

## **Leadership Development: A Focus on the Future**

Rick S. Gregory

Competent and effective leadership, a key element for success in any organization, is especially critical to modern law enforcement organizations. Normal attrition, combined with substantial changes in management philosophy and the implementation of new operational procedures over the last several years has resulted in the assignment of a large number of first-time managers and supervisors in the Florida Highway Patrol. This research provides an assessment of the need for leadership development and the identification of components of a leadership development program, from the perspective of mid and upper management of the Florida Highway Patrol. Surveys of troopers currently assigned to command positions and interviews with senior management were compared to recent research on leadership characteristics in the private sector (Kouzes & Pozner, 1996) as well as to an existing police leadership program.