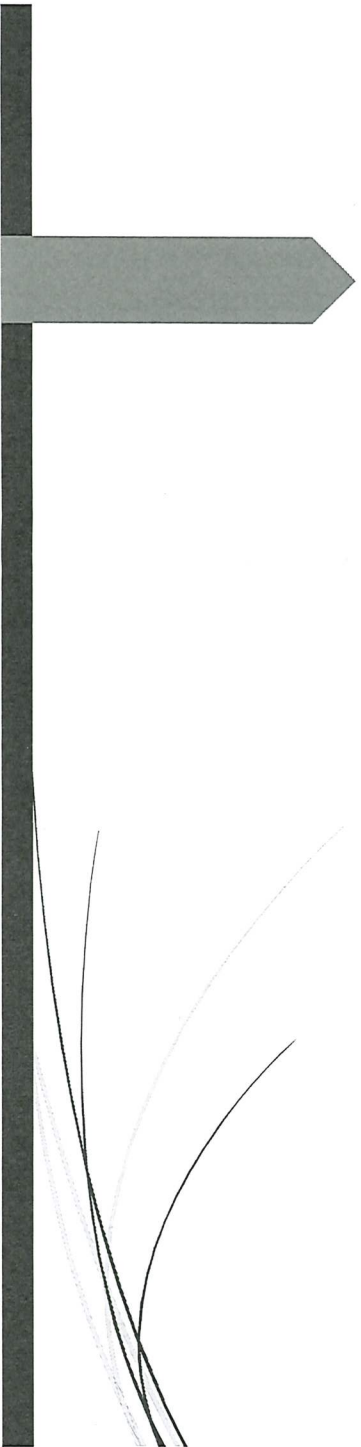




MSc Policing Leadership and the Individual

Katrina Farley 2016107

Leadership and the Individual

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2. Abstract

This report will review, reflect and identify my personal leadership successes and challenges that I have encountered in my roles, both past and current, within South Wales Police. I will reflect on the effectiveness of contrasting styles of leadership using key theories and traits including learning behaviour, motivational and emotional intelligence theories.

I will demonstrate and explore my leadership styles, qualities and the importance of these influences on self and others within a team, through example based scenarios. I will recognise personal leadership scenarios and situations I have found myself within in order to explore my approach with both positive and negative analysis in a systemic manner, whilst considering the appropriateness of the styles I have used.

3. Introduction to Leadership

I believe a good 21st century leader is a person who is crucial in the building of a successful team. They will possess personal skills including self-awareness, to be able to understand their team capabilities of strengths and potential weaknesses, engage with their team in a manner which promotes good morale, positivity and well-being in order to achieve objectives and goals effectively, these refer to a person's characteristic behaviours when referring to their leadership styles, this is what I strive to achieve in my leadership journey. As a leader I am required to provide direction to my teams in order to deliver and achieve current and future performances. I utilise Colenso's (1997) principles which include being open and honest, ensuring I communicate with clarity and gain understanding and provide tools and resources to ensure clarity of my requirements from the team are understood by all, directions are given clearly regarding the task, considerations and options to be factored within for

Why do you lead this way?
Did you learn it somewhere?

training and resources in order to carry out the task and also any deadlines to be met, which is paramount.

The Guiding Principles Structure for organisational Leadership (College of Policing, 2017) was written to provide a clearer expectation and a greater understanding of the leader role within Policing. There is no single style of leadership, individual or organisational, which suits all situations so this paper set the direction for the expectations of behaviours, values and actions to all police officers and staff regardless of rank or grade, including links between future workforce capabilities and developments. The guidance set out themes and common understanding of principles to improve leadership within Policing.

do you agree?

The Great Man Theory (Carlyle, 1941) explored the concept of a possibility that people with certain personality qualities are able to excel in leadership roles due to their qualities such as intelligence, sense of responsibility, creativity, communication and social skills, which they may have been born with. These define a person as a good leader with the right traits and abilities to lead. I can state I have known many leaders who seem to be of a more natural leader than others, due to their demeanour and natural manner that people want to work for them, rather than a person promoted into the role who seems not to have the same leadership traits and is often a challenge to work with so I can understand the concept being explored by Carlyle of a natural born leader. I agree with Brache (1983), who considered that effective leadership and management in an organisation were required in order to achieve efficiencies and to be able to resolve situations, achieving the required goals. I have gained an understanding, through my experiences, that it is essential to be aware that leadership is an integral and an entwined component part of effective management, where behaviours stress upon building a healthy working environment

Thought?

R.O.

whereby team members are able to develop and excel both individually and as part of a team in order to achieve collectively.

I acknowledge that leadership should be influencing, inspiring, motivating in order to lead a team effectively, this will empower staff to want to work both with and for you, (Walsh, W F and Vito G F, 2018) of which I have experienced in various tasks

undertaken throughout my Police Staff roles and which I aspire to continue. Working for these leaders I felt a sense of satisfaction on achieving the goal, having trust in their decision making of which I was encouraged to participate in and provide options and solutions for, which wasn't always taken forward but I felt I had been heard and not ignored as is the case with another line manager I had experience of poor leadership through, by means of not feeling valued even though the task was achieved successfully through my own determination.

I am aware of many theorists acknowledging various contrasting leadership styles which can be appropriate or inappropriate for various situations, these include the Contingency or Situational approach which Hersey & Blanchard's (1969, 1973) favoured. They acknowledging that although various styles do exist in leadership, they argued that due to complexities of change within situations, leaders may find it difficult to manage adapting to the constant style changes. I agree from their suggestion that a leader's behaviour needs to be adapted to the competence levels and maturity of their followers, of which I have experienced. Depending on my team I am able to adapt my approach from little support, little supervision and guidance to higher support with further direction and supervision, to be able to adapt the levels as the situation changes to be able to flow through each supportive and directive behaviour. This type of leadership I recognise is dependent on the team, their

knowledge and skills, training and resources being provided with. In each case I ensure I am fully aware of the team's capabilities, their strengths and potential weaknesses whilst mindful to ensure all considerations of the task I have taken into account, including timeliness, instructions, guidance and opportunities and development from within the team. This is a behaviour I experienced of leadership from a previous line manager. The person disregarded the staff undertaking the required task by not ensuring the requirements were understood or were even achievable, they had not considered if the team members were skilled, competent or qualified in order for the task to be completed effectively. The team were disgruntled and were provided very little support from their line manager which resulted in myself having to take over the team. There was no motivation within the team. Motivation is the process that guide and maintain the behaviour within a person in order to achieve the goal. To understand how to re-motivate the individuals within the team I needed to be aware of the factors that had directly or in-directly caused the difficulties. After discussions with the team, it became apparent that this was mainly due to the lack of support, instruction and the constantly changing of the task causing lack of confidence and insecurity within the team. As Kellerman's (2004) description of various types of bad leadership offers, I felt the previous line manager, was incompetent as a leader, unable to communicate and the teams basic need for instruction was ignored. I ensured training was immediately provided for the staff members, to ensure they were able to perform the task and a more senior team member brought in, who had the required skills, in order to support them. Clarity and understanding were gained for the objective and a realistic time frame agreed to ensure the task was completed. On self-reflection and feedback received from the team, I am aware that due to my behaviours shown and the relationship built with

good is there a theory?

Team Building concept?

Thoughts about doing this?

Leadership Skill or Trust?

Goal setting?

5 which were?

staff, the new team were happy to follow my management direction. I discussed the task with the team to find out their concerns and discussed options they had put forward as a solution to enable the task to be completed. The approach taken of reviewing the situation to determine a way forward with team members, ensured their participation was valued and acknowledged. I recognise the opportunity that I have to adapt my leadership style to the staff and situation and believe that one leadership style will not be effective in all situations to be able to manage constant change, risk and adapting situations where necessary to provide quality leadership. This was acknowledged by Fielder (2013) regarding the success and failure of an organisation by its quality of leadership being able to adapt to both relationship and task factors.

Style?

were you learning?

Blake and Mouton (1964) managerial grid model portrayed the leader's behaviour in a situation. It focuses on both concern for the staff member with regards to training received and required, resources available and the tools or skills required to carry out the task against a more focus driven concept regarding deadlines and schedules to be adhered to. As an advantage, the range on the grid allows a leader to plot how they acknowledge and understand how they behave or perceive to behave in a situation ranging from low to high, creating different aspects of which their style may follow from considering these factors to total disregard. Using this method I was able to reflect against the different factors within my own leadership styles whilst considering various scenarios and under differing pressures being applied from higher ranks and partner agencies, which the grid does not factor in. As an example, I found a wave effect outcome on the grid whilst commencing with a simple task provided to some team members of updating the current workflow maps. I ensured the right amount of people and roles for the requirement of the work to be

would have been nice to see the grid.

progressed were considered against the skills and resources required, however as the task progressed it became evident that the previous workflows were created on older computer software which the team no longer utilised and were unaware of the new software to be used. The team became despondent and frustrated. I compiled a business case in order to request funding for the software for the task to be progressed, then further training for two staff members, to ensure costs were kept to a minimum and then these staff members trained the rest of the team at a later date. The partner agency that the flow chart had been requested by started to chase the timeliness of the task. I explained the reasons why this simple task was taking longer than first discussed however the software had now been purchased, training provided and the team were able to progress and complete the task to the standard required. On reflection the wave effect showed how initially I had sought the right people for the role, who were competent in this work, therefore the task should have been low support from myself and no pressure on the team, this quickly changed to higher support from myself required and higher pressure being applied on both myself and the team to complete. The impact on the team and myself commenced as a positive task to a feeling of being unsure, frustrated and de-motivated, then as training was provided returned to a satisfied completion of a task which development had been obtained by the team and delivered to the other team members. The task showed the change of power throughout its journey by the staff being competent in the task initially had the power to complete, which then returned to myself as a requirement for higher power to authorise and agree the funding and business case for the new software. The outside influence and power from the partner agency who was chasing the task was then lowered when after training the power returned to the

motivation

why I have team members share? - Learning

Feeling?

why?

Power theories?

staff who were now capable and competent with the training they had received to complete the task. *feelings about this*

I have found in my experiences that you must be aware of your team and their requirements for differing needs of motivation and behaviours, in order to get the best out of them. Hertzburg (1959) described in his two-factor theory regarding understanding the needs of your stakeholders, peers and employees that in order to enhance performance you must develop and motivate others by their motivational factors. Within my experience I have gained an understanding that not all line managers possess the same attitudes and perspectives towards their team, people they interact with and tasks to be carried out. I believe the transformational leadership style (Bass, 1985) I tend to utilise mainly ensures I get the best out of my staff, achieving goals and objectives which is rewarding for both myself and the team. It has been proven, from research completed that this type of leadership tends to improve group satisfaction and provide higher performance results than other leadership styles. (Nielson k, Daniels, K 2012).

I continue to learn and gain understanding from different leadership situations through my own reflective analysis as I believe a good leader should be able to understand their impact on others and know their own approach to leadership. *why?*

The model regarding Emotional Intelligence (Goleman, 1995) identifies areas concerning self-management, your social awareness and self-awareness. This is for you to determine, recognise and control yours and others' emotions and behaviours and its impact on yourself and others through relationship building. This concept enables me on reflection to look at how I influence others by their ability to cooperate under my lead without any misunderstandings. How strong characters in my team

are able to influence myself and others and what the consequences of that impact can involve both in a positive and negative manner. There are models available that I utilise to recognise these traits in myself and others which include Johari's Window technique (Luft J and Ingham H, 1955) which helps me understand my relationship with others. Betari's Box analogy (Mulder, 2018) helps me to understand my emotions and if they are conducive and receptive to others around me.

I recognise there is sometimes a challenge to being able to inspire and motivate individuals in a team, to deliver results and be successful in the workplace. I discovered this when I was newly promoted, as a senior member of staff I had to develop trust and mutual respect quickly, enabling them to perform to current challenging targets whilst following my direction and decisions agreed to move forward with new work tasks also. Even though I had the 'power' through my rank to give direction and influence the team, I was dependant on them following my lead in order to deliver the required results. I have previously studied Adair's (1974) Action Centred Leadership, of which I find the simple model easy to utilise, understand and focus upon. It includes considerations when completing a challenging task within a new project including, staff members and practices, building and maintaining their knowledge and skills within the team and being able to develop and motivate staff members. I believe in the approach from (Klenke, 1996), who discusses the factor, of if you believe someone is trustworthy, honest and sincere, they will not deliberately bring harm to you. *you feel about this?*

Through past and present experience, I try to ensure a healthy work environment, which I have seen the positive impact of improving the level of respect and support given to and from team members. I simply ensure staff take a lunch break, have protected learning time to develop new knowledge and skills which will aid their

development and benefits that of the team and being supportive for additional needs such as flexible working arrangements to manage external factors such as childcare.

why?
Theory?

Bass (1985) theory of 'transformational leadership' and how people's interactions impact on others and effect other members of a group, I find intriguing.

I witnessed this when recently, one of my teams ended up short staffed due to current sickness, self-isolation guidance and agreed annual leave granted. The staff members within the team are highly skilled, knowledgeable and competent within their roles, they deal with a lot of emotion and grief from families of the deceased whilst investigating and collating information from various sources in order for an informed decision to be made by HM Coroner.

The sensitivity they utilise to carry out their tasks is of importance and with the added impact of the pandemic and business as usual workloads they carry, this had impacted on the pressures and demand of the team, which is not without its risks. I had started to see the impact of their usually high morale and motivation dropping by staff members starting to feel frustrated, overwhelmed by their workloads and were aware that their interactions with bereaved families could become impacted upon in a negative manner. I discussed with the team the impact the additional demand was having on them and their wellbeing. I considered options available that would relieve the pressure but still complete the priority workloads. I asked the team to consider blended working from home and office environments using laptops, which to begin with the staff were not sure regarding. I discussed their feelings regarding both positive and negative on a 1-1 basis not to embarrass the staff members who were finding the consideration difficult to deal with. I asked them to consider a month trial and we would discuss again regarding the findings. As I had developed trust and

democratic?

respect from within the team, they were happy to trial the option. The staff members who were self-isolating would now also be able to complete their caseloads and their own tasks without impacting the work of others having to complete on their behalf.

This trial resulted in a return of the motivation of the team who were able to deliver their case files to HM Coroner, within the agreed set timescales ensuring inquests were not adjourned, therefore continuing to deliver a professional and efficient service.

organisation happy?

The local authority manager who works alongside my team with her team then considered the same approach as she could see the positive impact from the changes implemented. My leadership in this situation could also be discussed as a Laissez Faire style (Lewin et al, 1939) where I trust the team to provide options and solutions to the issue through shared views and opinions, due to their knowledge, skills and competence in this area of business. This style works within this particular team as I trust and encourage the staff members to perform their daily tasks with the commitment required due to their maturity and knowledge within their roles and with little supervision, however, this style would not be appropriate for some of my other working teams with lower years of service, knowledge and skill set.

other learning?

During the Covid pandemic, with social distancing and other workplace regulations to be adhered to, a decision had to be made regarding the rota management of my Transcription team to ensure their workloads and tasks could still be performed and completed in a timely manner and not to the detriment of the courts, with both office and home working practices to be considered and agreed. I held a focus group meeting with the team members virtually to discuss and consider alternatives for the situation which would include purchasing of laptops for home working requirements. I

democratic

asked for their options, their opinions and views, of which I valued to agree possible solutions. In my experience, I believe the participation approach ensures the staff members feel valued, listened to and are more likely to agree with the outcome decision. Even though I had the final decision, the options and views provided from the team were relevant to the success of the change in working practices. I find this type of leadership of democratic and participative style as part of a group, opens up conversations and a flow of ideas from staff members having a sense of shared power in the workplace (Lewin et al, 1939).

were all members happy?

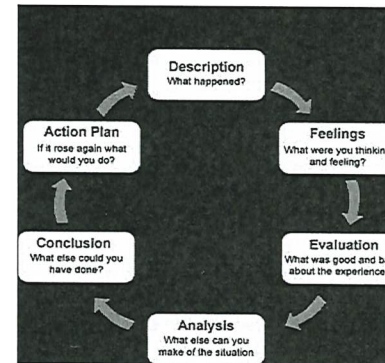
The only times I can say I have utilised the authoritarian or autocratic leadership style (Walsh, 1983) is when a new recruit joins the team. This type of leadership is required due to the recruit being inexperienced so I would provide them with the instruction notes on how to carry out a task, they would have no responsibility during their training period but would be guided by myself or my team supervisor to ensure they are fully aware of what to do, how to do it until they become competent within the role to carry out the task with little or no supervision. Whereby, the Bureaucratic leadership style, (Webber, 1905) promotes the leader to follow policies, procedures, in a strict manner through a clear chain of command. Staff participation is not evidenced or promoted, due to these elements this is my least used or indeed liked style, as I value the participation of my team members, however I acknowledge this would be utilised and considered in certain aspects of Operational Policing due to threat, risk and harm situations to provide clear role, responsibility and expectations. When determining my leadership style for a project I consider many factors including the size of the team, their ability and experience, the resources I have which can include budgets, other staff with expert knowledge available and also time

constraints, the environment it covers and internal and external factors that may have impact upon.

where did you learn this

4. Reflection Scenario

As a reflection tool I will follow the Gibbs Reflective Cycle (Gibbs, 2014)



*www.toolshero.com/management/gibbs-reflective-cycle-graham-gibbs

4.1 Description of situation:

When I first joined Justice Services, as a Policy and Operations manager for the Criminal Justice teams, my first project involved re-establishing structure within the coronial teams. The team of 20 police staff members were split into three working environment locations, which involved them travelling between two coroner courts in order to facilitate case work and court requirements with HM Coroner. The re-structure would involve the three locations re-locating into one large building that housed all the requirements for the staff including offices, court rooms, rest area facilities, storage space and training rooms.

I worked with the local authority in order to establish a relevant location which would be suitable and sufficient for the police team, the local authority admin team that support the police and also HM Coroner and assistant coroners, as well as good travel links such as bus, train and sufficient parking for bereaved families to attend the coroner court for inquests. There were many locations considered before the joint decision was made by all senior parties, on this current particular venue.

4.2 Feelings:

With the new location sought the next stage was to inform my teams. In consultation with the necessary stakeholders and partner agencies I set up a group communication meeting with all the staff from the three locations, to ensure they were all informed at the same time of the decision to amalgamate the offices to the proposed new location including expected timescale to move and also other relevant information regarding the project plan.

I ensured I communicated the amalgamation in a positive manner, by stating the reasons for the move which included the benefits of staff resilience in the department, no longer necessary travelling to other locations during their working day, the whole team being in one location and also provided details of the layout which would include large kitchen facilities and free parking which two of the current locations did not have, which I believe would have been motivational factors for the team.

From my perception of the amalgamation, I believed the staff would feel the same way too, as the decision to move had resulted mainly from complaints and frustration

Why did you choose to do this?

good! were you happy about the change?

Motivation Theory

from the staff members and Coroner services over the previous years of lack of space, small court rooms and very little car parking space.

4.3 Evaluation:

After my presentation of the project plan, some members of the team seemed excited whilst others were quiet and were contemplating on the information I had just provided. I started to receive further questions from the more senior staff members regarding why they hadn't been informed of this earlier that they felt undervalued as they felt this information had been kept from them until the final decision had been made. One staff member argued that their viewpoints should have been taken into consideration prior to agreeing to an amalgamation. I discussed their concerns within the group and quickly realised that the more challenging staff were starting to have a negative impact on the others so I decided to bring the meeting to a close and stated I would set up smaller group meetings and 1-1 meetings the following week after everyone had the opportunity to think about what I had put forward within the business plan. When the staff were leaving a few of the younger staff members commented to me that the idea was excellent, they were excited regarding the move, and this was definitely the way forward.

where did you learn to do this?

How did it go?

4.4 Analysis:

The reaction from some of the staff members had taken me by surprise! I started to reflect on what I had informed them, how I had presented the plan including ensuring the positive purpose for change was communicated and providing them with motivational factors such as the kitchen facilities, spacious office space and free car parking. I discussed this with my immediate line manager to see if I could have promoted the amalgamation differently. He agreed the further smaller group

meetings and 1-1 meetings would be beneficial the following week, to break down individual barriers and concerns that had been initially raised.

why?
I was a little apprehensive as I started the 1-1 meetings the following week, so I ensured I spoke with the senior staff members first as they seemed to have voiced the more concerns. I discussed each element of the move, the reasons behind the move from previous concerns and promoted the positivity of the one building rather than the current three. I listened to their concerns and started to provide reassurance that there would be no job losses as they had started between them to discuss. Over the next week the team's morale and positivity of the move started to increase, as I discussed and quashed their fears and concerns. I updated them on a regular basis of the project by continuing to hold small meetings. In various parts of the project, I was able to ask for viable options from the staff members to ensure they felt valued and part of the team. One of the important factors was to ensure their needs and requirements within the building was met, such as a large enough kitchen area to provide a rest area for food preparation as well as able to relax during their break periods. The discussion I held was regarding the items required such as microwave, toaster and kitchen utensils as well as items for their rest area such as soft furnishings, a television and dart board options were considered and agreed with the staff.

The senior staff members from each of the locations I brought together as a focus group to plan and prioritise the workflow processes of each team as they were each slightly different. I promoted the fact that as one team there should only be one set of process flow maps and as the more senior staff members, they would be best placed to bring together their best practice ideas. This opportunity really inspired the team to

ensure the new one team would from the start carry out the same practices, *why?*
workflows bringing efficiencies to the team. I wanted them to feel valued and be part of the amalgamation as their behaviours impacted on the younger team members.

4.5 Conclusion:

The decision of the amalgamation had been made by my superiors and stakeholders prior to me joining Justice Services. Even though I could see the positives of the amalgamation of the teams and the reason why the decision had been made the main issue was that the staff had received no inclination of the proposed project which was the main reason for their disgruntled reaction to my presentation. These teams had worked in silo from each other and although had raised concerns they initially had no intention of requiring their workplace to relocate.

In hindsight, maybe an initial meeting would have given the staff an opportunity to be involved and updated from the start of discussions regarding an amalgamation so their considerations and viewpoints could have been listened to. They may have been more receptive to the idea and felt valued rather than let down by senior managers. ✓

Throughout the project continuation I informed and updated staff of the relevant information they required to ensure the positivity of the move continued. Any queries were discussed, with options considered throughout to ensure a smooth running plan was adhered to. My interactions with the team with regards to the lower order needs such as the television and dart board, lead to satisfaction within the team this gave some responsibility to the team of planning and controlling their needs within this area which I felt was successfully achieved. I ensured I was aware of the individual needs which could cause satisfaction and dissatisfaction and by considering these in

the areas that the team were able to provide their considerations for such as the rest area and kitchen I felt I was able to provide these intrinsic and extrinsic factors together to gain motivation with the team. (Hertzberg, 1959, and Maslow, 1943) ✓

When the building work had allowed through Health & Safety, I authorised for small groups of the staff at a time to view the new location, which again provided reassurance of what I was informing them of regarding.

If I had been in my role prior to the initial start of the discussions I would have involved my team managers to gain the buy in of the reason of the amalgamation and not just inform them with all the other staff members.

4.6 Action Plan

The project was completed successfully, with all three offices relocated to their new premises within the timeframe agreed. The staff were satisfied with the completion of the building and the efficiencies the new work process maps brought to their workloads.

As I was new in my role, I have learnt from this experience that relevant communication is key to all concerned and even though superiors and stakeholders want me to just get the job done I must act with honesty, tact and integrity to be able to positively challenge upwards as well as to partner agencies and other stakeholders, to ensure the correct decisions are delivered at the appropriate time.

5 Leadership Development

It was acknowledged by Oguntimehin (2001) that an increase in productivity, improvement in the quality of work, skill, knowledge, an increase in attitude and understanding are factors brought about from continual self-development by a person. This is an area I encourage within my team, by leading from the front and promoting learning through leadership challenges and reflecting on the situation and styles, behaviours and my impact I have on influencing others in a positive manner, as an example of my commitment and attitude to completing my masters in Policing.

There are models available to help determine your different learning styles, this includes Honey & Mumford (1986) learning style questionnaire. From completion of this I was able to identify my preferred styles were a mixture of Pragmatist and Theorist, which was confirmation that I like to be aware of the theory of how things work in a practical manner, I am also logical thinking with working with models and known systems. The benefit of being aware of my learning style gives me a greater understanding of strengths and weaknesses, being able to identify areas I have of concern or development opportunities to consider within myself and the team.

In order for me to reflect on my leadership I have also participated in a 360-degree feedback assessment. I provided the questionnaire to a peer colleague, a senior staff member within my team and to one of my stakeholders I liaise with on a regular basis to complete about me. I was a little apprehensive as to how they may perceive me, however the returned feedback was very similar from all three. My senior staff member however did comment that I sometimes prefer to hold the power over the project rather than let the team continue on their own. When I discussed this further with her, in order for me to learn, she asked why I needed to be at every meeting

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regarding the project but delegate this to the project lead to update you regarding the project themselves. I agreed with her, we discussed that it wasn't that I didn't trust the project lead decision making, it was just I had always managed a project in this manner having the overarching decision. I understood what she was saying, which I now allow the project lead to update me with the positives as well as the negatives with a project and give them the responsibility to make decisions without me to a point, which we both agreed upon. This has freed up some time for myself to concentrate on other areas of business, by delegating this responsibility. The impact has shown my project manager has grown in confidence and has learnt to lead and motivate the project team by gaining trust from myself and her team.

It is important as stated by Mullins (1996) to understand how the individuals within your team are motivated through performance, their ability and also sense of achievement. Within the public sector working in Policing, it is difficult to reward good work, as bonuses and financial rewards are not an option, however I ensure I always praise and give recognition to the work of individuals and teams within their annual performance appraisal. Having worked with my teams for the last five years I am aware of their motivational needs so ensure I recognise the staff for these with plentiful cakes and breakfast rolls purchased by myself as a thank-you!

6 Conclusion

Being aware and reflecting on my leadership styles in various situations and scenarios, with differing pressures, both internal and external, has helped me adapt, evolve and develop my leadership technique, knowledge and skills, in order to lead my teams and gain their commitment. I have used many theorist models and factors to understand and acknowledge my positive factors and be able to acknowledge

and develop any negative behaviours I may have developed from peers and past culture management into positive attributes. As Schein (2010) considered that Leadership and Culture are crucially embroiled together.

*Didger
Feel okay
or leave
to be okay
with it?*