LOS ANGELES POLICE DEPARTMENT
Leadership Development Course
Expanded Course Outline
1850-34490

Instructional Goal: Students will be familiar with leadership philosophy, techniques and will be able to navigate complex leadership situations, create the optimal workplace climate, and enhance personal performance.

This course is intended for Police Officers, Detectives, Sergeants, and Civilian Employees.

Performance Objectives: Using the LAPD University mobile application's self-paced instruction, students will complete learning activities, and instructional videos, with the goals of:
- Understanding the theories associated with law enforcement leadership.
- Understanding how to develop a leadership philosophy and communicate objective to a diverse workforce.
- Gaining an understanding of strategic thought and how to advise for an optimistic future.
- Demonstrating knowledge of how to shape culture.
- By the conclusion of the training, students will understand how investing in their own leadership skills and knowledge can improve the profession of law enforcement.

Distance Learning Delivery Methodology: Using self-paced training, students will complete the following:
- Students will complete training on their mobile devices using the LAPD University Application, downloaded from the App Store or Google Play. Contained within the app are videos, case studies, podcasts, and checks for knowledge.
- Each of the course modules will have content directed at accomplishing the performance objectives, followed by a test. The desired result is a more content workforce, providing optimal service to the community.
- Self-paced training may be certified for CPT credit if the curriculum and instructor information is submitted in EDI in compliance with Regulation 1053. Additionally, presenters must advise the following:

   A. **On-going and unmet need:** There remains a persistent and essential need for competent law enforcement leaders. Presently, the Los Angeles Police Department is not delivering any leadership education directed at FTOs, Detectives, and other tenured employees. This course represents an effective and efficient way to train personnel in leadership.
   B. **Target Audience:** The course is written to appeal to any law enforcement officer or civilian. The specific are where we would like to build a strong basis for leadership knowledge is the FTO, Detective, Sergeant and civilian equivalent ranks.
   C. **Method in which trainee attendance and course completion is verified:** Students will sign-up and log onto the LAPD University mobile application. They will then type a code into the Leadership Core course in the collections section. As the student progresses through the course, data is fed to the course administrators at LAPD Training Division, including student progress through the modules, examination scores, and rate of completion. Using this data, program administrators can mark the student has having completed the course.
   D. **Online registration - access code:** Students will receive a registration code for each course instance. This data if fed through the LAPD University software and verified by personnel from Training Division
   E. **Audio or text (chat area) interaction:** The LAPD University app will allow for real time interaction with a chat function (currently in beta).

F. **Assessment activity (test or submitted written assignment):** 10 questions online test with 80% passing requirement. The data from the test will be transmitted via the software to the course administrators, whom will verify that the student has completed each segment.

G. **Taped Webinars:** Parts of the brief backs and presentation can be recorded for reach-back and future usage.

I. INTRODUCTION AND OVERVIEW   (30 min)

A. Welcome, Introduction and Course Overview
   1. Video introduction
   2. Introduction of platform
   3. Overview of training, expectations, and technology
   4. Students will introduce themselves in the chat function

B. Introduction to the Material
   1. Introduction to Leadership and its importance in law enforcement
   2. Identify the continuum of Leadership education for LAPD
   3. Review assignments

II. SHAPING CULTURE   (60 min)
Objectives: Students will define culture in the context of their respective organizations. They will identify the artifacts of organizational culture, and the stated values. At the conclusion of this block, student should be able to identify mechanisms to shape culture for an optimistic future by using the organizational artifacts as values.

A. Identify and Define Culture Video

B. Case studies
   1. When Culture goes wrong
   2. Shaping culture for excellence

C. Core Values and Artifacts Culture Video
   1. Identify why we need stated values
   2. Ensuring values align with artifacts
   3. Stakeholder analysis
   4. Core Value ownership

D. Creating an Optimistic Vision for the Future
   1. How to build teams for a common purpose
   2. Mapping cultural strategy
   3. Contingency tips
   4. Check for knowledge

III. COMMUNICATIONS   **(60 mins)**
Objectives: Students will learn how to use public sector communications to enhance a leader's effectiveness in achieving the organization's vision. They will understand the risk management issues, communications mediums, and narrative creation.

   A. Introduction to Public Sector Communications
      1. Personal vs Public
      2. Case law
      3. Best Practices

   B. Communications Strategy
      1. Broadcast Media
      2. Print Media
      3. Social Media
      4. Communication and asking questions

   C. Narrative Creation for Mission Accomplishment
      1. Central Message
      2. Conflict and scope
      3. Engaging an audience
      4. Metrics analysis

   D. Networking Video

   E. Check for knowledge

IV. LEADERSHIP PHILOSOPHY   **(60 mins)**
Objectives: Students will learn classical leadership thought, the evolution of academic leadership theory, and its applicability to modern society. This block will expose the student to the language of leadership and prepare students for more rigorous leadership study.

   A. Leadership Thought Video

   B. Classic Leadership Though History
      1. Ancient Greece
      2. Classic Chinese Leadership
      3. Roman Leadership
      4. British Imperial Leadership
      5. Founding Fathers

   C. Modern Leadership Expectations
      1. Expert video introducing concepts of character and what we can learn from assessing them
      2. Students take Character Strengths survey from VIA Institute website
   D. Developing Your Own Philosophy Document

       E. Check for knowledge

V. FINAL SESSION   **(30 mins)**
      A. Integration
           1. Goals for leaders
           2. How to develop future leaders
           3. Leadership strategies
           4. Resources
      B. Course Examination
      C. Feedback

Total Time: 4 Hours

Objectives and Activities Matrix

Instructional Objective	Related Student Activity(ies)	Related Evaluation(s)
Objective 1: Students will define culture and identify organizational artifacts and stated values.	- Video on Culture - Case study from Harvard Business School - Examples of stakeholder analysis.	**#1 Test:** Check for understanding in a 10 question examination. **#2 Chat Function:** Participants will be able to provide commentary and discussion in a chat embedded within the app.
Objective 2: Students will describe risk management issues associated with the use of personal social media	- Video on personal use. - Case law documents	**#1 Test:** Check for understanding in a 10 question examination. **#2 Chat Function:** Participants will be able to provide commentary and discussion in a chat embedded within the app.
Objective 3: Students will describe aspects of public communications strategy	- Video on broadcast media - Jeff Hall video on print media - Hector Guzman video on social media	**#1 Test:** Check for understanding in a 10 question examination. **#2 Chat Function:** Participants will be able to provide commentary and

		discussion in a chat embedded within the app.
Objective 4: Students will learn the narrative creation model for public communicators	- Video on central messaging - Table for metrics tracking	**#1 Test:** Check for understanding in a 10 question examination. **#2 Chat Function:** Participants will be able to provide commentary and discussion in a chat embedded within the app.
Objective 5: Students will learn the foundations of Leadership Philosophy and the applicability to modern society	- Leadership thought video - Classic leadership history video - Concepts of character video - Document on composing a leadership philosophy	**#1 Test:** Check for understanding in a 10 question examination. **#2 Chat Function:** Participants will be able to provide commentary and discussion in a chat embedded within the app.