

Sustainable Leadership

Geert Smet

Hoofdcommissaris

Korpschef politiezone Voorkempen (Provincie Antwerpen)

Member of the International Pearl Fishers Action Learning Group (IALG) 2012-2013



Overzicht

Pearls in Policing

Geert Smet
IALG 2012-2013



Overzicht

Pearls in Policing

Geert Smet
IALG 2012-2013

- Concept of "Pearls in Policing"



Overzicht

Pearls in Policing

Geert Smet
IALG 2012-2013

- **Concept of "Pearls in Policing"**
- **Overview of IALG assignment**

Pearls in Policing

Idee

Pearls in Policing



Pearls in Policing

Pearls in Policing

Idee

- Internationale denktank (parelvissers)



Pearls in Policing

Pearls in Policing

Idee

- Internationale denktank (parelvissers)
- °Curatorium Int. Politie Leiderschap
 - ‘high-potentials’
 - up-and-coming



Pearls in Policing

Pearls in Policing

Idee

- Internationale denktank (parelvissers)
- °Curatorium Int. Politie Leiderschap
 - ‘high-potentials’
 - up-and-coming
- **Pearls in Policing**
 - 3-daagse Int. Conferentie
 - Academische conferentie
 - Int. leertraject (IALG)
 - Alumni



Pearls in Policing

IALG leertraject

Pearls in Policing

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Pearls in Policing

IALG leertraject

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- **Uitdagingen voor politieleiders**



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IALG leertraject

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- **Uitdagingen voor politieleiders**
- **Komende jaren**



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IALG leertraject

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- **Uitdagingen voor politieleiders**
- **Komende jaren**
- **Mondiaal vlak**



Pearls in Policing

IALG leertraject

Pearls in Policing

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- **Uitdagingen voor politieleiders**
- **Komende jaren**
- **Mondiaal vlak**
- **Basis: vraagstelling uit vorige PIP-conferentie**



Pearls in Policing

IALG leertraject (2)

Pearls in Policing

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Pearls in Policing

IALG leertraject (2)

Pearls in Policing

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- Slot: presentatie bevindingen deelnemers volgende PIP-conferentie

Pearls in Policing

IALG leertraject (2)

Pearls in Policing

Geert Smet
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- Slot: presentatie bevindingen deelnemers volgende PIP-conferentie
- °Nieuwe vragen = input leertraject jaar X+1

IALG Cycle fact sheet

Pearls in Policing

JUNE 2011

Pearls in Policing conference (The Hague)

- Pearls Principals discuss themes using input from IALG on their assignment, Academics and Principals as stimulus
- Assignment for IALG 2011-2012 cycle is identified.

Cycle Fact Sheet

Pre-October

- IALG participants receive preliminary material/reading

October 2011

IALG cycle commences **Seminar 1 (Toronto)**

- Content heavy
- Assignment given
- Themes introduced
- Presentations
- Site visits/networking

Feb-March 2012

Seminar 2 (The Hague)

- Futures learning/ methodology
- Presentation developed
- Speakers/Discussions
- Site visits/networking

June 2012

Seminar 3 (Singapore)

- Presentation finalised
- Site visits/networking
- Speakers/Discussions

Thursday June 7, 2012

- IALG shares findings to academics
- Academics reflect on IALG's content and provide feedback
- Academics prepare their presentation

• IALG fine tunes presentation

Friday June 8, 2012

- Academics share their findings with IALG
- Academics and IALG discuss main themes and final presentation
- IALG and Academics finalize their presentation

Saturday June 10, 2012

- IALG meet and discuss main themes and presentation with Assignment Giver

Sunday June 11, 2012

- IALG and academics present to Pearls Principals
- Farewell drink
- Objective of the assignment is for IALG to present the results of their research and analysis, together with recommendations on practical strategies that may be opted by police organizations to make improvements and to shape the future.

JUNE 2012

Pearls in Policing Conference (Singapore)

- Pearls Principals discuss themes using input from IALG, Academics and Principals as stimulus
- A new assignment is identified

Pearls in Policing

IALG deelnemers

Pearls in Policing

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IALG 2012-2013



Pearls in Policing

IALG deelnemers

Pearls in Policing

Geert Smet
IALG 2012-2013

- België
 - jaar X: LokPol
 - jaar X+1: FedPol



Pearls in Policing

Pearls in Policing

IALG deelnemers

Geert Smet
IALG 2012-2013

- België
 - jaar X: LokPol
 - jaar X+1: FedPol
- Andere PIP-landen en -organisaties



Pearls in Policing

Pearls in Policing

IALG deelnemers 2012-2013

- Mr. Baeten (Michel), Deputy Chief of Staff National Police, **The Netherlands**
- Mr. Brenner (Rainer), Deputy Head of Training Unit, **Frontex**
- Mr. Burgersdijk (Olivier), Head of Europol's Business Demand & Products Unit, **Europol**
- Mr. Chalk (Kevin), Patrol Operations, Waterloo regional Police Service, **Canada**
- Ms. Challman (Jayne), Section Chief Criminal Investigation Division, Violent Criminal Threat Section, **Federal Bureau of Investigation (FBI)**
- Mr. Dorph (Anders), Chief Prosecutor, Head of Executive Management, Danish National Police, **Denmark**
- Mr. Laidler (Patrick), Regional Staff Officer (Traffic), Hong Kong Police, **China**
- Mr. Lawrence (Michael), Research Manager, Jamaica Constabulary Force, **Jamaica**
- Mr. McClelland (Dougal), Head of Lifetime Management Operations, Serious Organised Crime Organisation (SOCA), **United Kingdom**
- Mr. Meywirth (Carsten), Head of CIO Staff, Bundeskriminalamt (BKA), **Germany**
- Mr. Noort (Daniel), Commander of the North Eastern District, Royal Netherlands Marechaussee, **The Netherlands**
- Mr. Outram (Michael), Ast. Commissioner Protection, Australian Federal Police (AFP), **Australia**
- Mr. Prendergast (Frank), Ast. Commissioner Operations Support, Australian



IALG Topic 2012-2013

Pearls in Policing

The world we police



IALG Topic 2012-2013

Pearls in Policing

The world we police



- Smaller & smaller



IALG Topic 2012-2013

Pearls in Policing

The world we police



- Smaller & smaller
- Death of distance



IALG Topic 2012-2013

Pearls in Policing

The world we police



- Smaller & smaller
- Death of distance
- Location no longer constrain flow of Info, money, people or goods



The world we police



- Smaller & smaller
- Death of distance
- Location no longer constrain flow of Info, money, people or goods
- International boundaries no longer constrain crime



The world we police



- Smaller & smaller
- Death of distance
- Location no longer constrain flow of Info, money, people or goods
- International boundaries no longer constrain crime
- Crime & terrorism universal phenomena



The world we police



- Smaller & smaller
- Death of distance
- Location no longer constrain flow of Info, money, people or goods
- International boundaries no longer constrain crime
- Crime & terrorism universal phenomena
- Policing no longer just a local activity



The world we police



- Smaller & smaller
- Death of distance
- Location no longer constrain flow of Info, money, people or goods
- International boundaries no longer constrain crime
- Crime & terrorism universal phenomena
- Policing no longer just a local activity
- Act local, but think global ('glocal')

IALG Topic 2012-2013

Pearls in Policing

A new professionalism



IALG Topic 2012-2013

Pearls in Policing

A new professionalism

- Our profession is changing



IALG Topic 2012-2013

Pearls in Policing

A new professionalism



- Our profession is changing
- Emerging set of expertise, principles & practices



IALG Topic 2012-2013

Pearls in Policing

A new professionalism



- Our profession is changing
- Emerging set of expertise, principles & practices
- Accountability
For crime, cost, conduct



IALG Topic 2012-2013

Pearls in Policing

A new professionalism



- Our profession is changing
- Emerging set of expertise, principles & practices
- Accountability
For crime, cost, conduct
- Legitimacy
Not just law, but earned trust



IALG Topic 2012-2013

Pearls in Policing

A new professionalism



- Our profession is changing
- Emerging set of expertise, principles & practices
- Accountability
For crime, cost, conduct
- Legitimacy
Not just law, but earned trust
- Innovation
Police as learning organization



IALG Topic 2012-2013

Pearls in Policing

A new professionalism



- Our profession is changing
- Emerging set of expertise, principles & practices
- Accountability
For crime, cost, conduct
- Legitimacy
Not just law, but earned trust
- Innovation
Police as learning organization
- National Coherence
Nat./Int. standards & norms



IALG Topic 2012-2013

Pearls in Policing

Our people



IALG Topic 2012-2013

Pearls in Policing

Our people

- Our profession is changing



IALG Topic 2012-2013

Pearls in Policing

Our people

- Our profession is changing
- Very expensive



IALG Topic 2012-2013

Pearls in Policing

Our people

- Our profession is changing
- Very expensive
- Most precious & scarce resource



IALG Topic 2012-2013

Pearls in Policing

Our people



- Our profession is changing
- Very expensive
- Most precious & scarce resource
- Have to maximise potential



Our people



- Our profession is changing
- Very expensive
- Most precious & scarce resource
- Have to maximise potential
- We are only as good as our people



IALG Topic 2012-2013

Pearls in Policing

Our people



- Our profession is changing
 - Very expensive
 - Most precious & scarce resource
 - Have to maximise potential
-
- We are only as good as our people
 - How to bring out the best in our people



IALG Topic 2012-2013

Pearls in Policing

Our people



- Our profession is changing
 - Very expensive
 - Most precious & scarce resource
 - Have to maximise potential
-
- We are only as good as our people
 - How to bring out the best in our people
 - A most pressing challenge

IALG Topic 2012-2013

Pearls in Policing

3 Challenges - Opportunities too



IALG Topic 2012-2013

Pearls in Policing

3 Challenges - Opportunities too

- Unstoppable globalisation



IALG Topic 2012-2013

Pearls in Policing

3 Challenges - Opportunities too

- Unstoppable globalisation
- A new police professionalism



IALG Topic 2012-2013

Pearls in Policing

3 Challenges - Opportunities too

- Unstoppable globalisation
- A new police professionalism
- Making the most of our people



IALG Topic 2012-2013

Pearls in Policing

3 Challenges - Opportunities too

- Unstoppable globalisation
- A new police professionalism
- Making the most of our people

- **LEADERSHIP**



IALG Topic 2012-2013

Leaders

Pearls in Policing



IALG Topic 2012-2013

Pearls in Policing

Leaders

- How to **find** them?



IALG Topic 2012-2013

Pearls in Policing

Leaders



- How to **find** them?
- How to **teach** them?



IALG Topic 2012-2013

Pearls in Policing

Leaders



- How to **find** them?
- How to **teach** them?
- How to **use** them?



IALG Topic 2012-2013

Pearls in Policing

Leaders



- How to **find** them?
 - How to **teach** them?
 - How to **use** them?
-
- How to **measure** them?



IALG Topic 2012-2013

Pearls in Policing

Leaders



- How to **find** them?
- How to **teach** them?
- How to **use** them?

- How to **measure** them?
- How to **reward** them?

IALG Topic 2012-2013

Leaders



Pearls in Policing

- How to **find** them?
- How to **teach** them?
- How to **use** them?

- How to **measure** them?
- How to **reward** them?
- How to **keep** them?



IALG Assignment

Pearls in Policing



*"The police are the people,
and the people are the police."*
Robert Peel (1788-1850)

1. Identify the key functional & leadership **competencies** that will be essential for future senior leadership in policing.
2. Examine and assess the various means by which such leadership can be **developed**, through benchmarking and identifying best practices in various organizations.
3. Taking into account 1&2: develop a framework for systematic and sustainable **leadership management and succession** within police organisations.

IALG Assignment - Logic flow

Pearls in Policing



Pearls in Policing

Amsterdam, The Netherlands

8-12 June 2013



‘Sustainable Leadership in a Changing World’

Pearls in Policing



IALG Outcome

Pearls in Policing

- Proces: Why-What-How (Prof Sohail)
- **Research - Current Leaders Views**
 - Policing environment
 - Future of police leadership ?
- **Four Possible Outcomes**

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The Why?



110 Interviews conducted



IALG Outcome

Pearls in Policing



IALG Outcome

Pearls in Policing

In ten years 50% of all
Leaders should be women



IALG Outcome

Pearls in Policing

In ten years 50% of all
Leaders should be women

YES

NO



IALG Outcome

Pearls in Policing

In ten years 50% of all Leaders should be women

YES

90

NO

10



IALG Outcome

Pearls in Policing



**Without transformation,
police will less relevant**



Without transformation,
police will less relevant

YES

NO



IALG Outcome

Pearls in Policing

Without transformation,
police will less relevant

YES
100

NO
0



IALG Outcome

Pearls in Policing



All top level police leaders
must have an academic degree



IALG Outcome

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All top level police leaders
must have an academic degree

YES

NO



All top level police leaders
must have an academic degree

YES

60

NO

40



IALG Outcome

Pearls in Policing



IALG Outcome

Pearls in Policing

Operational



IALG Outcome

Pearls in Policing

Operational Police experience



Operational
Police
experience
is essential



Operational
Police
experience

**is essential
for a Leader**



IALG Outcome

Pearls in Policing

Operational
Police
experience
**is essential
for a Leader**

My successor
can be from
**outside law
enforcement**



IALG Outcome

Pearls in Policing

Operational
Police
experience
**is essential
for a Leader**

My successor
can be from
**outside law
enforcement**

90

10



IALG Outcome

Pearls in Policing



I'm satisfied with the current succession planning in my organization



I'm satisfied with the current succession planning in my organization

YES

NO



I'm satisfied with the current succession planning in my organization

YES

0

NO

100



Scenarios

CURRENT SCENARIO

Headline: *Is today's leadership still fit for purpose?*

Systemic:

- Current leadership systems will be outdated tomorrow
- Plan for succession based on 20th century standards
- Closed system of development and succession

Worldview:

- Police unprepared for future
- Unattractive employer
- Hierarchical leadership
- Predictable, limited agility



Scenarios

Pearls in Policing

Metaphor - *Old boys' network*



Scenarios

Pearls in Policing

WORST CASE SCENARIO

Headline: *Leadership in deep crisis*

Systemic:

- No leadership development
 - No succession planning
 - Talent drain
-
- Failure to evolve
 - No visionary leaders

Worldview:

- Loss of public confidence
- Unable to respond to international threats
- Partnerships threatened
- Failing areas outsourced
- Police become less relevant



Scenarios

Pearls in Policing

Metaphor - *Is there a pilot on the plane?*



Scenarios

Pearls in Policing

OUTLIER (Out of the box) SCENARIO

Headline: *New police CEO hired from Coca Cola*

Systemic:

- External recruitment & mobility commonplace
- Emphasis on commercial priorities
- Profit replaces public safety as priority

Worldview:

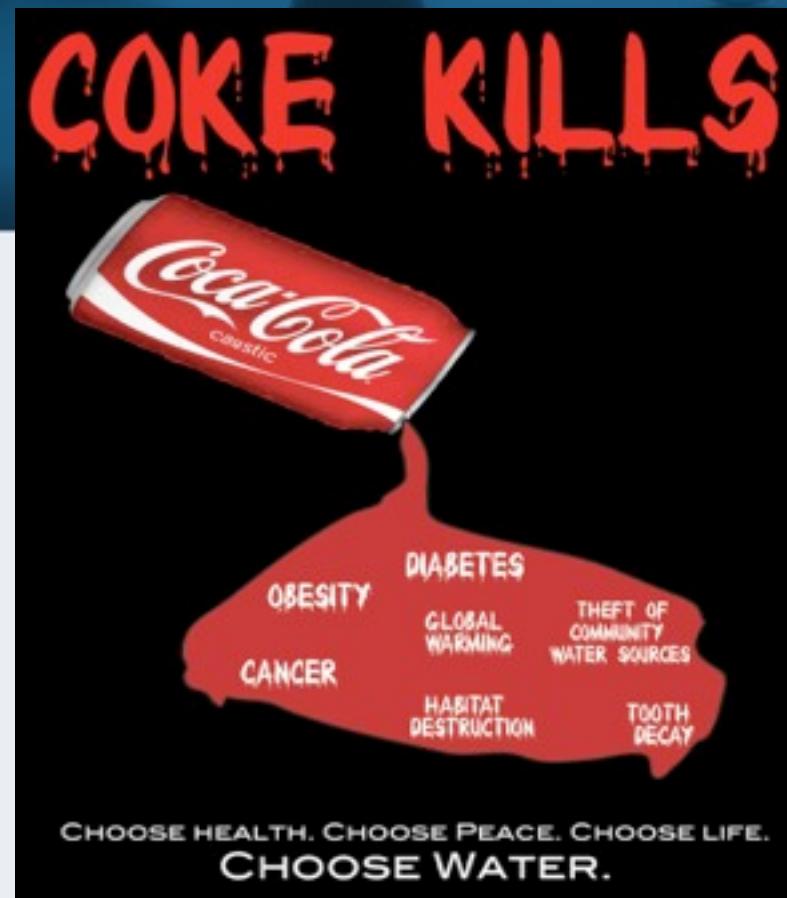
- Police become an attractive and dynamic employer
- Police efficient and agile
- Loss of operational experience
- Focus on profit instead of public safety



Scenarios

Pearls in Policing

Metaphor - *Coca Cola is refreshing
but ... may k... you!*



Scenarios

Pearls in Policing

BEST CASE SCENARIO

Headline: *Police chosen as employer of the year*

Systemic:

- Future orientated leadership model
- International leadership development
- Succession management in place
- Model shared and aligned with partners

Worldview:

- Demonstrates trust and excellent leadership
- Key partner in any network
- Excel in problem solving, innovation and efficiency
- Employer of choice



Scenarios

Pearls in Policing

Metaphor - *Every police leader is a Masterpiece!*



Wrap-up

- Future unpredictable and unstable
- Massive changes influencing police work
- Police face restrictions and is under pressure to meet expectations
- Need to be able to adapt to new challenges
- Adaptation starts with leadership
 - Recognize the need for change
 - Lead the change
- Be adaptive, or you will be overtaken
- Leading change in complex circumstances demand shift in competencies

“Organizations fall not because of murder, but because of suicide”

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The What?



Competencies

Pearls in Policing

Invest in Change - Future
- Leadership Development

Critical Thinking

Creativity

Vision

Future Focussed

Broaden Experience

Manage Risks

Self Improvement

Sound Judgement / Good Decisions

Operational Competency

Flexible Agile Adaptable

Develop Our People

Integrity

Excellence

Fairness

Courage

Honesty

Trust

Impartial

Transparency

Take Time to Listen

Human Values

Self Awareness

Believe in Your People

Motivate / Inspire / Challenge

Passionate

Communicate

Interpersonal Skills

Building Relationships

Team Builder / Player

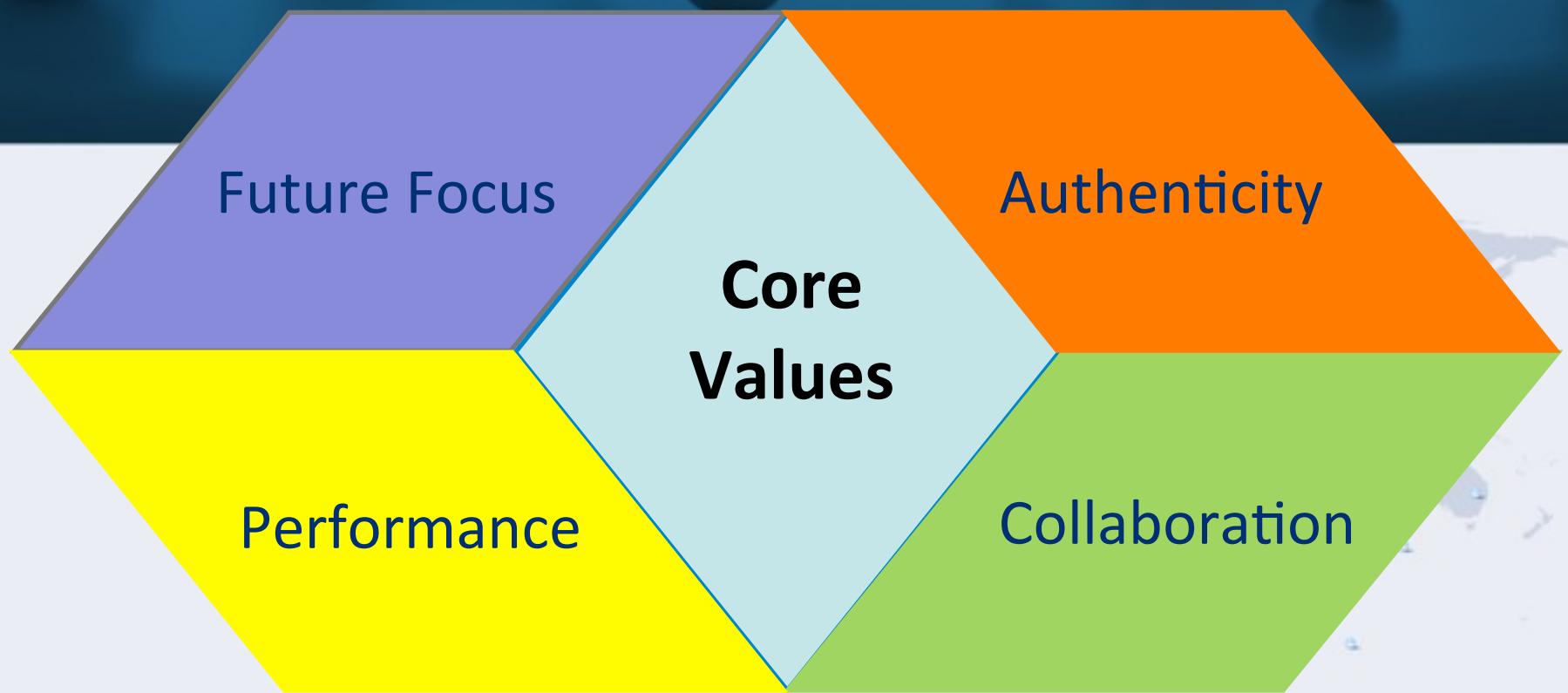
Partner to Achieve Goals

Collaborative

Politics



Core values & fields of competencies



Pearls in Policing



Core Values

Integrity

Courage

Diversity

Future Focus





Future Focus



Develop & implement vision & strategies



Foster innovation



Agility, flexibility & adaptability



Change management



Think 'Global'

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Authenticity

Be genuine, be yourself

Say what you believe

Self-reflection & -awareness

Being clear on your purpose as a leader

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Collaboration

Connectivity



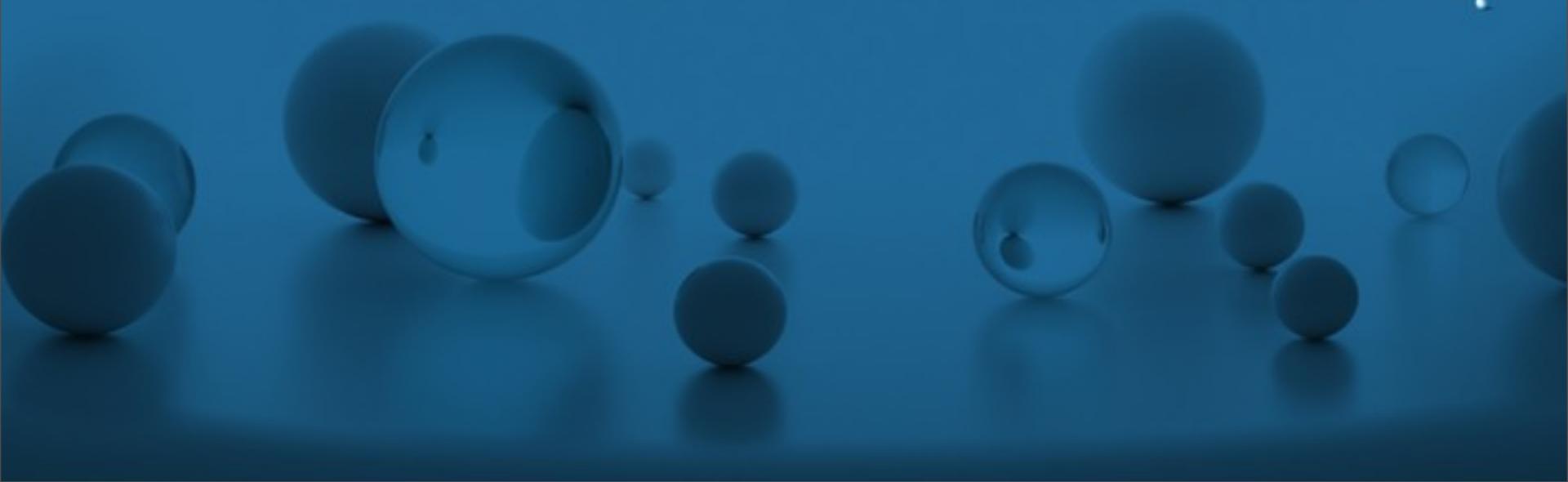
Consensus building

Communication & social skills

Building relationships

Co-creation

Pearls in Policing





Performance

Mobilise resources & knowledge effectively

Coaching & training of future leaders

Sound judgment & decision making

Lead, empower & hold accountable

Craftsmanship

Competencies

Pearls in Policing

Invest in Change - Future
- Leadership Development

Critical Thinking

Creativity

Vision

Future Focussed

Broaden Experience

Manage Risks

Self Improvement

Sound Judgement / Good Decisions

Operational Competency

Flexible Agile Adaptable

Develop Our People

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Communicate

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Building Relationships

Team Builder / Player

Partner to Achieve Goals

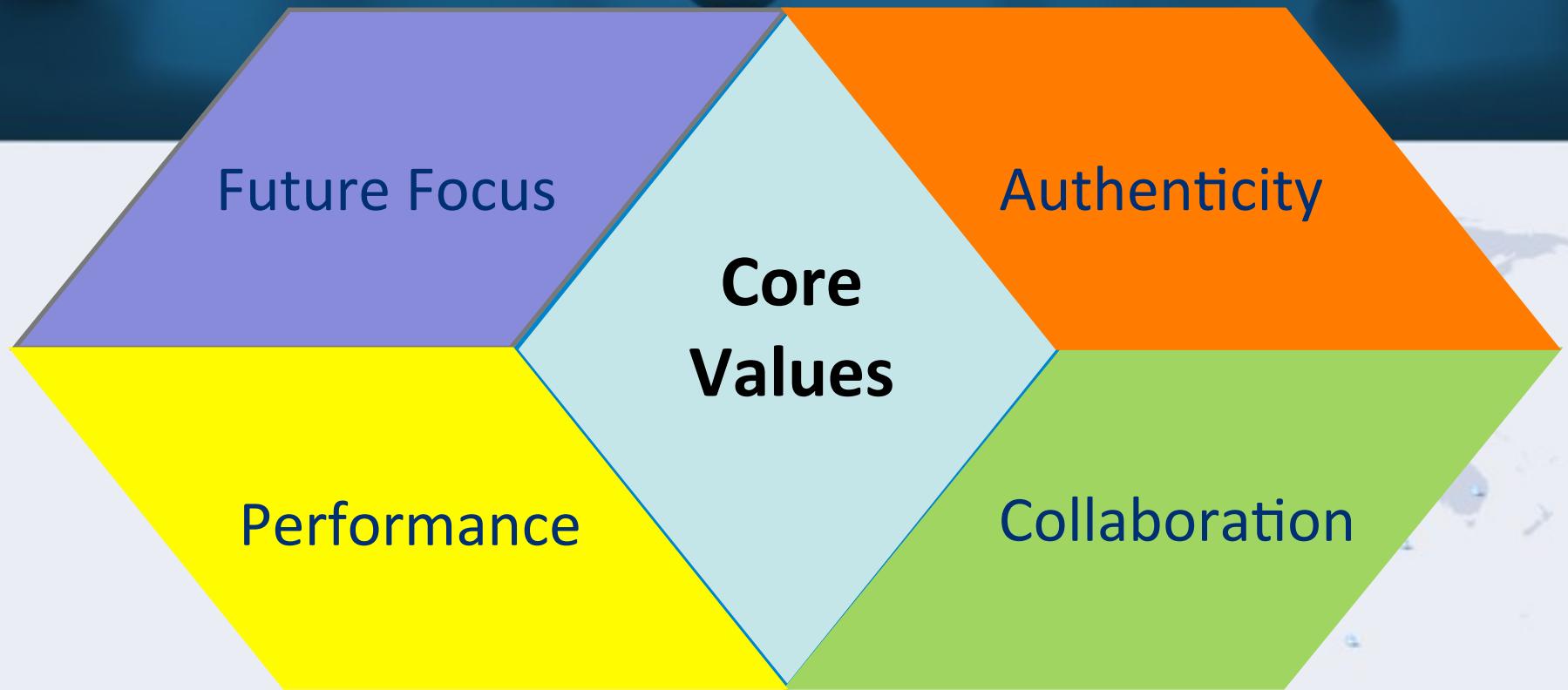
Collaborative

Politics





Core values & fields of competencies



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The How?



“The ability for an organization to survive turbulent times is based on its capacity to produce sustained and high quality leadership over time”

(D.Lynn)



Leadership Development



Leadership Development

Many contemporary models of leadership development are adopting a 70-20-10 approach:



Leadership Development

Many contemporary models of leadership development are adopting a 70-20-10 approach:

70% - On the job development



Leadership Development

Many contemporary models of leadership development are adopting a 70-20-10 approach:

70% - On the job development

20% - Coaching, mentoring and feedback

Leadership Development

Many contemporary models of leadership development are adopting a 70-20-10 approach:

70% - On the job development

20% - Coaching, mentoring and feedback

10% - Formal learning

Development Tool Kit - 70

- Active career management including job rotations
- External job attachments/secondments within and outside police/public service
- Stretch placements and assignments including change projects
- Targeted higher duties
- Accelerated development program
- Self-directed learning



Development Tool Kit - 20

- Formal mentoring program including executive coaching
- Peer to peer sharing (Learning Circles/story telling)
- Volunteer work (charity, boards)
- Regular evaluation and feedback
- Common gateways to enable comparative assessments between peers
- Personal development plans
- 360 and psychometric assessment
- Accelerated development program
- Organisational matrix to monitor and report against behaviours and competencies
- Senior executive ownership and oversight
- Visiting fellowship
- Leadership pipeline



Development Tool Kit - 10

- Sponsored academic programs
- Professional training courses in leadership & management, including change management
- Seminars and conferences
- Accelerated development programs



Succession Management Defined

- **Identify**
 - Get the right people on the bus;
 - The wrong people off the bus;
 - The right people in the right seats; then
- **Develop and Accelerate**



What Works?



What Works?

- Links to business/strategy



What Works?

- **Links to business/strategy**
- **Focuses on enhancing diversity**



What Works?

- **Links to business/strategy**
- **Focuses on enhancing diversity**
- **Drives the development of specific core competencies such as agility**



What Works?

- **Links to business/strategy**
- **Focuses on enhancing diversity**
- **Drives the development of specific core competencies such as agility**
- **Links to organisational performance**



What Works?

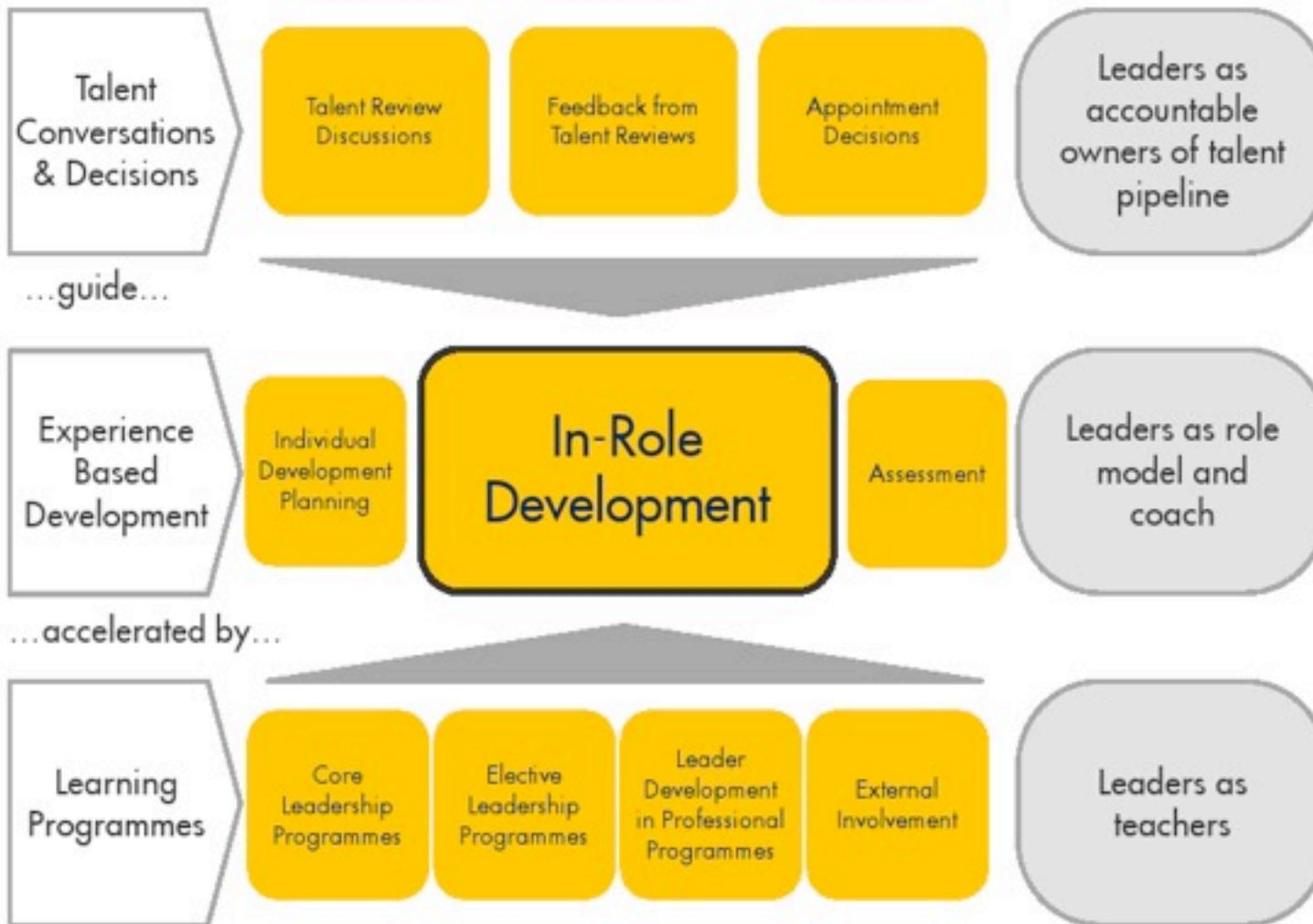
- **Links to business/strategy**
- **Focuses on enhancing diversity**
- **Drives the development of specific core competencies such as agility**
- **Links to organisational performance**
- **The system is subject to ongoing evaluation and review**

A Best Practice

- Based on SHELL model
- **Owned by Leaders at all levels**
- **3 Elements**
 - **Experienced Based Development**
Guided by
 - **Talent conversations and Decisions**
Accelerated by
 - **Learning Programs**



LEADERSHIP DEVELOPMENT – AN INTEGRATED ‘ECOSYSTEM’



Succession Management Model

- Link to business strategy and identify critical gaps
- Identify & develop talent including external
- Underpinned with leadership competencies and development framework
- Driven & owned by leaders

Principles

- Commitment & investment
- Communication
- Objective assessment & targeted development
- Transparent & equitable
- Diversity
- Review & renewal
- Keep it simple



Critical Success Factors

- Must be personally owned & driven by Senior Leaders
- Must be based on a well understood & developed leadership model
- Must be well communicated
- Leaders must “*walk the talk*”



Sustainable Leadership

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Recommendations



Recommendations



Make leadership development a
strategic priority
for the organization

Recommendations



Pearls in Policing



Recommendations



Recommendations



Ensure your leadership model is
fit for the future
(consider the merits of ours)

Recommendations



Pearls in Policing



Recommendations



Recommendations

Take direct control and **personal ownership** of leadership development in the organization

Make it the **personal responsibility** of each leader in the organization

Recommendations



Pearls in Policing



Recommendations



Recommendations



**Review your leadership development and succession planning models
(we learned from Shell)**

Recommendations



Pearls in Policing



Recommendations



Recommendations

Consider innovative & collaborative approaches, such as:

- Develop a leadership-experience program: private / public interagency / international exchange
 - The first exchanges start before 1st Jan 2014
 - Make alliances with public and private organizations in your own country and/or police organizations at home or abroad
- Use Pearls as an international platform for senior police leadership development: knowledge portal, best practices, international exchange/ secondments (supply and demand)

Recommendations



Pearls in Policing



Sustainable Leadership

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IALG 2012-2013

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