

The Leaders behind the Star



The Los Angeles County
Sheriff's Department

www.lasd.org



*Reflections on
Leadership in the LASD*

OUR CORE VALUES

As a *leader* in the
Los Angeles County Sheriff's Department,

I commit myself to
honorably perform my duties with
respect for the dignity of all people,

integrity to do right and fight wrongs,

wisdom to apply *common sense*
and fairness in all I do and

courage to stand against racism,
sexism, anti-Semitism, homophobia
and bigotry in all its forms.



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Table of Contents

Introduction	2
Sheriff's Message	3
Key Leadership Characteristics	4
Leadership Examples in the Workplace ..	5
■ Words of a Deputy	11
Leadership Resources	
■ LASD University	13
■ Deputy Leadership Institute ...	14
■ Leadership Book List	15

Introduction

Responsibility and accountability are paramount in maintaining a successful and credible law enforcement agency. It is the duty of each member of the Los Angeles County Sheriff's Department to embrace solid leadership characteristics and apply them daily.

Leadership is not an inherent trait, it is developed and nurtured throughout the course of one's life. Each Department member must be committed to reinforcing their leadership skills as well as those of their co-workers.

It is with this in mind that Department members, consisting of both sworn and professional staff, have developed this guide to assist you in achieving your highest leadership potential.

Message from the Sheriff

To maximize effectiveness, our organizational vision must include a demonstration of the faith that we have in each individual member to reach his or her leadership potential. We can and must remove blame, mistrust, and fear from our Department Culture. These negative characteristics must be replaced by the principle of responsibility to improve the quality of life in the communities we serve. Remember, it's up to each and every one of us to stand up for what is right, challenge what is wrong, and to apply common sense and fairness in all we do as leaders. Each of us can always do better.

The guide, "The Leaders Behind the Star," will assist us in developing the leadership potential that exists in every member of the Sheriff's Department.

- Sheriff Leroy D. Baca

Key Leadership Characteristics

- Integrity*Being true to sound values, your family and the Department's mission
- Self-Management*Independent, reliable, and disciplined
- Confidence*Self-assured of one's knowledge, skills and abilities
- Enthusiasm*A positive energetic attitude
- Mentorship*Ability to teach others through influence and positive examples
- Commitment*A pledge or devotion to a cause or goal
- Judgment*Use of foresight and perspective in decision making
- Communication Skills* ..Effective exchange of thoughts and ideas with others
- Innovative*Look for ways to improve who we are and what we do

The Leaders Behind the Star

Real Leadership Examples:

One A Deputy working patrol began his daily assignment humbly. As part of his regular day he arrived early and stayed late with the simple desire to learn his honorable trade. He had a long and stellar career making hundreds of arrests and answering thousands of calls to assist the community he served. He was a trusted and responsible partner. His peers and supervisors would breathe easier upon hearing his calm yet commanding voice on the radio.

He was very well versed at setting up containments and managing command posts, which also put his supervisors at ease. Whether handling a simple detention for 40302(a) CVC (Failure to Present Proper Identification), a brutal carjacking or Assault with a Deadly Weapon, he approached each with the same level of interest and enthusiasm. His work product spoke for itself. His partners respected him, and that acknowledgment was enough for him.



He eventually expanded his sphere of influence and became a Field Training Officer. As a teacher and mentor he made a difference in the lives of a number of young deputies. His passing on these qualities and skills to a future generation of deputies has had an important, positive impact on the Department.

Two Two sergeants assigned to Custody Operations were noted mentors and trainers. They spent countless hours preparing deputies for their upcoming patrol assignments. This took place in groups and one-on-one sessions. Due to their extensive experience and personal Department contacts, they were able to provide a number of training classes and facility briefings for those wishing to attend. Numerous deputies were extremely grateful and benefitted tremendously from the guidance provided by these sergeants. They are exemplary role models and mentors.



Three Two deputies displayed remarkable initiative when they recognized a security breach regarding the use of jail made handcuff keys by inmates and set out to make an impact on their own.



They realized the importance of sharing this vital information with their partners and initially conducted several training sessions for their peers at Men's Central Jail. They also created a training video, utilizing two hardcore inmates who demonstrated the technique for breaching the handcuffs.

The deputies also noted that possession of a jail-made handcuff key was not a crime. They took the initiative to submit a legislative proposal to amend section 4535 P.C., making it a felony for an inmate to possess such an object. These deputies exhibited exceptional teamwork and ingenuity in improving the Department and the safety of their coworkers.

Four A member of the professional staff has established herself as a dedicated member of the Los Angeles County Sheriff's Department. She always has a positive attitude and displays a professional demeanor. She is very adept at performing her duties and demonstrates confidence, integrity, and a commitment to the Department. She is frequently called upon for advice from supervisors and coworkers alike. Her forthright, yet polite manner of communication is appreciated by those around her.

Due to her years of experience, she is able to guide employees through the complex county system so they can achieve their goals. Her inspiration has enhanced the abilities of her fellow employees. Her dedication to reaching her own professional, educational, and personal goals, and helping others to do the same, has made her a trusted mentor and peer leader.



Five A Field Training Officer and his trainee responded to the scene of a double murder at a convenience store. One of the victims was a female who was killed during her very first day on the job as the night shift cashier. The single mother was trying to make a better life for herself and her young daughter. To make matters worse, it was the beginning of the holiday season.

The FTO took it upon himself to organize a donation drive for the victim's young daughter. The fundraiser was a huge success. The compassion of station personnel and community members was remarkable. When presented with the gifts, the young girl smiled for the first time in weeks. This deputy identified an opportunity to make a difference and went beyond the call of duty for the community he served.



Over the next year the deputy continued to have contact with the young girl. He took her to the movies and other outings to try to bring a little joy into her life. This compassionate spirit and dedication to the community is a fine example for all.



The Words of a Deputy

A deputy who recently resigned from the Department to pursue another career, sent a strong message to his peers about integrity, leadership, and team work. The message included:

1. Be the first one to tell someone if you screw up. If you've ever read one of those quarterly discipline reports, almost all of the 15-plus days off people 'lied during the course of the investigation.' It's not worth your co-workers knowing you're a liar.



Tell the truth and most supervisors will want to help you. The Department invested a lot of money to hire you, pay you, and to train you. They don't want to lose that investment, but you make it easier for them to get rid of you if they think you're a liability.

2. Along with honesty, don't ever put your partners in a position where they have to lie to protect you. Lying to protect your partners is a horrible situation to be in. I've seen situations where your partner eventually comes clean and you're hung out to dry.

3. Take care of yourself and your partners. If you see someone getting in over their head, help them out or pull them aside. They may be "pissed off" at you for now, but when they calm down, they'll thank you. This applies to everything, on and off duty.

This deputy's comments serve as another reminder of the professional and leadership concepts that we in the Department value.



LEADERSHIP RESOURCES

LASD University

The goal of LASD University is to help develop the most professional workforce possible, while helping Sheriff's Department employees access opportunities for personal and professional growth. LASDU has partnered with institutions that offer both conventional and on-line Associate, Bachelor, Master, and Doctoral programs in a variety of disciplines. Courses of study include Business, Homeland Security, Public Administration, and Criminal Justice.

To date, thousands of Department members have earned degrees with the assistance of LASDU. The program serves the Department, police officers, fire fighters, and probation officers from surrounding agencies.

Most programs are offered to Department members at reduced tuition rates. Reimbursement, up to \$2,000 per fiscal year, is available to all Department members. To keep LASDU's programs accessible, facilities throughout the county are used and many programs are available on-line.

Deputy Leadership Institute

There is no other profession so universally looked upon for leadership as law enforcement. People look to us for fair and sound judgement, decisiveness, and courage in times of crisis. John F. Kennedy said that "Leadership and learning are indispensable to each other." It is in that spirit that the Deputy Leadership Institute (DLI) was created.

The DLI is a groundbreaking leadership development program that serves as a model for all law enforcement agencies. It was founded on the principle that leadership is an essential trait of the professional law enforcement officer and can be developed in each of us. DLI is designed to help each of us recognize our leadership capabilities and responsibilities, both personally and professionally, and to enhance our ability to be leaders.

All Department employees have the opportunity to benefit from the DLI experience. The program includes a two-day course or a six-month DLI Continuum, in which the participants earn college credit for attending three days each month. The principles of responsibility, mutual respect, and courage are cornerstones of the program. We must be ever mindful of our societal responsibility to those we serve.

Leadership Book List

Becoming a Strategic Leader:

Your Role in Your Organization's Enduring Success - by Richard L. Hughes

Credibility:

How Leaders Gain and Lose It, Why People Demand It -by Kouzes, Posner & Peters

Lincoln on Leadership:

Executive Strategies for Tough Times - by Donald T. Phillips

Managing People Is Like Herding Cats:

Warren Bennis on Leadership - by Warren Bennis

Principle Centered Leadership - by Stephen R. Covey

Servant Leadership:

A Journey into the Nature of Legitimate Power - by Robert Greenleaf

Success Built to Last -

Creating a Life that Matters - by Jerry Porras, Stewart Emery, and Mark Thompson

The 21 Irrefutable Laws of Leadership:

Follow Them and People Will Follow - by John Maxwell & Zig Ziglar

The Leadership Challenge:

How to Keep Getting Extraordinary Things Done In Organizations - by James Kouzes

Who Moved My Cheese? - by Dr. Spencer Johnson

NOTES

OUR CREED

My goals are simple.
I will always be
painfully *honest*,
work as hard as I can,
learn as much as I can
and hopefully
make a difference in
people's lives.

Deputy David W. March,
EOW April 29, 2002

OUR MISSION

Lead the fight to prevent
crime and injustice.

Enforce the law *fairly* and
defend the rights of all.

Partner with the people we
serve to secure and promote
safety in our communities.