


# **SUPERVISORY TECHNIQUES FOR THE SECURITY PROFESSIONAL**

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# Supervisory Techniques for the Security Professional

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# Supervisory Techniques for the Security Professional

*To Security Professionals Everywhere*

# Foreword

During the past decade we have seen Security come of age. Progress in the field can be noted in several ways—one of the most notable is the amount of material available in our field of interest to assist the practitioner in developing and implementing sound protection systems. We have developed voluminous material to assist in training the Security Officer. With extensive training efforts directed to the officer we, as a field of expertise, have neglected the training and upgrading of one of the most important elements of any system—the competent Supervisor.

The Supervisor is the person who actually makes the program “go”, yet our failure rate in terms of the supervisor who did not make it is rather dismal. All too often, an individual who has been an outstanding Security Officer is promoted into Supervision and destined for failure. The reason being is that he seldom has been given the necessary training beforehand and rarely has been given the crucial continuing developmental training to enhance his effectiveness.

It is true that we have not had material which has directly addressed the specifics we were seeking. This text, *SUPERVISORY TECHNIQUES FOR THE SECURITY PROFESSIONAL*, now fills a void providing an opportunity for Security to further come of age as we move into the eighties. The effective supervisor is a key element in the successful security protection program.

Russell Colling  
Director of Security and Safety  
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# Preface

Modern security professionals have important supervisory functions to perform in today's complex security field. In order to keep pace with this expanding field, the security professional must be experienced in the technical aspects of the security profession as well as with the current techniques of effective supervision.

This book, then, is written to assist the recently appointed security professional in succeeding in his supervisory role, while also providing the experienced security professional with helpful principles and techniques to become a more effective supervisor. It is a practical, workable and up-to-date guide for security professionals interested in improving themselves and the field they serve.

Unique features of this book include:

- Supervisory Development chapters dealing with Management Techniques; Leadership Development; Effective Communications; Delegating Authority and Control; Handling Complaints and Grievances; and Ethics.
- A chapter on Training Skill Development that contains helpful hints on involving security professionals in the total training function.
- Time-saving techniques to assist security professionals in maximizing their efficiency and output.
- Self-evaluating checklists at the conclusion of each chapter to assist security professionals in identifying their strengths and weaknesses.
- Tips on conducting safety inspections and accident investigations.
- Step-by-step procedures in identifying and implementing a positive public relations program.

We wish to acknowledge the American Society for Industrial Security, ASIS, and the International Association for Hospital Security, IAHS, for permission to reproduce their material. We express our sincere gratitude to all those who have assisted us in preparing this text, and a special thanks to Russell Colling.

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# 1

## Leadership Development

Many people associate leadership with the position one holds in an organization. This is particularly true of the security profession since it has a military rank structure. They assume that if an individual is a sergeant, a lieutenant, a captain, or the security director, then that person must be a leader. This assumption should not be universally applied. Certainly one would hope and expect the security supervisory and managerial staff to be leaders, but their rank alone does not make them so.

The rank one holds in the organization simply indicates a position one has obtained in the hierarchical structure of the security profession. As security supervisors, these individuals may or may not have leadership ability.

What constitutes a leader? Is it the ability to give orders? A parent can order a child to do his or her bidding, but this alone does not make the parent a leader. The sheer size and strength of the adult can be overpowering to the youngster, who will submit to the adult's orders.

Is it communication? A telephone operator earns a weekly paycheck by communicating. However, the operator may not have any leadership ability.

Is it authority? Authority is frequently associated with a leader. But authority does not make a leader. The boss's son may inherit the business, and have the authority to direct the company operations, but he may not have the managerial skills or the leadership ability to be successful in this.

The above examples are oversimplifications of our point. No *one* characteristic or trait makes an effective leader. It is usually a combination of acceptable qualities, characteristics and traits that distinguish a leader from a non-leader.

Not all leadership qualities are inborn. Many can be developed through instruction, self-awareness and practice. This chapter will deal with the qualities, characteristics and traits of an effective leader. First we will define leadership, and then we will identify the various types of leadership styles. After discussing the positive and negative aspects of leadership styles, we will focus on the self-awareness and goal-setting functions that will assist the security supervisor in overcoming any leadership shortcomings.

Leadership is defined by the Air Force as the "act of influencing and directing people in a way that will win their obedience, confidence, respect,

and loyal cooperation in achieving a common objective.” (Leadership in the Air Force (2 B-2)).<sup>1</sup>

In essence, leadership is the ability and readiness to inspire, direct, and influence the actions of others. To lead means to guide or show the way. A leader is a person who influences or guides the decisions or actions of others. Every security supervisor must have leadership ability in order to carry out his assignments and functions.

## TYPES OF LEADERSHIP

Two types of leadership are usually found in the organizational structure—formal leadership and informal leadership.

Formal leadership is the position occupied by and actions taken by persons designated to perform certain leadership functions in a formal organizational structure. It is the position and function of elected or appointed officers. The duties, responsibilities, and authority of formal leadership in organizations are usually stated in writing and are clear.

Informal leadership, on the other hand, is the position of leader bestowed upon a person by his peers because of the respect they have for that person's ability and readiness to lead. This kind of leadership functions in all groups that have freedom of action. It is the driving force of nearly all group action. It comes from the composition of the group.

This chapter concerns itself with the formal type of leadership. Security supervisors are designated by management to carry out specific duties and assignments. They are also given the appropriate authority to accomplish company security objectives.

## CATEGORIES OF LEADERSHIP

There are essentially three categories of leadership; authoritarian, laissez-faire, and democratic. A close look at each is warranted in order to develop a style of leadership that will assist the security officer in being the best possible type of leader.

*Authoritarian.* A supervisor practicing authoritarian leadership insists that his orders be followed to the letter. There is no room for deviation under the authoritarian leader. Everything must be done as ordered. In effect, authoritarian leaders impose their will on subordinates in order to accomplish a task. This type of leadership is very inflexible. The supervisor reserves all decisions to himself while directing the subordinates' actions at each and every step. In

<sup>1</sup>Portions of this chapter were adapted from “Leadership in The Air Force” and “Military Leadership.”

effect, he is “boss” and all tasks are personally assigned by him. Praise and criticism are also highly personalized. Unquestioning obedience by subordinates of the authoritarian leader is a must.

*Laissez-faire.* A supervisor practicing laissez-faire leadership allows subordinates complete freedom of choice in making decisions. Although available for advice, he does not volunteer assistance or direction. Usually, someone else in the group assumes an informal leadership role. An individual practicing this type of leadership neither praises nor criticizes. Subordinates frequently become disenchanted with this obvious lack of direction and leadership.

*Democratic.* A supervisor engaged in democratic leadership is one who firmly believes in using group cooperation to achieve the desired goals and tasks. This type of leader is open for suggestions from the group. He offers several alternatives to the group for consideration while listening to the group for their suggestions. Subordinates under a democratic leader are free to work with whomever they please. Work loads and task assignments are pretty much left to the group to decide. The leader endeavors to be objective in both praise and criticism. The democratic leader does not expect to be known as the “boss.”

Based on the above descriptions of the three types of leaders, it is obvious a security supervisor should strike a balance between the authoritative and democratic leadership styles. There are times when the security supervisor must be authoritarian in order to get the job done. Authority in itself is not bad. Most people want to be told what to do and when to do it. Authority, however, has an element of fear associated with it, and leadership based solely on fear will fail. Effective leadership requires the security supervisor to weigh each situation and choose the leadership style that will best accomplish the desired objective within the allotted time. The laissez-faire type of leadership is totally unacceptable in the security field. There is no guarantee that any action will result nor is there any guarantee that any possible action, of any quality, will be available in time to meet the needs of the group.

## LEADERSHIP PRINCIPLES

Listed below are ten principles of leadership. Adherence to these principles should increase your ability to lead.

- **JOB AWARENESS** is essential to meeting the organization’s objectives and goals. Operational procedures require job awareness and knowledge of how one function interfaces with another. Security supervisors and subordinates should be up to date on the latest developments in their field.
- **SELF-AWARENESS** on the part of the security supervisor is a must. Intro-

spection, an awareness of your strong and weak points, will assist supervisors in charting realistic goals and objectives as well as identifying avenues for correcting deficiencies.

- **SELF-IMPROVEMENT** must be constantly practiced. A self-improvement program should be established that takes into consideration the supervisor's physical, mental, moral, human relations and managerial improvements.
- **SUBORDINATE AWARENESS** requires that the supervisor take a genuine interest in his or her subordinates. It requires an understanding of basic psychology. The supervisor should know the name, family status, educational level, capabilities and limitations of his or her immediate subordinates.
- **COMMUNICATION** is an essential tool of an effective leader. Appropriate and sufficient information must flow up, down, and across the chain of command. Subordinates must be kept well informed, with clear and understandable directions.
- **TRAINING** is paramount to success. Performance often depends on the type of training received. Supervisors must constantly provide technical assistance, in-house training, and encouragement for subordinates to engage in professional development.
- **RESPONSIBILITY** and leadership go hand-in-hand. Supervisors should look for ways to perform the job efficiently, instead of looking for reasons why they shouldn't do it.
- **INITIATIVE** is synonymous with leadership. Seek out ways to improve operations. Be willing to accept new challenges. Don't shy away from increased responsibilities.
- **OBJECTIVITY** is required in making sound and timely decisions. All facts should be carefully and objectively considered before making a decision.
- **FAIRNESS** must be a supervisor's trademark. Favoritism and unfair work assignments must be avoided at all costs. A security supervisor should always try to be fair and just in dealing with others.

### Leadership by Example

The best example is a good example. A wise supervisor will establish professional standards for his subordinates by demonstrating a positive image.

The security supervisor's actions will strongly influence the subordinates' actions. An effective leader will endeavor to demonstrate, by example, leadership characteristics such as courage, integrity, and proper personal appearance and personal conduct.

Some ways to apply this principle are:

- Be physically and mentally fit

- Be loyal to your company, your profession, your supervisors, and your subordinates
- Be fair in your dealings with others
- Be morally courageous
- Be in control of your emotions
- Be neat in appearance
- Be aware of your weak points and strive to improve them

### Be a Professional

Leadership and professionalism go hand in hand. Simply being promoted into a supervisory capacity does not automatically assure the supervisor's acceptance and respect by the rank and file. The supervisor must demonstrate competence and professionalism in his or her undertakings. Failure of the security supervisor to carry out duties in a professional manner will result in a lack of confidence by subordinates.

Some techniques to develop a professional image are:

- Keep abreast of current security developments
- Actively participate in professional security organizations
- Further your educational level, take courses, attend seminars and read, read, read
- Seek out a role model and study his/her actions
- Learn from other security professionals.
- Prepare yourself to move up the ladder while preparing subordinates to fill your shoes
- Implement the professional techniques you have learned

### Develop Self-confidence

Every leader must develop self-confidence. It is a realization of one's own self-worth and his ability to carry out his supervisory functions. Self-confidence is not to be confused with pompousness or overconfidence. Overconfidence can be as dangerous as lack of confidence. A true leader weighs all facts before making decisions.

To achieve self-confidence:

- Develop an optimistic outlook
- Inventory your strengths and weaknesses and strive to improve shortcomings
- Establish realistic goals and chart a course of action to reach these goals
- Take a genuine interest in people
- Listen to what others have to say, weigh their advice, and take appropriate and decisive action

## Develop Teamwork

A precision drill team can function only if each and every member coordinates his routine to be in consort with each other. It is the leader's responsibility to see to it that all members act as a team. When one member does not cooperate or "fouls up," the entire team looks bad. Likewise, the security function of any organization, large or small, is built upon effective and efficient teamwork. If teamwork is not developed, the organization's security can be compromised. Therefore, the leader must emphasize the importance of each person's contribution to the security function. The more effective the teamwork, the greater the results.

You can develop teamwork if you:

- Develop an understanding of your subordinates' strengths and weaknesses, and capitalize on their strong points
- Help each member to understand the importance of their position and how it contributes to the total security operation
- Provide in-house training to support a team effort
- Keep subordinates well informed
- Provide on-the-job instruction

No one characteristic or trait makes an effective leader. It is usually a combination of acceptable characteristics and traits that distinguish a leader from a non-leader. However, a glaring fault in an individual's leadership style will often override good points, and decrease the individual's leadership effectiveness. A wise leader will assess his strong and weak points and strengthen those that need reinforcement.

Leadership must be constant; it cannot be turned on and off. A security officer has a professional responsibility to practice effective leadership at all times. The principles of leadership are virtually meaningless unless the supervisor applies them. Through self-training and practice, each security officer must plan his personal leadership development program. Figures 1-1 and 1-2 neatly summarize both the good and the bad qualities of supervisors. An effective training program should stress not only the development of positive leadership qualities, but it should also deal with ways to recognize and eliminate negative qualities.

## LEADERSHIP GOALS AND SELF-DEVELOPMENT

Security officers who aspire to leadership must continuously grow through self-development. Self-development implies being able to handle increasing responsibility; being able to cope with rapid situational changes; and being able to handle stress. It appears that above all else, attitude has a great bearing upon self-development. A positive attitude is the first step in self-improvement. A



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<i>Qualities needed by leaders</i>	<i>How to develop or improve them</i>
Physical and nervous energy	Keep fit Conserve your energy Direct it properly
Sense of purpose and direction	Self-examination: Just where am I headed? What are we trying to do?
Enthusiasm	Maintain vigorous interest Be human—Let yourself go!
Friendliness and understanding (open-mindedness, patience)	Know subordinates personally Be considerate and cordial Develop personality
Integrity (dependability, loyalty)	Be loyal to yourself and your sub- ordinates
Technical skill (knowledge in his field of work)	Constant study, training, and im- provement
Decisiveness (self-confidence)	Get all the facts Make a decision—and act! Be willing to experiment
Intelligence	Don't overestimate your intelligence Obtain the advice of others
Teaching skill	Study teaching methods. Practice teaching
Faith (belief in work or cause)	Do work you can believe in Overcome pessimism

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FIGURE 1-1. What makes a leader? Reprinted with permission from *How to Train a Supervisor*, by R. O. Berkman, Harper & Row Publishers Inc., N.Y., 1952.

positive attitude towards the job, the assignment, colleagues, and superiors, and a direct application of what you have learned, will help you achieve your goal. A positive attitude, therefore, is closely linked to self-motivation. If you have a positive attitude, you will be motivated to meet your duties and obligations as an officer and a leader.

Self-improvement requires establishing realistic goals and objectives. These goals and objectives should be readily achievable within a predetermined time frame. Goals should be divided into long-range goals and short-range goals. For example, a long-range goal for a sergeant might be to become a Director of Security within the next five years. The sergeant's short-range goal