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IACP EDITION

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# From the Editor

Welcome to the IACP Annual Conference and the PoliceOne Special Show Edition Magazine. We're pleased to present several items of interest that exemplify the news, analysis, columns, and commentary on PoliceOne.com every day.



In this special issue, PoliceOne Columnist and Street Survival Seminar Instructor Jim Glennon examines the trait he believes to be the single biggest impediment to effective leadership. We also present the thoughts of Fred Burton, the former deputy chief of

the Counterterrorism Division of the Diplomatic Security Service, about some of the things law enforcement can do to prevent future terrorist attacks.

PoliceOne Members take full advantage of the interactive capabilities the Internet provides. In this special print edition of PoliceOne we feature Member comments, photos, tactical tips, and a "First Person" essay from P1 Member Stephen M. Carroll, Chief of Police for the Brownsburg (Ind.) Police Department whose poem "A Memorial Prayer" sprang to mind on the morning he was to speak at a memorial service.

Finally, PoliceOne celebrates our 10th

Anniversary this year and we'll mark the occasion with an event on Sunday, October 4th (6:30 p.m. to 9:30 p.m.) at the Denver Center for the Performing Arts. Join us for live music, a hosted premium bar, appetizers, desserts, and great camaraderie among friends old and new. We look forward to seeing you there and online at PoliceOne.com.

Stay safe,

**Doug Wyllie**  
PoliceOne Senior Editor  
doug.wyllie@policeone.com

## "Let's go to the videotape!"

Remember the tagline of Warner Wolf, the TV sports reporter from the 70's, 80's, and 90's? We do, and we present video from P1 members and LE experts on BLUtube and P1TV.

We're very happy to announce that PoliceOne has been recognized by the respected *BtoB Media Business* magazine as one of "10 Great Media Sites", placing us among an elite group of top media that includes BusinessWeek, Financial Times, and the Wall Street Journal.

Our selection recognizes in part the huge success of BLUtube.com, the first online video community for law enforcement, and PoliceOneTV.com, our online video network featuring original programming for cops. Since their launch, the sites have proved to be excellent online resources for

both entertainment and training, providing resources for agency leadership to tap into at roll call or other "teaching moments."

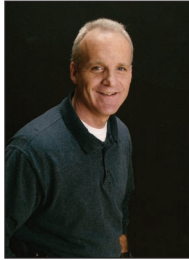
If you've never been to the sites or haven't checked them out for a while, see what's playing at PoliceOneTV.com and BLUtube.com. ■



# Inventories can be managed, people must be led

All the classes, theories, and techniques don't mean a thing if a leader cannot conquer his shortcomings

By Jim Glennon  
PoliceOne Columnist



What stops a marginal manager from successfully leading others? What must an ineffective supervisor overcome in order to finally begin influencing and motivating employees? What is the greatest hindrance to managing people effectively?

Not surprisingly the answer to all three questions is the same:

## Personality.

Whenever I write about poor leadership and shoddy management I know that I risk several things: alienating readers, inviting disdain, and encouraging argument that I'm either stating the obvious or am incredibly naïve. That's fine, but the point still needs to be made: **Personality is the greatest obstacle to becoming an effective leader.**

This isn't rocket science. If the people who are supposed to do the job don't trust their bosses, what can management possibly expect?

The biggest obstacle to any organization being successful in their particular endeavor is the relationship between line and management. The biggest obstacle for an individual to overcome in order to lead effectively is his or her own personality. Period.

All the classes, theories, and techniques don't mean a thing if the personality can not conquer its shortcomings. Stubbornness, control issues, insecurity, obsessive-compulsive tendencies, selfishness, and fear all hinder leadership ability. But the most toxic personality trait in my estimation is: ego.

About ten years ago, I was teaching a leadership class for Northwestern in Philadelphia. Many in attendance were supervisors from the city and the Pennsylvania State Police. At some point I asked: "How many of you are lousy, hated, and ineffec-

tive supervisors?" There was a collective laugh but no one admitted that they matched the description. So I continued. "OK. You all know each other fairly well. Many of you work in the same agency. So let me ask this. Are there any lousy, ineffective supervisors in this room?"

Laughter erupted again but this time with accompanying shouts of, "You bet there are!" So I said, "OK, point them out." Not surprisingly there were no takers. No one wanted to 'out' the poor supervisors.

However, freewheeling discussion ensued among the group of approximately 50 people present.

I asked, "Wait a minute, if supervisors are smarter than 20 years ago, better trained, and more educated, how come we still have the same problems leading those in our charge?"

A Philly Captain named Tom immediately shouted out, "Jimmy, I know the answer. You can't educate the ego out of assholes."

The group erupted in wild agreement and raucous laughter.

I replied, "Tom, but apparently people like that are in this room." He said, "Yep, but their egos won't let them know who they are."

Do you have any idea how many management, leadership, and general supervisory books are out there? How many management, leadership and general supervisory seminars exist? Never in the history of law enforcement have we had more managers holding Bachelor's and Masters Degrees. Northwestern University's Center for Public Safety, The FBI National Academy, The Southern Police Institute, and many other highly recognized institutions are educating and graduating police

*"Inventories can be managed, people must be led."*

— H. Ross Perot

*"Any enterprise (or any other institution) has only one true resource: people."*

— Peter Drucker



managers at a record pace. So what's the problem?

**Personality and ego are difficult to change and education alone won't do it.**

Is overcoming a personality problem impossible? No. Is it difficult? Yes. We all have our own wacky personality quirks, and we all have egos. But if you take a job that presupposes you will lead others, it is up to you to actually do that: lead. So begin by evaluating your own personality. Determine what aspects of it are an asset for leadership and what parts are a hindrance. And at the forefront your mind must always be this incredibly obvious reality:

In order to succeed, you are going to have to accept that understanding people, putting ego aside, and developing an organizational climate that encourages independence, creativity, and trust is absolutely essential.

The way to start is by honest evaluation. After that, maybe those classes will do some good. ■

*Lt. Jim Glennon, the third generation in a family of law enforcement officers, recently retired from the Lombard (Ill.) Police Department after serving with distinction for more than 29 years. Lt. Glennon is currently the lead instructor for the Calibre Press Street Survival Seminar.*

## Be mindful of who's on the inside

Submitted by **Officer David Marzella**  
Rhode Island Capitol Police

Know who is around you. I'm sure every department has a custodian or janitor that cleans and maintains the building.

I work for a state agency that provides security to all the state courts and I recently had to investigate an alleged assault on one of our contract cleaners by her husband — the assault had occurred at the courthouse. During the investigation it was learned that the husband was MS-13. I notified the powers that be of this and

nothing was done.

A month later she was caught with LE only documents in her apron. She was also inquiring about certain LEOs. As a result someone finally earned their money and had her fired after I removed her from the courthouse.

Cleaners tend to blend into the background. If they are given access to sensitive areas, are they being escorted in and out by LE? Background checks on them and their family should be extensive. ■

## Colin Powell's tips for leadership

Submitted by **Lt. Brian Young**  
Medical College of Wisconsin,  
Public Safety Division

My Captain recently forwarded this list to me. It's an interesting read and makes some good points on being a leader.

**Lesson 1:** Being responsible sometimes means pissing people off.

**Lesson 2:** The day soldiers stop bringing you their problems is the day you have stopped leading them.

**Lesson 3:** Don't be buffaloes by experts and elites.

**Lesson 4:** Don't be afraid to challenge the pros, even in their own backyard.

**Lesson 5:** Never neglect details. When everyone's mind is dulled or distracted the leader must be doubly vigilant.

**Lesson 6:** You don't know what you can get away with until you try.

**Lesson 7:** Keep looking below surface appearances. Don't shrink from doing so (just) because you might not like what you find.

**Lesson 8:** Organization doesn't really accomplish anything. Plans don't accomplish anything, either. Theories of management don't matter. Endeavors succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds.

**Lesson 9:** Organization charts are frozen, anachronistic photos.

**Lesson 10:** Never let your ego get so close to

your position that when your position goes, your ego goes with it.

**Lesson 11:** Fit no stereotypes. Don't chase the latest management fads. The situation dictates which approach best accomplishes the team's mission.

**Lesson 12:** Perpetual optimism is a force multiplier.

**Lesson 13:** Powell's Rules for Picking People. Look for intelligence and judgment and, most critically, a capacity to anticipate, to see around corners. Also look for loyalty, integrity, a high energy drive, a balanced ego and the drive to get things done.

**Lesson 14:** Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand.

**Lesson 15:** "Laws of Instinct" Part I — Use the formula P@ 40 to 70, in which P stands for the probability of success and the numbers indicate the percentage of information acquired. Part II — Once the information is in the 40 to 70 range, go with your gut.

**Lesson 16:** The commander in the field is always right and the rear echelon is wrong, unless proved otherwise.

**Lesson 17:** Have fun in your command. Don't always run at a breakneck pace. Take leave when you've earned it. Spend time with your families.

**Lesson 18:** Command is lonely. ■



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# American cops: Force multipliers in counterterrorism

By Doug Wyllie  
PoliceOne Senior Editor

Fred Burton began his law enforcement career in a way many police officers can relate to — as a young man with the desire to help people in his community. In the first chapter of his book, *GHOST: Confessions of a Counterterrorism Agent*, Burton writes, “I was a Maryland cop. I protected my community. I loved law enforcement, but I wanted something more.”

He joined the Diplomatic Security Service of the U.S. Department of State in November 1985 — around the time terrorists hijacked the Achille Lauro — and eventually became deputy chief of the agency’s Counterterrorism Division. Notably, Burton orchestrated the arrest of Ramzi Yousef, mastermind of the 1993 World Trade Center bombing.

Widely considered to be one of the world’s foremost authorities on terrorists and terrorist organizations, Burton spoke with PoliceOne about some of the things law enforcement can do to prevent future terrorist attacks.

## The Beat Cop

Most police officers know where the “high-value targets” are in their patrol area: power plants, transportation facilities, malls, hospitals, sports complexes, rail yards, radio towers, and public buildings. But it goes way beyond even that list. It’s the old beat cop principle of knowing **everything** happening in your area of responsibility.

“Have you reached out to the Imam of the mosque or the Rabbi of that synagogue and establish some dialogue? Cops are responding to their radio calls and they don’t have a lot of opportunity to get out and just develop some very granular contacts in the community. But these could turn out to be valuable information conduits.”

Ethnically-owned small businesses — from the deli to the self-storage facility — are always good conduits of information. When he visits police agencies around the country, he asks for a show of hands: “Who here knows those business owners?”

“You’ll get a hit or miss response,” he laments. “In an audience of 100 you might

get 25 hands. There’s still not a lot of understanding of your different communities where you can play a significant role in the war on terror.”

## Who’s Watching the Watchers?

Most pre-operational surveillance — such as taking a picture or shooting scenic video — is innocent-looking in nature and generally doesn’t break the law. The problem isn’t the legality of the activity, it’s that virtually no one is taking note that it’s even happening. Fewer still will write it up in an intelligence report to the local JTTF for further investigation.

“There may be three or four of those things happening across a region,” Burton says, “but no one would know to make an analysis because no one bothered to send the sighting up the line.”

According to Burton, there’s a prevailing expectation among too many cops that ‘someone else is doing that.’

“I think street cops think, ‘Well, the FBI must be doing that’ but that’s just not the case. Today’s FBI has an operating manual that’s about the size of an old Bell telephone book. They’re under a lot of bureaucratic requirements and scrutiny as to when they can talk to people and when they can’t. Your average street cop has the ability to just do more intelligence collection through interfacing within their area of responsibility.”

## Jihadist Jack-in-the-Box

Where would a terrorist go to cultivate new recruits? Where would he find recent converts to Islam who could easily be radicalized? Where are there large numbers of disenfranchised young men who are prone to violence?

“A couple of environments are very conducive for the recruitment for jihadist criminal activity. Obviously, one is the prison system — more at the local and state level than the federal system — where you see the recruitment of gang members as well as converts to Islam. There, you get the captive audience that has to ‘join the group’ for self-preservation.”

## A Successful Model

The recent prevention of a grassroots ji-

hadist attack reveals some of the things Burton discusses with law enforcement agencies he visits throughout the United States:

- Among these homegrown terrorists, three converted to Islam in prison
- Relatively ordinary local synagogues were among the terrorists’ intended targets
- One well-placed informant in a mosque was the conduit to law enforcement
- The would-be terrorists conducted their preoperational surveillance in the open
- Vigilant observation of the suspects led to the successful prevention of an attack

Of course, we’re talking about the Newburgh plot. There’s one other element to the Newburgh plot worth noting, and it’s as esoteric as it is concrete. The suspects “wanted to commit jihad” because they were “disturbed about what was happening in Afghanistan and Pakistan.”

## Eyeing the Horizon

Burton says that police officers are so focused on the day-to-day of patrol that they sometimes fail to recognize how the events abroad can impact security here in the States.

“Whether that’s a Mumbai event or saber-rattling between Israel and Iran, they don’t put it in a domestic perspective: ‘What are the possible ramifications of this international event to my beat and my city?’ I talk to a lot of police officers — once you start talking about this issue, they clearly ‘get it’ then and recognize that it’s important.”

## Counterterrorism Force Multipliers

The good news, Burton says, is that America’s cops are a counterterrorism force multiplier.

“If you could marshal those assets from sea to shining sea, you’d have a much better picture of events from a real-time surveillance perspective than we currently do.”

The bad news is chillingly simple. “Based on my investigations and the kind of work I’ve done in the past, once that suicide bomber starts rolling toward target they’re going to be about 95 to 97 percent successful in carrying out their mission and killing somebody.” ■

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## P1 First Person: A Memorial Prayer

Submitted By Stephen M. Carroll  
Chief of Police, Brownsburg (Ind.) PD

In PoliceOne "First Person" essays, our Members and Columnists candidly share their own unique view of the world. This is a platform from which individual officers can share their own personal insights on issues confronting cops today, as well as opinions, observations, and advice on living life behind the thin blue line.

We are gathered here today  
To honor our old friends,  
To pay tribute to their families  
Ensure their legacies never end.

They rose up to take the calls  
No matter what it was  
When asked why they'd do it  
Their reply was 'just because.'

It wasn't something debated on,  
No reason had to be  
They did it for their families  
They did it for you and me.

They put their lives on the line  
Every single day  
It wasn't for the glory  
And sure not for the pay.

They wanted to make a difference  
To make this a better place,  
To be able to look their maker in the eye  
Once they've run their race.

And say "I've done the best I could  
For all my fellow man  
And now I've come up here with you  
To give a helping hand."

They've walked the walk and talked the talk  
And now help watch over us  
They don't need today's fanfare  
They sure don't want the fuss.

Just remember them for what they did  
For all the world to see  
They made this a better place  
For all of you and me.

## Member Photos:



Photo Courtesy of Sgt. Mark Stone, Loveland (Colo.) PD

Lt. Rick Arnold took this shot at our recent firearms training and qualifications. The shooter is Officer Katey McDonald.



Photo Courtesy of Lt. Gregg Hastings, Oregon State Police

Not only did he get her for speeding, but I heard he found an open juice box on the seat! Horrible!

## Member Comments:

"Some people are born with courage, some have potential, others will never have it. We took an oath to protect...even at the risk of our own life."

In response to "Solo officers vs. active killers: Officers speak out"

"How is it that a six year old girl understands the need to protect the ones that protect us, but, many of our politicians don't seem to get it?"

In response to "Six-year-old Va. girl starts nonprofit to protect K-9s"

"Sometimes there is Justice and sometimes there is *just us*."

In response to "Suspect who shot two Fla. officers killed by police"

"I've carried off duty for several years now, but after reading a few similar articles on PoliceOne, and after purchasing the book (*Blood Lessons*), I also carry extra ammo for that off-duty weapon, and keep a much more alert status while off the clock, both at home and in public."

In response to "Slaughter at McDonald's in '84 changed how police operate"

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