

Leadership & the Individual



Assignment

A 5,000-word reflective review of your personal leadership successes and/or personal challenges. This reflective review can be about leadership situations that you have been a part of that impacted individuals under your influence.

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Precis:

The role of the Senior Investigating Officer (SIO) in UK homicide investigations is a central leadership role within all UK Police Forces. It is defined within the College of Policing's Major Investigation Manual 2021 and Major Crime Standard Administrative Procedure Manual (MIRSAP) (College of Policing, 2021)

"The role of the SIO is to be the leader of the team, provide investigative focus, coordinate and motivate the team, and to be accountable for every facet of the enquiry, whilst managing a whole host of specialist resources to maximum effect." (College of Policing, 2021)

In simple terms, the job of the SIO is to lead and motivate a large team of investigators with the capability of establishing the identity of the perpetrator/s of an unlawful killing and to present that person to a Court of Law for trial by jury; in common law jurisdictions the burden of proof is "beyond all reasonable doubt."

In this self-reflective essay I will outline how I lead and motivate as an SIO overseeing homicide investigations, reflecting on what leadership attributes I have seen in others, and how I have adapted my own leadership style as the scale of some of the challenges I have faced has increased.

Introduction:

As a senior detective, I have developed my leadership skills over the past 2 decades progressing through the police ranks gradually assuming more responsibility managing numerous high-risk, high tempo criminal investigations whilst overseeing teams of detectives charged with investigating some of the most high-profile crimes ever committed in Wales. I will reflect on some leadership models and doctrines from academia and from pracademics (Pichere, 2015) (Dame (Chief Constable Retd) Sara Thornton, 2019) (McChrystal, 2018) (Ramshaw P, 2019) (Bew, Lord Paul, 2015) et al in the military and police arena as well as academic theory directly applicable to senior police leadership.

I have learnt to apply lessons from leaders I have followed in the journey toward achieving the status of SIO; and reflect on how my leadership of individuals along with internal and external teams has influenced performance and results. I will also reflect on the changing nature of police leadership and how it has impacted on my leadership behaviors in an ever more complex age and looking to the future I will reflect on how leadership should adapt to face policing challenges of the next few decades.

As the PIP 4 SIO I am conscious of the need to adapt my leadership style to fit in with the four dimensions of UK police leadership, individual, operational, senior, and organisational (College of Policing, 2015). Leading and motivating at the senior strategic level is different to the tactical or operational mission command level and I must ensure that I never usurp or stray into the tactical leadership of the PIP 3 SIO. To undertake the PIP 4 role, one must consciously resist what the Army Leadership Doctrine (CAL, 2021) refers to as one of the 10 diseases of leadership ("I can do your job too³"). The only caveat being; based on professional judgement, one might consider intervening when the PIP 3 SIO is erring in their decisions or actions. A core function of the PIP 4 role is to intervene when the mission command aspect of the task is failing. At that juncture it would be for the PIP4 SIO to raise those concerns with the PIP 3 to see if additional support or motivation can be provided to enable the PIP 3 SIO to complete the mission in hand (College of Policing, 2015) (Smith, 2000). A failing investigation would necessitate a briefing to the Gold Commander to discuss contingencies, one such contingency would be the agreed tipping points for the replacement of the PIP 3 SIO. The College of Policing describe leadership as, "the quality which connects an understanding of what must be done with the capability to achieve it" (College of Policing, 2015) so as a PIP 3 or 4 SIO one has to ensure that effective command and control exists that is adaptive to the situation at hand (Wexler C, 2007). In a crime in action scenario where a person's life may be at risk, the leadership style one adopts must be more blended in terms of leadership models. To be effective, one needs to include elements of inclusive, enabling and visionary leadership blended with a more direct, transactional style (Ramshaw P, 2019) (College of Policing, 2015) (Smith, 2000) what Dame Sara Thornton former head of the National Police Chief Council refers to as 'adaptive leadership'. Many other journals and institutions are wrestling with leadership models and governance structures that can adapt to ever more complex and kinetic policing challenges; some argue, and I would agree, that this requires a more adaptive leadership (Campbell, 2011). The knob in policing leadership seems to

why?

How do you feel about this?

Do you?

³ Professor Richard Holmes, The Ten Diseases of Leadership referenced in the Army Leadership Doctrine Appendix 1

arise when immediate decisions need to be made, the transactional command and control model based on both the authority of one's rank and the psychology of the leader/follower relationship (Sharp, 2021) occasionally still must be asserted. This can come as a shock to some of the modern workforce, particularly those that have grown more used to a democratic or laissez-faire style of leader (Cook, 2019). Values based discretion and decision making has been devolved to junior ranks (Feilzer M, 2012) from the inception of the British policing model based on the Office of Constable. A Constable's post is a Crown appointment and each holder of the warrant is expected to make values based leadership decisions (Bew, Lord Paul, 2015) (College of Policing, 2015) We expect all ranks from Constables to Chiefs to be leaders within the community and to be making leadership decisions on a daily basis; this is a hallmark of UK policing from junior ranks upwards (College of Policing, 2015) (Walsh WF, 2018).

why?

The hierarchy of policing is a social construct with a lineage to military rank structures that needs to transform and adapt in the coming decades to benefit from the leadership autonomy entrusted in the Constable Office, whilst maintaining systems of mission command that can respond to kinetic policing crisis where public safety necessitates an effective command chain and a system of command and control, such as in a large-scale riot or in a threat to life firearms incident (Wexler C, 2007).

As Gen (Retd) McChrystal (McChrystal, 2018) points out in his book *Leaders*, the leader-follower relationship requires organizational legitimacy which one could argue is the transaction between the led and their leader. In McChrystal's book he says leadership helps followers to make sense of the complexities in the world and leaders should view themselves as a 'node' in a network rather than being the apex of a triangle. I would argue that my role is to be the best exemplar of the leader who can facilitate the 'nodes' between the team of teams within a complex criminal enquiry (McChrystal, 2015) to support the delivery of Adair's (Sharp, 2021) action centered leadership of team, task, individual and ultimately achieve a mission goal. I entrust my Constables and Sergeants with making decisions and being leaders over critical areas of operational or tactical command. One has learnt to

why do this?

To become the SIO in charge of a Homicide investigation one must undergo an accreditation process to evidence investigative experience and leadership ability (College of Policing, Competency and Values Framework 2017). In England and Wales, the officer charged with leading a homicide enquiry is required to be accredited or working toward accreditation under the College of Policing's Professionalisation Investigative Program (PIP) framework which takes all Officers from the basic level of investigative acumen following foundation training at PIP level 1 through to PIP 2 (CID) and into the more advanced leadership levels of PIP 3 and 4 which is an example of a competence based achievement model (Kou Muratama, 2019) or mastery experience (Bandura, 1994) and is achieved as a result of intrinsic and extrinsic motivational factors. The PIP 3 homicide accreditation is gained through demonstrable professional application to the many investigative and leadership skills required to lead and manage a complex operational 'team of teams' (McChrystal, 2015) that collectively gather information and evidence to present to a Crown Court (Smith, 2000). This leadership position is similar in equivalence to the British Army's doctrine of 'Mission Command' (Sharp, 2021.)

Having now reached the highest level of detective accreditation, which is the PIP 4 Strategic Investigator;¹ I feel I am able to reflect on the leadership acumen required to undertake these roles from a position of professional knowledge but will apply reflection on how leadership theories and doctrines support my understanding of my role as an SIO and the journey I undertook to achieve this.² The role of the PIP 4 Investigator is a strategic leadership role allocated to Officers who have previously led or had 'mission command' (Centre for Army Leadership, 2021) as a PIP 3, and who have demonstrated both transformational thinking and professional competence (Cook, 2019) (Smith, 2000) (Bandura, 1994). I reflect on the ambition I had 20 years ago to achieve this status and can recognize some needs theory outlined by Maslow and Herzberg (Pichere, 2015) in the motivation that

Is this a good process?

¹ Often referred to as simply PIP 4

² PIP4 is a leadership status awarded to experienced PIP 3 SIOs who are normally at the rank of Superintendent

I had, and which maintained my commitment to achieve the leadership goals I and the service set me. I think public service altruism has been the main motivating factor I have witnessed in the best leaders and in those that I have served with rather than any sense that remuneration or reward was the pre-dominant motivating force.

why did this motivate you.

The hierarchy of command in the police service has historic lineage that can be traced to military leadership doctrine (Ramshaw P, 2019), albeit adapted to fit a civil emergency service command structure (Arbuthnot, 2008.) This historic lineage to military leadership doctrine; albeit adapted many times in the past 150 years, continues to evolve, from being heavily reliant on transactional command and control nearly 3 decades ago; when I started service, to the more fluid, adaptive and transformational style of leadership that we see today (Ramshaw P, 2019) (Dame (Chief Constable Retd) Sara Thornton, 2019). The modern trajectory of police and military leadership doctrines is evolving to develop innovative and transformational leaders who have a 'futures thinking' approach to command (College of Policing, 2020)

Thoughts and feelings on the change?

The PIP 4 SIO is the strategic leader who is the interface between the investigative leader or 'SIO' and the higher echelons of the police force, advising on leadership, strategy, and tactics. The PIP 4 is a 'critical friend' and mentor to the PIP 3 SIO and is someone appointed by a 'Gold Commander' usually at Assistant Chief Constable rank to lead, manage and advise on wider organizational strategic risk to the police service (The College of Policing, 2021). As a PIP 4 SIO I represent the broad interests of an Enquiry Team at strategic meetings often referred to as Gold meetings (Arbuthnot, 2008) and will reflect back into that enquiry team, the views of community and partner agencies, the wider interests and challenges of the Force in responding to a critical incident with particular focus on demonstrating visible leadership. The structure of a major enquiry Team is akin to a 'team of teams' (McChrystal, 2015). I will often be the visible public facing senior officer leading on issues such as media management, resourcing, individual or team welfare whilst all the while supporting and maintaining public confidence.

How did you feel about this?

trust the professionalism of the Constables and Sergeants to make leadership decisions and set goals for themselves and their teams, this is in line with Locke's model of goal setting (Lunenburg, 2011)

The SIO in homicide enquiries is a privileged position that attracts a significant amount of professional attention from senior ranks within the police service and across wider society. The detection of homicide (goal setting) is often seen as a bell weather to the efficiency and effectiveness of a police service. The community quite rightly expects its police service to protect them from violence and so when leading a homicide enquiry, one feels the pressure to secure a detection even more acutely.

How do you feel?

The detection of homicide is perhaps the pinnacle of professional acumen for a detective. It certainly seems to be the perennial source of interest to fiction writers, perhaps for that reason. Ensuring the self-efficacy of the team to have belief that they can achieve the goal of the detection of homicide in difficult circumstances is a key challenge for the SIO to maintain motivation (Lunenburg, 2011).

The wellbeing of oneself and others is a critical element of leadership in today's police service. Many recent studies of effective leadership examine the importance of emotionally intelligent leadership (Campbell, 2011) (College of Policing, 2015) et al. Emotionally connected conversations to understand what drives the team as individuals and as a collective through briefings will often form part of one's leadership strategy within a major incident room to identify the triggers that will motivate the team. (Bandura, 1994)

How?

How I motivate a team has some resonance with Maslow's pyramid of needs (Pichere, 2015) personal accomplishment through to the other emotional triggers for motivation, all play a part in one's leadership style; however, I feel the hierarchy is perhaps too linear in its model when applied to a public service. Ensuring the hierarchy of needs is met in followers does undoubtedly create a conducive environment to achieve results, but the growth needs and the relatedness needs outlined in the Alderfer model of ERG (Pichere, 2015) may better reflect altruistic public service ethos and policing service (Bew, Lord Paul, 2015)

why?

Being emotionally in tune with the impact that horrific crime can have on the team that you lead is an important recurring theme in most recent studies of senior police leadership and in many leadership

doctrines from other walks of life (College of Policing, 2015) (Cook, 2019) (Smith, 2000) (Sharp, 2021) (Dobby J, 2004)

I would argue that the most effective SIO is developed through a blend of experience and training, which resonates with learned needs and mastery theory (Pichere, 2015)

Some time ago The Home Office looked at the skills required of an effective SIO (Smith, 2000) this research paper identified 3 clusters of skills to be an effective SIO:

- Investigative ability
- Knowledge levels
- Management skills

The most effective SIOs couple the three elements identified by the Home Office research paper with leadership and cognitive ability, emotional intelligence, along with sharp insightful reasoning skills.

One could see Smith's model as an example of the Achievement Goal motivation outlined by Muratama (Kou Muratama, 2019) and Bandura's self-efficacy (Bandura, 1994), I certainly read the Home Office paper and recognised that I was motivated through self-efficacy to achieve the goal of becoming an SIO and through social persuasion (Bandura, 1994) have mentored others to achieve the same.

results?

An SIO must be prepared to operate within a high-risk environment. In coming to a decision where risk is a factor the SIO is well advised to consult widely with trusted professional colleagues and is an attribute of any democratic or transformational leader (Smith, 2000) (Dobby J, 2004). This is what Jim Collins in 'Good to Great' might refer to as 'consulting with the bus', (Wexler C, 2007)

The SIO sets the tone for the investigation by the style of leader they are, clear motivational goal setting is important (Kou Muratama, 2019). An open and inclusive dialogue which involves all of the team members and allows ideas, curiosity and opinions to flow around the incident room engenders a feeling of shared collective ownership and endeavour and is the hallmark of an emotionally intelligent leader (Lunenburg, 2011) (Sharp, 2021) (Smith, 2000). This is key to a successful enquiry team and can be inhibited by poor leadership; for example, where overbearing and opinionated SIOs have led a

Thought or concerns?

team, they can stifle innovative thoughts and fail to encourage curiosity (Kou Muratama, 2019) and ideas from the 'shop floor'; this, in the extreme will discourage dissenting views and can cause investigative inertia as ideas dry up. The risk to an enquiry that is led by a dogmatic opinion former is that confirmation bias (Cook, 2019) can creep in and lines of enquiry become assessed through the prism of a favoured theory proffered by an autocratic leader.

The autocratic style of leadership has a part to play in *some* operationally challenging policing situations where critical decisions need to be taken quickly, however as a 'drum beat' to a murder enquiry one has learnt that it is to be avoided in favour of the free-flowing information and idea sharing in a democratic and entrepreneurial style of leadership. Developing a culture of divergent thinkers within the team is a key attribute of an effective leader, unfortunately policing is still largely formed of a homogenous group; predominantly white and male (Ramshaw P, 2019) so to encourage divergent and innovative ideas the SIO must create a supportive culture to inspire and develop divergent thought. This is in line with behaviouralist theories of leadership (Ramshaw P, 2019) as well as emerging discourse around situationist theory where adaptive styles of leadership are said to fit well within the complexities of policing (Ramshaw P, 2019) (Campbell, 2011).

Leading as 'The SIO' one must maintain an objective view of the circumstances one is charged with investigating. The investigative mind is something the SIO must possess; and engender or motivate in their team. Being professionally curious (Kou Muratama, 2019) and asking supplementary questions to fact check, is what an effective motivated Incident room will possess across all ranks and grades. The best detectives are open minded sceptics who believe no-one or anything until it is proven to be the only explanation to a problem or circumstance. Encouraging ones staff to be curious and sceptically open minded allows that wider team intellectual freedom to express professional curiosity and to allow intellect to wander unfettered with high ethical standards (Ramshaw P, 2019) (College of Policing, 2015) this breeds a culture of investigative curiosity, motivation and diligence that can make sense out of complex circumstances, but is ultimately a motivating element for police leaders to tap

why?

But why?

what had you learned that led you to this decision?

into; referred to as the 'curiosity motivational instinct' by Muratama, who argues humans can be motivated by curiosity (Kou Muratama, 2019).

The danger of Information overload is a challenge for all SIOs, making sense of fast paced information requires innate intelligence and patience coupled with effective management systems (Smith, 2000) to filter superfluous information and effectively triage it before arriving at the SIO. No SIO can expect to know every single metric within their enquiry. They must have trust and confidence in their team and motivate them to professionally assess the information that has been gathered and prioritise only the fundamentals that the SIO must know about before briefing it to the SIO. This is an element of major crime management that many SIOs have the greatest difficulty in reconciling themselves to and can impact on feelings of self-efficacy (Bandura, 1994). The fear of missing something or not being aware of something can cause SIOs to flounder in superfluous information. This is a very difficult balance to strike and comes down to individual ability and cognitive capacity (Cook, 2019).

The effective management of information during a critical incident both internally and externally is a challenge for any SIO. In critical incidents where a PIP 4 is appointed the role can be assumed by the PIP 4 and information management protocols agreed with partner agencies and with communications leads. Effective communication management is a key aspect of SIO leadership in any investigation and done well can be a tactical tool in the kit bag of the SIO. Media appeals and updates can support fugitive hunts and reassure the public that there is effective police leadership. During a murder investigation I led following the murder of 18-year-old Fahad Nur in Cardiff, I made an early decision to release CCTV footage to the mainstream media. I reflected a lot on the merits of that decision prior to making it. The outcome could have been different, and it could have caused the opposite effect to the intended one, but balancing risk and benefit, using reasoning and by consulting widely I came to a decision as the leader of the enquiry and decided on the course of action. One could say this is an example of leader centric decision making (Ramshaw P, 2019) One person making a critical decision

How do you motivate?
why motivate?

that could have carried personal consequences to the individual making the decision. One could argue there comes a time in any leadership situation when a leader simply needs to lead and decide. Establishing a rapport with a victim's family is part of the SIOs leadership responsibility, supported by his or her Team (Cook, 2019) (The College of Policing, 2021). The trust and confidence gained from a face-to-face meeting can go a long way in reassuring a family and can carry the SIO through some difficult times in an investigation. Striking a professional balance between servicing the needs of a grieving family, who will inevitably invest significant trust in the leadership of the SIO, whilst remaining objective enough to continue the quest for justice unencumbered by emotion is a tricky balancing exercise. A failure in Family Liaison practice once resulted in one of my cases being quashed at the Court of Appeal (R v Edgar et al). In that case the Family Liaison Officer (FLO) had breached the Code of Conduct for Officers and ultimately lost her job for failing to declare a conflict of interest with a Juror sitting on the murder trial she was the FLO for. This catastrophic failure resulted in three Defendants being re-tried for a gang attack murder on a young man called Lynford Brewster. His family were forced to endure the ordeal of a second trial and had to listen to the dreadful circumstances of the killing whilst fearing that the police impropriety may have jeopardised the chance of them securing justice. I accepted personal responsibility for this crisis and endeavoured to lead a way through it. I did this by maintaining regular contact with the Victims family throughout both trials, by selecting the right Officers to be involved in the service recovery operation and involved them in key decisions, as a result I was able to ensure that I led the enquiry team and all the involved and affected parties in such a way, that we maintained mutual trust and confidence throughout the ordeal and secured a successful outcome. (Wexler C, 2007)

Being a leader in any professional environment brings its own set of challenges. In a homicide investigation the SIO is the ultimate arbiter and is the Officer in charge. If it is led well, the enquiry team has a clear focus and trajectory similar to the mission command doctrine of the army (Centre for Army Leadership, 2021) (Cook, 2019). Done badly the focus can become blurred and breed confusion and inertia. Regular team briefings and open channels of communication are essential in securing

How do you feel about this?

why?

How did you feel?

good theory?

was something missing? or your past learning said to do this?

results in complex leadership arenas such as major incident rooms. How information is passed around and recorded within an incident room becomes critical to managerial and operational efficiency. By linking all elements of an incident room to the latest information and intelligence that has been gathered ensures lines of enquiry can be effectively identified and goals achieved (Lunenburg, 2011). For the SIO the practical manifestation of his or her professional curiosity and leadership is demonstrated in the manner of the briefings that they lead. The atmospherics within the briefings will often be palpable and an energised and motivated room will manifest into a similarly intellectually energised briefing environment (Bandura, 1994). One can't over emphasise the importance of briefings in distilling complex information. There is no more powerful computer than the human brain to organise and make sense of disparate information. By gathering 20 or 30 people into a briefing room to make sense of complexity, the SIO can often lead them on their way through vast and complex streams of information and help them to learn and see the links in information as a Social Learning Construct. (Bandura, 1994)

Putting in place the basics outlined in the Core Investigation Doctrine (The College of Policing, 2021) the building blocks to an enquiry will ensure the SIO leads a sound investigation. For example, in a shooting investigation which I was appointed to lead 4 days after the start of the enquiry one of the first decisions I made was to revisit the original decisions that had been made. The initial 'fast track' or 'flash' house to house was done again. I knew this was not a popular decision as it was interpreted by some as a duplication of effort; however, the original 'flash' house to house was done when the enquiry was in its infancy and with a more mature assessment 4 days into the enquiry, I felt it needed to be done again. In doing it again I had to weigh up the resource implications and the morale and motivational implications of the task. Balancing competing organisational and operational demands is the job of the SIO. On this occasion it proved to be the write decision as critical new evidence was discovered, this is a validation of self-efficacy (Bandura, 1994)

Placing trust in your team and setting achievable goals is one of the strongest attributes of an effective SIO.

good, but why? especially when you have a team repeat a task

why?

How?

by you?

Reaching out to trusted peer support networks either formally through the PIP 4 cadre or informally is a strength of a confident SIO. I often refer to professional humility as a strength in leadership. It is a way of avoiding hubris creeping into one's decision making (Cook, 2019). It is also a way of engendering trust from the wider team by involving others in decision making in what should be an open and transparent fashion. As Locke (Lunenburg, 2011) recognised it is important that SIOs celebrate the contribution of others in achieving results. Recognising and celebrating the success of the 'Room'⁴ builds motivation and a sense of shared achievement in the followers (Dobby J, 2004) (Ramshaw P, 2019) (Wexler C, 2007).

All homicide detectives; but SIOs in particular, are at risk of suffering long term psychological harm given the emotive and traumatising events they are asked to deal with, sometimes over a long period of time. Maintaining the mental health of all Officers, including the SIO is something the service is becoming more attuned to in recent years, open conversations have started to occur within 'Rooms'⁵ across the country regarding the mental and emotional damage caused by homicide to those charged with investigating its consequences; therefore, being aware of the hierarchy of needs in your staff is important. (Dobby J, 2004) (Smith, 2000) (Lunenburg, 2011)

Being an SIO also comes at a significant personal cost in terms of time spent away from one's family. There are many long days in the early phases of all murder investigations. When offenders are unknown there is added pressure upon the SIO to find the identity of the killer or killers. The risk to the community is never far from the mind of the SIO when a killer is on the loose. This operational necessity to drive the enquiry forward requires energy and resilience sometimes over many days or weeks. The working day will seldom end at the eighth hour of rostered duty time. And is scarcely a respecter of birthdays, anniversaries, or significant social events. The SIO cadre will have missed many family events during their career investigating murders. The importance of allocating a Deputy

⁴ Major Incident Room colloquially referred to as 'Rooms' or 'The Room'

⁵ As above

→ Does this impact leadership traits or style?

SIO will support the leadership of a major investigation. The Deputy SIO is the person best able to offset some of the pressure on the lead SIO and if the enquiry warrants the allocation of a Strategic SIO (PIP 4) the support given by both allies of the SIO can alleviate significant risk of psychological damage to the SIO and any consequential cost to his or her family. The human cost to the SIO is an area of police research that has not attracted much in the way of academic study but anecdotally the known costs in terms of failed marriages and poor lifestyle is not simply the poetic licence of television detective screenwriters.

Does this impact motivation?

In his excellent book on leadership Lt Col Langley Sharp of the Centre for Army Leadership refers to self-knowledge and self-care as being indivisible from having care of others and is a principle of the servant leader doctrine of Britain's Royal Military Academy (Centre for Army Leadership, 2021).

The human aspects of policing require SIOs to ensure they have sufficiently trained and experienced detectives who can find out information, ensuring that they are curious and motivated people who can get to the truth of the matter in hand unencumbered by bureaucracy and stifled by the hierarchical rank system of UK Policing.

The new workforce will be better educated and more willing to challenge authority as the service perhaps moves away from the more autocratic style of rank-based decision making.

In a similar way that senior army leaders are questioning the top-down approach to leadership in order to flatten the chains of command (McChrystal, 2015) (Sharp, 2021) the police are faced with similar leadership issues. Mission command in a police context has changed during my service which is now in its 3rd decade. The complexity of the challenges and impact of austerity has meant the spans of command have grown and the levels of responsibility have grown at each rank. We now expect Constables to make decisions that 3 decades ago were the prerogative of more senior ranks and the same is true at every rank up to the executive branch (College of Policing, 2015).

Modern police leadership has to enable the nodes of the organisation (McChrystal, 2015)

(McChrystal, 2018) to fire at the same time to achieve the intended mission, this is recognised in the Leadership Review conducted in 2015 by the College of Policing and chimes with a similar review

conducted by the Royal Military Academy and enshrined in their leadership doctrine (Centre for Army Leadership, 2021) There is no single model of leadership that fits all policing scenarios and as an SIO I recognise that the way I lead is affected by the social construct of rank and hierarchy as well as the legitimacy that comes from professional competence and emotionally intelligent leadership traits that I have learnt. I am of no doubt however, that the singularly most important element of any leadership model is demonstrable moral and ethical leadership,

"In a hierarchical organisation such as the police, the tone is set from the top, and how leaders behave will have an obvious filtering effect right through the force." (Bew, Lord Paul, 2015)

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