

The background of the slide is composed of several overlapping, semi-transparent green geometric shapes, primarily triangles and quadrilaterals, creating a modern, abstract design. The colors range from a light, pale green to a darker, forest green. The shapes are layered, with some appearing more prominent than others, giving a sense of depth.

Chapter 44 - IFPO - CPO

The Protection Officer as a Leader

Purpose

- ▶ Teamwork and Leadership are some of the most important skill sets in Security. Becoming more productive, able to communicate , using active listening skills and working towards a common goal is crucial.

Leader

- ▶ Anyone who influences the willing actions of others in support of organizational goals and processes.
- ▶ A leader derives his or her power from the ability to inspire others to willingly follow a process or recommended course of action in support of organizational goals and objectives.
- ▶ In contrast, a manager or supervisor is charged and empowered with direct authority; however, without solid leadership skills, the manager will be ineffective in meeting organizational goals and objectives.
- ▶ A leader is any individual who influences the willing actions of others in support of organizational goals and processes.
- ▶ Those who wish to assume leadership positions in the protection field must be prepared to put the needs of the team above their own.

Who Should Study Leadership Skills?

- ▶ Managers and Supervisors:
 - ▶ Those entrusted with management and supervisory roles have a responsibility to study and develop leadership skills.
- ▶ Team Members:
 - ▶ Those who wish to take on the added responsibility of influencing their own team should study and develop leadership skills.
- ▶ High Potential:
 - ▶ Those with high leadership potential should be encouraged to study the principles of leadership in order to make a career decision about their long-term goals.

Team Member Skills

- ▶ You cannot be an effective leader until you have first met the basic tenets of being an effective team member. Some very important attributes of being an effective team member are:
 1. Communicate effectively; in fact, overcommunicate.
 2. Be aware of error traps in the workplace or daily work processes.
 3. Ensure that firewalls or protection is in place to address the error traps.
 4. Be motivated to improve operations; always strive for excellence.
 5. Continuously identify ways to improve human performance.
 6. Advise management when problems exist in performing work.
 7. Have a questioning and supportive attitude as well as a willingness to be a proactive problem solver.
 8. Embrace and practice the STAR concept (Stop, Think, Act, Review).
 9. Strive for success but have a plan for failure. Continually ask, “What if?”
 10. Take the time required to do the job right the first time.

Expectations of Leaders

1. Encourages open communication.
2. Advocates teamwork, to eliminate error traps, and strengthen firewalls.
3. Seeks out and eliminates organizational weaknesses that foster error traps.
4. Reinforces desired work behaviors.
5. Knows the importance of preventing error traps.
6. Challenges atmospheres that support complacency.
7. Works to clarify organizational and individual employee issues.
8. Champions “across the board” adherence to the highest standards.
9. Ensures all workers fully understand the potential consequences of unsafe behavior.
10. Minimizes unfamiliarity among members of the team.

Three Critical Leadership Skills

▶ Practice 1: Ethics

- ▶ This is the cornerstone of the protection field.
- ▶ Following Organizational Rules
 - ▶ Since the professional protection officer is expected to enforce rules, following those same rules is expected as a matter of course.
- ▶ Complying with Laws
 - ▶ A protection officer should not only comply with legal requirements but also strive to go above and beyond the minimal standards provided by law.

Three Critical Leadership Skills

► Practice 2: Mission Focus

- The professional protection officer's quest to be mission oriented should include an understanding of the following
 - The organization's mission.
 - Who the organization serves.
 - The organization's values.
 - The history of the organization.
 - The organization's structure.
 - The geographic area and economic climate in which the organization operates.
 - The image of the organization.
 - The security department's role in the organization.
 - The security department's organizational structure.
 - His or her own role in accomplishing the mission.

Three Critical Leadership Skills

▶ Practice 3: Interpersonal Communication

- ▶ Verbal Communication: Verbal communication is composed of the spoken word.
- ▶ Nonverbal Communication: Nonverbal is communicating with your body or emotions.
- ▶ Listening Skills: Listening is often-times *the most overlooked aspect of communication*.
- ▶ Writing Skills: There are many ways to enhance one's writing capability, but the best teacher is direct experience and professional feedback from peers, managers, supervisors, and customers.

Becoming an Effective Leader

- ▶ The following 10 steps or precepts are provided as a guideline for the serious student of leadership.
 1. Be the Leader You Would Want to Follow:
 - ▶ Ask yourself, “What type of leader would I be willing to follow?”
 - ▶ Once you answer that question, strive to be that leader!
 2. Accept That Conflict Is a Normal and Healthy Part of Growth:
 - ▶ When engaged in a conflict, ask yourself, “What progress can be made by actively listening to another point of view?”
 3. Know Yourself and Know Others:
 - ▶ A leader has to be completely honest about his or her strengths and weaknesses as well as the strengths and weaknesses of others.
 4. Continually Assess the Situation:
 - ▶ As a professional protection officer and a leader, you must prepare for whatever is coming next.
 - ▶ This can only be accomplished by training yourself to develop and maintain situational awareness.

Becoming an Effective Leader

5. Remember What Is Truly Important:

- ▶ Ethics is the cornerstone of the protection field, and an organization's mission is its reason for existence.

6. Take Action:

- ▶ A leader must know when to act and when to wait.

7. Position Yourself and Your Organization Well:

- ▶ A leader must position him/herself to be ready to take advantage of opportunities when they arise.

8. Be Adaptable:

- ▶ Always be ready to adapt your plans to suit the needs of the organization.

9. Avoid Predictability:

- ▶ Staying one step ahead of situations and those who would victimize the people or organizations we serve

10. Collect and Use Information:

- ▶ Information is the lifeblood of an organization and affects the functioning of an effective protection team.

The Leader as Agent of Change

- ▶ It is the leader's job to assist in the implementation of change.
- ▶ Much resistance to change comes from lack of trust or people having to operate outside their comfort zone.
- ▶ A key element to help any organization better deal with the effects of change is TRUST.
- ▶ Trust is earned through:
 - ▶ **Honesty:** Can people believe what you say?
 - ▶ **Integrity:** Can people believe you will keep your promise?
 - ▶ **Openness:** Can people believe that you will share what you know?

The Pitfalls of Leadership

- ▶ Leaders must understand that leading is more about serving, negotiating, motivating, communicating, and actively listening than the physical act of leading.
- ▶ Incorrectly assessing a situation and trying to be overly persuasive or dominant can bring disaster to a leader, especially one who has just assumed that role.
- ▶ To avoid these pitfalls, here are some points that a leader should recognize and consider:
 1. Leading is more about achieving a shared goal, not managing or supervising people.
 2. A leader has to always display confidence, trustworthiness, and truth.
 3. Many times, other employees/customers have the answers or at least some thoughts. Leaders need to be active listeners.
 4. Make certain the elements of leadership are aligned with corporate or customer goals and desires.

Leadership