

Arvind Verma
Dilip K. Das *Editors*

Police Leaders as Thinkers

 Springer

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Dedication to IPES,

Since its establishment, the International Executive Symposium (IPES) has sought to integrate police officers, other professionals in the criminal justice system, and academics. This dedication aims to bridge the gap between the practical knowledge of public security professionals and the knowledge built on the rigor of scientific research. The horizon of IPES is precisely the construction of bridges between groups for the development of policies aimed at improving policing in contemporary society.

The complexity currently experienced across the planet imposes challenges of the most diverse order on professionals working in police forces, in the courts, and in the penitentiary system. New threats and risks have joined the global agenda, such as the ever-increasing presence of criminal organizations, drug trafficking, environmental crimes, terrorism, and human rights violations, among others. This context also places greater pressure on the police around the globe. There is a movement for greater legitimacy of the police. This trend is reinforced by the increasing mediatization of society, as more and more interactions between police and citizens are recorded through smartphones, surveillance cameras, and instantaneous disclosures on the Internet.

This new reality imposes the need to deepen studies on the relationship between police and society in the most diverse contexts. The need for rule of law is increasingly evident, whether in developed or developing economies, as security-related problems are common in the most diverse countries. Since its inception in 1994 with the first meeting in the Palace of Nations in Geneva 1994, IPES has been working from a multicultural and global perspective. This can be seen in its annual meetings (Appendix I) held in countries of different cultures, as well as in the plurality of topics covered over the years.

The perspective of integrating professionals and academics from different backgrounds can be seen in the books edited over all these years. Through this channel, it has been possible to get to know different perspectives on the challenges to democratic policing.

Therefore, we would like to dedicate this book to the International Police Executive Symposium, IPES, for the work in all those years. Since its beginning, IPES' objective has been to inspire, support, and work with the police to relentlessly strive for a close and constant collaboration between police practice and research. This aim follows Goldstein's classic and revolutionary idea: police leaders as thinkers.

Now this perspective is crucial for the police in free societies to deal with complex contexts. More and more motivated and educated police leaders can understand the complexities of wide range of activities of their organizations. A police leader needs to make decisions that affect the entire community or to manage limited resources to fulfill the tasks of the organization. Besides, the leader is required to think strategically about the future of the force. Those competencies are acquired through education and training.

This is exactly what IPES has been practicing since its establishment. Born in the United Nations (UN) cradle of Human Rights, IPES has been enthusiastically advocating the universal norms of human rights, safeguarding the protection of the vulnerable segments of society, and the rule of law as values and ideals the police must be wedded to. Thus, the concept of a police leader as a thinker is more accurate than ever. Due to the great challenges faced by our societies, in all corners of the globe, legitimacy is central to achieving the objectives of the UN's human rights chart. Therefore, IPES will continue to pursue initiatives that promote Goldstein's idea of police as thinkers.

*In all those years, IPES has conducted its mission through these avenues: publishing books, particularly *Advances in Police Theory and Practice* (Routledge/Taylor and Francis Series – see the list), and a yearly international meeting between police practitioners and police academics (see an account of the meetings). The series published by IPES has gathered the finest scholars in the field of policing from all over the world. Its books are a reference for practitioners and academics. The meetings are an opportunity to gather colleagues from different parts of the globe and are an example of how IPES is driven to foster international cooperation. For all those reasons, this book is dedicated to the IPES for its past actions and the ones to come.*

Some Thoughts and Reflections

There are the officers who have thought deeply about policing challenges and have critically commented upon various issues. They have not hesitated in looking within their own organizations and identifying fundamental limitations plaguing the much-needed reforms to serve the community. They are consequently well-read, thoughtful, and concerned with working with the community and involving them as co-producers of their safety. They also have a firm grasp over the management of their organization and have exhibited innovative solutions to set the right course. They are police officers who have an aptitude for learning and seeking knowledge. We have conceptualized such police leaders as those “Thinkers” who share ideas with other “thinkers” and with those who work in the police profession.

Both of us are practitioners who have served as police leaders in India and have ventured into academia to understand the philosophy of policing. One of us (Dilip K. Das) while doing his doctoral research was inspired by the writings of Herman Goldstein and came across an idea of police leader as thinker. Goldstein argued that for professional policing and reforms in policing, police leaders must be “thinkers.” Inspired by this concept, Das went on to establish the International Police Executive Symposium (IPES), a nongovernmental organization to bring together police researchers and practitioners and facilitate cross-cultural, international, and interdisciplinary exchanges for enrichment of the policing profession. Since 1994, IPES has been holding annual conferences across the globe on themes ranging from community policing to terrorism. A large number of books, encyclopedias, and working papers have been published through this organization. Das also founded and edited (with Verma) *Police Practice and Research: An International Journal* for 20 years publishing cutting-edge research on policing. Guided by Goldstein’s vision, these were sincere efforts to conceptualize policing as a moral profession to promote rule of law and safeguard human rights.

Accordingly, this concept of a thinking police leader has been in our minds for a long time. Still, it needed all the stars to align before the steps to develop this theme into a book began taking shape. The subject matter of this book is “Police Leaders as Thinkers” who we conceptualize as a philosopher practitioner having relentless curiosity, humility, dogged determination, and vivid imagination. Such leaders have

seen major crises and calamities and have led by example in dealing with them effectively. They are the leaders who have left an indelible mark upon their organization and have demonstrated that modern policing involves empowered citizens as co-producers. They provide evidence that a trustworthy organization can be constructed despite great obstacles and that police can truly prevent crimes, win cooperation of the people, and contribute towards building a healthy harmonious community.

The book has taken shape through extensive consultation and support of many renowned intellectuals who have helped identify the characteristics of such thinking leaders. The contributors to this book are leading criminologists and police scholars who have not only shared their perception of such police leaders but have also identified police leaders who represent this description. The book is thus an amalgamation of theory and case studies that exemplify the thinker first mentioned by Goldstein. Each case study provides background of the police leader and importantly presents in their own words what they have done for the organization and what they recommend as avenues for greater reform of the police. This volume seeks to contribute to the growing literature about policing and to initiate debate about a thinking leader. This is significant since we need a police leader who will provide the stewardship of police organization to meet the challenges of the twenty-first century.

In particular, we wish to thank Curt Griffiths, John Eterno, Peter Kratoski, John Coxhead, Badi Hasisi, Simon Perry, David Weisburd, Clifford Shearing, Gary Cordner, Brian Williams, Deepika Suri, Vincent Henry, and Naoko Yoshida for contributing to this book. We also wish to identify co-authors Neil Dubord, DeAnza Cook, Megan LePere-Schloop, and Dan Silk for assisting in the writing of their respective chapters. Importantly, we sincerely wish to thank Chief Theresa Tobin, Commissioner Michael S. Harrison, Commissioner Lee Brown, Chief Darrel Stephens, Chief Roni Alsheich, Commissioner Mal Hyde, Additional Director General Pradnya Saravade, and Commissioner William Bratton for sharing their vision and experiences and contributing to this book.

Last but not least, we wish to recognize the silent contributions of Dr. Chapla Verma and Dr. Snezana (Ana) Mijovic-Das who have been our true partners to make this book possible.

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Dilip K. Das has years of experience in police practice, research, writing, and education. A professor of criminal justice, former police chief, founding editor-in-chief of *Police Practice and Research: An International Journal*, Dr. Das is a human rights consultant to the United Nations. Dr. Das serves as president of IPES and manages the affairs of the organization in cooperation with an appointed group of police practitioners, academia members, and individuals from around the world.

Neil Dubord joined the Delta Police Department on June 29, 2015, after 3 years as Chief of the Metro Vancouver Transit Police and 25 years with the Edmonton Police Service where he was the Deputy Chief in charge of Community Policing Bureau. Dubord has been awarded the Officer of the Order of Merit from the Governor General of Canada, the Police Exemplary Medal, and the Queens Diamond Jubilee medal. He is a member of the International Association of Chiefs of Police, FBI National Academy, FBI Law Enforcement Executive Development Association and serves on committees for the Canadian Association of Chiefs of Police and the British Columbia Association of Chiefs of Police. He is the past president of the British Columbia Association of Municipal Chiefs of Police and is an Honorary Aid de Camp for the Lieutenant Governor of British Columbia. Chief Dubord holds a master's degree in Leadership & Training from Royal Roads, has graduated from the FBI National Academy and the FBI Law Enforcement Executive Development program, is a Canadian Human Resource Professional (CHRP) and successfully defended his dissertation to fulfill the requirements of his Doctor of Philosophy Degree in business from Northcentral University.

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Arvind Verma has been a member in the Indian Police Service (IPS) and has served for many years in the State of Bihar, holding several senior positions in the organization. His first degree was in Engineering Mathematics from the Indian Institute of Technology Kanpur and later he earned his PhD in Criminology from Simon Fraser University, Canada. His doctoral work was concerned with analysis of criminal justice data using a variety of mathematical techniques such as Fuzzy Logic, Topology and Fractals. He has served as the managing editor of *Police Practice and Research: An International Journal* and he has also been an advisor to the *Bureau of Police Research and Development* in India. His current research interests are in policing, criminal justice policy issues, Indian police, research methods, mathematical modeling, and agent-based simulation. His recent publications include Books titled *She must not Die* (Thompson Reuter); *Counting Crime: An Exercise in Police Discretion* (Routledge), *Combating Corruption in India* (Cambridge University Press), *Policing Muslim Communities: Comparative and International Context* (Springer), *The New Khaki: The Evolving Nature of Policing in India* (CRC Press), and “*Understanding the Police in India*” (Lexus) and Journal articles “The Sociological conception of Corruption: A case study of Karnataka Lokayukt,” “How Real is the Crime Decline in India,” “Policing Non-violent

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How Do We Recognize Police Leader-Thinkers?



Curt Taylor Griffiths and Neil Dubord

Police Leader-Thinkers in the Early Twenty-First Century

The ability of police leaders to be thinkers is impacted by the environment of policing in the early twenty-first century. The traditional conceptualization of the role of the police no longer accurately captures the diversity and complexity of contemporary policing. The police officer in the early twenty-first century is a psychologist, mediator and problem-solver and has near-continuous contact with community residents (Griffiths 2020). In some police services, officers are involved in a more holistic approach to problem-solving that has the potential to effectively address the underlying issues that contribute to crime and disorder, rather than merely responding to the symptoms of these issues.

Officers are involved in developing and sustaining partnerships with the community, taking initiatives to improve the quality of life in communities and neighbourhoods, providing reassurance to community residents and reducing the fear of crimes and conducting outreach to communities of diversity, including Indigenous persons, newcomers, visible and cultural minorities and persons who are marginalized and vulnerable. Increasingly, police services are being required to fill gaps in services that are the mandated responsibility of other agencies and organizations. For example, when governments cut the numbers of social workers and mental health workers and funding for shelter beds and for specialized facilities for the mentally ill, there is a direct impact on the demands placed on the police resources (Cotton and Coleman 2010).

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The police role has become more multifaceted in recent years, often referred to as “diversification”. Increasingly, police services are being asked to address non-law enforcement issues and most police services have developed an extensive network of collaborative partnerships with agencies and community organizations to address issues related to crime and disorder (Murphy 2012). The following figure informs about this role of the police today:



Source: Delta (BC Canada) Police Department Community Safety and Wellbeing Plan, 2022–2025. <https://deltapolice.ca/community-safety-and-well-being-plan-2022-2025>

It is estimated, for example, that Canadian police services have about one million encounters a year with persons who are mentally ill or who are suffering from substance abuse, or both (Marcoux and Nicholson 2018). In some police services, up to 40% of the calls involve a person with mental health problems, some of whom have hundreds of contacts with the police annually (Wilson-Bates 2008). The challenges have become even greater in cases of persons who are severely addicted and mentally ill (SAMI) and have complex treatment needs.

Mandated responsibilities include the tasks assigned to the police by legislation, the various provincial/territorial police acts and regulations and policies formulated by government. Police services are also responsible for adhering to provincial policing standards and regulations. The *assumed responsibilities* are those that are a consequence of community expectations, the expansion of police activities due to the above-noted downloading, the 24-h, 7 days a week call response model of the police, recommendations of task forces and commissions of inquiry and the policies of individual police agencies as set out in strategic plans and documented in annual reports, among others.

Among the assumed responsibilities of the police are the following:

- Developing and sustaining partnerships with the community
- Taking initiatives to improve the quality of life in communities and neighbourhoods
- Providing reassurance to community residents and reducing the fear of crime
- Conducting outreach to newcomer groups, Indigenous peoples and at-risk and vulnerable groups
- Engaging in collaborative partnerships and integrated teams with agencies and organizations, including operating specialized patrol units

(Montgomery and Griffiths 2017; Griffiths and Stamatakis 2012: 23)

Historically, there have been very clear boundaries between the various components of the criminal justice system. This often has resulted in agencies operating in “silos”, focused only on their specific mandate and not considering the larger context of the problem of crime and disorder, specific patterns of criminal behaviour or the needs of offenders, which are often multifaceted (i.e. addicted, mentally ill). There is increasingly a more holistic approach to problem-solving that has the potential to effectively address the underlying issues that contribute to crime and disorder, rather than merely responding to the symptoms of these issues (Griffiths 2020).

In Canada, there has been a significant shift in the role of police influenced by the changing public safety, social, health and economic landscape. Current discourse suggests that police have a more prominent role in the context of broader community safety and well-being. This is especially true, with much of the day-to-day policing activities revolving around social and public health problems—or those committing “social crimes” due to health and social reasons. The societal problems that police have become the first responders for cross the mandates of multiple human service agencies, resulting in many community members calling for a “modern” and “social” policing model, while others call for police de-funding.

At the same time, however, the value of “traditional police work”—incident response, enforcement and investigative work—cannot be diminished and is required for community safety. Cities throughout the United States who de-funded the police and diverted the funds to public service agencies saw a significant increase in homicide rates among other crime rates; the effort is now on “refunding” the police. Thus, both aspects of types of policing—social and traditional policing—are necessary for the community’s safety and well-being in the current landscape. There is no doubt that multidisciplinary solutions and approaches must be utilized as the police operate in a complex environment with a myriad of social and health issues impacting vulnerable citizens.

Collaboration is critical, with the need for all community partners, including police, to focus on matters beyond their perceived part of the part. Focusing on the perceived part of an organization’s problem or response is often counterproductive and ineffective. community/health services’ responsibility. Undoubtedly, the police have a part to play in both “traditional” and “social” policing; however, appropriate funding and resources are needed.

Municipalities provide the police with resources for traditional police work and community safety. The funding for “social” and more of a proactive policing

approach often is not provided. For the police to successfully operate in a modern and social policing world, contributing to both community safety and well-being, the funding needs to align with the level of responsibility, expected from the society. Policing will remain a crucial player in the community safety and well-being model, but collaborative efforts from other community/social/public health services are essential for meaningful and lasting change.

A former Canadian police officer and now a well-known psychologist describes three types of stress faced by police officers. The first is catastrophic stress or the stress that comes from a one-time horrific event such as a natural disaster or a terrorist act. The second type of stress is major stress, the type seen in major incidents such as the death of a family member or a divorce. The last and most prevalent type of stress and he indicates by far the type of stress that brings police officers into his office is organizational stress. This stress is the day-to-day workings of a police organization that are insidious and cumulative. This type of stress is caused from systems in the organization such as the promotion and job posting process, professional standards process and other similar management decisions. These and other contingencies may challenge police leaders and hinder their development as thinkers (Mackoff 2019).

Added to these complexities was the impact of the death of George Floyd on 25 May 2020. In its aftermath, there were calls for de-funding the police and redirecting monies to social and mental health programs, a variety of state legislative reforms and the creation of crisis response teams to respond to mental health-related calls for service, among others (Subramanian and Arzy 2021).

There were also significant implications for police leaders. In the months following his death, police Chiefs in several major urban centres left their positions. Chiefs in Portland, Seattle, Atlanta, Dallas and Rochester, New York, were fired, resigned or abruptly retired (Yancey-Bragg 2020). A high percentage of these police leaders were African Americans and several were African American women. In many of the instances, there were triggering events involving officers' interactions with the community or with specific individuals, some resulting in death.

The primary focus in the policing literature is on the decision-making of front-line patrol officers with that of police leaders being more opaque. Police leaders, however, have a significant impact on the organizational culture of their police services, the existence of organizational justice and the job satisfaction, morale and mental health of sworn officers and civilian employees. Research studies have found that many of the stressors experienced by civilians and officers originate in the police organization rather than solely from operations (26, 27, 28). Among the top organizational stressors for officers are shift work, inadequate organizational support, lack of political and/or public support, inadequate support from supervisors, inadequate staffing, unfair evaluation systems and workload (18, 29).

A key role in this is played by the organizational, or workplace, culture. Duxbury and Higgins (2012:5) have stated that:

Organizational culture refers to the unwritten rules and corporate norms that dictate how things are done, how things work, what is to be done and what is valued in the organization (i.e., "the way things are done around here").

Organizational stress “is generally recognized as the tension resulting from characteristics of the workplace” (Shields 2018:3). Poor leadership, a lack of transparency in the promotion process and a perceived lack of support from supervising officers may exacerbate the stressors in a police officers’ operational environment and these factors have been found to have a negative impact on officers’ mental health and well-being (Hassell et al. 2011; Santa Maria et al. 2020; Montano et al. 2017). Similar controversies have surrounded Canadian policing and police leaders have found themselves under increasing scrutiny. In 2021, the mayor of Vancouver publicly called out the municipal police service for “indefensible lack of action on systemic racism” (Little and Garcha 2021).

Perspectives From the Leadership Literature

“Leadership” has been variously defined as:

- “The behavior of the individual...directing the activities of a group towards a shared goal” (Stogdill and Coons 1957: 7)
- “The process of giving purpose (meaningful direction) to collective effort” (Jacobs and Jacques 1990: 281)
- “The ability to step outside the culture...to start evolutionary change processes that are more adaptive” (Schein 1992: 2)
- “Is about articulating visions, embodying values, and creative the environment in which things can be accomplished” (Richards and Engle 1986: 200)
(cited in Kingshott 2006: 122)

It has been noted that “Leadership is important for motivating followers and mobilizing resources towards the fulfillment of the organization’s mission; it is also essential for organizational innovation, adaptation, and performance...leaders also impact organizational effectiveness via actions that attend to the internal and external organizational environment” (Antonakis and House 2014:746; see also Morgeson 2005). How leaders think is a less studied area. It is suggested that, “A more productive, though more difficult, approach is to focus on how a leader thinks – that is, to examine the antecedent of doing, or the ways in which leaders’ cognitive processes produce their actions” (Martin 2007: 2). “Integrative thinking” occurs when leaders step outside “simplicity and certainty”, evolve beyond the “either-or” choice and seek creative resolutions and solutions (Martin 2007).

As Martin (2007: 5; 6; 7) notes:

Integrative thinkers welcome complexity... Integrative thinkers don’t mind a messy problem. In fact, they welcome complexity, because that’s where the best answers come from...Integrative thinkers don’t break down a problem into independent pieces and work on them separately or in a certain order. They see the entire architecture of the problem – how the various parts of it fit together, how one decision will affect another. Integrative thinking generates options and new solutions. It creates a sense of limitless possibility.

A key concept is “tipping point leadership”:

Once the beliefs and energies of a critical mass of people are engaged, conversion to a new idea will spread like an epidemic, bringing about fundamental change very quickly...such a movement can be unleashed only by agents who make unforgettable and unarguable calls for change, who concentrate their resources on what really matters, who mobilize the commitment of the organization’s key players and who succeed in silencing the most vocal naysayers. (Kim and Mauborgne 2006:24–25)

Most literature on leadership is related to the private sector. There are fewer materials on leadership in police services. A key question is the extent to which the knowledge on leadership applies to the public sector and to policing. A major difference is that the CEO of a private company can maintain more control over the goals and objectives of the company and has specific performance metrics by which to assess their leadership, e.g. profit and shareholder value. In contrast, police leaders work in an industry that has a monopoly, e.g. there are no public safety competitors. The outcomes of policing, generally, and of the decisions of individual police leaders are much more difficult to measure than those of a company that is producing a tangible, hard product.

Management has been defined as, “guiding and directing personnel or other resources in an organization towards a given objective in the most efficient and cost effective manner” (Kingshott 2006: 127). Absent in this description are the notions of vision, risk-taking and innovation and critical thinking, among others. In contrast, leadership “must involve active participation by managers to maximize the skills and abilities of the individuals for their own and the organization’s benefit” (Kingshott 2006: 128). Good leadership has been defined as “the ability to apply all the professional skills at your disposal whilst at the same time harnessing the energy of those who work with you towards the achievement of the task” (Royal Irish Constabulary 1986: 3, cited in Kingshott 2006: 134–135).

The Lists of Attributes of Police Leaders: Character and Competencies

A review of the vast literature on leadership is beyond the scope of the present discussion. However, there are several key concepts that can inform a consideration of police leaders as thinkers and how a thinking police leader can be identified. There is no shortage of lists of the attributes that police leaders are to possess. Public consultations conducted as part of the search for a new Chief of Police in the city identified the following “Top Qualities and Characteristics of Toronto’s Next Chief of Police”: committed to communities; accountable leader; courageous system changer, transparent communicator; skilled collaborator; and anti-discrimination and inclusion (Environics Research 2021:15). Desirable character traits for police leaders that are frequently mentioned include “integrity”, “humility”, “humanity”, “judgement” and “justice” (Porporino 2018:91). “Thinker” is absent from attribute lists.

Although these terms can provide the framework for assessing the degree to which a police leader may be effective, they provide little guidance in a discussion of police leaders as thinkers and of the cognitive processes that are required for effective leadership. There are few insights in the published literature on how the desirable attributes of police leaders are manifested in day-to-day policing or how these terms are operationalized to assess the performance of police leaders.

Similarly, there have been few investigations into the extent to which these notions of leadership character equip police leaders to effectively respond to the demands of the current policing environment which require that police leaders be thinkers in order to navigate it through programs, initiatives and plans:

1. The demands of the external environment, e.g. a northern and remote community, a community of diversity, or an Indigenous or racialized community, must factor in a determination of what makes a police leader a thinker.
2. In larger police services, a police leader will have the benefit of an extensive infrastructure of support, which may assist in facilitating innovation and actioning “thinking”; in smaller departments, the onus may fall on one individual, e.g. the RCMP corporal in charge of a detachment in the Canadian north. This leader’s policing environment may be as, or more demanding, than an urban centre. In Canada, for example, the highest rates of crime and violent crime are in the Northwest Territories and the Inuit homeland of Nunavut. Few of these communities have over 500 residents and most are smaller, isolated and accessible only by air.

Speaking of leadership in police services, it has been stated:

Leadership is not limited to police personnel but must include all the support staff found within a modern police service. Nor will leadership be limited by rank as it is necessary for all personnel to be aware of and accept their individual and collective leadership roles as and when the situation demands. (Kingshott 2006:132)

Although there are differences between management and leadership, “the dividing line between both is often obscured by the complexity. Fluidity, inconsistencies, inexactitudes, and emotional volatility that covers the multitude of tasks that fall within the parameters of ‘policing’” (Kingshott 2006:134).

Perspectives of Canadian Police Leaders

To address the paucity of research on police leaders as thinkers, in-depth interviews were conducted with five Canadian police leaders (three men and two women, one of whom is a visible minority) widely regarded in the profession as being innovators and strong advocates for the profession. Of interest was the leaders’ view of the notion of police leaders as “thinkers”, what the criteria were for a leader to be classified as a “thinker” and their own personal and professional experiences that contributed to their leadership style, the decision-making and their thinking processes.

The interview was unstructured and designed to allow the leaders the opportunity to share their perspectives. A list of topical areas covered in the interviews is set out in Appendix A.

The responses of the participants revealed that there are different styles among police leaders who can be regarded as “thinkers”: some think at the 40-foot level and rely on their personnel to implement a vision, while others are at “ground zero” as the visible fact of the police service, championing innovation.

The Police Organizational Culture as a Barrier to Police Leaders Being Thinkers

A Chief Constable commented on how the traditional culture of the police was an obstacle to new thinking paradigms:

I don't think we can rely on good old-fashioned instincts in policing anymore. We actually have to be much more proactive and critically think about things whereas maybe twenty, thirty, forty years ago in policing in our culture, there's the problem you react to it, as opposed to trying to prevent the problem in the first place. Now, we need to recognize that we're not the only show in town, that we actually need partnerships to do that, so that requires critical thought. And then, how do you develop that critical thinking throughout your organization in a culture that stymies critical thought at the entry level where you have Masters, and PhD holders coming in at the constable level who aren't allowed to talk because of the hierarchical structure. I'm speaking generally, but I've seen it where they're not even asked for their view, yet they might be a subject matter expert with an outside degree or education, but they're never even asked. And your bright ones who want to challenge the status quo leave. So how do you counter that?

This Chief also commented on police culture as an obstacle stating, “We killed everybody with discipline. That was our number one thing: knock the shit out of them, preach an innovation culture and then beat the shit out of them. And, and honestly, it wasn't working”.

This police leader also critiqued what police services tend to focus on:

So, we're not quite hitting our vision. How are we going to get that vision? We're going to measure our eight key crime indicators and we're going hard on those. You know how much of our crime those eight key crime indicators actually account for? Fifteen percent. How the f*ck are you going to get there when you're only measuring fifteen percent of your stuff?

The comments of the two women Deputy Chief Constables revealed that gender may play a role in the development of women police leaders as thinkers. One noted:

I think there are some men who feel threatened by women who are critical thinkers, not even necessarily smarter, it doesn't matter. It's more the ability to bring thoughtful and bring ideas and suggestions to the table. There's a threat there in the hierarchy and culture of policing.

Successful police leaders action their thinking by employing strategies that often require “work arounds” and creative thinking to overcome obstacles. Sometimes those workarounds benefit from macro issues occurring in the environment such as