

**LOS ANGELES POLICE DEPARTMENT**  
**Leadership in Mass Events**  
**Expanded Course Outline**  
**1850-34489**

**Instructional Goal:** Students will be familiar with global law enforcement leadership perspectives in managing mass events, techniques to effectively assume Command and General Staff positions using the National Incident Management System, navigate complex leadership situations in the Unified Command environment, and enhance personal performance.

This course is intended for LAPD Lieutenants and above, and outside agency command staff. Total class size will be 24, comprised of 50% LAPD 50% international delegations.

**Performance Objectives:** As a result of this training, participants will demonstrate:

- Understanding the theories associated with law enforcement leadership.
- Understanding of a global perspective of mass events.
- Knowledge of international best practices in leadership.
- Demonstrating knowledge of the Incident Command System.
- Identification of key personnel required under the National Incident Management System.
- Lead Command and General Staff meetings and work through the Planning P.
- An increased international cultural competency in mass events.
- Demonstrate the ability to conduct crisis communications.
- By the conclusion of the training, students will understand how leadership in mass events can affect cities and by extension nations and the impact of knowledge can improve outcomes.

**I. INTRODUCTION AND OVERVIEW**

**(120 min)**

A. Welcome, Introduction and Course Overview

1. Facilitator introduction
2. Introduction of learning methodology
3. Overview of training, expectations, and technology

Class Introductions –

4. Each participant shares background, and current assignment
5. Answer the Questions:
  - a) What is your WHY? Why did you seek out this assignment?
  - b) What is the policing construct in your nation?
  - c) What is something that you will bring with you to your work in support of mass events?

B. Introduction to the Material

6. Introduction to Leadership and its importance in law enforcement
7. Identify the continuum of Leadership education for LAPD
8. Review assignments and group projects

**II. LEADERSHIP OVERVIEW**

**(240 min)**

**Objectives: Students will define key theories of LAPD Leadership. They will present theory in the context of their respective organizations to the participants. They will identify the how leadership theory applies to mass events. At the**

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**conclusion of this block, student should be able to identify mechanisms to lead in a Unified Command, regardless of location.**

- A. Identify Key Leadership Theories
- B. Shaping Organizational Culture
  - 1. Leadership strategies for building culture
  - 2. Creating a culture for excellence
- C. Core Values
  - 1. Identify why we need stated values
  - 2. Ensuring values align with artifacts
  - 3. Stakeholder analysis
  - 4. Core Value ownership
- D. Building Effective Teams
  - 1. How to build teams for a common purpose
  - 2. Strategic thinking
  - 3. Contingency tips
  - 4. Case Study
- E. Growth Mindset
  - 1. Problem Diagnosis
  - 2. Creating a culture for diversity of thought
- F. Case Presentations
  - 1. Groups will develop presentations
  - 2. Present cases

**Day 2**

**III. NATIONAL INCIDENT MANAGEMENT SYSTEM**

**(360 mins)**

**Objectives: Students review the fundamentals of the Incident Command System. The course will then explore the Planning P and the role of the Incident Commander in the Unified Command construct.**

- G. Overview of ICS
- H. The Planning P
  - 3. Planning through a major incident
  - 4. Expectations of Command and General Staff
  - 5. Leadership
- I. The Incident Commander
  - 5. Roles and Responsibilities
  - 6. Best Practices
  - 7. Case study review

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- 8. Leadership discussion
  
- J. Unified Command
  - 1. Working with other agencies
  - 2. Best practice presentation
  - 3. After Action Review
  
- K. ICS Practical Application
  - 1. Staff Ride
  - 2. Table Top Exercise
  - 3. Facilitated discussion of best practices/lessons learned

**Day 3**

**IV. COMMUNICATIONS**

**(120 mins)**

**Objectives: Students will learn how to use social and traditional media during mass events and crisis situations.**

- 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. Building Trust
  - 1. Using your PIO in the ICS construct

**V. FINAL SESSION**

**(240 mins)**

- A. Integration
  - 1. Goals for leaders
  - 2. How to develop future leaders
  - 3. Leadership strategies
  - 4. Resources
- B. Group Presentations
- C. Feedback

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**Total Time: 18 Hours**

**Objectives and Activities Matrix**

Instructional Objective	Related Student Activity(ies)	Related Evaluation(s)
<p><b>Objective 1:</b> Understanding the theories associated with law enforcement leadership and describe international best practices.</p>	<ul style="list-style-type: none"> <li>- Group Discussion</li> <li>- Case study from Harvard Business School</li> <li>- Examples of Success and failure.</li> </ul>	<p><b>#1 Test:</b> Check for understanding through group examination.</p> <p><b>#2 Presentation:</b> Participants present the perspectives of their respective work units.</p>
<p><b>Objective 2:</b> Students will demonstrate knowledge of the Incident Command System.</p>	<ul style="list-style-type: none"> <li>- Table Top ICS Exercise</li> <li>- Case law documents</li> </ul>	<p><b>#1 Test:</b> Oral examination given to each group by cadre.</p> <p><b>#2 Presentation:</b> Participants will be able to provide commentary and discussion on effective incident management.</p>
<p><b>Objective 3:</b> Students will describe aspects of public communications strategy</p>	<ul style="list-style-type: none"> <li>- Video on broadcast media</li> <li>- Jeff Hall on print media</li> <li>- Hector Guzman video on social media</li> </ul>	<p><b>#1 Test:</b> Check for understanding during their mock broadcast.</p> <p><b>#2 Presentation:</b> Participants will be able to provide commentary and discussion throughout the course.</p>
<p><b>Objective 4:</b> Students will learn the narrative creation model for public communicators</p>	<ul style="list-style-type: none"> <li>- Group exercise on central messaging</li> <li>- Table for metrics tracking</li> </ul>	<p><b>#1 Test:</b> Check for understanding in group exam.</p>

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		<p><b>#2 Presentation:</b>  Participants will compose a mock social media plan.</p>
<p><b>Objective 5:</b> Students will learn the importance of leadership in mass events</p>	<ul style="list-style-type: none"> <li>- Staff Ride</li> <li>- Group Presentations</li> </ul>	<p><b>#1 Test:</b> Check for understanding in a group examination.</p> <p><b>#2 Presentations:</b>  Participants will be able to provide commentary and discussion with classmates.</p>