Developing Leaders from Future Generations

Captain Kathy Rausa

Abstract

Leadership in many police departments are being tested by, early retirement incentives and shrinking budgets. This can and is causing high turnover within upper management. The losses of upper management positions are taking experienced, knowledgeable, and skilled people. These positions are being replaced with new or inexperienced managers and supervisors. Most police departments have a plan in place for hiring and training new recruits. However; this is not the case for upper management, most do not have succession plans in place to deal with large number of retirements. This is only half of the issue the other is preparing effective leadership from future generations who are less responsive to past management styles of the traditionalist or baby boomers. In the not so distant future most agencies will be led by Generation X who tends to be more creative, innovative, and collaborative. Current leadership must develop and implement succession planning that focus's development of the organizations future leaders from the next generation. My research will provide an assessment of current leadership, the future generations and a recommended course of action to accomplish effective leadership succession training and development.

Introduction

Leadership and personnel changes are a normal part of all Law Enforcement organizations. So what is the problem? The problem is replacing current experienced leadership with the less experienced next generation who has little if any succession and development training.

Law Enforcement organizations are not only feeling the pinch of having to replace veteran leaders the bigger challenge may be to find funding to create, a career development plan, and then train and retain qualified leaders. The next generation of leadership will be, promoted younger, more diversified and demand new ways of thinking about leadership. The traditional methods of leadership development will no longer be sustainable therefore a transformation of thinking and practices are necessary to meet the dimensional needs of the future leaders.

Literature Review

The current leadership in most cases encompass the "Baby Boomer generation born between 1945 and 1964" who are more individualistic and often lack interpersonal skills. (Cornish, 2005) The future generation of leaders are "Generation X also referred to the Gen Xers born between 1964 and 1981" who are often college educated, socialistic, and "compulsively honest also known as in your face" (Cornish, 2005) (Twenge, 2007).

Tremendous leadership changes have occurred in the past ten years and will change even more in the next ten years with "the emergence of Generation Y also referred to as the Y'ers born between "1981 and 2000" have become a dominant force in the workplace and society." (Richardson, 2006) (Cornish, 2005) This generation became known as "the why-ers because you have to explain to them why they need to do something." (Klein, 2007)

1

The leadership succession challenge becomes the need to develop future leaders internally from senior leadership of dramatically different generations. Senior leadership will find it difficult to teach these future leaders who are "often on the cutting edge of technology that is in most cases beyond the knowledge of their teachers and employers." (Junginger 2008) The future generations of leaders have grown up with more interactive technology and will demand a more innovative and creative law enforcement mission.

The lack of leadership development is not unique only to law enforcement organizations these same trends are also recognized in the private sector which includes business and industry. However, the private sector often reacts quicker and has taken advantage of the technological savvy abilities of Gen Xers and Yers during a tough economic time by allowing them to work from home. Generation X and Y "are better educated, technologically savvy, and adept problem solvers" than previous generations. (Wuestewald 2006) Effective leaders will "embrace the new generation's creativity and innovation by applying their abilities to diagnose problems and locate future resource funding." (Wuestewald 2006) This will "eliminate the need for excessive staffing and inventories" while producing the same quality product and satisfied customers. (Wuestewald 2006)

Business and Law Enforcement "must make a more concentrated effort to, identify and develop their own replacements internally through career leadership development programs that are designed to build on generational strengths and motivations while incorporating organization commitment to their future." (Michelson, 2006)

The purpose of this research is to assess and digest the tremendous change that has already occurred over the past five to ten years in the private sector and law enforcement organizations. Literature review has primarily focused on law enforcement however; but much can be learned from the private sector as well. The challenge for law enforcement "is to consider how best to develop their own" who are prepared to guide and train future generations of leaders. (Michelson, 2006)

Future leadership "succession planning is necessary to maintain a high level of police service in the communities." (Michelson, 2006) The Panama City Police Department and other law enforcement organizations success will depend on how quickly they recognize that past leadership styles and practices may not be successful in meeting the needs of the future generation of workforce. The focus must be creating and implementing succession plan that will develop the future generation of leaders.

Method

Initially published literature was reviewed on current generational trends, and the need for leadership planning and development. This helped identify the different generations, and why problems were arising in the transition of leadership. The review of literature also indicated that there is a greater need than ever before for leadership development in law enforcement and in the private sector. The review of literature helped narrow down relevant questions for a survey that will focus on areas that relate to the current generation of leadership at mid to upper level management within the

2

Panama City Police Department and police departments throughout the State of Florida with sworn personnel of 100 to 150. The survey will also indentify those agencies that currently have leadership development programs and those that do not. The survey will include questions that identify the number of sworn personnel, the number of middle and upper level managers, their generational make-up, if any have received succession planning, at what level of management, and is it necessary. The results of the survey may or may not show a need for succession planning and leadership development and its relationship to future generations of leaders. The information provided from the surveys will be reviewed and analyzed to determine the best recommendations for future leadership development and its generational affects. All information will be prepared for presentation and available for future readers.

Results

A survey was developed that focused on current generations of leadership and leadership development at middle and upper level of management. Twenty three (23) surveys were mailed out to Police and Sheriff's departments throughout the State of Florida with sworn personnel of 100 to 150.

Twelve (12) surveys were completed and returned for a fifty two (52%) percent response rate. The respondent agencies surveyed have a generational make-up of non-supervisory personnel of twenty four percent (24%) Baby Boomers, sixty one percent (61%) Xers, and fifteen percent (15%) Yers. The respondent personnel are being supervised by forty nine percent (49%) Baby Boomers and fifty one percent (51%) Xers.

On the surface it appears that the majority of supervisors are Xers who are supervising a majority of workforce made up of Xers. When the results are broken down into the rank of Sergeant, Lieutenant, Captain/Commander, Major/Dep. Chief, and Chief/Sheriff it provides a more defined picture. One hundred percent (100%) of the respondents Chief/Sheriff leadership is Baby Boomers. Seventy four percent (74%) of the respondents Major/Dep. Chief leadership is Baby Boomers. Sixty two (62%) of the respondents Captain/Commander leadership is Baby Boomers. Fifty seven percent (57%) of the respondent Lieutenants are Baby Boomers. The respondent first line supervisors, Sergeants, are sixty one percent (61%) Xers.

The Chart below better illustrates the fact that a majority of upper management of the respondent agencies is eligible or could be eligible for retirement in the next few years. This identifies a need for the development of personnel to replace veteran leadership retiring thus leaving only one generation of supervisory ranks to develop.
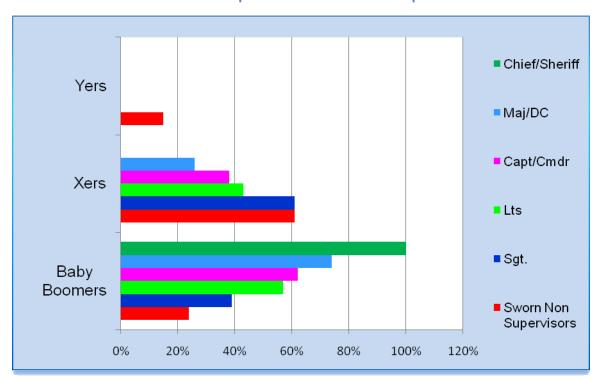
Table 1 Respondent Generational Groups

The Chart below better illustrates how the Panama City Police Department compares to the respondent agencies and the fact that a large portion of upper management is eligible or could be eligible for retirement in the next few years. This identifies a need for the development of personnel to replace veteran leadership retiring however it appears that Panama City Police Department has better prepared a good proportion of the next generation of supervisory ranks.
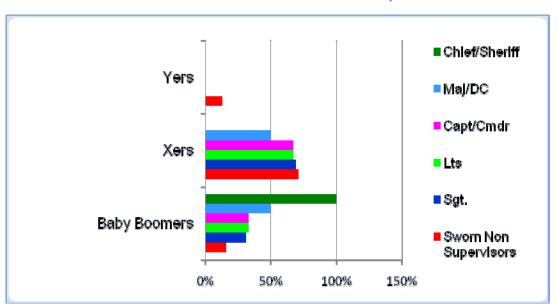
Table 2 PCPD Generational Groups

The next series of questions in the survey identify educational requirements and leadership succession development from the respondent agencies. The survey asked respondents if college degrees were required and for what positions i.e. Sergeant, Lieutenant, Captain/Commander, Major/Deputy Chief, and Chief/ Sheriff. Sixty seven percent (67%) of the respondents required college degrees for certain leadership positions while thirty three percent (33%) of the respondents required no college degree at all. The positions that required college degrees were further broken down to a two year degree, four year degree, and more than four year degree. Of the sixty seven percent (67%) of the respondents only eight percent (8%) required a two year degree at the level of Sergeant. Thirty three percent (33%) of the respondents require a two year degree for Lieutenants. The Captain/Commander position required forty one percent (41%) of the respondents to have a degree with 8 percent (8%) requiring a two year degree and thirty three percent (33%) requiring a four year degree. Thirty three percent (33%) of the respondents required a degree at the Major/Deputy Chief position with 8 percent (8%) requiring a two year degree and twenty five percent (25%) requiring a four year degree. Sixty seven percent (67%) of the respondents required the Chief/Sheriff to have a four year degree. The Chart below better illustrates the educational requirements for each supervisory position from the survey respondents.
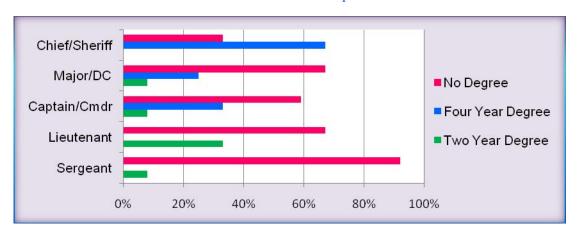
Table 3 **Educational** Requirements

The next series of questions asked respondents if their agency provided leadership succession development and if so when was it provided prior to promotions or after promotions? One hundred percent (100%) of the respondent agencies reported that their agency does provide leadership succession development. Respondents reported specifically that fifty eight percent (58%) provided leadership development prior to and after promotion. The remaining respondents reported seventeen percent (17%) prior to promotion and twenty five percent (25%) reported after promotion.

The next series of questions asked what specific courses or programs that were offered to the different supervisory positions. The respondents indicated that seventy five percent (75%) of those at the Sergeant position were offered middle management courses. Eighty three percent (83%) of those in Lieutenants positions were offered leadership courses while eighty three percent (83%) of those at Captains/Commanders positions were offered FBI National Academy. Ninety two percent (92%) of Majors, Chiefs, and Sheriffs were offered the FBI National Academy with seventy five percent (75%) indicating that the FDLE Chiefs Executive Seminar was also offered.

The last question asked respondents what they felt were important components for a leadership succession development program. This question listed eight characteristics that I will rank from most important to least important based on the respondents answers.

1. Effective Communication
2. Organization and Time Management
3. (Tie) Public Speaking and Presentation Skills
3. (Tie) Coaching and Mentoring
4. Understanding Generational, Cultural, and Personality Differences
5. Stress Management
6. Finances and Budgeting
7. Technology

The Chart below better illustrates the characteristic components for a leadership succession development programs from most to least importance as indicated by respondents.
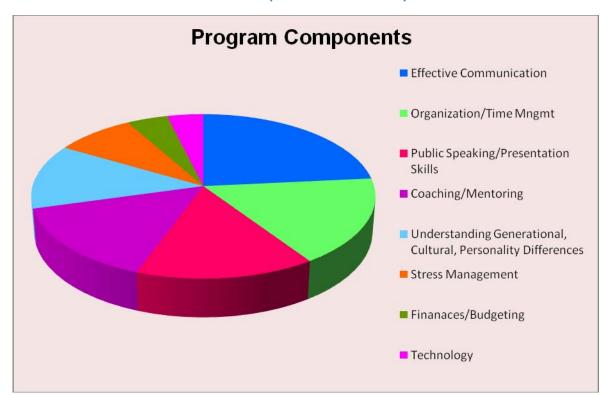
Table 4 Leadership Succession Development

Program Components

- ■ Effective Communication
- ■ Organization/Time Mngmt
- ■ Public Speaking/Presentation Skills
- ■ Coaching/Mentoring
- ■ Understanding Generational, Cultural, Personality Differences
- ■ Stress Management
- ■ Finanaces/Budgeting
- ■ Technology

Discussion

The results of the surveys confirm two points of my literature review and that is that current leadership within the respondent agencies in the State of Florida are primarily made up of the Baby Boomer generation. The survey also identified the probability of retirement for most agencies' upper management is likely within five years making it critical for the Baby Boomer leadership to develop leaders from the next generations. Success will depend on how quickly they recognize that leadership styles and traditions of old may not work for the development of leadership in generation X who is often more technologically advanced and better educated. Surprisingly surveys indicate that a majority of agencies only require a Chief or Sheriff to hold a four year college degree. There is not an overwhelming small number of agencies who require their second in command to have a college degree and it becomes even less as you descend down the ranks. Literature review did indicate those generations prior to the X generation had less college education this seems to be confirmed from information gathered from survey respondents.

Interestingly all of the respondent agencies reported that they all provide leadership succession development while the majority of the development occurred after promotions instead of prior to promotion. The reality is that a newly promoted Supervisors leadership development could stop after their initial training thusly moving through the ranks to mid and upper management with no further leadership training.

Literature review and analysis of respondent surveys unmistakably indicate a need for leadership succession programs.

Through literature review several areas were identified as important components to leadership succession development programs. Survey respondents indicated that the following components from most important to least important are; effective communication, organization/time management, coaching/mentoring, public speaking/presentation skills, understanding generational/cultural/personality issues, stress management, finance/budgeting, and technology. Surprisingly technology was least important even though literature review indicated that it was very important to future generations of leadership.

I have concluded that as a result of my literature review and surveys that upper management is primarily made up of the Baby Boomer generation and there is a need for further education and leadership development programs. Due to time constraints and the lack of an extensive survey questionnaire more research is needed to develop a leadership succession program for the Panama City Police Department. In comparison to respondent agencies I have also concluded that the Panama City Police Department is temporarily ahead of the leadership curve but this will quickly vanish within a three to five year timeframe.

Recommendations

My recommendation is based on lectures, literature review, and survey results which focused on identifying deficiencies within the Panama City Police Departments current form of leadership succession and to identify existing leadership succession programs. I think that future research will be necessary; however I think that our focus initially should be developing a leadership academy for first line supervisors. A consideration should also be made for the attendance of Corporals in order to access their future leadership abilities and desires before promotion to the rank of Sergeant. I don't think leadership development should end at the rank of Sergeant and should continue through the ranks of middle and upper management. Leadership development should include generational differences due to the fact that within three to five years the entire management will consist of generation X who will be supervising solely generation Y workforce. These generations learn and grow differently than the Baby Boomers therefore leadership development should support these characteristics and encourage success.

My survey indicated that most agencies ranked stress management of lesser importance in leadership development. I disagree based partly on my own experiences but also after a lecture instructed by Dr. James Sewell who emphasized that stress is the number one killer of law enforcement. Due to that fact I think that makes stress management a very important part of leadership development at all levels.

Technology was ranked as the least important in my survey. I am surprised that technology ranked so low, I have to disagree with this ranking due to the fact that it is clear from literature review that technology will be an important part of every agency especially with the upcoming generations. Technology will be very important in at least two areas, one being efficiency of service to the community during tough economic times. The second area will be in recruitment of future generations of police officers who

have grown up with technological advances and will expect agencies to be competitive in this area to improve their efficiency.

The future or law enforcement and the Panama City Police Department will depend on development of future leaders from multi generations in an effort to; meet citizen's expectations, address new and evolving threats, manage government mandates, and shrinking budgets. These expectations will require an effective and efficient leadership team that has been developed within the agency to; organize, plan, direct, and recognize the need for change.

Captain Kathy Rausa has been with the Panama City Police Department since 1995 working through the ranks with assignments of Officer, Traffic Homicide Investigator, Accreditation Manager, Intelligence Sergeant, Special Operations Sergeant, Platoon Lieutenant and currently Captain in charge of the Support Services Section which includes Administrative Services Unit, Communications Unit, and Code Enforcement Unit. She began her law enforcement career in 1988 with the Panama City Beach Police Department as a police officer. Kathy has a Bachelor of Science degree in Criminal Justice Administration from Columbia Southern University.

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Appendix A

Panama City Police Department

1209 E. 15th Street
Panama City, FL 32405
(850) 872-3100 (office)

(850) 872-3198 (fax)

www.panamacitypolice.com

John Van Etten
Chief of Police

Robert Colbert
Deputy Chief of Police

March 9, 2010

Dear Chief/Sheriff,

I am a participant in the FDLE Criminal Justice Executive Institutes Future Studies Program which requires the completion of a research project. I have decided to conduct my project on Generational Leadership Development. This encompasses a literature review and survey. My survey group consists of law enforcement agencies within the State of Florida ranging from 100 to 150 sworn personnel as reported to FDLE.

Your response will provide me the information needed to complete my project. Please assist me by completing the enclosed survey and returning it no later than April 7, 2010 to:

Captain Kathy Rausa
Panama City Police Department
1209 E. 15th Street
Panama City, Fl 32405

I appreciate your assistance in helping me identify agencies with successful leadership

succession programs.
If you should need further information or have questions you may contact me via email or phone at krausa@pcgov.org or 850-872-3140.

Sincerely,
Kathy Rausa
Captain Support Services Section

1. How many non-supervisory sworn personnel do you have in the following generational age groups?

Baby Boomers (1945-1964)

Xers (1965-1981)

Yers (1982-2001

2. How many supervisors (sworn personnel) do you have in the following generational age groups?

	1945-1964	1965-1981	1982-2001
Sergeants			
Lieutenants			
Captains			
Majors			
Chief/Sheriff			

3. Are college degrees required for any of the positions listed?

	Yes	2 Year	4 Year	4 Year +
Sergeant				

Lieutenant				
Captain				
Major				
Chief/Sheriff				

4. Does your agency provide leadership succession development?

Yes

No

5. When does your agency provide leadership succession development?

Prior to
promotions

After
promotions

6. What leadership courses or programs are offered for Sergeants?

None

Academic Degree

Sergeants Academy

Middle Management Course

Other _____

7. What leadership courses or programs are offered for Lieutenants?

☐ None

☐ Academic Degree

☐ Leadership Course

☐ Other _____

8. What leadership courses or programs are offered for Captains

☐ None

☐ Academic Degree

☐ FDLE Executive Institute

☐ FBI National Academy

☐ Other _____

9. What leadership courses or programs are offered for Majors, Chiefs and Sheriffs?

☐ None

☐ Academic Degree

☐ FDLE Chiefs Executive Seminar

☐ FBI National Academy

☐ Other _____

10. How important do you feel the following areas are in terms of leadership succession development, with 5 being the most important?

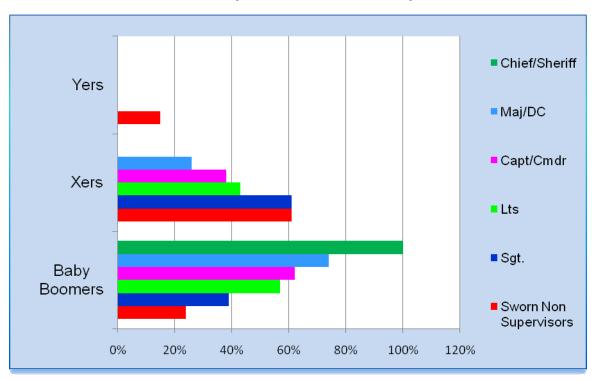|	Most				Least
	5	4	3	2	1
Organization and Time Management					
Public Speaking/ Presentation Skills					
Understanding Generational, Cultural & Personality Differences					
Stress Management					
Coaching/Mentoring					
Finances Budgeting					
Effective Communication					
Technology					

Agency Name:_____

Total Sworn:_____

In case I need follow-up information please provide the following information:

Name:_____

Phone Number:_____

E-Mail:_____

Should you wish for a copy of the research results, please indicate whether you would like a copy mailed/emailed to you._____

Appendix B
Table 5 Respondent Generational Groups

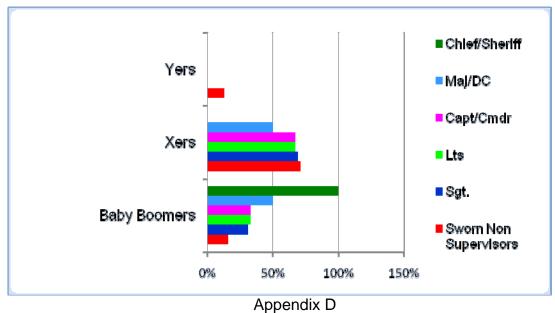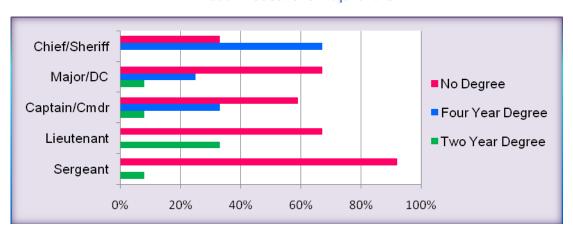

Appendix C

15

Table 6 PCPD Generational Groups

Appendix D

Table 7 Educational Requirements

Appendix E

16

Table 8 Leadership Succession Development