

Мениджмънт на сигурността и отбраната

EU POLICING “FUTURE LEADERS”

PROF. DR. ILIN SAVOV

FACULTY „POLICE”, ACADEMY

OF THE MINISTRY OF THE INTERIOR



Ilin SAVOV was born in 1980 in Smolyan and to this day he is the youngest professor of national security (NA) in the country. Since 2000 he has been recruited as an operative officer in the national security services of the Republic of Bulgaria. Master of Science from the Academy of the Ministry of Interior (2007) and Master of Law from VFU “Chernorizets Hrabar” (2010). In 2013 he defended his doctorate in “National Security” at the Academy of the Ministry of Interior. Since 2015 he has been elected associate professor, and in 2017 - leading professor of national security at the Higher School of Security and Economics - Plovdiv. Since 2019 he has been a full-time lecturer at the Academy of the Ministry of Interior, and since 2020 – is a lecturer at the Military Academy “G. S. Rakovski”. He conducts a course of lectures in the bachelor’s

and master’s programs at the Academy of the Ministry of Interior, VUSI, New Bulgarian University and the Military Academy “G. S. Rakovski”. He is an established expert on the problems of national and international security, as well as on operative-search and operative-technical activities for protection against encroachments and criminal acts. He gives a number of reports at prestigious scientific forums at home and abroad. His research interests are focused on the management and operation of security services, human trafficking, migration processes, the use and control of special intelligence means and data retention in the Republic of Bulgaria, the EU and the United States.

Abstract: *The article discusses some aspects of policing. An overview of traditional leadership styles has been made. An analysis and assessment of leadership and management as part of policing has been made.*

Keywords: *leader, police, management, future, leadership, European Union, policing*

INTRODUCTION

This historical tale has many parallels with this research that focuses on the question “how future police leaders can do more with less”. Globalization is an indisputable reality where economic, political, social and cultural dimensions interconnect new nations and form new complex relations between public and private entities and non-governmental organizations. This is the dynamic reality that we face nowadays. Therefore, a future leader should take in a role in creating a safe environment for the society. What this role should be, what abilities are needed to fulfill and achieve this goal and what obstacles need to be overcome are questions that are considered and examined within this research.

1. SOME BASIC ASPECTS OF LEADERSHIP

The article on leadership is driven by the changes that have taken place at the beginning of 21st century, which have led to several contradictions and a complex strategic environment. Their importance is determined by the unsustainable development of human civilization and the increasing threats to peace and stability in the world. The construction of information megastructures exploited vulnerabilities in the society, and people are subject to new, unknown forms of violence.

These trends create an unprecedented shortage of ideas, concepts and models for social development and increase the demand for new visions, missions and technologies to guarantee public safety and security. The views, strategies and tools for strategic

leadership and management that meet the need for effective social governance, preservation of public order, counteraction to crime and protection of public security are becoming relevant¹. Their application gives rise to many scientific problems, the solution of which is a significant challenge for the scientific community in Europe and in the world as a whole.

The ability to create and operate a police organization that is relevant to the society depends on leadership and teamwork skills and entrepreneurial spirit. The potential of every endeavor is contained in its people and reflected in the identity of the team - its ability to use that identity to accomplish complex and diverse police tasks. Values form an essential aspect of identity.

Value creation requires cooperation, and cooperation requires the creation of an effective team. The determining factors for achieving this unification are the qualities of the leader. They are the basic prerequisites for the effective work of the team.

High spirit is the driving force that shapes the identity of every endeavor. It has to be aligned with the mission, the understanding of the intentions and the dedication to the mission. Leaders are called to ensure that three conditions are met: a true and accurate definition of the mission, a clear vision and goals of the organization, and developing the right strategy and creating and facilitating the conditions for its fulfillment.

The police leader has a more specific role - he must align current (operational/tactical) goals with mission, vision and strategic intentions. Each initiative must be defined in order to be feasible and at an acceptable risk to the people at the time of its implementation. The strategy should give a clear direction to the efforts being made, and the vision of the police leader should define the strategy and mission of the organization and should also determine its future position and role in society.

An essential point in this process is determining access to resources (financial, information) and potential opportunities (logistical) of the organization. On this basis, the operational capabilities of the police are formulated as a basis for defining the team structures, job descriptions and possible roles of the people involved in the undertaking.

Creating vision for a police leader is no panacea. It is an attempt to systematize knowledge and prac-

tical experience in order to complement the already facts about the leader, upgraded with new knowledge achieved by scientific research on the topic of developing important leadership skills and training contemporary leaders. An important aspect in creating mission and vision is getting people motivated for it which results in a higher quality of service. This is especially important for the police service and staff.

2. AN OVERVIEW OF TRADITIONAL LEADERSHIP STYLES

There are three traditional styles in leadership. Although, nowadays more styles are identified, we focus on the three traditional ones that are further explained below:

- **Authoritarian style.** A leader with this style is usually very confident in his/her professional competence. He requires others to follow him without objections. It mainly uses the means of administrative power. He underestimates the need and personal role to motivate his subordinates. He treats other executives and professionals with distrust. He rarely uses incentives for a job well done because he believes it is everyone's job. For him, people are one of the means of doing business and their social and spiritual needs are left in the background. The main thing is to create the necessary order, to have discipline and to carry out the assigned work.

Comment: Is the authoritarian style bad? No, but this style is justified to be applied temporarily, only under certain extreme conditions, when the situation in the organization is deteriorated and it is necessary to restore its normal state quickly.

- **Democratic style.** Leaders with this style take a broader view of governance. They understand management as a universal task for all categories of staff executives, specialists and contractors. They see their role mainly in the pooling of efforts and their proper direction, as well as in coordinating all the means and processes to achieve the set goals. Therefore, the most characteristic feature of democratic style is collective leadership. Democratic leaders know that even the most experienced leader cannot be commensurate with the collective experience. This makes them seek and take into account the views of their subordinates. The democratic

leader not only sets tasks, but also actively directs and assists in their accomplishment. He is a consultant when necessary. Delegation of rights and responsibilities is a widespread practice in democratic governance. In this way, the leader gets rid of the less important issues².

Comment: An important result of this practice is that everyone is engaged according to their professional abilities, and the generated intellectual potential is used to a much greater extent. The benefits are economic, social and moral. People are satisfied with the work and the opportunities to develop. They receive recognition and fair evaluation. Democratic style is a criterion for modern management.

- **Liberal style.** This leadership style is relatively rare. Liberal leaders almost do not exercise their power. They are committed to defining and assigning clear tasks. The creative process in dealing with these tasks is not subject to immediate intervention and administrative control. Working groups are given the freedom to independently discuss and resolve emerging problems in the work process.

Comment: This style is suitable for managing units with a predominantly creative nature of work, such as design, research, development, scientific, creative and similar services, departments and institutes.

3. LEADERSHIP AND MANAGEMENT

Teamwork integrates people with different skills, expectations, experience and knowledge, and this applies to police teams as well. The division of executives, contractors and supporters requires the formation of a team to complete the task. There are two different roles identified: manager and leader. Managers are asked to generate new ideas and concentrate the team efforts in the right direction. Leaders formulate, plan, organize, coordinate and guide their people's actions to accomplish tasks and achieve set goals. People with the necessary skills and sufficient knowledge in the specific police area are recruited. They take the necessary steps to realize the endeavor. Their motivation is one of the main factors for the success of the venture. Its absence is likely to predict a failure. The motives are linked in a pyramid-structured, interconnected network, which forms an individual motivational sphere whereby the

person chooses his goals in accordance with the basic principles of the organization.

Management is the key to success in any endeavor. According to P. Drucker (2004), there are four main pillars which guide a leader's perceptions towards their work change is an opportunity, not a threat; innovation is a must; improving achievement through systematic measurement and training; using a structured and transparent system of compensation, incentives and rewards³.

Leadership style is the way leaders influence people, directing them to behave in a certain way. There are different perspectives and theories on leadership that are described in the scientific literature. It should be noted here that leadership skills are required to design, create and manage any successful endeavor. Unlike management, leadership is called upon to cope with change in the organization. Leadership creates a vision, communicates it to people and receives their support. This motivates and inspires them, and they begin to follow that vision.

Management is involved in the organization of the activities and basically arranges the work of the team. It introduces the necessary wisdom, knowledge and skills for objective judgment. The difference between a leader and a manager is a key theme in management theory and practice especially taking into account the increasingly decisive role of the human factor in every sphere of our life for ultimate results. The essence of the term "leadership" is that among a group of people, one is obliged to influence the behavior of others. This judgment contains three distinctive features of leadership:

- First, leadership is a process of influence. It is a continuous and necessary activity in every organization, which maintains its organizational status and ability to perform community service⁴.
- Second, leadership is always exercised only on people. As a rule, they are administratively subordinate to the manager. By virtue of this rule, these people voluntarily accept to be guided and thus make the leadership process itself possible.
- Third, leadership always strives to achieve a goal. Without a predetermined goal, leadership is not possible because there is no direction to guide people and processes.

Leadership these days, analyzed through the lens of our daily lives, expresses above all the ability to influence others in such a way that they willingly and actively work to achieve common goals and objectives. For police teams, another factor is added - time. The two terms 'leadership' and 'management' are different in approach to people; by the means they use and by the results they achieve. The designated leader primarily uses administrative tools to influence people. He exercises the control which he acquires with the occupation of a managerial position - he commands, compels, instructs, punishes, awards, etc. The leader's approach is first and foremost personal. It is oriented to the needs and interests of the individual. Leaders, unlike appointed managers, elevate themselves to others because of their personal qualities and capabilities. People listen to them, seek them out and follow them. Research on the role of leadership in initiatives has two important results:

- The first is that leadership and management are different functions in management. The leader motivates people in a certain direction, urging them to follow him while the leader exercises power, forcing people to go in a certain direction. Psychologically, people respond much better to the first attitude.
- The second result is that if there is no leadership and people do not respond to new ideas, then changing their behavior will be achieved by introducing new processes, rules and procedures. This is much easier than convincing them with theoretical arguments, but it is a lot less effective. Every leader who needs to make a change starts with the introduction of new processes and needs to convince people that there are benefits to it. They can accept them from the standpoint of personal experience. Accordingly, the leader will not persuade them with arguments that will not be understood due to lack of experience in the new situation.

4. CONCLUSION

The leader is seen by the followers as an example, someone who is authentic and effective, motivating, inspiring, creative and innovative. The leader acts in a passionate manner, with solid values, with discipline and professional ethics, mobilizes energies and establishes solid relationships with the group,

obtaining an emotional, conscious bond with each individual. Loyalty, courage, modesty, emotional intelligence, creativity and innovation, stand out from the abilities that new leaders must assume in the face of challenges, encouraging every individual within the entire institution. The organizations will be able to survive and constantly adapt to the demands of connectivity and market in the current world, only when employing people who accept themselves as leaders and who possess these characteristics.

Traditional theories on leadership styles have centered their concern on defining the behavioral style of the leader that proves to be most effective, having defined three leadership styles. The directive style in which only the leader sets the guidelines, without any group participation. In the participatory style, the guidelines are debated and decided by the group, stimulated and assisted by the leader. And finally, the delegated style, in which there is complete freedom for the group or individual decisions, with the minimum participation of the leader who delegates functions. The concept of leadership has entered the scientific domain which allows its interpretation, analysis and characterization. In spite of all the understandings and immensity of interpretations, there are assumptions that are transversal to all the theories of leadership: the leader, the followers and the environment.

The leader is not limited to giving orders, he is the one who has to make decisions at the right time and effectively, instilling in the group a spirit of mission. Hereby promoting the commitment of the group, in which everyone collaborates with their creativity and talent, with an awareness of their individual importance for the success of organizations. Faced with challenges and obstacles, decisions have to be made and consequently changes will happen. Leaders have to make use of all their creative potential and of their employees, of all their emotional intelligence, they must take risks and be audacious, have a strategic and future vision, reconciling the interests of the organization with those of employees for an effective change favorable to the development of the organization as a whole.

In relation to these topics, we try to explore and analyze the vision that the actual police experts have about the most important abilities for the current leader and for the future one. Further, we want to analyze the main challenges police experts will be facing, as

well as their opinions about training and education that future leaders must have. With their answers we try to have a more practitioner's view of the concept of current and future police leadership development.

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