

**Leadership and Mastering  
Performance Management,  
A Supervisory Mid-Management  
Seminar:  
Phase IV  
Leading the Organization**

Certainly liability and the concern for managing liability have changed the complexion of law enforcement. Since the Monell decision in 1978 law enforcement has not been the same. Further, as much as we may discuss and yearn for the way things were, we cannot turn back. However, not all that has changed as a result of Monell has been destructive or detrimental. In fact, much good has come from the many changes that have taken place within law enforcement, government and the insurance industry. While you may presently be searching to find some of that good, part of our role in this seminar is to focus not on our frustrations, (many of which we have little or no control over) but instead on the positive aspects of managing and leading liability reduction over which we do have control. We have far greater control over this system of liability than most of us realize, and better tools to manage and lead than ever before.

This two day program will utilize concepts about leadership that were introduced in Phase I, II and III.

The objectives that we will be addressing during the course of this seminar will be accomplished while focusing attention on increasing the effectiveness of the supervisor as a leader and manager. These sessions are taught utilizing much of the current thought of adult education principals to accelerate learning. They utilize multi-media resources to intensify the learning experience and color classroom peripherals and handouts to reinforce learning points.

Bill Westfall, who instructs this seminar, has proven to be one of the most acclaimed and requested law enforcement leadership instructors in the United States today. One who appreciates the lessons of history, Bill has the ability to see trends that will effect the future and is able to describe the evolution of society and the public safety profession, relating back to the fundamental values of leadership that assist organizations and people to reach their full potential.

**Day One**

- 8:00 AM Introduction to Law Enforcement Liability: The Concerns and a Proposed Response; Learning from the Mistakes of Others; The Paradigm Effect – Avoiding the Paradigm Trap; Who is Responsible for the Liability Crises?; GWG Liability Principles; The Doy Vanderburg Case Study
- 11:45 AM Lunch
- 1:00 PM Introduction to Law Enforcement Liability: The Concerns and a Proposed Response; The Lessons of E.J. Smith; Understanding PONC: Liability Losses Should Not Be Solely Measured In Dollars; An Explanation of the Components in the Seven Layers of Success©; Implementing the Seven Layers of Success©; Assessing the Seven Layers of Success© Within Your Agency; Does the Seven Layers of Success© Really Work?
- 5:00 PM Adjourn

**Day Two**

- 8:00 AM Understanding The Evolution of Policy in the Policing Profession; Formal and Informal Policy; The Liability Gap; Identifying Liability Gaps; The Four Responses to the Gap
- 9:00 AM The First of the Seven Layers: Understanding the Role of the Leader as it Relates to Policy and Procedure; Policy and Procedure Properly Written: The Police Officers Friend; The No Policy School; The Vague School of Policy: Why it Fails; Defining Policy, Procedures and Rules; Getting Focus on the HF/LF/HS Policies and Procedures; The GWG Test for a Well Written Policy; The Jerry Clower Test for a Well Written Procedure; The Role of a Supervisor's Field Manual: Keeping Policy and Procedure Simple
- 12:00 PM Lunch
- 1:00 PM The Second of the Seven Layers: The Importance of Training to the Successful Performance of the Police Officer

**Day Two (cont'd)**

- Canton V. Harris; Deliberate Indifference and Footnote 10; How Plaintiff Will Prove "Deliberate Indifference"; Drilling in the Fundamentals Not Just Exposing Officers to the Fundamentals; Reasons for Training; Comfort Zones; How the Brain Learns; Importance of Coaching; Training in Context: Not Just Training But the Right Kind of Training; Prosser's Sixteen Theorems for Police Contextual Training; The Test for a Training Program; The Three Questions Plaintiffs Will Want to Know About Your Training; Questions a Police Administrator Should Want to Know
- 3:00 PM A Brief History and Explanation of the Civil Court: Knowing and Understanding the Battlefield; The Federal System for Civil Redress Against Police; Plaintiff's Theory of Suit – Federal Level; Reaction to Increase in Liability Insurance Crisis; Plaintiff's Theory of Suit – State Court
- 3:30 PM Knowing When to Hold 'em, When to Fold 'em, When to Walk Away and When to Run: Assessing Potential Liability Exposure as a Supervisor and Leader; Knowing Your Adversary, Knowing Yourself; Plaintiff's Five Front Attack; The Affirmative Link; The Four Pillar Principle; Principle Applied to Supervisors; "It Was Self Defense: It Was Him or Me." A Case Study
- 4:00 PM Leadership and Liability: Giving our People a Place to Stand; The Difference Between Management and Leadership; The Lawyer's Lie: Why Defense is so Quick to Settle; The True Cost of Settling a Suit When There is No Wrongdoing; The George Patton and Sam Walton's Argument Against Defense to Atilla or Agincourt: It's Our Choice
- 5:00 PM Certificate Presentation