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## **Example 3: Transformational Leadership Programme for DGPs and ADGPs of the IPS**

### **Programme Objective**

This Programme was designed for the DGPs and ADGPs of the IPS to enhance their leadership capabilities in becoming senior role models to the younger officers and to leave behind a strong legacy in the service.

### **Participants' Profile**

The DGPs and ADGPs are highly experienced officers typically with over 20 years of policing experience. These senior officers are required to work under intense pressure and predominantly work alongside a whole range of stakeholders which include but not limited to politicians, media personnel, public administration and the internal policing family itself. These elite groups of officers form the strategic level of the policing structure and continue to increasingly focus on issues of leadership, strategy, change management, best practice in policing and innovation within the sector.

### **Learning Needs Analysis**

In order to draw upon the knowledge and experience of the participants in the Programme, the needs analysis was undertaken in consultation with a selected group of stakeholders through a one on one conversation over a two week period. Individuals within this group comprised of Programme participants at the DGP/ADGP level. Some key themes emerged from these conversations which helped form the objectives of the Programme, which are as follows.

- Developing self awareness as a leader and leading with dignity
- Influencing others through leadership
- Building leadership equity
- Developing strategies for change
- Becoming a role model in the police force
- Planning the best years of your work and life and your legacy

### **Programme Design**

Following further in-depth discussion, 13 sessions were formulated under five broad themes to be delivered over a 5-day period.

#### **Theme – 1: Organisational Alignment and Improvement**

Session 1 – Introduction: helped develop a thorough understanding and appreciation of the organizational context between participants and faculty.

Session 2 – Leading change to create public value: ensured a shared understanding of the IPS change readiness and the adequacy of its current approach to strategy formulation

#### **Theme – 2: Strategic Management Components**

Session 3 – Strategic Management: ensured that participants had an understanding of the IPS vision and goals and the opportunities and challenges for improvement.

Session 4 – Performance metrics and targets: developed a shared understanding of the IPS current practices in measuring performance and identifying opportunities and challenges in establishing quantifiable outcomes.

Session 5 – Stating strategic objectives and core projects: helped participants formulate a strategy for deployment and understand its application within their environments.

### **Theme – 3: Leadership as a Process**

Session 6 & 7: The outcomes from these sessions helped participants establish an understanding of leadership as a process, the challenges and opportunities and developing individual capacity for leadership.

### **Theme – 4: Engaging with Others and Learning to Influence**

Session 8-11: Through the utilization of formal tools like DISC and Thomas-Killman conflict instrument and the CAB (conversations, actions, behaviours) model, these four sessions helped participants understand the intricacies involved in building and retaining alliances and networks; ability to influence and manage conflict and change.

### **Theme – 5: Leaving Behind Your Legacy**

Session 12-13: These two sessions were the penultimate discussion topics that focused on the individual's ability to become an effective leader and to leave behind a legacy following a purposeful and decisive journey.

### ***Delivery***

To ensure sufficient faculty-student interaction and effective learning, pedagogies used in delivery of the Programme were:

- Interactive group discussions
- Readings, case studies
- Lectures, power point presentations,
- Audio visual tools including video clips and movies
- Self evaluation tools

### ***Programme Impact***

The Programme was received positively by the participants. It helped participants understand that behaviour can indeed be changed. Participants also felt that the Programme would help them chart the remainder of their career.