

The background of the slide is a close-up, slightly blurred image of the seal of the San Diego County Sheriff's Department. The seal is circular and features a central emblem with a figure, surrounded by the text "SAN DIEGO COUNTY SHERIFF'S DEPT." in a circular border. The colors are primarily blue, silver, and red.

Leadership Evolution: Managing “The Rotation”

Lt. Shawn Wray, Training Division
Jenna Propson, Staff Dev. Coordinator
February 2024

Course Objectives/Agenda

The background of the slide features a large, stylized target with concentric rings in shades of blue and grey. A red bullseye is at the center. Several white arrows with red fletching are shown in flight, hitting the bullseye. The scene is set against a soft, blue and white sky with light clouds.

- **Knowing Your Team**
- **Tips for a Successful Transition**
- **Keys to a Successful Partnership with Sworn/Pro-Staff**
- **Succession Planning**
- **Discussing What Has Worked for You**

Core Values



HONESTY – We are truthful in our words and in our actions

INTEGRITY – As people of character and principle, we do what is right, even when no one is looking

LOYALTY – We are loyal to the values of our department and our profession and committed to protecting the quality of life in the communities we serve

TRUST – We are confident in the integrity, the ability and the good character of our colleagues

RESPECT – We treat everyone with dignity, honoring the rights of all individuals

FAIRNESS – We are just and impartial in all our interactions

DIVERSITY – We embrace the strength of diversity in our employees and our communities

COMPASSION – We are compassionate in our words, actions, and deeds

Discuss: What's Your Why?

- Why do you want to lead?
- What is the legacy you want to leave as a leader?
- How do you want to impact your team?





Know Your Team

(Establish a Relationship)

- Find Common Ground
- Understand their interests
- It's a clean slate
- What are their strengths?
- Be approachable
- Explain the “Why”



A dark blue background on the left side of the slide features a light blue silhouette of a group of people in a meeting, with some individuals pointing or gesturing.

Know Your Team (Establish a Relationship)

Gallup's 12 Questions to Measure Employee Engagement

After more than 30 years of in-depth behavioral economic research involving more than 25 million employees in 189 countries, Gallup has successfully identified 12 core elements that link powerfully to business outcomes.

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?

- **Employees want to come to work every day with a “Win-Able Mission.” It’s our job to provide it**
- **Understand their style and have them understand yours (DISC?)**
- **Delegation**
- **Management Oversight**
- **Managing productivity/accountability**



Understand Expectations

Succession Planning



- Combatting the “It’s a job” versus “It’s a career” mentality
- “Nobody cares how much you know, until they know how much you care.” Invest in your people and they will in turn be invested
- The “hand off”
- Using Staff Studies to document the reasons for change and decisions that drove them

Learn the Political Acumen

- **Board of Supervisors**
- **CAO**
- **PSG Group**
- **City Council**
- **Community Stakeholders**
- **Media Contacts**





Sarah Aghassi

Interim Chief Administrative Officer



Nora Vargas
District 1
Chair



Joel Anderson
District 2



**Terra
Lawson-Remer**
District 3
Vice Chair



**Monica
Montgomery
Steppe**
District 4



Jim Desmond
District 5

Partnering with Pro-Staff



- They are usually the constant
- Embrace their knowledge/listen
- Give the “why”
- Explain L.E. mentality/jargon



Leadership Discussion

- What is your experience?
- What has worked?
- What has not worked?
- What are your best practices?



Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.

-Colin Powell

Thank You



SAN DIEGO COUNTY SHERIFF