

Police Mid-Rank Leadership Development Program: Preparing Newly Promoted Supervisory Officers to Excel and Succeed



SCHOOL of PUBLIC AFFAIRS
KEY EXECUTIVE LEADERSHIP
PROGRAMS



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➤ Background

Coping with volatility, uncertainty, complexity, and ambiguity is the hallmark and the new normal of today's national policing climate. These challenges, coupled with increasing domestic terrorism and maintaining the public trust, profoundly influence how police officers lead, make sense of the world, and take action to keep our citizens safe.

In September of 2021, American University (AU) released [Re-Envisioning Police Training in the U.S.: Rejecting the Status Quo, Speeding the Pace of Progress Toward a True 21st Century Model](#). The report, guided by a cohort of highly respected police leaders and police researchers looked carefully at current leadership, mid-rank, and academy training in the U.S.

The report concluded this about mid-rank officer training:

'Mid-rank (supervisory, command level) training, for the most part, is inconsistent and uncoordinated, with various government-funded or fee-based private offerings made available on an ad hoc basis. This training gap leaves well-meaning but untrained supervisors without the necessary skills to lead.'

The findings reflect a dire need for more adaptive, innovative, and evidence-based instruction for law enforcement officers, particularly mid-rank officers. Today's law enforcement desires to utilize their talent, drive, and skills in more interactive, collaborative, and less bureaucratic ways – all while serving their unique communities.



Mid-rank officers are
the glue that connects
leaders and patrol
officers...



...creating a shared,
agency-wide vision.

➤ Program Description

As a follow-up to the report, American University's School of Public Affairs partnered with AU's Key Leadership Institute to conceptualize the first-ever Key training course designed exclusively for mid-rank officers. Many officers advancing from patrol to other supervisory ranks (corporal, detective, sergeant, lieutenant, captain, major, commander) are often left to 'learn on the job' versus getting the critical classroom training they need to be good leaders of the former colleagues/officers they now supervise.

Explicitly designed to equip participants with the necessary leadership skills to excel in these new supervisory roles, the curriculum provides students with ideas, techniques, experiential exercises, and contemplative reflections to apply leadership competencies directly to the challenges they face daily in the communities they serve.



➤ Learning Objectives

The Police Mid-Rank Leadership Development Program sets a new standard for mid-rank training. The courses instill an understanding of evidence-based leadership concepts and then transition participants to an experiential application of what they learn.



First, it provides officers with critical information on over-arching national issues.

- National Policing Climate
- Violent Domestic Terrorism
- Ethical Leadership
- Transparency
- Public Trust
- Diversifying the Profession
- Evolving Scope of Police Services
- Community Input
- Evidence-Based Policing Research



Critical supervisory issues that newly promoted officers must understand to succeed in their roles.

- Embrace new responsibilities.
- Adjust approach to address upward-rank duties.
- Manage span of control issues.
- Mentor junior officers and supervise former peers.
- Model agency's mission and steward vision.
- Communicate effectively between all levels of staff.
- Establish seamless operational model for sworn and civilian personnel.



Course Modules



Authentic Leadership for Supervisors

Authentic leaders have an inner compass that orients them and helps them stay on track by guiding their daily actions and helping them better understand their new oversight responsibilities. Course participants study authentic leadership qualities through reflection on their own life experiences, both positive and challenging.



The Coaching Leader Approach to New Supervisory Relationships

Concepts, skills, and techniques needed to positively impact performance and how to drive results through a "coaching" style of leadership. Participants practice new supervisory skills and focus on applying emotional intelligence and appreciative inquiry as foundational concepts for molding and mentoring those they now lead.



Collaboration and Trust as an Imperative

How to integrate diverse perspectives and quickly process, synthesize, and operationalize complex information when pre-planned coordination is impossible or unrealistic due to changing work circumstances.



Professional Networking

Whether building trust within a community or among those supervised, effective networking provides a pathway to success. Mid-rank officers learn strategies and tactics to cultivate and nurture operational, strategic, and developmental networks.



Leading Change

Practical tools and hands-on skills to lead successful change efforts. Through evidence-based readings, personal reflection, and inquiry and investigation, students will develop a common language related to organizations, systems thinking, and leading change efforts, as well as learn and apply the appreciative inquiry approach to promote desired change.

Subject Matter Experts

➤ Course Designers

With years of operational experience in law enforcement, these instructors bring an unparalleled set of training and leadership skills to the classroom.

Their expertise in law enforcement best practices and protocols and extensive experience managing personnel alongside high-pressure situations make them ideal mentors for students aspiring to climb the law enforcement ranks. This course offers a unique opportunity for students to learn from some of the best in the field.

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➤ The Key Programs

The #4 ranked Key Executive MPA and Executive Leadership Certificate Programs have transformed good managers into extraordinary leaders since 1975.



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Patrick is the Director of the Key Executive Leadership Programs at American University. He is a frequent guest lecturer on kindness, gratitude, emotional intelligence, compassion, ethics, mindfulness, and leadership at various organizations, professional associations, and universities, including the Fulbright Scholars Program and the Workhuman Conference.

He is also one of the few researchers in the country certified in the mind assessment tool, Subject/Object Methodology, developed at Harvard. His TED Talk, “Thinking about Time,” is available at tedxtalks.ted.com.

His critically-acclaimed coauthored book *Leading with Love and Laughter – Letting Go and Getting Real at Work* was released in Spring 2021 and his book *Emotional Intelligence in Talent Development* was released in October 2021. Patrick’s newly co-authored book *Decision Making for the Somatic Leader* will be released in Spring 2024.



➤ Equipped



Equipped brings together first responder communities from law enforcement, fire, EMS, and 911 dispatch to highlight innovative solutions to today's biggest challenges in emergency response.

Our mission is to curate events and digital content to equip public safety professionals with vital resources, including leadership training, collaborative crisis response strategies, technological innovations, and more. For more information, visit equippedevents.com.

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