



THE ROLE OF EFFECTIVE LEADERSHIP IN ENHANCING LAW ENFORCEMENT

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INTRODUCTION

- Perhaps the biggest challenge facing Police Executives is to develop an organisation that can effectively recognise reliable and assimilate the global shifts in culture, technology and information systems.
- Positive leaders invest time in reflective thinking about how their behaviour affects others.

**“Leadership is a
combination of
strategy and character.
If you must be without
one, be without
strategy”**

**-Gen. H. Norman
Schwarzkopf**

WHAT MAKES ORGANISATIONS GREAT?

- Sustained superior performance.
- Intensely loyal stakeholders.
- High performing culture.
- Distinctive contribution.

WHAT MAKES ORGANISATIONS GREAT? continues



Not only

Performance

Stakeholder satisfaction

Employee satisfaction

“It’s just a job”

Survival

But

→ Performance related to your potential.

→ Intensively loyal and trusting stakeholders.

→ Loyal and engaged employees.

→ Distinctive contribution.

→ Pursuing greatness.

LEADERSHIP AND VALUES

- Every leader ought to internalize values and ethical standards that provide the pathway for officers to follow.
- Police leaders are the standard bearers for professional behaviour.
- Values serve as a compass and roadmap that sustain one's journey to finding the correct direction.

LEADERSHIP AND VALUES cont.

Finding the pathway

Leadership Behaviours

Leaders provide:

- Direction
- Influence
- Energize officers



Professional Ethics

Character +
Values +
Ethics+ Policy=
Excellent
Direction



Mentoring

Shared goals
and objectives
+ Reading
teams=
Destination

FINDING THE PATHWAY

Formal and Informal power base

Personal

- Informal power: officer social network.



Interpersonal

- Formal power chain of command leaders.



Force Multiplier

- Formal and informal power combined.

PATH-GOAL LEADERSHIP

- The positive leadership style that strives for what to do, when to do it and how to do it.
- Path-goal leadership matches the leadership style with the basic traits of subordinate officers.
- Path-goal leaders examine the combination of the situation readiness and mission.

PATH-GOAL LEADERSHIP cont.

Path-goal leadership

Define goals

Clarify work tasks

Strategic

Communicator



Leader Assistance

Remove obstacles

Provide support

Team player

Problem solver



Motivation

Select style of leadership that matches officer needs.

Flexibility & Innovation

PATH-GOAL LEADERSHIP cont.

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DELEGATION PROCESS

Clarification

What is being delegated?

Task assignments

Time frames

Boundaries

Morally courageous



Participation

Leadership tasking

Authority needed

Standards

Inform others through effective Communication



Control

Competition task

Progress checks

Problem discussions and solutions

Feedback

DELEGATION PROCESS cont.

- The delegation process can lead to better decision making because it permits officers who are closer to the problem to make judgement.

Confronting challenges faced by the New
Generation officers



THE NEW GENERATION OFFICERS

- Have an understanding of the new generation officers.
- They bring lifestyle changes to the workplace that are in conflict with Law Enforcement Practices.
- Present challenges to the 24/7 shift coverage
- They question authority and challenge the traditional chain of command.
- Unions and managers face a new prioritization of issues and demands based upon desire of today's younger force.

THE NEW GENERATION OFFICERS

- ❖ CHANGE THE PREVAILING CULTURE,
- ❖ STRUCTURE MUST CHANGE AND ADAPT TO THE NEW DEMANDS OF CHANGE AND TRANSFORMATION.
- ❖ HAVE AN OPEN MIND & UNDERSTAND THE CURRENT MILIEU

INGREDIENTS FOR SUCCESSFUL LEADERSHIP



1. A clear vision

Know where you are going based on inputs of your employee and citizens.

Work towards a shared vision.

2. A personal commitment

Have a strong, unyielding and continuous commitment to the values of the department.

Hire the best, commit to diversity.

Build trust by maintaining respect for and amongst all members of the organisation.

INGREDIENTS FOR SUCCESSFUL LEADERSHIP cont.



3. A system that empowers people

Permit employees to participate in the direction taken and decisions made by the organisation.

Encourage them to empower the citizens of the communities in which they serve to actively participate in meeting their own expectations.

INGREDIENTS FOR SUCCESSFUL LEADERSHIP cont.



4. A method that develops and rewards people

Develop the skills and abilities of members of the organisation and ensure continual improvement through coaching, training and rewarding.

INGREDIENTS FOR SUCCESSFUL LEADERSHIP cont.



5. Ability to think and live in the long term

Operate the organisation for a long term with persistence and patience.

Find the route of the problem and be willing to commit to real situations.

CORRUPTION

- This is a leadership challenge and must be dealt with in a speed that it deserves.
- It is important that the organisation establishes a clear, articulate and inclusive definition of corruption as well as the necessary operational indicators and measures of such behaviour.

CORRUPTION cont.

Frequently asked questions

- Can we trust the police?
- Is this incident merely the tip of the iceberg?
- Are there other mistakes of police corruption that we do not hear about?
- What is being done about corruption?
- What are the links between the police, politics and crime groups?

CONCLUSION

- Excellent performance outcomes demand time and attention in police organisations.
- Positive leadership can make a significant difference in the community and within the organisation.
- Motivation and performance is not a quick fix remedy, it is a tenuous threat of leadership, which requires constant effort.
- Police cannot fight today's battle with yesterday's weapons. A challenging role for police

CONCLUSION cont.

- You and your organisation can achieve success if you create a shared vision, maintain a sense of commitment, develop a work system that empowers and rewards both employees and their customers and nurture your own and organisation's ability to think and live in the long term.
- “ I'd rather be in front leading everyone with a banner than behind them driving them with a whip”



I thank you

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