CPLE INTERNATIONAL | Center for Police Leadership & Ethics

# THE CROSSING

## Hosted by the Raleigh Police Department

**A suite of three 2-day courses targeting the most important aspects of influence and leadership at every level of your organization.**

- TBD 2027 — Three Cs of Leadership: Character, Competence, & Conviction
- TBD 2027 — Expanding Your Influence: Understanding Self, Others, & Context
- Dec 8-9, 2026 — Crisis, Conflict, & Decision-Making: Leading Ethically in Turbulent Times

**CLASS TIMES**

**8:30 AM - 4:30 PM** with an hour for lunch

**LOCATION**

**Raleigh Police Department**
**Law Enforcement Training Center**
2320 Law Enforcement Drive
Raleigh, NC 27610

**COST**

**$495 per class**
Includes tuition and all materials!

To register, email **info@cpleinternational.org** with your interest in attending any or all of the courses.

Learn more at **www.cpleinternational.org**

CPLE INTERNATIONAL | Center for Police Leadership & Ethics

A suite of three 2-day courses offered throughout the summer targeting the most important aspects of influence and leadership at every level of our organizations. All three courses are designed and delivered to stand on their own. However, those who attend all three classes receive the coveted Crossing Award. We've also added an optional online component to the Crossing Program at no additional cost:

*Suite 1:* (Three Individual Courses): *Prioritizing the Health, Wellness, and Resiliency of Our Employees*

*Suite 2*: (Three Individual Courses): *Crisis, Turmoil, & Volatility: A Focus on the Uncertain & Unknown*

You start each course if and when you want, complete the requirements at your own pace, and print your course certificates!

The Crossing program is different by intention. It is meant to be transformative – to really make a difference in students' lives and the people and organizations they influence. The Crossing is not a typical training program focused on teaching participants *what* to think such as rote skills or theory memorization. The Crossing is much more about expanding the way they perceive their environment and the people around them. We strive to create an environment where students feel safe to share their experiences and challenges as both followers and leaders. Through self-assessments and reflective discussions, we expand the way students perceive themselves and others leading to a better appreciation of how their words and actions impact those around them as well as their organization and community. We strengthen critical thinking skills and deepen moral judgment. We offer the latest research on a variety of topics and talk about leadership theories and models. But theory is not our focus. The power of the Crossing is our passion to move beyond knowledge towards wisdom – the nuanced ability to know how and when to apply specific leadership skills depending on the dynamic contexts and people surrounding us throughout the day. In the end, the Crossing is about strengthening our ability to positively influence our people, organizations, and communities.

***Until Washington crossed the Delaware, the triumph of the old order seemed inevitable. Thereafter, things would never be the same again.***

***— David Hackett Fischer, Washington's Crossing***

## *Three Cs of Leadership: Character, Competence, & Conviction*

No one ever woke up and asked themselves, "What does it take to be an average today?" What can I do today to be mediocre towards influencing my organization and the people around me?" The course begins with the real question, the real objective of entire program: What does it take to be a *great* leader?

We offer the Three Cs of Leadership as the framework towards great leadership: Character, competence, and conviction. Without the three Cs, credibility cannot be established. Without credibility, our words and deeds lack meaning and sincerity. At best, we will achieve compliance from employees. At worst, we will encounter open contempt and defiance leading to both individual and organizational failure. Conversely, credible leaders get more from their people than they ask. Employees feel valued and appreciated. Most importantly, employees are inspired beyond compliance to actual commitment to the organization.

We discuss the three Cs from a wide variety of viewpoints offering new perspectives on age-old concepts. Should motivation be the leader's main purpose or is there something more powerful? Does charisma add or detract from effective leadership? Do great leaders build power or give it away? Do followers want confidence or humility from their leaders? Just how important is authenticity, honesty, and integrity in the workplace? Are there occasions when honesty and transparency are not the correct path? How important is our passion, enthusiasm, and vision? Through engaging facilitation and discussions, group breakouts and share-backs, presentation of current and relevant research on a variety of relevant topics, and the use of real-life successes and failures. Storytelling is such a powerful teaching method that faculty and students will be encouraged throughout all four courses to share their experiences and challenges. The Three Cs of Leadership is a great stand-alone course, but it really establishes the foundation for the following three courses.

## *Expanding our Influence: Understanding Self, Others, and Context*

A central premise of the course is the *leadership moment*…a moment of potential influence where we can make a difference in someone's life. Sometimes these moments last just a minute while other times they last hours, days, weeks, and longer. The best leaders embrace opportunities to lead, and they lead different people and different situations differently. They understand the nuances of human connectivity…how individuals perceive the world and themselves, how individuals respond to their environment, and how leader interventions impact those around them in unique and varying ways. A exploration of Emotional Intelligence (EQ) is a key theme of the course.

While no specific formula or prescription exists to make a great leader, the best leaders understand true influence best occurs with the confluence of the right leader behaviors given the specific needs and lens of their followers in specific yet fluid contexts. Understanding how each of us perceives our environment and our individual roles relative to that environment offers a powerful first step in expanding our leadership capacity. Learning to recognize the nuances of myriad contextual influences in the moment and developing the wisdom to know which leadership behaviors are best suited for that context offers a dramatic step two towards expanding our capacity for great leadership.

The majority of this class is dedicated to the DISC Behavioral Model and subsequent self-assessment (*DISC 17 Behavioral Assessment)* created by the CPLE International. All of us are interested in discovering more about ourselves and others. Our natural curiosity of the world clearly applies to our role in it and the ways we respond to it. DISC is a behavioral model developed by Dr. William Marston in the 1920s intended to identify and categorize how we respond to our environment and each other. The strength of the model rests not only in its ability to measure and categorize observable behaviors but also in its capacity to provide the necessary information for each of us to exercise more flexibility with a variety of people and situations. DISC offers a unique way to understand people as a context.

If better communication, lessened conflict and tension, and significant expansion of your leadership and influence sounds valuable, you will love this highly enlightening, life-changing course. The newly released textbook (*Perception: Understanding Human Connectivity thru the DISC Behavioral Model) and* validated self-assessment *(DISC 17)* will be provided to each student.

## C*risis, Conflict, & Decision-Making: Leading Ethically in Turbulent Times*

The most successful organizations have strong, engaged leadership at every level. They value the role of individual leadership but appreciate the power of teams and alliances to accomplish great things. They are driven by a powerful and positive vision with an unyielding culture of excellence in all they do. They value transparency and communication. They appreciate the power of organizational culture in our agencies and the influence leadership and culture have on one another. Every decision, every leadership intervention is grounded in honesty, integrity, and trust.

We begin the course with certain assumptions:

- *Organizational culture is a powerful force within our agencies. We can use it to our advantage, or we can succumb to its every wish.*
- *All successful encounters, all successful organizations, are built on relationships, and those relationships are built on trust, credibility, and integrity.*
- *Doing the right thing, making the right decisions, in both word and behavior, is critical to building and maintaining credibility within and external to our organizations.*
- *Doing the right thing is not always easy. Even knowing what the right thing to do is can be difficult.*
- *Our words, our actions, our decisions are constantly judged and have a broad impact on our relations with others and our communities, particularly in times of crisis, volatility, and uncertainty.*

We devote an entire day to ethical decision-making across a variety of settings. Each student receives *Decision Point: Real-life Ethical Dilemmas in Law Enforcement*, a textbook of sorts comprising 27 real-life scenarios and outcomes sure to help each of us better recognize, appreciate, and ultimately address the many considerations and consequences (intended and unintended) surrounding moral choices faced by police officers every day. We look at the use of force, constitutional issues surrounding the 1st and 4th Amendment, loyalty and duty, discretion, diversity and discrimination, crisis, and so many other topics…all in the context of making moral choices towards strengthening bonds within our individual relationships, our organizations, and our communities. Taught primarily through story-telling, real-life ethical challenges, and a powerful, contemporary case study, this class promises to be both practical and engaging culminating with mechanisms and thought processes to help students make the best decisions possible in today's divisive, dynamic, an uncertain climate.

# What Attendees are Saying about the Crossing Courses!

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*Every now and then, a law enforcement officer will come across a training course that will resonate with them throughout their career. I can honestly say these wonderful instructors relayed what is means to be a great leader. They incorporated their life experiences into the training and brought it down to a personal level, regardless of whether the interaction was positive or negative. They gave us what we needed as leaders in our quest for greatness. They stressed the importance of credibility and possessing the right leadership framework to be effective. I believe they offer a training program that will assist you in growing and evolving as a leader, and I highly recommend taking as many of the courses in the Crossing Program as you can. One of the best investments you and your department will ever make.*

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*I was forced to come to this class by my agency, and I did not want to be here! But I was pleasantly surprised and thoroughly enjoyed the class!!!!!*

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*I thought leadership came natural to me. I thought it was common sense. This course completely changed my view and forced me rethink everything.*

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*An intensely different approach to leadership education.*

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*The conversational style was amazing. I took more notes during this class than I ever have. Highly recommend this course to other leaders.*

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*So inspirational. They really made me think deeply about the topics and my leadership. I was constantly challenged throughout the entire course.*

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*I felt like the entire class was designed specifically for me. Just being promoted to Lieutenant, almost every topic we discussed was something I am dealing with right now, or I see coming around the corner. Passionate, competent instructors completely avoiding death by PowerPoint. GREAT course!*

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*Unlike anything I have ever attended. Outstanding!*