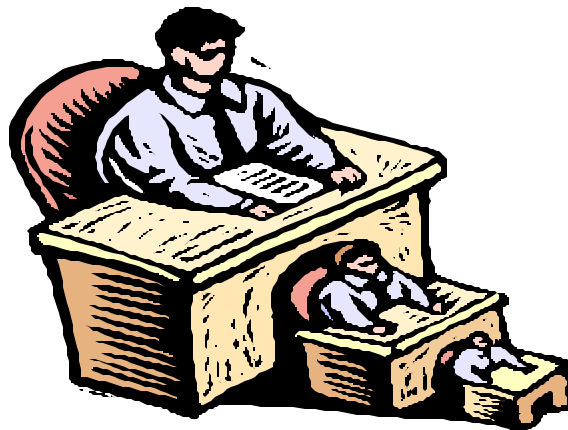


Leveling The Hierarchical Structure Of Leadership In The Flint Police Department



**Lieutenant Jody Matherly
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The Flint, Michigan Police Department is dedicated to providing professional police services to the residents of the City of Flint. We are proud to move the police department into a new phase of technology, which will provide the most up to date police services available.

The police department consists of five bureaus. Each bureau is under the command of a captain who reports directly to the chief of police. Each bureau has divisions, which are under the command of a lieutenant who reports to their prospective captain.

Historically, the captains have been relied on to manage the adoption of projects and implementation of new policies. But will this method of hierarchal delegation continue to work in the 21st century?

Today and in the future, as new technology and innovative ideas enter into law enforcement at a rapid pace, it will be the responsibility of the chief of police to ensure that these concepts are adapted for use by the Flint Police Department. But because the information highway is so technical, expensive and complicated, can the chief and captains make all the decisions needed? The answer is no.

Within the last two years, the Flint chief of police has begun delegating the responsibility of managing million dollar projects to lieutenants. This has been done because of the large number of projects and the personal attention needed to accomplish these tasks. But do the lieutenants have the knowledge, time and authority to continue in this direction? Does control of these projects leave the hands of the chief with confidence that the right decisions will be made by his lower level subordinates? Will the qualities that successful leaders possessed in the past be adequate in today's "infotech" society?

This paper explores what has made leaders successful in the past and what it will take to continue to be successful today and in the future.

It concludes by showing that mid-level managers not only should, but also must take on more responsibilities as we continue into the 21st century. Further, the manager will have to have good basic managerial skills and be more creative to achieve success. The chief will be required to keep these ideas in mind from the hiring process through the promotion process.

This will in turn require the chief to leave the military like hierarchal structure and flatten it to a level playing field.

TABLE OF CONTENTS

Introduction.....

Qualities a Leader Needed Historically.....

Qualities of a Leader Now.....

The Leader and Technology.....

Conclusion.....

LEADERSHIP

Introduction

In the 21st century any organization, be it small or large, is dynamic in nature. There are many influences, both internal (change in personnel by age, education, values, etc.) and external (economy, technology, etc.) that cause this. Because this change occurs constantly, the organization has to be in perpetual motion, using some type of precision, to conquer these forces. Simply put, it is vitally important that goals are set and that constant effort is made to meet those goals.

But how does an organization keep up with the ever-changing demands of the future? The most important ingredient is that of its leader. This is the one person that can make or break an organization. He or She needs to “look down the road” and plan by setting goals and objectives. They need to know where they want the organization to go; otherwise it will be a ship without a rudder. But anticipating change in the future and then acting, as opposed to reacting, is difficult. It is important that the leader motivate the persons in the organization to get things done, to make the change happen.

Historically, there have always been many attributes, which a leader needed to possess to be successful. A vast amount of research has been done on that topic. But as society (businesses, military, government, etc.) changes and new technology advances by leaps and bounds, do the qualities and characteristics of a leader need to change with it? Will an old “checklist” of determining what makes a successful leader still work in the future? Is it the leader that will determine how to properly handle technology or will technology dictate what the leader needs to know to be successful?

LEADERSHIP

The Flint, Michigan Police Department is a typical example of an organization that is struggling with the bombardment of technology. A police department, which has historically been well respected, it now faces the same dilemma many departments face; how does the department handle the planning, research and implementation of technology on a budget controlled by an ever-depleting tax base?

The answer lies with the leadership of the police department. But the definition of “leadership” will have to be defined differently as it was in the past. Where a quasi-military organization like a police department was started on a strict, hierarchical command structure, this may not be an acceptable way to operate in the future. The infusion of highly technical equipment and other innovations will require decisions from “experts” in many areas. These “experts” are expensive to hire or maintain on the staff. Therefore, both financial constraints and the necessity to understand the infrastructure of the police department will dictate that these “experts” will have to come from within the ranks of the police department.

The chief of police or the second level of a department (Deputy Chief or Captain) may have been adequate to manage new ideas and projects in the past, but would be too few in number to take on all the tasks required today. The natural alternates would be mid-level managers, such as lieutenants, as is the case in the Flint Police Department. Major decisions have begun to collapse from the hierarchical, pyramid structure to a flatter, more level structure. As this mode continues, the managers will need the authority to carry out the projects as the resident “expert.” This issue is magnified even more when mundane projects such as remodeling an office or bureau in the police department now

LEADERSHIP

becomes the responsibility of a police manager instead of a City Hall employee because, like the police department, city halls also suffer budget cuts.

The Flint Police Department has begun this change to a flatter structure, but not without some uncertainty. Questions of knowledge, training, education and authority often arise by both the managers themselves and other employees as the managers begin to take on new responsibilities. How should the chief of police institute this change in hierarchy, that is increase the authority to lower levels, as projects become more complicated and expensive.

There are several issues that will have to be examined to institute this change; change American police departments are not accustomed to. But to know what one needs to do to change, one must examine what leaders have done to be successful in the past, the present, and what might be successful in the future.

LEADERSHIP

Qualities a Leader Needed Historically

The most important quality of any leader is the ability to get others to follow not because they have to, but because they want to. The effective leader will recognize the difference between giving employees a desire to produce well because of high job satisfaction and trying to force them to do so--deviously or otherwise. To this end, leadership traits such as enthusiasm, positive attitude, intelligence, decisiveness, initiative, high energy and self-assurance are desired in all leaders.¹

As the evolution of technology continues to change, does the leader's motivational practices need to change with it?

Several theories in what motivates employees have proven successful throughout time. In the 1960's, psychologist Abraham Maslow developed his theory on what motivates a person and what keeps them satisfied. Placed in a pyramid fashion with the most physical needs at the bottom, Maslow surmised that one must satisfy one need in order to move to the next. The five needs were 1) basic (food, shelter, etc), 2) safety (security and avoiding harm), 3) belongingness (give and receive love and affection), 4) ego (special attention and recognition), and 5) self-actualization (provide one's own motivation). If a leader can satisfy an employee's particular need, for example the "basic" need by paying enough money to provide the employee food and shelter, then the worker will be content and move to his or her next need.²

There are other factors that can motivate an employee. One of the most notable and possibly most controversial is the power theory. John French and Bertram Raven developed five concepts of leadership power. They were: 1) Coercive power- based on

LEADERSHIP

fear of punishment, 2) Reward power- expectations of reward, 3) Legitimate power- based on a person's position in the organization, 4) Expert Power- based on special skills, 5) Reference power- based on the leader's personal attributes that a follower identifies with.³

Just as one should use all of the various types of leadership (autocratic, democratic, and free-rein), one should also use all of the various types of power to be successful. Depending strictly on one type can be hazardous. That makes the old adage "power is like dynamite. It should be well placed and used sparingly" so true.

Although it has been 40 years since these theories were developed, they still play a part in today's organizations. Labor Unions, civil litigation, employee mental health, substance abuse and other work related activities/ problems are more prevalent today than ever before. If employers provide a means to keep the membership happy and rich with job satisfaction, then the problems associated with the alternative will be cured.

The Flint Police Department historically has enjoyed the use of these theories. Many of the Chiefs have used the five Captains in the department to help plan, research and implement new policies in the police department. Historically, these policies have been procedural in nature. They include training of police officers, supervisors and management, reducing response times, increasing investigative case clearances and juvenile intervention projects. Because there are only a certain amount of procedural/ policy type projects that existed, the workload for the Captains was manageable. The small amounts of technology-oriented projects that were integrated into the department

¹ Nathan F Iannone, Supervision of police personnel (New Jersey: Prentice Hall, Inc, 1994) 38

² Abraham H. Maslow, Motivation and personality (New York: Harper & Row, 1954)

³ John R. P. French and Bertram Raven, "The basis of social power," in group dynamics, Dorwin Cartwright and A.F. Zander, eds, (Evanston, ILL: Row Peterson, 1960)

LEADERSHIP

were left to the civilian experts. For example, police radio systems were not assigned and overseen by sworn police personnel but instead by non-sworn employees knowledgeable in that area. Sworn officers and managers were left with the task of catching the bad guy, the same expectation they had when they were hired for the job. But as the wheels of time rolled forward, and technology progressed, so did the job requirements of the managers, and the skills they needed to possess.

Police chiefs cannot possibly know everything there is to know about all the technology and innovative ideas used in law enforcement today. So what, if anything, should the chief and police organization itself change to be successful?

LEADERSHIP

Qualities of a Leader Now

The Flint Police Department presently has 12 major projects underway. Some are technology based; others are simply managing renovations of the police building and parking lots. Each project has many steps that the project manager must do to complete it. Most of the projects have some type of technical expertise involved.

For example, three renovation projects now underway and the cost of them are: 1) the city lock-up at \$1,000,000.00. 2) the criminal investigations bureau at a cost of \$400,000.00. 3) the horse patrol barn at \$180,000.00. What would appear to be projects that would involve little or no police officers input at all now have lieutenants in charge of them.

For technology-based projects, there are many now in progress, with some lasting one-year to implement. They are: 1) Installation of security cameras and monitors for the downtown area and the police station. 2) Purchase and installation of mobile data computers and automated vehicle locators. 3) Livescan fingerprint system including centralized booking. 4) Planning and feasibility study on a new 311 system. 5) A Hand-held parking ticket computer system. 6) A new police reporting system installation. 7) Marked cruiser video taping system. The cost for these projects range from \$20,000.00 to over \$1,000,000.00.

Because of the change in direction of the department, that is the influx of technology, the chief has assigned the 14 lieutenants to manage these projects. The ratio is obviously better than if the captains were relied on to manage these.

But do the lieutenants have the expertise to take these projects on? Are they prepared to manage a \$1,000,000.00, highly technical project? Has the chief prepared

LEADERSHIP

them for this? Has their experiences in law enforcement or in their own lives prepared them for this? Then there is the issue of training the police officers to use these advanced products. Who will train them and more importantly, who will convince them to use these products to get the most out of them? And when the civilian experts who are representing the companies installing these products pack up and leave after the install is done, who will be knowledgeable enough to keep the project going? Can the lieutenants use the types of power and leadership theories that have proven successful in the past to be successful with these new assignments? Will they have to rely on new leadership methods to supervise their assigned officers because projects take up a majority of their time?

When it comes to a leader's power, does the assumption of "You follow me because I am the leader" still work? In James A. Crupi's essay "Leadership in a New Age", he states that in an industrial economy or in the military, hierarchy works—workers can be moved around and made to perform elemental tasks. But that hierarchical world barely exists today. Crupi states:

The future demands that workers must be more than mechanical elements in production and leaders must be more than order givers. Today and in the future each worker will bring a set of unique skills, insight and knowledge to the team—in some cases, much more than does the leader. The task of future leaders is to orchestrate team talents toward competitive ends, not exercise their authoritarian proclivities.

Crupi suggests that authority is a luxury that leaders no longer have. The day of the "know-everything" manager is over. Not only do managers not know everything,

LEADERSHIP

everyone knows they don't everything. Following are some of the prescriptions he lists for leadership in the new world:

- 1) Know the difference between power, authority and leadership. If your claim to respect is the nameplate on your door, you are a pretender, not a leader.
- 2) Know yourself. Be confident that you may not know everything and that not knowing is not a sign of weakness.
- 3) Create a vision. Crupi tells the story of the little girl who was drawing a picture. The teacher asks the little girl what she is doing. The little girl says, "I'm drawing a picture of God." The teacher looks at the girl and says, "You cannot draw a picture of God- nobody knows what God looks like." The little girl replies, "Well, they will when I finish!" Crupi proposes that the leader keep purposes and targets clear and concise, and, like the little girl, stay creative.
- 4) Be a great storyteller. For example: A leader could tell people that they must adjust to rapid technology change or they will lose their competitiveness. But that is not as effective as saying that adjusting to technology changes is like going to England and driving on the other side of the road. You know how to drive when you get there, but if you don't learn the new rules, you could die in an accident.
- 5) Be a part of the group- but stand apart from the group. Leaders don't "cover all the bases"—they make sure all the bases are covered. Crupi suggests that leaders must create an environment in which every member of the team can excel.

LEADERSHIP

Crupi states that a leaders final analysis should be: “If they take away my title, will they still follow me?”⁴

The vision that a leader must have in present times does not have to be newly learned theories. He or she may be able to shape his or her experiences from the past, and shape them for the future. I have copied traits of some of the successful leaders that I have worked for in the past. For example, on one occasion I advised a well-respected traffic sergeant of a busy day I was having, when he looked at me and said “Matherly, that’s how they make diamonds, with heat and pressure!” Those types of humorous responses kept me motivated and I have since passed them on to my employees. It lifts their spirits, as it did mine.

Many successful leaders have used the above approach. Dr. Barbara L. Mackoff found in her research that rather than viewing a legacy as what a leader leaves behind, these leaders describe the past as a legacy that became a rich source of inner resources they count among their most precious assets. Although each leader has a unique legacy, they are alike in their ability to translate experiences and relationships into one or more of five habits-of-mind they have found central to their success. Mackoff lists the five as:

- 1) Reflection: The capacity to examine their own behavior and impact on others.
- 2) Framework: The strategy of interpreting negative events with a resilient inner response.
- 3) Attunement: The practice of setting aside assumptions, reversing roles and learning from everyone in the organization.
- 4) Conviction: The ability to trust, value and speak from one’s own experience.

⁴ Crupi, J. (2000, June). Leadership in a new age. Available: http://www.leighbureau.com/featured/2000_jun_crupi_j.html

LEADERSHIP

- 5) Replenishment: The craft of counterpoint- restoring perspective and renewing resources.⁵

As an example of the above, Chicago Cub's President Andy MacPhail offered how a pastrami sandwich was a critical lesson in leadership. MacPhail describes a sunny tailgate picnic before a football game. Surrounded by friends, eating a delicious sandwich and drinking an ice-cold beer, MacPhail is thinking: "It doesn't get any better than this." Five minutes later, a shiny new Volvo wagon pulls up—out comes the card table, linen tablecloth, silverware, wine, cheeses, and hot entrees. "All of a sudden, my sandwich doesn't taste so good," said MacPhail.

MacPhail then examined the meaning of this moment. "I had to ask my self, what's going on here? I was perfectly happy five minutes ago- why is this sandwich not as good as it was a bite ago? Nothing has happened to this sandwich; what has happened to me?"

The way MacPhail answers these questions and applies them in his leadership reveals the inner work that is expressed in the habit-of-mind framework- his capacity to interpret events with a resilient response. He explained, "The picnic taught me that your perception of events is very important. The story often comes back to remind me that I have to be really self-aware about what is influencing me. Even though my perception has changed, it is often still the same sandwich."⁶

These personal experiences and education of a leader are considered by some to be more important than training of a leader. Management in today's organizations is one of the most challenging, complicated, responsible and difficult roles society has to offer.

⁵ Mackoff, B. (1999, August). Inner work: a new approach to leadership development. Available: http://www.leighbureau.com/essay_archive/1999_aug_mackoff_b.html

LEADERSHIP

New managers can succeed without training because they already know how to do their job. Their long exposure to many different kinds of leadership, from many different sources, combined with relevant life experiences, prepared them for what they now face. Although most of us don't recognize it, we all have a mastery of many social roles we may never get to play. Because of quite marvelous human capacity, completely untrained people can be appointed to management positions, and in all probability they will make the grade.

The trouble comes when we fail to realize that training and education differ radically in processes and outcomes. Training leads to skills, which inevitably lead to a new sense of responsibility and expectation about one's ability to handle an area in which the skill is to be applied. But since skills are seldom sufficient to match the complexity of the situation, they lead to frustration and a new sense of powerlessness.

Education, on the other hand, leads to a very different outcome. It first leads to information, then to knowledge, then to understanding, and, in the right hands, to wisdom. The inevitable consequence of wisdom is humility, which is the basis for compassion, the sine qua non of leadership.⁷

Leadership, after all, is the most powerful and vital force on earth. Nothing is more important than executives coming to understanding the constantly changing requirements of leadership. Gone are the days when executives could operate on the basis of a few stable management principles. Now we must also put behind us the ideas that leaders can be trained. But leaders can be educated. The increasing complexity of the situations in which leaders now find themselves, however, demands that leadership

⁶ Ibid.

LEADERSHIP

education be profound, intensive and continuous through their careers. Fortunately, we now have the advanced computer communication technology that makes such continuing education of leaders possible. Paradoxically, those close to the top, who may for that reason need the education least, are the ones who can profit the most.⁸

In addition to monopolizing on past experience and education, it is important that leaders be “people-minded.” People-minded leaders explain desired results, without offering apologies, then get out of the officers way and let them perform. They hold officers accountable for their actions and results, but don’t forget to hold themselves accountable. People-minded leaders believe their officers will perform to standard and higher, once goals and objectives are explained. They also believe that officers want to be left alone to do their job. People-minded leaders guide officers and lend assistance when necessary, but they don’t interfere. They believe most officers are willing to be held accountable for their actions, if indeed the actions are their own and not their supervisors. But the leader must remember that they can rightfully delegate authority but not responsibility.⁹

This is necessary for a smooth transition to go from strictly top-down management to the flatter structure that is now necessary. If a leader is going to allow lower level employees to make important decisions, he or she needs to entice the employee to not only talk the talk, but also walk the walk, to take action, and thus get results.

⁷ Farson, R. (1999, March). Leadership is not about skills. Available: http://www.leighbureau.com/essay_archive/1999_mar_farson_r.html

⁸ Ibid.

⁹ Tony L. Jones, “Autocratic vs. people,” Law and Order May 1998: 32-36.

The Leader and Technology

Forecasting and evaluating the effects of technology development are extraordinarily difficult. In the middle of the nineteenth century, technologists investigating horse-and-buggy technology worried that the major problems of cities in the next century would be disposing of horse manure in the streets. Automobile technology, however, outstripped this impact and created quite different benefits and costs than those associated with the horse and buggy.¹⁰

Because new technology can be a barrier for a leader, especially with a tight budget, he or she must learn to pull it in the proper direction to make the organization a continued success.

One of these barriers is what Brian Muirhead calls the “FBC” theory. He states, “Without a doubt the most common theme today comes in the meaning and implementation of the strategy called “faster, better, cheaper (FBC).” He defines this as a way to doing business called into practice when a project meets only one condition: an extraordinary challenge, in goals and constraints (e.g. double production and halve the cost).

Muirhead states, “For a FBC project to be successful there are three elements in how the project is done.” They are:

- 1) An institution is willing and able to give project teams the needed resources (people, facilities, etc.), the license to do things differently and to trust them;

¹⁰ Kristen Schrader-Frechette and Laura Westra, eds., Technology and values (Maryland: Rowman & Littlefield, 1997) 133

LEADERSHIP

- 2) A carefully selected team leadership who is given the freedom to invent their way to success, within the constraints, by utilizing new technology, creative technical solutions and new ways of doing business; and finally,
- 3) The team must be free to come up with the right product consistent with carefully evaluated environmental conditions that are well understood and stable over the near term.

In other words, with every faster, better, cheaper endeavor management must provide to its team the resources and the freedom to invent the tools and techniques to get to where they want you to go.¹¹

Muirhead takes the needs of the new world leader a step farther than the “people-minded” theory. He believes employees should be allowed to go off in their own, creative direction, instead of the leader dictating solutions.

But it is the greatest leaders that can accomplish all of the above and still maintain the values that society holds dear. It is the leader that can first form and then motivate a group within the parameters set by laws and public “norms” that are held in the highest regards.

Today as we transition into a new information age and work culture, leaders need to be both transformational and transcultural. Such high performers innovate by transforming work environments from the “status quo”; renewing organizations by becoming a role model in terms of transmitting a vision about their work; and helping personnel to restructure their mind-sets and values. In terms of transcultural, such a

¹¹ Muirhead, B. (2000, April). Take risk, don't fail. Available: http://www.leighbureau.com/essay_archive/2000_apr_muirhead_b.html

LEADERSHIP

leader deals with persons equally, regardless of gender, race, color, religion, or cultural differences.¹²

The Flint Police Department should follow this theory when dealing with employees, and most times, does. But can the leader reach his or her goal of preparing for the future by hiring quality police officers and in turn plan for the expertise they will require of that person upon promotion? Will the criteria of “quality” meet the hiring needs? That is, will the hiring process meet the gender, race and age issues or will the educational and past experience be the overriding factor?

Besides the laws pertaining to discrimination, some feel that a leader should be diverse when hiring employees simply because organizations today necessitate it. Author Dorothy Leonard states:

The press tends to glamorize the 20-somethings creating the next fabulous dot-com businesses and to ignore the coaching that is essential for their success. You hear about the suitcases of money they get—but not about the far less accessible and perhaps more valuable element in the innovation process: expertise. In many of the dot-com startups of today, the 20-somethings know a lot about the Internet marketplace—but little about how to manage people, for example. The 50-somethings know little about the marketplace or technology, perhaps—but a lot about motivating people and growing a company. The most successful dot-coms meld these two types of highly complementary expertise.¹³

¹² Robert M. Shusta, Deena R. Levine, Phillip R. Harris, and Herbert Z. Wong, Multicultural law enforcement (New Jersey: Prentice Hall, 1995) 368

¹³ Leonard, D. (2000, May). Igniting creativity in groups. Available: http://www.leighbureau.com/essay_archive/2000_may_leonard_d.html

LEADERSHIP

But it is not only the employees who will make the company competitive, it also the leader himself. Leonard sums up his point with “As much as any other time in history, we are living in a whirlwind of innovation. Almost no one is exempt from the challenge to be more creative. And the stimulus for innovation that is in the shortest supply is managerial talent. Not good ideas, not money, but managers who can guide the creative process effectively.”¹⁴

The answer appears to be that if a person meets the hiring criteria, that person will have some type of built-in successful elements merely because of their background, education, training or people-skills. It’s the same traits the leader himself capitalizes on. But there is also the need to look beyond those basics.

Any police officer with a substantial number of years of service recognizes the shift from “brawn” to “brains” in the hiring process. Hiring only males and having height and age requirements are a thing of the past in the selection process. But it appears this heightened awareness for logical, intelligent employees may fall short of future needs. If any company, be it private or public, is to succeed, a “human talent” criteria in employees is repeated time and time again as being critical.

Bran Ferren, president of research and creative technology for Walt Disney Imagineering, contends that our machines will grow to appreciate us not for our intellect but for our creativity. Ferren states that what’s so special about us humans is that we make art. In a future when intelligent machines and invented life forms will reason and

¹⁴ Ibid.

LEADERSHIP

do our donkey work, human artists will become the most valued and irreplaceable of our professions. They will remain unique in an automated world.¹⁵

The Flint Police Department needs to focus heavily on the recruitment process and hire personnel that not only have a solid educational background and good work ethic, but also creative talents. One can imagine a cop on the beat who uses this creativity to settle disputes.

Promotional criteria should reflect ones ability to handle decision-making and creativity. This includes promotions from mid-management to the CEO, or in the Flint Police Department's structure, the chief of police. This will require leadership to always come from within the ranks, and not outside appointments as the Flint Police Department has done in the past. Managers should keep things simple, something Flint police officers preach often, but seem to lose sight of. By employees being promoted from within, they will remember what made them successful.

Robert Sutton of Stanford University agrees with this concept. He lists four practices that smart companies do in order to make sure that leadership not only "talks" success, but also puts successful ideas into action. He lists the four practices as:

1. Companies should have career systems that bring people into senior leadership positions who have an intimate knowledge of the organization's work process because they have performed them themselves and have grown up with or been promoted from within the organization.

¹⁵ Ferren, B. (1999, October). The Creators. Available: http://www.leighbureau.com/essay_archive/1999_oct_ferren_b.html

LEADERSHIP

2. They value simplicity and do not reward unnecessary complexity. These are places where calling something “common sense” is a compliment rather than an insult and where language used is simple, clear and direct.
3. They use language that is action oriented and, even more important, follow-up to ensure that decisions are implemented and that talk results in action and not just more talk.
4. They do not accept excuses and criticisms for why things won't work or can't be done, but rather reframe the objections into problems to be overcome rather than reasons not to try.¹⁶

The vast majority of law enforcement administrators believe the role of officers will change dramatically in the early years of the 21st century. Virginia's Assistant Attorney General James Gilmore summed up that change. He told an assembly of administrators in March 1994 that police used to get by with a badge, baton and gun. Today, he said, they must be part-time lawyers, scientists, social workers, psychologists, and full-time heroes to replace the drug dealers.¹⁷

If the theory of investing more in our employees so the task of integrating technology were made easy, what would it take to complete this? Will we have to disregard management theories and the hierarchal structure as we now know and understand it?

Peter Cochrane, Founder of Concept Labs, contends that technology is coming on at such a fast rate and with such chaos that the hierarchal structure we now use is no longer functional. He states:

¹⁶ Sutton, R. (1999, November). Turning knowledge into organizational action. Available: http://www.leighbureau.com/essay_archive/1999_nov_sutton_r.html

LEADERSHIP

Whilst we build structured and complex systems to complete essentially simple tasks, Mother Nature does the reverse. Ants and bees complete incredibly complex tasks with little hierarchy and very simple communication channels. Artificial life is a new area that offers novel solutions to the management of chaos. What does our future hold? Should we be worried? How do we take advantage of a future of instant gratification, information and communication? Well, many of our old institutions and working practices will have to go.¹⁸

Author Geoffrey Colvin takes this theory a step further. To get the competitive edge, he believes it will be imperative that companies not be technology-based (even if the organization is a technology company), but instead be human-based. Even though there are continual calls for more technology education and more computers, success depends on something else. He states:

Today absolutely demands that we all become far more skilled at what we might consider the opposite of technology, the soft, profound, eternal, analog world of the purely human. Does this seem strange? It shouldn't. Remember that many predictions about the implications of infotech have been spectacularly wrong. Respectable mainstream forecasters told us with confidence it would, among other things, give us more leisure time, greatly reduce business travel, and eliminate paper from our offices; in every case, the opposite has happened.

¹⁷ Arthur G Sharp, "The 21st century cop," Law and Order February 1995: 68.

¹⁸ Cochrane, P. (2000, February). More machines than people. Available: http://www.leighbureau.com/essay_archive/2000_feb_cochrane_p.html

LEADERSHIP

More importantly, scarcely anyone realized that the infotech revolution would create fundamentally new business models that require far less financial capital than old models and require far more human talent, knowledge and creativity.¹⁹

The hierarchal structure we are familiar with historically has changed by necessity of the workload now undertaken. The raw numbers of daily tasks that managers need to deal with because of innovation and the complicated lives of employees has necessitated this. Many of the management practices as we now know them have to change and new concepts will have to be adopted.

¹⁹ Colvin, G. (2000, July). What is the source of your competitive advantage? Available: http://www.leighbureau.com/essay_archive/2000_jul_colvin_g.html

LEADERSHIP

Conclusion

Maslow, French, or Leonard. It is repeated over and over again. The leader must motivate the person(s) who will ultimately assist that leader in achieving his or her goals and the goals of the organization. But, staying focused is the key. In considering ones objectives, it is helpful to recall a dialogue from Lewis Carroll's *Alice in Wonderland*. It is as follows:

Alice asked the Cheshire Cat, "Would you tell me, please, which way I ought to go from here?" "That depends a good deal on where you want to get to," said the Cat. Alice replied, "I don't much care where..." Concluded the Cat, "Then it doesn't matter which way you go."²⁰

If you're an executive or manager in a customer-led company, your job isn't to see the future. Your job is to create a listening environment and support employees in their conversations with customers. The best way to lead is to roll up your sleeves, grab your mouse, and participate. We can all learn to communicate more effectively. In time, we'll have much more sophisticated tools for both learning and communicating, but the basic principles won't change. The key to this is understanding the balance between people and technology. When properly combined, they can be very powerful.²¹

Managers do not need to reinvent the wheel to be successful in the future. Strategies do not need to be created from scratch. On the contrary, most fit into larger patterns that have been recurring in industry after industry over the past two decades. Beyond memorizing patterns of success already documented, managers should keep their

²⁰ Harvey Wallace, Cliff Roberson, and Craig Stechler, Fundamentals of police administration. (New Jersey: Prentice Hall, 1995) 50

LEADERSHIP

minds open to circumstances that could trigger new patterns. To capitalize on pattern thinking, a manager should start by answering a series of questions:

1. Which patterns are most likely to take hold in my industry?
2. Which set of moves puts me in my best position?
3. Is my organization ready to change quickly- do my people “get it”?²²

Leaders need to know which way to go, and develop other “leaders” within the organization. The theory of command and control has gone into disfavor. No longer should the leader allow the organization to be compartmental.

The future will require the Flint Police Department chief of police to continue to motivate people, but it will have to be done on an “even playing field,” with a person’s “specialty” knowledge and creativity being recognized more than ever. Otherwise, the organization will fail to keep up with the demands placed on it in today’s society.

²¹ Siegel, D. (1999, September). Futurize your enterprise: business strategy in the age of the e-customer. Available: http://www.leighbureau.com/essay_archive/1999_sep_siegel_d.html

²² Slywotzky, A. (1999, May). Profit Patterns: A strategic shortcut. Available: http://www.leighbureau.com.essay_archive/1999_may_slywotzky_a.html

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