

# **SUPERVISORY**



# **INTERVENTIONS**

# Objectives

## Hour One:

- Supervisory Interventions: Success v. Failure
- Survival Measures/Communication

## Hour Two

- Scenarios



# Survival Measures

## Policy

1. Advance the Mission
2. High Risk Areas
3. Law
4. Discretion
5. Best Practices
6. Accountability Measures

## Performance

## Training

1. The When
2. The How

## Supervision

1. Scanning
2. Analysis
3. Response
4. Assessment



# #1 Cause of Failure

## **COMPLACENCY!!**

*It's not that we are failing because we don't know these problems exist.... it's because we develop a functional blindness and cannot see it coming until it's too late.*

**“IF IT'S PREDICTABLE ITS PREVENTABLE”**

**“TURNING A MOLEHILL INTO A MOUNTAIN”**



# Supervision

# Principle to Practice



# Principle to Practice

What is the most **significant factor** in ensuring that officers understand and follow policy??

How does "**Supervisory Style**" affect officers productivity and accountability??

Do patrol officers take on the "**personality**" of their supervisor??

# NIJ Study June 2003

- Examined how police supervisory styles influenced patrol officer behavior
- Found that supervisory styles had a profound effect on officer behavior
- Identified four distinct supervisory styles
- Do you know what your style is?? Are you aware of how your style influences others??
- You are an influence!



# Principle to Practice

## Supervisory Style: “Active”

- Most effective style (NIJ Study)
- Lead by example
- Heavily involved in work w/officers while controlling their behavior
- Spend significantly more time on patrol
- Try to strike a balance between being active in the field and supervision of cops
- Strong, directive decision making
- Less likely to encourage team building, coaching, and mentoring.



# The **Active** Supervisory Style

- Wields the most influence with officers
- Most effective L. E. supervisors lead by example
- Supervisors should become more involved and set an example of the behavior they expect from officers.
- ***Note: Leading by example is an effective supervisory tool only if the example supports the departments goals***

# The *Other Role* of the Supervisor

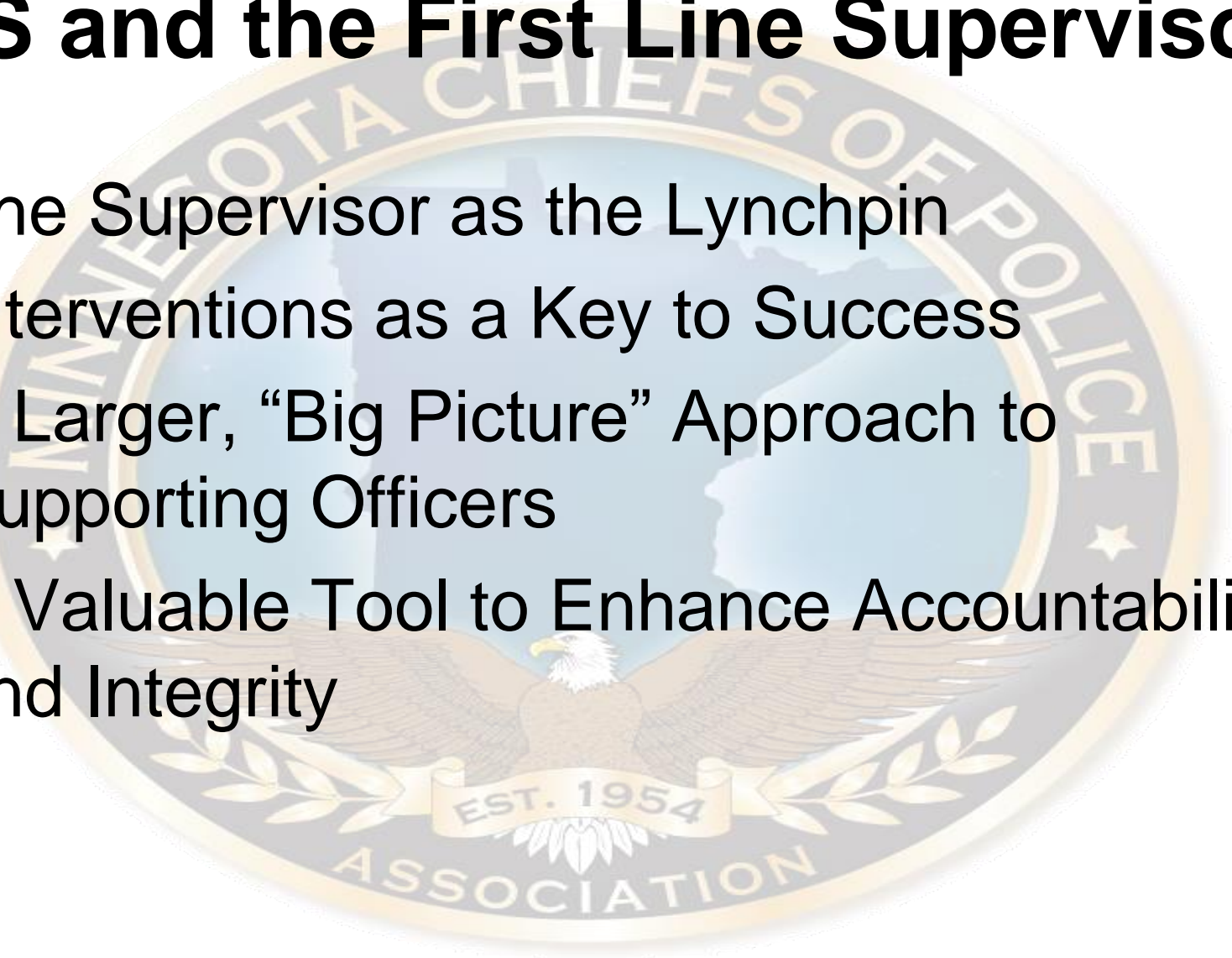


US D.O.J. *Study (2006)*

*“Strategies for Intervening with Officers through Early Intervention”*

# EIS and the First Line Supervisor

- The Supervisor as the Lynchpin
- Interventions as a Key to Success
- A Larger, “Big Picture” Approach to Supporting Officers
- A Valuable Tool to Enhance Accountability and Integrity



# The *New Role* of the Supervisor

- *EI* is:
  - Designed to help officers
  - Designed to track both positive and potentially negative behaviors
  - Designed to address behavior **BEFORE** it approaches a threshold
  - Requires supervisors to observe attitudes and behaviors and “check-in” with officers about changes



# The *Other Role* of the Supervisor

## Proactive Supervision *or* “Early-Early Intervention”

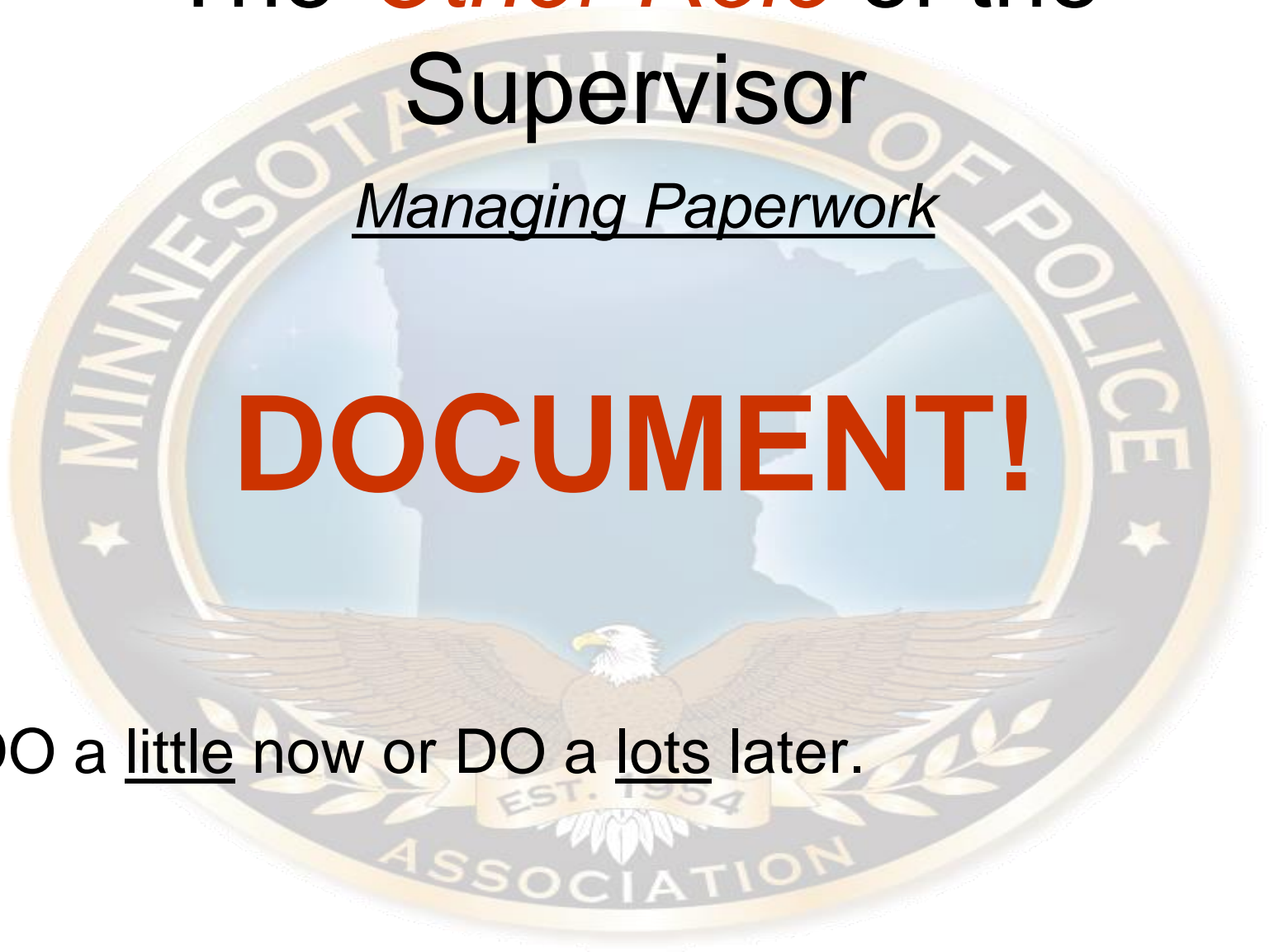
- Supervisors take immediate steps to find out what is going on when they see inappropriate behavior
- Officers should be talked to when:
  - Behavior is reaching an identified threshold
  - An outgoing officer is suddenly withdrawn
  - The quality of an officers paperwork has declined.
  - The officer is going through a difficult divorce, their children are having problems.....

# The *Other Role* of the Supervisor

*Managing Paperwork*

**DOCUMENT!**

DO a little now or DO a lots later.



# The *Other Role* of the Supervisor

*Intervention Follow-Through*

**DID YOUR INTERVENTION WORK?**

Supervisory follow-thru ensures the appropriate option was selected and the officer gained sufficient help to address the performance problem.



The seal of the Minnesota Chiefs of Police Association is a circular emblem. It features a central map of Minnesota in a light blue color. Below the map is a bald eagle with its wings spread, perched on a banner that reads "EST. 1954". The eagle is flanked by two olive branches. The outer ring of the seal contains the text "MINNESOTA CHIEFS OF POLICE" at the top and "ASSOCIATION" at the bottom.

**CONVERSTIONS INVOLVING  
DIFFICULT TOPICS/PEOPLE**

# Conversations Involving Difficult Topics/People

- Why is it difficult to decide whether to avoid or confront?
  - If we confront:
    - Things might get worse (depending on our skill at handling the issue)
    - Might hurt the person in ways we didn't intend
    - Relationship might suffer
- BUT IF WE AVOID THE PROBLEM**
- Feelings could fester
  - Rob the other person of the opportunity to improve things

# Conversations Involving Difficult Topics/People

- “Delivering a difficult message is like throwing a hand grenade. Coated w/sugar, thrown hard or soft, a hand grenade is still going to do damage.”
- Goal: turn the message into a conversation where the person learns something from it.
  - Dealing constructively with tough conversations will help strengthen relationships.

# Conversations Involving Difficult Topics/People

## COMMON MISTAKES WE MAKE

- Our assumptions about intentions are often wrong
- We make an acknowledgment about another person's intentions based on the impact on their actions on us (we feel hurt)
- **NOTE:** Assumptions about intentions can be felt on both sides.

# Conversations Involving Difficult Topics/People

## COMMON MISTAKES WE MAKE

- We become so **automatic** that we don't realize that our **conclusion** is only an assumption (and could be inaccurate).
- When we've been hurt/offended/upset (emotion) by someone else's behavior, we assume the worst.
- E-mail, voicemail—we often read between the lines to figure out what people mean (and sometimes wrong)

# Conversations Involving Difficult Topics/People

## SPEAKING OF E-MAIL:

- **E-MAIL**
  - Emotions can permeate the text which can trigger emotional reactions of the person receiving the e-mail.
- **CONSIDERATIONS:**
  - Don't "read into" an e-mail. You don't know their intentions.
  - Talk to the person. You can't resolve e-mail conflict with e-mail.

# Conversations Involving Difficult Topics/People

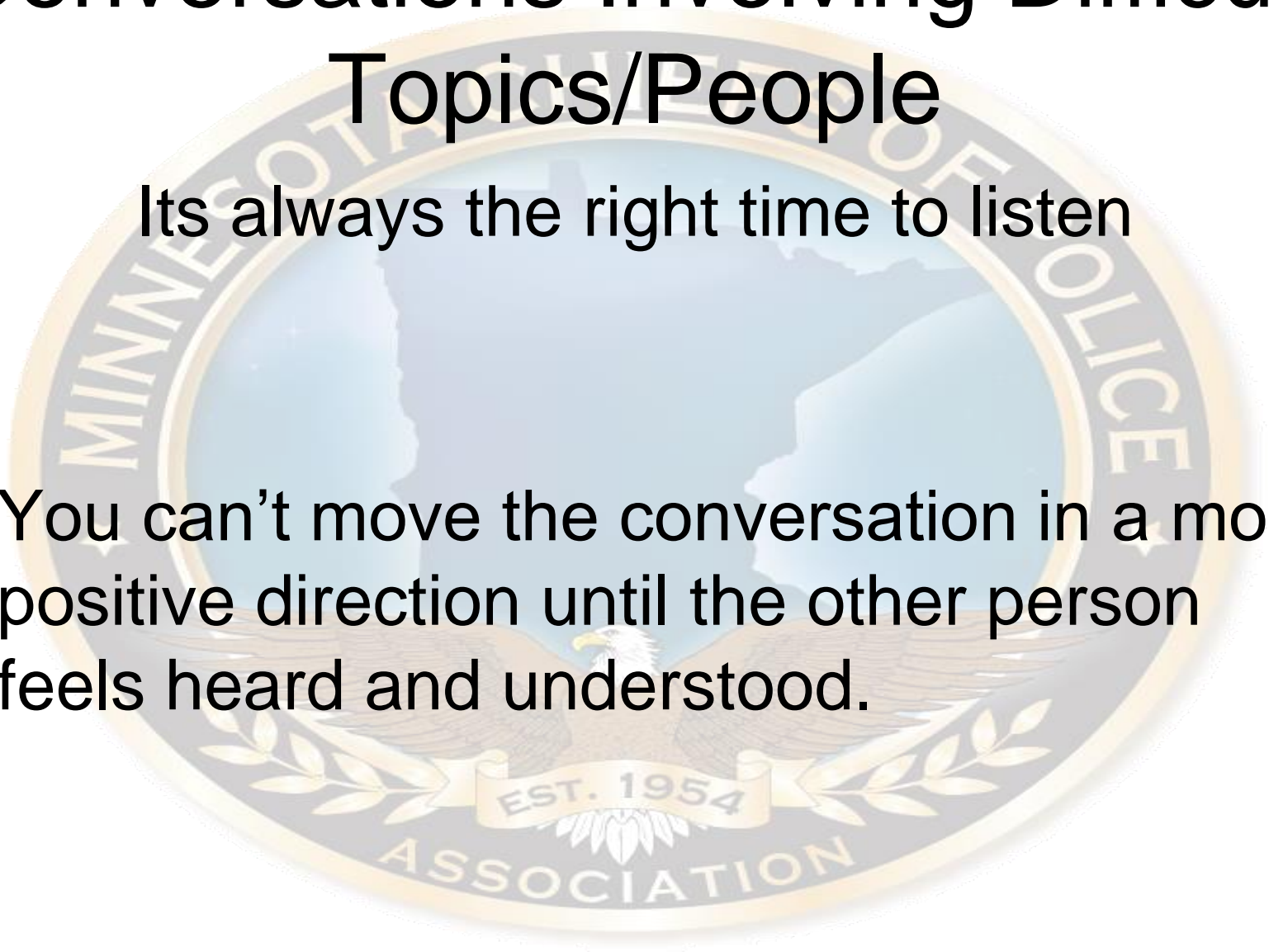
## MISTAKES

- Getting a person's intentions wrong is costly.
  - Creates defensiveness
  - Can become self fulfilling prophecy (if you think it's bad it is bad)
  - When we think others have bad intentions toward us it affects our behavior.
  - **NOTE:** What do Officers think your intentions are?

# Conversations Involving Difficult Topics/People

Its always the right time to listen

- You can't move the conversation in a more positive direction until the other person feels heard and understood.





# Conversations Involving Difficult Topics/People

**Its always the right time to listen**

- They won't feel heard and understood until you have listened.
  - When the other person becomes highly emotional:
    - ★ listen and acknowledge
  - When they say their version of the story is the only version that makes sense, paraphrase what you're hearing and ask questions about why they think this.
  - If they level accusations against you, before defending yourself, try to understand their view.

# Difficult Topics/People

## **Separate the people from the problem:**

- Be soft on the people, hard on the problem
- People see the world from their own personal vantage point/perspective (and confuse their perceptions with reality).
- Failing to deal w/people sympathetically as human beings can be catastrophic.
- Ask yourself “Am I paying enough attention to the people problem.” (Do THEY know you’re paying attention?)

# Difficult Topics/People

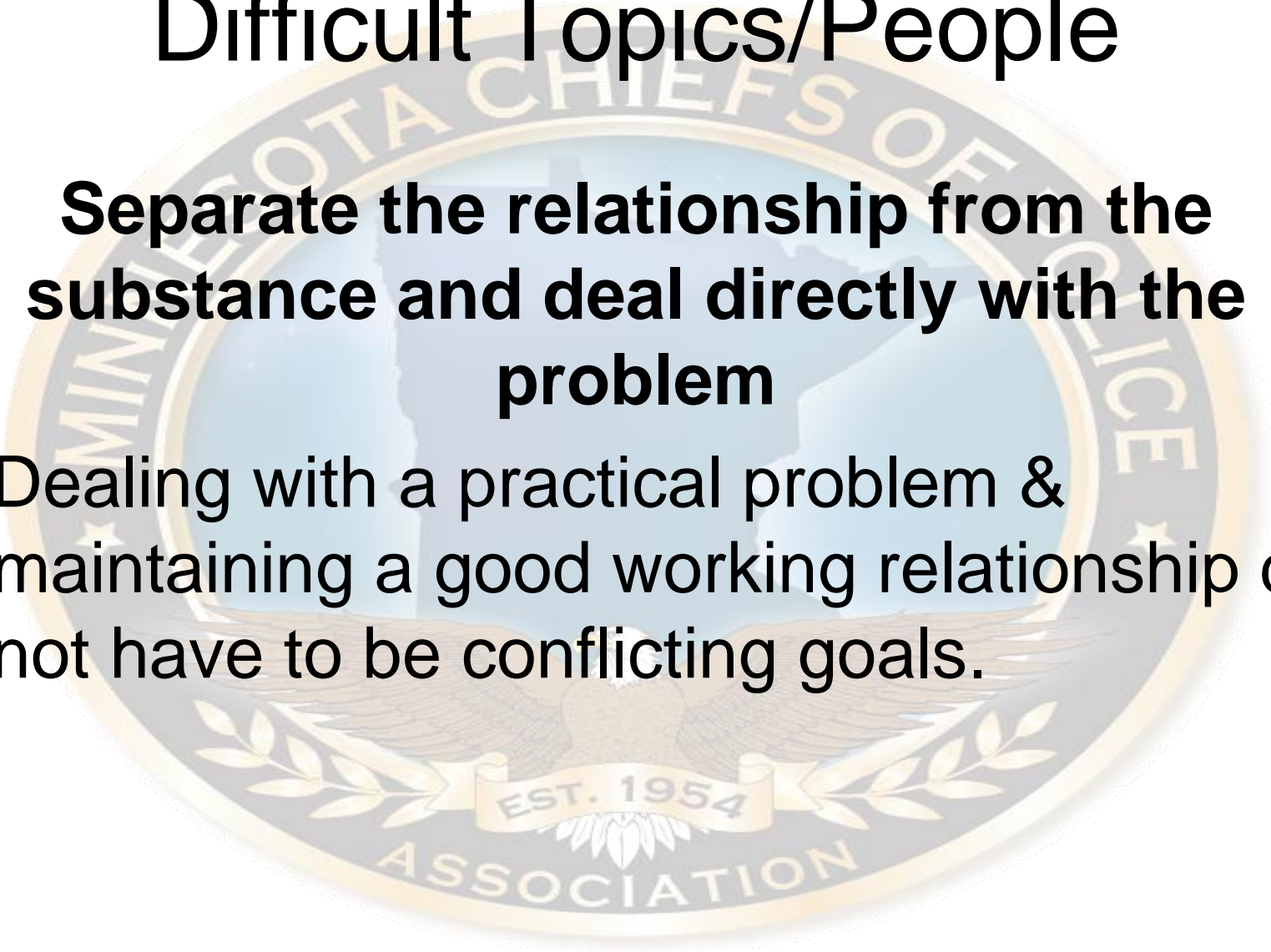
Separate the people from the problem  
(cont'd):

- Remember: When it comes to dealing w/people on your shifts/dept., it's important to carry on each discussion/negotiation in a way that will **HELP** rather than hinder future relations & conversations.

# Difficult Topics/People

**Separate the relationship from the substance and deal directly with the problem**

- Dealing with a practical problem & maintaining a good working relationship do not have to be conflicting goals.



# Difficult Topics/People

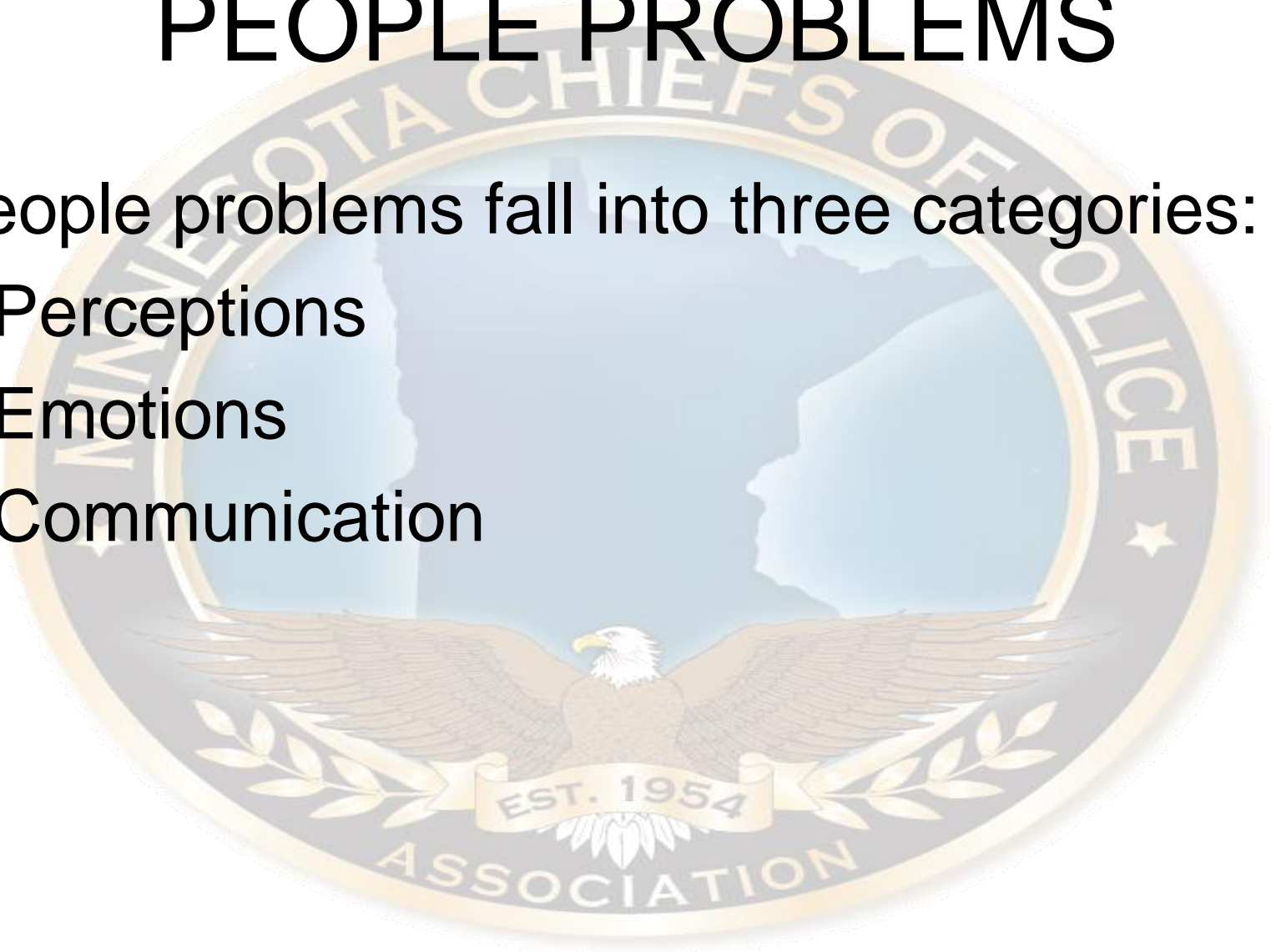
**Separate the relationship from the substance and deal directly with the problem (cont'd)**

- BUT you have to treat each (problem & relationship) separately on its own legitimate merits.
- Base the relationship on:
  - Accurate perceptions
  - Clear communications
  - Appropriate emotions\*\*\*\*
  - Forward looking outlook (make them better)

# PEOPLE PROBLEMS

People problems fall into three categories:

- Perceptions
- Emotions
- Communication



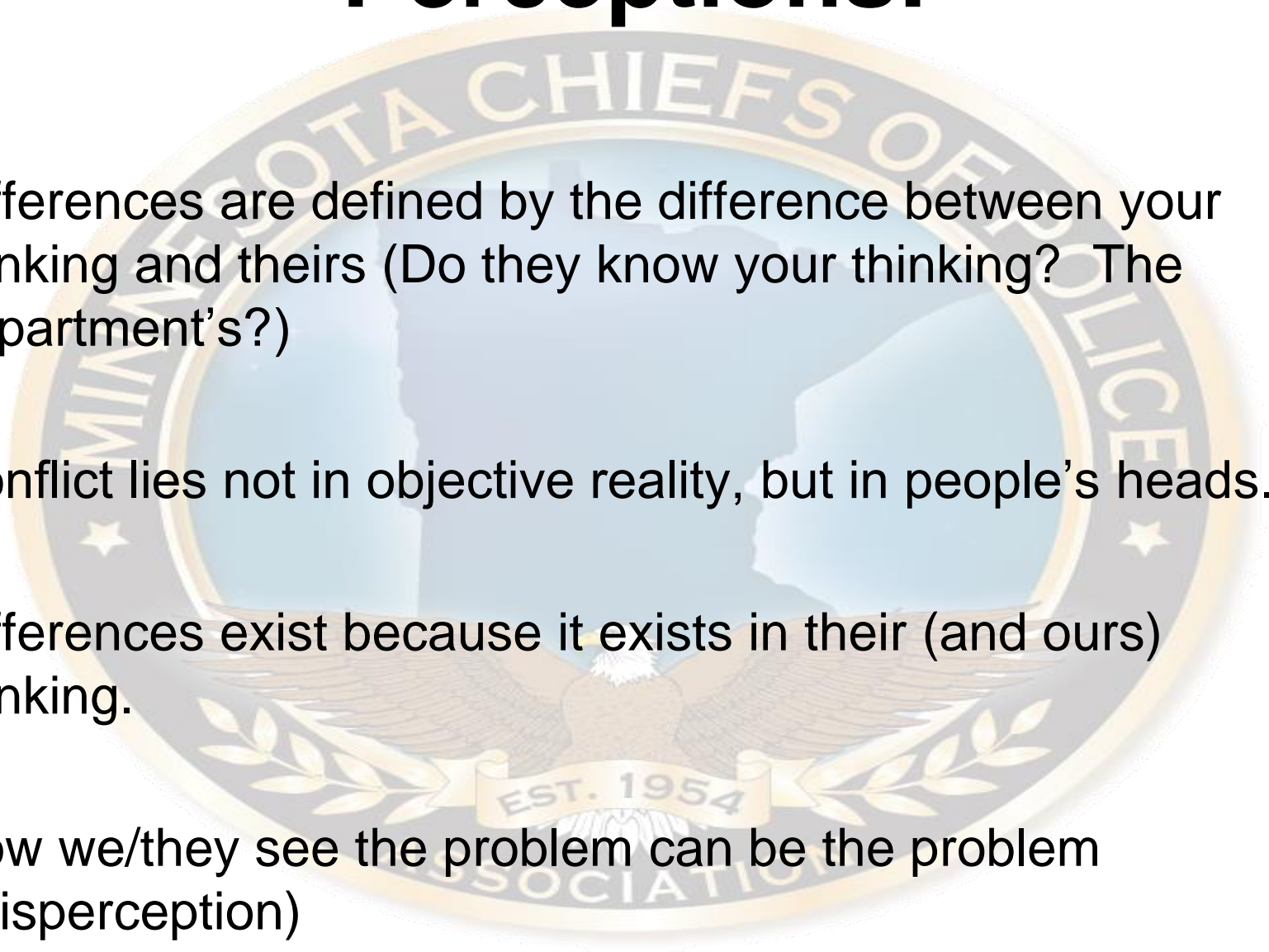
# Perceptions:

Differences are defined by the difference between your thinking and theirs (Do they know your thinking? The department's?)

Conflict lies not in objective reality, but in people's heads.

Differences exist because it exists in their (and ours) thinking.

How we/they see the problem can be the problem (misperception)



# Perceptions:

- How you see the world depends on where you sit (Officer/Supervisor/Chief)
- People have a tendency to see what they want to see.
- Does our work have a tendency to skew perceptions about people? Supervisors? Chiefs? Motives? Agendas? Etc.....



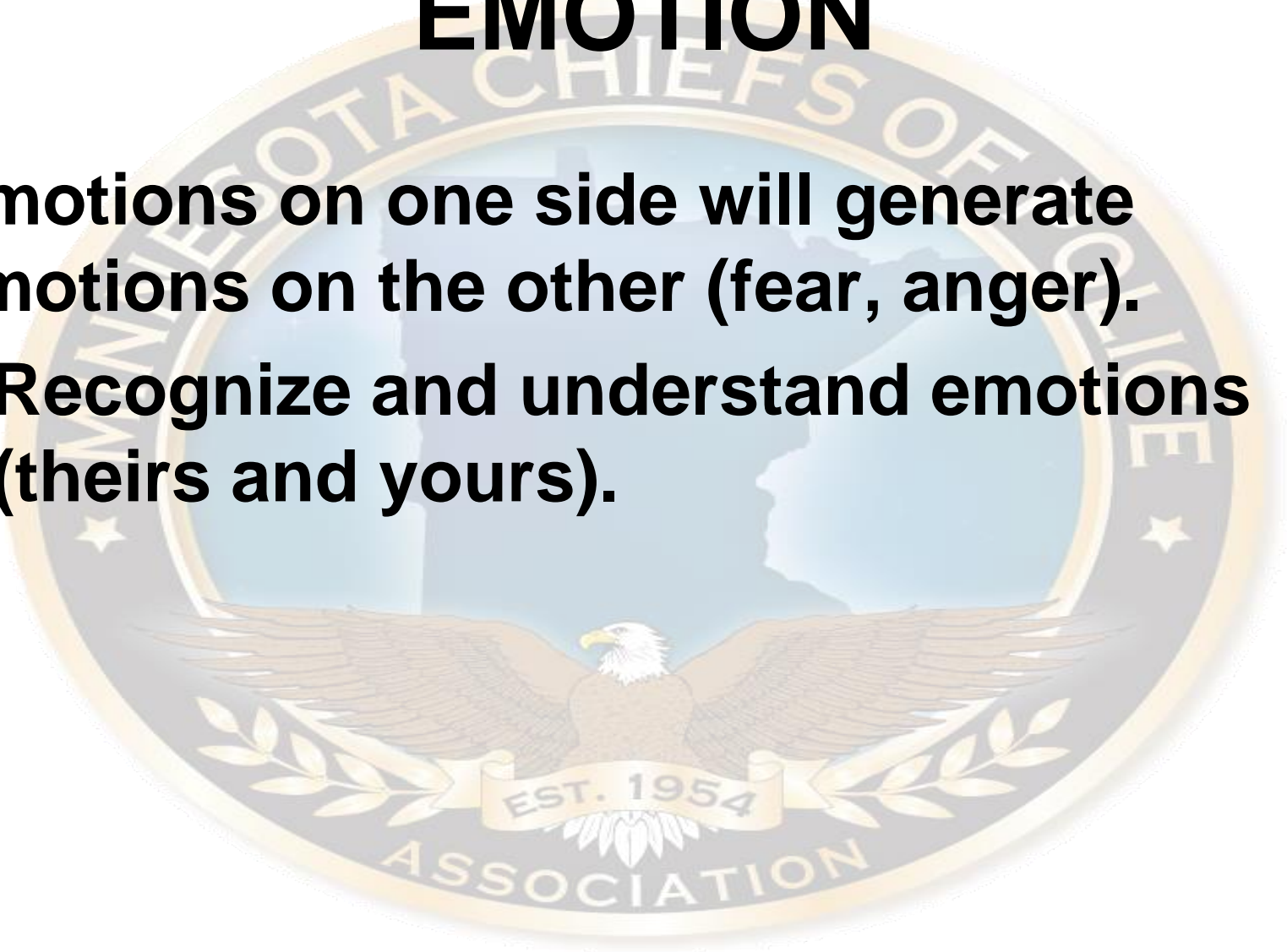
# Perceptions:

- Being able to see the situation as the other side sees it is one of the most important skills to learn (you may even revise your own views about the merits of the situation).
- Careful: It's easy to fall into the habit of putting the worst interpretation on what the other side does (hinders solving the problem and can be counterproductive).

# EMOTION

**Emotions on one side will generate emotions on the other (fear, anger).**

- **Recognize and understand emotions (theirs and yours).**



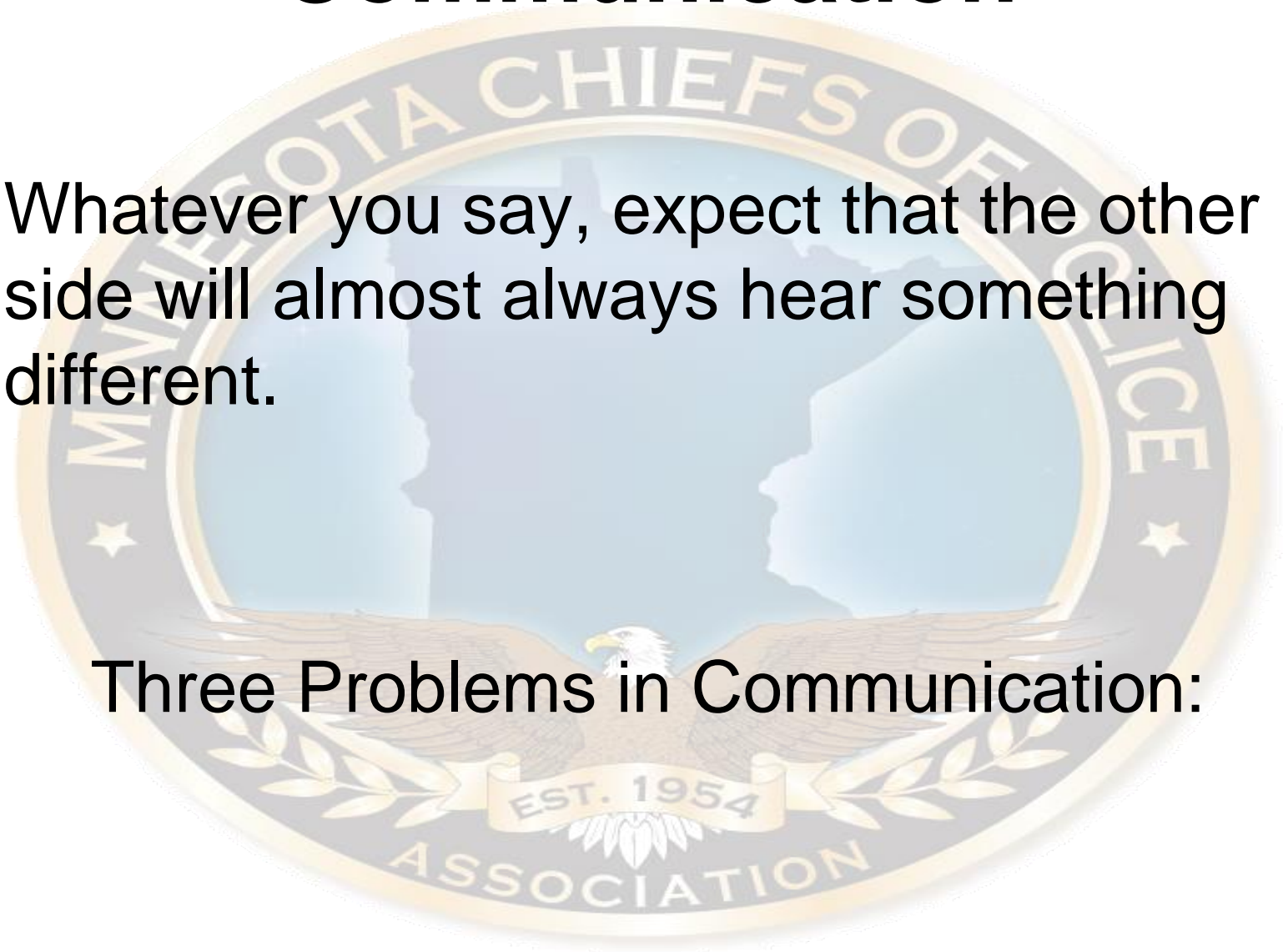
# EMOTION

- **Ask yourself: What's producing the emotions? Why are they angry? Why are you angry? (i.e. past grievances, revenge, assumptions, personal problems?)**
- **Making your feelings (or theirs) a focus of discussion will cause problems in solving the problem.**

# Communication

- Whatever you say, expect that the other side will almost always hear something different.

Three Problems in Communication:



# Communication

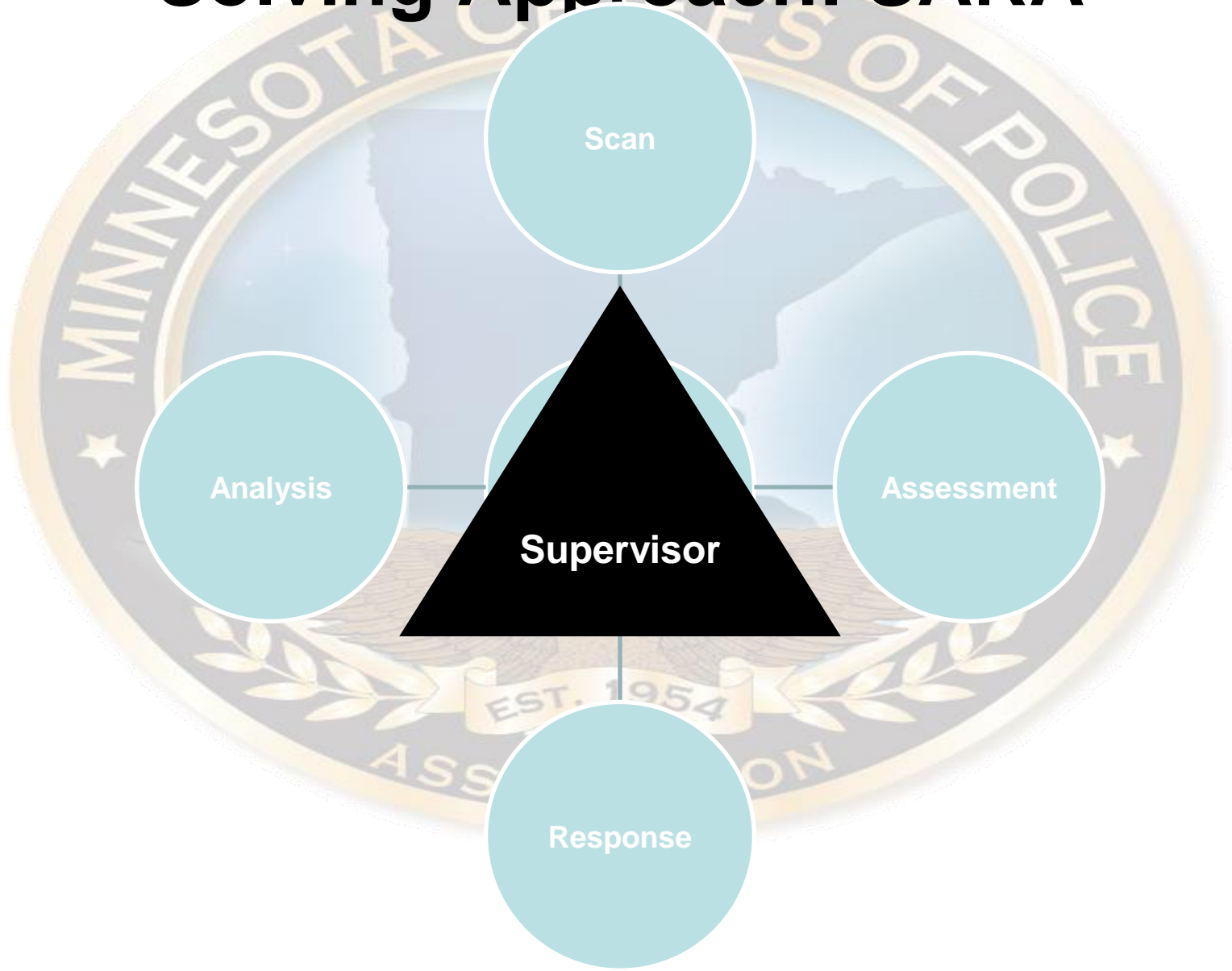
1. People may not be talking to each other (at least not in a way as to be understood).
2. People don't pay attention to listening because they are too busy thinking about what they are going to say next.
3. Misunderstanding/misinterpretation of what someone says.

# Problem Solving Solutions

## S.A.R.A.

- Inventing from deciding
  - Brainstorm
  - Broaden your options
  - Look at the problem from multiple perspectives (internal & external, experts, peers, subordinates, **Chief's**)
  - Look for mutual gain
  - Identify shared interests (i.e. workload)
- **THEN** make a decision

# Intervention Based on a Problem Solving Approach: SARA

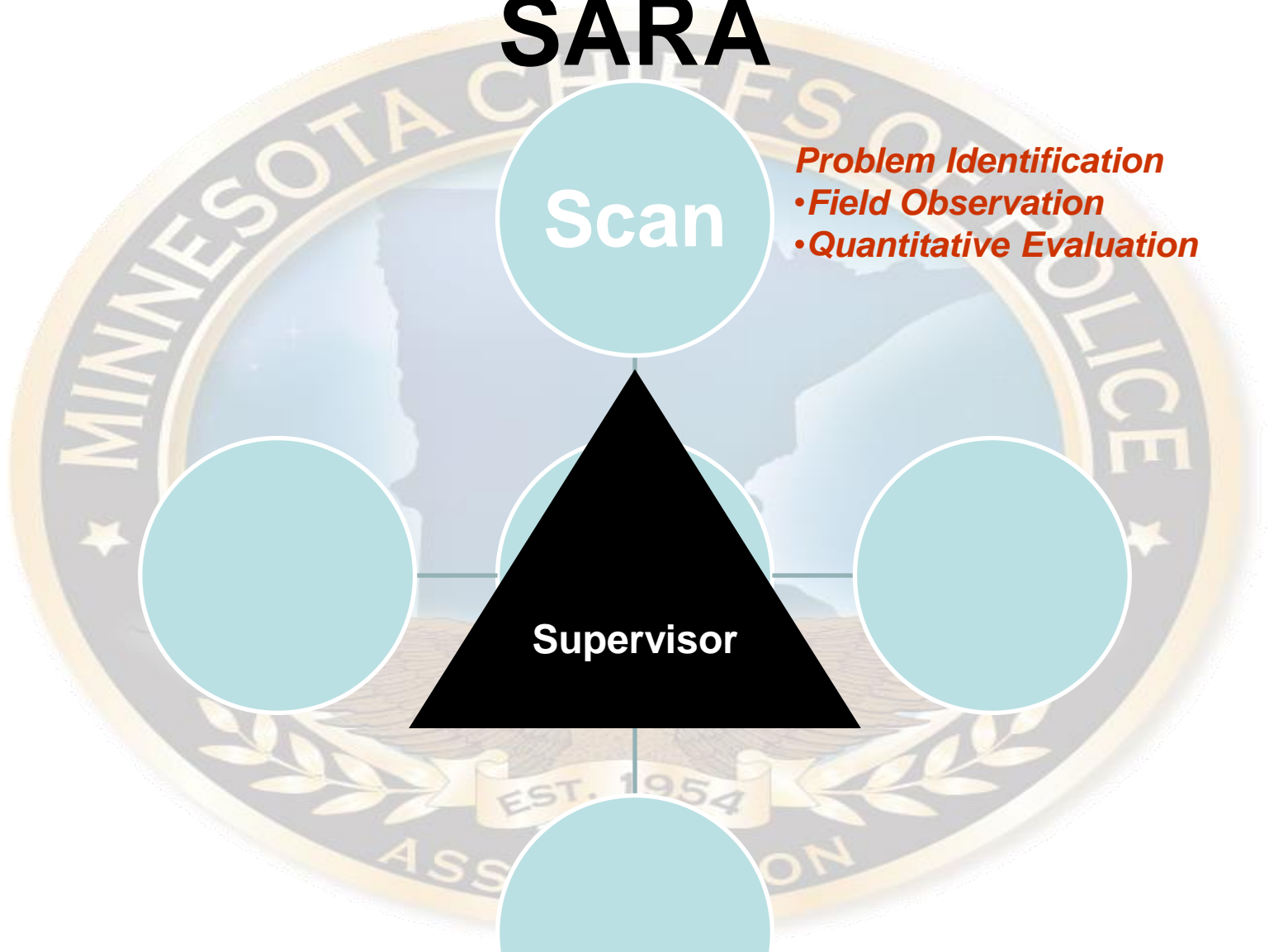


# SARA

Scan

- Problem Identification*
- Field Observation*
- Quantitative Evaluation*

Supervisor





# SARA

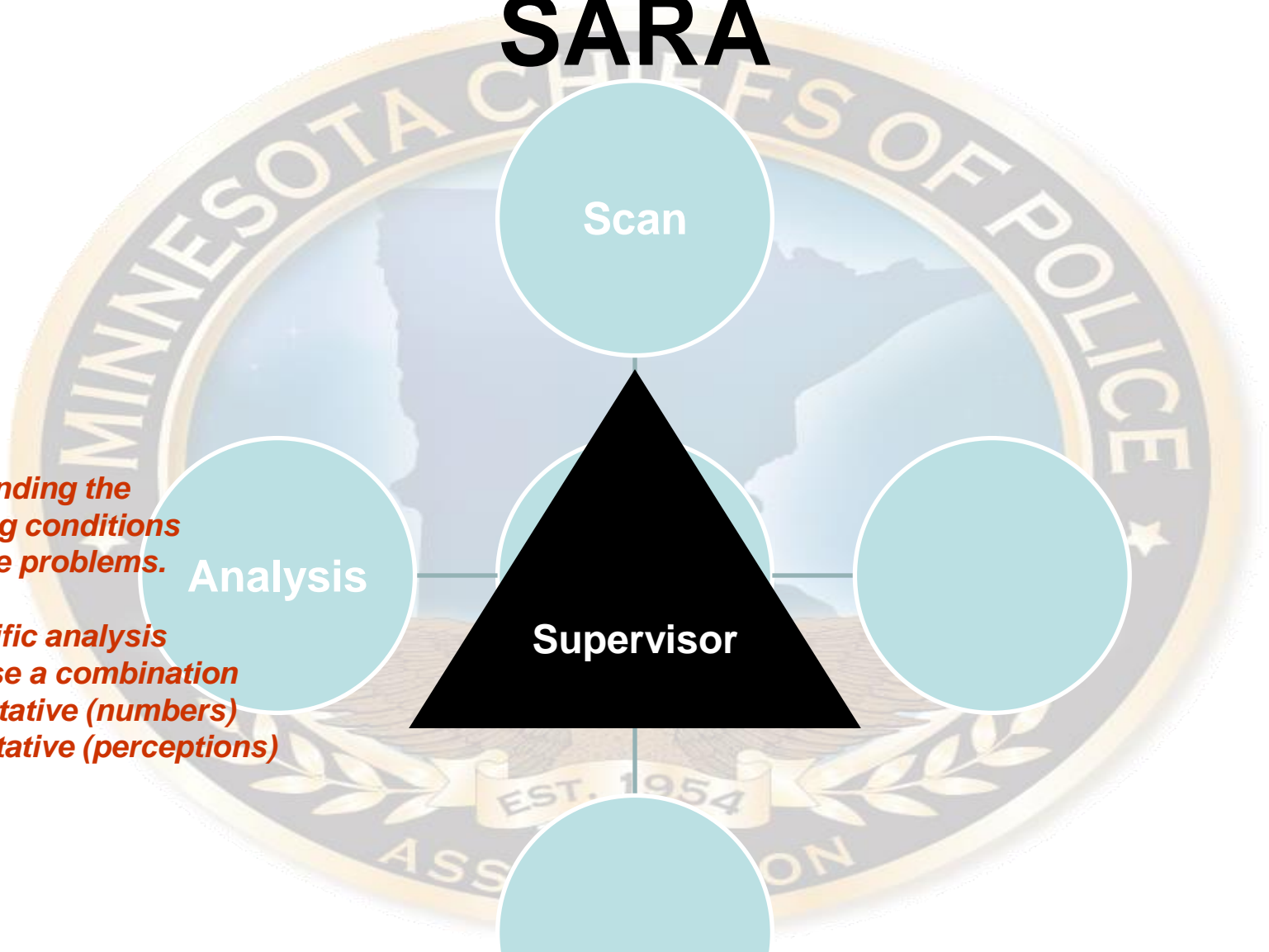
Scan

Analysis

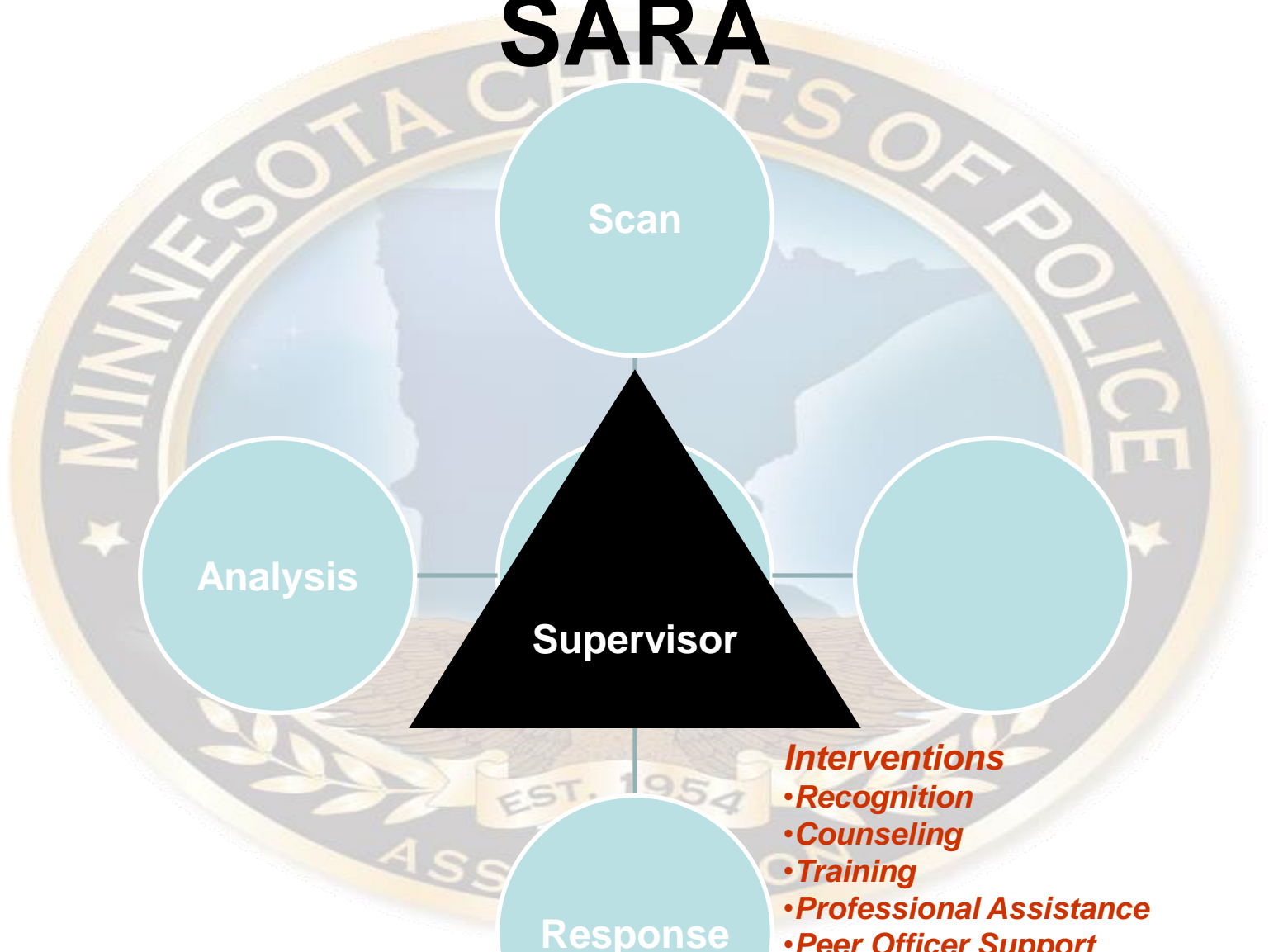
Supervisor

*Understanding the underlying conditions that cause problems.*

*The specific analysis should use a combination of quantitative (numbers) and qualitative (perceptions) analysis.*



# SARA



Scan

Analysis

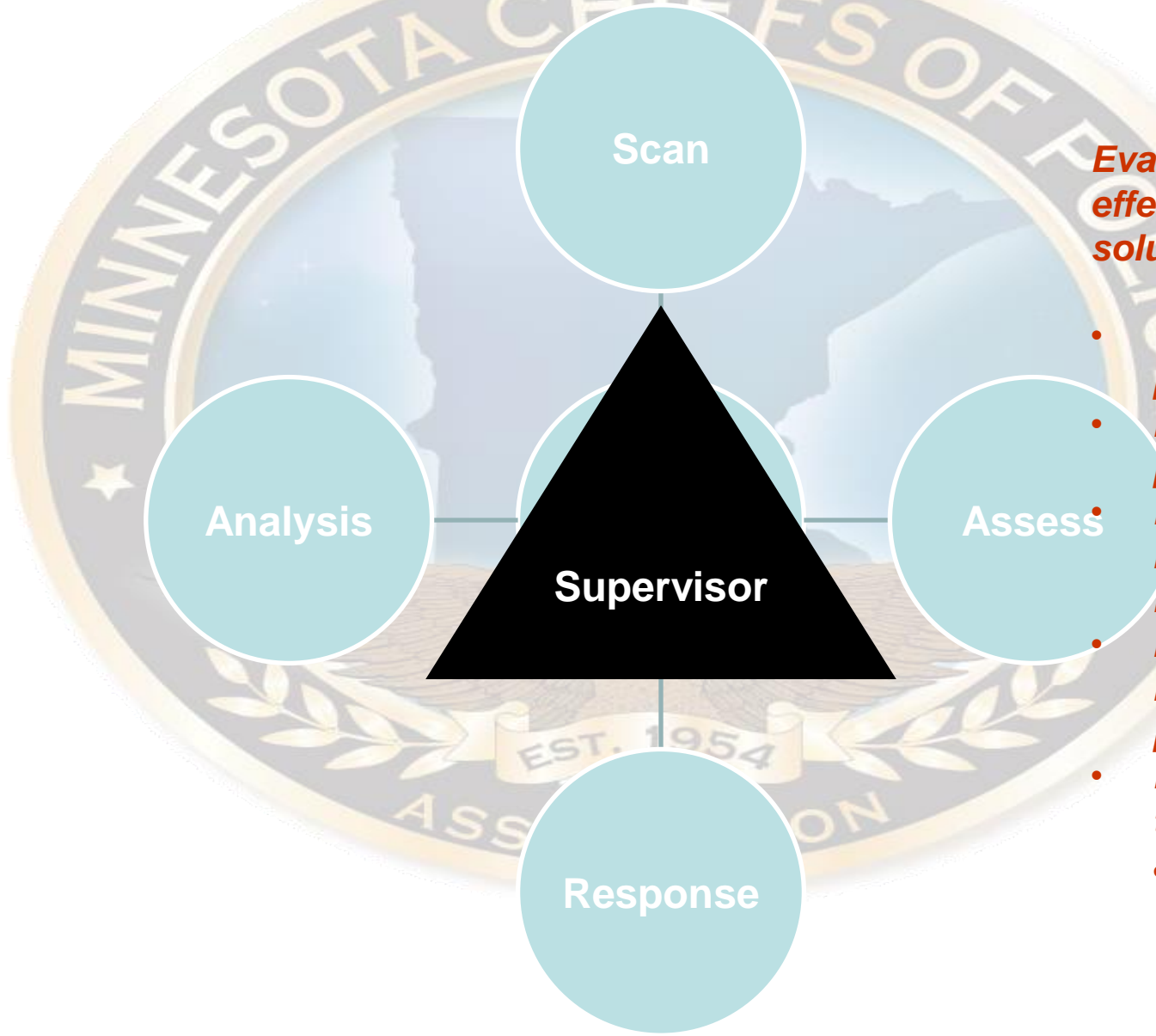
Supervisor

Response

## **Interventions**

- **Recognition**
- **Counseling**
- **Training**
- **Professional Assistance**
- **Peer Officer Support**
- **Crisis Intervention Teams**
- **Reassignment/Relief from Duty**

# SARA



*Evaluating the effectiveness of solutions applied:*

- *Eliminate the problem.*
- *Mitigate the problem.*
- *Reduce the number of incidents.*
- *Improve the handling of the problem.*
- *Refer the problem to the proper authority.*

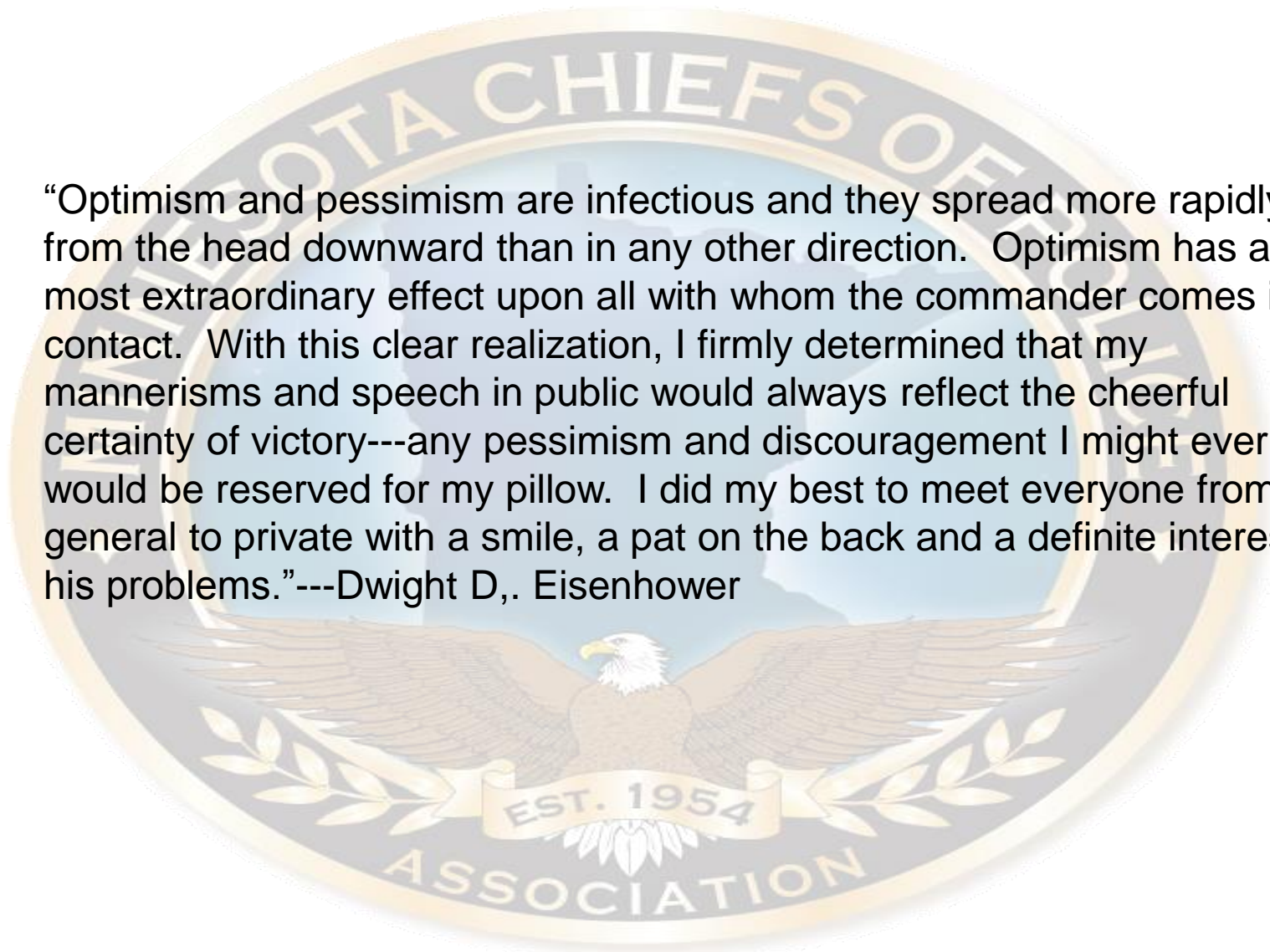
# Who has time for all this talking?

- Nobody.
- BUT, unresolved conflict draws energy and work in ways that we don't account for.
- Spend seven minutes now and save seven hours later
  - The longer you wait, the bigger the problem becomes.
  - The sooner you raise an issue, catch a misunderstanding, or ask a question to clarify, the sooner you clear it up and move on.

# A QUICK REVIEW:

- What is the most **significant factor** in ensuring that officers understand and follow policy??
  - » **YOU! THE SUPERVISOR**
- How does "**Supervisory Style**" affect officers productivity and accountability?
  - » **Your Style Sets the Tone**
- Do patrol officers take on the "**personality**" of their supervisor??
  - » **YES! SO...BE CAREFUL ON WHAT YOU'RE DEMONSTRATING!**

“Optimism and pessimism are infectious and they spread more rapidly from the head downward than in any other direction. Optimism has a most extraordinary effect upon all with whom the commander comes in contact. With this clear realization, I firmly determined that my mannerisms and speech in public would always reflect the cheerful certainty of victory---any pessimism and discouragement I might ever feel would be reserved for my pillow. I did my best to meet everyone from general to private with a smile, a pat on the back and a definite interest in his problems.”---Dwight D., Eisenhower



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# SCENARIOS