Closing the Leadership Gap

Participant Guidebook
Michael Nila
Blue Courage
(630) 878-4796
michael@bluecourage.com

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# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Challenge</td>
<td>1</td>
</tr>
<tr>
<td>Leadership Gaps</td>
<td>2</td>
</tr>
<tr>
<td>Why Transformation?</td>
<td>3</td>
</tr>
<tr>
<td>Barriers to Transformation</td>
<td>4</td>
</tr>
<tr>
<td>From Inspiration to Mastery</td>
<td>5</td>
</tr>
<tr>
<td>When Cops Lose Heart</td>
<td>6</td>
</tr>
<tr>
<td>My Premise</td>
<td>7</td>
</tr>
<tr>
<td>Keeping the Blue Courageous</td>
<td>8</td>
</tr>
<tr>
<td>Dimensions of a Whole Person</td>
<td>9</td>
</tr>
<tr>
<td>Managing vs. Leading</td>
<td>10</td>
</tr>
<tr>
<td>The 7 Cores of Leadership - Skill &amp; Will</td>
<td>12</td>
</tr>
<tr>
<td>So What Do You Do?</td>
<td>13</td>
</tr>
<tr>
<td>Best Practices</td>
<td>14</td>
</tr>
<tr>
<td>Daring Greatly</td>
<td>19</td>
</tr>
<tr>
<td>Executive Reading List</td>
<td>20</td>
</tr>
</tbody>
</table>
“Of every one hundred men that they send me, ten should not be here. Eighty are nothing but targets. Nine are the real fighters, they the battle make. Ah, but the one, he is a warrior, and he will bring the others back.”

_Heraclitus_

“Those who are here unfaithfully do incredible damage!”

_Rumi_

_13th Century Mystic_

“For such a time as this...”

“Not on my watch!”

“Earn This!”
“Until very recently, it was taken for granted that most people were subordinates who did as they were told. The advent of the knowledge worker is changing this, and fast... And for this change, management is totally unprepared.”

*Peter Drucker*

We manage our organizations...but we must LEAD our people!

**The Challenge:**

The Complexity of Leading in Rapid Change (Understanding the dynamics of change and our response to it).

**The Solution:**

- Developing a Sustainable Leadership Model (A 21st Century perspective of effective leadership)
- Developing the capacity for leadership at all levels (How do we develop leaders at all levels?)
- Shifting from a management focus to a leadership focus

**Leadership is About Readiness & Hope**

“To every man there comes in his lifetime that special moment when he is figuratively tapped on the shoulder and offered a chance to do a very special thing, unique to him and fitted to his talents. What a tragedy if that moment finds him unprepared or unqualified for the work which would be his finest hour.”

*Sir Winston Churchill*
Leadership Gaps

The Big 7

- Cynicism vs. Positivity
- Lack of Trust vs. Credibility
- 1000 Faces vs. Authenticity
- Independence vs. Dynamically Interdependent
- Control vs. Release
- Narrow Focus vs. Whole Person Focused
- Arrogance vs. Intellectual Curiosity
Why Transformation?

- Anti-intellectualism
- Violence
- Corruption
- Discourtesy

Source: Chief David Couper: Arrested Development

- The Economics of today (Force Multiplier!)
- The Health and Well-being of our people
- Police Legitimacy - Procedural Justice
- Policing Needs an upgrade!
Barriers to Transformation

- Police Culture
- Current management models
- How we teach and orient our officers
- No career path/progression
- We are not learning organizations
- Crime and CFS focus vs. on our people
- Short term vs. long term focus

What Your People Want From You:

- Autonomy __________________________________________________________
  __________________________________________________________
  __________________________________________________________

- Mastery __________________________________________________________
  __________________________________________________________
  __________________________________________________________

- Purpose __________________________________________________________
  __________________________________________________________

“It is in our nature to be independent, to be great at something, and to seek purpose!”

Leadership - Purpose - Character -
Greatness Are Inseparable
From Inspiration to Mastery

Heartset
Mindset
Skillset
Toolset

Your Only Path!
When Cops Lose Heart

Quality of Heart → Becomes → Dressed Up As

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<thead>
<tr>
<th>Innocence</th>
<th>Cynicism</th>
<th>Realism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curiosity</td>
<td>Arrogance</td>
<td>Authoritative</td>
</tr>
<tr>
<td>Compassion</td>
<td>Callousness</td>
<td>Thick Skin</td>
</tr>
</tbody>
</table>

FAKE IT!
• Police Education needs an upgrade - It is good but “incomplete”
• We have a “Skill” focus vs. “Will” focus
• We prepare officers to do the “job” but not to master a “craft” or survive and thrive within a career in policing
• The increasing complexity requires increased sophistication (maturity, wisdom, wellness and wholeheartedness)
• Development must be a career long process, not an event - “a practice”
• Purpose is everything and too often it is an afterthought
• Health, wellness and well-being are not sufficiently taught, nurtured, or encouraged
• Life outside of policing is extremely important to well-being and the perception of life - it is too often neglected
• “Resilience” is essential and must be developed
Blue Courage is a way of being, 
A philosophy that inspires one to 
Embody the noblest of character 
And unquestioned devotion.

It is to flourish in all aspects of life, 
To act with practical wisdom, 
To exude vitality, and 
To hearten human connections.

- Way of being
- Embody
- Noble
- Character
- Unquestioned devotion
- Flourish
- Practical wisdom
- Exude vitality
- Hearten human connections
Dimensions of a Whole Person

Physical

Emotional

Mental

Spiritual
Managing vs. Leading

Definitions

**Managing:** Directing (What you do!)

**Leading:** Influencing (Who you are!)

“Who am I being when I am being?”

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<thead>
<tr>
<th>Managers</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
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<td></td>
<td></td>
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“Leadership is the capacity to influence others through inspiration, motivated by a passion, generated by a vision, produced by conviction, ignited by a purpose.”

*Myles Munroe*

*The Spirit of Leadership*
Managing vs. Leading

Behaviors

Managing vs. Leading

Low  

Leading  

High  

Managing  

High

Low
The 7 Cores of Leadership

Skill & Will

Courage/Resilience

Dynamic Interdependence

Influence

Results

Self-Awareness

Purpose

Mastery (Craftsman)
So What Do You Do?

- Focus on are (we) Leading or Managing
- Invest in a process rather than an event
- Focus on Autonomy-Mastery-Purpose
- Start a “Leadership Academy” - today! (Insights) (Develop in house ninja’s)
- Commit to your personal leadership growth
- Examine your organization’s culture - close the gap between formal and the informal
- Care about your mission and your people
Best Practices

Pattern Interruption

Closing Positivity Gaps

The Happiness Advantage!
- Brain performs SIGNIFICANTLY better
- Intelligence rises
- Energy levels increase
- Increased resilience
- Less Burnout
- More creativity
- More productive

We work harder, smarter, faster when happy and when we can be happier in the present.

Just Be Happy! How?
- 3 Gratitudes -- Write down daily retains a pattern of scanning the world not for negatives but for positives first.
- Journal -- One positive experience in past 24 hours allows brain to relive it
- Exercise -- Teaches brain that your behavior matters

What I Must Improve On

__________________________
__________________________
__________________________
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Closing Credibility Gaps

Discipline to:

• Discover your self (Awareness and regulation)
• Appreciate your constituents -- Care! (Followers, peers, stakeholders)
• Affirm shared values (Alignment)
• Develop capacity (Continuous improvement)
• Serve a purpose (Meaning is everything)
• Sustain hope (Positive, future focused)

*James M. Kouzes, Barry Z. Posner*

Know Thy Self!

“To be a leader you must become yourself, become the maker of your own life. Knowing yourself is the most difficult task any of us faces. But until you truly know yourself, strengths and weaknesses, know what you want to do and why you want to do it, you cannot succeed in any but the most superficial sense of the word”

*Peter Drucker*

What I Must Improve On

________________________________________________________________________
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________________________________________________________________________
Closing Authenticity Gaps

Discipline to:
- Declare your intentions - daily
- Reflection - daily
- Purpose driven
- Have conviction
- Be vulnerable - human
- Have a mentor/coach -- being challenged!

Closing Dynamic Interdependence Gaps

Discipline to:
- It’s always about people
- Connect - make relationships your core business
- Trust
- Be open, willing to collaborate

What I Must Improve On

________________________________________________________
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Closing Release Gaps

Discipline to:
• Trust your people
• Tolerate honest mistakes, educate, don’t punish
• Encourage creativity, experimentation, innovation - and dissent!
• Push use of discretion
• Don’t give people the answers, ask questions -- “ask don’t tell”

Closing Whole Person Focus Gaps

Discipline to:
• Have a heart, body, mind, spirit Focus
• Seek balance in yourself
• Push balance in others
• Understand and develop resilience

What I Must Improve On

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Closing Intellectual Curiosity Gaps

**Discipline to:**

- Must “read to lead”
- Be curious
- Step outside your field to learn
- Mentor and coach others
- Embrace your own “ignorance”
- Learn 30 minutes every day

**What I Must Improve On**

________________________________________________________________________

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________________________________________________________________________

“The job of organizational leader is now changing fast. You have to think of yourself not as a designer, but as a gardener...seeding nurturing, cultivating the ideas coming from below, and then making sure people execute them.”

*Thomas Friedman*
The Man in the Arena

Excerpt from the speech "Citizenship In A Republic"
delivered at the Sorbonne, in Paris, France on 23 April, 1910

It is not the critic who counts;
not the man who points out how the strong man stumbles,
or where the doer of deeds could have done them better.
The credit belongs to the man who is actually in the arena,
whose face is marred by dust and sweat and blood;
who strives valiantly; who errs, who comes short again and again,
because there is no effort without error and shortcoming;
but who does actually strive to do the deeds; who knows great
enthusiasms, the great devotions;
who spends himself in a worthy cause;
who at the best knows in the end the triumph of high achievement,
and who at the worst, if he fails, at least fails while daring greatly,
so that his place shall never be with those cold and timid souls
who neither know victory nor defeat.

Theodore Roosevelt
## Executive Reading List

<table>
<thead>
<tr>
<th>Priority 1</th>
<th>Priority 2</th>
<th>Priority 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allen, James, <em>As a Man Thinketh</em></td>
<td>Badaracco Jr., Joseph, <em>Defining Moments</em></td>
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</tr>
<tr>
<td>Collins, Jim, <em>Good to Great</em></td>
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</tr>
<tr>
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<td></td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
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<td></td>
<td></td>
</tr>
<tr>
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<td></td>
<td></td>
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<tr>
<td>Shinseki, Eric, <em>Be Know Do</em></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Recognized as one of the nation’s foremost authorities in the leadership practices of great leaders and organizations, Michael’s mission is to inspire individuals and teams to achieve their highest potential and contribution. A passionate educator, Michael has led hundreds of hours of research and consulting projects, which has translated into ground-breaking training programs, keynotes and seminars. These initiatives have helped leaders and organizations worldwide realize breakthrough solutions and results.

For twenty-nine years, Michael honed leadership skills while serving his nation in the policing profession before retiring as a Police Commander with the Aurora, IL Police Department. As a police officer, he served in many capacities, including patrol, detective, SWAT Commander, Area Commander and led the department’s re-engineering from a traditional police agency to a community-policing department. He refers to the policing profession as his vocation, believing that policing is the noblest of professions. His vast experience in the field has made him the trainer of choice for police agencies and communities nationwide. He has trained internationally in many countries, including nations in Europe, Africa, Caribbean and South America.

A valued and sought after speaker, Michael travels extensively to deliver his trademark real-world perspective to contemporary workplace issues. He has trained and certified thousands of employees, executives and trainers for notable organizations worldwide, such as the U.S. Department of Justice, Chicago Police Department, Los Angeles Police Department, New York City Police Department, The United Nations, as well as the military, government agencies and Fortune 500 Companies.

Currently, Michael is founder and president of Shibumi and Blue Courage, an organization committed to the design and delivery of world-class personal and organizational development solutions that unleash the untapped potential within. He recently sold Guardian Quest, a successful training organization he founded and developed. Michael is also a senior consultant for FranklinCovey, certified in delivering their signature classes and the practice leader for all law enforcement solutions.

To reinforce a commitment to unleashing individual and organizational potential, Shibumi has forged strategic partnerships to create dynamic, world-class training options for individuals and organizations. This synergistic approach enhances Shibumi’s portfolio and combines the expertise, passion and energy of a proven team of professionals from several disciplines.

Michael is proud to draw his passion for life and commitment to excellence from his strong Mexican heritage. He draws inspiration from his grandmother; a beacon of courage, perseverance and loyalty; and his uncle, Hector Jordan, a trailblazer who served as the first minority police officer in Aurora, Illinois and as a U.S. Federal Narcotics Agent. Michael holds a Master’s degree in Business Administration and a BA in Criminal Justice Management. He resides in Aurora, Illinois USA.