



2024

Ontario Association of Chiefs of Police  
Education Training and Professional Development Committee

# The Future of Leadership Development

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STANHOPE2024



## Present Environment

- Varied leadership development programs are available through various government and academic institutions;
- Courses are often stand-alone, lack synergy and do not follow a scaffolding model;
- Lack of a clear standard.



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# Environmental Scan

## Executive Leadership Courses

\*SPAC Course is offered virtually for 7 weeks or in a hybrid model of 2 weeks in-person and 2 weeks virtual (4 weeks total)

| Course Name   | Institute                              | Rank/Title                                      | Duration   | Cost        |
|---|--|---|--|-------------|
| IACP Leadership in Police Organizations                       | OPC                                    | Sergeant - Inspector                            | 3 weeks  | \$3,750.00  |
| Leading a Learning Police Organization                        | OPC                                    | Sergeant  | 4 days   | \$1,000.00  |
| Emotional Intelligence  | OPC                                    | Sergeant - Inspector                            | 1 day  | \$250.00    |
| Influential Police Leadership                                 | OPC                                    | Acting Sergeant - Inspector                     | 1 day  | \$250.00    |
| Executive Development in Policing (EDP)                       | CPC                                    | Inspector-Superintendent                        | 12 months  | \$11,700.00 |
| Strategic Policing Through Action and Character Course (SPAC) | CPC                                    | Sergeant - Inspector                            | *7 weeks   | \$6,500.00  |
| CACP Executive Global Studies Program                         | CACP                                   | Inspector or Civilian equivalent                | 6 months   | \$18,362.50 |
| Executive Leadership Courses                                  | FBI-LEEDA                              | Police Executive                                | 4 and ½ day  | \$695.00    |
| Rotman Police Leadership                                      | University of Toronto                  | Staff Sergeant and above or Civilian equivalent | 3 weeks  | \$13,560    |
| DeGroote School of Business                                   | McMaster University                    | Inspector & above                               | 5 Days   | \$3750.00   |
| Police Executive Research Forum (P.E.R.F)                     | Senior Management Institute for Police | Senior Executive                                | 3 weeks  | \$9,950.00  |
| Senior Police Leadership                                      | Trent University                       | Sergeant and above or Civilian Supervisor       | Virtual - 6 courses<br>6wks in duration each Program can be completed in 12 months | \$4,500.00  |
| Emerging Leadership Development Program (In Development)      | Queens University                      | Sergeant  | TBD  | TBD         |



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## Challenges of the Future

- Change is happening faster than ever;
- Leaders still require an operational mindset, but there is also an emerging need for entrepreneurial spirit (risk taking, agile change management);
- Leaders need to think about tools of disruption (AI, Robotics, Internet of things) and how that will pose challenges and opportunities for public safety



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# Future Proofing Leaders

The Future of Leadership Development

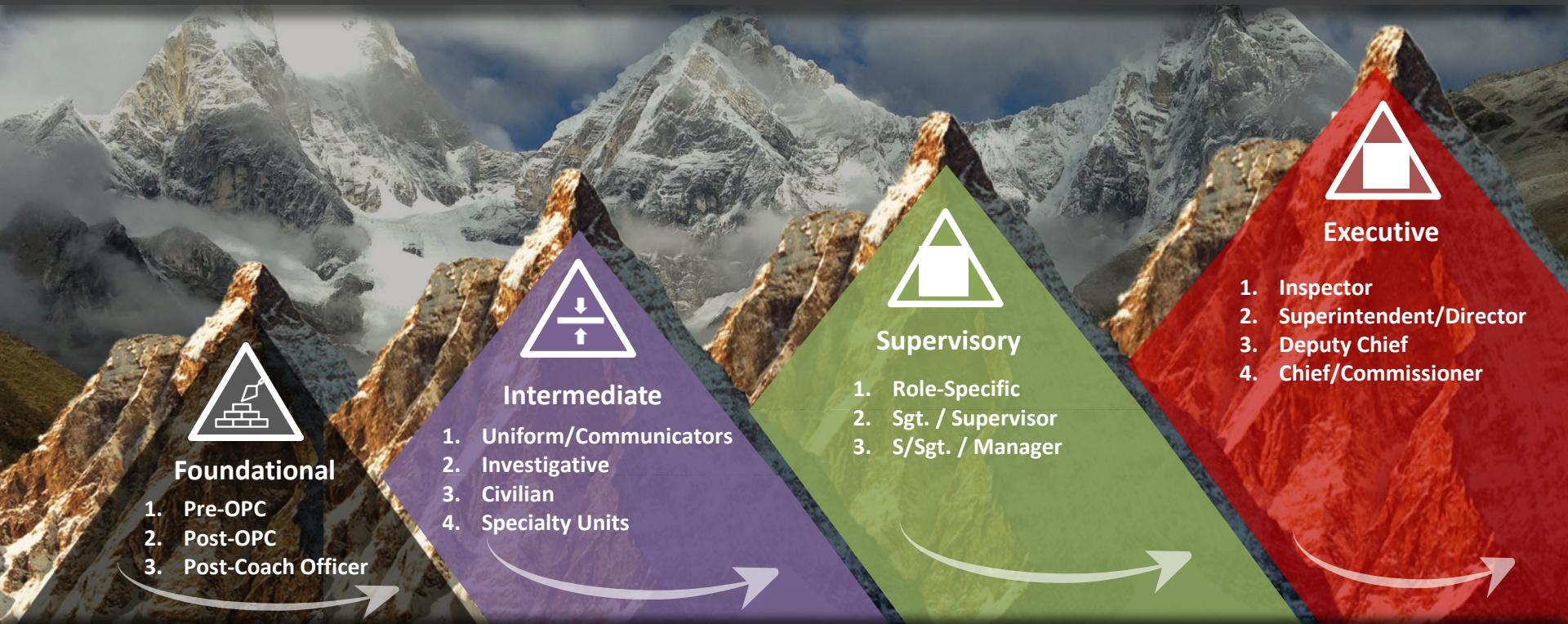
- Build a program that covers the non-negotiable skills but also develops the skills to help remain agile to adjust to future challenges (strategic foresight, political acuity, innovative mindset, systems engineering)
- Start developing leaders early (create a large pool of agile, future-proof leaders)
- Provide development before members ascend into leadership positions
- Anchor it to your values (Issues and challenges can change, but your values define how you lead)
- Move from usual command and control, hierachal, to people focused, with an entrepreneurial spirit



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## Ontario Association of Chiefs of Police Education Training and Professional Development Sub-Committee Executive Education Model

This diagram illustrates the layered scaffolding template that will support the building of the Executive Education Program, from foundational onboarding through to specialized roles and intervals with in the policing profession.





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## Future Proofing Leaders in Practice

Future of Leadership in Policing  
Schulich Exec Ed and York Regional Police

- Hire to retire leadership development program;
- Partnership with academia (Schulich Executive Education);
- Customized for the policing context;
- Upskilling leaders to tackle the challenges of the present and the future;
- Values based program;
- Measuring progress and impact



## Executive Education

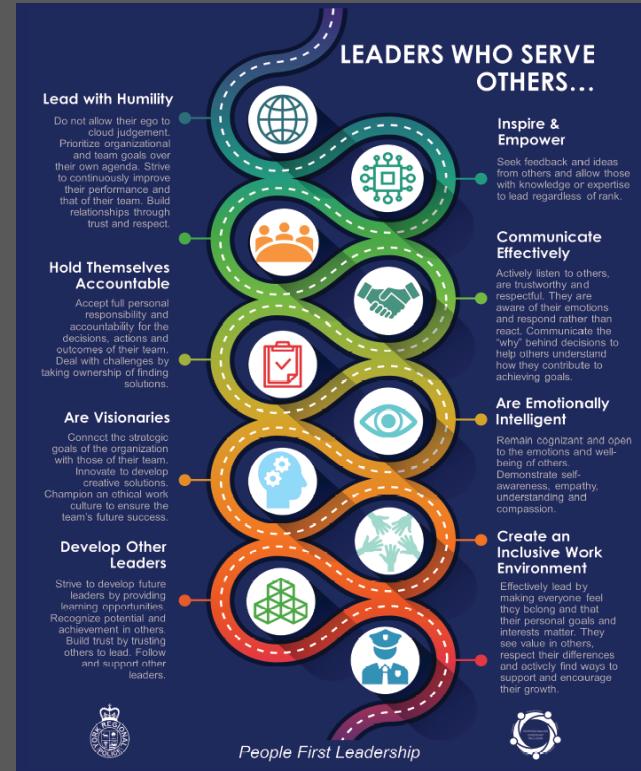
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# Future of Leadership in Policing

## Defining our Standard

# People First

## Leadership





## Executive Education

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| AUDIENCE | Personal Leadership   | Developing Leadership   | Engaging Leadership   | Visionary Leadership  | Executive Leadership   |  |
|----------|---|---|---|---|--|--|
|          | <ul style="list-style-type: none"><li>Designed for first-class constables and full-time civilian members</li><li>Three years experience. Module</li></ul> | <ul style="list-style-type: none"><li>Designed for first-class Field Development Officers, full-time civilian members and acting or assistant supervisors.</li><li>Five years of experience</li></ul> | <ul style="list-style-type: none"><li>Designed for sergeants/detectives and civilian supervisors.</li></ul> | <ul style="list-style-type: none"><li>Designed for staff/detective sergeants and civilian managers.</li></ul> | <ul style="list-style-type: none"><li>Designed for all sworn and civilian senior leaders</li></ul> |  |
| MODULES  | <b>Career Empowerment</b><br>(1 X 3hrs – live online)   | <b>Leadership Essentials</b><br>(1 X 3hrs – live online)  | <b>Leadership Essentials</b><br>(1 X 3hrs – live online)  | <b>Our Development</b><br>(1 X 3hrs – live online)  | <b>Our Development</b><br>(1x3hrs – live online)   | <b>Political Acuity</b><br>(1x3hrs – live online)                                    |
|          | <b>Professional Communications</b><br>(1 X 3hrs – live online)  | <b>Fostering Trust</b><br>(1 X 3hrs – live online)  | <b>Emotional Intelligence</b><br>(1x3hrs – live online)   | <b>Solving Complex Problems</b><br>(1x3hrs – live online)   | <b>Solving Complex Problems</b><br>(1x3hrs – live online)  | <b>Strategic Foresight</b><br>(1x3hrs – live online)                                 |
|          | <b>Emotional Intelligence</b><br>(1 X 3hrs – live online)   | <b>Emotional Intelligence</b><br>(1 x3hrs – live online)  | <b>Managing Change and Communications</b><br>(1-day in person)  | <b>Managing Change &amp; Communications</b><br>(1x3hrs – live online)   | <b>Managing Change &amp; Communications</b><br>(1x3hrs – live online)                              | <b>Data Visualization</b><br>(1x3hrs – live online)                                  |
|          | <b>Personal Branding</b><br>(1 X 3hrs – live online)  | <b>Managing Change &amp; Communications</b><br>(1 X 3hrs – live online)   | <b>Employee Engagement</b><br>(1x3hrs – live online)  | <b>Employee Engagement</b><br>(1x3hrs – live online)  | <b>Employee Engagement</b><br>(1x3hrs – live online)   | <b>Transformational Leadership</b><br>(1x3hrs – live online)                         |
|          | <b>Leadership Essentials</b><br>(1 X 3hrs – live online)  | <b>Coaching &amp; Performance Management</b><br>(1 X 3hrs – live online)  | <b>Sustainable and Inclusive Leadership</b><br>(1x3hrs – live online)                                       | <b>Sustainable &amp; Inclusive Leadership</b><br>(1x3hrs – live online)                                       | <b>Sustainable &amp; Inclusive Leadership</b><br>(1x3hrs – live online)                            | <b>+ Futureproof Challenge, Case Analysis Challenge</b><br>(1x3hrs – live in-person) |
|          |   | <b>Managing Conflict</b><br>(1 x3hrs – live online)   | <b>Managing Conflict</b><br>(1x3hrs – live online)  | <b>Strategic Planning</b><br>(2x3hrs – live online)   | <b>Strategic Planning</b><br>(2x3hrs – live online)  | <b>Dynamic Employee Engagement</b><br>(1x3hrs – live online)                         |
|          |   |   |   | <b>Relationship Intelligence &amp; Crucial Conversations</b><br>(1-day in person)                             | <b>Relationship Intelligence &amp; Crucial Conversations</b><br>(1-day in person)                  | <b>Strategic Mindset</b><br>(1x3hrs – live online)                                   |
|          |   |   |   | <b>Managing Conflict</b><br>(1x3hrs – live online)  | <b>Managing Conflict</b><br>(1x3hrs – live online)   | <b>Talent Champion</b><br>(1x3hrs – live online)                                     |

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# Ontario's Context

- A number of concurrent conversations on leadership development
- Opportunity to apply best practices to bring leadership standardization across Ontario
- Collaborative approach



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# Vision

To develop a standardized, scaffolding leadership development framework for police leaders in Ontario

## Key Requirements

- Standardization
- Accessibility
- Sustainable funding model
- Supported by academia
- Academic rigor



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# Collaborative Approach



# Call To Action

- Be intentional in your leadership development
  - Define your standard and build a program to develop members into that standard
  - Start developing leaders early
  - Anchor leadership development to values
  - Think about how you can prepare your leaders for an uncertain future
  - Move past the technical and develop the human skills

**FUTURE PROOFING LEADERS = FUTURE PROOFING ORGANIZATIONS =  
FUTURE PROOFING PUBLIC SAFETY**