



21st Century Police Leadership (21CPL) is an innovative leadership development program designed to equip leaders within law enforcement to build healthy cultures within their agencies. Fostering a guardian culture will require leaders at all levels commit to values-based practices within their agencies. A new model of leadership begins with a shift in how leaders conceive their role, and what they believe the *work of leadership* to be.

GUIDING PRINCIPLES OF 21CPL:

- **Leadership is learning.** Lifelong learning is a critical attribute of the 21st century leader. Leadership is a journey, not a destination, and 21CPL meets leaders where they are and develops the skills and capabilities to take the next steps on their personal leadership path.
- **Leadership is shared.** All leaders within the agency, from front-line to executive level, play a key part in affecting culture change and in building healthy police organizations. 21CPL is built for leaders at all levels, regardless of leadership tenure, and focuses on providing skills and tools to bring effective leadership to your agency no matter where you “sit” on the organizational chart.
- **Leadership is a responsibility.** To effectively deliver on this responsibility, leaders must see themselves as stewards of the organization. They are directly responsible for building healthy agency cultures and to undertake the work of leadership *intentionally*.
- **Leadership is action.** 21CPL is for leaders who want to “do” leadership, not just study it. The primary goal of the program is to make effective leadership actionable. By operationalizing leadership through specific skills and tools, participants leave the program able to make an immediate impact.

21CPL DEVELOPS LEADERS BY FOCUSING ON:

Emotional Intelligence – Leaders get things done through others. This requires leaders who can foster relationships built on mutual trust and respect. The tools necessary to building those relationships are rooted in emotional intelligence. In this course, leaders learn:

- how to establish trust, deepen trust and repair trust
- how to establish safety in conversations that enable them to help others facilitate their own problem solving
- how to de-escalate emotionally charged conversations so others can move forward



RICE PERFORMANCE

Effective Communication – The majority of problems in any organization are due, at least in part, to poor communication. In this course, leaders learn:

- to embrace communication as a value both internally and externally
- a simple framework for improving everyday conversations
- more in-depth communication planning for high-consequence opportunities that includes audience analysis, message development, effective data presentation and compelling storytelling.
- how to improve email communications.

Cultivating Culture – Healthy agencies do not happen by accident. In this course, leaders learn:

- how to develop a healthy agency climate and the connection between healthy organizations and employee well-being, resilience, and engagement
- how to develop resilience in others
- what it means to coproduce leadership and how to mentor and develop future leaders
- how to create a procedurally fair climate and develop values-based processes inside the agency
- how to cultivate an effective leadership team through goal setting, effective execution, values-based decision making
- how to develop the practice of learning in the agency through after-action reviews for the leadership team
- how change happens, how individuals decide to adopt a change and how to lead an organization through the change adoption process effectively.



RICE PERFORMANCE