

THE LEADER



Texas DPS Command College

Volume 1 Issue 1

Command College Mission

The **Mission** of the Texas Department of Public Safety Command College is to **conduct** research and publish on State and National leadership strategy and to **educate**, develop and prepare current and potential command and executive leaders for the responsibilities of strategic leadership and coach current and future leaders on the development and employment of Leadership best practices in a joint, interagency environment. This endeavor is in **order to** advance the art and science of the law enforcement and related profession in support of operational and organizational requirements and engage in activities that support and advance the Agency's "strategic plan and mission".

Command College Vision

The **Vision** is to become the premier choice of strategic leaders for accessing, developing and evaluating leadership knowledge.

Texas Department of Public Safety Education-Training-Research (ETR) Division affirms that the central purpose of the Command College is the pursuit of new knowledge through scholarly research, the teaching and overall development of students, and the transmission of knowledge and learning to the world at large. However, the establishment and maintenance of a community where there is freedom to teach and to learn is dependent on maintaining an appropriate sense of order that allows for the pursuit of these objectives in an environment that is both safe and free of invidious/ discriminatory disruption.

The Value of Diverse and Open Dialogue

An integral part of communicating and building relationships is listening. Exceptional leaders not only take the time to listen to what people have to say, but also value their individual points of view and the diversity they bring to the table.

Diversity in ideas can lead people to consider alternative avenues to accomplish goals and encourages the team to exceed their own expectations. Leaders who value diversity in their people also build high levels of trust because their team feels appreciated. Trust is a key component of any relationship and is especially important in developing a high performing team.



Assistant Director Frank Woodall,
photo from DPS Command College
photo library

Command College #2

Applications for Cohort #2 will be due in early May 2015. The Command College is designed for Senior and Middle level Leaders and Managers both commissioned and non-commissioned who are willing to advance the art and science of law enforcement and related professions in support of operational and organizational requirements that support the strategic plan and mission. Contact your chain of command for further details.

What will your Legacy Be?

Earlier this month, Timothy Braaten, retired Executive Director of the Texas Commission on Law Enforcement (TCOLE), asked Command College students to consider how they wanted to be remembered. He stated, "As leaders, we need to build trust with each interaction," and he encouraged students to "demonstrate integrity at all times."

Chief Braaten, who has more than 30 years of experience in law enforcement, discussed his values and how he has been true to them throughout the course of his career. During the seminar, he also shared the importance of developing a great working environment that fosters mutual trust and open dialogue. He said good leaders are "approachable, respectable and enthusiastic."

One of the things he always reminded new employees was that there are three things they can control: quality, quantity and attitude. "Life's too short to not be happy," Braaten said. He encouraged leaders to plan their time and to schedule the things that are most important to them both at work and at home.



TCOLE Executive Director (Retired) Timothy Braaten speaking at Seminar two, photo from DPS Command College Library

Fitness & Wellness

The DPS Fitness and Wellness Unit program was instituted as part of the Command College curriculum. The intention is to foster the importance of fitness and wellness within the agency. The Unit promotes a healthy lifestyle through lectures on physical fitness, flexibility/mobility, nutrition, and behavior change. A fitness training session follows each lecture and applies key points of the lecture. Thus far, Command College students have participated in yoga, Concept 2 rowing, and circuit training.

Contact Us

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Ethics and Credibility



DPS Deputy Directors David Baker and Duke Bodisch speaking at Seminar one, photo from DPS Command College photo library

"Shared values are the foundational pillars for building productive and genuine working relationships" -*The Leadership Challenge*, Kouzes & Posner 2012. What do you value in life... financial security, your health, your family? We all have values that we rely on every day to assist in our decision making processes, but have you ever consid-

ered the values of your team? Does your team have the same set of values that you do? Do your values align with the Department's values of Integrity, Accountability, Excellence, and Teamwork? An exceptional leader will know their personal values, the agency's values, and the values of the team. There must be consensus on the core values of the team. Imagine if your team's core values were in direct conflict with each other? What if one team member valued integrity and another valued loyalty. A leader must recognize these disconnects and ensure the team is committed to supporting the values and vision of the agency.

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Texas DPS Command College

Volume 1 Issue 2

Leading the Way—The Public Safety Commission

“Lead, follow, or get out of the way.” The honorable Chairwoman Cynthia Leon explained to the Command College cohort that leadership is not about “me” but rather it’s about “we.” She credits her years of success with the U.S. Navy and the U.S. Department of Housing and Urban Development to the concept of building relationships with her team from top to bottom. Chairwoman Leon stated she has observed this same type of teamwork and cohesiveness within the leadership at DPS, stating “It is one of the most effective and efficient leadership teams I have ever seen.”

Commissioner Faith Johnson, a former State District Judge of the 363rd Judicial District Court in Dallas County and managing attorney of Faith Johnson and Associates LLP, stated that communication is a vital and fundamental part of leadership. “Are you actively listening to your people and making that connection, or are you just hearing?” Commissioner Johnson, the youngest of 13 children, credits her father as her hero and her leadership mentor. Commissioner Johnson stated that her father had a work ethic unlike anyone she has ever known, and he never finished elementary school. “He just did whatever it took to feed his family, and I never felt poor a day in my life.”

Both Chairwoman Leon and Commissioner Johnson affirmed to the cohort that for leaders to be successful in their sphere of influence, trustworthiness, honesty, integrity, and credibility must be a part of them, so that others will willingly follow. “The position doesn’t make a leader, a leader makes the position.”



Chairwoman Cynthia Leon (left) and Commissioner Faith Johnson (right) of the Public Safety Commission, photo from the DPS Command College photo library

Communication Tip of the Day

In our daily attempt to get things done, it is essential for leaders to stop and listen. When someone wants to talk to you, make time for them. Stop what you are doing, close your email, ignore your phone, and give that person undivided time to talk to you.

This simple act of stopping what you are doing shows that you care about this person and what they have to say. If you can’t stop at the moment, schedule a time in the near future when you can provide this individual with your undivided attention.

As a leader this is a great opportunity to build a relationship and this conversation could be the source of your next great idea. Make time for your teams to share what is on their minds. Give them your undivided attention, they will appreciate it.

You ARE a Leader

You are a leader. You may not have a leadership position at work that has a title of manager, supervisor, or team lead, but you are still a leader. You are a leader in your family, your community, your church, and your sports organizations. You are a leader to your co-workers, your peers and your fellow DPS employees. As a leader, you need to utilize the skills of a leader. Here are some ways that you can influence those around you and demonstrate your leadership skills.

- ◆ Set an example. Volunteer for a special project. Help carry a heavy load for a person you may not even know. Pick up a piece of litter in the hallway. Be on time.
- ◆ Listen. Listen. Listen. Listen more, talk less. More wag, less bark. Give your undivided attention to everyone.
- ◆ Share your knowledge on a task to help others that may be struggling.
- ◆ Find a way each and every day to “make someone’s day”. Write a thank you note. Give a compliment, provide more than was requested, smile at everyone that passes you in the hall and give a genuine “hi.”
- ◆ Know how your job impacts the overall mission at DPS. We are ALL important. Take pride in this service.

Teamwork is Key

Ethics are the moral principles, values and codes on which individuals or groups base their behavior. DPS has identified its core values as Integrity, Excellence, Accountability and Teamwork. As leaders at DPS, it is our responsibility to promote these values.

So how do you promote teamwork as a leader? It begins with sharing. When good things happen, share the recognition and acknowledgements with those that contributed. If you have information, knowledge or resources that could benefit someone, share it. Encourage and offer assistance to your counterparts when you see them struggling with an assignment.

As a leader, you must remember it is not about you. Leadership is a privilege and it is about serving others. Teamwork is about helping others be successful.



Kelley Glaeser (left) and Nick Rozumny (right) during a team presentation, photo from DPS Command College photo library

The Wellness Mat

“The more you move, the more you slow the aging process.”

Lacy Wolff, DPS Fitness Instructor

Facts: The average adult needs 7-9 hours of sleep per night to perform at optimal levels.

A sleepless night can be the equivalent of a blood-alcohol level of 0.10, which is considered impaired!

Q: What can you do to increase the quality or quantity of your sleep? How can you lead a successful team if don't?

“If you're depriving yourself of sleep and you're a police officer, doctor, nurse, or pilot, then there's a very good chance that in the line of duty you may be exposing other folks to risk as well.”

Dr. Christopher P. Landrigan

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THE LEADER



Texas DPS Command College

Volume 1 Issue 3

“Leaders Put People First” *The Adjutant General (TAG)*

Major General John F. Nichols, The Adjutant General for the State of Texas spoke to the DPS Command College. He discussed his leadership philosophy and experience. He stressed the importance of “putting people first”, “The Golden Rule” and effective communication. The General explained, “When you treat people the way you want to be treated, you thank them, encourage them to speak their minds and give them the freedom to do their jobs.”

The General stated, “The greatest challenge of leadership is communication.” He reminded leaders to use their ears and eyes before opening their mouths. He stressed, “listen first and never give up an opportunity to keep your mouth shut.”

General Nichols said he does not take himself seriously, but he takes his job seriously. Leaders must take care of their people and help maintain focus on the vision of the organization. Employees of the Texas Military Forces (TMF) and the Department of Public Safety serve those who serve Texas.



Major General John F. Nichols, The Adjutant General, State of Texas at the DPS Command College

The TMF website highlights leadership development in line with TAG’s Strategic Goal. It states, “It is incumbent upon each one of us to train, coach, mentor and guide the next generation of strong, ethical leaders. You can find more about the Texas Adjutant General at the following link: <https://txmf.us/office-of-the-adjutant-general>.”

Second Chances

Credibility is a characteristic that takes a lifetime to acquire, but with one misstep can be lost in an instant. It could be lost because of an unethical decision or because of circumstances outside of your control. Some say once you lose your credibility you cannot easily regain it. The circumstances in which it was lost and the reason it was lost impact how difficult it is to regain. The loss of credibility requires the “Six A’s of Leadership Accountability: accept, admit, apologize, act, amend, and attend” (Kouzes & Posner, 2011, p. 149). People will be more forgiving when the person admits the mistake and works to resolve the issue. If credibility is lost due to unethical behavior it will be very difficult to overcome those actions. In this circumstance, the person may have to find another home to have a fresh start. Most people deserve a second chance.

The Pareto Principle: 80-20 Rule

What is the real meaning of the 80-20 rule for a leader?

It is not the old saying, "we as leaders spend 80% of our time on 20% of our problem people."

The Principle says a leader should be spending 80% of their time on the top 20% of the team's important issues.

Prioritize the team projects. Once the priorities are established, take the top 20% and make that their leadership priority.

This works well when the priority list is not too large. The leader should delegate some of the list to others if the 80% becomes too large.

Because the team still needs leader participation, a 10-80-10 program can be utilized. This allows the leader to assign a project lead, and then dedicate 10% of their time at the beginning of the project to ensure a good start. The lead will then be responsible for the next 80% of the project. The final 10% the leader will make sure the team has everything they need to complete the project or move any road blocks for them.

Listen for a Change

In an ever-increasing technology age, the amount of information flowing around us grows everyday. We have to shout louder and louder to be heard above the din. Wouldn't it be nice if everyone stopped to listen for a change?

Try starting with yourself. The next time you have a one-on-one conversation with someone, set aside all your electronic devices, get away from your computer, go somewhere quiet, and really listen to what is being said.

Consider the Chinese symbol for listening. It includes symbols for the ears, eyes, and heart, indicating that the speaker has the undivided attention of the listener. This is sometimes referred to as "Active Listening." The listener doesn't just hear what is being said, they listen and communicate an understanding of what was said. They seek to understand the other person's point of view without planning the next thing they want to say.

Listening conveys respect to the speaker and this, in turn, opens up more avenues of communication.



ETR Specialist Orlando Salinas providing instruction to the DPS Command College.

The Wellness Mat

The Fitness and Wellness Unit promotes Functional Fitness and the benefits it provides to a healthy lifestyle. There are 3 planes of movement that should be incorporated into every exercise program. These are the sagittal plane, the frontal plane and the transverse plane. The sagittal plane bisects the body into right and left sides and includes flexion and extension. The frontal plane bisects the body into front and back halves and encompasses adduction and abduction. The transverse plane bisects the body into top and bottom halves and involves rotation. Examples of exercises that involve the sagittal plane are lunges, walking and running. The frontal plane exercises include side straddle hops, side-to-side shuffle and lateral lunges. Exercises involving the transverse plane are the rotational medicine ball throw, oblique crunches and the Russian twist. Including each plane of movement in a workout program helps ensure a well-balanced plan and prevent injury.

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Texas DPS Command College

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Leadership Matters: Influence

Metaphors help to cement understanding of a subject. They reinforce theories and lessons and help to communicate information to others in an adaptable form. In May, Command College Cohort V went to Topgolf as a class social event and team building activity. For Cohort V, playing golf together was much more than an opportunity to blow-off steam after class; it was a great teaching moment in effective leadership. The game of golf is the perfect elucidation to map out lessons learned in leadership study. Arnold Palmer said, "Golf is deceptively simple, endlessly complicated. It frustrates the intellect and satisfies the soul. The greatest game that mankind ever created (Brewer, 2010, p. 13)." Command College Cohort V believes the same words can be used to describe the practice of leadership. At first glance, this concept may seem out of place, but like golf, leadership is a game of vicissitudes. Similar to golf, every shot counts when leading others. To be effective, leaders must practice leadership at all times and in all acts. Like golf, leading is a game of challenge, skill, and learning. To lead effectively, one must have a solid stance, a vision of their future, the courage to make tough shots, the ability to strengthen others, and a heart for the game. When leaders engrain these practices and breed them throughout their teams, remarkable success will materialize, and their organizations and teams will be a hole-in-one.

Aha moments.....

As Command College Cohort 5 winds down and members return to their duty stations and respective Divisions, a parting shot capstone reminder for everyone engaged in leading others can be found in the writings of Dr. Kent Keith, which was included in a recent classroom leadership presentation by ETR Lieutenant Lynn Floyd.

The Paradoxical Commandments

People are illogical, unreasonable, and self-centered.

Love them anyway.

If you do good, people will accuse you of selfish ulterior motives.

Do good anyway.

if you are successful, you will win false friends and true enemies.

Succeed anyway.

The good you do today will be forgotten tomorrow.

Do good anyway.

Honesty and frankness make you vulnerable.

Be honest and frank anyway.

The biggest men and women with the biggest ideas can be shot down by the smallest men and women with the smallest minds.

Think big anyway.

People favor underdogs but follow only top dogs.

Fight for a few underdogs anyway.

What you spend years building may be destroyed overnight.

Build anyway.

People really need help but may attack you if you do help them.

Help people anyway.

Give the world the best you have and you'll get kicked in the teeth.

Give the world the best you have anyway.

Keith, D. K. (n.d.). *Anyway*. Retrieved from The Paradoxical Commandments:
<http://www.paradoxicalcommandments.com/>

Brewer, B. (2010). *Mentored by the King: Arnold Palmer's Success Lessons for Golf, Business, and Life*. United States of America: Zondervan

Team Work At Its Finest



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The Wellness Mat

During our time in Austin attending Command College, Cohort 5 has definitely experienced stress, long days, and adversity. However, Cohort 5 has had the great privilege of having the Fitness and Wellness Unit's Greg Davis and Lacy Wolff as colleagues to help us deal with these daily stressors. Greg and Lacy spent countless hours whipping Cohort 5 into shape. At the start of Command College, most of us might have been a little skeptical about the wellness and fitness portion of the Command College curriculum. As Cohort 5 took their final fitness assessment this week, many of the Cohort 5 students obtained great physical improvements. Numerous hours spent in the gym during and after Command College have definitely been worth it. Cohort 5 learned how proper nutrition and staying active go hand in hand, because fitness goals can be even more challenging to meet without proper nutrition. Greg and Lacy are top notch professionals in the field of health and fitness and it definitely made a huge impact on individual results during the final fitness assessment. In addition, Greg and Lacy have been great classmates and mentors. As Command College comes to an end, Cohort 5 will take the lessons taught to us by Greg, Lacy and the rest of the Wellness and Fitness training staff with us as we continue to motivate ourselves and others to continue living a healthy life style.



Ethics

Over the past several months of Command College, members of Cohort V have discussed ethics at length. We have come to realize that as members of society and in our work we deal with making ethical decisions every day. Some people take a difficult route and make the difficult but correct ethical decision. Others opt for an easier route and make an unethical decision. Every person has their own ethical bank that they make deposits in. Others are constantly making withdrawals without replenishing the account. In life, ensure you remain in the black by practicing good ethical decision making constantly adding deposits in your ethical bank. If you have to ask yourself "should I?", then you already know the answer to the question at hand.



Communication — *Being FRANK!*



Command College Seminar Speaker AD Frank Woodall reflected on one area of growth in his communication style that may have caused him some difficulties: being too frank. He recalled that speaking one's mind, while it is shut, may not lead to the desired results. Two way communications can lead to more than one way of getting things done, when the input is listened to.

Today's leaders need good communications skills not only to relay their message, but also to listen to those around them. This is where communication becomes an art. AD Woodall said, "we need to talk face to face so people can see your body language and hear your tone. Those elements of communication help provide clarity to words and ultimately encourage the two way communications."

Relying on ever-present electronic devices as the sole means of communication can create barriers to receiving information. As leaders, we must strive,

where ever possible, to conduct important communications face to face. Social skills that were a norm for previous generations may be lacking in the millennial generation. This gap in communication may account for some of the struggles law enforcement, as a profession, is experiencing today. Where frank discussions are difficult to achieve, and electronic devices may be getting in the way, seek dialogue to keep communication flowing.



The Leader

Texas DPS Command College

Cohort 2, Issue 1 August 2015



The Directors Speak: A Seminar on Leadership

On August 12, 2015, Director Steven McCraw, Deputy Director Robert "Duke" Bodisch, and Deputy Director David Baker spoke at the Command College 2's first Leadership Seminar. Director McCraw spoke on ethics and his leadership philosophy with topics including effective communication, tireless work ethic, and the importance of the positive influence of others. Director McCraw went on to give his opinion of what he regards as the greatest threat to effective leadership, arrogance, by reciting a favorite quote: "Arrogance is the anesthesia that dulls the pain of stupidity."

Deputy Director Bodisch brought up an excellent point of when an employee should be given a second chance after making a mistake. "The Department is made up of all walks of life. We will all make mistakes and we must expect it." Bodisch went on to state that as long as the mistake is not repeated and not malicious in intent, then effective leadership must take into account forgiveness.

Deputy Director Baker emphasized that leadership meant having mental courage and caring enough for employees to have the hard conversations with them when it's necessary. On the subject he said, "As a leader, you must make decisions or subordinates will seek others who will make them." Baker stressed the importance of establishing and maintaining effective relationships with people we supervise, "If you can't trust the people who work for you, then you've got big trouble."

8 Questions Leaders Should Ask Themselves Everyday

1. What knowledge did I gain today?
2. What is the most important thing I learned today?
3. What is the most interesting thing I learned today?
4. What question do I need to ask that will improve tomorrow?
5. What do I need to do different to improve tomorrow?
6. What leadership lesson did I learn today?
7. What did others learn from me today?
8. How did I improve someone else today?

The Four D's of Productivity

Finding the time to do things is always problematic. That doesn't mean we have to go at them alone.

Dwight D. Eisenhower was quoted at the Second Assembly of the World Council of Churches in August of 1954 as saying: "I have two kinds of problems, the urgent and the important. The urgent are not important, and the important are never urgent."

When presented with something ask yourself two questions: Is this urgent? Is this important? From there, you can use Eisenhower's idea to classify and handle your tasks in one of four ways:

1. **Do:** Important and Urgent tasks that need to be done now by you (crises, problems, deadlines).
2. **Decide:** Important but not urgent tasks. Set aside/file it to be done later (exercising, personal growth (personal/professional development, spending time with your team, etc.) evaluations, planning, certain meetings).
3. **Delegate:** Urgent, but not important tasks that can be done by someone else (meetings, certain correspondence, team training, general activities).
4. **Delete:** Not important and not urgent tasks (watching TV, killing time on the internet, video games, etc.).

Important things are things that that are part of our mission, our goals, and our values. But that doesn't mean that we need to eliminate all of the Delete tasks from our lives. After a busy day, we all need time to wind down and take a mental break from things. However, it is good practice to spend more time concentrating on the Do's in our lives and spend less time on the Delete's.

Simple organization methods like this can not only help you become more productive but also help you build your team. For example, by delegating more work not only will more get accomplished but you're giving members of your team more opportunity to train and grow as they learn to take on your responsibilities.

	URGENT	NOT URGENT
IMPORTANT	<p>DO <i>Do it now.</i></p> <p>Emergencies Deadlines Pressing problems that impact the mission and/or the customer</p>	<p>DECIDE <i>Schedule a time to do it.</i></p> <p>Exercise Professional development Coaching and mentoring Planning Improvement (yourself, your team, and the Agency)</p>
NOT IMPORTANT	<p>DELEGATE <i>Who can do it for you?</i></p> <p>Some meetings Low-priority e-mail Some phone calls Documentation/reports Things with too many objectives</p>	<p>DELETE <i>Eliminate it.</i></p> <p>Busywork Pointless Internet surfing Things that waste time Irrelevant meetings and/or phone calls</p>



The Art of Communication

All great leaders understand the role communication plays in promoting visions and developing relationships. Leaders encourage healthy relationships by being honest and open at all times. Two-way communication is as essential to a team, as is the required tools or resources needed to ensure the successful outcome of the task at hand. A good leader should focus more attention on what is being said by others than what is provided by themselves during conversations. A leader that employs this habit can empower the freedom of expression from their team. Communication thrives when people feel their opinions matter that will increase the leader's ability to gain buy-in from team members when making decisions or implementing change. Team members who feel their leader genuinely cares about them are motivated to achieve great accomplishments for the team due to the cohesion of the group. A skilled communicator can positively impact relationships, morale, productivity, growth, and commitment.

"The art of communication is the language of leadership." - James Humes



S.H.I.E.L.D.

Strength and Honor in Everyday Lawful Decisions

Regardless of commissioned or non-commissioned status, Department personnel are regularly exposed to work-related stressors such as danger, fatigue, and unexpected change. Resiliency to these factors requires coherence of four domains: Physical, Mental, Spiritual, and Emotional. Each of these key areas is dependent on one another and requires maintenance to avoid imbalance.

One of the greatest opportunities to ensure our physical and mental upkeep is through regular, consistent sleep patterns. Use seven to eight hours as a daily barometer for establishing effective sleep patterns. Lack of sleep can affect performance and even lead to negative emotions such as anger, fear, and impatience. In a study conducted to compare performance versus blood alcohol and work fatigue, it was found that between fifteen and twenty-one hours of wakefulness was consistent with having a blood alcohol level of between 0.05 and 0.10!

It is up to all of us to be aware of our stressors and engage in methods that combat fatigue, negative emotions, and weakened performance.

Make changes today to strengthen your

S.H.I.E.L.D.

Fitness and Wellness

Members from the Fitness and Wellness unit provided information on the power of breathing to reduce the effects of stress on our bodies. Two breathing techniques were presented to Command College students to help prepare for or recover from a stressful situation: Tactical Breathing and Heart-Focused Breathing. According to the website, *OnResilience.com*, Tactical Breathing can be used in preparation for a stressful situation while you are actively dealing with stress. With proper technique you can return your body to a more relaxed state. This breathing technique is particularly useful when facing a real or perceived threat. Heart-Focused Breathing is beneficial during stressful times but is also a tool that if used routinely can reduce the overall effects stress has on our bodies. If you would like more information on how to perform these breathing techniques, see the links below.

<http://onresilience.com/2011/06/02/tactical-breathing-can-stop-stress-on-the-spot/>

<https://www.heartmath.org/articles-of-the-heart/the-math-of-heartmath/heart-focused-breathing/>

Integrity, Excellence, Accountability, Teamwork

Q: How did DPS come up with our core values?

Director McCraw summoned all of the Senior and Executive leaders from every division in the Department to the Director's conference room. No one left until they had resolved the issue of identifying the Department's core values. In the end the command staff presented four core values that all Department employees should embody: **Integrity, Excellence, Accountability, and Teamwork.**



Preparing to Lead

Leaders in today's society face a multitude of issues that affect a workforce composed of a vast array of personalities, viewpoints, and values. As a leader, it is necessary to recognize which values and principles guide their everyday decision making that impacts who they are. Once a leader can establish their voice, they must be able to instill these values in the team members who they lead.

A leader can best personify these core values to their team through leadership by example and by demonstrating adherence to their beliefs through daily interactions. A well-modeled behavior by a leader will invoke the respect of those they lead which in turn can foster strong team relationships. An effective leader understands that teams with shared affirmed values achieve goals and visions. It is important that a leader always place value on the team and provide praise because a leader's worth is based largely on the accomplishments of their team.

At the end of the day, a leader should ask themselves two questions: Who have I influenced today and what did I learn that has added to my continued growth in becoming an effective leader?

Recommended Reading

One question the Command College asked the Directors was what were some of their favorite books on leadership. Here are some of the titles they listed:

Washington: A Life by Ron Chernow

The Generals: American Military Command from World War II to Today by Thomas E. Ricks

Leadership in War: From Lincoln to Churchill by Correlli Barnett

COMMAND COLLEGE

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The Leader

Texas DPS Command College

Cohort 2, Issue 2 September 2015

Lessons on Leadership



Tim A. Braaten speaks to Command College Cohort 2

Tim A. Braaten, former director of the Texas Commission on Law Enforcement Officer Standards and Education, was guest speaker for the Command College Cohort 2 second seminar. He asked the attendees when your life is done, “How do you want to be remembered?” Powerful words meant to encourage you to find your core values, build your character and live a life worthy to be remembered. Braaten stated that you must “learn something from every single human interaction.” As leaders we are constantly learning and our interactions with others are great opportunities to learn. He mentioned the biggest mistake young leaders make is when they “try to change too much too quickly.” Leaders must develop the power to let things sit until either they or the organization are ready for the change. Braaten shared that the biggest problem today is happening in our own homes. Our children are learning to “skirt the truth.” He questioned what will the character of our young children be when they become adults. He shared his strong feelings that character flaws should NOT be tolerated as they

will come back to haunt you later. Braaten went on to say that a cornerstone of ensuring you build a quality team is by recruiting successful people to your team. A person’s character can change, but this is extremely rare which is why it is essential to hire for character and then train for competence. When it came to self-introspection Braaten stated that you control three things: the *Quantity* of the work you do, the *Quality* of the work you do, and your *Attitude*. He spoke passionately regarding dignity, “everybody is born with it and nobody has the right to take it from them.” He passed out Values Cards for attendants to identify what their values are and order what is most important to them. He closed with a great story of his tenure at the Victoria Police Department. Victoria’s fire chief had made a poor choice and Braaten’s concern for people and law led him to confront city leaders and the fire chief, which ultimately led to Braaten’s retirement. Some years later Braaten and the fire chief had a chance encounter where the chief’s parting words were, “The only person concerned about my civil rights lost his job over it.” How do you want to be remembered?



Tips for a Successful Workplace

Do what you say you will do! On the surface, the statement seems simple enough, just an elementary concept with an easily understandable meaning. In all actuality, the statement has much more significance; it is the cornerstone to leadership.

Leadership is a relationship. It requires both a leader and a follower. One cannot be a leader without followers and followers must choose to enter in this relationship of their own accord. This relationship works best as a matter of choice, not based on force or coercion but rather as a “buy in” to a common objective.

The question then becomes “why do constituents choose to follow leaders.” The most straightforward answer is that they **believe** in their leaders. They believe in the values their leaders represent, they believe in the goals their leaders have set, and they believe in the things their leaders say.

The reason constituents are able to believe in their leaders is because their leaders have exhibited **credibility**. Effective leaders establish credibility by being trustworthy and dependable. Effective leaders demonstrate this by always being true to their word, and making certain their actions are aligned with their principles.

In an effort to garner favor, leaders may be tempted to promise more than they can deliver. This is a dangerous game to play, as once credibility is lost, it is hard to regain. It is far better for leaders to be honest and direct than to over-commit and under-perform. That isn't to say that leaders shouldn't take risks, but rather, leaders should take calculated risks and be cognizant and forthright with possible consequences and outcomes.

If constituents are asked to make sacrifices or take risks, they must believe in the visions, deeds, and words of their leaders.

As Ralph Waldo Emerson famously said, “Who you are speaks so loudly I can't hear a word you're saying.”

There are many ways to encapsulate the tenets above— “practice what you preach”, “put your money where your mouth is” and “walk the talk.” The most apropos of all is quite simply “**Do what you say you will do!**” Again, though simplistic in nature, these words encompass the true foundation of leadership. If leaders incorporate this message into their philosophy, they will set themselves on the path to success.

Establishing Ethical Leadership

A person's life is filled with countless choices that are made according to what is considered to be morally right or wrong. These choices are considered ethical decisions because they are founded on a set of moral principles that guide a person to do what is right. Effective leaders understand that it is incumbent upon them to clearly define the lines of what is ethically right or wrong when it comes to interpersonal relations, behaviors, and actions. Leaders establish the moral compass for an organization through their shared values, actions, and decisions. A morally sound leader will set the example for ethical decision making by adhering to these guidelines and taking action when one of these ethical boundaries is crossed. The leader's willingness to do what they ask of others enables team members to form trust and credibility in their leader resulting in the establishment of a leader's integrity. Team members will recognize that ethical leaders are always going to do the right thing for their team and the organization which creates the framework for growth and future success.



DPS Fitness Unit

In addition to studying leadership, ethics, and communication, Command College #2 is receiving excellent instruction from the DPS Fitness Unit on nutrition, physical fitness, and overall health. The DPS fitness team consists of training specialists Lacy Wolff and Alexis Schminke, Sergeants Kelly Wilkison and Rick Hauck, and unit coordinator Lieutenant Greg Davis. Understanding nutrition and wellness can often seem overwhelming, but these instructors have made learning easy and enjoyable for everyone. The class has been studying the importance of caloric input and output and has also been learning the significance of eating several small meals a day to lose weight and increase metabolism.

The fitness instructors are infusing a variety of fitness routines and practices into our daily workouts, including the Concept 2 rowing machine, resistance bands, kettle bells, and Yoga. Yoga is a new concept for the majority of the class but has been received very well. Several current professional sports teams and Olympic athletes practice and benefit from regular Yoga training. Yoga's aim is to help achieve a healthy mind and body and is also becoming a growing part of the DPS fitness program.

As part of our training, the class has conducted two physical fitness assessments. It's interesting to note that of the 29 current students, 22 have improved their rowing times, resulting in six fitness stars being earned. Most importantly, everyone is happier, healthier, and ready for more!

To find out more about the DPS Fitness Unit and its programs, go to the DPSNet or visit <http://dpsnet/Divisions/Administration/ETR/physFitness.htm>.

DPS Tactical Training Center Grand Opening

On August 26, 2015, a grand opening was held at the new DPS Tactical Training Center administration building in Florence. The 30,000-plus square foot building will serve as the administrative and operation center for the DPS Tactical Training center and will house the personnel assigned to the Emergency Vehicle Operations Center. The building contains several classrooms for training and offices for faculty. The new administration building will also be used for inter-agency training programs with local, state, and federal law enforcement partners. Cohort Class 2 visited the center on September 10. They participated in some hands-on activities including driving and scenarios using the FATS.





Recommended Reading

The DPS Command College maintains a list of recommended reading material. This month's suggestions are:

Courageous Conflict: Leading with Integrity and Authenticity by Mark A Adams

The Four Agreements: A Practical Guide to Personal Freedom (A Toltec Wisdom Book) by Don Miguel Ruiz

Tips for Effective Communication

With slightly over 9,000 employees scattered across the state of Texas, communication is the lifeline to sustaining our organization. In person or through the use of technology, all agency employees must be connected to achieve the Department's motto of Courtesy, Service, and Protection.

Here's a list of tips that you can utilize for establishing more open lines of communication:

- Actively listen when communicating. It takes discipline to be silent and truly listen to what a co-worker, customer, or peer is telling you.
- Use to face-to-face communication whenever possible. If you lead people who are geographically separate from you, make an effort to visit them in person at their location at least quarterly.
- Know your audience. Avoid using technical jargon if it is not needed.
- Ask follow-up questions to make sure your information was understood.
- Be considerate of others' time.
- Respect the privacy of others, off duty or on duty.
- Have conversations in a neutral place outside of the office.
- Listen and value feedback. We can always learn, if we listen, to ways to improve the delivery of our message.
- Avoid negative language. Show support through positive communication on how the message will complement the team and organization.
- Create annual in-service or in-person meeting with groups to facilitate peer to peer communication.
- Use words indicative of a team such as we, our, us, and together.
- Do not communicate with your direct reports during their off time unless it is an emergency. Email and text make it easy to infringe upon your folks' off time. Respect the privacy of others, off duty or on duty.
- Understand your audience. Know their backgrounds, values, challenges and successes to tailor your message to ensure comprehension.
- Develop and share your leadership philosophy.
- Use office celebrations as a time to communicate goal achievements and recognize contributions.
- Find time to engage in conversation with people without an agenda.
- Keep your door open to visitors.
- Try to visit with your direct reports in person at least once a day, don't depend on email and text.

For additional information regarding the articles or speakers mentioned in The Leader or to provide feedback or comments, please contact ETR Specialist Orlando Salinas at: 512-424-6444 or Orlando.Salinas@dps.texas.gov

THE LEADER



Texas DPS Command College

Volume 3 Issue 1

Organizational Leadership Common Leadership Behaviors

Successful organizations make retention of a skilled and engaged workforce of paramount importance. Not only are the products or services they provide the bottom line in keeping businesses financially sound and a market leader, but the need for individuals to lead these groups of people and mold them into a productive and innovative workforce cannot be underestimated. While we all understand the importance of having successful leadership teams, exactly what leadership behaviors are the most desirable? In an article published in the *McKinsey & Company Quarterly* titled "Decoding Leadership: what really matters," the researchers used their practical experience and current academic publications to develop a list of twenty distinct leadership traits. Their assessment highlighted that leaders in organizations with high-quality leadership teams exhibited four of the twenty possible types of leadership behavior, and those four explained 89% of the variance between strong and weak organizations regarding leadership effectiveness. The top four leadership behaviors of the twenty possible types are:

- Be Supportive
- Operate with strong results orientation
- Seek different perspectives
- Solve problems effectively

In closing, while this article does not say that these behaviors distinguish great leaders from those who are not, it demonstrates that leadership traits and behaviors are situational. Different leadership styles are needed as situations dictate.

Leaders are Readers

On 02/03/2016, DPS Command College Cohort III was honored to host Director Steve McCraw, Deputy Director (DD) David Baker and Deputy Director Robert Bodisch as our first Seminar speakers. Each of them emphasized the importance of reading and how it has had a positive influence on their leadership abilities. DD Bodisch said, "Although leadership cannot be learned solely from a book, theoretical knowledge is essential and provides the foundation for understanding leadership and its principles. Experience is a great teacher, but experience can be good or bad. Reading may not give you the direct answers but it will help you to define or refine the questions that need to be asked to make good decisions. If you aspire to high leadership, read and accept opportunities to lead in order to gain experience, it's a winning combination."



General Orlando Salinas welcomes
Command College Cohort III students

Recommended Books:

Director McCraw: *Team of Teams* by General Stanley McChrystal.

Deputy Director Baker: *Band of Brothers* by Stephen E. Ambrose.

Deputy Director Bodisch: *The Art of War* by Sun Tzu.

Ethics

"To become a credible leader, you first have to comprehend fully the deeply held beliefs—the values, standards, ethics, and ideals—that drive you." —*The Leadership Challenge*, Kouzes & Posner 2012. Most people define ethics as acting in ways consistent with what society thinks are good values. Key components of ethics consist of: a. Integrity—having strong moral principles; b. Accountability—taking responsibility for your actions; c. Teamwork—working together for a common cause; d. Commitment—dedication. Have you ever experienced a situation when you could have spoken up but didn't? When we feel uncomfortable, we tend to keep quiet. Consider asking yourself, "what about the people that this behavior may negatively impact if not stopped"? "The essential ethical qualities of trustworthiness, respect, responsibility, fairness, caring and good citizenship apply to everyone in society." —*Preserving the Public Trust*, Michael Josephson 2005

Leadership Seminar

Director Steven McCraw, Deputy Director David Baker and Deputy Director Robert "Duke" Bodisch spoke to Texas DPS Command College Cohort III covering a myriad of topics including their personal leadership practices, values and ethics, and emergent issues facing the agency. Director McCraw spoke to the importance of hard work, the strength in forming relationships with your personnel, and the importance of succession planning. He encouraged each student to take advantage of the learning opportunities afforded by Command College to benefit themselves and the agency. DD Baker spoke about the importance of effective communication and providing leadership training to new supervisors. He related his personal struggles as a young highway patrol sergeant with no departmental leadership training for that position. DD Bodisch spoke on the importance of exhibiting leadership characteristics, including integrity, initiative, optimism, and confidence. He encouraged better communication and encouraged students to become prolific readers. Each director brought their unique style to the event, sharing personal stories about previous promotions, early supervisors, and the importance of being well read.



Texas DPS Director McCraw encourages leadership learning at Command College

Communication

Communication is a two-way street where both the messenger and the audience have a mutual responsibility to ensure understanding. Fortunately, effective communication is within reach if you are committed to improving your skills. As a messenger, you are responsible to communicate in a clear and concise manner whether you are having a conversation or sending an email. Take time to organize your thoughts and think twice before the use of jargon or ten dollar words. Be patient and be prepared to rephrase or restate your message if necessary. Seek confirmation through questions that your message has been understood. As an audience member, be attentive and focus to eliminate common distractions such as noise and tempting electronic devices. You must also be patient and be prepared to ask questions to clarify your understanding. When the messenger and the audience seek to be understood effective communication occurs.

Fitness

"The DPS Training Staff recently acquired the InBody 770, a body composition analyzer is an essential tool for DPS Training Staff to help ETR students achieve their fitness goals. The bioelectrical impedance device provides a non-invasive procedure that gives detailed information regarding the amount of fat vs. lean tissue you have. Lacy Wolff, Training Specialist, was asked about the benefits of using this technology, "It gives you a baseline. From this point, you can easily set goals and track progress." Lacy added, "Body composition is a better indicator of general health and wellness than weight alone, or BMI numbers. Body fat, especially visceral fat (around the organs) puts us at a higher risk of cardiovascular disease." The InBody 770 analyzer is available to all DPS staff by simply making an appointment at physicalfitness@dps.texas.gov.



Pictured above is the InBody 770 Analyzer available to all DPS Staff

Contact Us

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THE LEADER



Texas DPS Command College

Volume 3 Issue 2

The Honorable Justice Ada Brown

Command College Cohort III was honored to host Justice Ada Brown, Fifth District Court of Appeals and former member of the Public Safety Commission as a guest seminar speaker. It was revealed that during her time as commissioner, Justice Brown invested time to understand Department operations. She attended recruit school training and took time to ride



Justice Ada Brown, 5th Circuit Court of Appeals, addresses Command College Cohort III.

along with DPS Troopers so that she could experience what they do on a daily basis. Justice Brown discussed the topics of Leadership, Ethics and Communication. She explained that treating everyone fairly doesn't mean treating everyone the same. As a leader you need to "have a plan for everything – no matter how small the issue". Justice Brown spoke about the importance of communicating effectively and taking responsibility. She

said, "You need to be honest of your weaknesses and know your team's weaknesses... If you make a mistake, fix it. Admit to it. Learn from it and never repeat it." In closing, Justice Brown stated how impressed she is with the Department for their continued excellence. She ended by wishing Cohort III the very best of luck in their leadership journeys and by encouraging the class to "Go out and Light Up the World!"

Leaders Inspire Others

Being a leader has nothing to do with a title. Anyone in an organization can be a leader. To be a true leader, a person has to inspire others to follow. How does someone do this? Leaders first need to realize that becoming a leader is "not a continuation of their current job, but a fundamental shift in their career."¹ Becoming a leader requires learning to put personnel first. Leadership also requires becoming a people person. Leaders can not force people to follow. People follow because they "want to" not because they "have to." Followers follow because of the relationships leaders have developed with them. A leader must also realize they are always being watched, so it is best to set a good example to follow.

Suggested Readings

During her seminar, Justice Ada Brown spoke about leadership. Justice Brown recommended a phenomenal read: "You Just Don't Understand: Women and Men in Conversation," by Deborah Tannen. The book stayed on the New York Times best-selling list for four years and brings gender differences in communication style to the forefront of public awareness.

Justice Brown also recommended a book called "The Janitor," by Todd Hopkins and Ray Hilbert. This book provides insight on improving proper work life balance; discovering your life purpose; improving your marriage; experiencing personal, professional, and spiritual success; and leaving a legacy. This is not easily achieved in today's fast- paced pressure filled world.

¹Petty, A., & Petro, R. (2007). *Practical Lessons In Leadership: A Guidebook for Aspiring and Experienced Leaders*. Bloomington, ID: Trafford.

When Leaders Fail to “Walk the Talk”

Command College discussions focus on how to empower employees, how to teach core values and how to get people to follow. What happens when leaders do not set an example for employees or fail to “Walk the Talk”? Although leaders may believe in a vision for the organization, their actions may not support the vision. When employees watch their leader follow a different path, what would they expect from the employee? Divisions with leaders that live by a different set of rules experience low morale and the leader loses credibility. Leaders need to remember all eyes are focused on them and they should always practice what they preach. “Walk the Talk” should not be just an expression, but a motto to live by.

Communication Today

Today’s technology allows communication to happen in many different ways. In-person and telephone conversations have long been common forms of communication, but texts, e-mail, social media, video conferencing, and other formats have changed the way we communicate. Clarity of communication is important to convey direction, express intent, and share differing points of view.

Communication seems easier with more accessibility. On the other hand, it is communication without necessarily connecting. The ease of texting depersonalizes communication. The written word cannot adequately reflect the inflection and tone of the writer. Using texting and email communications should be reserved for communication that is neither urgent nor important as there could be a delay in when the message is received or read by the recipient.

Face-to-face interactions continue to be, and likely always will be, the most effective form of communication. In today’s world of technology, impersonal texts and other forms of communication may diminish the ability of individuals to effectively communicate. When communicating in person, pay attention to non-verbal cues, honor the person’s time, check for understanding, and ask for feedback. The point of communication is to share information and impressions.

Think about the next time a text or e-mail is sent to a coworker. Will the message be interpreted correctly and as intended?

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Running for Body and Mind

Most people know that running can be highly beneficial physical exercise, but a new study published in the *Journal of Physiology: London* suggests that it may also boost brainpower.

Scientists at the University of Jyväskylä in Finland found that sustained aerobic exercise in rats increased activity in the hippocampus, the area of the brain responsible for learning, and improved genesis of new hippocampal neurons in adult animals.

Sustained aerobic exercise, such as running, boosted the neuron reserves in the hippocampus far more than high intensity training or resistance training.

Professor Heikki Kainulainen, the study’s lead researcher said, “The result is important because, according to previous research, the new

hippocampal neurons produced as a result of neurogenesis are needed among other things for learning temporally and spatially complex tasks.”

It may be possible that sustained aerobic exercise can increase the hippocampus neuron reserve in humans, resulting in improved preconditions for learning.

Parry, L. (2016, February 9). *Running is not only good for your body, it gives your BRAIN a workout too - boosting your capacity to learn.* Retrieved from dailymail.com.



Command College Cohort III exercises the mind and body.



THE LEADER



Texas DPS Command College

Volume 3 Issue 3

Command College - Worth the Time!

Command College Cohort III students thought they had spent time studying leadership principles prior to attending Command College. There are a myriad of courses available from many fine organizations that teach leadership techniques. Command College is different in that deliberate time is spent in the pursuit of in-depth knowledge of leadership skills. While the time spent in class and time spent away from their primary job responsibilities is challenging, students come back with sharpened skills and are ready to implement its teachings. It is rewarding to see the changes that have already occurred as these leaders develop.

Command College requires students to learn the best in leadership for themselves by assisting the student to reflect upon their core values, their strengths, their weaknesses, and their personal leadership philosophy. Students are encouraged to look inward. James Kouzes and Barry Posner, authors of the book, *The Leadership Challenge*, encourage leaders to find their own voice and in so doing, create credible and authentic leaders capable of expressing ideas, choosing direction, making tough decisions, and acting with determination.



I was asked,
"What happens if we invest in developing our future leaders and then they leave us?"

My response was,
"What happens if we don't and they stay?"

~Deputy Director
Robert J. Bodisch

Command College also requires a significant commitment of time to the study of leadership. While reading several books and publications, students must actively participate in class discussions. While preparing and performing multiple presentations each week, students must write papers demonstrating an understanding of the material. While learning the importance of nutrition and taking care of one's health, students must commit to exercise to refresh the body and soul. Students are treated to leadership seminars with speakers, such as Deputy Director Robert Bodisch. Students also learn valuable time management skills.

This commitment of time to Command College also takes away from the student's time on their primary job responsibilities.

Leadership students have risen to important levels within the Department and feel responsible to their division's success. Nonetheless, leaders must make time to learn new skills, reflect upon their values, and reassess their leadership strategies. Deputy Director Robert Bodisch related a question he was asked recently, "I was asked, 'What happens if we invest in developing our future leaders and then they leave us?' My response was, 'What happens if we don't and they stay?'"

Join the leadership movement at DPS! See page 2 for information on Command College Cohort IV and see page 4 for information about the new Leadership Development School.

Call Announced for 4th Command College

The Education, Training, and Research (ETR) Division is requesting applications for the fourth Command College Class which will begin [July 12, 2016](#) with class orientation. Course work will begin August 1, 2016 with graduation scheduled for November 17, 2016. Class size is limited to 30 students.

Command College is an intensive four-month course of study in leadership, ethics and communication. Students will complete 640 hours of training, with 284 hours in the classroom and 355 hours outside the classroom.



Students will complete 44 days of direct classroom instruction. After the initial four days for orientation in July, students meet for ten days each month during August – November. Students should be allowed to concentrate on course work with as little outside work-related distraction as possible.

The 355 hours outside the classroom will include assignments such as required reading, written papers, presentations, etc., to be completed during breaks between classroom instructions. It is estimated a minimum of 20 hours per week is required to be dedicated to the completion of Command College assignments. Students should be allowed time to complete the required academic assignments.

Command College students successfully completing the course will earn either nine undergraduate or graduate level course hours through the National Graduate School. Graduate level students will have additional course assignments.

Divisions should submit a minimum of **two** prioritized nominations to ETR on or before **MAY 20, 2016**.

Please contact Orlando Salinas, Orlando.Salinas@dps.texas.gov, ext. 86444 or 512-424-6444, if you need additional information.

The Role of Fitness in Leadership

Does being fit make a leader better? Brent Gleeson, a contributor to Forbes/Entrepreneurs strongly believes it does. He maintains that a regular fitness regimen gives leaders more energy to face the challenges of leadership. A fit leader has more confidence and can solve problems creatively because of the increase in cognitive ability associated with exercise. Stamina increases, allowing leaders to face tough challenges. Exercise also improves sleep. The ability to manage stress is increased by enhancing the quality of your sleep patterns.

Healthy employees are happier and more productive. If your team is fit, they are less likely to call in sick, improving attendance and production. It is important for leaders to set the fitness example.

Suggested

Readings

[The Leadership Compass for Law Enforcement Professionals: A Values-Based Approach to Influencing People, Accomplishing Goals, and Improving Your Organization](#)

By Roy E. Alston, PhD, Dennis F. Haley, 2013

[Rules & Tools for Leaders](#)

By Major General Perry M. Smith PH.D. & Brigadier General Jeffrey W. Foley MA, 2002

[Good Profit: How Creating Value for Others Built One of the World's Most Successful Companies](#)

By Charles G Koch, 2015

[How To Win Friends and Influence People](#)

By Dale Carnegie, 1936

[Historians on the Elusive Quality of Greatness](#)

Edited By Walter Isaacson, 2010

[Reflections of a Warrior Medal of Honor Recipient](#)

By Franklin D. Miller with Elwood J.C. Kureth, 1991

Ethics in Law Enforcement

Integrity, excellence, accountability, and teamwork are the Department's core values. Each value has its own special meaning and each can be applied to the category of ethics. In this day and age, ethics and police agencies are being challenged - more so than ever. Decisions made by officers, both good and bad, have an effect on society's view of law enforcement.

Nick Valltos, a law enforcement ethics instructor, discusses how officers recognize that their decision-making and behavior is held to a higher standard than other professions. Therefore, ethical standards must start with leadership. "Police officers are a symbol of trust in the community. And people have to have trust in their police officers. And part of that trust is treating the public equitably."

The communities served expect officers to make not only lawful decisions, but ethical decisions as well. By doing so, a just culture of fairness, respect and integrity is maintained. Society has high expectations of today's law enforcement, which faces new challenges, duties, and responsibilities. With those new challenges, duties, and responsibilities, new decisions are made daily. Officers keep on track when they do what is within the law, do what is within Department policy, and do what is right.

Communicating Effectively

An essential skillset of a successful leader is the ability to effectively communicate with others. Doing so builds trust, a key component in maintaining relationships. Communication also relies on effective listening. Often times, the intent of a message being relayed may not be perceived correctly. To avoid ambiguity, it is important to clarify the message that is being received to ensure understanding. One can do this by simply stating, "So, what you are saying is..." or "Let me see if I understand what you are saying is..." By taking the time to reiterate the message, one demonstrates active listening and is mindful of the importance of the content of the message that is being relayed. It is also important to identify and acknowledge the existence of multiple styles of communication and be able to successfully adapt to these styles effectively in the workplace. Remember, without communication, one cannot effectively lead. If one cannot effectively lead, one is no longer a leader. If the team does not have a leader, the team will not be successful in its mission.



Command College Cohort III students participate in group discussions

Contact Us—For additional information regarding the articles or speakers mentioned in *The Leader* or to provide feedback or comments, please contact ETR Specialist Orlando Salinas at extension 86444 or 512-424-6444 or Orlando.Salinas@dps.texas.gov.

Seminar Speaker—Chief Timothy A. Braaten

Command College Cohort III was honored to host Chief Timothy A. Braaten, retired Executive Director of the Texas Commission on Law Enforcement Officer Standards and Education. Chief Braaten's long public service career includes serving as Chief of Police for the Mequon, Wisconsin Police Department, the Oakridge, Tennessee Police Department, and the Victoria, Texas Police Department.

Chief Braaten defined success as having people think and know you are doing the right thing. He noted one of the highlights of his career was seeing the people he hired and mentored grow into great leaders themselves. He emphasized the importance of treating others with dignity and respect regardless of rank or position and to learn from every experience. His advice for a new leader is to take the time to get to know people, to learn the culture and history of your organization, and to not move too quickly to make changes.



Timothy A. Braaten, Texas Commission on Law Enforcement Executive Director, Retired.

Leadership Development School

The Education, Training, and Research (ETR) Division is seeking applicants to the second Leadership Development School which will begin [June 20, 2016](#). This is an intensive two-week course of study in leadership. Class size is limited to 36 students.

The foundation of leadership is character. The Texas Department of Public Safety (DPS) Leadership Development School is an innovative initiative to address and sustain leadership development in our great agency. This course comprehensively examines how all leaders from new supervisors to senior leaders lead by influencing their people, setting an example to follow, and improving operations within their organization. Everything flows from this axiom: Leaders of character and competence act to achieve excellence. After describing leadership's common facets, the Leadership Development School explores what is different at higher levels. The framework applies to leaders at any level, in any situation, just as our DPS Values apply at all times to all.

Students will learn how to manage:

Workers Compensation, FMLA, ADA, Performance Evaluations, OIG Investigations, Dispute Resolution, and EEO Training.

Additional Topics: Top 10 Challenges You Face as a New Leader, Pursuit of Operational Excellence, Why is Feedback Difficult, 9 Credibility Builders, Emotional Intelligence, Ethical Decision Making, Fitness & Wellness Training.

Reading outside the classroom hours is required and will result in 68 TCOLE hours.

ETR requests a minimum of two prioritized nominations from each division. DLD will be allotted a minimum of eight nominations. Please submit nominations to ETR on or before [May 31st 2016](#).

Please contact Orlando Salinas, Orlando.Salinas@dps.texas.gov, ext. 86444 or 512-424-6444, if you need additional information.

THE LEADER



Texas DPS Command College

Volume 3 Issue 4

Guiding Future Leaders

In May, Lieutenant General (Retired) Christopher Powers, Commanding General of the Texas State Guard, discussed leadership qualities with Command College Cohort III. General Powers' distinguished career includes active duty in Europe and Korea. He has also had numerous assignments in the Texas Army National Guard and the Texas State Guard, including statewide deployments for Hurricanes Katrina, Rita, Ike, Gustav, and Dolly. Advising the cohort on leadership qualities, General Powers stressed the importance of leader accessibility and their willingness to listen. His experience taught him the day soldiers stop bringing you their problems, is the day you stop leading them. To mentor young leaders, the General recommends making suggestions, asking questions, and then trying to remove the barriers to their advancement. He believes it is better to nudge someone in the right direction because the best mentoring occurs when the individual does not know they are being mentored.



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Communicating Trust

Who among us has not had an argument with a spouse or very close friend? Poor communication can cause conflict between you and the people who care about your well-being most. During Command College Cohort III, almost every book, every guest speaker, every instructor, and every student shared examples of how poor communication resulted in misunderstandings and many times led to unpleasant experiences. In business, you cannot make a sale if you cannot convince another that they need your product. If a doctor cannot explain why you needed an operation, would you let them cut? As a leader, if you don't focus on communicating clearly, much of your message will not be heard and even less may be understood. Communication is fundamental to building trust. Trust is the currency of leadership.

Suggested Readings

[The Generals: American Military Command from World War II to Today.](#)
by Thomas E. Ricks

[The Liberation Trilogy:](#) by Rick Atkinson

[An Army at Dawn](#)

[The Day of Battle](#)

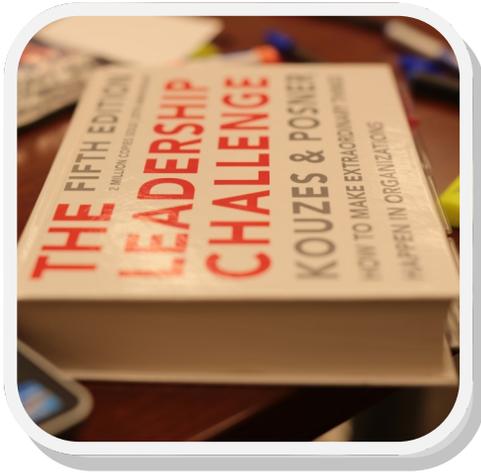
[The Guns at Last Light](#)

Leadership Education

“Learning never exhausts the mind.” ~Leonardo da Vinci

Many individuals apply leadership principles to their daily activities without much thought to what is necessary in leadership study to truly be successful in their leadership role. In fact, many get caught up in the execution of their daily activities; and, they may not recognize the necessity and power of leadership education to assist them to become more effective leaders. A good place to start exploring the leadership principles and traits necessary to be a successful leader is simply to pick up a book on leadership, then read it. After thoughtful reflection on what has been read, put

into practice what was learned. Most importantly, an individual who desires to be a successful leader is challenged to be honest, remain forward-looking, develop competency, and learn to inspire others through their words and actions. Leaders must also recognize leadership is a continuous journey. While there is not a final destination, it is important that leaders do not lose sight of their responsibility to set the example and model the behavior they desire from others. Lastly, a leader cannot lose sight of their humanity. Leaders must demonstrate care and concern for everyone they come into contact with in their organization from the custodial staff to the executive leaders.



Fitness Challenge

“The difference between who you are and who you want to be is what you do” ~Unknown

An important part of the Command College leadership curriculum is participating in fitness activities consisting of nutrition education and exercise. Cohort 3 students participated in team workouts at least three to four days each week.

As discussed in a previous newsletter, physical fitness has been proven to improve cognitive function. According to Shay de Silva, a certified personal trainer and fitness nutrition specialist, “Given that the majority of the workday requires problem solving, decision making, and focus, leaders who make exercise a priority definitely have a leg up over those who don’t.”

In addition to the team workouts, Cohort III students were challenged to increase their individual physical fitness activities by completing a rowing challenge. Several students completed the 80,000 meter and 180,000 meter challenges.

Lori Carlsson: 180,000 m
Jeremy Rowland: 180,000 m
Nancy Walden: 180,000 m
Andrew Gardiner: 80,000 m

Lisa Daughtry: 180,000 m
Matthew Scales: 180,000 m
Garry Walsmith: 180,000 m
Daniel Lozano: 80,000 m



Making Ethical Decisions

Command College Cohort III has recently used Michael Josephson's, *Making Ethical Decisions*, as a reference for understanding the importance of the ethical choices that are made. A person's values and a person's ethics are not the same thing. Ethics refers to the principles that define how a moral person should behave. Values are inner judgements that determine behavior. Everyone will not have all the same values. The Department's has shared values of Integrity, Excellence, Accountability, and Teamwork, but each employee also has their own personal values. Ethics and ethical behavior should be fairly universal. So how does someone know if a decision or a behavior is ethically right? Josephson suggests using the Six Pillars of Character "as a multi-level filter through which to process decisions". The six pillars include: Trustworthiness, Respect, Responsibility, Fairness, Caring, and Citizenship. Using the Six Pillars, the ethical quality of decisions made can be improved. Josephson also gives the reader a seven step process to make better decisions.

These steps include:

Stop and Think – take a moment to think over the situation to avoid making rash decisions.

Clarify Goals – understand which of many competing wants is most important.

Determine Facts – ensure adequate information has been obtained to support decisions.

Develop Options – make a list of actions that could be taken in the decision.

Consider Consequences – determine the consequences of each option.

Choose – make a decision.

Monitor and Modify – review the effects of choices and make new decisions as necessary.

Cohort 3 Gives Thanks!

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Command College Cohort 3

