



Clay County
Sheriff's Office
(Green Cove Springs, Florida)

Dynamic Leadership for Law Enforcement

April 21-23, 2008

Presented by

Chief Karin Montejo

Editor of

"The Leadership Resource Guide for Supervisors and Managers"



The Alpha Group

Professional Speakers and Trainers

Serving the Criminal Justice Community

We Turn Theory Into Practice™

The Program

Think of the leaders you have known. Some you would follow to the ends of the earth. Others you wouldn't follow to the bus stop. What makes the difference? It is that certain combination of qualities that enables a *dynamic* leader to inspire confidence in people and to motivate them to uncommon levels of achievement and success. To be designated a leader is simply to be given a title. But to truly "be" a leader involves developing a manner of attitude, bearing, and the knowledge of how to get others to work together harmoniously to accomplish organizational goals.

This three-day (24 hour) "hands-on" program provides you with techniques you can use immediately to define YOUR leadership style, build a highly productive team, and motivate your people to superb levels of peak performance. You will also learn how to adopt the language of leadership, how to eliminate speech habits and behavioral gestures that sap your power and diminish your credibility, and how to use a variety of tips and techniques to identify and resolve a multitude of workplace problems. Additionally, you will be shown how to identify and respond to various personality types and how to establish effective communications between them.

Presented in a comfortable, non-threatening environment that permits both individualized coaching and group instruction, the training takes a "**learn-by-doing**" approach that gives you many opportunities to develop your leadership skills. Through the use of lecture, slide, video presentations, and the examination of actual case studies you will learn effective methods to reward good performance, correct poor performance, and how to create a climate where people actually enjoy coming to work! This format of instruction allows for not only a highly-interactive exchange between you and the facilitator, but offers unique opportunities for group interaction and collaboration as well.

You Should Attend If:

- You are a sworn or civilian lead person, first-line, or mid-management level supervisor who seeks specialized leadership training
- You plan on applying for a supervisory position and want to increase your competitive edge
- You are a supervisor who wants to broaden your knowledge of and increase your exposure to a variety of leadership skills and techniques
- You want to enhance your effectiveness, better motivate and elevate the performance of your subordinates, build a more productive team, eliminate either your own or your employees' dysfunctional behaviors, or simply get people to take you more seriously and make your voice heard

Regardless of your previous supervisory experience or training this course is for you. You can always do your job better when you apply fresh ideas and techniques. We've made sure our seminars give you exactly what you need to put you at your peak.

About Our Dynamic Leadership for Law Enforcement Training Program

Law enforcement officials send their sworn officers and civilian personnel to our Dynamic Leadership for Law Enforcement course because of our proven ability to provide them with high-quality, performance-oriented training. Class exercises are based on the real-world workplace problems supervisors and managers encounter each day. As such, students return to their agencies with not only the knowledge of **WHAT** they should do, but, more importantly, **HOW** they should do it. Skills are developed by instructors who are intimately familiar with dynamic leadership techniques, and by the students' use of our **comprehensive, easy-to-understand course materials**. These elements contribute to the continued popularity of our Dynamic Leadership for Law Enforcement training programs. Our success, however, comes from our achievement of one important goal: *We Turn Theory Into Practice.*™

Here's What You Will Learn

Whether you are a new or experienced supervisor or manager, this course will provide you with an arsenal of tips and techniques you can use immediately to dramatically enhance your leadership capabilities. You will learn **how** to gain the respect and cooperation of your team members, **how** to resolve conflicts, **how** to identify and eliminate language and behaviors that diminish your personal power, and **how** to develop strategies that will increase productivity and motivate your people to peak performance. We will also demystify the professional skills involved in:

becoming an effective Leader

- **Misconceptions about leadership—What it is and what it is NOT!**
- **Why traditional methods of supervision don't work anymore**
- **Understanding the challenges you face as you advance your career**
- **Going from "one of the guys" on Friday to being "the boss" on Monday—how to make the transition successfully**
- **Managers and supervisors: Good vs. Evil**
- **The ABC's of Leadership: How to develop YOUR leadership style to maximize your strengths and minimize your weaknesses**
- **Look, act, and speak the part—How to develop your credibility**
- **Avoiding the self-sabotage syndrome—How to eliminate speech mannerisms and gestures that make others take you less seriously**
- **Mapping the route to success! The importance of setting goals**
- **6 easy steps to achieving YOUR goals and those of your team**
- **Increasing your leadership capabilities—the 20 steps to success**

increasing team performance

- **Why can't they all just get along? Here are the reasons!**
- **Understanding the differences between men and women at work, and why similar actions result in VERY different outcomes!**
- **How to deal effectively with cultural differences**
- **Secrets of effective communication. There's more to it than just speaking and listening! How to be SURE you are heard and understood**
- **When and how to respond to gripes and grievances**

- **Chicken Littles, Shrinking Violets, Eyores, and the other “always negative” folks on the team. How to deal with multiple personalities and move them to the positive side of the street**
- **Quick ways to identify the potential in others using the Willing and Able Gauge**
- **How to get what YOU want by helping them get what THEY want—the importance of investing in your subordinates’ careers**
- **How to properly coach and mentor—an easy step-by-step blueprint for success**
- **What *really* motivates people to peak performance? The answers may surprise you!**
- **You can’t do it all yourself! The Dos and Don’ts of effective delegation**
- **I want it done right! Yes, but at what cost? The love-hate relationship between delegation and micromanagement**
- **What to do when things go wrong! How to foster cooperation, effectively resolve conflicts, and restore team harmony**
- **How to create a positive work environment that promotes the free exchange of ideas and encourages mutual respect**

the darker side of leadership

As a leader, you strive to inspire all members of your organization to heightened levels of performance. However, when it doesn’t occur, you may find it difficult to discipline an errant subordinate. But this too is required of a leader, and this course will teach you how to do it in a manner that maintains the dignity of everyone involved.

- **Exposing the elephants in the room—discussing the “undiscussables”**
- **Ethics—Is it ALWAYS just right or wrong?**
- **Is it a disciplinary issue or a capability issue? Quick ways to tell the difference!**
- **Can we ALWAYS be fair, firm, and consistent?**
- **They see an incident one way, you see it another. Each of you has some favorable points to your arguments. How should you handle it?**
- **The critical importance of setting standards for acceptable and unacceptable behavior**
- **How to deal with employee responses such as denials, excuses, or shifting of blame to others**
- **How to GIVE criticism and how to TAKE it**
- **How to recognize the ominous signs of escalating behavior that can lead to complaints or even criminal activity**
- **How to determine the BEST technique to use to correct an errant employee**
- **When all else fails...How to discipline effectively without creating anger or resentment**
- **How to restore self-esteem, confidence, and motivation to a subordinate following a disciplinary procedure**

About The Alpha Group

The Alpha Group is comprised of professional speakers, trainers, and researchers who provide their expertise and practical experience to criminal justice, public safety and victim service organizations. The organization is widely recognized for its ability to provide training in law enforcement leadership, crime and intelligence analysis, criminal investigative analysis, homeland security and terrorism analysis, statement analysis, interview and interrogation techniques, and other such unique areas of law enforcement. We also recognize that those who serve the public often have unique needs themselves. We, therefore, present a variety of management, supervisory, and interpersonal communications seminars. All of our skill-building programs address the personal needs of those—at all levels—who are employed in the public safety and victim service professions.

About your Trainer

Chief Karin Montejo is a 28-year veteran of the Miami-Dade Police Department, currently assigned as the Division Chief for the Administration and Technology Division. Prior to her promotion



to Chief she was the Major of the Domestic Crimes Bureau, District Commander for the Kendall District, and the Major of the Sexual Crimes Bureau. She has also served as the Captain of the Economic Crimes Bureau, Lieutenant of the Homicide Bureau, and Lieutenant of the Training Bureau where she was responsible for the operation of the Basic Training, Firearms, and Defensive Tactics Units.

As a Sergeant, Karin was assigned to the Professional Compliance and Court Services Bureaus. Her career as an officer ranged from road patrol to general crime, narcotics, and homicide investigations.

Karin holds a Bachelor of Arts degree in Criminal Justice from the University of Florida, a Master of Science degree in Public Administration from St. Thomas University, and is currently a Ph.D. Candidate in *Global Leadership* specializing in Corporate and Organizational Management at Lynn University. She is also a graduate of the Southern Police Institute for Police Executives.

A “leader’s leader,” Karin Montejo is an instructor for the Miami-Dade Police Department and was accorded the honor of presenting the first Assessment Center Overview for the ranks of sergeant, lieutenant, and captain within that organization. She has also served as an instructor for the International Association of Chiefs of Police (IACP) and the Federal Bureau of Investigation (FBI) for whom she developed and presented a *Meeting the Challenges of Leadership* course that was showcased at a major FBI Law Enforcement Conference in Miami, Florida.

The recipient of numerous national awards and internationally recognized for her outstanding leadership and teaching abilities, Chief Montejo provides consulting and specialized training to law enforcement, public and private sector security and victim service organizations, military, and corporate professionals throughout the United States and Canada.

Course Times

The course begins at 0800 on Monday, April 21, 2008 and concludes at 1700 on Wednesday, April 23, 2008.

Tuition Information

Tuition is \$425 per person for the three-day (24 hour) program of instruction. It also includes:

- All in-class course materials.
- A copy of *The Leadership Resource Guide for Supervisors and Managers* edited by Chief Karin Montejo. This CD contains numerous public domain and government publications that supplement the topics referred to throughout the course. The CD also includes a "favorites" folder with a multitude of Internet links that can easily be added to your Internet browser. These links cover a wide range of topics that will broaden your knowledge and add to your skills.
- A copy of the *Dynamic Leadership for Law Enforcement Workbook* by Chief Karin Montejo. This follow-along guide containing lecture and "hands-on" exercise materials complements your learning and will be used extensively throughout the class.

These resources are more than reference materials...they're the "silent partners" you'll take back to your job to enhance your effectiveness and strengthen your team!

- An impressive certificate of graduation will be presented to you upon completion of the course.

PLEASE NOTE: Tuition does not include lodging, meals, transportation to and from the meeting place, parking, or items of a purely personal nature (pens, pencils, paper, etc.)

Earn Continuing Education or Training Units

(Optional)

Various state and local agencies such as colleges and universities as well as Peace Officers Standards and Training (P.O.S.T.) Boards may offer either continuing education or training units to Alpha Group course participants. Additionally, your enrollment in Alpha Group programs may help you meet annual training hour requirements. Check with the training coordinator of your organization to determine your eligibility for these units.

Registration Information

Reserve your seat now! Chief Montejo's courses fill quickly and seating is limited. To register for the course, please contact the host and request the registration form. Payment must be received no later than March 24, 2008. **Make checks or money orders payable to The Alpha Group.** Please send the registration form and your remittance to: Lt. Larry Wheeler, Clay County Sheriff's Office, 212 Blanding Blvd, Orange Park, Florida, FL 32073. You may also register by phone by calling Lt. Wheeler at (904) 213-6633, by faxing your registration form to him at (904) 213-6479, or by email at lwheeler@claysheriff.com. For credit card payments, please call The Alpha Group at (909) 984-8291.

Substitutions And Cancellations

Anyone can substitute for you. If this becomes necessary, please call and let us know. If you need to cancel and you contact us no later than March 24, 2008, we'll refund your tuition, less a \$25.00 per person processing fee. The tuition is nonrefundable for any cancellations made after March 24, 2008. The Alpha Group reserves the right to substitute speakers should the featured presenter become incapacitated. In the unlikely event that the course is cancelled, the Alpha Group's liability shall be limited solely to refunding of tuition payments.

Course Location and Hotel

Accommodation Information

Please contact the host (listed above) for course location and hotel accommodation information.

Is This Course Tax Deductible?

Skill-building and professional enhancement programs such as the Dynamic Leadership for Law Enforcement Course are usually tax deductible. Check with your financial advisor to verify applicability of the tax law to your particular situation.

For Additional Information

If you have any questions or need additional information about the Dynamic Leadership for Law Enforcement Course, please contact Steve Gottlieb, Executive Director of The Alpha Group, by telephone at (909) 989-4366 or by email at crimecrush@aol.com. You may also contact us via our website at www.alphagroupcenter.com or by writing to us at The Alpha Group, P.O. Box 8, Montclair, CA 91763, USA.



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