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Blue Shifter: A Reverse Quit Model for Law Enforcement Leaders

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Abstract

Many organizations are currently experiencing the impact of employees quitting their jobs, this reality has left organizations, including police departments, wondering how to slow down the effects of turnover. Employee turnover is witnessed when employees decide to leave their position at the organization and end their work relationship. Turnover can have a detrimental impact on an organization's finances, employee performance, worker productivity, and customer service. Additionally, turnover is critical to communities since decreased police forces are related to increases in crime. Furthermore, police resignations are higher than ever and are predicted to continue increasing, however, it is not pernicious to all. Some organizations have discovered ways to reverse the intention to quit. This book draws on academic research and three decades of experience in public safety, to introduce some of the best practices to improve police turnover. To impact a police organizational shift and avert good police officers from the intention to quit in a time of intense probes in policing, police organizations will need to change at all levels of the police department, from the police executive to the beat officer on the street. This organizational shift demands a police leader that can motivate and address the needs of the new police officer. This type of leader is called a SHIFTER. The SHIFTER is proposed in a *Reverse Quit Model* (RQM) consisting of seven practical strategies used to lead: (1) *serving (2) humble (3) innovative (4) fun-centered (5) trust-builder (6) empowering* and (7) *resilience. Serving* leaders give what it takes to support their employees, *Humble* leaders are willing to give up their position or title for the bigger objective, *Innovative* leaders never stop thinking about ways to develop their organizations, *Fun-centered* leaders want to maintain joy in the workplace no matter what challenges may bring, *Trust-building* leaders value relationships and strive to improve them, *Empowering* leaders will encourage their employees to think, create, and make decisions without

or with very little supervision, and *Resilient* leaders always believe in the intention to succeed or

overcome. Resilience is the principal strategy of the model and will be the key ingredient to the

SHIFTER. A police organization that focuses on hiring and developing frontline leaders to apply

the seven strategies in the RQM is on the right path toward reducing the intention to quit.

Keywords: turnover, serving, humble, innovative, fun-centered, trust-builder, empowering, and

resilience, law enforcement, organizational culture