

# **“Mountie Rules”**

## **Leadership Development Part #2**

Superintendent  
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[www.WardClapham.com](http://www.WardClapham.com)

### **Welcome**

- Interactive
- Ask Questions
- Will Take Break in 1 Hour

...Welcome to the information revolution & knowledge worker age

...E-verything is changing at warp speed

### **Leadership Development**

- This is not a quick fix
- Leadership is a journey
- Not about beating the exam
- If you are looking for “Instant e-verything (including gratification)” – you are at the wrong place.
- My investment in you is long term
- Walking the talk is really what is important

### **Why “Mountie Rules”**

- Timeless and tested – they are current
- Not teaching to exam
- Understanding the rules will serve you well

- Exploring leadership **principles** will give you that “leg up”. Principles are timeless.
- Why leadership? – Once you leap from the Industrial Revolution of Management to Leadership – there is no turning back...

## **Core Competencies**

- Past (6) and New (4 clusters)
- Lets go over some of the “mountie rules” with the New Organizational Competencies (the old competencies are weaved in the new)
- You will have to take additional time on your own to flush out these competencies even in more detail

## **The New Organizational Competencies**

- Commitment to learning and development
- Thinking skills
- Client centered service
- People skills

## **#1 Commitment to Learning and Development**

- Developing Self
- Developing Others
- Flexibility
- Change Leadership

## **Developing Self**

Sharpen the Saw...30- 60 minutes a day

- Look for opportunities to refine existing skills
- Like courses and developmental activities
- Then integrate into on-the-job performance

Have a learning plan... (keep it simple)

<http://www.wardclapham.com/OCDP2003-04.html>

## **Developing Others**

Your Job = Providing developmental opportunities for others to achieve full potential current and culture

- It's NOT about you!
- Your people will make or break you
- First line supervisor is the key...

You identify activities to help develop, support, coach and provide advice

## **Smart Leaders**

- The most successful CEO's brag about how they are not the smartest...
- They brag about how they surround themselves around the smartest people
- Thus...create an environment of Continuous Learning and Development (this is what we did in Richmond – realigned and restructured everything we do)

## **Flexibility**

#1 “Challenge” - Many don't like to flex – it is like a sign of weakness or loss of control

- Considers, adapts and changes behaviors in light of new ideas.
- Works effectively in a variety of situations and various groups of diverse backgrounds  
(like I just worked with a group of lifers)
- Positive attitude and open-mindedness

## **Situations Evolve**

- A leader must alter their normal procedures to fit a specific situation to get the job done

(for example – you may have to take on co-workers tasks on when needed in an emergency – or cover them for a training course)

- May require you to take on a different solution brought forward by one of your team mates...their idea may make sense

## **Changing Course of Action**

- Based on new information or contrary evidence...changing ideas or course of action...Don't get CRUSTY
- Apply flexibility on guidelines and procedures...but ensure sound practices are followed

(Difference between policy and guidelines)

- M.E.A.L Moral, Ethical, Affordable & Legal

## **Change Leadership**

Initiates, implements, and supports new or modified approaches, practices and processes in the organization

- The first few real life “big picture” examples that come to mind...Integration, PRIME, Crime Reduction, Balanced Score Card
- At the Cpl, Sgt and S/Sgt level...peak period shifting, verified response to alarms, youth outreach programs within communities, bridging the gap, crime analyst

## **Fostering Acceptance of... & Commitment to Change in Others**

### Rules of Change

- Involve, inform, listen, communicate, respect customs, move slowly...include so there is involvement = ownership
- Help others deal with their resistance to change. Help them become more open to new ideas and perspectives (Joel Arthur Barker – The Business of Paradigms...a must read)

## **Manage the Change Process**

- If you know there is going to be change...then manage it with
  - communication (continuous)
  - goals
  - time frames
  - plans
  - contingency plans if there is going to be major resistance
  - deploy your best people – utilize diversity as a positive strength

## #2 Thinking Skills

- Innovative thinking
- Planning and organizing
- Problem solving
- Strategic thinking
- Decisiveness

### Innovative Thinking

Identifies, creates and implements new or alternative viable solutions to problems, situations and work processes

- As a leader, you may come up with the alternative...then involve others to fine tune it so it will work better
- Asking others for their ideas and perspectives

### Look Externally

- Best ideas many times come from outside our “box” (seminars, magazines, etc)
  - problem solving with the community
- Network with those in our business and outside our business for models/solutions

(example – there is so much “off the shelf” technology and solutions out there – why do we need to re-invent the wheel?)

## **Innovation**

- Vision – ability to forecast the future. Watching for rule breakers (paradigm shifts)

As the Pace Car... To provide direction, course of action and stability in status quo, turbulence and white water

- **Super** Vision – Super ability to really be looking at what is coming at us...

Supervision = Supervisor = Leader

## **Planning and Organizing**

Plans, implements, evaluates and adjust goals, objectives and courses of action

- Have a plan! Bring your team together include them in the research and development of the plan.

- Include them = ownership

...together establish (or explain) priorities, critical tasks, time lines and controls to detect problems early

## **With Plans**

- They never work as originally planned
- Plans need to be clear and manageable with the resources you have. So often, we build huge plans and we can never achieve the results intended.
- Multi tasking requires empowering your team to own parts of the plan – you cannot do it all alone > unless you want to be a “micro-

manager”

- Be ready to take corrective action to meet deadlines  
- firm, fair, but decisive. The buck stops with you!

## **Problem Solving**

CAPRA – Clients, analyze & acquire (break down problem), look at issues, opportunities, partnerships could include just your subordinates, and responses (take action, innovative, timely) and assess (follow up)

- Get the root of the problem as you dig
- Act on the obvious “low hanging fruit”
- Go slow with people – remember the 2 & 10 rule does not apply to people

## **Multiple & Difficult Problems**

- Multi tasking requires multi seeking  
(there is more than one right answer)
- Identifying multiple potential causes, identifying highest risk, finding multiple innovative solutions
- Big difference is making sure you “track” all the issues and follow up on them

## **Root Problem Solving**

- Get to the root of the problem
- Lots of side issues, smaller problems around a big problem  
(I call them white noise)

- Dig & focus on the “root”. You can apply band-aids or you can get deep...this takes time, energy and commitment
- Which means gathering facts, meeting, listening...**LISTENING** may just be all that is needed

## **Root Problem Solving (more)**

- Mutual – inclusive problem solving
- When do you include (internal and external partners)?  
Depending on situation, sometimes appropriate & not
- When does the S/Sgt or Sgt get involved?
- Think about how you would feel if your boss intervened into your “shop”...do think before you leap into your subordinates domain

## **Root Problem Solving (even more)**

- Conversely, think about how you would feel if your boss “duck shoved” his responsibility to you...so think before you “dump”
- Rule of thumb – first line supervisor deals with person they are responsible for...
- ...and some employees are going to be a “big” challenge

## **First Words Do Matter**

## **Your words as loud as actions**

(1) Meet, Seek, Ask, Listen

(2) Tell, Advise, Direct. Order

- Time and place for both styles...
- When? Where? Why? How? Why?  
... It matters

## **Strategic Thinking**

Identifies trends, patterns or connections between organizational issues & identifies key or underlying factors in complex situations. Identifies priorities and opportunities, aligns daily work with long range visions and directions

- Gap analysis – identify the gaps and target action to resolve gaps

(grow ops, home invasions, identify theft)

## **Anticipating Future Gaps**

- Leaders must be able to anticipate the emerging organizational needs  
(ex: financial, computer and internet crime)
- Utilize intelligence to help gain info  
(be intelligence led – smart policing)
- Identifies future needs and seizes opportunities to address issues  
(FUTURE SENSING)

## **Decisiveness**

Makes timely, well informed and effective decisions in the face of vague, ambiguous or conflicting situations or when there is an associated risk.

- Leaders recognize there are many points of view and incomplete information
- Get the most information you can before you act. With people problems, most of the time you can go slow...no rush

## **Decisions**

- Let them know the decision making model up front – autocratic, consensus or democratic
- Make sure your team “understands” your decision and reasons – you have a responsibility to do this
- Supervisors deliver the messages many of the times – sometimes the big boss delivers
- Behind closed doors – work out session (united voice when leaving closed doors)

## **Decisions (more)**

- United voice when out in public – no duplicity
- When decisions are made – Get on Board
- Support your subordinates decisions – if you “let go”...be supportive and sensible if a change of course is required for the future
- “Letting Go” – Does not mean “not knowing” or “not caring”. But, does not mean “micro managing” either”...

find the sweet spot

- Have a back up plan...video clip will explain

### **#3 Client Centered Service**

- Conscientiousness and reliability
- Meeting client needs
- Results orientated
- Stewardship

#### **Conscientiousness and Reliability**

Fulfills commitments in a professional, thorough and consistent manner through self discipline and a sense of duty. Shows a strong attention to detail and focus on quality

- Accomplishing tasks with little supervision – guidance.
- Anticipates problems and makes plans to prevent or damage control

#### **Come To Me with Solutions**

- Too often, we push our problems up the chain of command to the leader for solutions
- I push them right back down...
- Come to me with SOLUTIONS...not problems

- You can ask my thoughts, ideas on your solutions...but come to me with solutions!

## **Meeting Clients Needs**

Shows a strong desire to identify, meet or exceed internal and external client needs and expectations

- Client Centered – we are in business for the client...not ourselves - not some policy center
- Go beyond what is immediately asked by the client...be that “go to” person for your boss and the community

## **Client Needs**

- Seek
- Meet
- Gather
- Listen
- Consultation
- Feedback
- Survey

ultimately... adjust service delivery to  
Optimize Client Satisfaction

## **Results Orientated**

Demonstrates a personal need to achieve high quality results that meet or surpass organizational goals. It implies being a self-starter, showing initiative, and competing against one’s own standard of excellence.

- As a leader, you must always strive to improve your performance and that of the people you lead
- Have pre-set goals for yourself, your people, and your team.

## **Bounce Back**

- Leaders must bounce back when they hit the “wall”. This means adjusting plans as obstacles are encountered
- Regroup and adjust from setbacks
- Persist when the prospects of success appear dimmest
- Support and encourage subordinates in taking calculated risks...

## **Stewardship**

Focuses on safeguarding and using human, financial, and informational resources (including intelligence) effectively and economically by ensuring decisions and operations are implemented in compliance with applicable policies, procedures, standards, laws and regulations

- Monitor what is going on...take responsibility

## **#4 People Skills**

- Communication
- Persuasiveness
- Courage of Convictions
- Teamwork
- Team Leadership
- Networking and Relationship Building
- Self-Control and Composure

## **Communication**

Communication – effectively receiving and conveying information in all forms (written and verbal)

- Listen first – that is why we have two ears, two eyes and only one mouth
- Give timely feedback – positive and developmental – no one wants a bombshell dropped on them

## **Persuasiveness**

Gains others' support for ideas, proposals and solutions, and gets others to take action

- Leadership is all about inspiring others...  
(1) Be Proactive (2) Begin With the End in Mind (3) Put First Things First (4) Think Win-Win (5) Seek First to Understand, Then to be Understood (6) Synergize (7) Sharpen the Saw
- Just follow the 7 Habits of Highly Effective People

## **Courage of Convictions**

Demonstrates a belief in one's own capability to accomplish a task and to make difficult decisions, and takes appropriate actions that may not be popular but are in the best interests of the organization and clients.

- Maintaining your position even when faced with opposition
- Maintaining confidence in your own capabilities in the face of strong challenges

## **Courage**

- Proposing new ideas
- Taking on activities that are not popular
- Giving constructive feedback
- Speaking up when disagree with Mgt.
- Against all odds, still moves forward
- Accepts personal responsibility
- When disagrees with Mgt. decisions, tactfully will express own opinion...but will eventually get onside and support their decision

## **Teamwork**

Achieves common goals by working cooperatively with others and developing a positive work climate

- Participate with your team, get involved
- Build team spirit...have some fun
- Deal with issues while they are minor “little”

## **Team Leadership**

Leads and supports a team or other group to achieve expected results

- Let your people know how they will be affected by decision(s)
- Make sure the team has all the necessary information... (Don't let the media be the way your team is getting information)

## **Networking and Relationship Building**

Builds and maintains effective and constructive working relationships, partnerships or networks of internal and external contacts, with people who may assist in attaining goals.

- Proactively seeks, builds, maintains and understands relationships.
- It's all about RELATIONSHIPS!

## **Self Control and Composure**

Keeps emotions under control and restrains negative actions when provoked, when faced with opposition or hostility from others, or when working under conditions of increasing levels of stress. Maintains stamina and concentration under continuing stress

- Lead by example and expect this from your people – there is no excuse to act any way else

## **So What Do You Do?**

- Don't push the "send" button
- Ignore (think of a happy place)
- Accept the fact that your job is a "Problem Solver" – you are paid to deal with community and employee problems.
- Calm others by taking them aside and listening...listening. Then discuss why you need them to be calm
- Temporary imbalances – accept this, but don't let it consume you for life...

## **Your Development**

- 30 minutes reading (or internet research) everyday
- Practice the principles
- Look for the examples of “how not to do it”
- If you are really inspired... pick up the “The 8<sup>th</sup> Habit” by Stephen Covey

“Its Your Ship” by Michael Abrashoff

- Next Session Thursday January 26, 2006

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