



Polishing the Badge

Leading for Optimal Performance

September 27, 2023



Team Training Associates

Welcome

Dr. Eric Murray
Connecticut State Police (Ret.)
FBI NA 273 "Always Add Value"





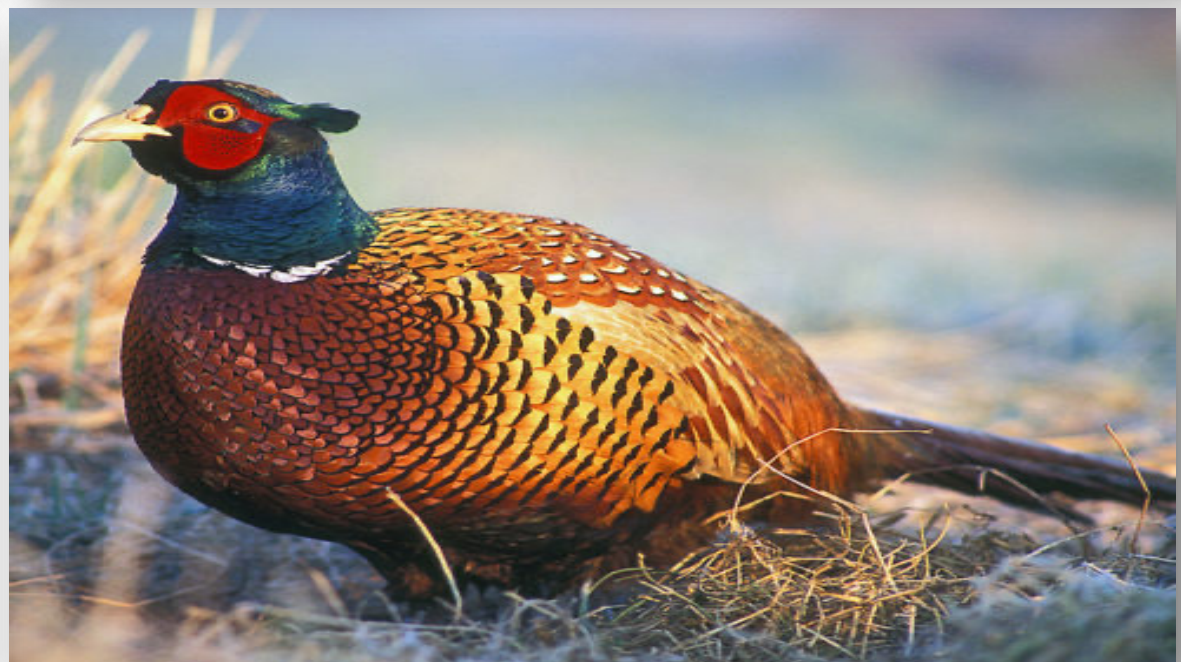
Thank You

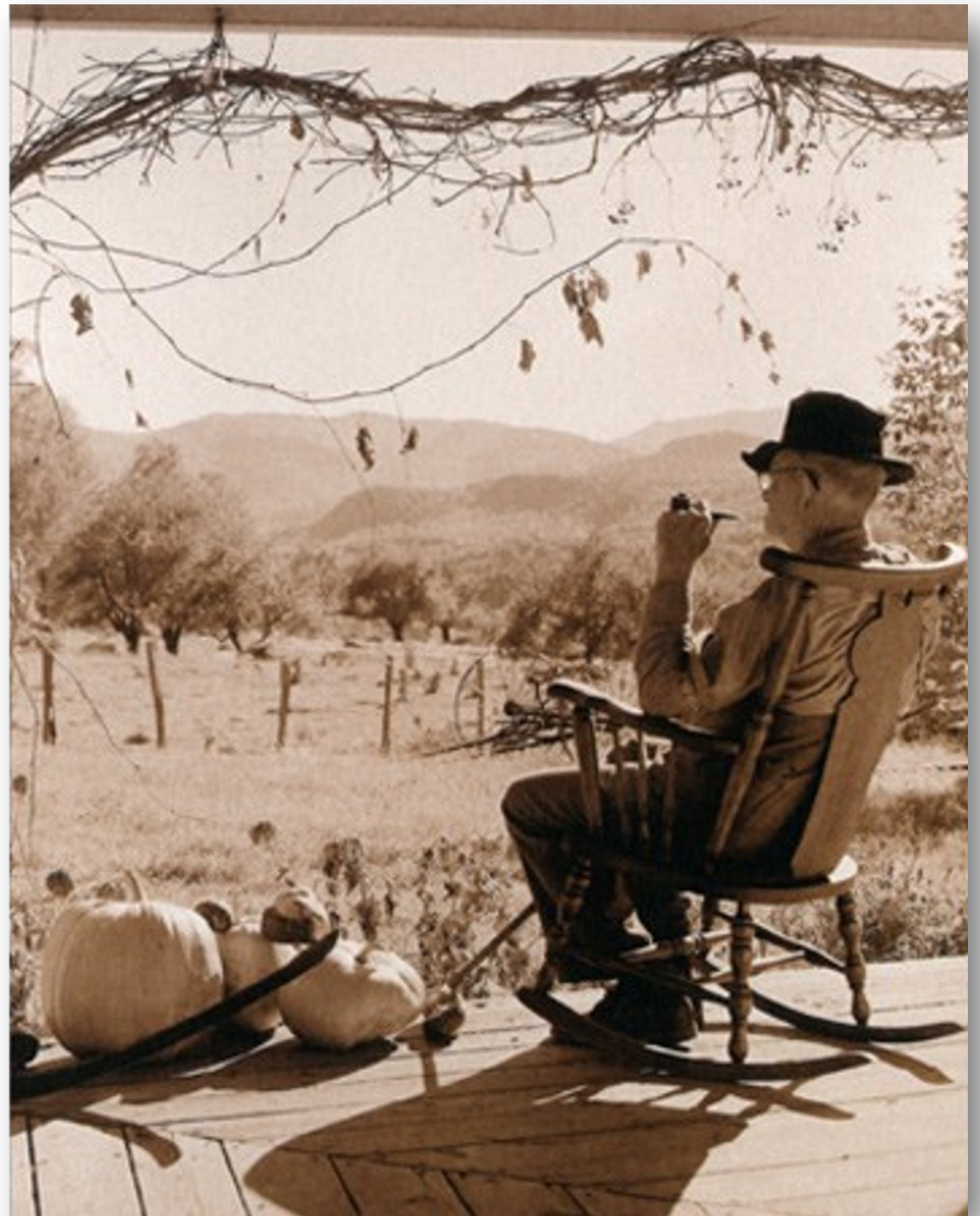
A close-up photograph of a mechanical gear assembly. The image shows several interlocking gears of different sizes and colors (black, silver, and white). A dark circular overlay is positioned on the left side of the image, containing the text "Beliefs Drive Performance" in white. The background is slightly blurred, focusing attention on the gears and the text.

Beliefs Drive
Performance



These people believe in something so strongly
that it impacts their behavior





Even a little bullshit might get you
to the top,
but it will never let you stay there!

Sensemaking

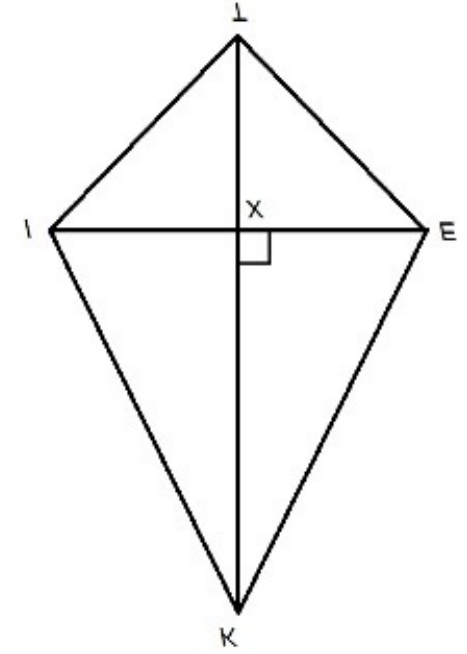
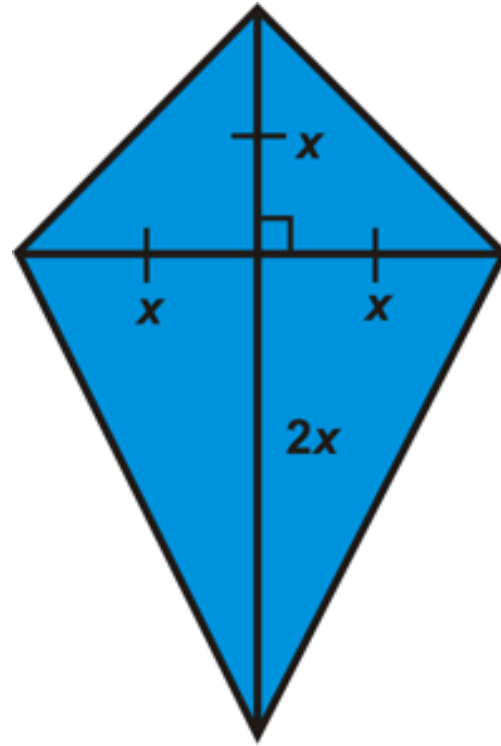


Read the Passage Below

1. A newspaper is better than a magazine. A seashore is a better place than the street. At first it is better to run than to walk. You may have to try several times. It takes some skill, but it is easy to learn. Even young children can enjoy it. Once successful, complications are minimal. birds seldom get too close. Rain, however, soaks in very fast. Too many people doing the same thing can also cause problems. One needs lots of room. If there are no complications, it can be very peaceful. A rock will serve as an anchor. If things break loose from it, however, you will not get a second chance.

2. Write down what you are feeling or thinking after reading the above passage.

Time to do
some geometry...



K-I-T-E

A newspaper is better than a magazine. A seashore is a better place than the street. At first it is better to run than to walk. You may have to try several times. It takes some skill, but it is easy to learn. Even young children can enjoy it. Once successful, complications are minimal. birds seldom get too close. Rain, however, soaks in very fast. Too many people doing the same thing can also cause problems. One needs lots of room. If there are no complications, it can be very peaceful. A rock will serve as an anchor. If things break loose from it, however, you will not get a second chance.

Remember...you may unknowingly suffer from the CURSE OF KNOWLEDGE.

Be sure you are flying a KITE with your people



Today's Topics

- Barriers to Leader Success
- Workforce Engagement
- Leader Action Process
- Organizational Leadership Strategy
- Human Performance Strategies
- Case Study Analysis



VUCA describes the situation of constant, unpredictable change that is now the norm in certain industries and areas of the business world.

VUCA demands that you avoid traditional, outdated approaches to management and leadership, and day to day working...



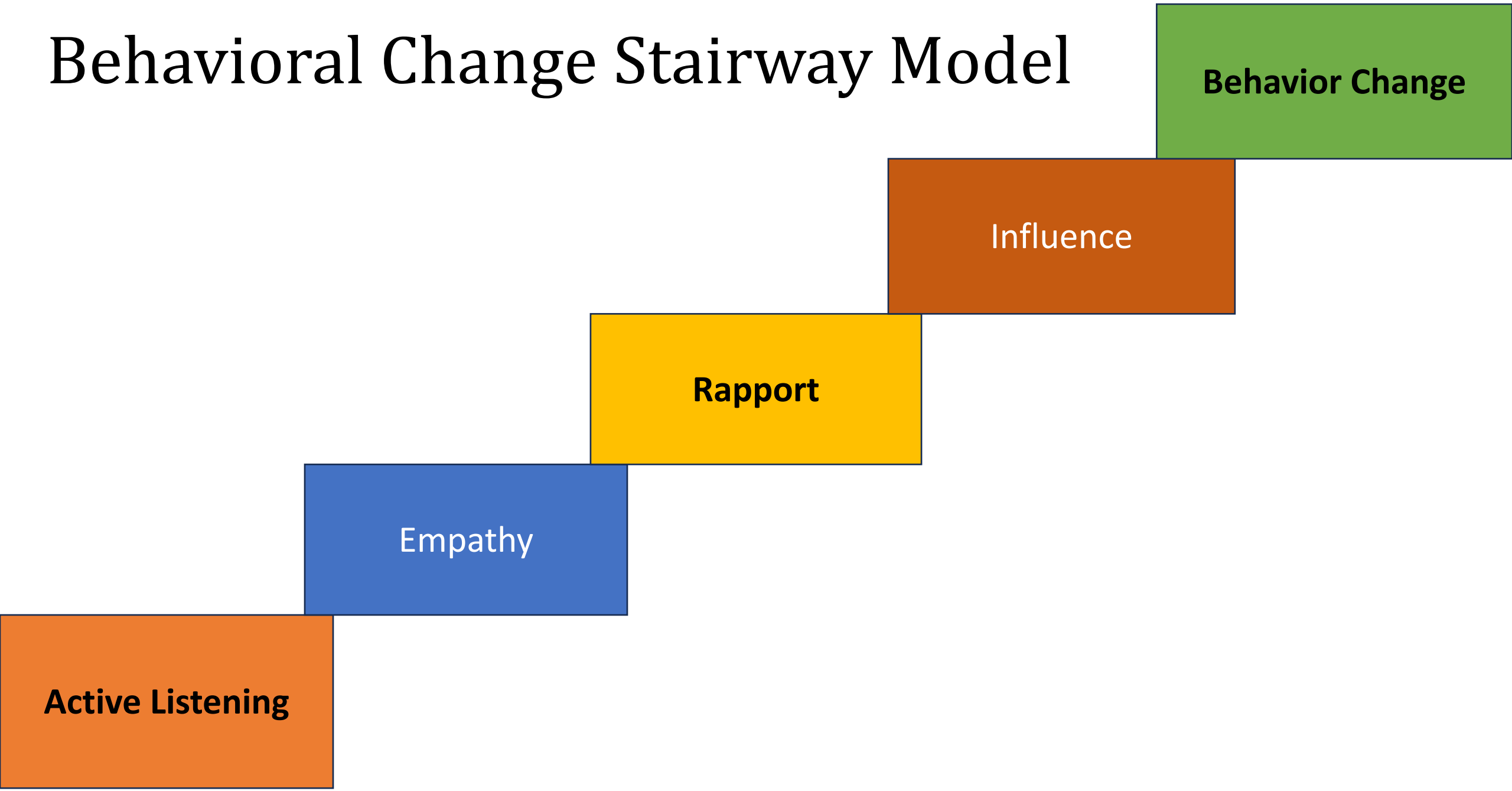
INTRODUCTION

- Name?

Family Info.... Spouse?/ Kids?/ Grandkids?

- Where do they work? ...How Long? What do they do?
- What did they do before this job?
- If they could travel anywhere in the world, where would they go...and why?
- Identify a little-known interesting fact about themselves they are willing to share?
- What is the next major personal goal they would like to accomplish?

Behavioral Change Stairway Model



Organizational Trust is Built By Meeting and Exceeding Its Employees' Expectations.....

Play Hard-

What Are Your Expectations of me?

Play Safe-

What Challenges Must Be Overcome ?

Relax...you're here for the duration so you might as
well get something out of this.

Most importantly....



Have an Open Mind!





Two Types of Leadership

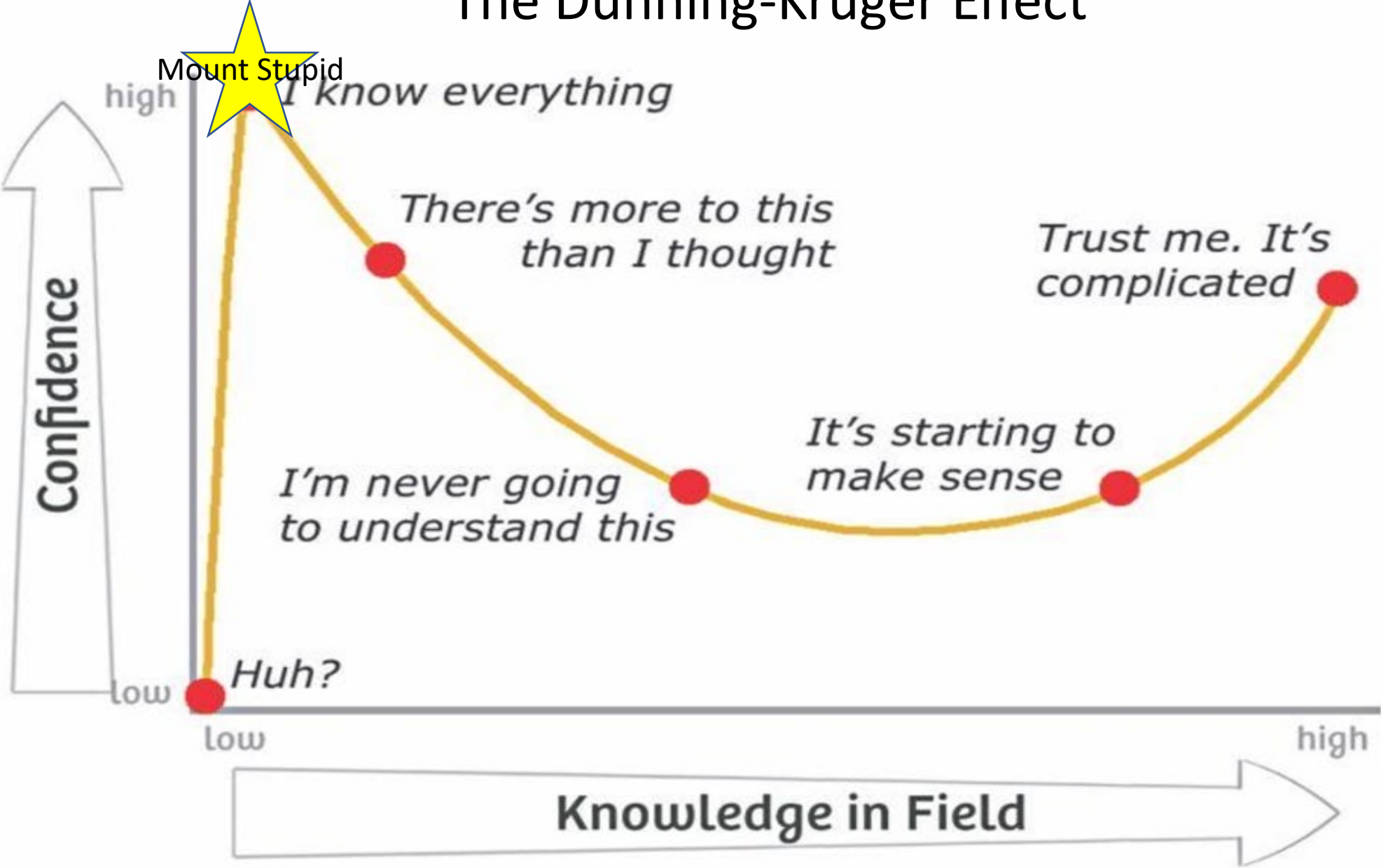


Barriers to Leader Success

- Transitioning from Buddy to Boss
- Ego...Ego...Ego
- Self Awareness/Self Regulation
- Service over Self Mindset
- Managing Rumors
- Poor Communication Skills
- Lack of Core Leader Competencies
- Toxicity
- “Addressing the Spirit Snipers”
- Dunning-Kruger Effect



The Dunning-Kruger Effect



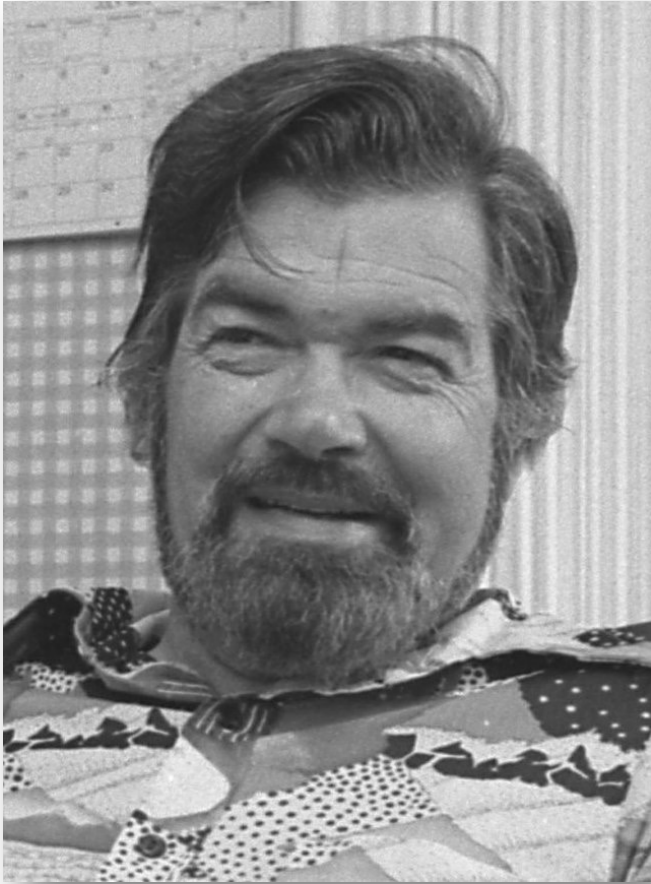
Dunning-Kruger Effect...

When incompetent people are too incompetent to realise they are incompetent



The Peter Principle





Dr. Laurence Johnston Peter
(1919-1990)

“In a hierarchy every employee tends to rise to his level of incompetence. In time every post tends to be occupied by an employee who is incompetent to carry out its duties. Work is accomplished by those employees who have not yet reached their level of incompetence.”



Workforce Engagement

- Expectancy Theory
- Gallup Q12
- Multi-Generational Workforce

NEW YORK TIMES BESTSELLER

"Provocative and fascinating." —MALCOLM GLADWELL

Daniel H. Pink

author of *A Whole New Mind*

DRIVE

The Surprising Truth
About What Motivates Us

- Autonomy
- Mastery
- Purpose

- Irrelevance
- Immeasurement
- Anonymity

The
THREE SIGNS
of a
Miserable Job

A FABLE FOR MANAGERS
(and their employees)



PATRICK LENCIONI

AUTHOR OF THE NEW YORK TIMES BEST-SELLER *THE FIVE DYSFUNCTIONS OF A TEAM*

Workforce Engagement

1. Expectations
2. Materials and Equipment
3. Do Best
4. Recognition
5. Cares about me
6. Development
7. Opinions Count
8. Mission/Purpose
9. Quality
10. Best Friend
11. Progress
12. Learn and Grow



Expectancy Theory- Victor H. Vroom (1964)

Motivation



Remember

If someone/something meets your expectations,
there is no guarantee of satisfaction.

If someone/something doesn't meet your
expectations, there is a guarantee of dissatisfaction

Leadership

**Goals
"The Work"**

Mission/ Vision/ Values
Goals
Objectives
Explicit Expectations
Commanders Intent

Achieve

The "DO"
P-SARA
BE SMART
Specific-Measurable -Achievable-Relevant-Timely

Others

Teamwork
Interpersonal Communication Skills
Team Dynamics/ Team Building

Influencing

Generations/Gender/Ethnicity
EQ (DiSC) / TKI/ People Reading
Performance Leadership Model
Evidence Based Theory
PsyCap

You

Implies everyone in the organization (not position specific)

It's an ACTIVITY that everyone can do!



**HARVARD
BUSINESS SCHOOL**

Executive Education

LEADERSHIP is an ACTIVITY that
everyone in the organization can
DO...

regardless of rank!



Mission Statement (Commander's Intent)

The mission of the Sheriff's Office is to provide the highest quality services to improve community safety, protect life and property, reduce crime, and reduce the fear of crime in Suffolk County, New York.

The Suffolk County Sheriff's Office shall maintain safe, secure, and orderly correctional facilities and a competent and trained staff committed to ensuring proper care, custody, treatment, supervision, and discipline for all persons committed to the care and custody of the Sheriff.

The Sheriff's Office and its employees, both sworn and civilian, pledge to work in partnership with the community, to be responsive to community concerns, and conduct its public services efficiently and effectively, consistent with its legal authority, budgeted resources, and with the highest level of professionalism.

The Suffolk County Sheriff's Office strives to maintain the highest standards of excellence utilizing best practices, innovative training methods, and the latest technology to create a safer environment for Suffolk County residents.

The Suffolk County Sheriff's Office shall maintain crime prevention and inmate rehabilitation as its primary goals while vigorously pursuing those who commit crimes.

The Sheriff's Office strives to develop a diverse workforce that is representative of the communities it serves.

Map

1. provide the highest quality services as professionals
2. best practices, methods, technology
3. improve community safety, protect life and property, reduce crime, and reduce the fear of crime
4. maintain safe, secure, and orderly correctional facilities
5. competent and trained staff
6. ensure proper care, custody, treatment, supervision, and discipline for all persons in our care
7. work in partnership with the community
8. good stewardship (conduct services efficiently, effectively, legally, professionally)
9. crime prevention, enforcement, and inmate rehabilitation.
10. create a diverse workforce



Core Values

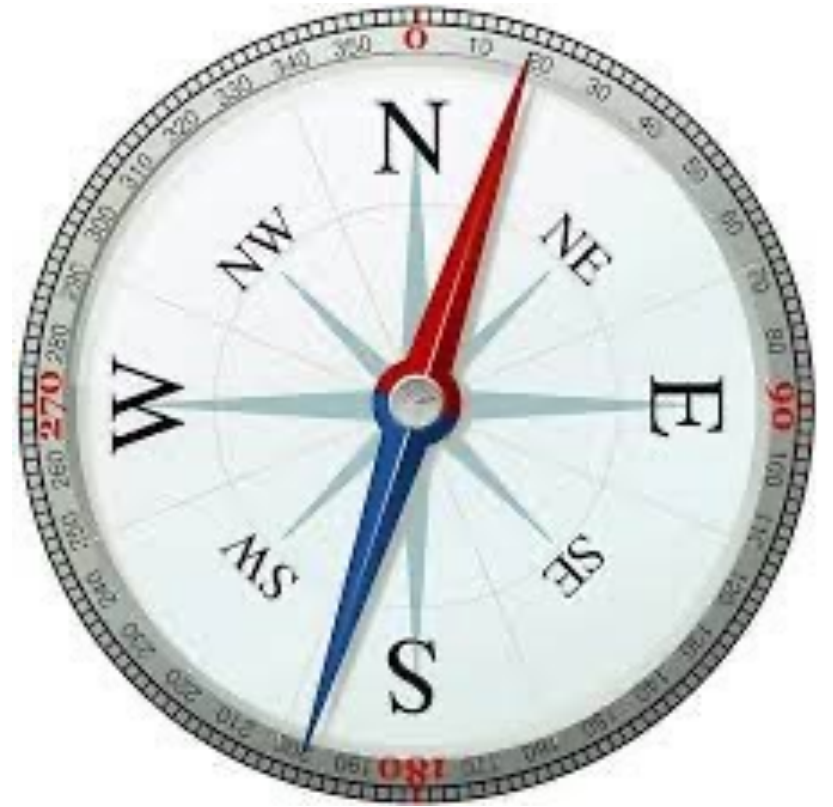
Human Life

Integrity and Trust

Pride and Professionalism

Community Service

Problem Solving



We Improve People's Lives



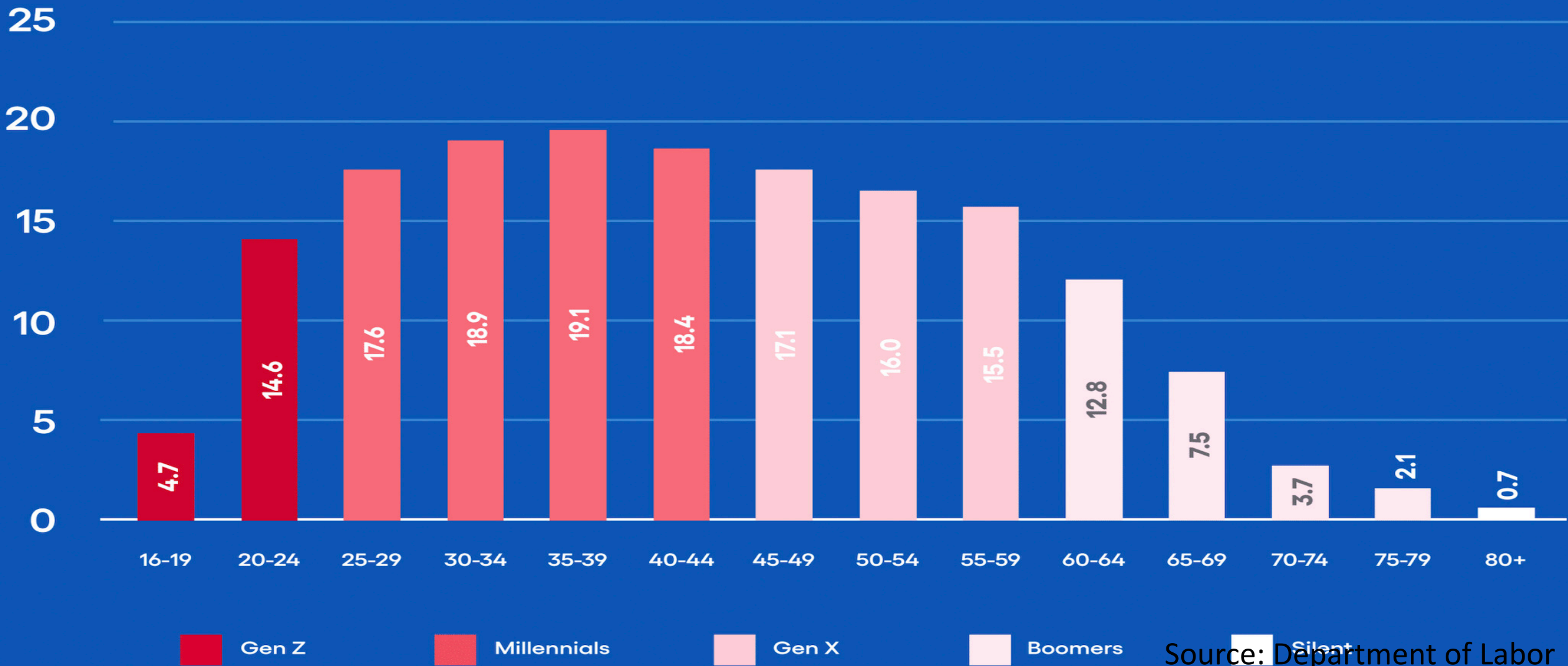
Generations in the Workforce

Boomers	Gen X	Millennials	Gen Z Zoomers
<ul style="list-style-type: none">• 1946-1965• Political instability - Vietnam War, Cold War, Civil Rights• Affluence	<ul style="list-style-type: none">• 1965-1976• Latchkey gen.• 1980s recession• Ambivalent politically, cautious	<ul style="list-style-type: none">• 1977-1995• First global generation• The Great Recession• Less stability• High expectations	<ul style="list-style-type: none">• 1996-2005• Post 9/11• Digital natives• Most diverse generation• Ease of access to information• Values-driven

Generational Competence – recruit, retain, engage, grow, and motivate

The workforce in 2025

Projected size of U.S labor force (in millions) by age, for the year 2025



Employee Expectations

The Past

- My job
- My pay
- My boss
- My tenure
- My promotion
- My colleagues

The Future

- My purpose
- My balance
- My coach
- My time
- My development
- My team/friends

Discretionary Effort

How much work does the average employee put in during an 8 hour workday?

Three Types of Commitment

Affective- *Affection for the work*

Continuance – *Fear of losing what you have*

Normative- *Sense of loyalty*



Leader Action Process

P-SARA

SCAN

LEADERS **OBSERVE**

ANALYZE

LEADERS **THINK**

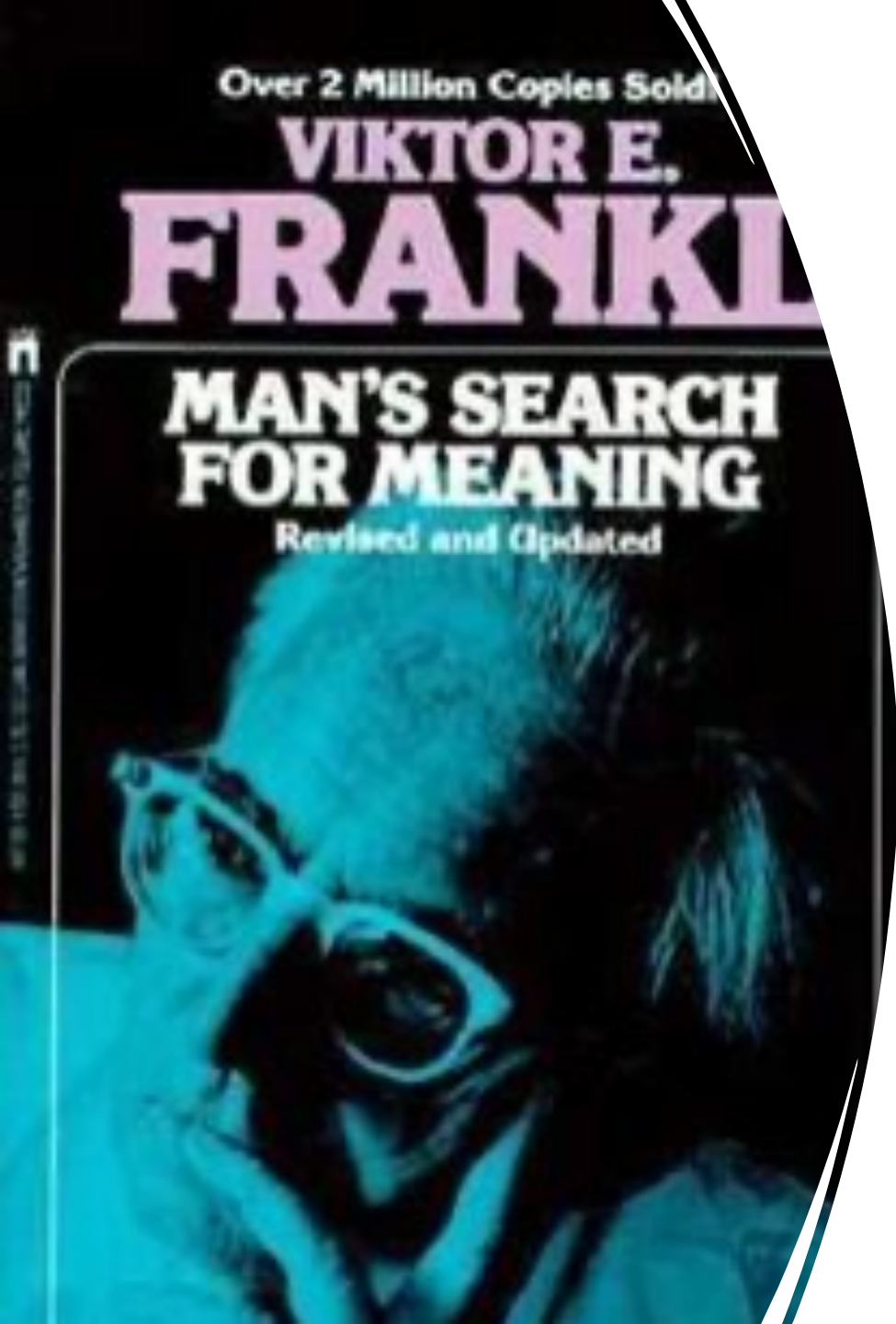
PAUSE

LEADERS **BREATHE**

ASSESS

RESPOND





Pause

“Intentional Response”

“Between the stimulus and response there is a space, and in that space lies our **freedom and power to choose our response**”
(Frankl, 1962).

RESPOND



REACT

Stimulus
Circumstance
Difficulty
Conflict
Fear

Response
Action
Attitude



Check Yourself

American Philosopher

It's Cub's

Before You

Wreck Yourself



SCAN

LEADERS **OBSERVE**

ANALYZE

LEADERS **THINK**

PAUSE

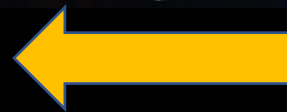
LEADERS **BREATHE**

RESPOND

LEADERS **DO**

ASSESS

LEADERS **EVALUATE**



Organizational Leadership Strategy

Transformational Leadership



TRANSACTIONAL

or

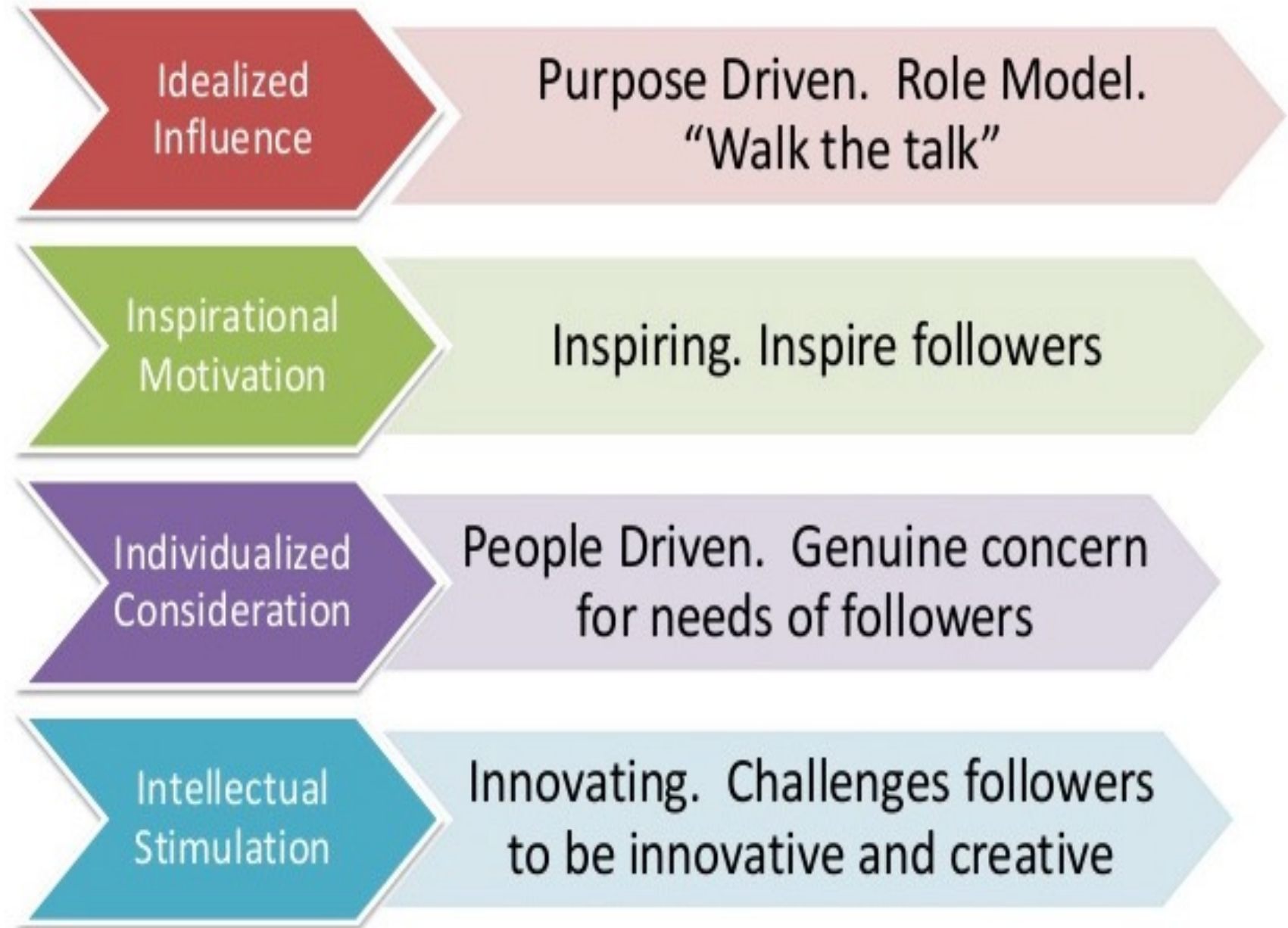
TRANSFORMATIONAL



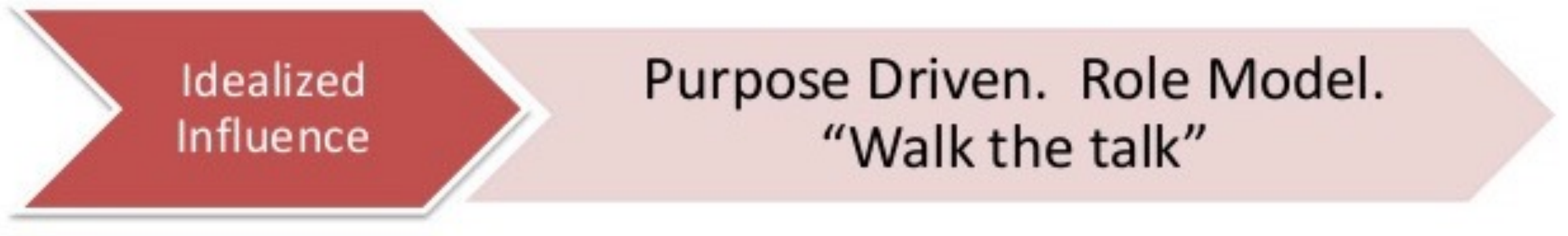
A transformational leadership style creates a vision and inspires subordinates to strive beyond required expectations, whereas transactional leadership focuses more on extrinsic motivation for the performance of job tasks



Transformational Leadership



Transformational Leadership



Idealized
Influence

Purpose Driven. Role Model.
“Walk the talk”



Good Leader
or
Poor Leader?



Successful Leaders

List 3 Best Leader (Traits)



List 3 Worst Leader (Traits)



Universal Traits of a Leader- Cross Culture

- Intelligence
- Self Confidence
- Determination
- Integrity
- Sociability

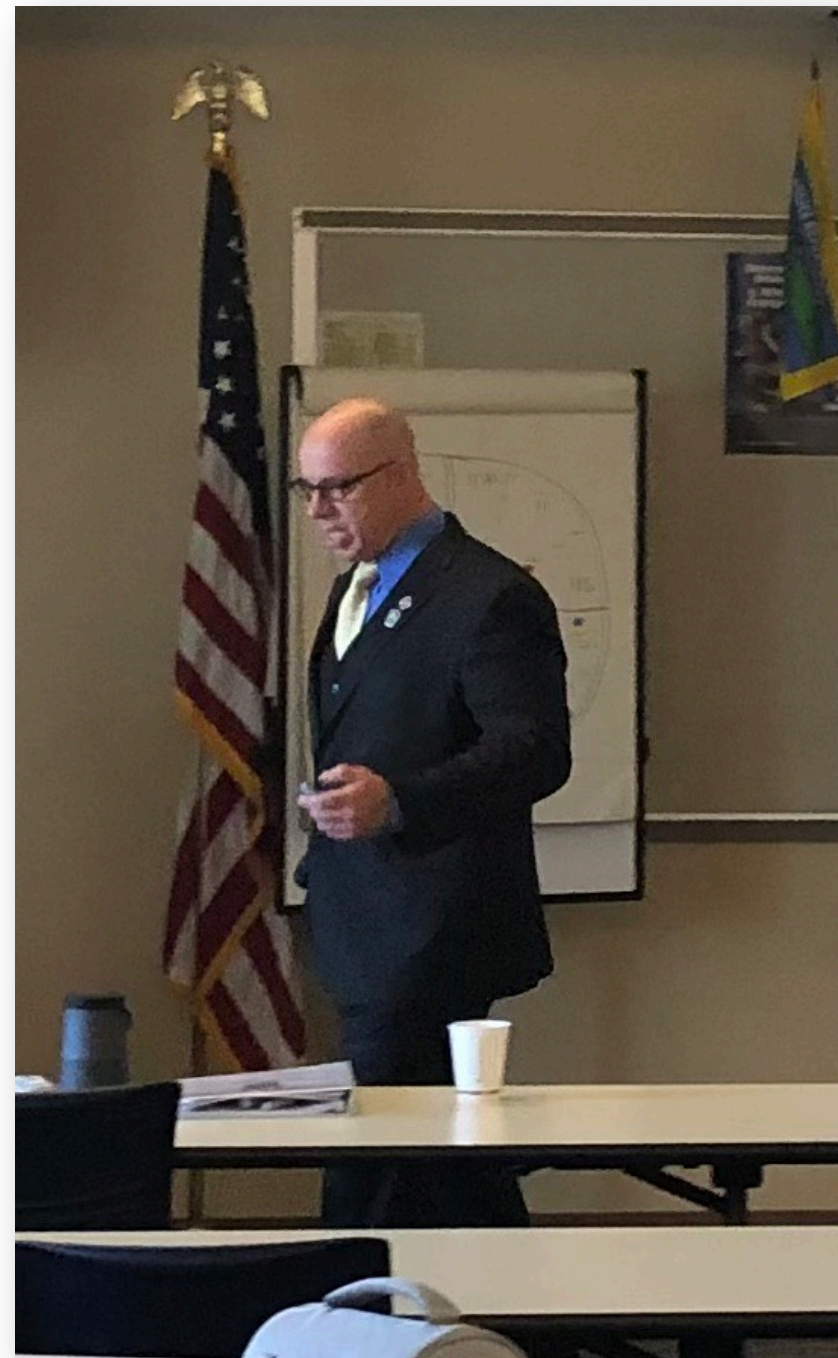


“Don’t just lead by example,
lead by GREAT example”


-Chief Brian Gould



Dustin DeMonte



Transformational Leadership



Inspirational
Motivation

Inspiring. Inspire followers





**“ACTION WITHOUT
VISION IS ONLY
PASSING TIME, VISION
WITHOUT ACTION IS
MERELY DAY
DREAMING, BUT
VISION WITH ACTION
CAN CHANGE THE
WORLD.”**

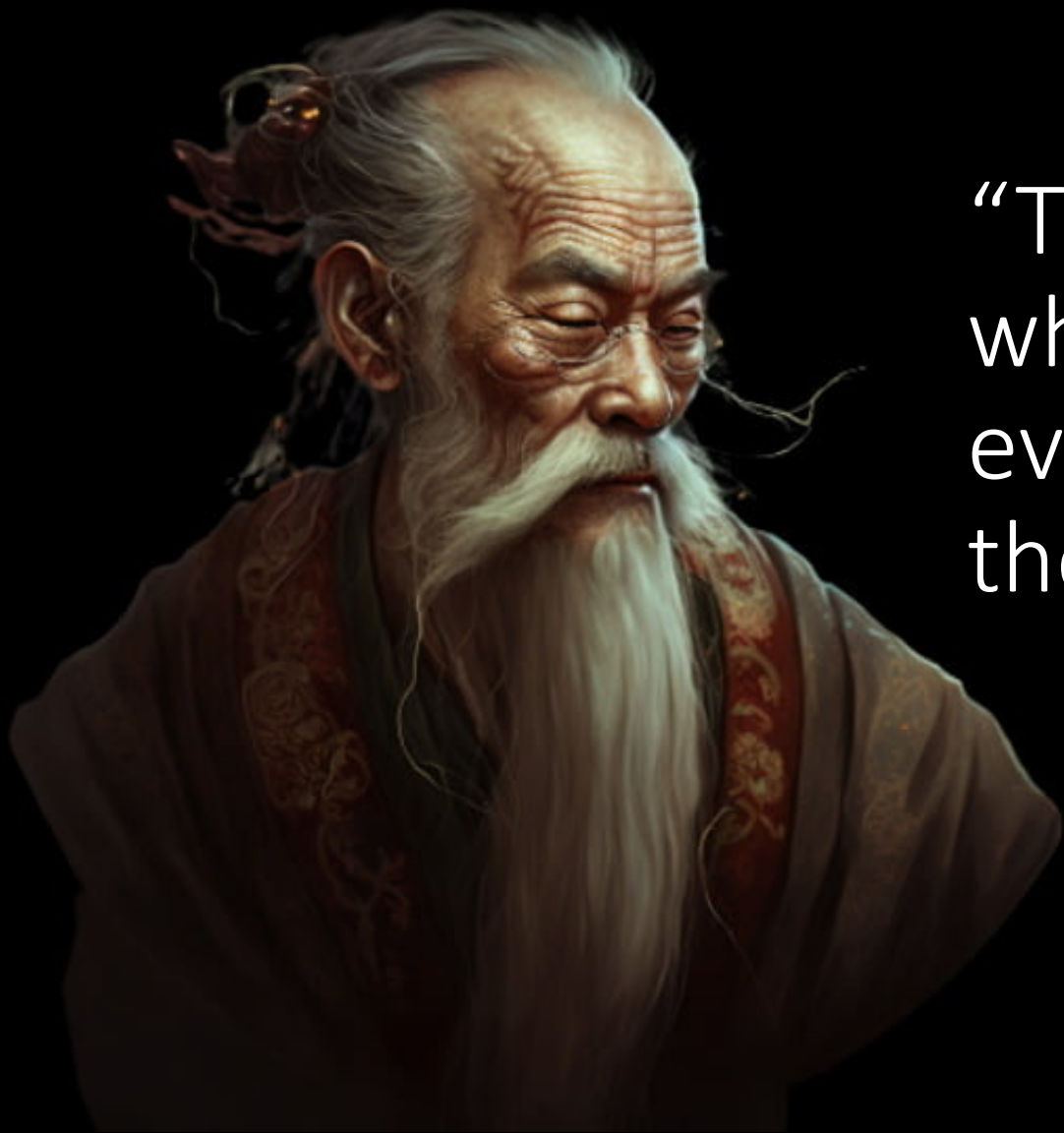
Transformational Leadership



Intellectual
Stimulation

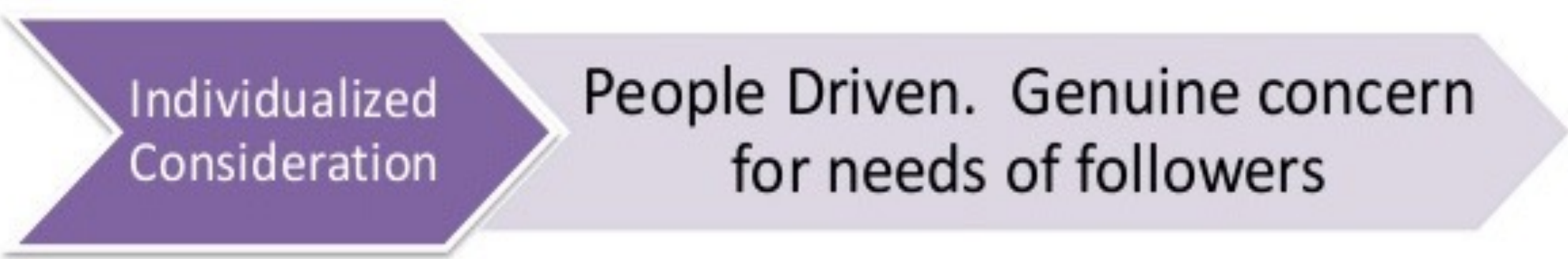
Innovating. Challenges followers
to be innovative and creative





“The Best of all leaders is the one who develops their people so eventually they will not need them anymore” - Lao Tzu

Transformational Leadership



Individualized
Consideration

People Driven. Genuine concern
for needs of followers





Individualized
Consideration

People Driven. Genuine concern
for needs of followers



“The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership”

Colin Powell

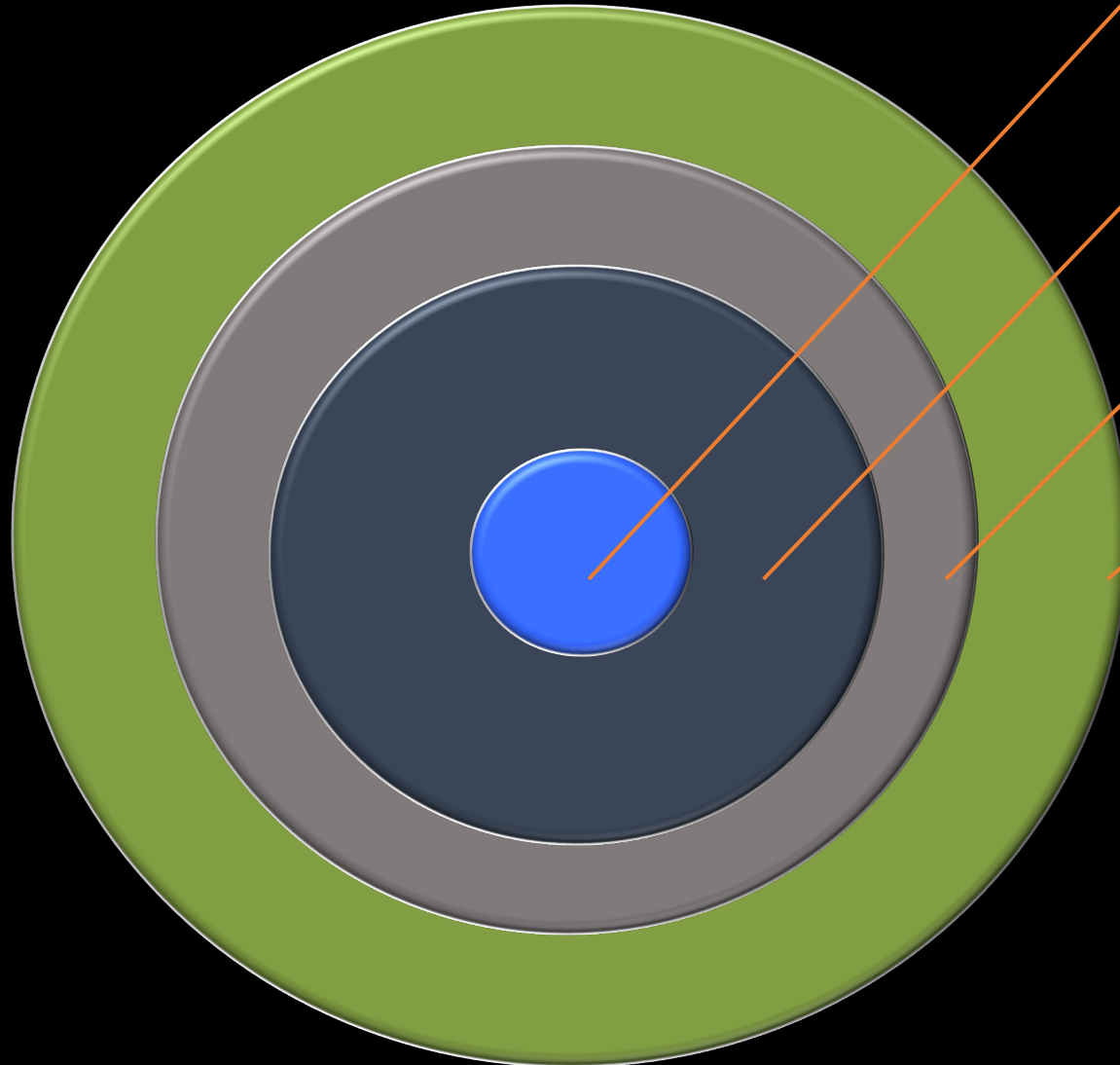
Human Performance Strategies

Four Levels of Leadership

Dunning-Kruger Effect

Psychological Capital

4 Levels of Leadership

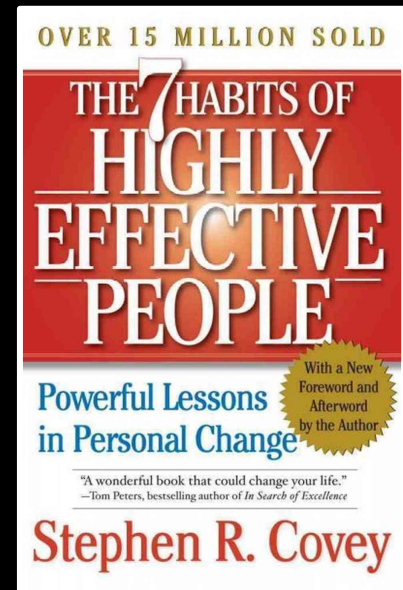


Personal
(Trustworthiness)

Interpersonal
(Trust)

Managerial
(Empowerment)

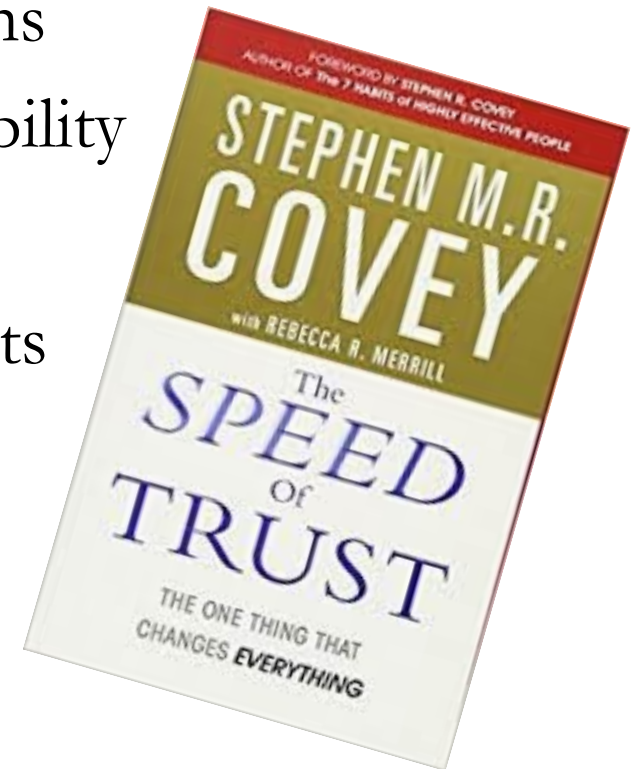
Organizational
(Alignment)



13 Behaviors of High Trust Leaders

The Speed of Trust- Stephen M.R. Covey

- Talk Straight
- Demonstrate Respect
- Create Transparency
- Right Wrongs
- Show Loyalty
- Deliver Results
- Get Better
- Confront Reality
- Clarify Expectations
- Practice Accountability
- Listen First
- Keep Commitments
- Extend Trust





Performance vs. Trust



FOREWORD BY STEPHEN R. COVEY
AUTHOR OF *The 7 HABITS OF HIGHLY EFFECTIVE PEOPLE*

STEPHEN M.R.
COVEY

with REBECCA R. MERRILL

The
SPEED
of
TRUST

THE ONE THING THAT
CHANGES **EVERYTHING**

OVER 15 MILLION SOLD

THE 7 HABITS OF
HIGHLY
EFFECTIVE
PEOPLE

Powerful Lessons
in Personal Change

With a New
Foreword and
Afterword
by the Author

"A wonderful book that could change your life."
—Tom Peters, bestselling author of *In Search of Excellence*

Stephen R. Covey

Human Performance Strategy



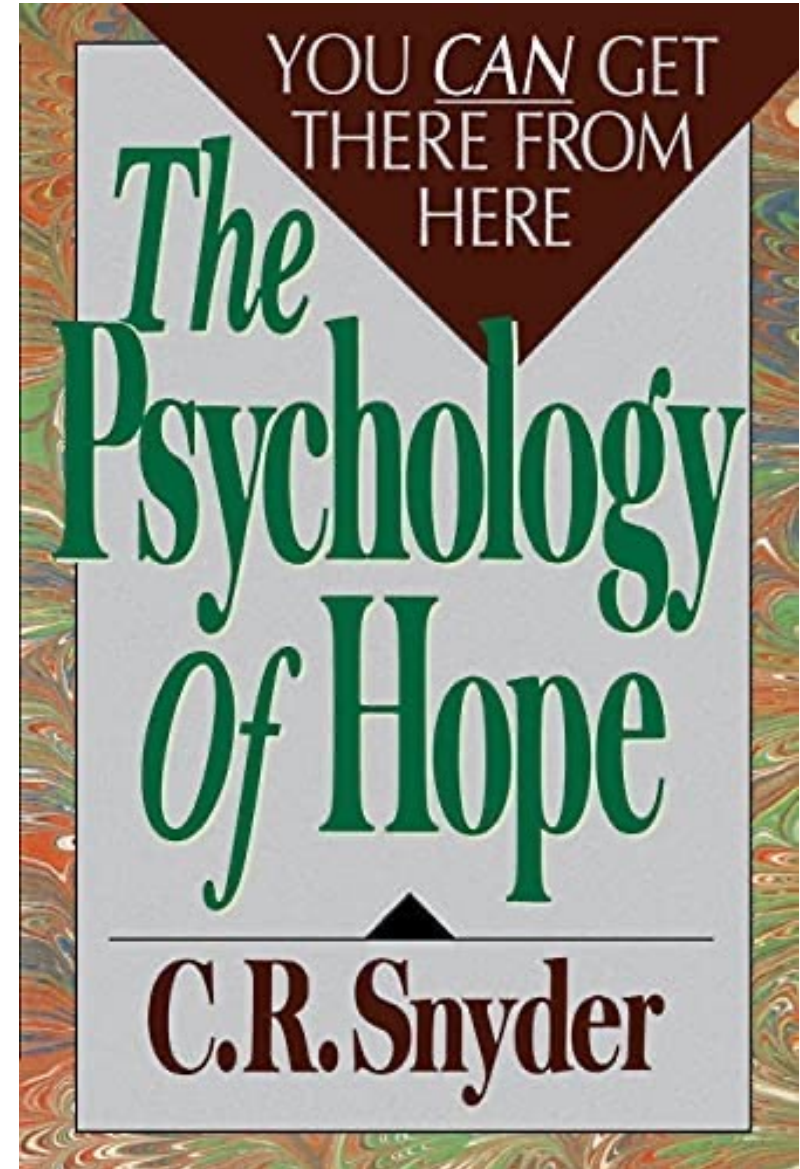
Psychological Capital is designed to develop the capacity to effectively frame and respond to workplace events with confidence and optimism

-Luthans, Avalio & Avey, 2013

Hope

“a feeling of expectation and desire for a certain thing to happen.”









Three (3) main things that make up hopeful thinking:

Goals – Approaching life in a goal-oriented way.

Pathways – Finding different ways to achieve your goals.

Agency – Believing that you can instigate change and achieve these goals.

Building HOPE



Clearly communicate the vision and future state



Develop a road map for success-Personal and Organizational Mission Statement



Deliberate Career Development



Utilize Strategic Planning



Action Planning- What to do When This Happens....



Teach and Practice SMART Goal Setting



Use Reflective Practice- Conduct After Action Reviews to Get Better at Stuff

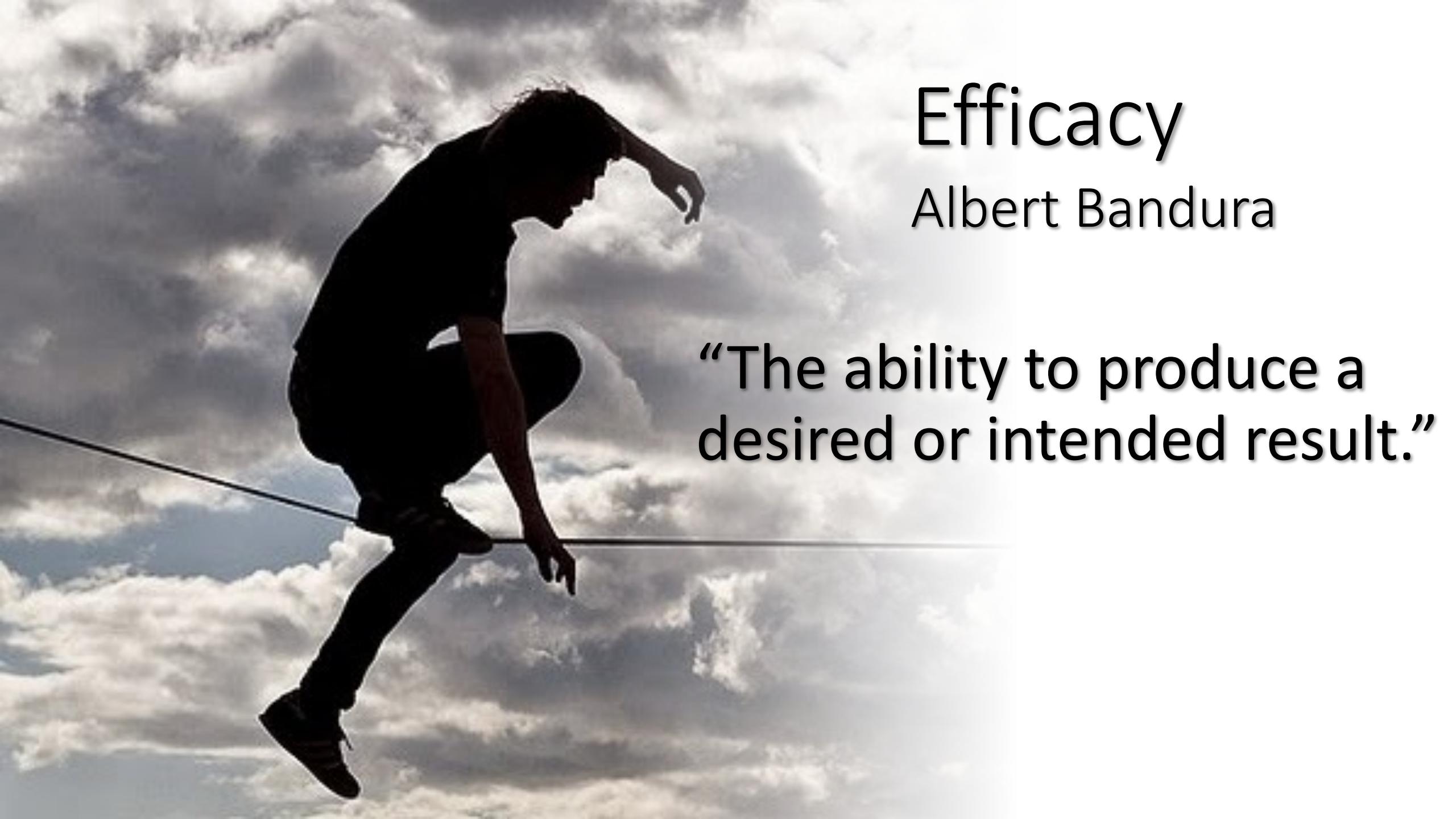


SARA Problem Solving Model



“Remember that
hope is a powerful
weapon even when
all else is lost.”

- Nelson Mandela



Efficacy

Albert Bandura

“The ability to produce a desired or intended result.”

Self System

“An individuals attitudes,
abilities, and cognitive skills”

Albert Bandura

Social Cognitive Theorist





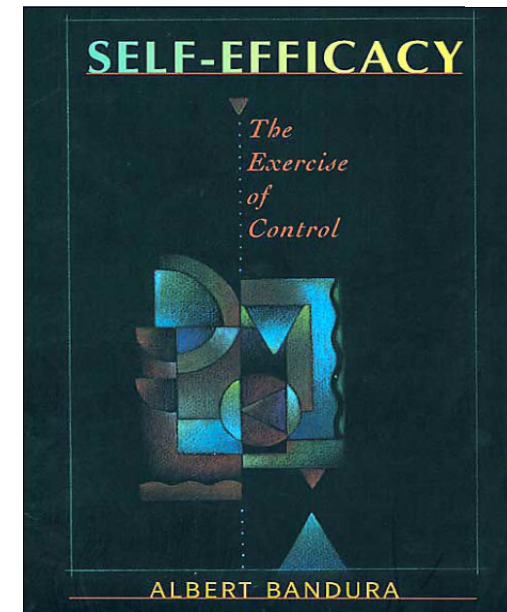
Reader...Writer...Thinker...Fighter

Albert Bandura

Social Learning
Self-efficacy
Social Cognitive

Five ways self efficacy can be increased:

1. **Enactive mastery** – if you've performed task in the past, you can do it again
2. **Vicarious modeling** – you become more confident because you see someone else do the task
3. **Verbal persuasion** – you become more confident because someone convinces you that you have the skills necessary to perform task
4. **Arousal** – if you get “psyched up” then you perform better
5. **Visualization** – You increase performance by mental rehearsal





- Increases performance by 15% (nothing else added)
- Provides positive Pygmalion
- Helps develop psychological capital



People (and organizations) with a strong sense of self-efficacy

- View challenging problems as tasks to be mastered
- Develop deeper interest in the activities in which they participate
- Form a stronger sense of commitment to their interests and activities
- Recover quickly from setbacks and disappointments



People (and organizations) with a weak sense of self-efficacy:

- Avoid challenging tasks
- Believe that difficult tasks and situations are beyond their capabilities
- Focus on personal failings and negative outcomes
- Quickly lose confidence in personal abilities



Building Efficacy

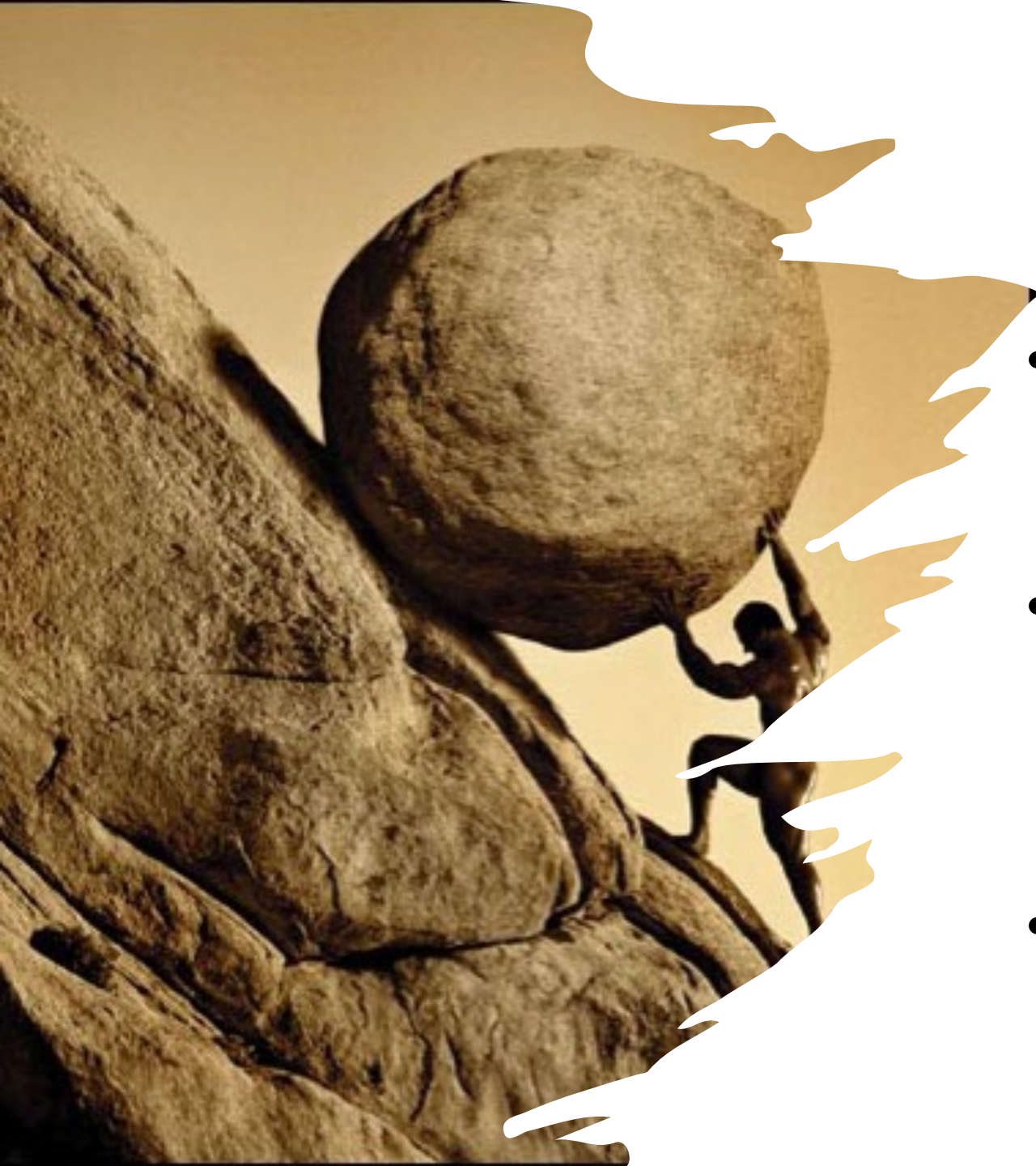


- Increase Competency through Training-
“Competency breeds Confidence”
- Build Confidence through Coaching, Mentoring, and Cross Pollination
- Positive affirmations increase performance outcomes by 15%
- Become Proficient Using Human Performance Analytics- Skill Building
- Increase Self Awareness- DiSC Personality Profile
- Use a Performance Management System that provides realistic and timely feedback
- Encourage People to Learn



Resiliency

“The capacity to recover quickly from difficulties; toughness.”



Resilience and Grit

- Resilience is a "positive adaptation" after a stressful or adverse event.
- Not a rare ability; in reality, it is found in the average individual, and it can be learned and developed by virtually anyone.
- Resilience is a process, rather than a trait to be had.



Inoculate

Stress Inoculation in Training

Keep Going

Take one more step...Quit Tomorrow

Implement

Implement a Peer Support Program

Promote

Promote Health and Well Being (Five Pillars Model)

Practice

Practice Mindfulness and Meditation

Breath

Learn and Practice Slow, Deliberate Breathing Techniques...GET IN THE ZONE!



GROWTH MINDSET

VS

FIXED MINDSET:

which one do you have?

FIXED MINDSET

- SOMETHING YOU'RE BORN WITH
- FIXED

- SOMETHING TO AVOID
- COULD REVEAL LACK OF SKILL
- TEND TO GIVE UP EASILY

- UNNECESSARY
- SOMETHING YOU DO WHEN YOU ARE NOT GOOD ENOUGH

- GET DEFENSIVE
- TAKE IT PERSONAL

- BLAME OTHERS
- GET DISCOURAGED

SKILLS

CHALLENGES

EFFORT

FEEDBACK

SETBACKS

GROWTH MINDSET

- COME FROM HARD WORK.
- CAN ALWAYS IMPROVE

- SHOULD BE EMBRACED
- AN OPPORTUNITY TO GROW.
- MORE PERSISTANT

- ESSENTIAL
- A PATH TO MASTERY

- USEFUL
- SOMETHING TO LEARN FROM
- IDENTIFY AREAS TO IMPROVE

- USE AS A WAKE-UP CALL TO WORK HARDER NEXT TIME.



A black and white close-up portrait of a man with a serious expression, looking slightly to the right. He has short hair and a light beard. The background is dark and out of focus.

Just say “Good”!

-LCDR Jocko Willink
US Navy SEAL

EMBRACE

THE

SOUL

WAR RIOR
SOUL

“

The greatest glory in living
lies not in never falling,
but in rising every time we fall.

”

~ Nelson Rolihlahla Mandela





Optimism

“The degree to which the individual believes that positive outcomes will occur in the future rather than negative outcomes.”

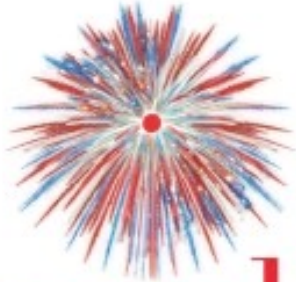
-Martin Seligman, Positive Psychologist

Building Optimism

- Inspire an outlook for a better future
“Tomorrow is going to be a better day!”
- Stop participating in breeding negativism
- Address the “spirit sniper’s” in the organization...don’t let them take over your agency.
- Let people know what a good job looks like...and then reinforce it!
- Stop Bad...Do Good



A Visionary New Understanding
of Happiness and Well-being



Flourish

MARTIN
SELIGMAN

AUTHOR OF THE INTERNATIONAL BESTSELLER
AUTHENTIC HAPPINESS

Using the New Positive
Psychology to Realize Your
Potential for Lasting
Fulfillment

Authentic Happiness

“At last, psychology
gets serious about glee,
fun, and happiness.
Martin Seligman
has given us a gift.”
—Daniel Goleman, author
of *Emotional Intelligence*

Martin E. P. Seligman, Ph.D.
Bestselling author of *Learned Optimism*

NATIONAL BESTSELLER

LEARNED OPTIMISM

How to Change
Your Mind and
Your Life

WITH A NEW PREFACE

MARTIN E. P. SELIGMAN, Ph.D.
Author of *Authentic Happiness*

“Vaulted me out of my funk. . . . So, fellow moderate pessimists, go
buy this book.” —Marian Sandmaier, *The New York Times Book Review*

Make them feel like a HERO ...not a ZERO!

- Just take these next small steps
- Keep Going!
- Tomorrow is going to be a better day
- You can do this!



Case Study Analysis

Joshua Lawrence Chamberlain

2nd Maine Dilemma

Case Study- Chamberlain and the 2nd Maine

- 35 year old professor of philosophy
(spoke 9 different languages)
- Colonel 20th Maine
- Things were not going well for the Union
- Received 120 “mutineers” from the 2nd Maine
- The 2nd Maine had been through 11 major engagements
in two years.
- The two year men were going home....they wanted to go
with them.
- Could shoot them if they would not fight







What are some of the Q12 Workforce Engagement Strategies Chamberlain might consider?

What HIGH TRUST behaviors did you observe Chamberlain display during his interactions with the 2nd Maine?

Human Performance Analytics

“Putting skills to work”

Diagnose the PsyCap of the 2nd Maine

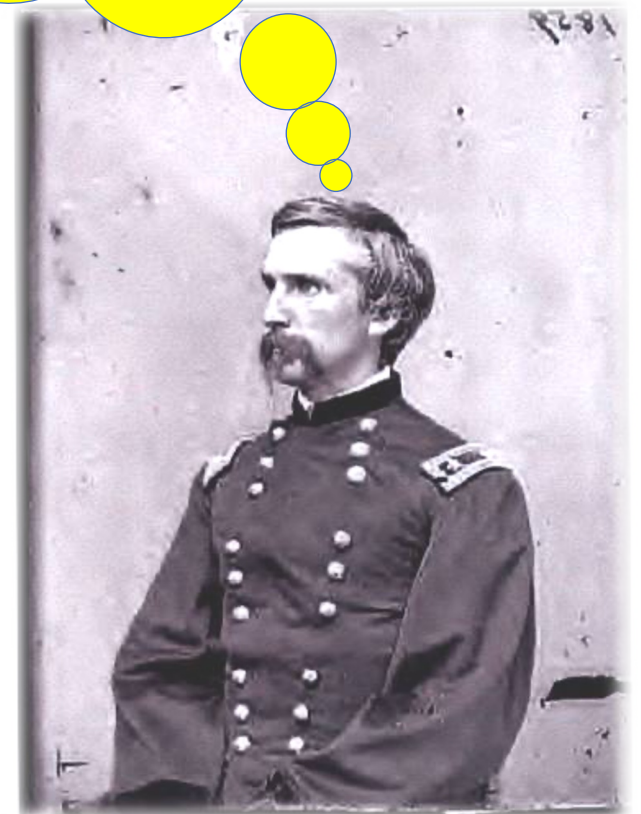
Hope

Efficacy

Resiliency

Optimism

**Now what do I
do?**



Diagnose



Prescribe

HOPE

High

Low

Explain

Action

EFFICACY

High

Low

Explain

Action

RESILIENCY

High

Low

Explain

Action

OPTIMISM

High

Low

Explain

Action

SCAN

LEADERS OBSERVE

ANALYZE

LEADERS THINK

RESPOND

LEADERS DO











“Lion of the Round Top”



“General, you have the soul of the lion and the heart of the woman”

— Union Brevet Major General Horatio G. Sickel to Brevet Major General Joshua Lawrence Chamberlain at Quaker Road, Virginia, March 29, 1865.



Be Tough...

Be Smart...

Be Nice!

Summary



Don't be a seagull sitting on the dock!



I hope my time has been
“Added Value” to yours



Thank You
Let's Connect



Eric Murray, EdD

Connecticut State Police (Ret),
FBI NA Session #273, IADLEST...

