

## Police Leadership

Today, leadership is a vital issue facing any large organisation - military or civilian, political or commercial, private or public. The Police and Prison Services are no exception; at a time of unprecedented change, the amount of resistance or confusion will depend on the quality of leadership.

The Home Office has recognised this by putting Leadership & Development at the heart of the **Police Reform Programme**. In setting out where it wants to be in five years' time, a key objective is that *"The Service has embraced principles of Transformational Leadership"*.

This will be achieved by a "greater emphasis on transformational leadership in development programmes" but the present situation is that "only some forces currently emphasise transformational leadership; the approach is generally underdeveloped."

One force leading the way is **Nottinghamshire Constabulary**. OPS worked with the Command Team to identify strengths and further develop their leadership potential. Leading from the front, the six members of the Command Team are undergoing developmental assessments using the **Transformational Leadership Questionnaire (TLQ)**.

The TLQ is a UK-developed 360° feedback questionnaire that has been used for research into leadership within the **Home Office** and across the **Police Service**, as well as supporting leadership development with **Prison Governors** and **Prison Officers**.

It allows an assessment of the leader's strengths and potential development needs in three broad areas of leadership that are essential for buy-in, motivation and delivery:

- **Personal Qualities** (e.g. integrity, charisma and creative thinking)
- **Leading the Organisation** (e.g. vision, managing change and clarifying direction)
- **Leading & Developing Others** (e.g. concern for others, empowerment and strategic thinking)

Nottinghamshire is a leading force in Police reform, rising to the challenge of building transformational leadership on a foundation of transactional management (old-style reward and punishment). The Home Office hopes this initiative will inspire forces across the UK.