



# The Importance of the Chief Executive in Smart Policing

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# Webinar Outline

- Role of the Police Chief in Smart Policing
- Important Aspects for Executive Attention
- Smart Policing and Organizational Learning
- Role of Research Partners
- Perspectives from Police Executives in the field



*Image source: Bostonhearl.com*

# The SPI Executive...

*Leadership is lifting a person's vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations. — Peter Drucker*

*A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be. — Rosalynn Carter*

*Leadership and learning are indispensable to each other. — John F. Kennedy*

# SPI Executive: Many Roles

- Formulating a Smart Policing plan
- Partnering with researchers
  - The case of Boston Police Department
- Implementing and assessing SPI from the leadership perspective
  - Asking tough questions
  - Making adjustments
  - “The truth hurts”

# SPI Executive: Supporter of Analysis and Evidence-based Strategies

- Challenges and benefits in terms of strategy and operations
- Impacts:
  - Decision-making
  - Allocation of resources
  - Transparency and legitimacy with City Hall and community

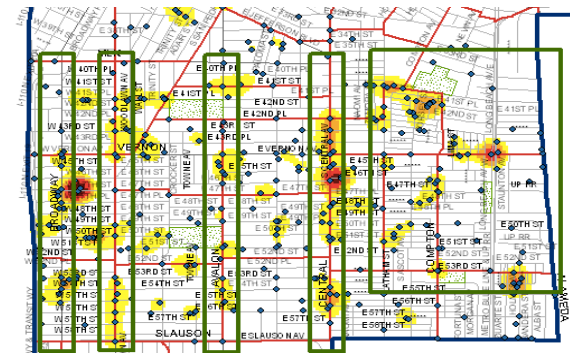
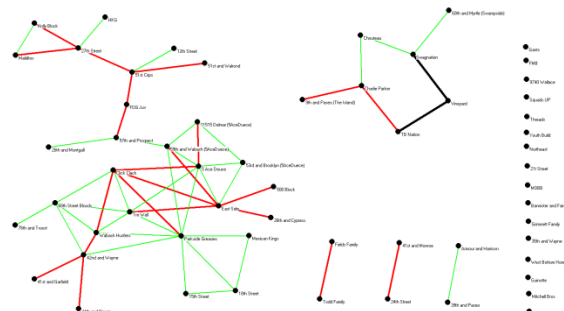


Image sources: Example research from Shawnee SPI, Kansas City SPI, and Los Angeles SPI national meeting presentations

# SPI Executive: Champion for Change

- Research tells us!
  - Should complement communication strategies emphasizing why SPI principles are critical to the operation of the organization
- Why should the Chief be the champion?



# SPI Facilitates a Learning Organization

- What is a learning organization?
- How does SPI support a learning organization?



# SPI Facilitates a Learning Organization

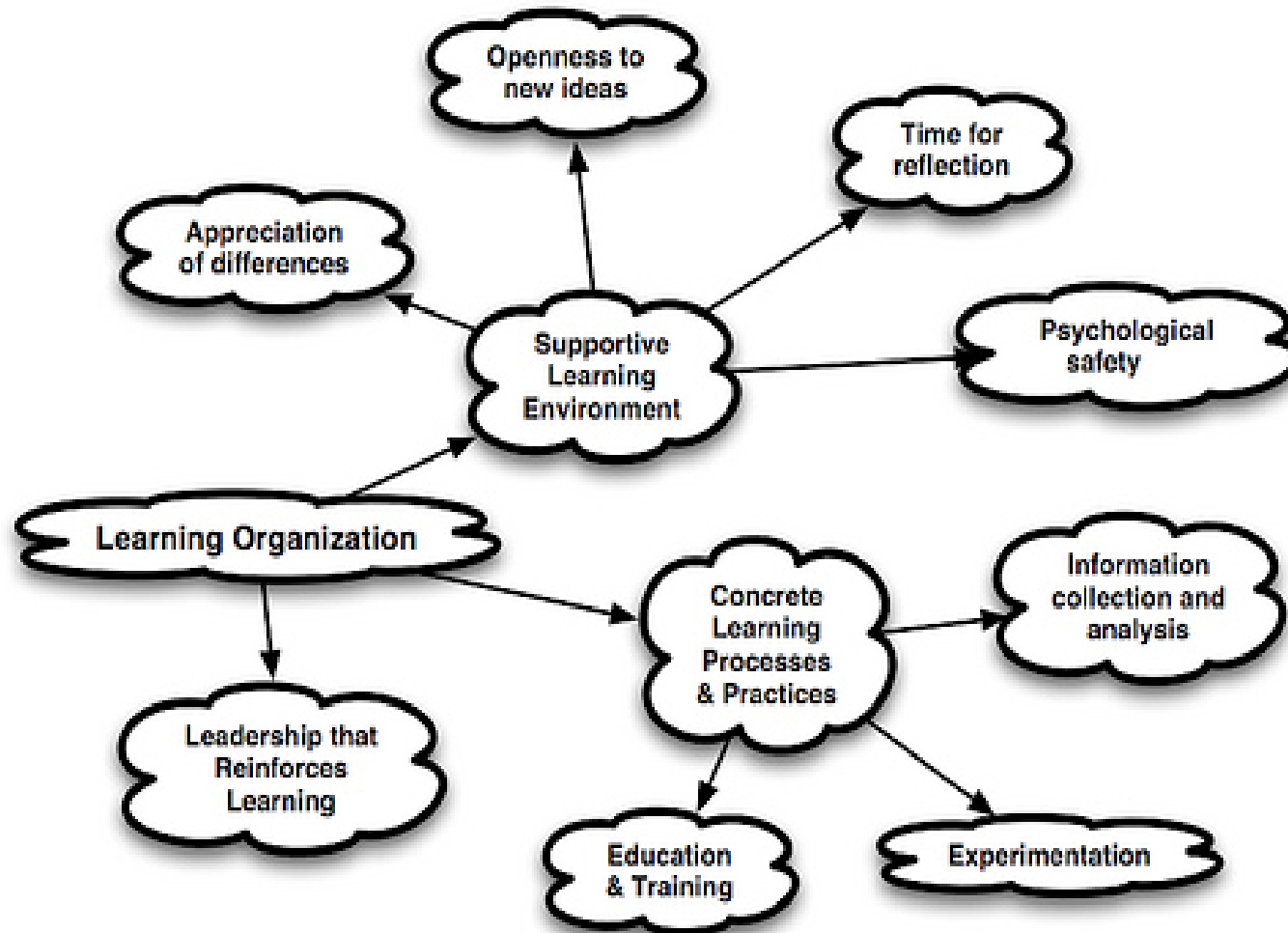




# Applying a Learning Organization

- Developing a common mission and goals
- Encouraging a culture of asking questions, reflecting, and taking risk
- Seeing pieces as part of a larger puzzle
- Learning (through research) to get better at what you do
- Understanding and changing behaviors
- Tapping into the strengths and leadership skills of people at all levels
- Engaging diverse constituent groups
- Focusing on performance
- Embracing change

# SPI Facilitates a Learning Organization



# Benefits of a Learning Organization

- A learning organization does **WHAT** for.....
  - The Chief.....
  - The Organization.....
  - The Community.....



# Lessons from Leading a Learning Organization

- Examples of creating and leading learning organizations
  - Lowell, MA, Philadelphia, PA and Boston, MA
- Specific tasks that police executives have to do to support and push in this direction
- Smart Policing has provided that opportunity in Boston and in agencies across the country
- The critical need for practitioner-researcher partnerships

# Stop and Talk

- In what ways does your organization support learning?
- Is it institutionalized, or each individual person's responsibility based on their own motivation?
- What are the challenges of creating a learning organization – and ideas to overcome challenges?

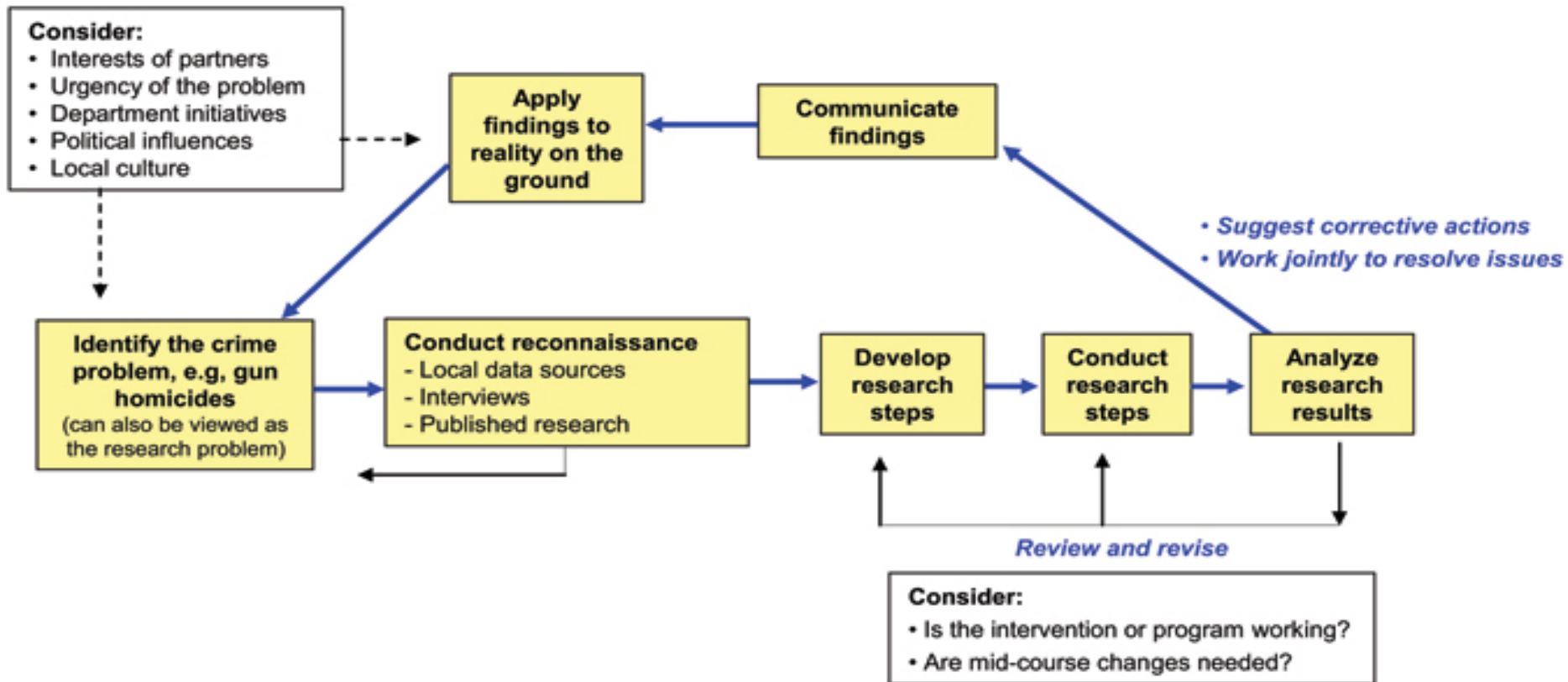


# Partnering with Researchers

- Vital to success
- Understand the issue
- Understand the research
- Allow to make good decisions
- Not blindly following but taking into consideration good facts
- Setting the stage with internal external and political environments



# The Action Research Model



Adapted from *Evaluation of the Locally Initiated Research Partnership Program*, by T. McEwen, September 2003

# Examples from the Field

- Challenges and opportunities – illustrated through specific examples, from the Chief’s perspective
  - Brooklyn Park, MN (Davis/Weisburd)
  - Lowell, MA Hotspots
  - Boston, MA Homicide
  - Data Driven to Approaches to Crime and Traffic Safety (DDACTS)
  - Shawnee, KS
- Why good wins out



# Examples from the Field

- Guest contributors
  - Police Superintendent William Taylor, Lowell, MA Police Department
  - Commissioner Charles Ramsey, Philadelphia, PA



# Sustaining SPI Principles

- The Role of the Police Executive
- Relentlessness
  - James Clawson, University of Virginia - Darden School of Business
  - Suggests one of the steps to effective leadership is relentlessness
- Propensity to snap back without continual guidance.



# Summary

- Key take aways
- Questions?

