



RANDY MEANS & ASSOCIATES,

Rubicon Leadership Institute

Managing for ORGANIZATIONAL INTEGRITY

Advanced Command Staff Training

A WORKSHOP ON CREATING AND MAINTAINING A 'WELL-DISCIPLINED' ORGANIZATION



The need to use a lot of punitive discipline suggests a poorly disciplined organization. In a "well-disciplined" organization, systems work properly and people do what they're supposed to do, including follow the rules.

This seminar explains a variety of enhanced leadership initiatives, including focused policy and strengthened systems to achieve "disciplinary" goals.

INSTRUCTOR/FACILITATOR



RANDY MEANS, J.D.



Attorney with decades of experience working full-time in/with law enforcement leadership



Nationally recognized expert in police law, systems, leadership and accountability



Former military officer, second-in-command of a combatant naval vessel

This is macro-leadership training about the shaping of organizational culture through enhanced methods of human development and proper use of strengthened systems.

Leadership styles can and will vary from leader to leader but adherence to certain key principles cannot. Leaders must put employees on clear notice of organizational standards. Those standards must then be consistently enforced. Disciplinary sanctions must be consistent and proportionate. In certain key respects, supervision cannot vary from supervisor to supervisor; overarching consistency must be maintained from workgroup to workgroup. This requires a systemic approach to what historically was left to individual supervisory and managerial discretions. The program shows the need for *organizational* solutions to *organizational* problems. It reminds senior leadership – the "big picture" people – of the vital need still to mind the store and keep close watch on the "little" things. If you take care of problems while they're small, you don't get a lot of big problems. Program theme: Finding True North.

Get to Know Randy Means



Randy Means is the son and brother of West Pointers, himself former operations officer, then executive officer (second-in-command) of a small combatant naval vessel. Then, a department head at a state law enforcement training center, nearly ten years in-house counsel to a major city police department, now 25 years a partner in a prominent law enforcement consulting firm and a nationally recognized expert in police law, systems, leadership and accountability. A graduate of the highly regarded University of North Carolina School of Law, his work has been mentioned in the Wall Street Journal, discussed on 60 Minutes and featured on both the Law Enforcement Television Network and FBI Training Network. Author of a book on policing, 100+ published articles, and past head of the National Association of Police Legal Advisors, he has conducted law enforcement training in every state and Canada and has taught more than a half-million law enforcement officials, including tens of thousands of police leaders.

Workshop Topics

Strengthening Organizational Culture
The "Well-Disciplined" Organization
Professional Standards and Morale
Recruitment and Selection Systems
Keys to Fairness and Just Culture
Assuring Needed Consistency
Proportionality in Disciplinary Actions
Making Progressive Discipline Work
Defining Supervisory Expectations
Unity of Command
Proactive Effects of Close Supervision
Complaint Handling and Documentation
Quality Control Methodologies & Analytics
Routing and Analysis of Negative Data

Improving Early Warning Systems
Appropriate Use of Written Directives
Fitness for Duty Issues
Use of Force and High-Speed Driving
Managing Supervisory Discretion
Strengthening Community Relations
Reducing Fraternalization and Nepotism
Activity to Negativity Ratios
Performance Evaluation and Discipline
The Power of Recognition Systems
Goal Setting and Attainment
In-Service Training/Testing/Assessment
Liability Prevention/Risk Management
Strategic Planning – Finding True North



Rubicon Leadership Institute

RANDY MEANS & ASSOCIATES, LLC
312 E. Main Street, Suite 1801 Norfolk, Virginia 23510
757-618-2246 www.randymeans.com