Leading and Following the Metrics Driven

James M. Fico, PhD
The Nation that makes a distinction between its scholars and its warriors will have its thinking done by cowards and its fighting done by fools.

Thucydides
Goal for psychologists:

Transfer leadership selection and development procedures from the private sector to law enforcement.
Goal for law enforcement executives:

Learn how objective assessment of leadership development can help their department and community compete in the marketplace
Selecting officers requires assessment of risk.

Selecting and developing leaders requires assessing and enhancing their contribution to goal achievement.
Police executives’ performance criteria vary widely by governing board and by the executives themselves.

In contrast, citizens and officers’ expectations of police executives are likely to be similar.
Review objective assessments of four candidates for leadership positions whose goals and contributions are likely to be very different.
It isn’t always being fast or even accurate that counts. It’s being willing.

John Wayne
The Shootist
Robust finding across countries and industries:

Approximately 50% of managers are not effective in their jobs. Reasons for derailing are remarkably consistent, and seldom include poor technical competence.
Assessment centers and past performance are legitimate, limited resources.
A man’s got to know his limitations.

“Dirty” Harry Callahan
Magnum Force
SOLDJER

Sworn Officer Leadership Development and Job Escalator Report
Building a law enforcement leadership development structure:

1. Ask the department to select quantifiable team performance criteria.
2. Select assessment tools that will predict performance in the role.
3. Match the results of the assessment with the quantifiable goals of the department.

4. Report the strengths, risks, link to metrics, roles, and motivators
5. Create lists of

✓ compatible metrics,
✓ skills to be emphasized,
✓ risks to be controlled,
✓ roles and motivators to be taken, learned and/or delegated
Police Leadership Selection and Training:
Why Addressing Competencies is Not Enough

Police Psychological Services Section

IACP 2010

Orlando, Florida

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Annotated Bibliography

Bentz, V.J. (1985). Research findings from personality assessment of executives. In J.H. Bernardin & D.A. Bownes (Eds.) Personality assessment in organizations (pp. 82-144). New York: Praeger

Thirty year study at Sears found that failed managers had the cognitive ability and social skill (talents required to pass employment interviews and assessment centers), but over-reacted to problems, were unable to delegate, unable to build teams, could not maintain a network of contacts, let emotions cloud their judgment, and “had an over-riding personality defect.”


Illustration of how leaders who emerge early in the life of an organization often derail because they have the ability to gain status but lack the ability to build and maintain a team.


Demonstration of the volatility that arrogant leaders bring to their organizations. Excellent measures of arrogance/self-absorption.


Hubris based on success is the first sign of organizational drift downward, says Collins.


Promotional systems based purely on past performance do not detect derailers, because derailers emerge more strongly with increased discretion. Derailing qualities coexist with functional qualities, including technical competence, drive and good social skills.

Dickens, C. A Christmas Carol p.15

Merchants who seek donations from Ebenezer Scrooge try to appeal to his empathy for others, which was a waste of time. When coaching leaders, we need to do so through their own motives, as Jacob Marley did using fear of reprisal for Scrooge’s misdeeds.


The title says it all.

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Overall review of how the Hogan Development Survey can be used to provide leadership feedback.


Reviews how senior managers impact their organizations through their decisions about strategy, structure and people.


Leaders who derogate and micromanage their employees negatively impact employees’ health and death rates.


How narcissism impacts leaders’ abilities to build and maintain teams, plus suggestions about coaching narcissistic leaders.


Comprehensive review of what goes wrong with leaders and why. Estimated base rates of management failure across 12 studies, mean 47%, median 50%.


Excellent general review of leadership, personality, and their impact on organizations.


Relationship among leader performance, personality, and cognitive ability.

Demonstrates how self-perception is misleading in predicting job performance. Perceptions of direct reports and peers are better predictors.

*American Psychologist*, 63, 96-110.

Reviews how the skills required to achieve a leadership position are not the same as those required to be effective in those positions.


Bad managers impose large health care costs. They degrade and possibly shorten subordinates’ lives.


Lack of strategic self-awareness is a strong disadvantage, show the authors.


More information on leadership climate and health outcomes.


Early but comprehensive review of derailing factors.


People who lack social support and status have poor career prospects.


Description of the personalities that led to the failure of Lehman Brothers.


How arrogance and avoidance of oversight led to the Enron scandal.

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The talent pool is shrinking, making the cost of a poor management selection decision more serious.

OSS Assessment Staff (1948) Assessment of Men and Selection of Personnel from the Office of Strategic Services.

Personality traits indicative of failure included “disturbing prejudices and annoying traits.”


Paulus demonstrates that in the early stages of group formation, arrogant self-promoters are seen as well-adjusted and competent. Their performance ratings grow negative, however, though their self-perceptions remain high.


Again, it is all in the title.


Excellent review of how personality factors as measured by personality tests have more overall impact on leader job performance than do problem-solving skills.


Demonstrates how leaderless group discussions, often used in Assessment Centers, identify people who will emerge as leaders but not necessarily be effective as leaders.


Comprehensive illustration of how an enduring leaders sustained his performance because of his character.