

DATES

Three Cs of Leadership
TBD 2022

Expanding Your
Influence

January 20-21,
2022

Leading Teams/ Leading
Organizations

TBD 2022

Decision Point

TBD 2022

HOST

Sheriff Alisa A. Gregory
Henrico County Sheriff's Office



LOCATION

Henrico County Training Center
7701 East Parham Road
Henrico, VA 23228
(entrance off Shradler Road)

COST

\$395 per class
Includes tuition and all
materials!

REGISTRATION

Please email us at
info@cpleinternational.org
with your interest to attend
any or all of the courses. We
will not confirm registration
or invoice participants until
we confirm with you as the
class nears.

CPL
INTERNATIONAL

Center for
Police
Leadership &
Ethics

www.cpleinternational.org

The Center for Police Leadership & Ethics International

Offering a Vibrant New Approach to
Leadership Development Education

The Crossing



A suite of four 2-day courses offered strategically throughout the
year targeting the most important aspects of influence and
leadership at every level of your organization.

- *The Three Cs of Leadership: Character, Competence, & Conviction*
 - **Expanding Your Influence: Understanding Self, Others, and Context**
 - *Leading Teams/Leading Organizations*
 - *Decision Point: Ethics, Morality, and Decision-Making*

- You may pre-register without commitment for 1, 2, 3, or all 4 of the courses. As the classes near, we will confirm registration with you.
- Students who attend all four courses receive the coveted Crossing Award. As this is a continuing program with the Henrico Sheriff's Office and other agencies/academies throughout the country, if you miss any classes, you can attend that class at another time or even place to receive the Crossing Award!

Please join us for a fun, valuable, and life-changing experience helping to inspire a culture of agility and resiliency, strengthened collaboration, and powerful engagement at every level of your organization and community.

For more information, contact Dr. Jeff Green with the CPLE at
jeff.green@cpleinternational.org or Captain Daniel Brophy with the Henrico County
Sheriff's Office at bro35@henrico.us. Participants should be pre-registered for the
upcoming class by **December 8, 2021**.

This page intentionally left blank.

CPLE
INTERNATIONAL

Center for
Police
Leadership &
Ethics

The Crossing



A suite of four two-day courses offered throughout the year targeting the most important aspects of influence and leadership at every level of your organization. All four courses are designed and delivered to stand on their own. However, those who attend all four courses receive the coveted Crossing Award.

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 that 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*

The 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 in relation to that perception, how individuals respond to their environment, and how leader interventions impact those around them in unique and varying ways. A thorough discussion of Emotional Intelligence (EQ) is an important component of this 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.

A significant component 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.

Leading Teams/Leading Organizations

The most successful organizations have several characteristics in common. They have strong, engaged leadership at every level. They value the role of individual leadership but appreciate the power of teams and building 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 strive to only hire and promote honest, self-directed, self-motivated employees. They are great communicators in a variety of contexts. They appreciate the power influence of organizational culture in our agencies and the influence leadership and culture have on one another. Most importantly, great organizations never shy from the *tough stuff* required to possess all of these characteristics.

Over the course of two days, we will take a deeper dive into the tough stuff associated with leading groups of people. Effective communication is a central premise of the course. How do we have meaningful conversations with those around us, especially difficult conversations most of us would rather avoid? How do we positively influence toxic leaders above us? How do we promote esprit de corps in our agencies? How do we instill discipline and accountability in our organizations while stirring innovation, creativity, and enthusiasm? We have been talking about team building for decades, but how do we lead teams as opposed to leading individuals? Through a variety of teaching methods from facilitation to group work to role-playing, this course promises to add real-world, practical value to your leadership journey.

Decision Point: Ethics, Morality, and Decision-Making

Decision Point begins with the following the premise:

- *All successful encounters, all successful organizations, are built on relationships.*
- *All relationships are built on trust and credibility.*
- *Doing the right thing, in both word and behavior, is critical to building and maintaining credibility.*
- *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 by those around us and have a broad impact on our relations with others and our communities.*

From peaceful protests to violent riots to the psychological, political, and financial uncertainties from the Covid-19 epidemic, the past year has been a lesson in turmoil. The voice for racial equality has never been louder. Rarely have we seen this level of conflict in our communities. The need for police agencies and their communities to come together has never been greater. And that means open communication, greater respect and appreciation of one another, and better education on all sides of the issues. Most importantly, it means our agencies, our officers, must adhere to ethical and moral standards above reproach. As we have seen so many times throughout our history, the actions of one officer can shape society's view of all officers. Consider the impact of the officers' actions in 1991 with Rodney King, in 1997 with Abner Louima, and of recent, with George Floyd. One officer acting with a lack of candor or character can negatively impact every honest, caring, and moral-driven officer in the country working hard every day to protect and serve their communities.

Decision Point starts with the assertion that the overwhelming majority of law enforcement officers want to do the right thing. The challenge is that we all look at the world with different lens and have different baggage (experiences, cultures, demographics, influences, advocates, loyalties) informing these lenses. Even if we start with *Doing the Right Thing* as our compass, we often do not know what the right thing to do is.

In this two-day course, 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 the police officers every day. This is not your grandfather's ethics class with boring theory and models of limited real-world value. We look at the use of force, constitutional issues surrounding the 1st and 4th Amendment, loyalty and duty, discretion, diversity and discrimination, leadership, 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 and real-life ethical challenges, this class promises to be both practical and engaging culminating with mechanisms and thought processes to help students learn to make the best decisions possible in today's divisive and dynamic climate.



What Attendees are Saying about the Crossing Courses!

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 it 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 your department will ever make.

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!!!!

An intensely different approach to leadership education.

Dave and Jeff provide training that facilitates open discussion on real world challenges that supervisors face while trying to exemplify leadership. I look forward to attending future training from the Center for Police Leadership & Ethics.

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

Unlike anything I have ever attended. Outstanding!