

Coaching and Mentoring Ideas for RCMP Leaders

- Individual Developmental Interviews – If you have not already done so, encourage and complete developmental interviews with your staff. See what their career interests are for the immediate and long-term future. How many times have we actually been asked by our superiors “what do we want within our career”. Be a great listener and this will start the ball rolling towards being a great coach.
- Rotate Acting Positions – There is nothing to stop you from rotating the Acting position between a number of members. It does not just have to be the senior member. Give opportunities to the many. Why not give some of the others a chance at acting. Plus, there is a lot to be said about “walking a mile in another man’s shoes”. Your staff may quickly begin to appreciate what you do and be less critical.
- Rotate not only when you are away, but, when you are present! – Why not rotate the job while you are present. What a better way to coach and support. You can either do the job shadow thing or get out of the way...your choice! This gives opportunities to observe performance, experience and teach.
- Follow through with timely feedback – monthly 1004’s that chart the journey and growth. Also a great way to give real time feedback, encourages monthly discussion and builds a meaningful annual assessment. You could get into Performance Agreements or Memorandum of Understandings. You could also just start setting up “Consultative and Participative” meetings in the area of development, wellness and improvement. In Richmond, we have a Continuous Improvement team, Leadership team, Wellness/MEAP team and Constables Committee. We also have morning training (just like Nanaimo Detachment) and a Daily Work-Out session (9am managing expectations – prevention – proactive – debriefing session)
- You could always just jump in the car with them and ride around. Instead of reviewing the files from your office, go over them as you ride with them. I would rather have my supervisors on the road with the member riding shotgun any day (rather than being an office

jockey). Watch their performance by working with them, go to court and listen to them testify. In other words, lead from the front. No better way to coach than to be with them in person.

- Developmental Learning Plans- During your developmental interviews and timely feedback meetings, have your member begin building a learning plan. Nothing too complicated at first. Maybe just try three main areas (that is what I did)...Operations, Administration and Leadership. Have them list out their goals of how they would like to grow and develop. Then, work with them in identifying goals and how they can achieve those goals (through reading, research, experience, courses, workshops, etc). I have more info on my website and also I am willing to share my learning plan with anyone if they want to email me. http://www.wardclapham.com/Devplan_3999.pdf
- Promote, coach and mentor continuous learning through e-mentoring. We are now living and working in the Information Age...encourage your team to understand and embrace (use) the Internet and technology. Do you have a stand-alone Internet connection in your office. I have a wide open internet connection (separate from ROSS) in Richmond. Get them surfing the net (the good, the bad and the ugly). The Internet is “hostile territory”. We need to know what is happening within this virtual world we are expected to police. Develop their technology understanding. Set up workshops, or courses. Have them take online courses and research using search engines, list serves, etc. In Richmond, the Internet Investigations Section set up a “super users” group that meet regularly to share current trends and info. Remember, the next generation of Highway Patrol Officers will not be on the roadways. They will be on the Information Super Highway.
- Set up weekly or monthly tutorials or study sessions. My GI commander took the promotional study session idea and incorporated this concept into a case law study session with his employees.
- Since the essence of our job is problem solving...ROOT problem solving. Set up CAPRA training and advanced CAPRA training sessions. Then, drive into the culture the concept of “CAPRA” projects both individually and through a team approach. You can lead the charge by identifying a number of community or organizational

problems that you would like to become CAPRA projects.

- Look for “low hanging fruit”... Opportunities where you can show you are serious about coaching/mentoring. For example, I back filled for members so they could go on course. It was that important to me to develop them...I covered for them, worked their shifts (and took their workload). This is walking the talk and your people will not only pay attention to this, most probably their will be great payoff. (Operation Pipeline example)
- Third Person Teaching – When you send one of your employees on a special conference, workshop, training session, etc., have them present back to the detachment or community what they learned. This is called third person teaching and you got to know that your employee will be paying attention if s/he know he has to teach others about when s/he learned on course. This is great way to get maximum value from your investment. It also gives the employee a chance to experience and practice communications ksa's.
- Covey Leadership – I recently trained almost 20 members at Richmond as Covey 7 Habits facilitators. We did the training of facilitators with the City of Richmond so we could cross-teach. We are rolling about 7 Habits to all members. This is a great foundation in building your team. One of the ways you can be a coach and mentor, is to send your employees on the Covey training sessions. There are a number of RCMP detachments that are always hosting 7 Habits or 4 Roles and you can most probably send a few of your people. You also get to complete a 360 evaluation on your employees. Remember, you could always host a 7 Habits workshop and fill it with half RCMP and half community. The community cost is more and this subsidizes your costs for hosting.
- The single biggest tool that Covey training taught me was in the area of time management. It teaches you have to “manage yourself within time”. You identify a number of roles in your professional and personal life. One of my roles is as a “Coach and Mentor”. (I also have a role of Team Leader, Prevention/Proactive and Relationships). Every week, I plan a couple of high impact / high leverage activities within each of my areas...Ex: being a Coach. That is how I got into the study sessions and web site. This time of week planning really

helps you become better organized and much more proactive.

- Sponsor or send your promotional candidates to a Speed Reading Seminar and/or Study for Success. I will be hosting these sessions via Terry Small at an upcoming NCO / OCDP Study Session.
- Setting up or sponsoring informal promotional group study sessions. Informal can be just encouraging your candidates to sit down and compare notes/ideas. It can be just having each member read a book or article and do up an executive summary...then share or present to the bigger group. This will introduce the ‘abundance mentality’ concept to the group.
- Formal group study sessions or developmental sessions can be where you invite a guest speaker or resident expert to speak to your employees. The topics are endless. Partnership up with another group, organization or business to share the costs and logistics.
- Hold you employees accountable to prepare “running” PRP examples. Encourage them NOT to wait until they short list. Have them put their examples to paper now and review them now...well in advance. You can then give ideas and direction.
- Introduce ‘mock interview boards’ if appropriate (OCDP or other specialty jobs). The book to buy for your unit is “Knock Em Dead 2003”
- Introduce “Daily work out sessions” to develop your people - Basically, meeting every morning with all the unit leaders...where rank is left at the door. Taking a debriefing meeting one step further and applying servant leadership. During these sessions you can point people in the right direction, hook them up with others and show your mentoring and support. This is “real time performance agreements” in action. As a leader, you “connect the dots” every meeting.
- Allow your team to set up committees and sub-committees that support and or encourage continuous learning, wellness, critical incident stress debriefing, meap, constables committee, etc.

- In developing your next group of Auxiliary Constables or Volunteers (Citizens on Patrol, Citizens Academy, etc.), have your members set up the training course and teach the modules. We had over 40 members step up to the plate to teach the modules for our Aux Cst. class. This gives them a great opportunity to prepare, teach and present.
- Encourage and support the Royal Roads Masters in Leadership – Support and have the thesis related to a problem/issue within your community or detachment. I matched with 10 working days special leave for summer class. Also, the University College of the Fraser Valley is offering a Bachelor in General Studies (Criminal Investigation or Leadership). Members will get 21 credits out of 120 for having 3 years service, plus additional credits for RCMP courses. I am negotiating additional university credits for the additional training and learning Richmond Detachment members have obtained in Change Management, Leadership, Covey, Morning Training, promotional study sessions, etc.
- Consider spending time and energy in recognition initiatives (small tokens of appreciation) for your people... especially when they coach and mentor someone. This is very, very important. It does not have to be big...even a 1004, a card or a framed recognition certificate.
- Consider ongoing police exchange programs – We have set up a range of exchange and teaching opportunities locally, within Canada and within Asia, Europe and Caribbean that I am sending my people and developing them. This is huge for morale and inspires those “fence sitters” to really take another look at the whole concept.
- Consider starting up a local library of books, magazines and articles related to continuous learning and leadership. You can also start up a “virtual library” of e-articles. Also, you may want to subscribe the Detachment to Summary.com (Executive Book Summary) for online access and reading of the newest change management and leadership books. www.wardclapham.com has an extensive library of books and articles to read on leadership/change management, etc.
- Support your members attending the LMD Study Sessions. The additional option of obtaining the free DVD of every session is

another way to support development. Email Janice MANN on Ross to obtain your copy of the DVD's.

- Have other successful members in the process lead formal or informal study sessions. Set up a panel of successful candidates and have them share their study techniques, preparation and lessons learned.
- Assign meaningful assignments, duties and tasks to future NCO candidates allowing them to build up their experiences. For example: In Richmond – LMD Integration initiatives. This allows people to “spread their wings”. The by-product is great PRP and Track Record opportunities.

NOTE; Decision making authority and power must be held by those at the front line...the service providers. Instead of DIS-empowering people, a leader EM-power's them. Gives them power. This is a big difference from “delegation of authority”. I see delegating authority as just loaning power with blurry accountability lines. You don't get innovation and creativity with delegation. With delegation, you get compliance and caution! Coaches EMPOWER...

The most important thing is that there is NO QUICK FIX or MAGIC BULLET to developing / coaching great leaders. It takes time...the law of the farm applies. Baby steps will serve you well...don't rush this!

I am sure there are many more examples of coaching and mentoring in action that you are doing, or have seen in action. This is not an exhaustive list, only to stimulate thinking and discussion.

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