



In This Issue...

Volume 7, Issue 2

-RPD's New Reserve Program...  
-Leadership 101...

Page 2  
Page 6



## ROCKLIN PD NEWS

Chief Chatter by Ron Lawrence

Change can be exciting or uncomfortable, but one thing is certain: change is inevitable. April 1st, 2012, marked my one-year anniversary as your police chief and a lot has changed since then. Some change we embraced with open arms and other change we dealt with because we had to, but the best changes were those we initiated ourselves, some of which included:

**Management Restructure:** By eliminating both Captain positions, we created a Deputy Chief of Police and added a fourth Lieutenant giving broader responsibility to the middle-managers and supervisors empowering them to make organizational decisions.  
**Community Outreach:** We created a Public Relations team who took advantage of community events and built positive relationships throughout the City.  
**Crime Prevention through Awareness:** Using technology,

we pushed more information out to our community rapidly and in an effort to raise awareness to residents and businesses about crime occurring in their neighborhoods.  
**Enhanced Officer-Safety:** Added bullet resistant panels to the inside of our police car doors, and added security bars to rear windows of all patrol cars.  
**Code Enforcement Expansion:** Expanded CSO duties to include Code Enforcement and welcomed Code Enf. Ofc. Larry Merrell into the Police Department.  
**Communications Center Schedule:** Changed the 9-1-1 Center staffing schedule to lower employee fatigue, better utilize resources and reduce costs.  
**Uniforms:** After establishing a uniform committee, we refined our uniforms to better suit department needs while maintaining our professional image.  
**Special Investigations Unit:** Saved SIU, despite the State discontinued funding. We took advantage of stronger local

control and leveraged the change to make SIU stronger.  
**Prison Realignment:** Advocated for front-line law enforcement funding for a police officer using State funds to supervise convicted felons doing time on "home-detention" in our community.  
**Juvenile Diversion Program:** Initiated a unique program to divert first-time juvenile offenders away from the criminal justice system and into a community-based program to educate and change harmful behavior. During 2011, 27 juveniles participated in the Juvenile Diversion Program and of those, 25 were successful.  
**Expanded Reserve Program:** Changed reserve officers to non-paid, "voluntary," allowing us to hire more reserve officers to enhance the organization and provide a pool to hire full-time officers from in the future.  
**Merged Police & Fire Volunteer Programs:** To better

serve Rocklin's public safety needs, the Police & Fire Volunteer programs merged to become one.  
**Animal Sheltering Services:** We began searching for alternatives for Animal Sheltering services to reduce costs, better serve our community and reduce impacts on ACO's.  
  
We will no doubt see more change for the Police Department during the up-coming year, but together we will take the initiative and accept the challenges we face, working to leverage them into win-win outcomes.



Chief Ron Lawrence

### Testing Continues for Crown Victoria Replacement by Deputy Chief Dan Ruden



Dep. Chief Ruden

The last of the Ford Crown Victoria Police Interceptors left the assembly line last year, ending a nearly 20 year run for this familiar law enforcement workhorse. For many years we've been used to the cadence of police car replacements with the old CVPI platform. But now we are faced with deciding what vehicle will be its successor. Although we are paying close attention to the testing and experiences of other police agencies, the selection which patrol car platform Rocklin will use lies with us. In the past few weeks we have asked Patrol to test two potential candidates: the 2013 Ford Police Interceptor

Utility and the P.I. Sedan. We are trying to secure test vehicles from the two other manufacturers of law enforcement rated cars. Please ask you supervisor for an opportunity to evaluate one of these vehicles. Your input is very important, because now there is more to consider than when the Crown Victoria came to town. For example, there are more electronics competing for console real estate and potentially affecting driver visibility; Federal regulations have resulted in smaller interiors and smaller engines; the margin between added equipment and gross vehicle weight rating is becoming more of a challenge, compatibility with existing fixtures like consoles, lighting and prisoner screens; longer Patrol shifts vs. operator comfort; and the list goes on. Whatever vehi-

cle becomes the new platform for Rocklin PD will likely be with us for some time, so please make sure your voice is heard. A special thanks to **Sgt. Eric Dollar** and **Fleet Supervisor Russ French** for their participation and coordination in the vehicle testing process.



# Start of a New Era for RPD's Reserve Program by Sergeant Bart Paduveris



Sgt. Bart Paduveris

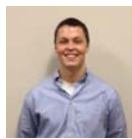
Rocklin Police Department took an exciting step into the future by hiring three new Reserve Officers. Despite all of the training the officers have received prior to being hired, the new reserve officers will now be the first to endure the overhauled Reserve Training Program. The reserves will go through six 40 hour segments of training prior to their release to the Reserve Program. The premise behind the program is to provide new Reserves with the basic training to work in any division within the Police Department and to better prepare them for their eventual progression to the Reserve Program or the Field Training Program.

During the Reserve Training Program, new reserves will work in Records, Dispatch, Traffic, Patrol, Investigations, and Evidence. Not only will they be learning new tasks in each division, but they will be familiarizing themselves with employees and volunteers throughout the Department.

In addition to the above training, new reserves will be required to study and take our new Beat Map tests. The test requires the officers to learn the streets of a given area (beat) and

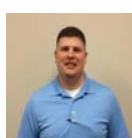
then take a test on that given area with the street names removed. This will help them familiarize themselves with the city and improve overall success and response times to calls for service.

Now that you know a little bit about the new Reserve Training Program, let's meet Rocklin PD's newest additions:



Reserve Officer Braden Shaw was born and raised in San Diego and moved to Rocklin in 2009 where he became a Rocklin Police Volunteer. He moved to Rocklin to attend Sacramento State University and is on target to complete his Bachelor's Degree in Criminal Justice this fall. He also graduated from the Sacramento Police Dept. Police Academy in July of 2011.

Besides his desire to serve the Rocklin Community, Braden's hobbies include martial arts, riding motorcycles, and golf. He also hopes to achieve his goal of becoming a full time Rocklin Police Officer.



Reserve Officer Beau Eberhardt was raised in Portland, Oregon along with his three brothers and twin sister. He served eight years

in the United States Air Force, including one year in Iraq as a convoy mechanic with the Army. After leaving the military, he completed Police Academy Module 2 and 3 at Sierra College and hopes to complete Module 1 at the Sacramento Public Safety Center this summer.

In his free time, Beau enjoys hanging out with friends and playing pick up games of basketball. In addition, he is a movie trivia buff and loves to surprise people with that knowledge.



Reserve Officer Matthew Lenhart was born and raised in the Sacramento area. He is a graduate of Forest Lake High School in Auburn and attended the California Culinary

Academy in San Francisco, where he obtained a Bachelor's Degree in Culinary Arts and Business Management. He's had the opportunity to travel overseas and has lived in various places throughout the United States.

Matthew is married to his college sweetheart. He enjoys boxing and any activity that has something to do with the outdoors. In fact, he survived a daring feat this past summer when he lasted 2.2 seconds on a 1 ton bull.

Please join us in welcoming Braden Shaw, Beau Eberhardt, and Matthew Lenhart to the Rocklin Police Department.

# Specialty Positions: Rotation Into the Future by Chief Ron Lawrence



Chief Ron Lawrence

We are fortunate to have so many talented professionals working at the Rocklin Police Department. Many of our employees have gained years of valuable experience in other law enforcement agencies prior to working in Rocklin, and a few have spent their entire careers exclusively serving the citizens of Rocklin. The level of experience, professionalism and commitment of our employees is a valuable asset for Rocklin and helps define who we are as an organization.

Specialty assignments in our department, such as Detectives, Taskforce-assignments, Traffic, Youth Services, Crime Lab and others, expand our expertise and develop employees into better professionals by offering a diverse path throughout their careers. Achieving a specialty assignment is an honor and a reward not to be taken lightly, especially in an organization our size with limited opportunities. Those who serve in specialty assignments gain training and knowledge that is needed in a full-service police department which should be shared with as many other employees as possible to ensure we are collectively the best we can be.

Sharing that knowledge is critical for the future of Rocklin PD, but also for the individual employee. Specialty assignments must be regularly rotated to ensure the individual employee develops a well-rounded experience base, maintains other important skill-sets and doesn't be-

come pigeonholed into a specific job. Conversely, an organization that has employees who become "indispensable" because they are the only ones with expertise to handle certain jobs is an organization that has hamstrung itself by limiting its' ability to be flexible when needs arise. As the Chief, it's my responsibility to ensure our organization is as well-rounded and prepared as possible, and I intend to reasonably rotate our specialty assignments to ensure a wide-breath of knowledge.

It can be difficult for employees to get really good at a specialty position only to be rotated out after 3-5 years; I too experienced that during my career as a police officer. In an agency our size, it's imperative for both the individual and the organization to keep things fresh by rotating assignments. Failure to rotate specialty positions prevents us from achieving our full potential. Further, it blocks others from opportunities to experience new assignments.

For those employees rotating out of specialty assignments, I thank you for your service and encourage you to embrace the next chapter of your career; it may end up being the best thing to happen for you. For those who will enter a specialty assignment this year, your charge is to learn every aspect of that position and take it to the next level, making it the best it can be. Go for it, and don't hold back. The future is all of our responsibility.



## Department Commendations by Lieutenant Lon Milka



The father of a teenage son called the Police Department to personally thank Officers Melissa Murphy and Chris Osborne for their "professionalism," and the time they took to offer advice on how to deal with his son after the officer were called to his residence. The dad said both officers were, "all around good people," and he appreciated their efforts.



In February a Rocklin citizen sent an email to the Police Department thanking Officers Jay Newton and Zack Lewis for showing "relentlessness to apprehending a suspect that was breaking the law." He wrote that the "officers showed my dad and I a lot of respect." His email continued that it was "refreshing" how

the officers involved understood "that a little respect will go a long way." He wanted to let the officers know that their efforts to embrace the community were working. The email was in reference to a search for a burglary suspect who had fled from officers and was hiding in his backyard.



A driver involved in a traffic collision called the department after the investigation and complimented Officer John Constable. The citizen stated that John was compassionate, professional, courteous, observant, and a "good guy." Even though the caller was primarily at fault for the collision, she said that John did not "place blame" on her to make her feel any worse than what she already did.

Picture Not Available

Dispatcher Heidi England was working the "Law radio" when an officer notified Dispatch that he had one at gun point. Even though the officer was not on a call for service, Heidi knew that he had run a subject out earlier that had a felony warrant and was paying attention to the GPS on the officer's patrol vehicle. When the officer said that he had one at gun point, Heidi didn't hesitate to put him on a call, advise responding officers of his location, turn on the marker and monitor the code 3 traffic for the next few minutes. The radio traffic sounded flawless and Heidi's supervisor commended her for outstanding service.



Late last year Dispatcher Karri Hall was call taking and took a call from a female who intentionally overdosed on heart medication attempting to end her life. From the moment Karri started speaking with the patient she was kind, understanding and compassionate. The patient had clearly changed her mind and was scared. Karri stayed on the phone with the patient for more than 9 minutes while the paramedics were en route and

the entire time she consoled her, comforted her and tried to distract her from the situation. Karri supervisor commended her for outstanding customer service.



Recently, Dispatcher Karri Hall received a 911 call from a hysterical female who advised her husband was dying of a heart attack; he was unconscious and not breathing. Karri went above and beyond helping the distressed wife try to save her husband's life. Karri used every dispatcher tactic in the book to try to get the caller to focus and continue on with chest compressions even when

she felt like they were not working. Karri followed the EMD Protocol without any deviation and remained professional, supportive, encouraging and sympathetic the entire time. Karri's customer service and patient care is to be commended.

Picture Not Available



A Rocklin resident came to the Rocklin Police Department for a fingerprint live scan appointment in February. She became light-headed. Volunteer Deeann Mendoza determined that Fire and Ambulance should be called to make sure the PD visitor was ok. Records Clerk DeeAnn Ralphs stepped in and took the woman's two children on a police station because she believed the kids should not be exposed to what the Fire and Ambulance personnel needed to do in order to make sure their mother was fine. DeeAnn brought the children back to Records where she provided them with paper and crayons and a few snacks until their mother was cleared by Fire and Ambulance personnel.



Patrol Officer Andre Booker completed a search warrant and affidavit on a case to assist the Investigation's Unit. The search warrant was for records/subscriber information to eBay and PayPal regarding the report of an embezzlement of Apple ITouches by a locally employed suspect who sold the stolen ITouches on eBay.



Officers Brian McGlinchey, Jeff Paxton, Pat O'Brien, Jeff Kolaskey, and Gil Farrulla were thanked after a call for their rapid response to a residence when a 9-1-1 caller reported someone trying to kick in his front door. The caller said the responding officers were professional and went to great lengths to investigate what had happened. He could not express enough how quickly Rocklin Police arrived after he called. The caller was a 17-year veteran of law enforcement. He worked narcotics for several years, so he was extremely concerned that someone tried to kick in his front door. His employer even offered him a protection detail as a result of this incident. He wasn't sure if his profession made him a target of retaliation etc. The following night of this incident, he heard a car in his neighborhood very early in the morning. He is very familiar with his neighborhood and thought it was possibly the same suspect(s) as the night before. To his surprise, it was a "black and white." He was relieved and felt much safer. He expressed his thanks to all of our officers for making his family feel safer.

Picture Not Available



In March Dispatcher Heidi England took a call from a hysterical female reporting that she had just interrupted people breaking into her home. England immediately put in a call to get officers started, gathered the suspect information quickly and efficiently entered it into the call. Dispatcher Angela Diehl dispatched the call expeditiously and a few minutes later Diehl juggled two separate felony stops on three different vehicles, two occurring in the city of Roseville and the need for other officers to clear the home that was burglarized. Diehl remained calm and professional on the radio, documented everything thoroughly and took excellent control of the situation. There is no doubt that England and Diehl played a great role in the apprehension of the two

### Department Commendations by Lieutenant Lon Milka

suspects that are now in custody for this crime, and should be commended for a job well done.



Patrol Officer Chris Osborne took an initial residential burglary report and followed-up on leads which identified at least four suspects. He completed two search warrants to search two separate suspect residences in Rocklin. Property was seized at both residences and two of the four suspects were arrested.



Recently, a dispatch team received a call of a suspicious person. A broken window was discovered at a residence in the immediate vicinity. Dispatcher Angela Diehl created a perimeter despite being inundated with numerous calls and officer requests over the radio. Both dispatchers showed their expertise and skill and the suspect was apprehended because of it.

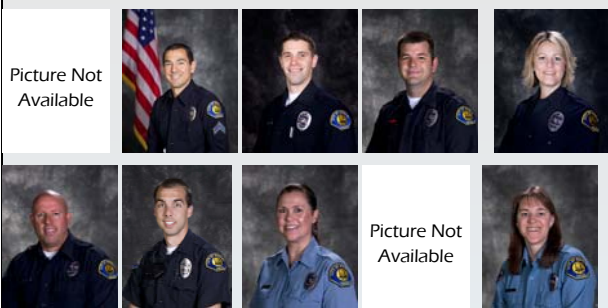


The new law AB109, (Criminal Justice Realignment Act) has been very confusing and hard to figure out for officers. Officer Mike Gandy took it upon himself to clear up this confusing law for patrol. He met with the SIU Commander in length and obtained as much information from him as possible. He also met with Parole Agents and Probation Officers. Officer Gandy then created a power point presentation to present at briefings. In addition to the power point, Officer Gandy provided everybody with a copy of the new law as well as all of the different penal code sections that are affected by the new law. He also handed out copies of the new forms that are associated with AB109. Officer Gandy is to be commended to for the excellent training he provided and his initiative to take on a confusing topic in order to make it more understandable for patrol. Patrol now has a better understanding of how this law will affect the way we perform our daily job.

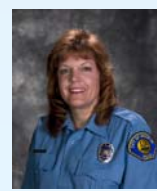


Officer John Constable was dispatched to a missing person-adult report. He was notified that the missing person was text messaging her husband an extensive message which contained suicidal over-tones. John contacted the missing person's cellular carrier and spoke to an emergency agent and received the GPS coordinates of the cellular phone. John contacted the local hotel staff and located the missing person's hotel room. The officer made entry into the hotel room and found the missing person in a semi-conscious state with several empty pill bottles next to the bed. Because of John's quick decision making and actions, the missing person in this case was found before she died of a self-induced overdose at a local hotel.

Excerpts from an email received from a Rocklin resident: "Greetings Chief Lawrence, I am writing this email to give some praise to you and your department. With such negative outlooks on police departments and police officers these days some thankfulness is always needed to show that your efforts are not going overlooked. (Officers) knocked on my door and informed me that there was a residential burglary up the street and the suspect was at large in the area and they wanted to search my backyard. I said absolutely. It turned out that the suspect was in my backyard. After a short pursuit through my backyard and onto Sunset Blvd. Officers from your department and Roseville PD apprehended the suspect. I wanted to thank you, your officers, and the officers of Roseville for showing relentlessness to apprehending a suspect that was breaking the law in our otherwise law abiding community. During the hot pursuit investigation, the officers showed my dad and I a lot of respect. With a difficult task of achieving community orientated policing with a mindset from both officers and the community that it is us versus them, it is refreshing that your officers understand that a little respect will go a long way. I feel that some officers and citizens don't realize the great work that police do and this letter is to show that there are some citizens out there that understand your job is hard and that it takes a level of respect and effort from both the police and citizens to crack down on crime. Your efforts to embrace the community are working."



An internal commendation was created to recognize the excellent teamwork by the weekend graveyard shift on a residential burglary that occurred in March. A resident called to report an interrupted residential burglary in Whitney Oaks. Several officers set up a perimeter while the primary officer immediately went to the scene to meet with the victim. Another officer located both of the suspect vehicles as they were heading into Roseville. The entire team participated in the incident and worked together well. As a result, two suspects were arrested for burglary and the victims were able to get all of their property back. This was a team effort all the way around including patrol officers, dispatchers and CSI. Way to go Officers Jason Maschmeyer, Gil Farrulla, Kyle Hollis, Chris Osborne, Melissa Murphy, Mike Gandy, Zack Lewis, CSO Tracy Hedrick, and Dispatches Heidi England & Angela Diehl.



During one March evening, Dispatchers Denise Campoy and Pamela Henley exercised great teamwork. In a matter of two hours, there was a murder in Roseville that they assisted with, a burglary in progress to a vehicle, and an occupied stolen vehicle. Great job!



## Records, Communication & Technology, Did You Know? by Records & Communication Manager Sandi Bumpus



Mgr. Sandi Bumpus

### Communications: National Public Safety Telecommunicator's Week

The City of Rocklin has proclaimed April 8-14, 2012 as **National Public Safety Telecommunicator's Week**. Below are just a few of the reasons why we take this opportunity to recognize and celebrate the work of our public safety dispatchers...

In 2011, Rocklin's public safety dispatchers (PSDs) processed 83,529 calls for service ranging from requests for directions, advice on how to handle troubled teens, and mediating civil disputes, to providing life-saving CPR instructions or reassurance and comfort to victims of violent crime. 365 days a year, this talented team assesses incidents, prioritizes them, and sends help, often in under a minute from call initiation to dispatch.

After hours, Rocklin's PSDs field calls regarding power outages, clogged drains, and barking dogs. These men and women are truly utility players, often serving as ad hoc crime analysts and prevention experts, social workers, and human Global Positioning Systems. They are part of this nation's invisible first responder army. Unfortunately, the fact that they work behind the scenes means that they are sometimes forgotten when recognition is given to more visible public safety partners like police officers and firefighters for the tremendous job they do.

In 1994, then President Bill Clinton pro-

claimed that henceforth, the second week of April would be designated as National Public Safety Telecommunicator's Week in an effort to recognize the contribution and sacrifice of these public safety professionals. President Clinton declared, "America's public safety telecommunicators serve our citizens daily in countless ways. The work of these "unseen first responders" is invaluable in emergency situations, and each of these dedicated men and women deserves our heartfelt appreciation. . . . This week is a time for a grateful Nation to show its appreciation and to recognize that our health, safety, and well-being are often dependent on the commitment and steadfast devotion of public safety telecommunicators."

On April 14, Rocklin Police Department will join numerous area organizations in honoring individual public safety dispatchers for their contributions to regional public safety through the annual Organization of Public Safety Telecommunicators (OPST) banquet. This year's event, sponsored by OPST and co-hosted by both Rocklin and Roseville Police Departments, will be held in the community room at Thunder Valley Casino.

### Records: Never Settling for the Status Quo

Recently, designated members of the department's CAD/Technology Committee went on a "field trip" to Ripon Police Department to review processes for moving toward becoming a "paperless" organiza-

tion. Ripon shares our computer-aided dispatch and records management systems, and is a model of efficiency and effectiveness in the public safety arena. This sub-committee will conduct reviews of additional sites where similar technology is used in order to develop recommendations for the adoption of those "best practices" that can be employed here at Rocklin Police Department. As in numerous areas of the police department, our records unit prides itself on never being satisfied with the status quo, and enjoys a culture of continuously searching for ways to enhance our productivity, effectiveness, and customer service.

### Welcome to Records!

We'd like to welcome our newest part-time records clerks, Desiree Pickert and Zerica Schermerhorn.

### Technology: COMING SOON! Reverse 9-1-1 Cell Phone Registration Portal

The Rocklin Police Department's emergency notification system, Reverse 9-1-1, will soon offer a cell phone registration portal via the city's website. This will allow cell phone users to take advantage of receiving mobile emergency or public service notifications that are currently only sent to land-lines within the Rocklin city limits. Watch the city's website for an announcement of the portal's availability soon! [www.rocklin.ca.us](http://www.rocklin.ca.us)

## Home Security Inspections by Manager Mike Nottoli



Mgr., Mike Nottoli

If you are looking to improve the safety and security of your home, the Rocklin Police Department has a free service designed to help you. Rocklin Police and Fire Volunteers will visit your home and conduct an inspection of the exterior and interior of your residence. The inspection takes about 30 minutes. You will receive a written report containing suggestions for improving your home security.

Most of these suggestions will not cost a lot of money or take a great deal of time and energy to implement. The inspection examines areas such as address visibility, alarm systems, appearance, dogs, doors, fences, fire safety, gates, hinges, key control, landscaping, lighting, locks, strike plates, visibility, and window security.

In response to the recent uptick in residential burglary, the demand for these inspections has increased dramatically. Volunteer

Branch Director Dave Lindsay has trained Volunteers Ted Rogers, Dave Tietz, Phyllis Tietz, Wayne Lininger, Dave Fountain and Adam Jones to assist in this assignment. Together, they have completed 12 inspections in the past few weeks, and have an additional 12 currently being scheduled.

Lindsay says one of the most common deficiencies involves how strike plates are attached to door frames. He estimates that 90% of the strike plates he has checked are attached with screws less than ¾ of an inch long. The recommended screw length is 3 inches. When someone attempts to force entry by kicking a door, having the longer screws makes it much more difficult to do so.

*If you are interested in receiving a home security inspection, please contact Michael Nottoli at the Rocklin Police Department at*

*(916) 625-5416.*

### Volunteer Corner by Manager Mike Nottoli and Volunteer Mary Bretting



Mgr., Mike Nottoli

In December of 2011, Rocklin Police Code Enforcement Officer Rick Southern retired. In order to fill that void, Community Service Officers Tracy Hedrick, Wendy Smith, and Sumer Regalia were assigned to handle code enforcement duties along with their regular CSO tasks. Code Enforcement Officer Larry Merrell was also reassigned to the Police Department after having worked in the City Building and Code Compliance Department for several years.

The Rocklin Police Department is fortunate to have a dedicated team of volunteers who are actively involved in helping our paid code enforcement staff members. This team includes Branch Director Mary Bretting, Deputy

Branch Director Dennis Grayson, Debra Leonard, Rick Southern, Phyllis Tietz, David Tietz, and Dell Bane. Together, they are doing a great job of keeping Rocklin neighborhoods looking good and making sure its businesses are properly licensed and regulated. Our Volunteers provide a variety of functions including following-up on new and existing property maintenance complaints, photographing violations, locating and removing graffiti, conducting violation abatement inspections, and making sure massage business are in compliance with permits, licenses, and business codes. They also assist the City Finance Department by contacting businesses with expired business licenses and issuing courtesy reminders to renew their license.

Although Rick Southern retired in December, he has returned as a code enforce-

ment volunteer to share his experience and expertise. An additional two person team was enlisted to assist Larry Merrell with the Building Code and related inspections. With the assistance of our Code Enforcement Volunteers, our paid staff members are afforded more time to spend on high-priority cases. Kudos to the volunteers for their efforts!



### Leadership 101 by Officer Dan Groff



Officer Dan Groff

Recently fifteen professional staff and sworn members from the Rocklin, Roseville, Citrus Heights, and Sacramento Police Departments have embarked on the adventure of obtaining a Masters of Science Degree in Organizational Leadership. As a proud member of this group, I decided that we should celebrate this commitment to higher learning and share with all of you some of the topics that we learn each month until we graduate. The subject is very interesting and informative and I've found it affects each of us in

different ways. This brings me to the first of several articles.

Last month I brought together a few topics that we had learned and titled my final paper, "Ethical Charisma: An Aspect of the Transformational Leader." Although the specific term, "Ethical Charisma" is not found in the readings or lectures, it describes bringing together basic traits of ethics, like honesty and integrity, with traits of being a charismatic leader, like passion and excitement. It does not include the one who will beat their chest and yell the loudest. It only includes those who have the best, non self-serving, intentions in being openly honest in all aspects when communicating. It means people who can find what drives themselves to subscribe to the mission in a way that does not compromise themselves or especially others, but shows the desire to work towards the common goal. This type of leader also clearly articulates the vision while considering the audience.

The "Transformational Leader" has the ability to engage with people to assess their own individual needs in order to motivate them toward higher goals, then reward them when appropriate. This type of leader considers people as individuals and accepts their differences in order to tailor the information given to them so the message will be accepted, rather than rejected based on that individual's belief systems. The Transformational Leader is highly effective in receiving consideration by sub-

ordinates when tasks are implemented. This type of leader shows consideration for the accomplishments of the individual and encourages diversity in the approaches toward the mission.

These two terms, "Ethical Charisma" and "The Transformational Leader," then become intertwined when used properly to support the individual that will then support the organization. It's not a complicated process, but it does take time and involvement. A leader who displays and practices this leadership style will be able to show a passion as well as being honest with the people that leader is trying to motivate. This leader will motivate and influence while developing the group, team and individual. This will create enough emotional "buy-in" by everyone which will result in mission accomplishment and personal satisfaction, two components that are critical for longevity of the organization.

Like anything else, "Leadership" is a process. It's a process for accomplishment. If used as intended, anyone can be a part of a great organization where there is a sense of caring, camaraderie and respect that will be a model for all who will notice.

"Leadership is the sum of those qualities of intellect, human understanding, and moral character that enables a person to inspire and control a group of people successfully." - General [John A. Lejeune](#), USMC.

Next newsletter will have information on Group Dynamics and more.

