



**“Toxic Leadership
and Supervision
in
Law Enforcement & EMS”**

EMS Annual Leadership Training Seminar

Sept. 5, 2019, Pala, CA



About me:

- 26 years in law enforcement
- 24 years - Santa Ana Police Department
- Forensic Services Supervisor
- Bachelors - Criminal Justice Management with an emphasis in Leadership
- Graduate Certificate in Forensics & Crime Scene Investigation
- Masters in Forensic Science
- Certified Senior Crime Scene Analyst (IAI)
- 15 years - Operations Manager with Private Ambulance Service
- Past-President of SCAFO (2014)
- Past-President of Cal State Division of the IAI (2015-2016)
- Owner/Principal of Forensics 360

About you:

Who is in the audience?

First Line Supervisors, Field Supervisors, F.T.O.'S,
Corporals?

Sgt.'s, Captains?

Lt.'s, Managers?

Chief's, CEO's?

Future Supervisors?



AGENDA

- Identify Leadership.
- Identify Supervisory Styles – Good & Bad.
- Identify Toxic Leadership.
- Discuss the Cause & Affects of Toxic Leadership.
- Discuss How to Choose and/or Promote the Right Supervisor.
- Discuss How to Transition into Supervision.
- Discuss How to Obtain Support from your Command Staff and Subordinates.



DISCLAIMER

The following are my personal observations and opinions from my experience and education, and they do not reflect those of the Santa Ana Police Department.

My Ultimate Goal...

...to shed light on basic leadership qualities and good supervisory styles, while showing examples of the bad.

This should help identify true leaders and help new supervisors improve their skills.

But First....

...We must acknowledge and understand that SOME government agencies and private companies promote individuals based on their seniority rather than their skills or experience...

...And SOME agencies and companies promote strictly on education and not their abilities to lead.

Not that its right, but it happens.

Is that True?

How many believe that?

How many have witnessed it?

How many disagree?



Why this topic?

- Recently “Toxic Leadership” has been a big topic in public safety.
- Government agencies and the private sector have been experiencing difficulties with leadership and supervision.
- Most are caused by the lack of leadership, poor supervision, mismanagement or the promotion of the wrong individual(s).



What is
Leadership?

Leadership

“The action of leading a group of people or an organization.”

– Webster Dictionary

“The true measure of leadership is influence. Nothing more, nothing less.”

-John C. Maxwell (21 Laws of Leadership)

“Leadership is the art of getting someone else to do something you want done because he wants to do it.”

– President Dwight D. Eisenhower

Leadership.....So what is Leadership?



"Is a Choice, Not Position."

"is earned, not designated."

*"Its understanding yourself first,
then using that to create a superb
organization."*

– Cpt. D. Michael Abrashoff

LEADERSHIP is the Foundation for Supervision and Management



You should be a good leader before moving into supervision or management.



So, Do You Need to Be a
Supervisor to be a Leader?

NO.

Anyone can become a Leader.



- Some are born Leaders
- And
- Some develop into Leaders

Leadership
vs.
Supervision
vs.
Management

- **Leadership:**
 - Influencing people to **want** to do what needs to be done.



What is a
Supervisor?

Leadership
vs.
Supervision
vs.
Management

Supervision:

- Continuing the leadership and directing people.





What is a
Manager?

Leadership vs. Supervision vs. Management

Management:

- Continuing the Leadership, Directing, Planning and Organizing Resources.





SUPERVISION



TYPES OF SUPERVISION STYLES

Four Basic Styles of Supervision:

These types of supervision are generally classified according to the behavior of supervisors towards their subordinates.

Autocratic

Free-rein or Laissez-Faire

Democratic

Bureaucratic.

Types of Supervision: AUTOCRATIC

1. Autocratic or Authoritarian Supervision:

This supervisor wields absolute power and wants complete obedience from his subordinates.

He/she wants everything to be done strictly according to his/her instructions and never likes any intervention from his subordinates.



Types of Supervision: FREE-REIN

2. Free-rein or Laissez-Faire Supervision:

Under this type of supervision, maximum freedom is allowed to the subordinates.

The supervisor never interferes in the work of the subordinates. Full freedom is given to workers to do their jobs. Subordinates are encouraged to solve their problems themselves.



Types of Supervision:

DEMOCRATIC

3. Democratic Supervision:

Supervisor acts according to the mutual consent and discussion or consults subordinates in the process of decision making. This is also known as participative or consultative supervision.

Subordinates are encouraged to give suggestions, take initiative and exercise free judgment. This results in job satisfaction and improved morale of employees.



Types of Supervision: BUREAUCRATIC

4. Bureaucratic Supervision:

Certain working rules and regulations are laid down by the supervisor and all the subordinates are required to follow these rules and regulations very strictly. A serious note of the violation of these rules and regulations is taken by the supervisor.

This brings about stability and uniformity in the organization. But in actual practice it has been observed that there are delays and inefficiency in work due to bureaucratic supervision.



Which Type of Supervisory Style Do you Practice?

Which have you worked under?



7 Characteristics of Toxic Leadership

1. Arrogant
2. Self-Serving
3. Inflexible
4. Petty
5. Lacks Purpose
6. Negative Attitude
7. Unmotivated

Common Mistakes of Passive Supervisors

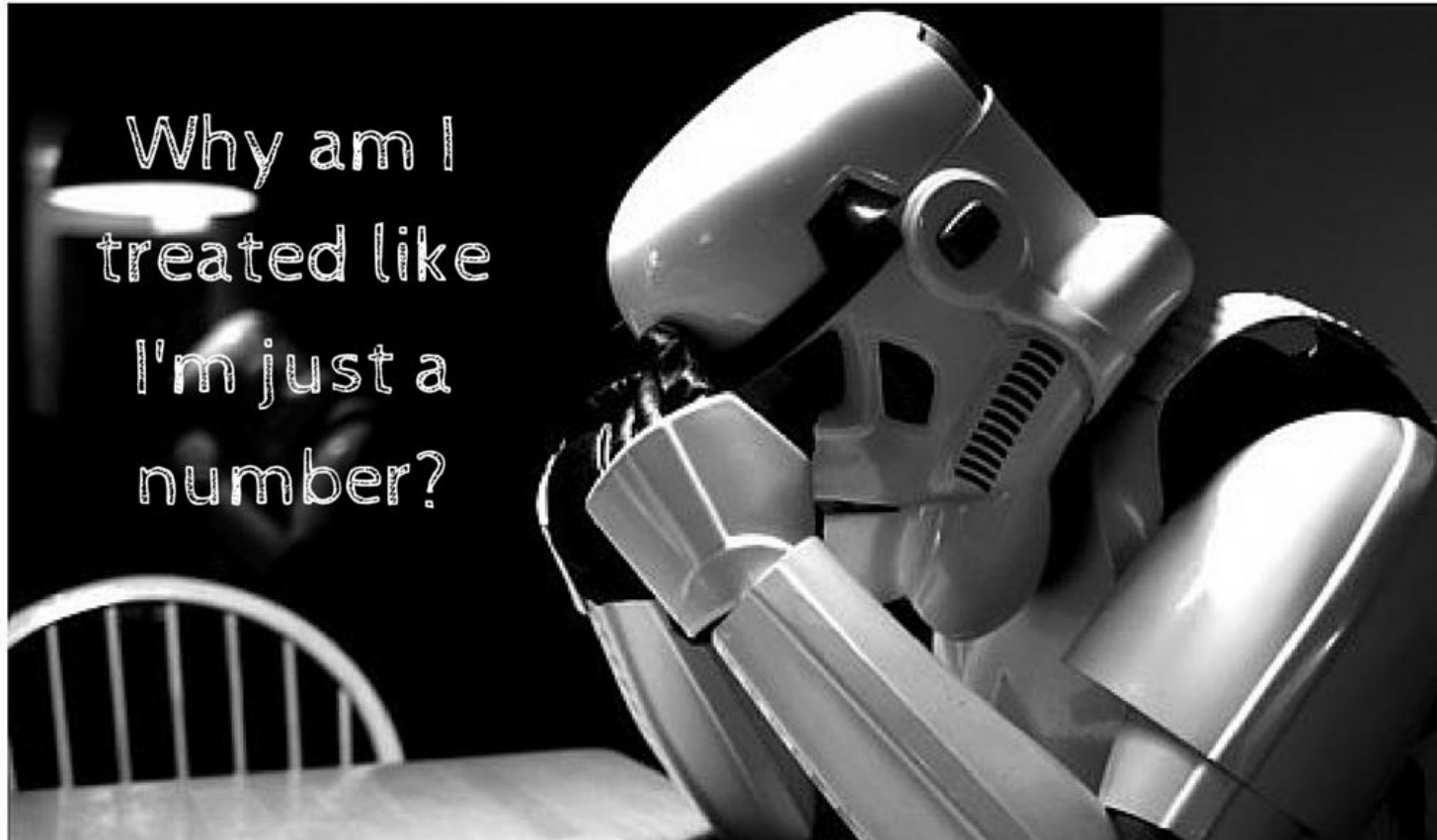
- Want to continue close friendships.
- They Strive to be liked.
- Non-confrontational.
- Do not want to hurt feelings (Evaluations or Discipline).
- Favoritism.
- Do not delegate / take on too much.
- Do not hold people accountable.
- M.I.A.



Common Mistakes of Overly Aggressive Supervisors

- They Make everyone their enemy.
- Go out of their way not to be liked.
- Enjoy hurting feelings. – Bully.
- Delegate too much.
- Completes nothing and blames everyone.
- Confrontational.
- Micro-Manages.
- M.I.A.





- Low Moral.
- Quality of Work and Productivity Decreases.
- Increased Call-Offs / Sick Time / I.O.D.'s.
- Personnel Issues and/or Lawsuits.
- Loss of Employees.
- Constant Hiring.
- Increase Cost of Hiring New Employees - \$75k
- Stress Related Health Issues.
- Affects Home Life.

Affects of Toxic or Poor Leadership



A Gallup study found that when people leave their companies, 65 percent of them are actually leaving their managers.

Cost of Losing Employees...

Private Industry

Recruitment Cost	Training Hours 100	Training Wage \$2,000.00
Training Staff Cost 900.00	Total Cost \$3,000.00	Average Turnover Rate 2.50%



Identifying the Leaders

What are the characteristics
of a good Leader?



8 Characteristics of Good Leadership

1. Integrity
2. Able to Delegate
3. Effective Communication
4. Confidence
5. Commitment
6. Positive Attitude
7. Creative
8. Ability to Inspire

Managers, know any employees with these characteristics?





1. Get Involved:

- Get to know your people.
- Get out from behind the desk.
- Show interest in what personnel are doing.
- Be part of the team.

Five Elements of Leadership

Commander Smith...

- Married (spouse's name)
- Spouse's occupation
- Kids (ages)
- Kid's activities
- Hobbies you enjoy with your family
- What do you like to do when not at work?
- What do you believe is working well for this Watch?
- What do you think is not working well?
- If you were the WC what would you do differently?
- What do you like to do when not handling CFS?
- Do you have a career plan? (it's okay if you don't)
- What position would you like to get next? (it's okay if you don't know)

Five Elements of Leadership

#2

- **2. Communication**

- Encourage discussion.
- Welcome constructive criticism “open door policy.”
- Resolve conflict, Don’t ignore it.
- Don’t just listen, hear your people.
- Be open to change and/or try ideas (24 hr. Field Supervisor).
- Acknowledge good work.



Five Elements of Leadership - #3

3. Allow personnel to develop

- Match people to work.
- Know individual's limitations and/or restrictions.
- Education, training, career ladder.





Five Elements of Leadership #4

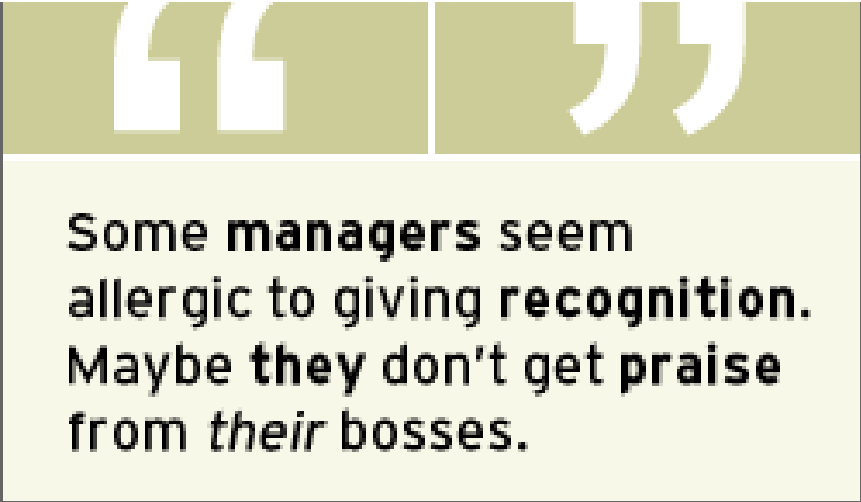
- 4. Establish Standards and Enforce Them
 - Department Orders.
 - Standards and Protocols (SOP's).
 - Personals Standards.
 - Expectations.
 - People need to hear "No."

CONSISTENCY
IS 

Five Elements of Leadership #5

• 5. Provide Feedback

- Offer constructive criticism.
- Praise publicly, discipline privately.
- Don't be afraid to approach personnel or their issues.
- Ask for their viewpoint or opinions.

A graphic featuring a light green background with a dark green border. At the top, there are stylized white quotation marks. Below them, the text is written in a bold, black, sans-serif font.

Some managers seem allergic to giving recognition. Maybe they don't get praise from *their* bosses.

Affects of Good Leadership

- Less Time Taken – Decrease in Sick Time / IOD
- Healthy Environment – Want to come to work
- Decrease in Personnel Issues
- Quality of Work and Productivity Increase
- Keep Good Employees
- Save Money – Cost of Losing Employees



Taking the
Baton

Transitioning into Supervision



Why Transition into Supervision



- Do it to help make a positive change.
- Do it to better the Unit, Team, Department, or Company.
- Do it to pass on knowledge or experience.

Why NOT to Transition into Supervision

- Do not promote just for the money.
- Do not promote for a better schedule.
- Do not promote because someone else is running for the position.



How to Transition into Supervision

Interested in becoming a supervisor?

Start preparing now.

- -Identify if you are a leader or a follower.
- -Gain the respect from your peers and supervisors now.
- -Gain knowledge in your field.
- -Start taking supervisory courses.
- -Learn to separate friendships from work.



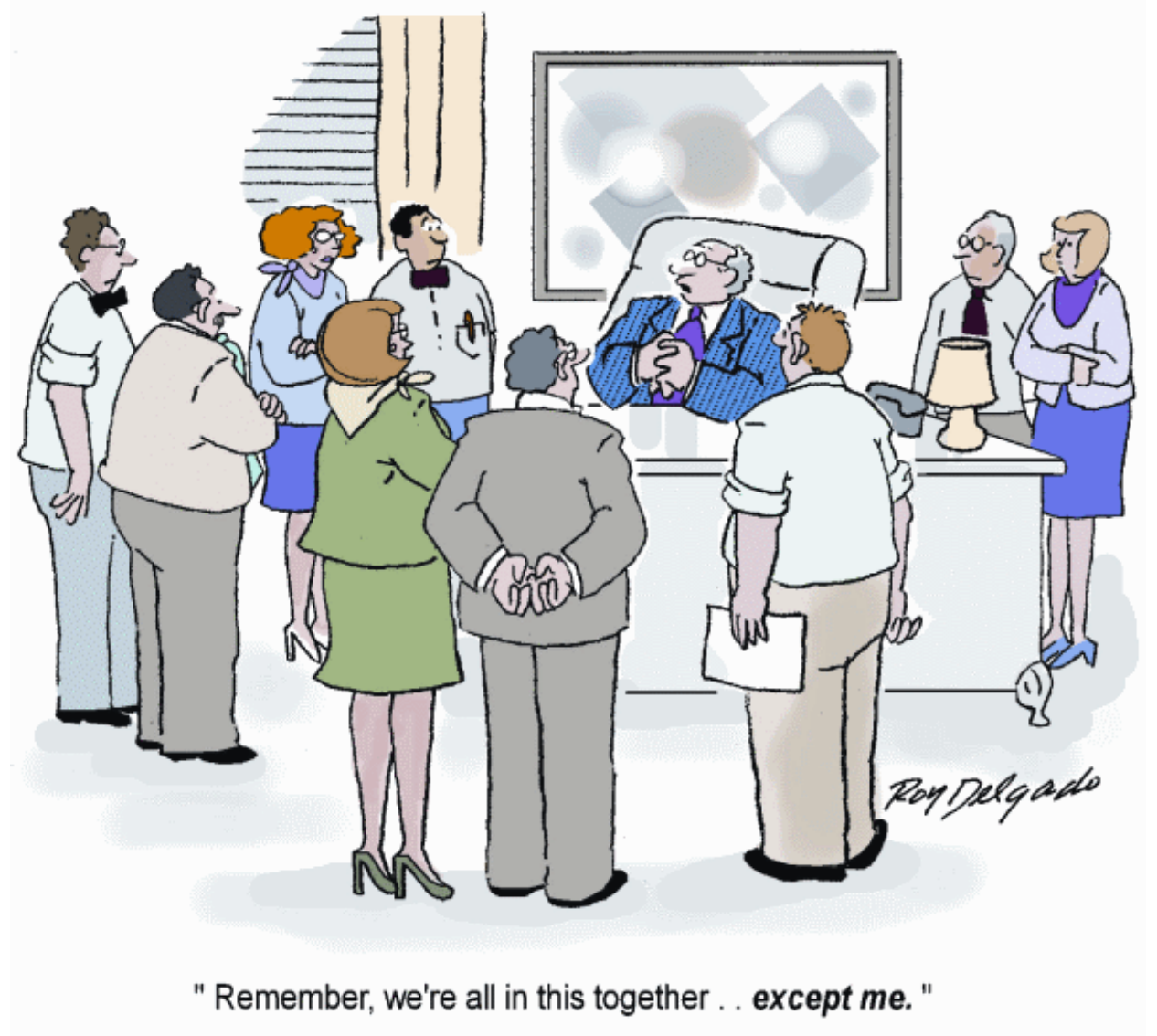
Maintaining support from subordinates

- Be open with them.
- Keep constant communication.
- Establish expectations early on.
- Stick to your expectations.
- Follow through. If you say you will do something, do it!
- Support or Back them.
- Give them Structure.

Maintaining Support from Subordinates

Be the example:

- ✓ Show them what you expect, don't just tell them.
- ✓ Don't ask someone to do something you aren't willing to do yourself.
- ✓ Delegate jobs / projects - not to the same people
- ✓ Ability to show time management.





"Nepotism" is a polite way of saying
"you have no chance in hell of ever being promoted."

Do Not Play
Favorites!

Maintaining Support from Subordinates

Show Your Administrative Ability

- ✓ Know your people.
- ✓ Know their motivation triggers:
 - Overtime.
 - Special Projects / Assignments.
 - Positive Log Entry.





Maintaining Support from Subordinates

Give workers sense of:

- ✓ Worth as professionals
- ✓ Belonging to a team / agency
- ✓ Security in their performance

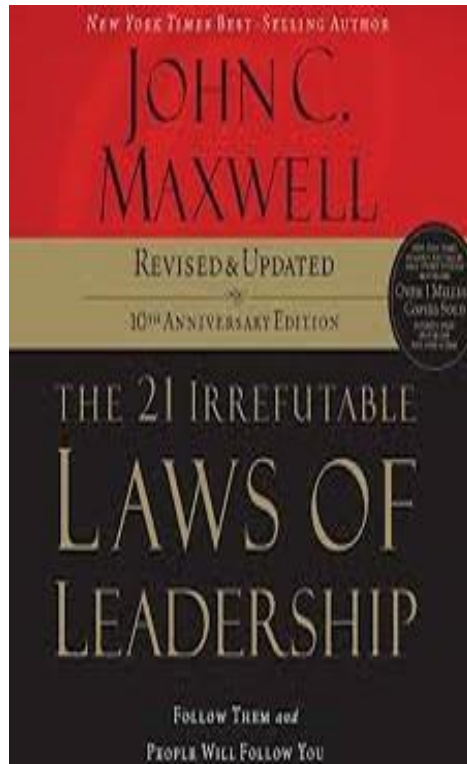
Question....Are
you ready to
make a positive
change?



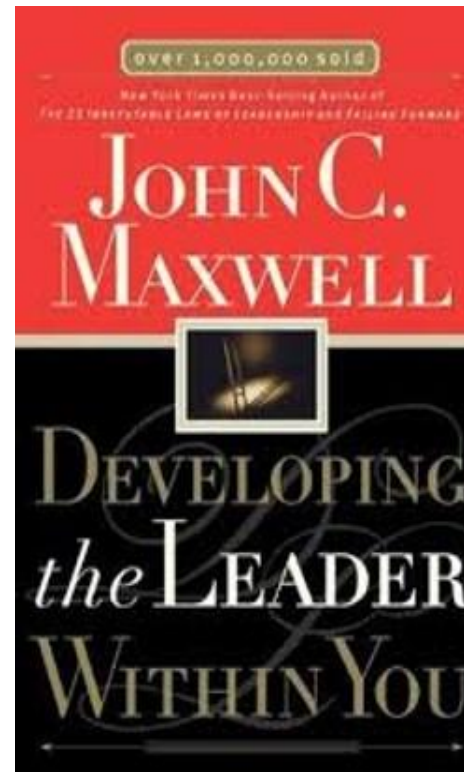
LEADERSHIP BOOKS

John C. Maxwell

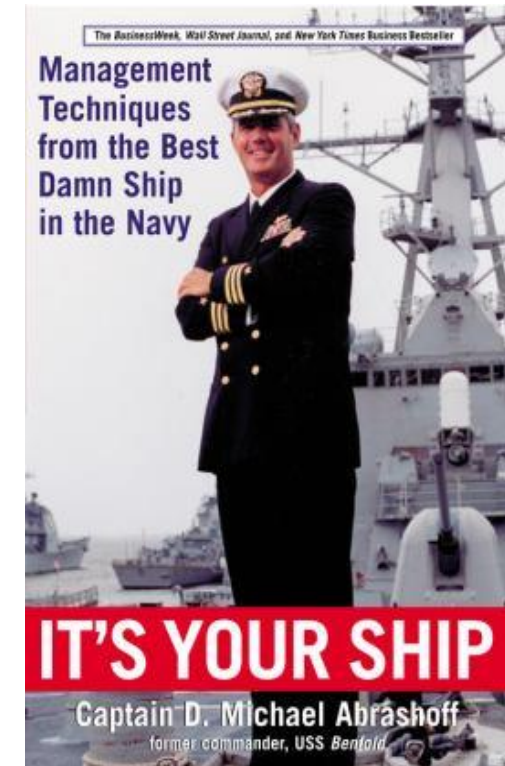
“21 Laws of Leadership.”



“Developing the Leader Within You”



Capt. D. Michael Abrashoff
“It’s Your Ship.”





Questions...



Mark A. Waldo, MFS, CSCSA

714-276-4292

714-488-1157

info@Forensics360.com