

Artículo de investigación

Use of the Transformational Leadership Model in Police Management

Использование модели трансформационного лидерства в управлении полицией

Uso de un modelo de liderazgo transformacional en la gestión policial

Recibido: 29 de abril de 2019. Aceptado: 8 de junio de 2019

Written by:

D.A. Smirnov⁷⁹

ORCID ID: 0000-0002-8300-0828

https://elibrary.ru/author_items.asp?authorid=245463

A.P. Zhukov⁸⁰

ORCID ID: 0000-0003-2956-905X

https://elibrary.ru/author_items.asp?authorid=745358

O.Y. Aparina⁸¹

ORCID ID: 0000-0001-8791-4363

https://elibrary.ru/author_items.asp?authorid=261563

O.N. Lauta⁸²

ORCID ID: 0000-0002-9385-2303

https://elibrary.ru/author_items.asp?authorid=365572

D.V. Zakalyapin⁸³

ORCID ID: 0000-0001-8635-9003

https://elibrary.ru/author_items.asp?authorid=526241

Abstract

The police, as well as other government agencies is a rather conservative mechanism not prone to rapid changes of style, techniques and methods of work and management methods as well. Despite more than a four-year "experience" of police reform in Russia, the police, is still the subject of constant criticism both from policing practitioners and theorists. This article describes the "cooperative" management system. The goal of the proposed material to the reader is the opening for the Russian reader leadership practices of the German police. The authors suggest that familiarity with the data presented below will help the continued practice of reforming of the Russian police, as well as police forces of the Commonwealth of Independent States (CIS). Today, both in Europe and Russia the traditional authoritarian system management and administration of the force dominates the fact

Аннотация

Полиция, как и другие государственные органы, является довольно консервативным механизмом, не склонным к быстрым изменениям стиля, приемов и методов работы, а также методов управления. Несмотря на более чем четырехлетний «опыт» реформирования полиции в России, полиция по-прежнему подвергается постоянной критике со стороны как полицейских, так и теоретиков. В данной статье описывается «кооперативная» система управления. Целью предлагаемого читателю материала является раскрытие для российского читателя лидерских практик немецкой полиции. Авторы предполагают, что знакомство с данными, представленными ниже, поможет продолжить практику реформирования российской полиции, а также сил полиции стран Содружества

⁷⁹ Department of Administrative and Financial Law, Law Institute, North-Caucasian Federal University, Pushkin Street, 1, 355009, Stavropol, Russia.

⁸⁰ Department of Administrative and Financial Law, Law Institute, North-Caucasian Federal University, Pushkin Street, 1, 355009, Stavropol, Russia.

⁸¹ Department of Theory and History of State and Law, Law Institute, North-Caucasian Federal University, Pushkin Street, 1, 355009, Stavropol, Russia.

⁸² Department of Theory and History of State and Law, Law Institute, North-Caucasian Federal University, Pushkin Street, 1, 355009, Stavropol, Russia.

⁸³ MIREA – Russian Technological University in Stavropol «Branch RTU MIREA in the city of Stavropol», Kulakov Avenue, 8, Stavropol, 355035, Russia.

that due to authors does not meet modern requirements of a changing and globalizing society and in the Police Science there is almost complete lack of international studies and those present are very scattered and fragmentary. It seems that this material will be useful for the further work of managers in the Russian police and possibly other countries of the so-called the former Soviet Union.

Keywords: police, personnel management, police leadership, transactional leadership, authoritarian leadership.

Независимых Государств (СНГ). Сегодня как в Европе, так и в России традиционная авторитарная система управления и администрирования сил доминирует в том, что, по мнению авторов, не отвечает современным требованиям изменяющегося общества глобализации, а в науке о полиции почти полностью отсутствуют международные исследования. Этот материал будет полезен для дальнейшей работы менеджеров российской полиции и, возможно, других стран так называемого бывшего Советского Союза.

Ключевые слова: полиция, управление персоналом, полицейское руководство, транзакционное лидерство, авторитарное лидерство.

Resumen

La policía, como otros organismos estatales, es un mecanismo bastante conservador, no propenso a cambios rápidos en el estilo, los métodos y los métodos de trabajo, así como los métodos de gestión. A pesar de más de cuatro años de "experiencia" en la reforma de la policía en Rusia, la policía sigue siendo objeto de críticas constantes por parte de la policía y los teóricos. Este artículo describe un sistema de gestión "cooperativo". El propósito del material ofrecido al lector es la divulgación de las prácticas líderes de la policía alemana para el lector ruso. Los autores sugieren que conocer los datos que se presentan a continuación ayudará a continuar la práctica de reformar la policía rusa, así como las fuerzas policiales de los países de la Comunidad de Estados Independientes (CEI). Hoy en día, tanto en Europa como en Rusia, el sistema autoritario tradicional de gestión y administración de fuerzas domina en que, según los autores, no cumple con los requisitos modernos de una sociedad de globalización cambiante, y casi no hay investigación internacional en ciencia policial. Este material será útil para el trabajo posterior de los gerentes de la policía rusa y, posiblemente, de otros países de la llamada antigua Unión Soviética.

Palabras clave: Policía, gestión de personal, liderazgo policial, liderazgo transaccional, liderazgo autoritario.

Introduction

The currently prevailing model of leadership in the German police has grown out of practical experience and, to date, remains insufficiently explored (Weibler & Thielmann, 2014). This model - the so called "creative leadership system" (Kooperatives Führungssystem, KFS) - is prescribed today as mandatory by German police rules and regulations; it has been a dominating form of management in German police forces - at least more or less so since 1982. Its early theoretical foundations were laid by Wunderer & Grunwald (Wunderer & Grunwald, 1980) and later expanded by Altmann & Berndt (1992).

For this study we used the methods of chronological content analysis and a comparative study of law; we looked into papers by European colleagues on such problems as the nature of police work, its innovations, reforms and mechanisms in different countries over the last two decades and earlier. The review is based on publications from British, German, Spanish and Italian journals from the years 1980 - 2014.

Results

The cooperative system of leadership relies on the three principles, as follows:

- the idea of a positive personality
- trust

Methods

– connection

and on the following six components of the so called ideal leadership:

1. Delegation: Police leaders must delegate their goals and tasks (depending on rank) to an appropriate level of execution for their satisfactory fulfilment, whereas the charge of and responsibility for the conduct of the work remains fully on the management.
2. Participation: This component of the cooperative system of management describes consultancy offered by followers and their subsequent taking part in goal setting.
3. Transparency: This component relates to actions of a police leader who must be open to communication and can rely on his/her subordinates in respect of organizational problem solution and goal achievement.
4. Representation: This point is important for all members of a police organization; however, it is the leaders who have to perform their duties in the most effective and conspicuous way through engaging in group work and providing role models for their followers.
5. Control: This constituent of the cooperative system of leadership is often considered to be the most controversial one; on the other hand, this demonstration of power encompasses the leader's responsibility for securing that all adopted organizational goals are achievable and achieved, by any lawful means at hand.
6. And at last, efficiency measurement: The cooperative system of leadership and management fosters reliable and valid assessments of the work performance of each and every officer in the police organisation.

Once the principles and components referred to above are learned by police leaders, then their leadership style will tend to promote and nurture team work and self-organisation of the subordinates (unlike in the authoritarian model), and create a climate of trust, which cumulatively should inspire and motivate police officers for a conscientious work and good outcomes.

The cooperative system is deemed appropriate for police leaders' style all over Germany; it has been already widely adopted and praised. The six elements described above can be easily taught to police leaders with satisfactory outcomes, which

is obviously a great advantage if we are to think about training new, future leaders. This is what accounts for Germany's nationwide success of the model. (Weibler & Thielmann, 2010). Difficulties are first encountered when we consider the theoretical framework of the system, because practically no international studies of 'one-dimensional' understanding of this German model can be found in literature. The uncritical, dogmatic perception of the cooperative leadership system widespread today can potentially - to a certain degree at least - hinder the process of integrating in it new practical results and experience of leadership and management. (Barthel, 2012) At the same time, this model is so authoritative and influential in the day-to-day work of the German police that, as it appears sometimes, it should be integrated in the policing theory that has been developed and expanded for the last three decades; this model has to become the object of incessant and close attention of all those in the police studies. The whole matter now depends on transformational leadership.

Discussion

What should the actions of a police leader be like to be successful and efficient, to ensure support for him/her from followers, to solve problems and at the same time delegate some of his/her duties to the team members?

The answers the 'cooperative model' can offer lie within the six components described above. They have been worked on and improved through many years of practice in the German police forces.

Let us now consider the two of many possible leadership styles: transactional and transformational leaderships.

Transactional leadership can achieve success in certain 'strict' situations, which means that relationship between leaders and subordinates is based on the "take-and-give" principle and on interaction where no personal interest or self-gain is assumed to have play. We can specify here the methods by which use a transactional leader can influence and direct his/her followers.

The leader who leads his/her subordinates to obtaining conditional preferences, makes it clear what the desired goals and benefits from their achievement are, and what has to be done or undertaken to achieve this.

The transactional leader who favours the active 'management-by-exception' style would control the work of his/her subordinates but intervene only when their actions may pose a threat to themselves or to the attainment of the goals and tasks that have been set for them, a threat potentially affecting the whole organisation and its work.

Transformational leadership is the style of management where the leader creates his/her own vision of leadership and organisation through inspiration, who highlights the inherent motivation in followers and praises their correct decisions and sound acts; all this enhances organisational integrity, follower engagement in teamwork and commitment to their oath. Perhaps, the whole spectrum of the mentioned leadership styles can be measured by only four indicators: (Avolio & Bass, 1995).

Idealised influence. A charismatic leader who openly communicates his/her values and views, insists on the collective, team-like nature of task achievement and accepts all ethical consequences of appropriate outcomes.

Appropriate follower motivation. Appealing both to individual and organisational goals is what leads to increased efforts of all the personnel of the organisation. (Bass, 1990).

Intellectual stimulation is what is achieved by making clear the connection between reason underlying a decision that has been made and the fostering of creating thinking in followers.

Individual consideration. It is when a leader not only train his/her followers but also consults and supports them. In this case the leader aims for finding new training/education opportunities by considering appropriate needs of a subordinate, focusing him/her on career progress and possibly continuous promotion in ranks and posts, and on other real perspectives of the near future.

Thus, we can now sum up certain interim results and findings of our study.

Although the 'fathers' of management theory have been always very cautious about and did not openly denounce the transactional model, nevertheless, transformational leadership is seen as a better, more efficient and therefore more widely recommended style and method of directing followers.

Worth noting here is also the issue of police's adjustment to the phenomenon of transition from the public to the private sector.

In their critique of transformational leadership, British researchers Currie and Lockett are very sceptical about prevalence of the transformational model claiming that it was developed for private companies, not for public sector. (Currie & Lockett, 2007). They believe that bureaucracy and its policies regulating the work of public servants is what comes into direct conflict with the principle of liberty of action to be given to and initiative displayed by each and every employee: from high level boss to the last subordinate.

Some characteristics of bureaucracy - such as rigid hierarchy and lack of communication on equal terms between levels - can impose additional restraints on antecedents that are necessary for the emergence of transformational leadership in public services. (Wright & Pandey, 2009). In the latter case, despite the presence of a transformational leader, the path towards the most effective management and, consequently, to its satisfactory implementation for good outcomes, is obstructed if not blocked completely.

It should be noted here that to ignore extensive policing research on this issue would be unwise, and speaking more generally, the public services sector would gain much through simply looking more closely at modern leadership models. The police force environment is seen as a special subject in the public sector. Historically, it includes paramilitary structures (Bruns & Shuman, 1988) and is of a manifestly bureaucratic nature. (Coleman, 2008).

Organisational culture in the law enforcement, within the authoritarian model, requires blind obedience on the part on subordinates, involves direct superior-subordinate relations and promotes team work. (Vera & Koelling, 2013). Consequently, police culture "pays a lot of attention to the structural aspect of police forces and 'nurtures' especially forceful and assertive leaders". (Barth-Farkas & Vera, 2014, p. 171-173). Yet, this cultural orientation has been largely questioned in the last decades, which is a recent general tendency in the law enforcement community. Historically established methods and styles of management can jeopardize and even undermine new approaches to the idea of leadership and to novel management instruments including such as strategic necessity (in management), etc., which are to be adopted by

the police force to be able to ensure effective upkeep of public order in our cities. In contrast, the transformational management model may now become necessary for all police organisations and, potentially, be able to assume the burden of decision making in respect of all the ever changing roles and tasks of the police.

A transition from transactional to transformational police leadership style has already occurred in many a European country.

For instance, surveys of Norwegian police leaders demonstrated, back in 2012, their shift from the transactional to interpersonal (transformational) model of management in most of the cases. (Gottschalk & Glomseth, 2012).

Whereas police officers' empowerment is the factor that should become a prevalent everyday practice in police organisations, the traditional 'police culture' we touched upon above remains one of the key stumbling blocks on the way to changing the nature of leadership and management in the law enforcement. (Butterfield et al., 2004). In today's dynamic environment, effective police leadership is becoming extreme necessity, and its adaptive skills and capabilities are definitely of paramount significance for any leadership style. Transformational leadership is regarded by European policing theorists and practitioners as the style of police management particularly well fit for the times of change. (Silvestri, 2007).

Today, in a law enforcement organisation, its leaders have to bring into balance the roles of direction and leadership depending on what each specific situation and context requires.

German police officers are the witnesses of how, in certain situations and contexts, these six components talked of above have taken root (although sometimes in a slightly indistinct form), which secures necessary flexibility for the style of leadership and management. (Weibler & Thielmann, 2014).

Nevertheless, a relation between 'cooperative (transformational) leadership', on the one hand, and transactional leadership, on the other, remains bleary and indeterminate, especially in what concerns application of these two models to everyday police work.

Conclusion

All in all, German law enforcement leaders tend to stick to a style of leadership which is, in itself,

the result of a merger of the transactional and transformation models, in accordance with theoretical and practical recommendations. With this, "the police organisation persists in its holding on to the good old authoritarian style, which characterises it as a relatively conservative structure, rather than a transformational one". (Densten, 1999, p. 219-221).

Besides, European colleagues have established that in some countries, for instance, in Spain, the positive and active styles of police leader behaviour, such as transactional and transformational leadership, are found more often in high-ranking officers. (Álvarez et al., 2014).

We do have grounds to say, without practically any doubt, that the cooperative model adopted in the German police has influenced significantly the leadership style of most of its high officers. The six dimensions of the leadership style described in this study, naturally enough do not fully coincide with the main principles and elements of the cooperative model of management; still, they no doubt reflect in themselves its key notions and characteristics.

Contemplating the objective reality, we see that in practice the behaviours of police leaders do not strictly correspond to theorized models and rules, but are more often made subject to the requirements of specific situations and challenges of everyday policing routine. In this connection, it comes as no surprise that any analysis of policing practice will demonstrate to us that the transformational, transactional, cooperative and other styles of leadership are merging into some sort of combination, which is only naturally in this context.

Ethical statement

Funding:

This study was funding by the authors' own funds

Conflict of Interest:

The authors declare that they have no conflict of interest.

Ethical approval:

For this type of study formal consent is not required.

Informed consent:

Informed consent was obtained from all individual participants included in the study.

References

- Altmann, R., Berndt, G. (1992). *Grundriss der Führungslehre: Grundlagen kooperativer Führung*, 5th edn, Schmidt-Römhild, Lübeck.
- Álvarez, O., Lila, M., Tomás, I., Castillo, I. (2014). Transformational leadership in the local police in Spain: a leader-follower distance approach. *The Spanish Journal of Psychology*, 17, 42.
- Avolio, B.J., Bass, B.M. (1995). Individual consideration viewed at multiple levels of analysis: A multi-level framework for examining the diffusion of transformational leadership. *The Leadership Quarterly*, 6(2), 199-218.
- Barthel, C. Kluge. (2012). Führung kann man lernen. *Die Polizei*, 103(5), 127-135.
- Barth-Farkas, F., Vera, A. (2014). Power and transformational leadership in public organizations. *International Journal of Leadership in Public Services*, 10(4), 224.
- Bass, B.M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, 18, 3, 19-31.
- Bruns, G.H., Shuman, I.G. (1988). «Police Managers» Perception of Organizational Leadership Styles. *Public Personnel Management*, 17(2), 145-157.
- Butterfield, R., Edwards, C., Woodall, J. (2004). The new public management and the UK Police Service. *Public Management Review*, 6(3), 399.
- Currie, G., Lockett, A. (2007). A critique of transformational leadership: Moral, professional and contingent dimensions of leadership within public services organizations. *Human Relations*, 60(2), 341-370.
- Coleman, T.G. (2008). Managing strategic knowledge in policing: Do police leaders have sufficient knowledge about organizational performance to make informed strategic decisions? *Police Practice and Research*, 9(4), 307-322.
- Densten, I.L. (1999). Senior Australian law enforcement leadership under examination, *Policing. An International Journal of Police Strategies & Management*, 22(1), 45-57.
- Gottschalk, P., Glomseth, R. (2012). Attitudes of police managers to different leadership roles in their jobs: An empirical study in Norway. *Journal of Leadership Studies*, 6(1), 23-29.
- Silvestri, M. (2007). «Doing» Police Leadership: Enter the «New Smart Macho». *Policing and Society*, 17(1), 38-58.
- Vera, A., Koelling, K. (2013). Street Cop Culture and the Aging Police Force Understanding the Interplay between Demographic Change, Organizational Culture, Leadership and Police Officers Performance. *European Journal of Policing Studies*, 1(1), 64-88.
- Weibler, J., Thielmann, G. (2014). *Polizeiliche Führungslehre: Begründung, Gestaltung, Perspektive*, Verlag Deutsche Polizeiliteratur GmbH, Hilden.
- Weibler, J., Thielmann, G. (2010). Das Kooperative Führungssystem der Polizei im Jahre 2010 — Bisherige Entwicklung und Reformbedarf. *Polizei & Wissenschaft*, 1, 57-65.
- Wright, B.E., Pandey, S.K. (2009). Transformational Leadership in the Public Sector: Does Structure Matter? *Journal of Public Administration Research and Theory*, 20(1), 75-89.
- Wunderer, R., Grunwald, W. (1980). *Führungslehre Band 2: Kooperative Führung*, De Gruyter, Berlin.