used to assess whether a clear implementation strategy is present.

In a similar vein, Otieno (2000) described monitoring as a useful management tool that offers ongoing input on the project's advancement. When properly applied, it assists in identifying accomplishments as well as prospective restrictions and impediments, making it simpler for leaders to take rapid, informed decisions. When it comes to evaluation, it is described as a methodical, unbiased process that emphasizes the significance, effectiveness, efficiency, sustainability, and impact of activities in the context of the organization's performance to the greatest extent feasible, with an emphasis on tracking progress made toward the established goals.

XV. GOOD LEADERSHIP

Observations I've heard about bad leaders are the complete opposite of what I've heard about outstanding and great ones. In general, immoral, dishonest, and poor communicators are characteristics of bad leaders. Some people have enormous egos. In contrast to the officers they commanded, they are more focused on furthering their own careers. They favor certain people over others, exhibit insecurity, lack judgment and/or common sense, are prone to panic, and verbally attack others by making nasty remarks and acting in an unflattering manner. They have merely been assigned to leadership positions and aren't truly "leaders" at all.

➤ *Police Officers Described Bad Leaders as those who:*

- Incite animosity and division
- Devastate morale and endanger lives
- Refuses to make judgments
- Are conceited and possess entitlement
- Be in the company of "yes people
- Rule with an iron fist and exhibit abusive behaviour
- Have no concern for anyone but themselves
- Accuse others while claiming credit
- They are the experts; never ask for advice.

The clear lesson is to keep in mind what effective leaders accomplished and emulate them when acting as a leader. Then, keep in mind what the bad leaders did, and never again abuse anyone. You owe it to those you lead to use the positive traits and not the unfavorable ones that you personally experienced because those leaders had a profound impact on you in both amazing and troubling ways.

XVI. PROCESS FOR EFFECTIVE LEADERSHIP

It is possible to lead effectively without having a title. Leadership can happen at work every day and often happens in teams with other professionals in the healthcare and education sectors. For instance, excellence in clinical practice or leadership in administration, research, or education.

Leadership comprises the crucial idea of managing both professional and personal practice. To balance work and personal life, priorities must be established and time must be managed. Tools can help you manage your busy schedule and stay organized. Delegating well can be used to divide out the work on new projects:

- Organization to guarantee that tasks, objectives, and deadlines are understood
- Create a plan with phases and a flow to reach the objectives.
- List the resources that are needed, taking into account the skills of each team member, and match tasks to resources accordingly (including taking skill development needs into account).
- Communicate with team members, track activity progress, and give team direction.

XVII. POLICE LEADERSHIP TRAITS

There isn't a set amount of characteristics that make police leaders successful in their roles. However, there are a few traits that good police leaders have across the board: Some of the traits and habits of effective police leaders:

- *Honesty and Integrity:*
Police leaders must always act honestly and morally. They must be able to gain the confidence of both the public and their officers.

- *Communication:*
Effective police commanders are able to communicate with their personnel, the general public, and other stakeholders in a clear and effective manner. They have the capacity for interpersonal interaction and listening.

- *Decision-Making:*
Police leaders must be a ble to act quickly and decisively in circumstances that are frequently stressful. They must have the capacity to evaluate the advantages and disadvantages of various possibilities and choose wisely.

- *Problem-Solving:*
Police commanders need to be able to recognize issues and find solutions quickly. They must be capable of developing original ideas and creative thinking.

- *Delegation and Empowerment:*
Police chiefs that are effective at this can assign duties and give their officers the authority to take initiative. As a result, the staff becomes more motivated and effective.

- *Interpersonal Skills:*
Police leaders that are effective are good at building relationships. They are able to establish bonds with both the community and their officers. They can also handle challenging circumstances and settle disputes.

- *Trust and Fairness:*
Police officers appreciate and have faith in effective leaders. In their interactions with others, they are fair and impartial.

- *Taking Action:*
Effective police leaders don't hesitate to act. They can make decisions quickly and decisively.

- *Innovation and Growth:*
Effective police officers are constantly seeking for ways to enhance their agency and the way they enforce the law in their neighborhoods. They are risk-takers who are open to new ideas.

- *Leading by Example:*
Police chiefs that are effective in their roles model good behavior for their officers. They are committed to their work, professional, and moral.

- *Commitment:*
Any situation calls for a certain level of dedication to the position and the mission to be a leader. According to best-selling author John Maxwell, author of the book "The 5 Levels of Leadership," "being a great leader is all about having a genuine willingness and a true commitment to lead others to achieve a common vision and goals through positive influence." Leaders in law enforcement, in particular, should have a strong dedication to all elements of police work and to improving their communities.

- *Honesty:*
Honesty is crucial in all aspects of police work, including interactions with the public, local authorities, and the media. This can entail being open and forthcoming with all parties involved in an inquiry, being truthful about their performance with the officers under their command, and eventually being truthful with themselves about any potential leadership weaknesses they may have and how they can address them.

- *Integrity:*
A leader in law enforcement must consistently act honorably, even when it's the more challenging course of action. Other officers are more inclined to follow the example set by a commanding officer or police chief who consistently upholds honor and integrity.

- *Humility:*
For today's police chiefs, humility is crucial. It is one of the hardest traits to cultivate and maintain though, as it can occasionally be interpreted as a sign of weakness. But when a law enforcement official shows humility, they contribute to creating a climate where their co-workers and subordinates feel free to express concerns about actions or

occurrences that negatively reflect on the agency. Additionally, humility makes it easier for officers to approach their superiors with suggestions and queries that can enhance departmental operations. Being humble can facilitate building that relationship because many new officers from the millennial generation favor a teamwork-type approach over an authoritative leadership style.

- *Mentorship:*

Although the field of law enforcement and police leadership techniques are always changing, the counsel and insights of senior officers are a priceless resource. Because of this, mentoring is incredibly beneficial; in fact, many departments now have mentorship programs in place. Young officers and leaders can gain a lot from the experience of seasoned law enforcement professionals even in the absence of structured mentor-mentee relationships. As people enter the law enforcement field, there is a significant cultural adjustment to make, according to Sergeant Aaron Snyder of the Indianapolis Metropolitan Police Department's Office of Professional Development and Police Wellness. And having experienced cops as mentors can be quite beneficial for new officers.

Effective police commanders need to possess these qualities and behaviors in addition to a thorough knowledge of the law and policing ideas. They must be able to create and put into practice successful crime prevention and suppression plans. Additionally, they need to be able to win and keep the public's trust. Police chiefs can foster a culture of professionalism and honesty in their agencies by exhibiting these behaviors. As a result, there may be an increase in productivity, morale, and community ties.

XVIII. PRACTICAL IMPLEMENTATIONS

➢ *Effective Police Commanders can Encourage Professionalism and Honesty within their Agencies in the following ways:*

- *Fostering a Climate of Trust and Respect: Police chiefs should foster a climate in which officers, no matter their rank or position, feel free to report misconduct and are treated with respect.*
- *Promoting Inclusion and Diversity: Police chiefs ought to encourage inclusion and diversity inside their agencies. Recruiting and hiring officers from a variety of backgrounds is necessary for achieving this, as is fostering an environment in which everyone is recognized and respected.*
- *The Community should be Engaged: by police leaders in a constructive and significant manner. Police leaders may benefit from having more credibility and trust, as well as a greater understanding of community needs.*
- *Set a Good Example: Police supervisors should act in a way that police officers can follow. This calls for constant sincerity, morality, and professionalism.*
- *Effective Communication: is essential for police leaders with both the public and their officers. This calls for being precise and succinct as well as receptive to criticism.*

- *Empower Officers: provide cops the freedom to make decisions and take action. Police chiefs should provide their officers this freedom. As a result, the staff becomes more motivated and effective.*
- *Offer Training and Support: Police chiefs should give their personnel the instruction and assistance they need to succeed. This includes instruction in de-escalation strategies, implicit bias, and law enforcement practices.*
- *Holding Police Officers Responsible: for their acts is a responsibility of police leaders. This entails looking into and punishing officers who break the law or departmental rules.*

Effective police leaders can establish a department where professionalism and ethics are the norm by doing these actions. The agency and the community it serves may benefit from a number of these as a result. It is crucial to remember that fostering professionalism and integrity among police forces is a never-ending process. All organizational levels, from the chief of police to the front-line policemen, must be committed to it. The agency and the community it serves may profit in a number of ways, making the investment worthwhile.

XIX. CONCLUSION

Due to the significant impact that leadership effectiveness has on employee commitment and job motivation, police officers should be able to maximize their influence and direction over instructors, particularly in the development of effective and efficient police officers. A top-down paramilitary structure that restricts feedback and information flow, a closed organizational culture that forbids open communication, a lack of employee development and coaching, especially in leadership that might leave a long-lasting legacy for the agency, and poor understanding of the behaviors and characteristics of good leadership are just a few of the factors that hinder good leadership.

Change and effective leadership are all hampered by these problems. The majority, if not all, of these inhibitors' results can be observed on the front lines of numerous police groups. Simply observing the interactions, actions, and level of trust between first line patrol officers and their immediate supervisors, more notably patrol sergeants, can serve as a potentially effective litmus test for any police department's capacity to accomplish goals. While the broad mission and vision of the majority of police agencies is to serve the community by reducing crime, many seem to be falling short of their objectives due to low morale (productivity/accountability) by failing to adequately develop leaders at every level of the organization. Any police agency that lacks effective leadership will experience problems and dire consequences. Agencies are passing up chances to enhance their human resource base by failing to develop new and better leaders inside the legal profession.

These lost opportunities lead to subpar output, low morale, stress, attrition, dissatisfaction, and unsuccessful attempts to meet organizational goals and the needs of a society that is constantly changing, creating an environment

of positive leadership influence and desired outcomes is frequently challenging in the modern policing environment). Positive leader-follower outcomes that are desired by a police agency are frequently hampered by ongoing environmental changes (within and outside the agency), demands on the officers' time (personal and professional), high stress encounters (in extreme settings), limited supervisory interaction, discretionary practices, self-entitlement issues, power struggles, and a host of other forces acting on the police professional.

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