

# Enrichment

## Learning outside the lesson...

Much of FBI-LEEDA's leadership training program success can be attributed to our host agencies, their chief executives and agency training facilitators. Hosts are encouraged to schedule informal fun and fellowship activities held outside of the regular course time periods as a means of group dynamic "forming".

The March 26-30, 2012, Supervisory Leadership Institute (SLI) hosted by the Stoughton (MA) Police Department and Chief Paul Shastany set a new standard of excellence in terms of enhancing fellowship as well as tying in the leadership lessons with "outside the classroom" practical reality.

Regardless of where your sports allegiances lie, it is undeniable that the New England Patriots National Football League (NFL) franchise has established a reputation for success on the field and in the front office. In the February 6th, 2012, edition of Sports Illustrated (SI) magazine, in an article entitled Kraftwork, author Peter King outlined the leadership attributes demonstrated by team owner Robert Kraft that have been instrumental in the team's protracted success.

The article illuminates Kraft's vision, risk-taking and tenacity (among other personal ideals) that contributed to the franchise's success. These tenets represent some of the same qualities that we reinforce with those who attend our leadership courses as positive determinants of leadership success. Worthy of note is the fact that early in the Stoughton SLI, I encouraged students to look for leadership learning in everything ... even Sports Illustrated!

On Wednesday, March 28, 2012, Chief Shastany announced to the SLI group that he had arranged for an opportunity for us to tour nearby Gillette Stadium, the home of the Patriots. What initially was conceived as simply a fellowship outing quickly evolved into a practical leadership lesson thanks to our host Mark Briggs, the Chief Operating Officer for the Patriots.

Mark has an extensive background in stadium security. He previously directed security at London's Wembley Stadium and served in an elite unit of the British Army. He knows the value of leadership.

It became apparent as the tour evolved that Mark subscribed to the organization's philosophy of team over organization. He identified a considerable number of otherwise talented players that the organization chose to release or trade through the years because they lacked character, team loyalty or other personal intangibles. This observation dove-tailed perfectly with a segment of the previous days lecture entitled "Character Trumps Competence" in relation to effective leadership.

The Patriot organization reinforces their philosophy of personal integrity and accountability. This is achieved in part via the posting of a variety of inspirational and thought-provoking leadership and accountability axioms throughout the facility and in particular, at facility entrances and exits. More compelling in this regard is the organization's philosophy of excellence that transcends all components of the enterprise by focusing on positive organizational and team values.

Tim Plotts and I specifically extend a debt of gratitude to Chief Shastany for arranging the tour as well as for fostering positive organizational development in his own department akin to the blueprint utilized by the Patriots. Further, on behalf of all FBI-LEEDA instructors I express our collective appreciation to all of our agency hosts for their part in helping advance the science and art of police leadership and management, an integral component of our organizational mission.

- Larry Horak  
FBI-LEEDA Instructional Specialist

