LDR 815-32 Transforming People Problems

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Date: February 16, 2025

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**Assignment #2 – Developmental Readings**

1. Create Developmental Readings from seminal sources and scholarly peer-reviewed journal articles. Review instructions for Assignment #3, the course essential elements, and course readings to identify selections of books and journals to create entries.

a. Refer to the "Student Guide to Developmental Readings" in the General Helps folder for updated information on sample comments, the grading rubric, and key definitions related to developmental readings.

**Source One:** Mouazen, A. M., Hernández-Lara, A. B., Abdallah, F., Ramadan, M., Chahine, J., Baydoun, H., & Bou Zakhem, N. (2024). Transformational and transactional leaders and their role in implementing the kotter change management model ensuring sustainable change: An empirical study. *Sustainability*, *16*(1), 16. https://doi.org/10.3390/su16010016

**Comment 1:** Change presents an unforeseen and perpetual competitive challenge for organizations.

**Comment 2:** Comparing transactional and transformational leadership styles through the lens of the leadership-as-practice perspective.

**Quote/Paraphrase:** Academics have defined leadership as the power to persuade people to accomplish organizational objectives (Mouazen et al., 2024). They hold that a leader’s personality, traits, skills, and actions make up their leadership style despite the plethora of leadership paradigms and theories available (Mouazen et al., 2024). Bass presented transformational and transactional leadership styles, which remain the most popular approaches in management and social science (Mouazen et al., 2024).

**Essential Element:** Maintaining an open line of communication throughout the

change process motivates workers to implement change and deflects resistance

to participate at various stages, supporting the implementation of change as a regular

practice (Mouazen et al., 2024). However, given the importance of trust in change, if trust

between workers, leaders, and the steering coalition is low, and the strategy may not

work well, especially in centralized conventional hierarchical organizations that need

continual feedback on execution and implementation (Mouazen et al., 2024). An

effective leader is not only an excellent communicator but also an excellent listener to

the needs and concerns of his team.

**Additive/Variant Analysis:** This is an additive to the discussion. Communication

between leaders and followers initiates the foundation of leadership to impact

organizational processes significantly (Mouazen et al., 2024). Moreover, leaders

who promote an optimistic outlook and positive mindset, encourage and train employees

to acknowledge and embrace change and validate those expected results. These qualities

define transformational leadership (Mouazen et al., 2024).

**Contextualization:** As a result of my career in law enforcement, I was indoctrinated into

the hierarchical structure of leadership at a young age. During my time with the police,

we had transactional leaders who, from day one, gave us our objectives and expectations,

and it was our responsibility as recruits to work to achieve the required goals to

successfully graduate. A career in law enforcement is highly structured, and due to

the nature of work, transactional leadership is an effective way to disseminate

information that allows officers to handle crises quickly. I have learned that this

type of leadership is effective; however, it can create low morale among a

group and limit the ability to bond in close relationships. However, as I progressed in

my career up the chain of command, transactional and transformational

leadership styles must co-exist. A strong unit must be built around the agency policy,

procedures, and directives that guide our missions; however, allowing autonomy to those

under my command and supporting them fosters trust and allows them to take

ownership of their work without fear.

**Source Two**: Setiawan, R., Cavaliere, L. P. L., Navarro, E. R., Wisetsri, W., Jirayus, P., Chauhan, S., Tabuena, A. C., & Rajan, R. (2021). The impact of leadership styles on employees productivity in organizations: A comparative study among leadership styles. *SSRN Electronic Journal*, *26*(1), 382–404. https://doi.org/10.2139/ssrn.3875252

**Comment 3:** Various leadership styles determine leadership effectiveness.

**Comment 4**: Organizational outcomes, particularly influencing employee performance, result from leadership.

**Quote/Paraphrase:** Multifaceted dimensions of leadership effectiveness and its direct and indirect effects on employee performance (Setiawan et al., 2021).

**Essential Element:** The basic idea of leadership effectiveness includes various leadership styles, traits, and behaviors (Setiawan et al., 2021). Transformational, transactional, and authentic leadership styles are discussed, along with the importance of emotional intelligence, communication skills, and vision set in effective leadership (Setiawan et al., 2021).

**Additive/Variant Analysis:** This adds to the discussion. Evidence demonstrates that leadership effectiveness impacts employee overall performance. Studies reveal that effective leadership allows employee engagement, motivation, job satisfaction, and commitment (Setiawan et al., 2021). An effective leader will grow their organization, boost employee morale, and create new leaders; conversely, a bad leader can destroy the fabric of an organization by creating a toxic environment.

**Contextualization:** Change and turnover in leadership are expected in any organization. When the change in leadership affects policy, procedures, directives, and the integrity of a unit, it affects the overall mission and morale of the boots on the ground. I have had excellent leaders who mentored me and allowed me to grow and flourish in my career. They were leaders who had a vision for the unit's overall success.

I have had the experience of bad leadership, which had serious repercussions on the unit's morale and mission, and this leader’s decisions overshadowed twenty-plus years of excellent work done by those under my command in two years before he was terminated. This leader came into the unit with a dictatorship leadership style and failed to look out for the well-being of the officers on the streets daily. This type of leadership caused anxiety, which had a negative effect on officers. Morale was low, and this affected the mission. I watched a unit lose trust in the leadership, which also affected me. I had to rebuild trust with the members of my unit by first allowing an open line of communication. I had to address their negative emotions and allow them to regain the autonomy that had made the unit successful. This process took time, patience, and empathy. As a leader, my role was to motivate and guide each detective at their pace. I had to rebuild the foundation that had been shattered.

**Source Three:** Dehan Elcin, Velasquez, M., & Colombo, P. J. (2024). Effects of acute and long-term mindfulness on neural activity and the conflict resolution component of attention. *Frontiers in Human Neuroscience*, *18*. <https://doi.org/10.3389/fnhum.2024.1359198>

**Comment 5:** Mindfulness practices have been linked to enhanced attention and conflict resolution abilities.

**Comment 6:** Conflict resolution is a crucial part of the executive component.

**Quote/Paraphrase:** Mindfulness practices have grown in popularity and have been

reported to improve attention skills, particularly in the sphere of cognitive conflict

resolution (Dehan Elcin et al., 2024).

**Essential Element:** **Additive/Variant Analysis:**  This is an additive to the

discussion. The study demonstrated that meditators with 4 months of regular

meditation practice and novices who completed a 10-min mindfulness session

processed both incongruent and congruent trials of a Stroop task faster than

those who completed an active listening task, indicating both an improvement in

cognitive conflict resolution and processing speed (Dehan Elcin et al., 2024). The

positive aspect of mindfulness is gaining an awareness of self, understanding

how we react to conflict, and with self-awareness, the ability to know what triggers us

Moreover, subsequently, they should have the ability to respond when conflicts arise with composure and respect.

While mindfulness is good, it has the potential to detract from broader issues within an

organization or unit. To successfully institute mindfulness into an organizational structure

it must be implemented in a way that focuses on individuals mental health and well-being

while not neglecting the organizational structure.

**Contextualization:** Understanding the importance of mindfulness training

in a law enforcement environment is crucial. Having a career in law enforcement

takes a toll on our physical and mental health. As police officers, we are expected to

compartmentalize many things we see daily and keep moving. Over time, this affects an

officer's ability to communicate appropriately. Many officers have a “short fuse,” which

leads to explosive reactions to fellow officers and the public we serve. In recent years, an

officer's mental and physical health has become a priority for law enforcement agencies

nationwide. Integrating mindfulness training aims to reduce stress and burnout,

improve focus, and enhance communication between officers, their colleagues, and the

public.

**Source Four:** Kovács, I. (2022). Hofstede’s Power Distance Matrix: Law Enforcement Leadership Theory and Communication. *Connections: The Quarterly Journal*, *21*(1), 61–72. https://doi.org/10.11610/connections.21.1.04

**Comment 8:** Communication between different cultures requires knowledge of cultural

differences.

**Comment 9:** Communication in law enforcement is affected by gender.

**Quote/Paraphrase:** The work of the police is constantly the focus of attention.

Above all, the heart of the debate is the effectiveness of the police and how they can

tackle crime (Kovács, 2022). In democracies, the power of the police is limited to the

extent it is acceptable to individuals' fundamental rights and freedoms. The right

balance must be struck between these two equally essential interests (Kovács, 2022).

Police ethics is the issue at stake. Is there personality distortion? Is

communication motivating, or does it break the consciousness, so the work is realized

in a conveyor-like way without question (Kovács, 2022)?

**Essential Element:** Does the autocratic leader tend to dominate the conversation,

emphasize his own opinion, and interrupt his partners? Does the democratic leader allow

the staff to express their views and will during communication (Kovács,

2022)? The distances of power in the law enforcement organization differ concerning

the leaders at different levels (Kovács, 2022). This mindset is proper when

discussing the command structure of law enforcement; however, the operational dynamic

can differ regarding command and control during special unit missions. There is a

dimension that does not fall into the hierarchy, which sometimes causes power struggle

for those leaders who feel they need to be in control. This problem is addressed at the

onset of a mission to mitigate any confusion in the field.

**Additive/Variant Analysis:** This is additive to the discussion. The interpretation of the

values arising from the organizational culture in the field of law enforcement, as well as

the strict centralized legal relationships and the principle of issuing and receiving

instructions (Kovács, 2022). The leaders in the strictly centralized police model, which

operates based on command and unconditional obedience and exhibit almost all the

leadership styles, communicate in a way that improves effectiveness, manifests expected

performance, and efficiency in the light of and because of the work of

employees (Kovács, 2022).

**Contextualization:** Every law enforcement agency has a hierarchical structure

and chain of command that dictates the agency's policies, procedures, and standards.

With my agency, our command structure at its highest level is the Superintendent of the

Department of the State Police, and at the lowest level, we have the trooper candidate.

Every level of this command has a specific purpose; however, mission command

supersedes the chain of command during operations. This dynamic must coexist but

often creates conflict during a highly intense or public situation.

As highlighted in my analysis, The leaders in the strictly centralized police

model, which operates based on command and unconditional obedience and exhibits

almost all leadership styles, communicate in a way that improves effectiveness,

manifests expected performance and efficiency in the light of and as a result of the work

of employees (Kovács, 2022). During special operations, SWAT missions, or

undercover missions, the chain of command loses its ability to control the personnel and

mission. Special missions must be conducted under the command and control of

properly trained officers. This control could be the lowest-level trooper in the chain of

command, but he has operational control. Despite knowing the policy and procedure, this

creates friction with those commonly used to command a scene. When I was in these

situations as a young trooper, I found that the most effective way to mitigate the friction

was through communication. By knowing each leader and their expectations, conversing

with those commanders on the scene allowed them to be acknowledged before the

commencement of the mission.

**Source Five:** Ling, B., Yao, Q., Liu, Y., & Chen, D. (2024). Fairness matters for change: A multilevel study on organizational change fairness, proactive motivation, and change-oriented OCB. *PLOS ONE*, *19*(10), e0312886. https://doi.org/10.1371/journal.pone.0312886

**Comment 10:** The success of organizational change often hinges on the perception of

fairness within a change unit.

**Comment 11:** Employees are more willing to accept the change when a leader demonstrates procedural fairness during organizational change.

**Quote/Paraphrase:** The success of organizational change often hinges on its implementation and how fairly employees perceive it (Ling et al., 2024).

**Essential Element:** Organizational change fairness holds substantial significance as it impacts how employees behave during the process of change within the organization (Ling et al., 2024). Change is inevitable in any organization, and when it happens in

law enforcement, it often results from a need for police reform due to

a social or political issue. The downside is that this change is often done quickly without

notice or officer input. The positive is that this change is implemented to assist officers in the field perform their duties better and safer.

**Additive/Variant Analysis:** This adds to the discussion. Change-oriented OCB refers to constructive efforts by individuals to identify and implement changes concerning work methods, policies, and procedures to improve the situation and performance (Ling et al., 2024). Organizations highly desire this behavior because it helps improve organizational development and the possibility of survival from organizational change (Ling et al., 2024).

**Contextualization:** In law enforcement, we have two precursors for change: the agency's needs and the result of police reform. When addressing the needs of an agency or unit, command staff can institute change quickly. Several factors dictate this change, including workforce, assignment needs, employee conflict, or promotion. For the younger officers, change is difficult and often results in anxiety about being assigned to a new group in a new area. As a commander, I attempt to give two weeks' notice if possible, to lessen the anxiety and communicate the importance of the needed change.

Another form of law enforcement change is the change implemented due to police reform. This change is implemented agency-wide, often resulting in negative feedback from officers due to policy, procedure, and practice changes. When this change is implemented, I allow supervisors to get input from the officers under their command regarding policy and procedure. This approach has lessened the anxiety of imposing new rules and allows everyone to participate.

**Source Six:** Dempsey, J. S., & Forst, L. S. (2016). *An introduction to policing*. Cengage Learning.

**Comment 10:** Ethical leaders demonstrate integrity

**Comment 11:** Ethical leadership starts at the top

**Quote/Paraphrase:** Ethical leadership starts at the top. Suppose you see a law enforcement agency embroiled in constant unrest, constantly portrayed negatively in the press. In that case, you are looking at an organization with an ethical leadership problem (Dempsey & Forst, 2016).

**Essential Element:**  To make ethical decisions, you must have integrity, credibility, the responsibility of character, and the courage necessary for tough decisions (Dempsey & Forst, 2016). An ethical leader in law enforcement builds trust with those above him, his subordinates, and the communities he is sworn to protect. The basic premise that a leader should follow is to do the right thing when no one is watching. This mindset will carry over to your unit, which is a deterrent to anyone considering stepping outside the ethical line.

**Additive/Variant Analysis:** This is an additive to the discussion. When you see a department with a positive public image that the officers want to work for, you know an organization that has established itself with good leadership at the top (Dempsey & Forst, 2016).

**Contextualization:** Growing up, I believed that a career in law enforcement was one of honor, integrity, and respect. Officers would take an oath of office to honor and respect those they were sworn to serve. I was privileged to have relatives, neighbors, and coaches who were police officers who exemplified those traits. When I began my career, that was my foundation. As a police officer, you must ride with a field trainer for forty days before being permitted to patrol alone. My field trainer was a man with a great work ethic and integrity. He was my roadmap as I navigated my initial years on patrol. Maryland State Police was known to be an agency with the utmost integrity. When you work in law enforcement long enough, you will have leaders who either turn a blind eye or are involved in incidents that tarnish the integrity of all who wear the badge. Once you have a person, unit, or agency that has an ethical dilemma, we are all painted as unethical.

To combat integrity in leadership, these officers must be identified and removed from the ranks before promotion. Too often, we try to save people who have proven harmful. This permeates through an agency, affects the rank and file, and diminishes public trust.

**Source Seven:** Clear, J. (2018). *Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones*. Avery, An Imprint Of Penguin Random House.

**Comment 12:** Improving your daily habits can have a powerful impact on yourself

image.

**Comment 13:** Unwanted habits seem to be the hardest to overcome.

**Quote/Paraphrase:** A habit is a routine or practice, an automatic response to a

specific situation.It often feels difficult to keep good habits going for more than a few

days, even with sincere effort and the occasional burst of motivation. Habits are

reasonable for a day or two, then become a hassle (Clear, 2018).

**Essential Element:** Changing our habits is challenging for two reasons: we try to change

the wrong thing, and we try to change our habits in the wrong way (Clear, 2018). When

looking at this from the lens of a police officer, I can attest that change often comes with

rebuttal. First, there are two demographics in every law enforcement agency: the

old-school traditional police officers and the generation that has come into law

enforcement under police reform. The old-school generations believe that changing the

habits of law and order instilled over years of working the street is detrimental to the

safety of officers and the community. The new officers have not established real-world

experience, however, the habits they have built up during their academy time carry

over, and their idea of policing in more community-oriented and social work. To address

this dilemma among officers, we must address three layers of behavior: outcome, process,

and identity (Clear, 2018).

**Additive/Variant Analysis:** This is an additive to the discussion. Outcomes are about

what you get. Processes are about what you do. Identity is about what you believe (Clear,

2018). When building habits that last when building a system of

one percent improvements, the problem is not that one level is better or worse. All levels

of change are helpful in their way. The problem is the direction of change (Clear,

2018).

**Contextualization:** A law enforcement agency or specialized unit's identity and habits

are guided by its leadership. The most important level of change is changing the

agency's identity overall. This level changes beliefs, worldviews, and images (Clear,

2018). Once leadership has changed the overall identity, that change trickles down to

specialized units, then individual personnel. I separate the agency and unit due to recent

events in the local police department. This agency has a challenging mission,

and in recent years, a specific unit's behavior has caused negative national attention that

resulted in a decent decree being imposed. In this incident, the leadership had

to change the habits of their agency by focusing on what they wanted to achieve. This

change started at the top and has now been instituted in all training for the rank and file.

Ultimately, when leadership embraces change, it helps their agencies evolve and better

serve the communities they protect.

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