



RMA

RANDY MEANS & ASSOCIATES, LLC

# 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



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