



11 Critical Leadership Concepts for Law Enforcement Leaders

By Leading Blue
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LEADING BLUE

LAW ENFORCEMENT LEADERSHIP ACADEMY

11 Critical Leadership Concepts for Law Enforcement Leaders

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Andrew DeMuth is a law enforcement veteran of more than three decades with four different agencies. A student of leadership his entire professional life, in 2021 he founded the firm *Leading Blue*. Today, he passionately teaches leadership and related topics to both law enforcement and private sector audiences throughout the country.

A strong proponent of what he calls the debt of leadership, his bold approach serves as both an excellent introduction for new leaders and an often-needed refresher and graduate course for seasoned leaders. Andrew's leadership philosophy is simple: we make our organizations and units great by making our people great. Simply, our people deserve nothing less than the most exceptional leadership possible.

Dedication

This writing is dedicated to the law enforcement professionals who truly understand and execute their mission as leaders. Whether in the field or in the office, they are proactive in developing their personnel, building a more effective organization, and making their agency a better place to work. **There are not enough of you!**

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Introduction

In law enforcement, being called a great leader is among the highest compliments one could receive. Whether you earn this distinction is entirely up to you. This guide skips the typical "Welcome Aboard!" and instead asks, "What's next?" Leadership is a debt to your organization and those you lead. Both deserve nothing less than your absolute best.

Good news: the rest of us want you to become an extraordinary leader. In fact, we want you to be a wildly successful visionary who helps take yourself, your people, and your organization to the next level. We want you to be better than us. But, again, that will be up to you.

This guide is not designed to be the end-all-be-all of your leadership training; it is designed to be lesson one in a career filled with lessons. There is a world of study behind each concept below, and we encourage you to eagerly continue to learn.

Your Training is Your Responsibility

You might work for an agency with a comprehensive new supervisor development program. You might not. It doesn't matter. In the end, your training and development are your responsibility. Understanding and embracing this is a critical part of becoming a good leader. Whether you will manage a team of corrections officers in a pod or a squad of troopers on an interstate, you owe it to them to be the best leader possible. The responsibility is just too great. And you must understand that, as the leader, *everything* is your responsibility.

Don't count on your agency to provide you with the necessary training. The vast majority don't. Your plan should be to create your own leadership development program to be supplemented by what your organization provides. This means identifying where you need training. You can break it down into three primary areas: administrative training, operational training, and leadership training.

Administrative Training

Administrative training includes scheduling, processing school requests, personnel and equipment inspections, etc. While not quite as exciting as man-

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aging a critical incident, your people will expect you to know what you are doing. Something as simple as scheduling can cause you a lot of headaches if you don't get it right. "How come the junior guy is not being assigned a sector? Why does she get the new car again? This is my third day in Zone 4; how come I'm never assigned as the backup car?"

Your people want their leave time granted without incident, new equipment distributed when needed, usernames and passwords issued without delay, and all other administrative functions to run flawlessly.

They also want fairness. This means you must be intentional in anticipating problems, and, for the first time in your career, you must worry about perception because, to our people, perception is reality.

It won't matter how great you are in engaging with your people, either. If you are dropping the ball on the administrative and management tasks, no one will view you as a strong leader.

Administrative training also includes knowing the rules that govern your actions and the actions of your people. Are male employees permitted to wear earrings in uniform? Are two officers on the same squad permitted to engage in a romantic relationship? On what occasions may your people wear the Class B uniform? The last thing you would ever want to happen would be to discipline one of your people for an action that was not prohibited, or worse, allow prohibited behavior. You must know the rules and regulations, SOPs, local, county, and state guidelines, and other related areas.

Operational Training

Your squad takes an alarm call at a commercial business. First responding officers locate signs of forced entry, and they believe the intruder is still in the building. This could be handled in a number of different ways: requesting a K-9, utilizing the regional tactical team, or leading the squad in a room-to-room search. Often, the option selected has more to do with available resources than the best course of action, but what will be your call?

Where will you land the medivac for a serious crash on the south side of town? First action after receiving a report of shots fired in the high school? An inmate is complaining about chest pains, but the arresting officer says he's faking and ignores it. Your sector cars are all handling calls when a violent domestic incident comes over the radio. A three-year-old just went missing. What will be your first course of action in these situations?

Operational activities include the day-to-day handling of calls for service and situations.

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Leadership Training

Leadership is not some advanced style of management that materializes in new supervisors. It is a skill set, and it must be learned.

As an industry, law enforcement is not doing nearly enough to develop leadership in their people. The private sector spends \$60B each year on leadership development, much of it from high-end commercial professional development providers. They do this because they see the value in having strong leaders and the return on investment.

Most new law enforcement supervisors are put into their new positions without any prior training. Instantly, they're tasked with leading heavily armed teams of men and women into high-stakes, confrontational situations, yet they receive little to no preparation. This is outrageous but also a conversation for another day.

Leadership is a massive area of study, but it begins by establishing a foundation. In this document, we will introduce you to 11 foundational concepts of leadership that will put you on a good path toward future learning.

However, there will be much more to do, and we cannot emphasize this enough. Leadership is never mastered; it is a continuing area of study that will last for the remainder of your career. This effort should include reading books and articles, attending conferences and professional development training, watching videos, listening to podcasts, and more. The good news is that there are lessons from the most successful leaders of all time available at little or no cost. You must set time aside every day or at least every week for some type of leadership development. The area is just too important.

Understanding and Appreciating the Role

It doesn't matter how adept you were in your previous role; leadership is an entirely new skill set. It is an incredible responsibility, especially in law enforcement. The success of your squad/unit/team will depend on you.

As a formal leader within your organization, you will have tasks to complete every day. This is the management side. However, most of your role will involve complicated, unpredictable, and enigmatic people. This is the leadership side.

The Highest of Standards

With approximately 18,000 law enforcement organizations nationwide, standards vary far and wide. If your organization doesn't hold you to a high standard, you do it! Be exceptional. You are a leader in the noblest of all professions. You owe your people nothing less.

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The 11 Most Critical Concepts for New Law Enforcement Leaders

As indicated earlier, there are more than 18,000 law enforcement agencies. One of the problems with this dynamic is that you might work for an agency where you've never seen outstanding leadership. In these organizations, the perceived great leader might be the nice lieutenant or the fit sergeant. While these *can* be traits of a good leader, by themselves, they are not definitive indicators of good leadership.

Without having experienced spectacular leadership, it is difficult to become a spectacular leader. In such situations, the importance of seeking outside training and learning about outstanding leaders cannot be overstated.

Of course, [Leading Blue](#) (the publisher of this guide) is known for our exceptional *High Performance Leadership* program, a one-day class on the most important tenets of leadership, but this guide would not be complete without including other commercial firms and government entities that offer programs which consistently receive high marks:

[Calibre Press](#)
[Center for Police Leadership & Ethics](#)
[Command Presence](#)
[Dolan Consulting Group](#)
[FBI-LEEDA](#)
[Federal Law Enforcement Training Center](#)
[Jack Enter & Associates](#)
[Ivory Tower by Thomas Rizzo](#)
[Paul Butler Presentations](#)
[Professional Law Enforcement Training](#)
[Public Agency Training Group](#)

The Debt of Leadership

This is a critical leadership concept we teach in our classes, and it is twofold.

The first part is the debt to the organization. A promotional announcement was made at some point, and many hands went up. They chose you.

At some point, the initial excitement of the position will wear off. Then, there will be the passive-aggressive lieutenant, the proposals for new initiatives you submitted which were all denied, and the declined request for a school you wanted. None of it matters. They made you a formal leader, and that debt never ends.

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Second, chances are others wanted this position you currently hold. There were some disappointed colleagues when the decision was announced. The least you can do is be outstanding in the role. If they had selected someone else, you would feel, "If it can't be me, at least let it be someone who does a great job." They want (and deserve) nothing less.

In both cases, the debt never expires. No matter how much you might become burned out from your team, your organization, or the job, you are obligated to put forth your best. When you drop off, but you must pull yourself back up. There is no room in this noble profession for do-nothing bosses at any level.

It's Not About You

Herb Kelleher, the CEO and founder of Southwest Airlines, was once asked about his leadership philosophy. His answer was outstanding: "Employees first, customers second, shareholders third."

Absolutely, spot on.

It *is* about putting our people first. It has to be. When our people are good, they are ready to accomplish the mission. Herb Kelleher went to great lengths to create a highly people-centric environment for his employees, and the results have been evident in the company's successes.

Leadership author Simon Sinek shares a similar tale from an interview with a Marine Corps General. He asked the general, "What makes the Marines so special." The general replied, "That's easy. Officers eat last."

The general went on to explain that when troops are deployed in the field and "Chow time!" is announced, they line up in order of rank and seniority but not like you would think. The lowest ranking and most junior personnel go to the front of the line. The highest ranking and more senior personnel go to the back of the line. I've since learned that the other branches do this as well.

Think about it: If there is not enough food to go around, it will not be the rank and file doing the fighting who go hungry, it will be the leadership in the rear. If there is a logistics issue, who is more likely to get it resolved, a hungry lance corporal or a hungry lieutenant colonel?

But more important is the symbolism of putting your people's most basic needs ahead of your own. It goes far beyond eating last; it sets the tone of what is expected from leaders in the organization.



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Donated meals? They go first. The car everyone loves is available? Give it to your people. Overtime opportunity? Give your people the first shot or at least alternate. Let this be part of your brand, and you will start building respect and loyalty. Put your people first.

A Strong Leadership Presence

You are the leader; act like it.

Give your position the dignity it deserves. Nobody respects a buffoon or someone preoccupied with getting everyone to like them.

In a [TEDx talk on executive presence](#) (worth the watch), Laura Sicola identifies the three pillars of leadership presence as appearance, communication skills, and gravitas. Good, but I would add job knowledge and reputation.

Appearance

The ideal goal here is fit, well-groomed, and impeccable attire. In the military, they constantly emphasize "attention to detail," especially in how we dress. This is not just the standard for special occasions; it is the standard for every day. With non-uniform attire, it does not have to be the most expensive, but it does have to be clean, pressed, and properly sized.

Not everyone achieves their desired fitness level, but even if that is the case, there is no reason that we cannot excel in the other two areas. In fact, it is even more important that we do.

Communication Skills

Communication is the single most important skill in leadership. It is also the single most important skill in law enforcement.

Everything communicates: the way you drive up to a scene, the type of car you are driving, how you get out of the car, the manner in which you approach a suspect, your uniform and hygiene, etc. Up to this point, a word has yet to be spoken, and it is no different with your people.

Communication includes the clarity of your words, the tone, the words selected, and, of course, all of the non-verbal communication actions.

Communication is the key to a successful conversation with a low-performing subordinate. It is crucial when trying to sell an idea up the chain. And it is critical when trying to de-escalate a volatile situation with the community.

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With just paragraphs, we cannot impart the secrets to successful communication. The takeaway here is understanding the importance of communication and seeking out every article, video, and formal class on enhancing your ability to communicate effectively.

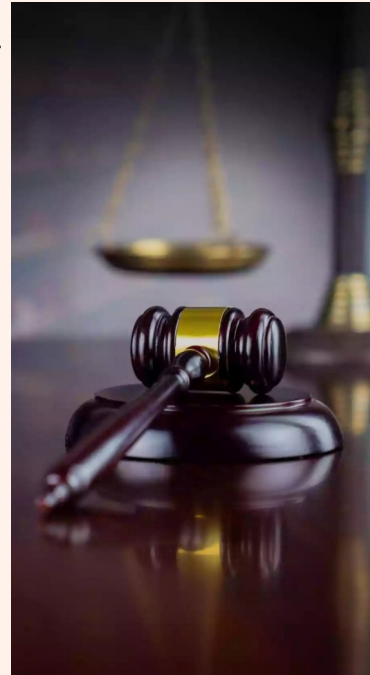
Gravitas

Let's define gravitas as the way we carry ourselves. As leaders, we must get gravitas right. One study of professionals found that nearly 70% view gravitas as the core characteristic of leadership presence.

There is a fine line here, so two caveats, and they are important.

First, as leaders, we must be authentic; we must be ourselves. If a member of your organization is promoted to sergeant and she becomes an entirely different person, it will be apparent to everyone. We can still share light-hearted moments with our people, but we must always remember the larger picture: we are a leader in this organization.

Second, some mistake gravitas for pretentiousness or condescension. If our people view us as unapproachable, we are getting it wrong. If our people must consult with one another as to our mood of the day before coming to us with an idea or a problem, we are getting it wrong.



Job Knowledge

It's simple: Job knowledge is credibility. As leaders, we must have a solid understanding of our jobs. In a narcotics environment, this would include the criminal code, case law (crucial if you are the one authorizing warrantless searches), attorney general and county guidelines, rules and regulations, building entry strategy and techniques, drug identification, procedures, and best practices for handling different situations, etc.

Leaders should devote at least 30 minutes of every shift to reading. The goal should be nothing less than exceptional job knowledge.

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Reputation

When you enter a room, you are not materializing in front of your people for the first time. They know you. You bring with you yesterday, last week, and last year. How you treat your people is a critical part of your leadership presence.

Your reputation as a leader is built from the day-to-day, often mundane encounters much more than from the crises. This might be the most significant part of leadership presence.

Consider an agency executive known for being arrogant, selfish, and condescending. He enters a briefing room and approaches the podium. Before a word is spoken, what has been communicated just by his mere presence?

How different would it be if the leader was known for being kind, empowering, and an exceptional coach?

Leadership in the macro is built from all the individual relationships we establish with our people in the micro.

Leaders Care About Their People

There is an old unattributed quote that starts this section nicely:

**"They don't care how much you know
until they know how much you care."**

Great leaders truly care about their people, personally and professionally. In my three decades of law enforcement, the best leader I ever worked for knew my wife and kids. She knew their names. At the first outside-work event we attended together, she came over to introduce herself and could not have been more gracious. She also took an interest in my career professionally in allowing me to attend advanced training and including me in meetings and functions to which I was previously not included.

I've also worked for leaders who were cold, distant, and self absorbed. It is an entirely different work experience to work for a leader who truly cares.

Leaders Know Their Craft

It is inescapable: Great leaders know their craft. They don't need to know every detail of everyone else's job, but they do need to know their job.

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Kevin O’Leary, the wildly successful businessman known for his role on Shark Tank, constantly preaches to leaders, “Know your numbers.” Correct, but having a solid job knowledge goes beyond just numbers. If you are a chief, you certainly must know the numbers pertaining to your crime statistics, internal affairs complaints, approval rating, agency size and demographics, etc. But you must also know about line-item purchases and budgeting, strategic plan-

ning, employment and disciplinary law, and many other areas.

For lower-ranking personnel, having a strong job knowledge can get you a seat at the table. Being that go-to person on search and seizure, grants, or search warrants will result in higher-ranking personnel coming to you with questions. Being a self-made expert on street gangs can get you invited to upper-level meetings discussing gang activity.

There is no question that knowledge is power. When you are that knowledgeable leader, it adds to your leadership presence, and it will become known within your organization. Commit at least 30 minutes of each shift to reading and learning.

It’s Always Showtime

They. Notice. Everything.

If the captain shows up ten minutes late for work every day, they notice. If the sergeant extends his 30-minute meal break to 90 minutes, they notice. And if the chief downs a dozen cocktails at the holiday party and then goes sailing down the road, they notice.

This includes on-duty and off-duty. Leaders must always be aware that they are setting an example for their people, and their people are always watching.

Leadership Mindset

There are three parts to a strong leadership mindset:

1. Understanding your role;
2. Leading from altitude;
3. Always being on the lookout for leadership opportunities.

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Understanding Your Role

You and your officers arrive at a residence for a report of a missing three-year-old girl. Your instinct is to begin searching the home and yard, but you can't; that is not why you are there.

If you are not managing the incident, who is? For a situation as serious as this, you need to assess the scene quickly, and if the child has gone missing, request a massive response of personnel and resources, from investigators to dogs to helicopters, depending on the environment.

In agencies with limited manpower, you may have to wear several hats and assist with other tasks, but you cannot neglect managing the scene.

Whether the situation involves a motor vehicle crash, a large family dispute, or a structure fire, it is crucial to understand your role. You are there to manage the scene and bring it to the best conclusion possible.

Leading from Altitude

There is an old, unattributed term that is highly relevant to law enforcement: leading from altitude. Simply, it is the ability to mentally elevate and see the *entire* situation, not just what is in front of you.

At the scene of a serious crash, it's easy to focus on the drivers arguing, the fluid running from the bottom of one of the cars, or the horn sounding.

If you elevate, however, you'll see that nearby intersections must be covered and traffic rerouted. You'll see that additional resources need to be requested, and the midnight shift must be called in early. You'll see that the downed pole knocked out power to a senior community, and units must be sent to check on their residents. Leaders must see the entire chessboard.

Always Looking for Leadership Opportunities

Great leaders take advantage of leadership opportunities. Too often, easy ones are missed. This is unfortunate because these situations are opportunities to define yourself as a leader and create loyalty to both yourself and the organization. Looking out for leadership opportunities includes the following:

- A. Proactively seeking opportunities to recognize and spotlight your people;
- B. A constant state of surveying what your people need and getting it for them;
- C. Instilling and reinforcing values you want your team to embrace.

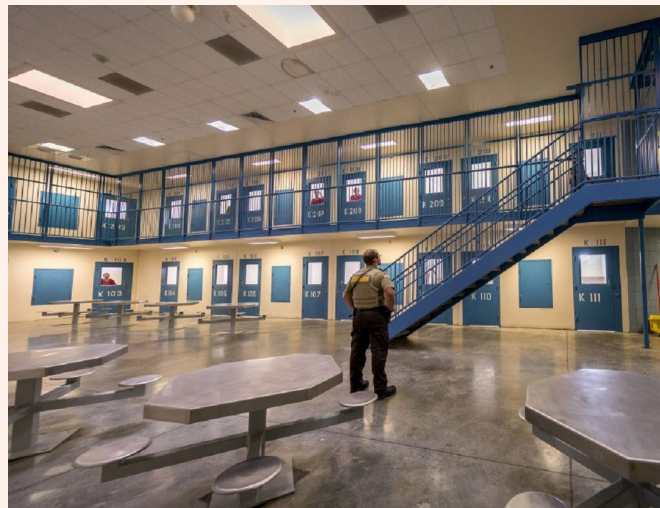
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Proactively seek opportunities to recognize your people

You notice two of your people in the gym on their own time. Let them know how happy it makes you seeing your people take their physical fitness so seriously. We should always be looking for opportunities to recognize our people whether for something small like this or something more valorous. Recognizing our people is great, but you can go even further by spotlighting them as well.

Spotlighting is simply making the recognition public. In this example, you could mention it in an email to your supervisor or even their colleagues with them copied, spotlighting the example they are setting in physical fitness.

One of your detectives just completed her master's degree. Hopefully, your agency has some award for that. If not, how about a written commendation on letterhead for her personnel file? You could give it to her at the annual agency/precinct/unit meeting or the town or city council meeting. Again, we want to spotlight them as well.



Your agency's Tuesday night softball team won the championship. A great opportunity to grab a photo and post it on a tripod at the employee entrance for a month or so as well as on social media.

Be proactive in putting your people in for awards: agency awards, county awards, attorney general awards, awards from other organizations, etc. Recognition is incredibly important in a profession that can sometimes seem thankless.

And by spotlighting your people as well, you not only get the benefit of positive reinforcement of those involved, you let others see the behaviors you want.

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Survey what your people need and get it for them

You are overseeing an outdoor crime scene where your personnel have been standing in subfreezing temperatures. A no brainer: coffee, meals, rotations out of the cold, etc. Reach into your own pocket if need be, but take care of your people.

Make sure equipment gets fixed. If you have antiquated systems, lobby your command staff to bring them up to date. Let your people know that when they come to you with something, it will be handled immediately. Become known as *that* supervisor who always come through.

Be proactive too. Periodically survey your people about impediments to their job and respond accordingly.

Instill and reinforce important values

To a large degree, culture is a reflection of the leader. It is important to clearly define yourself and what you expect from your people. This certainly includes the values you find important.

But announcing values is not enough. You must frequently reinforce them.

So, how exactly does this pertain to leadership mindset?

When you observe your people performing in concert with your values, tell them. Recognize them. Spotlight them as an example of what you expect and are trying to accomplish. When you acknowledge and reinforce desired behavior, you get more desired behavior.

The worst thing you can ever do is not notice when your people are performing well and trying to please you. It sends a message that you don't, and many will eventually stop making the effort.

Some final thoughts on leadership mindset.

A common mistake of new leaders is to take over every call. It is important that you resist this temptation even if your people are struggling. If you jump in at the first sign of trouble, you can correct and train on one mistake. If you allow them to get through the entire call, you can also train on additional mistakes they made. Plus, even if it wasn't pretty, the fact that they got through the call will be a confidence builder for them. Obviously, if it is a life-or-death situation we should intervene earlier.

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You Gotta Help!

There is this line of thinking that once promoted, performing any of the tasks designated for line personnel is somehow beneath the leader. I am the first to say supervisors should not be bogging themselves down by grabbing calls. In fact, this is a common mistake made by new supervisors seeking to gain popularity with their team.

However, there are times when it is all hands on deck. When your people are two hours past their meal time still running from call to call, but you managed to meet your spouse for a nice 45-minute, sit-down meal, that is a problem. It is also a surefire way to build resentment against you.



It goes for all ranks, too. I can recall several occasions as a patrol sergeant when we were overwhelmed with calls, and a lieutenant stepped out of the building, got on the radio, and asked, "Sarge, where do you need me?" He was fine with directing traffic in the rain or handling a paper call. He knew we needed help and helped. I was so appreciative that I continue to share the story years later.

In our classes, when discussing this topic, we put up a slide containing a pyramid representing the descending workload as one progresses in the organization. We then flip the pyramid and explain how it should be. With each promotion, we should be taking on more work. During those times when we have nothing to do, great leaders demonstrate proactive leadership, the leader version of being proactive. We ask questions like "How can we make the environment better?" What can we do to improve the culture?" and "How can we make the organization more effective?"

Leadership author Simon Sinek has a fantastic quote that encapsulates this concept nicely:

"Leadership is not a license to do less; it is a responsibility to do more."

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As we said in the previous section, let this become part of your brand, and you will become known as the leader who looks out for their people.

Leaders Building Leaders

Ralph Nader authored what is perhaps our favorite leadership quote of all time:

**“The function of leadership is to produce
more leaders, not more followers.”**

This quote captures the essence of exceptional leadership and is an excellent segue into this final section.

Poor leaders thrive on power. Great leaders thrive on building others. Another fantastic quote, this time by Leading Blue:

**“The ability to make others great is far greater
than the ability to make yourself great.”**

By now, you have probably noticed a recurring theme in this guide: great leaders are committed to their people. This is the foundation of true leadership, and we must make it the bedrock of leadership in law enforcement.

“Leaders building leaders” is accomplished in three ways:

1. Setting an example;
2. Intentionally developing your people;
3. Providing opportunities to experience leadership.

Setting an Example

Developing our people always begins with setting an example. One of the earlier concepts listed was “It’s Always Showtime.” Great leaders understand this and that their direct reports notice everything they do.

Strong leaders also understand that hypocrisy is a team killer. Holding others to standards the leader clearly doesn’t follow is the quickest way to shut down positive energy.

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Intentionally developing your people

Great leaders proactively train and develop their teams. They consistently build their teams' job knowledge and leadership skills through training and experience. Great leaders have their people deliver briefings, manage scenes, and make complex decisions to strengthen their skill sets. Truly great



leaders invest in their people's growth. They gain satisfaction from watching their subordinates thrive during leadership opportunities and later in actual leadership roles.

Sitting down with your people is critical for building strong leaders. Those one-on-one and team conversations where you explain why you do certain things and share the lessons you've learned can transform their professional lives. Sending them to high-quality leadership development classes is equally important. Our people need formal instruction on vision, culture, environment, communication, and other essential leadership topics. The goal is to make leadership development part of the culture.

In the book *Good to Great*, Author Jim Collins and his team identified the top performing companies of all time and then analyzed them to see what made them so successful. One of their conclusions is relevant to this section.

According to their research, the most successful leaders prioritize grooming their teams to achieve greater success than they did. These leaders view the organization's failure after their departure as a reflection of their own shortcomings. To prevent this, they dedicate significant effort to developing their direct reports. For them, building a strong team is just as important as fulfilling the mission of their roles.

Imagine if every corporal, sergeant, lieutenant, captain, and chief embraced this thinking.

Providing Opportunities to Experience Leadership

If you lead a patrol squad, allow your second or third in command to run

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briefings. Better yet, alternate between all your people. Twice a month, require each of your people to give a 10-minute training block on a relevant topic after briefing. If you are managing a team of detectives, have your people run the monthly meetings.

Let your people run the scenes and investigations, even the serious ones. Give them the experience of seeing complex situations through the leader's prism.

Encourage the members of your team to be okay with leading group projects and serving under colleagues who temporarily lead them. Explain the long-term benefits of both and how being a strong follower is critical to being a strong leader.

Find other ways to give your people responsibility. Instead of your agency using supervisors for new-hire background investigations, assign them to line personnel. Require them to present their findings to the interview panels and administration.

If one of your people is promoted to sergeant and is experiencing stress about their first briefing or managing their team, you failed them. You did not properly prepare them for the leadership role. Law enforcement needs leaders who understand one of their primary responsibilities is developing the leadership skills of their people.

Great Leaders are also Great Followers

Here's a simple question: Do you hold yourself to the same reporting standards that you expect from your team? In other words, how do you perform as a subordinate? There's no way around it: great leaders must also be great followers.

Aristotle aptly described this more than 2,000 years ago:

"He who cannot be a good follower cannot be a good leader."

Former General Electric CEO Jack Welch had a great philosophy for subordinates. It was actually just one word: "Overdeliver!" Make this your philosophy as a subordinate, and you will see more responsibility, more lateral opportunities, and more promotions.

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Be a Strong Leader. Be a Strong Manager

There is a misguided line of thought that strong leadership is more important than strong management. This couldn't be further from the truth.

First, let's define the two: leadership is the people, management is the stuff. Of course, there is some overlap, but leadership involves personnel, while management involves tasks.

Another quote from Leading Blue:

"Management is getting things right. Leadership is getting people right. You need to do both. "

If an employee comes to you about an issue like 16 hours of overtime missing from their paycheck and you do not get it promptly resolved, no one will think of you as a good leader no matter how much of a charismatic people person you might be.

It is the same if fleet vehicles don't get repaired, vacations don't get approved on time, and certifications lapse. While these would all be considered management tasks, failure to follow up on them would certainly damage your perception as a leader.

Great leaders must be effective managers as well.

In Closing

It is critical that you fully understand your responsibility. You assume full ownership of the actions of your people the moment your first shift as a new supervisor begins. This is true whether you work for an agency that provides three months of training or no training at all. You have a duty to ensure calls and situations are handled correctly, the public is treated with respect, and your people do not engage in any behaviors contrary to law or the rules of your organization.

We gave you a lot to digest, so we'll keep the closing short. In fact, how about another quote, this time from management speaker Mark Sanborn. He calls this the test of leadership:

"Is anyone or anything better because of you?"

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Hang this quote in your locker, office, or vehicle, and ask yourself this question at the end of each week: is anyone or anything better because of you? That *is* the test of leadership.

Congratulations again on your new role. As we said at the onset, we all want you to be exceptional in this new position. But that will be entirely up to you!

For more leadership tips and thoughts, follow us on [Facebook](#) or [LinkedIn](#).

Be safe. *LB*



2026 High Performance Leadership Schedule

A one-day program on the most critical tenets of leadership in 2026

April 13, 2026	Ontario, OH
April 27, 2026	Fredericksburg, VA
June 20, 2026	Private Event
August 4, 2026	Private Event
August 25, 2026	Private Event
November 5-8	San Diego, CA Concerns of Police Survivors (COPS) Annual Conference
November 9, 2026	Fredericksburg, VA
December 8, 2026	Private Event

[**Click Here to See Entire Schedule**](#)