



## **BPD FIELD TRAINING OFFICER SCHOOL**

**FTO: Supervisor & Leader**

# WHAT CHARACTERISTICS ARE ESSENTIAL TO BE AN EFFECTIVE SUPERVISOR?



# OBJECTIVES



Explain the 4 general roles of the FTO and how they work in synergy to produce a better leader.



Describe and discuss the five main styles of leadership, how they intersect, and identify them in video clips.



List the 8 personal qualities of the FTO and explain how they can inform leadership.



Define the 9 core competencies of the FTO.



# CONCEPTUALIZING LEADERSHIP



**Roles** - Organizational

**Styles** – Intrinsic, less malleable

**Qualities** – Intrinsic, more malleable

**Competencies** – Job-related



# ROLES OF THE FTO

# Role Model

- Maintain strong personal and professional values.
- Lead, follow, and teach by example.
- Demonstrate cultural/community competency.
- Work with community to solve problems.
- Respect and support community policing values



# Teacher & Mentor

- Does not consider the recruit to be a “workload-reducer.”
- Accepts responsibility for recruit progress.
- Reinforces positive attributes and accomplishments of recruits.
- Recognizes and leverages learning styles.
- Supports recruits, provides direction, reports problems.





# Evaluator & Counselor

- Make objective assessments.
- Provide feedback on strengths/weaknesses.
- Allow recruit to practice, problem-solve.
- Communicate *regularly* with FTDS/C.
- Make decisions during training.





# Leader & Supervisor

- Shares responsibility for recruit progress.
- Holds recruits accountable.
- Leverages resources: remedial training, adult learning methods.
- Models appropriate behavior.
- Serves as direct supervisor, oversees daily work.





# LEADERSHIP STYLES

## 5 Leadership Styles

- Charismatic 4
- Transactional 5
- Laissez-faire 1
- Transformational 2
- Servant 3



# CHARISMATIC LEADERSHIP

Confidence,  
aspirational  
goals,  
passionate  
communication

Fitting the  
person and  
their values  
into the  
organization

Setting goals  
and timelines

Challenging  
oneself to  
change  
behavior



# TRANSACTIONAL LEADERSHIP

Commonly known as “positive/negative reinforcement.”

Usually more standardized goals, less individualized.

Emphasizes self-awareness of faults and strengths.

Helps support the overall apparatus of field training through documentation, identification.



# LAISSEZ-FAIRE LEADERSHIP

Allows the employee(s) to determine what needs to be done and how it needs to be done with limited or no supervisory input.

At times, this style can lead to supervisors allowing their employees to do as they please.

When used correctly, it should be more of a form of “Delegation of Authority”.

- FTO
- ability
- When
- During prog





# TRANSFORMATIONAL LEADERSHIP

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# SERVANT LEADERSHIP

Recognizes needs of subordinates *first*

Sacrifices self as an example for others

Involves subordinates in decision-making



# EXERCISE: LEADERSHIP STYLES

- **Instructions:** Separate into groups of three, with one member acting as a spokesperson. After watching each of these clips, write down the elements of leadership that you notice in each.
- **Try and reach a conclusion on each character:**
  - *If you had to place them into one category, which would it be? Why?*
  - *Do you see any drawbacks to the style they apply to the situation?*
- **Three minutes to analyze each clip.**

## READY?



# EXERCISE: LEADERSHIP STYLES

- **Clip I** – Colonel Nicholson, [\*The Bridge on the River Kwai \(1957\)\*](#)
- **Clip II** – Henry Ford, [\*Ford v. Ferrari \(2019\)\*](#)
- **Clip III** – John Tuld, [\*Margin Call \(2011\)\*](#)



# 8 Personal Qualities



**In your groups, discuss  
your assigned trait.**

What does it mean to you  
as an FTO?

How can you effectively  
apply it as an FTO?

**Be prepared to share.**

**Effective Communicator**

**Ethical**

**Professional**

**Knowledgeable**

**Experienced**

**Courageous**

**Thorough, Fair, & Objective**

**Committed**

# QUALITIES OF THE FTO

## Effective Communicator

- Uses active listening skills
- Remains calm.
- Is able to control both patrol and training situations
- Gives clear and understandable directions





# QUALITIES OF THE FTO

## Ethical

- Demonstrates integrity, at all times.
- Promotes good character.
- Displays professional values.
- Always complies with BPD policies and procedures.
- Grounds policing efforts in constitutional-based free policing.



# QUALITIES OF THE FTO

## Professional

- Works with other FTOs and FTO program personnel to help the entire program succeed.
- Maintains a professional appearance and demeanor.
- Has a record of engaging in professional and positive community interactions and collaborations.

## Knowledgeable

- Maintains a working knowledge of current laws and BPD policy.
- Demonstrates an ability to apply knowledge properly.



# QUALITIES OF THE FTO

## Experienced

- Possesses a broad base of experience in BPD operations.
- Associates with other quality role models.
- Demonstrates an ongoing commitment to professional education.
- Is willing to ask questions when necessary.
- Knows where to go to find information.

# QUALITIES OF THE FTO

## Courageous

- Possesses moral courage, with a willingness to call out inappropriate behavior on the part of other department employees.
- Possesses physical courage, with a willingness to confront those who are harming others or present a threat to officers.



# QUALITIES OF THE FTO

**Thorough,  
Fair, &  
Objective**

- Provides good training prior to engaging in fair and objective evaluation.
- Communicates clearly and effectively with different types of people.
- Sets proper goals and expectations for recruits.
- Provides immediate feedback whenever possible to ensure real-time training is provided to recruits.



# QUALITIES OF THE FTO

## Committed

- Understands that serving as an FTO requires more effort and takes more time than serving as a solo patrol officer.
- Willingly accepts responsibility for teaching and training recruits.
- Willingly coaches, mentors, and nurtures each recruit.
- Respects the value of training.
- Recognizes the importance of enthusiastically endorsing the new direction the department to provide policing services in Baltimore.





# ***ANY GIVEN SUNDAY (1999)***

<https://www.youtube.com/watch?v=f1C6b2Wd8HM>

# 9 CORE COMPETENCIES



**Lead**

**Communicate**

**Motivate**

**Develop Personnel**

**Problem-Solve**

**Evaluate**

**Counsel**

**Discipline**

**Manage Conflict**

# QUALITY EVALUATIONS

Understood and accepted by the trainee, even if the trainee is not in agreement with the evaluation.

A basis for future training plans, if needed.

Indicative of a trainee's strengths and weaknesses.

Supportive of greater professional understanding between the FTO and trainee.



# COMMON EVALUATION ERRORS

**Leniency**

**Personal Bias**

**Central Tendency**

**Error of Related Traits**

**Event Bias**

**“No Rookie Ever Gets a 5”**

**Not Enough Improvement**

**“Room to Grow” Theory**

**Averaging Scores**



**QUESTIONS?**