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 Fraternization 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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