

Holistic model for police leadership. *

Modelo holístico de liderazgo policial *

Modelo holístico de liderança policial **

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and to focus on the promotion of social harmony, needs a strong leadership model in order to successfully meet its objectives. This is why leaders within the police have become the 'facilitators', 'champions' and 'enforcers' of the organization's constitutional mission through change management (including to the culture of the institution), using their influence to address any inequality. This doesn't just allow for improved assimilation in the changing dynamics of new environments, but also ensures more general, sustainable evolution, which is essential to the pursuit of securing peaceful coexistence, order and social harmony

Keywords: Leadership, Model, Holistic, Culture, Police

Resumen

Una institución con una planta de personal superior a 180 mil hombres y mujeres, cuya prioridad es el abordaje de las necesidades de todos los colombianos en materia de seguridad y

Abstract

This institution, with its workforce of over 180,000 men and women, whose primary responsibility is to address the security needs of all Colombians

convivencia ciudadana de manera diferencial y focalizada, necesita un modelo de liderazgo para cumplir sus objetivos con efectividad. De esta manera, el líder policial se convierte en un facilitador, impulsador y reforzador de su misión constitucional a través de la gestión del cambio y movilización de su cultura institucional, ajustando los desequilibrios propios de la actividad de policía empleando su capacidad de influencia; aspecto que no solo permitirá la adaptación a nuevos entornos dinámicos sino también, a su evolución y sostenibilidad, en busca de la convivencia pacífica, el orden y la armonía social.

Palabras clave: Liderazgo, Modelo de Liderazgo, Holístico, Cultura, Policía.

Resumo

Uma instituição com uma equipe de mais de 180 mil homens e mulheres, cuja prioridade é atender às necessidades de todos os colombianos em termos de segurança e convivência cidadã de forma diferencial e focada, precisa de um modelo de liderança para poder cumprir sua objetivo efetivamente.

Desta forma, o líder da polícia se torna um facilitador, promotor e reforçador de sua missão constitucional através da gestão da cambio e da mobilização de sua cultura institucional, ajustando os desequilíbrios da atividade policial usando sua capacidade de influenciar, aspecto que não só permitirá a adaptação a novos ambientes dinâmicos, mas também a sua evolução e sustentabilidade, em busca da coexistência pacífica, da ordem e da harmonia social.

Palavras-chave: Liderança, Modelo, Holística, Cultura, Polícia.

Introduction

In an ever-changing world, leaders must be capable of proposing and implementing adaptation strategies that are in line with their institution's long-term ambitions, without compromising its status, growth and wider organizational development (Salas 2016; Toledo 2014). The changeable environment presents both risks and opportunities, and a good leader must be able to influence the situation with the implementation of innovative processes that can address any potential pitfalls.

For the Colombian National Police, this situation is familiar. Police work is clearly defined by situations that require a strong institutional leadership model. An example of this is the Modernization and Institutional Transformation process (MTI), which is part of the wider "Institutional Strategic Plan 'Safe Communities in Peace'" and its 2030 vision. The premise of this is the end of the conflict, the construction of peace, challenges post-conflict and social change, strengthening trust within society and the future of the institution based on current and future challenges.

The multi-causality of this new reality requires the institution to adopt a holistic model, which addresses and understands each individual factor in turn, rather than simply the sum of its component parts, in which there is nothing more important than the individual. That is, it cannot be that one official is well and the rest is not, in which all as police leaders add to the institution as a whole.

Etymologically speaking, the word 'holistic' is derived from the Greek 'holos', meaning 'whole'. This implies that a 'whole' is not defined by its individual components, but rather how their coming together determines the behaviour of each element.

On the other hand, systemic suggests that everything is a system, or a component to a system, so that "everything is connected to something else, which is weaker than the holistic theory that everything is connected to everything else". (Bunge & Mahner, 2000).

Within these parameters, and on the understanding that there was no concrete concept in place for the design of a police leadership model built around the different phases of formulation, validation, deployment, implementation and sustainability, the creation of the Holistic Model of Police Leadership (MHLP) was proposed. The model outlines how police officers must assume different leadership styles according to the different situations in which they find themselves on a daily basis, broadly grouped under three distinct areas: personal, institutional and community service. The holistic nature of the model allows for a receptive and creative attitude to life whereby different aspects are viewed in the round. This ties into the idea of the Colombian National Police being seen as a 'whole', with the leader able to have a dynamic and multidirectional vision.

The model has been developed following a comprehensive review of the different studies, theories and concepts on leadership to support the holistic focus of the proposal. These include: University of Iowa (Lippitt, 1939); Ohio University (Yammarino, Dansereau & Kennedy, 2001); University of Michigan (Luthans, 2008), as well as the more traditional sources (Sorcher & Brant, 2002, p81); (Arvey Rotundo, Johnson & McGue, 2003); (Avolio & Luthans, 2005, p57) and contemporary theories (Rubin, Munz & Bommer, 2005, p851; Wilenmann, 2014; Beloff & Clerico, 2016; Bastias, 2015; Turner et al, 2002, p307; Price, 2003, p77; Reddin, 1983).

In 2004, working alongside the Universidad EAN, the Colombian National Police established a policy of human resources management and institutional culture, which was based upon a Generic Competency Management Model (MGH9C).

The key attributes for police leaders were also defined; namely: police honor, vocational service, vision and innovation, adaptability and flexibility, credibility and trust. These attributes support the wider skills that are required to develop their thinking and behaviours so that they can continue to be logical and inspiring, thus effectively fulfilling their roles at the highest level.

The MHLP proposal also incorporates elements related to situational intelligence and the positive management of emotions in different circumstances, particularly those that require an integrated vision in line with the demands of the

environment. The model emphasizes that the concept of 'leader' doesn't exclusively apply to those people who occupy senior positions, but rather to all those who work within the organization.

Concept and methodology

In 2006, an interdisciplinary team led by the Human Talent Management Directorate (DITAH) and made up of representatives from the different directorates and advisory offices, defined the nine (09) generic competencies for the Colombian National Police via Resolution No 01751 (issued on March 22nd, 2006). Through this, the concept of leadership and its associated behaviours were established:

Leadership: understood to mean the capacity to correctly guide or direct work and/or social groups in order to achieve common objectives.

Associated behaviours:

Establish clear and ambitious objectives and subsequently design and implement innovative strategies in order to achieve them.

Plan tasks and delegate responsibilities, taking into consideration differing levels of competency.

Ensure collaboration from members of the team and improve its performance.

Motivate and encourage improved performance within the team, based upon the recognition of results.

Undertake tasks as required and direct work in an effective manner, maintaining control and ensuring that instructions are followed.

This framework was used to define the generic competencies and associated behaviours to drive success within the police and to ensure that they had the right directive, strategic and operational impact. Amongst these, LEADERSHIP was identified as one of the nine (09) generic competencies for the Colombian National Police which are applied from recruitment to retirement, as established by the Recruitment Directorate under Resolution No. 01933 issued in 2007.

Generic Competencies for a Successful Police Officer

Leadership within the Recruitment Directorate

In 2006, the Recruitment Directorate created the Associated Competence Preference Inventory (IPAC) tool as a means of measuring these competencies in selection and training (2006-2013) and in the evaluation of positions and profiles (2011-2013). This would assist with profile and competence-based selection, which was undertaken using the Human Resource Management Model as illustrated below:

Table 1

Associated Competence Preference Inventory: IPACIPAC

<p>IPAC-PONAL (Associated Competence Preference Inventory) is a tool that has been designed to align the Human Resource Management Model with the selection and recruitment processes. It invites police officers to perform tasks within their work scope that are focused on their preferences and interests, with the aim of increasing productivity and service levels.</p>		
<p>IPAC I</p>	<p>IPAC II</p>	<p>IPAC III</p>
<p>Applies to applicants when entering training college. Candidates are placed in divisions according to their profile and competencies. Training and materials are provided to teachers and commanders.</p>	<p>Applies to students at mid-training and analyses the changes in their preferences as a result of their training in each one of the schools.</p>	<p>This should be applied to all uniformed staff in each of the different categories. It should determine which profile best suits them, according to their preferences in the competencies, with the aim of finding a role in which they are most likely to perform successfully.</p>

Source: Authors

In 2014, the Unit proposed the redesign of the Associated Competence Preference Inventory (IPAC) test, and so the PCP (Police Competency Test) was created. Its objective is to evaluate fourteen (14) generic and specific police competencies in order to make any adjustments to the competency profile expected for both Officers and and Patrol Officers.

- Leadership within the National Schools Directorate

The National Schools Directorate runs a number of programs as part of its academic curriculum, including courses designed to strengthen leadership skills:

Table 2

Strengthening leadership in training Schools

SUB-OFFICER TRAINING SCHOOL (ESJIM)	OFFICER TRAINING SCHOOL (ECSAN)	ADVANCED OFFICER TRAINING SCHOOL (ESPOL)
Program: Diploma in Command, Direction and Legal Update Subject: Exercising Control Proposal: "Management and Leadership Seminar" targeting sub-intendants in the Colombian National Police	Program: Police Administration Subject: Command, Direction and Leadership	Public leadership Social and communicative intelligence Ethics and moral conscience Knowledge management Strategic and systemic thinking

Source: Authors

Leadership within the Human Talent Management Directorate

The Human Talent Management Directorate is focused on bridging the gap between the organization and the individuals working within it. They continue to make advances in different areas within the administration:

- Job placement based upon profiling by role and the measurement of managerial effectiveness
- Measuring leadership within the survey of institutional environment
- Strengthening of the nine (09) generic police competencies

Development and implementation of the program to allocate roles based on profiling and competences (to know, to know how, and to know how to be).

Around 2009, the police started to measure the effectiveness of leadership, with the help of the REDDIN model through the application of Effectiveness Management Diagnosis. Its aim was to measure one of the components of the Talent Management Model and Institutional Culture called Saber Estar (or To Know How to Be).

One of the model's defining characteristics is how the effectiveness of a leader directly depends upon his/her ability to relate to the reality of his/her responsibilities within the organization. In light of this, methodology and instruments to measure the

effectiveness of leadership were created. These tools were deemed valuable for the evaluation of what to do and how to be a police officer.

The first measurements that were taken by Colombia National Police's Human Talent Management Directorate, using the Effectiveness Management Diagnosis, revealed that the sampled officers leaned towards a level bordering on low effectiveness. This suggested that, amongst those personnel analysed, there was a tendency of not knowing how to be (Saber Estar) neither how to relate to the reality of their responsibilities. This led the team to see the value in extending the analysis and measurement to other groups and units within the institution as a means of better diagnosing leadership culture.

Around 2010, just over 5000 police officers were measured, with similar findings to the original sample – that is to say they have a high level of ability to relate to the reality of their leadership responsibilities. The results showed that a significant number of commanders make a great effort to meet the institution's 'structural' needs such as procedures and protocols aimed at internal control. They also tend to prioritize tasks that arise as a result of projects that take place in a pressing present, considering that lack of time to plan in advance is the norm for commanders.

Furthermore, there is a sense of 'status quo' whereby they project an image of authority so that their subordinates are in no doubt that their principal responsibility is to follow the orders of their superiors. Whilst this is a common design 'flaw' of hierarchical organizations, indicating that power is concentrated within the hierarchy, there is evidence to suggest from the effectiveness measurements that commanders will often impose their will – incorrectly at times – as a means of maintaining this structure. It is worth noting that, by way of a contrast, flexible organizations tend to locate power where there's knowledge, regardless of where that occurs within the hierarchy. Therefore, it is entirely feasible that people in more subordinate roles are in a better position to set the course of action, and do not have to submit to the will of their superiors.

Resolution No. 00937 (issued on March 10, 2016) established the manual outlining functions for uniformed personnel in the Colombian National Police, based upon the competencies and other requirements needed for their performance (Figure 1):

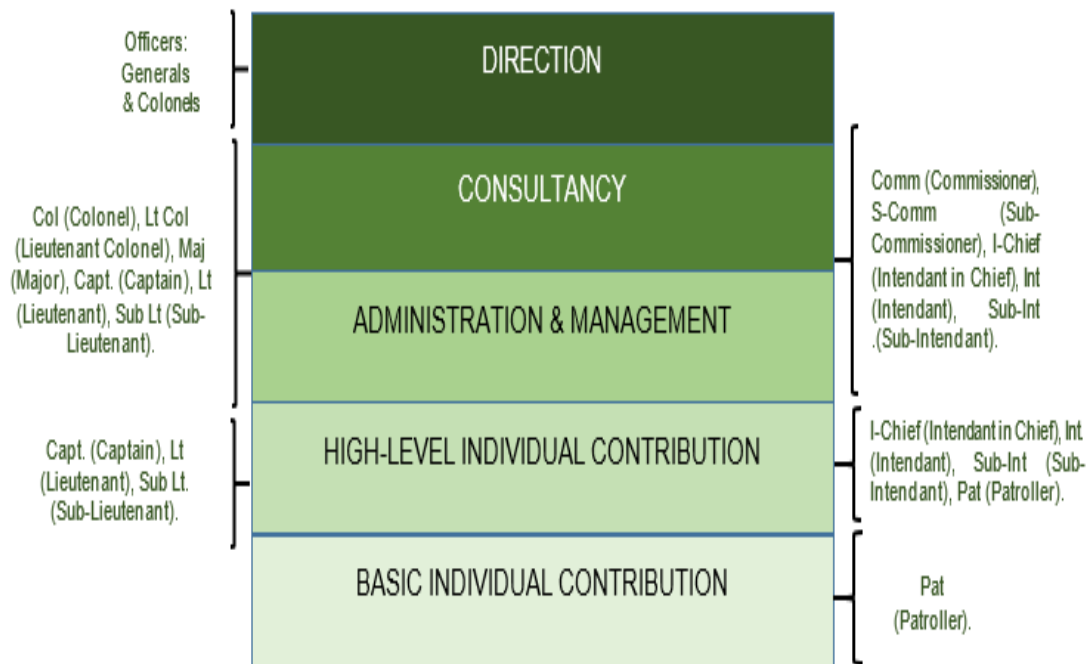


Figure 1. Functional Structure. Source: Manual of functions

The Human Talent Management Directorate has worked to strengthen and reinforce the impact of the leadership competence via specific programs: Institutional Climate, Institutional Culture, Generic Competencies and Emotional Commitment.

In accordance with Resolution No. 05593 (issued on December 31st, 2014), which was introduced to

regulate, measure and improve the Employment Climate of the Colombian National Police, leadership was defined as: “the perception that police officers have of their immediate commanders about how they command and direct from their knowledge, skills and experience, and the example they set from their acting in accordance to policies, principles and values of the institution” (Colombian National Police, 2014).

Table 3

Leadership Criteria in the Institutional Climate Survey

ITEM	Leadership Factor
1	At the start of each evaluation period, my boss outlines the expected outcomes and results from my work.
2	When the situation requires it, my line manager consults the team for their opinions, before making a decision.
3	My line manager provides adequate feedback on my workplace performance.
4	My line manager acknowledges and values the results of the team in front of their superiors.
5	My line manager is fair when it comes to delegating responsibilities.
6	My line manager behaves consistently when setting guidelines.
7	My line manager gives clear and precise instructions.
8	My line manager defends the interests of the group as required.
9	My line manager secures commitment from the team members to meet the proposed objectives.
10	My line manager acknowledges exceptional performance by members of the team.
11	My line manager knows the processes, procedures and activities developed by their team.
12	My line manager usually leads and participates in team initiatives.
13	I can express my point of view and opinion in front of my line manager without fear of reprisals.
14	My line manager is committed to the agency's overall purpose and goals (station, office or group)
15	My line manager adequately plans the execution of work.

Source: authors

With regard to the Institutional Culture Model, its framework is a Focus on Leading and Building Trust, which describes leadership as being based upon humanism, transparency and discipline. It aims at modelling the behaviours of the police

officers in order to effectively develop their police leadership.

Through the Generic Competencies program – established according to Resolution No. 01751

(issued on March 22nd. 2006) –guidelines were developed to promote and strengthen leadership within the one hundred and eight (108) units that make up the Institution.

Between 2011 and 2015, the Emotional Commitment program (designed by the consulting firm Invamer Gallup) was implemented, to increase police officers' emotional attachment to their work, acknowledging the institution's leaders as its

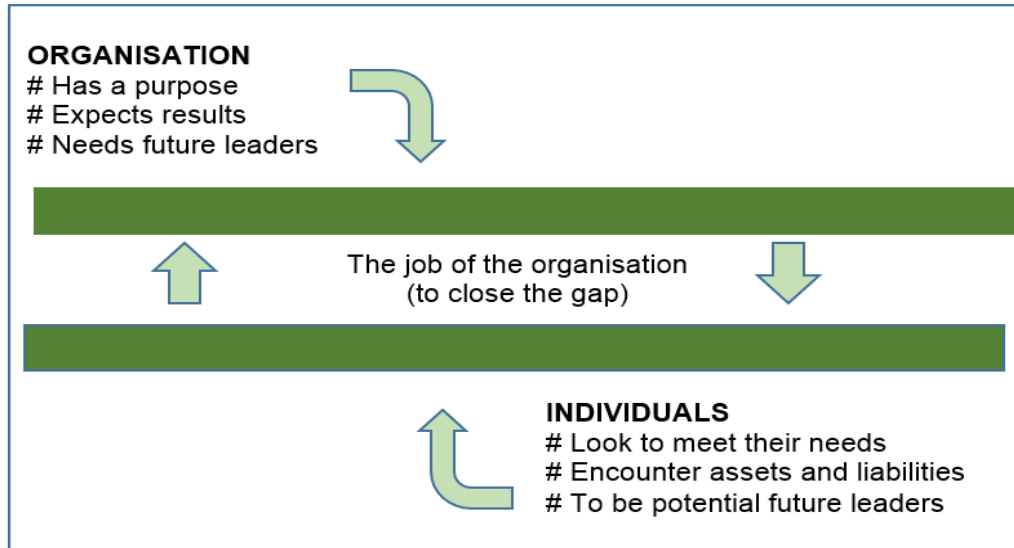
central axis.

The following elements were defined as 'best practice for leaders', based upon findings from interviews held in 2011, 2013 and 2014:

Tabla 4.
Best Practice within the Institution as referenced by Invamer Gallup

Best practices		
2011	2013	2014
Empowerment and willingness to engage in open dialogue	Closeness and active listening	Effective time, work and priority management
Effective use of support systems	Mentoring and modelling excellence	Focus on positive aspects
Commitment to core beliefs and values	Horizontal communication	Active listening
Fosters a culture of recognition	Fosters a culture of recognition	Resolute attitude
Promotes importance of training and acquisition of knowledge	Organizational effectiveness	Sense of mission
		Focused on the strengths of team members

Source: authors



Source: adapted of International Association of Chiefs of Police (2006, Page V).

Figura 2. Closing the Gap, View One, Leadership in Police Organizations (IACP). Fuente: Adaptada de International Association of Chiefs of Police (2006, Page V).

The MHLP Environment

For the purposes of this model, the ambience or spaces in which the official undertakes his/her duties, or in which he/she serves as a leader guided by his/her own objectives and responsibilities, will be referred to as 'environments'.

Operational

Operational environments are considered to include: the circumstances for the prevention of common or organized crime; the maintenance and protection of public order and peaceful coexistence; surveillance and intelligence activity;

the criminal investigators police; the air wing; rapid-response groups for special operations; core policing work; the fight against kidnapping and blackmail; community police; the fiscal and customs police; transport and highway police and other official roles with an international dimension.

Administrative

Administrative environments refer to the circumstances in which tasks related to the administration of resources, human talent management, service and support, medical/hospital services, compliance with the institution's strategic goals and support for

agencies working in public and inter-institutional administration are carried out.

Educational

Teaching environments refer to the circumstances and working conditions in which education, training and specialisation activities are carried out within the different police training schools.

Leadership Culture Relevant to the Colombian National Police

For the purposes of the model, leadership culture in the Colombian National Police is understood to comprise the most common behaviours and habits that occur as a result of predominant leadership styles within the institution.

False Urgency

This refers to behaviours characterized by haste and immediacy: “firefighting”. These behaviours focus exclusively on compliance and not on productivity, causing high psycho-social risk factors within the organization. “In order for an organization to be successful in its field, it needs to maintain a medium to high level of urgency” (Kotter, 2011). This is to say that everyone should be looking for problems and opportunities and how to respond as needs be.

Old School

It refers to restrictive, domineering and un-

conciliatory behaviour. It is characterized by a focus on facts, figures and immobile data, with a greater emphasis placed on efficiency than on effectiveness.

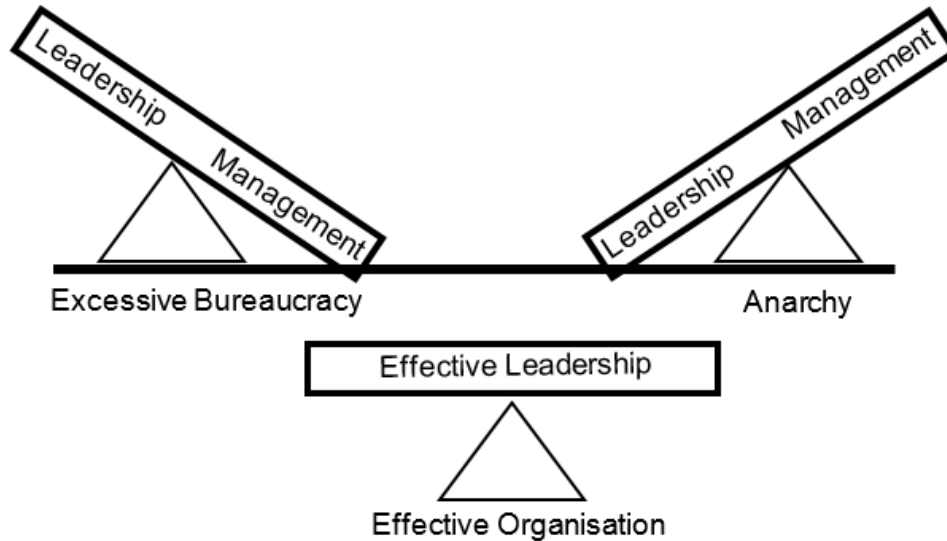
“A successful organization should delegate authority to lower levels and empower all its employees, not just senior management, in order to achieve significant change” (Kotter, 2011).

The Difference Between Command, Management and Leadership According to the Holistic Model

Command is the ability to exercise authority over a particular group of individuals or an organisation. It indisputably allows for power to be administered, but does not necessarily allow for leadership.

Within the Colombian National Police, command is directly related to grade, position, hierarchical rank and time served, which are elements that are authorized by a legitimate body via an administrative act. Expressions like ‘line of command’, ‘command panels’, ‘command exercise’, ‘command voices’ and ‘command staff’ – amongst others – are part of the institutional unique culture and are understood on a national level allowing for greater cohesion and control.

As explained above, command only guarantees the fulfilment of a particular task, not necessarily the effectiveness of its outcomes. That kind of power requires a balance between complementary direction and leadership (Pautt, 2010) to achieve full effectiveness (Figure 3).



Source: Pautt, T. (2010, pg. 224)

Scope of the MHLP

For the purposes of this model, those parts of life where police officers develop activities that help them to meet their life goals, will be referred to as 'aspects'.

- Personal

Those fundamental human values required for the marriage between personal and professional development, allowing for human dignity to be deployed in different areas of police work, in which the resignification of human dignity in different areas of the police profession and its family is allowed as the axis of happiness of the policeman.

- Institutional

Internal philosophy of the organisation, which promotes space for recognition and respect based upon ethics, deontology and the institution's principles and values.

"When we feel safe, important things start to happen" (SINEK, 2011)

- Community

Promotion of community-oriented behaviours based on driving quality and effectiveness with a view to achieving stand-out performance when fulfilling duties within the operational, administrative or educational environments as appropriate.

Attributes of the Holistic Model for Police Leadership

These can be described as ‘each of the qualities or properties of a being’ (RAE) and in the case of the MHLP are those qualities that are indispensable for police leaders as a means of demonstrating the institution’s contribution to the society and country, as follows:

- Police Honour

The value placed upon the need to construct and model police behaviour and attitudes on solid ethical and moral foundations, which constitute their being and acting. The police honour must be governed by the duty to respect and enforce the rights and freedoms established by the political constitution and laws, preventing situations that put citizen coexistence and security at risk by using the authority granted by the state to comply with its mission and applying the rules of the police with transparency, efficacy, economy, celerity, being an example of compliance with the law.

According to Winston Churchill:

“The only guide to a man is his consciousness; the only shield to his memory is the rectitude and sincerity of his actions. It is very imprudent to walk through life without this shield; but with this shield, we march always in the ranks of honour.” (Roberts, 2005).

- Vocational Service

Attribute etymologically defined as a “calling” (Shapiro & Leider, 2001) whereby the uniformed officers voluntarily and consciously externalize their preference for the development of police activity via the provision of attentive, professional and ethical public service.

- Vision & Innovation

Vision and innovation enables police leaders to understand and take-on institutional challenges and to fulfil their role in a more prospective and inventive manner.

Being visionary is key to holistic police leadership as it allows them to anticipate a number of different situations: “a visionary leader is one who goes beyond straightforward ‘charismatic’ leadership, who is capable of pre-empting the facts, with the ability to create a realistic vision of the organisation’s future; he/she can anticipate what is going to happen and set achievable goals”. (Soto, 2012).

- Adaptability & Effectiveness

Refers to the way in which the concepts of adaptability and effectiveness are complementary by applying the right style of leadership and other established environments for this model. According to Piaget (1983), adaptability is “an attribute of intelligence, acquired through the assimilation of new information and the way in which it is adjusted to it”.

On the other hand, Reddin, (1989) defines adaptability, within management characteristics as: “the effectiveness with which a person adapts to or imposes upon situations.”

From this point of view, the importance of adaptability as a permanent and transversal component to holistic leadership is indisputable, since it optimises the execution of tasks when

leaders generate or direct a behaviour adjusted to the needs of a situation, or when they command a specific group. This will also be reflected on organisational effectiveness.

Credibility and Trust

It is a universal requirement within every society that a population feels supported by its public institutions and that they are entities in which they believe and trust.

The result of these two behavioural characteristics is reflected on a leader capable of performing with precision and opportunity, getting recognition and acceptance from the community.

Discussion

The objective of the MHLP is to contribute to the implementation of good and best practices in leadership by members of the Colombian National Police. Its effective implementation will consolidate the police force making it more human, integrated, disciplined, innovative, closer to the public and fully committed to the new challenges it faces in national security and coexistence.

Specific Objectives

- Define and unify the institutional concept on police leadership
- Strengthen the doctrine and science about police leadership
- Clarify the holistic concept of police leadership and its application within the institution when developing police activity
- Determine the mental process of the police leader, the attributes and effective practices

that contribute to their successful implementation and the correct execution of police leadership

Leadership Styles Identified Within the Institution

The Human Talent Management Directorate acquired the Effectiveness Management Diagnosis tool (DEG) in 2008, which was designed based upon the principles of 3D theory (Reddin, 1983). This ties into the component of Knowing How to Be, which requires tools to evaluate positions and profiles.

Initially, however, the information generated by this tool was only used as a guide by bosses when it came to decide which roles to assign to police officers. Subsequently, in 2011, with the evolution and technological updating of the Colombian National Police manual of functions, the DEG results could be quantitatively incorporated for the evaluation of such component.

DEG results came to account for 20% of the total evaluation score when it came to evaluating roles. Then, in 2014, the Human Talent Management Directorate invited the consultancy firm REDDIN to assess managerial effectiveness within the Colombian National Police. 7,220 officers, 42,628 non-commissioned officers and 97,439 patrol officers participated in the study, determining that the driving style of the institution – regardless of rank or hierarchy – is ‘SEPARATE’. This describes a behaviour that follows regulations, values, principles and procedures. (Reddin, 1983).

This behaviour is consistent with a hierarchical institution and it can be stated that police leadership in this sample is characterized by discipline and adherence to established principles. According to the science that underpins the

REDDIN model, the level of effectiveness is equivalent to a measure of economy of effort. This means that the more effective someone is, the less effort they will need to exert in order to achieve the expected results (Wilenmann, 2014). So, by way of example, on a scale of 0-4 where effectiveness is at 2.6, very little effort is required to generate results.

The analysed group, composed by a total of 147.287 people, showed an average effectiveness of 2.3. This means that they must develop a slightly higher effort than an average person in order to get results.

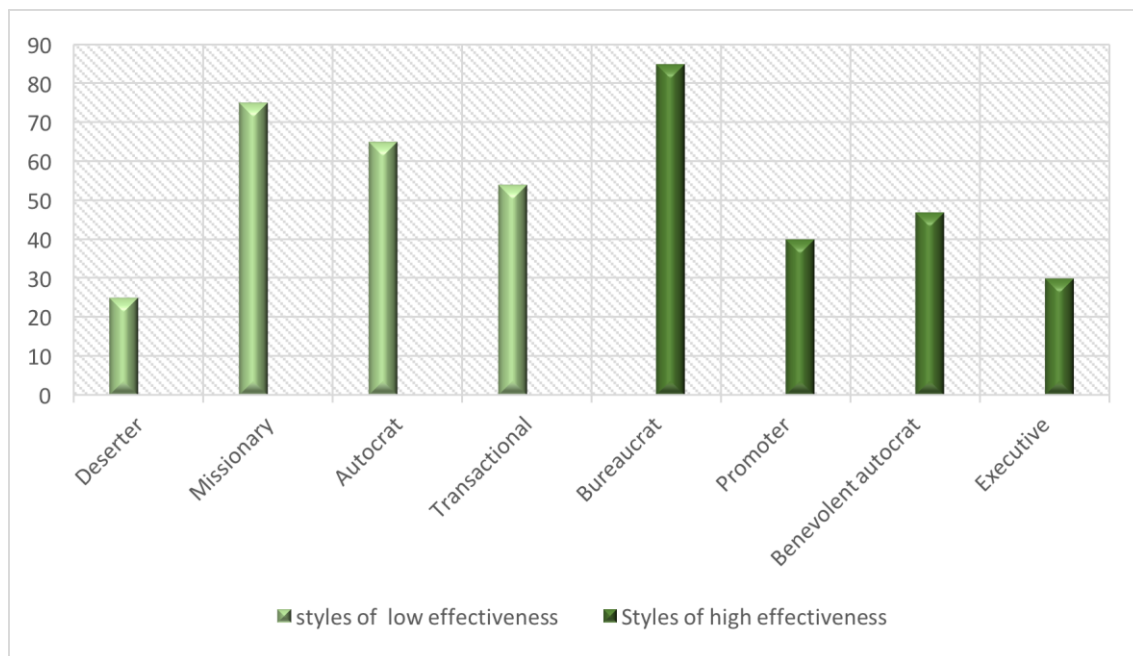


Figure 4 illustrates the results of analysis of the set of leadership styles of both low and high effectiveness that were found in the group. Source: authors

The highly effective leadership style called 'bureaucrat' and two low effectiveness styles called 'missionary' and 'autocrat', are the most recognised. This means that the institution has an ordered and efficient leadership most of the time, and when it is under pressure, less effective leadership styles emerge, in which there is

tolerance to lower performance levels (high level of compliance) and alternating with extreme intolerance. This creates a sense of instability, which can be irritant within the work environment.

As a hierarchical organization, it is understood that, by definition, superior ranks give the orders

(autocrats) and subordinates are required to comply without questioning (missionaries); a more effective management style could be driving initiatives rather than giving orders (benevolent autocrat) and to collaborate in solidarity (promoter) rather than submission.

These findings allow us to draw the following conclusions:

- High effectiveness in the exercise of control and pursuit of equity and justice through the application of policies, rules and procedures
- Too much tolerance towards deviations, particularly in terms of performance and productivity. The bosses make an exaggerated attempt to gain acceptance within the organization, without necessarily adding value. They prioritise the well-being of personnel within the organization above productivity and duties.
- Crisis management has become part of normal behaviour and is characterized by authoritarian acts that generally lead to the satisfaction of the protagonists' egos.
- The organisation favours the retention personnel with low performance levels, at a cost to productivity.

Based on these findings and convinced to find the best possible route to improve effective leadership, various initiatives were developed. They explored how best to transform perceptions through a program to perfect leadership at low and high levels. These exercises would reinforce behavioural skills, develop a more results-oriented focus and in a particular fashion adopt a performance evaluation scheme based on effectiveness, rather than efficiency indicators.

Scope of the Holistic Model for Police Leadership

The MHLP is a scientific concept in the Police that allows for the integration of personal, institutional and communitarian environments of the police personnel with various attributes including: police honour, vision and innovation, credibility and trust, commitment to service, adaptability and effectiveness. Its aim is to optimize the police service as a whole and to stimulate the institutional culture in line with changes to the social dynamics and other complexities faced by Colombian society.



Figure 5: Holistic Model for Police Leadership. Source: authors

Every member of the Colombian National Police is capable of building trust and credibility with the public if they act with transparency, integrity, responsibility and professionalism; being coherent in his/her thoughts, actions and words. The institution is strengthened by credibility and gaining public trust as well as by improving its core service, which is why it is regularly reviewing its internal processes.

It is currently undergoing the process of Modernization and Institutional Transformation (MTI) based on four core areas: the end of the internal armed conflict and changes to the country; the construction of peace; post-conflict challenges and social transformation. It hopes to achieve the following results:

1. Establish a process to improve and drive projects within the institution in line with the current

and future state of the country, making organisational changes that reflect the new post-conflict era and strengthen security and peaceful coexistence.

2. Reinforce the police force so that it is more human, integral, disciplined, innovative and effective in its management and public work. This is made with the purpose of offering differential public value for citizens, their expectations and needs of security and coexistence.

3. Strengthen public trust through a differential police force that has a greater impact on the population, both in urban and rural areas.

4. Create a value proposition for the public that will help them to face current and future challenges within the framework of peace-building

and social transformation, strengthening crime prevention and control.

One impact of the holistic model is that the best practice demonstrated by the leaders can inspire people to follow their example, replicating and passing on skills. This inspiration occurs through the application of situational intelligence, which is what causes leaders to follow best leadership practices. According to the 3D theory, situational intelligence is the ability to correctly identify situations in terms of what they really represent.

According to Krell, (2017) "Intelligence is the ability to solve problems, or to adapt to new situations; this kind of situational intelligence allows for greater understanding of the situation, the ability to find a solution and to respond accordingly".

Mental Process of the Holistic Model for Police Leadership "OCAM"³

The internal armed conflict in Colombia is an asymmetric war that took place in Colombia from the 1960s to the present. The main actors involved were at first the Colombian State and the guerrillas of the extreme left, adding paramilitary groups decades later. On the far right, drug cartels and criminal gangs. It has gone through several stages of recrudescence, especially since the 1980s, when some of the actors in the conflict intensified their attacks, especially affecting the civilian population, thanks to the financing of activities derived from drug trafficking.

OCAM are the initials in Spanish for each step, as well: Observación sensorial (Sensory Observation), Conciencia situacional (Situational awareness), Acción (Action) and Retroalimentación y Mejora (Feedback and improvement).

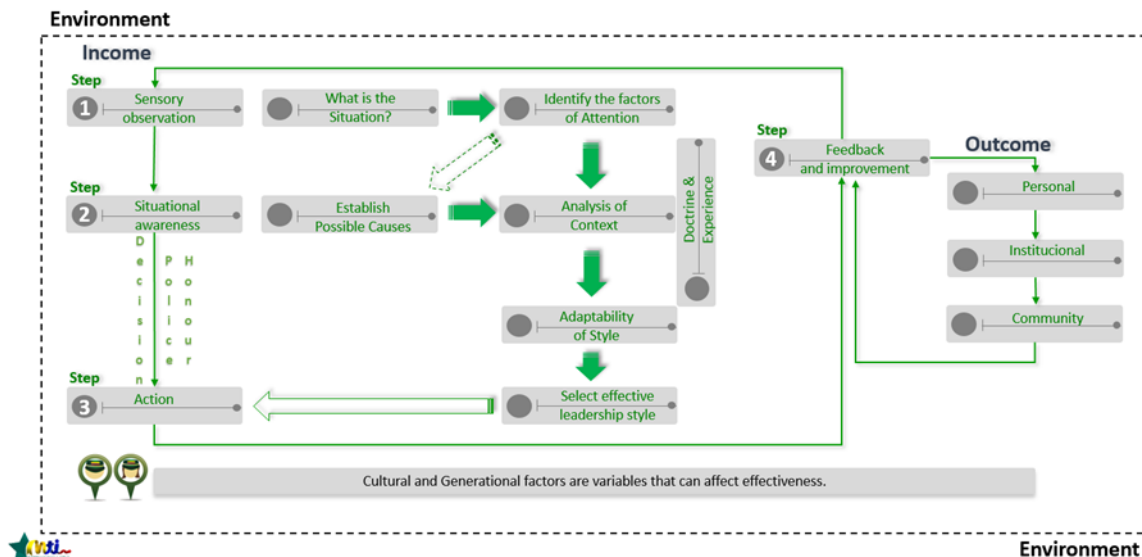


Figure 6: Mental Process of the Police Leader. Source: authors

The Mental Process of the Police Leader (OCAM) consists of 4 steps:

Sensory Observation: the moment at which the police leader deploys all his/her senses (hearing, sight, smell, taste and touch) to determine what is the situation at that precise moment, with the purpose of setting his/her perspective and identifying the main factors that should be the focus of his/her attention.

Situational Consciousness: "When you know what is happening, you can work out what to do" (Adam, 1993), with the aim of establishing the possible causes that created the moment faced. These possible causes, combined with the attention factors identified in the first step, allow the police leader to analyse the context based on his/her knowledge (doctrine) and experience through adaptability of style.

Action: determined by the style of leadership that is selected, bearing in mind that "a good leader won't lead everyone in the same way" (IACP, 2006) and that when making his/her leadership real, it is important to consider generational and cultural differences as variables affect effectiveness.

Feedback and Improvement: an individual conscious and objective exercise, in which, through time, a more humane and effective leadership is guaranteed since decisions taken have an effect on third parties and their environment.

Finally, the police leader must take into account factors such as cultural or regional differences, generational gaps (3.6) and environmental

circumstances. According to House (1971) and Palomino (2009), the environment can be taken to mean those variables in the surroundings that require adaptability:

"The organization is seen as a system influenced by its surroundings and where there is a constant state of change". (Von Bertalanffy, 2006).

Implementation of the MHLP

The holistic model proposes the use of all existing leadership styles depending on each official's level of responsibility. When only one style of leadership is applied at any level of responsibility, it causes rigidity and therefore the institution must consciously work to replace these cultural leadership practices using the MHLP criteria.

Direction

High academic education. They act morally according to institutional principles and values, demonstrating commitment, resolution and adaptability.

Consultancy

Provides and analyses information, supports decision-making by those in charge and/or in administrative and management roles.

Administration and Management

Predicts, plans, organizes, coordinates, manages and controls the operation and its results. This level aims at implementing new provisions and improving processes.

High-level Individual Contribution

Specific subject knowledge and/or experience.
Capable of generating initiatives to meet stated goals regardless of whether additional personnel are working under their command or not.

Basic Individual Contribution

Essential knowledge acquired in the training schools for patrol officers.

The MHLP is implemented within the organization in careful coordination with the Institutional Culture model, to ensure greater compliance, deployment and sustainability, starting from the tactic fact in

which both culture and leadership, consider a set of requirements that the police as an institution requires for all and each of its staff in uniform.

Effective Practices of the MHLP

In order to complete the assigned tasks and to meet the goals, the following effective practices have been developed for each level of responsibility

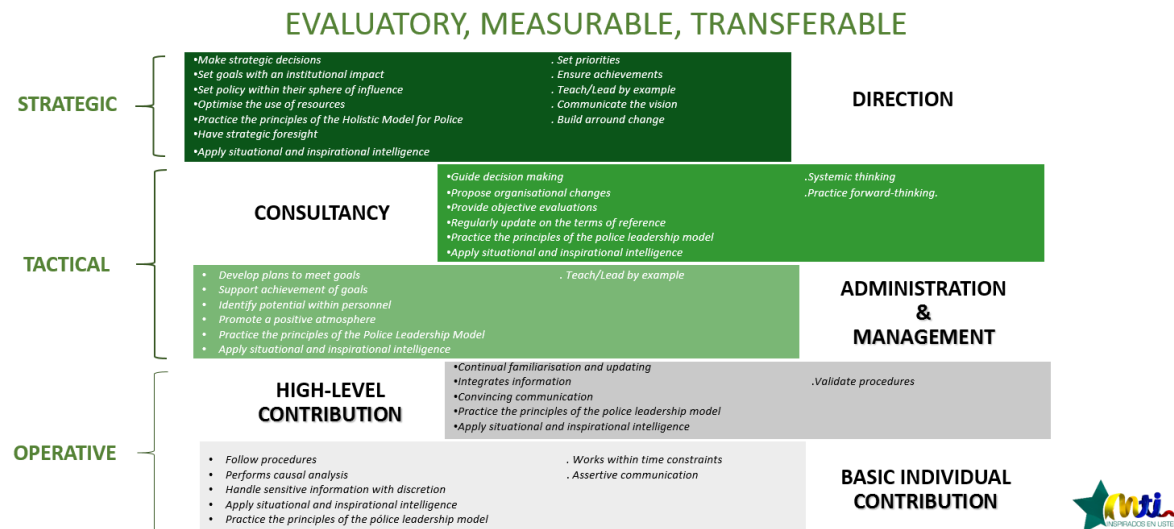


Figure 7: Effective Practices of the MHLP. Source: authors

The Human Talent Management Directorate will integrate the capacity of the following 4 directorates (National Schools Directorate, Recruitment Directorate, Police Health Directorate and Police Welfare Directorate) for

the implementation of the Holistic Model for Police Leadership.

- Monitoring and Performance Evaluation

Considering the application of the different leadership styles, as defined by the model, it would be possible to determine, by using tools to gauge effectiveness, those that allow the evaluation of behaviours related to police leadership and its impact on the effectiveness of the service provided.

- Education, training and Continuing Education

Socialization and training will take place, through the National Schools Directorate and through directorates within local teams in the units, according to their competencies, to guarantee the interiorization of the concepts of the Holistic Model of Police Leadership.

- Organizational Communication

The Strategic Communications office will develop campaigns to promote the contribution of the Holistic Model for Police Leadership throughout the different parts of the service. They will use internal communication channels and public media, aligned with the directorate's defined priorities.

Tabla 5.

Clasificación Brechas generacionales

Generation name	Period
Silents or Silent Generation	Born between 1925-1945
Baby boomers	Born between 1946 y 1960
X Generation	Born between 1961-1979
Y Generation or Millennials	Born between 1980- 1995
Z Generation or Centennials	Born between 1996-today

Source: Nielsen 2015

Generational Gaps

The Colombian National Police, like the majority of public and private sector organizations around the world, currently employs different generational groups, each of which require different treatment when it comes to designing and implementing a model.

Bearing in mind that five generations have been identified, with distinct perceptions of institutional concepts such as 'fair', 'correct', 'indispensable', 'urgent', 'important' and 'necessary'. the MHLP looks to serve as the vehicle by which they are mobilized and given a voice. The aim is that they coexist, complement each other and make a positive contribution to the institution and meet its objectives through empathy.

The classification by Nielsen (2015) is used as a reference to provide a description of the current generations:

People from all these generations are found within the Colombian National Police.

Silents or Silent Generation

Currently aged between 72-92, no longer in active service but represented by uniformed personnel with a current or permanent connection to the institution.

They are characterized by:

Firm belief that to be a police officer is an honour
Subordinate and without question support the chain of command

Dedicated, experienced and perseverant
Followers and promoters of discipline and the police doctrine
Spiritual and religious

Their leadership style is autocratic. They take responsibility in decision-making. They initiate and control actions. They feel rewarded with medals and they prefer face-to-face communication.

Baby Boomers

Currently aged between 57-71 years old. Their distinguishing characteristics are:

Service oriented
Consider work to be the most important aspect
Value productivity and do not tolerate downtime
Appreciate status symbols and vertical growth
Dedicated
High levels of experience and knowledge
Loyal to the institution

Decisive, motivated, persuasive and driven by personal appreciation

Appreciate commitment and formal recognition from their peers

Communicate face-to-face, by email and personal calls.

X Generation

Police from this generation are aged 38-56. They are currently 27,105 police officers (1,830 are female). They account for 15% of the institution. They are:

Flexible and adaptable
Results oriented
Looking for work/life balance
Independent
Self-starters

This generation understands the need for uniformed personnel to be involved in the key aspects of the institution. They adapt easily. The most meaningful incentives for them are: promotion, formal recognition and opportunities for development.

They communicate via emails and text messages. For these generations (Silents, Baby Boomers and X), working is the best way to generate value; effort is the primary principle of productivity.

Millennials

Police from this generation are aged 22-37. 126,650 police officers belong to this generation, of which 11,286 are women. They represent

71% of the total institution and are characterized by:

- Positive attitude
- Permanent connection to technology
- Quality of life as a priority
- Like team work
- Prioritise flexibility over stability
- Don't create institutional dependence
- Question authority

They like challenges, space for innovation, immediacy, social networks and workplace flexibility (schedules and workload). They prioritise their quality of life and flexible working hours in order to spend time with family and friends. Their communication is digital, generally via different social networks.

Centennials

Police from this generation are aged 18-21. In the institution, 24,327 people belong to this generation, of which 860 are female. They make up 14% of the institution. The primary characteristics of Centennials are:

- Digital natives and hyper-connected
- Through time they believe less in the institutional hierarchy
- Reaching top ranks of General or Commissioner is not their ideal
- Look for short-term results
- Self-taught and bilingual
- Impatient
- Independent

Their greatest stimuli are: travelling, meeting other cultures, flexible working hours and online

education. Their communication is audio-visual, with instant messaging, and they prefer to be informed via social networks, which is why they regularly use emoji and memes. They are the youtuber generation.

For Millennials and Centennials, economic stability isn't their biggest priority. They are looking for more immediate experiences. They delay starting a family, preferring to avoid the responsibility of having children or will only have a small number. They prefer to travel and to have independence within the workplace; they are no longer looking for a formal job but rather seek opportunities to be entrepreneurs or freelancers. Their mantra is LIVING.

Results

Based on the findings of the internal strategic review, in line with the recommendations from the report produced by the senior consultative commission, the institution developed its change management programme as part of the wider institutional Modernisation and Transformation initiative. It aims to project the National Police based on their strategic strengthening, in order to consolidate a police force more humane, integral, disciplined, innovative and close to the citizens.

Thus, within the framework that was devised for the development and implementation of the change management strategy, the Human Talent Management Directorate was involved with one of the 7 development plans:

Colombian National Police 10-Year Expansion Plan

Career Regulations

Institutional Culture

The latter was included as a means of seeking a differential impact on the institution to fully mobilise its members using the police leader behaviours.

Thus, during the last decade, and in order to identify aspects that allow to model the desired behaviours of its uniform personnel, in 2010 the institution started a research about the institutional culture called "A Joint View of How We Are". It allowed to know the state of the institutional culture and identify internal aspects that impact on the perception that people have about credibility and trust in the National Police.

Following the initial study of institutional culture, Resolution 1744 (issued on May 20th, 2011) was adopted by which the model of institutional culture is implemented, defining its methodology, work teams, identification, articulation and mobilization spaces for operationalization, and Resolution 00225 (issued February 4th, 2011) was repealed. This was aimed at starting activities such as meetings, congress, cultural routes, etc and all the necessary requirements to fulfil its objectives.

However, as the exercise was being developed, questions started to arise regarding the impact and effect that these kinds of activities might have on uniformed personnel, so as to better model the daily behaviours required and needed by the institution and ensuring that they comply with its policies.

This highlighted the need for the creation and implementation of the Holistic Leadership Model, the culmination of work carried out by the Human Talent Management Directorate since 2004 that laid the foundations for best practice talent management within the Colombian National Police. The holistic nature of this model takes into account the major scientific and research theories into leadership (traditional and contemporary), offering a clear and objective look at situational and inspirational leadership with an integral focus on people and relationships (bidirectional) as a means of attaining greater effectiveness.

Conclusion

The MHLP determines a unifying criterion for the whole institution related to the leadership type that its staff must follow and defines those attributes deemed 'essential' for a police leader and through which we are able to determine the institution's contribution to the public and country as a whole.

This model examines all the variables, environments, scopes and peculiarities that require attention within a centennial institution in order to evoke a leadership style that not only fulfils the four (4) institutional objectives for effectiveness within institutional development (urban public safety, rural public safety, criminal investigations and international cooperation) but also allows for it to become a frame of reference both nationally and internationally in the pursuit of peaceful coexistence, social order and harmony.

That is how the MHLP has become the linchpin between the institutional interests to manage change (MTI) and the mobilisation of institutional culture. When the police leader can successfully identify the positive cultural behaviours and align them to fulfil the Mission, Vision, Mega, Policies and institutional guidelines (that provide coherence between the system/structure alongside the rules and shared values), it will undoubtedly lead to a sustainable improvement in service provision, a positive public perception towards the institution and the emotional commitment from the force demonstrated through example and best practices until they become embedded as habits and actions that can be passed on.

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