



The Way Of The Jedi: Developing Balance Between The Warrior & Guardian

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State Of The World

- ☛ Hostile toward law enforcement
- ☛ Expect bias, poor tactics, negative encounters
- ☛ Primed for "reactions" on both sides
- ☛ Lack of trust on both sides



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Response To The World

- ☛ Increase in accountability
- ☛ Fear, CYA, quick fixes, & cameras instead of focused on doing the right thing
- ☛ Line level afraid/unwilling to do job
- ☛ Identity: warrior vs. guardian
- ☛ "New" trainings & ideas



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Historical LE Approach

- Reactive – POP & COP units hard to sustain
- Power/authority/position focus from hire
- We set our value
- Hire/train based on hard skills
- Soft skill training: not valued, limited accountability, seen as separate from the hard skills



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Law Enforcement Culture

- Closed culture – we hide behind “TBL”
 - Good ole boy network
- Seek respect (demand)
 - Us vs. them
- Inconsistent mentoring/development
- Threat assessment/judgment



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Cultural Results Produced

- Waiting for problems to manage
- Unbalanced officers/limited response options
 - Excessive use of force
 - Everything is a “nail”
 - Pick a side (SWAT or SRO)
- Minimal community engagement
 - Inability to develop & leverage relationships



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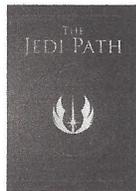
What Is The Way Of The Jedi?

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Jedi Culture

- ☛ Balance of hard and soft skills
 - ☛ Compassion was encouraged
- ☛ Relationship focused
- ☛ Code: rational thought, patience, benevolence
- ☛ Avoid dark side emotions: hate, fear, anger
 - ☛ Emotions don't drive response/nothing is personal



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Jedi Culture Cont.

- ☛ Mentoring is the standard
 - ☛ On-going, humble learning & self-reflection
- ☛ Only promoted those who were a "fit"
 - ☛ Had to "prove" they had it
- ☛ Focused on self control & self care
- ☛ Character focused
- ☛ Held each other accountable



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Benefits Of This Approach

- Well rounded/complete officers
- Community relationships that can be leveraged at all times
- Improved public perception/reputation/image
- Less use of force incidents/complaints/law suits
- Improved morale/camaraderie in agency

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Steps In Adopting The Jedi Way Of Life

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Five Steps To Success

- Create a strong Identity
- Revised your skills training
- Develop coaching and mentoring programs
- Improve community involvement & media relations
- Implementation



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State Of Most Organizations

- Operating with multiple identities
- Allow employees to operate from personal identity
- Lack consistent accountability
- Biggest problem is "people"



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Organizational Identity

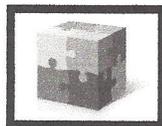
- A combination of the enduring qualities, beliefs, traits and actions that make an organization different and distinct from others.
 - ~Kimberly A. Miller, Ph.D.
- In essence, an identity describes:
 - Who the organization is
 - What it stands for
 - What can be expected from that organization and its employees
- An identity should be the core foundation from which the organization and its employees operate

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Crafting An Organizational Identity

- Realize you are creating a culture
- Must be focused on character
- Involve employees
- Requires training & education
- Reinforce it & talk about it all the time



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Jedi Identity

"Remember, a Jedi fights only as a last resort. If you are forced to draw your lightsaber, you have already forfeited much of your advantage. A Jedi trusts the Force and at first seeks other ways to resolve problems: patience, logic, tolerance, attentive listening, negotiation, persuasion, calming techniques. But there are times when a Jedi must fight."

~Luke Skywalker

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Training Is Your Value Measure

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Hard Skills

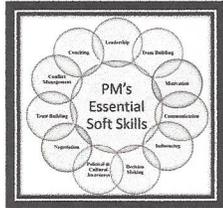
- Mandated by law or policy
 - Firearms
 - Defensive Tactics/Arrest Control
 - MFF/Crowd Control
 - Driving
- Usually the bare minimums because of time and cost
 - No scenario based training
 - Not integrated with other hard or soft skills

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What Are Soft Skills?

- Interpersonal skills
- Communication
- Social IQ
- Conflict Resolution
- Decision Making
- Leadership/Mentoring
- Negotiation
- Cultural awareness
- Coping/mood management



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Why Are They Critical?

- Foundation of all human interaction
- Everything is about relationship
 - Enhance reputation/perception/image
 - Influence
- Greatest liability reduction tool
- Basis for success inside & outside the building



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Barriers To Over Learning

- Not a cultural value to over train & generally undervalued
- Assumption the hard skills are enough
- Easier to dismiss as “known”
 - We are smart, intelligent adults
 - On-going practice not necessary
- Belief: number/type of classes = competence
- Higher the rank – usually less openness to really learn & practice



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Building A New Skills Program

Ask:

- Community what they need
- Employees what soft skills are lacking (in supervisors and supervisees)
- FTO/instructors about training deficits



Decide:

- What skills are the most important?
- Who will be on your new training team (influencers, FTO's skill instructors, supervisors)?

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New Program Cont.

• What does integration with hard skill training look like?

- Skill instructors must be proficient in both
- Consistent use of terminology/techniques
- Scenario based, facilitates use of both hard and soft

• Incorporation into FTO, annual evaluations, special units, and promotional processes

• Reinforced at street/unit level – SGT's & LT's'

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Coaching & Mentoring

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Mentoring/Coaching Program

- Starts after FTO
- Based in org. identity
- Tailored, assesses strengths and goals
- Challenges to always improve
- On-going feedback
 - Goals tied to annual eval



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Mentoring/Coaching Cont.

- Proactive learning/practice
- Failure tolerance
- Honest feedback about "fit"
- All supervisors involved



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Community Involvement & The Press

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Marketing & Brand Recognition

- ☛ Consider outcomes first
- ☛ Determine who your audiences are and where they exist
- ☛ What is the first thing you want people think of when they see your brand?
- ☛ Make all your messages identity based forms of communication

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Community Engagement Ideas

- ☛ Transparent about the past, set vision for the future
- ☛ Schedule community meetings (all ranks participate)
 - ☛ Get to know citizens, their concerns and needs
 - ☛ Build relationships with community leaders & businesses
- ☛ Participate in community events
- ☛ Provide services & education to the community

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Why Proactive Communication?

- ☛ Rumors fly with limited information
- ☛ Get out front on every headline/controversy
- ☛ Give all information possible and provide timeline for additional information
- ☛ Own up to mistakes & describe lessons learned and changes made
- ☛ Expect negative reactions (validate them & seek improved understanding)



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Leveraging The Media

- Who is managing your message?
 - Proactive approach
 - Leverage social media
- Use the media or they will use you
 - Relationship is critical



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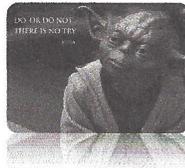
Implementation: Living The Way Of The Jedi

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Steps

- It all starts with Identity
- Changes infused in all you do
 - Policy/procedure
 - Debriefs
 - Documentation/forms
 - Evaluations
 - Training
 - Discipline
- Accountability is critical



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Questions?

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