

CREATING A LEGACY
By Sheriff Joe Pelle
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Leaders leave legacies, (good, bad or indifferent). You will leave an imprint on your organization.

Question; **what is the legacy you want to leave?**

- **Tell the story from the “Narrow Road” Dr. Jack Enter**, (you learn about a retirement ceremony, 28 years, do you go?, (e.g. do I want to retain or delete this file?)). The road to a lasting legacy is a narrow one, difficult to maintain and uphill. It’s easier to take the wide road, which is level or downhill and doesn’t require a lot of effort. “The default position of human behavior is mediocrity”.

You have an opportunity over the course of the next four years to shape and change the direction and reputation of your sheriff’s office. It goes by very quickly, and you have to be pro-active to make the best use of your time.

Law enforcement leaders consistently fail. We fail because we do not recognize our failures. You cannot trust your own judgment on the issues we are going to talk about. Find accountability partners, engage in a system of 360 degree feedback, or at a minimum make sure subordinates have permission to give you feedback without fear of retribution.

Leaving a legacy, (primary conduits):

1. By who you hire and promote.
2. By modeling/example.
3. By how you handle a crisis.
4. By consistent messages.
5. By systems and decisions.
6. By recognition and appreciation.
7. By the coalitions you form.
8. By teachable points of view.
9. By mentoring and coaching.
10. By persistence.

PROMOTION AND HIRING DECISIONS:

Legacy Question: Are you hiring and promoting the best people, based on an unbiased, fair, and standardized assessment process?

1. As a newly elected sheriff, you will receive phone calls from supporters, past employees, and friends, seeking employment opportunities for themselves or family members. How will you handle it?

2. “Getting the right people on the bus”, (Jim Collins “From Good to Great”). A top trait of effective leaders. (And making sure they are in the right seat).

3. Building an executive team.
 - a. More flexibility, (employment policies and case law support it), allowing you to appoint personal advisors and policy level employees.
 - b. Look for people who complement you. Take the time to assess your personal and organizational strengths and weaknesses and appoint people with opposite, complementary skills.

4. Promotion of first line supervisors is the most important decision you can make regarding the future of your organization. Sheriff’s need to be involved in this process somehow.

MODELING:

Legacy Question: Are your core values and best qualities apparent to everyone through your everyday words and works?

1. Live your life by the “headline test”.
2. People will be watching you, publicly and privately, even when you don’t realize it.
3. Language, actions, and lifestyle need to reflect a professional and community conscience tone.
4. You’ve won the election! The campaign is over! It is time for positive-forward looking language and actions. Your opponent still has friends and supporters and you do yourself no favors talking badly about past administrations.
5. Consider your appearance, your habits, your car, your office, etc.
6. Good leaders “police their own brass”, adhere to their own department rules and policies, maintain the qualifications they expect of their subordinates, and come out in the middle of the night and the bad weather when needed.

HANDLING CRISIS:

Legacy Question: Do you exhibit strong leadership when times are difficult? Do you own the decisions that were made and take responsibility for the actions of your agency?

1. Being there is the single most important aspect. There are times and incidents where leadership cannot be totally delegated. There are times and incidents that require your physical presence, even if you are not saying a word.
2. You can reduce the risk that you and your deputies face in times of crisis by standardizing best practices. “High Risk, Low Frequency Events”, (Gordon Graham), are the most troublesome and your agency should develop standard protocols for these events, drill and test your employees on their response.
3. PIO’s are great, but significant events, particularly if they involve bad news, require the presence of the elected sheriff to address the media and the public.

CONSISTENT MESSAGES:

Legacy Question: Do your employees clearly understand the mission and values of your organization?

1. Develop a mission and vision statement.
 - a. Vision= Why does the organization exist and what are we here to accomplish?
 - b. Mission= How do we accomplish the vision?
2. BCSO Mission and Vision Statement: “We provide efficient, effective public safety services to the people of Boulder County. We deliver these services with Character, Competence, and Open Communication”.
3. Character is first!
4. “Operationalize” your mission statement:
 - a. Use every available opportunity to talk about it and reinforce it.
 - b. Use it in your evaluation system.
 - c. Put it on your web site, post it in offices, and attach it to your policy manual.
 - d. Teach it, meet with all new employees.
 - e. Use gimmicks, (coins, cards, etc.).
 - f. Make it part of the promotion process.

SYSTEMS AND DECISIONS:

Legacy Question: Are you willing to make tough decisions regarding employees and hold them accountable for bad decisions? Do your employees have clear, concise, up-to-date policies and procedures to follow and guide them through important decisions and actions?

1. Sometimes you have to decide to discipline or even terminate an employee. Leaders do not repay evil with evil, because they do not take these issues personally. They live and operate by a system of principles, which includes equal and fair treatment and keeping “business to business”.
2. In order to operate properly, under the umbrella of your authority, your employees need to understand the rules and procedures, and not second-guess every situation. In order to properly hold individuals accountable for their actions, you need to put those rules in place. You need to have an up-to-date policy and procedure manual.
3. In order to be able to properly discipline employees and hold them accountable, management needs to make sure the employees understand what the rules are. Certain topics are so important they should be tested. A leader then has to hold a bad employee or a bad decision accountable for the sake of the rest of the good employees.
4. You personally need to follow standard guidelines concerning the discipline and termination of employees in order to avoid civil liability.
5. Model policies are available through CSOC, NSA, IACP, and at **www.bouldersheriff.org**. There is no reason to re-invent the wheel.
6. Discussion of “red policies”, verses “green and yellow”, (or high risk, low frequency events).
7. Policy manual can be posted internally on web sites now, allowing easy updates, personal access, and public access.

RECOGNITION AND APPRECIATION:

Legacy Question: Would your employees describe you as someone who personally cares about them and their welfare?

1. Leadership is all about relationships, built on positive values and trust. “They don’t care what you know, until they know you care!”
2. “In the best run organizations in the U.S.A., if you did a survey of “what bugs us”, 30% of employees would list a lack of day-to-day recognition and appreciation”. (Les Wallace, Signature Resources). They need face-to-face recognition of their efforts and worth as a human being. (Discuss coins and gimmicks).
3. The single most important and valuable thing you have as a sheriff is your time. When you choose to give some of it away, people notice and appreciate it.
4. Funerals are important. You can miss a wedding or graduation, but should adjust your schedule if needed to attend funerals.
5. Personal notes, (stationery), hand written for births, deaths, etc.
6. Inclusion in decisions is probably the single biggest sign of recognition and appreciation you can give an employee or group. Here is a question to ask yourself regularly; when is the last time I implemented a change based upon employee input?
7. Watch your “attending behaviors”.

COALITIONS:

Legacy Question: What community and internal groups could you call upon today to support an initiative or move a cause forward? Do you know whom to call?

1. In his book, “From Good to Great”, (Monograph on Social Sector Leaders), Jim Collins describes the difference between “Executive Power” and “Legislative Power”. It is an important concept to understand if you want to build powerful coalitions and accomplish things in your community.
2. (Use charts to describe standard hierarchy of power verses circles of influence).
3. Case example, Jail Expansion. Talk about “Big P” politics verses “Little p” politics.

TEACHABLE POINTS OF VIEW:

Legacy Question: Does your community and your organization know about and understand all of the good things your employees are accomplishing? Do they know and understand where you stand on current issues?

1. Seize every teachable moment to spin positive messages about your agency.
2. Repeat-Repeat-Repeat.
3. Create training opportunities. Get involved in employee orientation.
4. Be inclusive.
5. Every message intended to make you look good may actually hurt you internally while making you look good externally. Messages intended to make your organization look good will benefit everyone. (The old “me” verses “us” lesson). A tough transition following an election!

MENTORING AND COACHING:

Legacy Question: Are you building a solid core of future leaders? Have you trained your replacement?

1. First important distinction: I am not referring to “taking the anointed few under your wing”. I am talking about an ongoing effort to teach and model leadership traits among a group of future leaders, preparing entire levels of the organization for the future.
2. Focus on leadership development for first line and mid-level supervisors.
3. Look for opportunities to include lower levels of supervision in upper level management decisions. Push decision-making down.
4. Effective mentoring practices include:
 - a. Making time to model the way.
 - b. Inspire a shared vision.
 - c. Challenge old process.
 - d. Enable others to act.
 - e. Encourage the heart.
 - f. Pushing decision making down lower into the organization.

PERSISTENCE:

Legacy Question: Have you established core personal values, a vision of where you want to take your agency, and commonly understood vision and mission statements that you can persistently pursue and come back to throughout your career as sheriff? Do you have the personal energy and fortitude to stay with it?

1. The top five reasons you will get diverted from implementing your goals are:
 - a. Immersion in the day-to-day activities, appointments, and the problems of running your office.
 - b. Putting out “fires”.
 - c. Budget problems and process.
 - d. Family and personal issues.
 - e. Ability to sustain momentum.
 - f. Employee resistance, (fact; people don’t like change).
2. Develop a plan for long-term pursuit of your goals by developing measurable, attainable goals to get you there. (NSI).
3. Develop a core group of trusted advisors to support your goals and help refine and accomplish them. Then, start focusing downward.
4. Get away from the day-to-day activities of your office periodically to refresh your spirit and maintain a “big picture” vision and perspective.
 - a. CSOC
 - b. NSI
 - c. NSA
 - d. LEEDS
5. Maintain a good balance of personal and family interests, personal fitness, hobbies, and spiritual wellness in order to be a better leader at work!

RECOMMENDED READING:

“A Legacy of 21st Century Leadership”; Dr. Les Wallace.

“From Good to Great”; Jim Collins

“The Way of the Shepherd”; Dr. Kevin Leman