PROTECTING THOSE WHO PROTECT US

GETTING OUT OF BED

2019 CONFERENCE REVIEW

UNIVERSITY OF SOUTH ALABAMA

SAVE THE DATE 2020 CONFERENCE

ISODC

FALL 2019 NEWSLETTER

In This Issue

International Society for Organization Development and Change

Welcome to our Fall, 2019 issue of the ISODC newsletter!

Letter from the President

Greetings to You All:

The Summer has come and gone and welcome to Fall, 2019.

As we move toward the end of this year, I am delighted to welcome Devona Bell as our new Newsletter Assistant Editor. Devona has been active with ISODC for about three years and has attended Information Exchanges and webinars and has expressed a keen interest in being actively involved in the future of the organization. She is representative of the kind of interest and perspective of the "next generation" that we need to move into the future.

As we move toward the end of the year, planning is underway for the 2020 Information Exchange which will be held in May at the University of South Alabama in Mobile, AL. Jeanne Maes has graciously agreed to host the Conference and Ron Newton and his planning team are in the process of putting the design together for what will be a look into the future for the field of OD and for ISODC. I encourage any of you who are interested to reach out to Ron to get your ideas into the mix. You may volunteer to assist with the planning and/or to make a presentation at the conference. Put the dates of May 12-15, 2020 for the ISODC Information Exchange in Mobile on your calendar.

Planning also continues with ISODC and ASM for our participation in the INCON 2020 Conference in Pune, India. The ASM Chairman (Dr. Sandeep Pachpande) and ASM Professor and ISODC international director (Jaikumar Annajikulkari) will welcome us at this event in January, 2020. The details of this involvement are still being developed, with ASM taking the lead on the local logistics. Stay tuned for further information on this.

As I reported in an earlier newsletter, the Board of ISODC is continuing to look at its strategic focus. Included in that discussion is what do you want ISODC to look like in the next five to ten years? You may have thoughts about that; I would really like to hear them. Think about membership, programs (including conferences), affiliations, certification programs, international collaborations, etc. Please send me any ideas you have, and I will make sure they are included in the ongoing strategic discussion of the Board. Your participation is needed to ensure that the future of ISODC will be what you want.

That's it for now. Enjoy the cool and colorful Fall (wherever you are) and stay tuned for future developments.

Cheers…,
Roland Livingston

ISODC Denver Conference summary, May 2019.

Inspiring! Fresh! Challenging! Personal! Idea-Building! Networking! Renewal! OD-Contextual! These are some of the exact words from members and attendees as the ISODC conference on "Managing the Fields of Global Opportunity – a Futurist Perspective" in Denver Colorado this May.

The conference started bright and early to collaborate simultaneously with ASM Institute, our ISOD affiliate in Pune India. The ASM Chairman (Dr. Sandeep Pachpande) along with ASM Professor and ISODC international director (Jaikumar Annajikulkari), with ASM faculty and students joined the ISODC Denver conference kick off. It was the first of many ISODC conferences to come including live international participation. Ed Kang (from ISODC China) attended the conference in person to share our organization's growth throughout China. The 2019 Denver conference recognized ISODC's global presence and future potential to bring Organizational Development and Change throughout the world.

Key note speakers at this year's conference included Dr. Tojo Thatchenkery and his universal application for Appreciative Inquiry, Dexter Hendrix and David Tunney provided future state scenarios from a geopolitical view, and Dr. Terry Armstrong, ISODC founder, along with Drs. Ken Murrell, Joanne Preston and Jeannie Maes delivered "Future OD opportunities that are better than we can think".

Several workshops relating to OD leadership opportunities throughout our military services, our universities and our known and sometimes unknown families are here for our engagement.

Presentations regarding diversity and inclusion on the American farm, in international businesses, in IT, and within ourselves revealed a perspective and course for future Organizational Development.

Our ISODC Mission and Vision for the future is both clear and changing and our role to partner with both keeps us at the forefront of success. What a truly exciting time to be part of the OD&C community of Global Opportunities.

Thank to all who participated in this year's conference in Denver Colorado and I look forward to seeing you and yours at future ISODC events.

Best in OD&C,

Ron Newton

SAVE THE DATE

May 2020 ISODC Conference

Where: University of Southern Alabama, Mobile campus

When: 12–15 May 2020 (Tues–Fri). Pre 12th / Post 15th

Theme: (ECD 30 Sept as suggested by steering committee) Duty assignments in-work by subcommittee.

Accommodations: At University (dorms & new hotel). Presentation equipment available on campus.

Airports: Mobile AL, Gulfport MS, Pensacola FL. Note: New Orleans airport is +2 hour drive.

Protecting Those Who Protect Us: Building a Culture of Wellness for Law Enforcement by Amber A. Peterson

Acknowledgments

I researched this topic with the officers in my life in mind, both current and retired. Through the shared stories, moments of grief and trepidation, and joyous victories, you have all helped me get where I am today. And I know, together, we CAN create a healthier future for our sisters, our brothers, and ourselves.

Author Biography

Amber Peterson is a passionate and energetic innovator who joins organizational culture and excellence with employee wellness. Amber's practical experience as a former police officer in Minnesota informs her knowledge and expertise in building strong teams, meaningful connections with stakeholders and community members, a calm, deliberate approach to strategy, and personal resilience.

Amber graduated with honors from the University of MN – Duluth with an MA in Criminology and prior to that, from Fond Du Lac Tribal and Community College with a degree in Law Enforcement. She is currently earning an MA in Human Development with a focus on Employee Wellness from Saint Mary's University of Minnesota and is also a certified personal trainer and health coach. Amber is accredited in a variety of Human Synergistics Inc.'s culture tools and is a Human Systems Dynamics Professional.

Amber takes pride in her ability to help people make healthy change in their organizations and in their lives. She truly believes the path to developing a robust organization and making meaningful change is through the whole wellbeing of its employees, for which she can develop strategy for any agency.

Abstract

Without the proper support and resources, the job-related stressors of the law enforcement profession put officers at risk for developing harmful habits and destructive coping mechanisms. Wellness, as a mindset, is of vital significance in law enforcement agencies in order to help officers remain well and serve their communities to their highest abilities.   A comprehensive model for workplace wellness was presented as a guide for agencies and organizational development professionals when establishing wellness initiatives.   Through implementing strategies from the five identified key factors of wellness (physical, mental, spiritual, professional, and financial wellbeing), organizational development professionals can help guide agencies to increase the resilience in their officers, the meaning officers find from their careers, and create a better work environment. The culture of the workplace holds influence over all facets of wellness. Included is a plan for increasing the wellness of a law enforcement agency.

Introduction

Without the proper support and resources, the job-related stressors of the law enforcement profession put officers at risk for developing harmful habits and destructive coping mechanisms. According to Violanti (1993), "police officers, as a group, …tend not to cope well with psychological distress, and often turn to maladaptive coping strategies" (as cited by Paton, Burke, Violanti, & Gehrke, 2009, p. 101). This positive relationship between damaging coping mechanisms, stress, and negative work experiences, discovered and examined by Burke (2009), throws into light how significant work incidents can be on wellbeing (as cited by Paton et al., 2009, p. 160). Not only do some of these officers struggle to keep themselves well, their ability to serve their communities to the highest level is also compromised because of the detriments to their health. Officers may struggle to correctly identify the emotions of others, may suffer from compassion fatigue, or make "a judgment based upon a [sic] inflexible plan that is rigidly followed" (Fridell & Binder, 1992; Pogrebin & Poole, 1991, both cited by Paton et al., 2009, p. 102). In order to help officers maintain their health, reach retirement in good form, and serve their communities well along the way, law enforcement agencies must approach wellness as a preventative mindset through establishing deeply entrenched and well-rounded initiatives.

Without routes to health, and more importantly, a culture of acceptance for constructive self-care, the chances an officer will be able to retire in good health will decline. Violanti et al. (2013) found that "stress, shift work, obesity, and hazardous environmental work exposures" were some of the possible reasons police officers died over 21 years earlier than the comparative general population (p. 1-2). Moreover, there are a number of reasons officers will not make it to official retirement age, including (but not limited to) choosing to switch professions, dying from suicide, taking a medical retirement, or being terminated. Regardless, it is a culmination of a number of factors which create this disadvantage, not necessarily any one piece (Loo, 1995, as cited by Paton et al., 2009, p. 110). For example, the stress of the job, with the unpredictability during each shift, leaves many officers buying fast food with little nutritional benefit and sometimes going extended periods without eating. Working long shifts also leaves many officers fatigued, and with busy lives outside of work, the opportunities (or motivation) to exercise decrease. The types of experiences that come with the job, such as investigating the violent death of a child, put many officers at risk of a worldview crisis; questioning what you believe and what your purpose is can be very jarring and turn even the most solid person into a struggling employee. Combining even just these three aspects (poor nutrition, minimal exercise, and crisis of worldview) could put enough stress on the body and mind of an officer to drive such outcomes as depression, addiction, and poor cardiovascular health.

My time as a police officer gifted me with valuable experiences and insights regarding self-care, self-compassion, and the importance of wellness. In the beginning, I often followed the culture into the chaos of harmful coping mechanisms without known resources to turn to, or at least much encouragement to do so. Thankfully, I learned from my experiences; I

did, however, leave the profession due to the weight of those events. There were a number of officers in my short seven years who left well before retirement age, all of them struggling with a number of factors which pushed some to change careers (or agencies) and others to face involuntary separation from the job.

Law enforcement leaders must take the reins and model healthy practices to encourage officers to do the same; as organizational development professionals, we can help them do so. Wellness is a mindset and must be kept in mind through every thought, decision, and interaction.

Ethics and Social Responsibility Statement

What benefit does supporting officer wellness present to officers, to the community, to the nation? What is it about this subset of the workforce which deserves such close attention and care? A study published by Hartley, Burchfiel, Fekedulegn, Andrew, and Violanti (2011) identified the job-related stress in law enforcement, specifically "shift work, the potential for witnessing or experiencing violent events, and organizational pressure" (p. 2), as the cause of psychological disorders and physiological conditions found in officers.   Their findings included that 27% of the officers they examined had metabolic syndrome (a risk factor in developing type 2 diabetes, stroke, and heart disease according to the Mayo Clinic, 2019, para. 1), compared to 18.7% of their employed population comparison group. The officers were also "four times more likely to sleep less than six hours in a 24-hour period" (Hartley et al., 2011, p. 5) and the incidence of depression was almost twice as prevalent as the general population.   Furthermore, these officers were "notably 15 years younger than the employed comparison study participants" and cardiovascular disease risk factors, like obesity and total cholesterol, usually rise as a person ages (p. 7).   The Officer Down Memorial Page (2019), the source for line of duty deaths, reports there have been sixty-two officer deaths from heart attacks between 2016 and July of 2019. Additionally, the National Alliance on Mental Illness states "nearly 1 in 4 police officers has thoughts of suicide at some point in their life," "the suicide rate for police officers is four times higher than the rate for firefighters," and "more police die by suicide than in the line of duty" (2019, para. 2). How many more statistics do we need to demand change?

As they say, our police officers are the sheepdogs protecting us from the wolves. As much as we want officers to be "guardians" instead of "warriors," these roles are mutually exclusive. An officer who only performs duties around friendly relationship building does not complete the vital act of protecting the community, nor does an officer who only focuses on arrests foster the necessary relationships to build trust within the community. From my experience, an officer must be both a guardian and a warrior, walking a fine line between a protector and a servant to the citizens of this great nation.   The question becomes, can an officer who is physically unwell, emotionally burned out, and in spiritual conflict, without career fulfillment and carrying the burden of financial stress fulfill this delicate balance? Whose responsibility does it become to be the guardians and warriors for our officers?

First, it is the responsibility of law enforcement agencies to take care of their employees. In a private conversation I recently had with a police chief, he stated "it is my responsibility to take care of my officers. I don't serve the community… they do. If I don't take care of them, they can't serve the community." The falling airplane argument holds true here: one must first apply their own oxygen mask before helping others to do so. If they do not, others may suffer for it. So, if an officer does not, or is not able to, take care of him/herself, are they able to truly serve their community? Agency leaders must realize the full impact of the combination of their choices, those of the cities in which they work, and the implications of the profession on officers. They have the power to influence the patterns in law enforcement culture. In the end, it is not about overhauling the culture; it is the day-to-day interactions and decisions which change how self-care is perceived, adopted, and ritualized.   It starts with law enforcement leaders practicing self-care themselves, supporting officers (in many different ways) within their agencies, and adopting practices to influence the patterns around wellness which will start to shift the culture, such as getting to know direct reports, observing when warning signs come up, and acting (Knight, 2019; Paton et al., 2009). The power is in their hands. As many leadership books point out, leaders must walk their talk. Who will listen to them otherwise, and how will they inspire true and meaningful change?

Second, it is the responsibility of the community to challenge agencies on their care of their officers. With this comes the need for champions within the community to fight for funds to be allocated to their police forces for officer wellness.   In my personal experience and from observing my former peers, well officers are more observant, better communicators, and are able to practice a higher degree of curiosity than those who are weighed down by pain and grief. Actively supporting wellness practices within law enforcement helps to drive a healthier police force poised to serve the community better (Spence, Fox, Moore, Estill, & Comrie, 2019, p. 1). Moreover, knowing their citizens support them is a real morale booster for officers! On the other hand, an unwell agency can have a detrimental effect on its community; if officers are too beaten down by the bad in the world to cushion the public against it, how will that adversely affect the community?

Even though the term "wellness" has become a buzz word in recent years, it does not negate the fact there are opportunities to influence wellness which can make a real difference in the lives of the affected employees. If my former agency had made different decisions, or if I had made different choices, how would the outcome have changed? Instead of losing a career-employee, my employer may have retained me and would not have had to spend the money to replace me. Looking back, I do not believe it would have had to have been large changes which could have kept me in the profession. A series of small, yet meaningful, modifications in how officer wellbeing was viewed and supported may have been enough.

Claims have been made in the past that three dollars are saved for every one dollar spent on wellness in organizations, which have not proved true (Miller, Williams, & O'neill, 2018, p. 99).   Regardless, there are innumerable benefits organizations reap when they enact meaningful change around wellness. For instance, imagine a company which encourages employees to be authentically friendly and collaborative, innovate, and uphold the

organization's mission, while providing staff with support, mentoring, and a way to be involved in decisions (Szumal, 2009). This type of work environment drives outcomes like good communication, retention of employees, and staff who "are motivated to do the best job possible" (Szumal, 2009, p. 28). Now apply this to the law enforcement world. How wonderful of a place would this be? How safe, respected, and taken care of might the community feel? We truly "build the culture inside [the department] which we want to create outside" in the community (Perme & Cusick, personal communication, August 2017).

It takes a broader perspective to achieve this higher-order goal. Specifically speaking about peace officers, they not only need physical health (arguably a very important consideration), but also mental health resources, and spiritual wellness due to the strains of their job (Conroy & Orthmann, 2014; Edmonds, 2018; Marx, 2017). Like other professions, they also need to experience professional wellbeing and financial health. If we want resilient officers who find meaning in their work and experience a constructive culture supporting these initiatives, there needs to be a focus on whole wellbeing. This whole wellbeing is an important difference which could change the tension dynamics in policing, and can be fostered through many levels of intentional organizational development. So, what does "officer wellness" mean?

A Model of Workplace Wellness

Figure 1. "A model of workplace wellness." Diagram developed by A. Peterson, 2019.

Workplace wellness, in terms of *whole wellness* and not just the health of the person *in the workplace*, starts with culture.   Culture is the ultimate driving force in the workplace, described by Human Synergistics International (HSI) as the system of shared values and assumptions directing people on how they should interact with one another and their work. "Such norms and expectations share how organizational members believe they are expected to behave in order to fit in, get things done, and at times simply survive" (HSI, 2019, para. 2).   I have found through my learning journey and base of experience as an employee (in both constructive and defensive cultures), as well as in organizational development consulting, that the culture in a person's organization influences their level of resilience, the meaning they find in what they do, and how they interact with their work environment.   An establishment has the power to build "a person's work and life competencies, thereby enhancing their resilience to stressors" (Paton et al., 2009, p. 110). There is also great potential for agencies to help officers make meaning in what they do on-duty, as well as live an independent life (or rather, a life disconnected from the "police identity") off-duty through connecting back to an employee's purpose and creating personal connections with them (Ollhoff, 2018a).   Finally, the work environment can perpetuate constructive, helpful practices to inspire officers to employ a variety of healthy measures for career and life longevity by integrating practices and dedicating resources to the long-term focus of health instead of short-term deliverables (Hamill, 2015).

I have found these three outcomes are likewise shaped by five key factors of wellness: physical, mental, spiritual, professional, and financial wellbeing.   The circle encompassing the wellness outcomes, as shown in Figure 1, depicts the overall influence of culture, as well as how much I consider the culture impacts each key wellness factor.   For example, workplace culture has a more prominent role in professional wellness.   It is ultimately less influential in physical wellness, yet there is still some expectation the working environment provides opportunities for increasing physical health.   A person's surroundings within their agency has an impact on their physical wellness, even if the person is most responsible for their own physical wellbeing.   Together, the culture, outcomes, and key factors of wellbeing create a model of workplace wellness (Figure 1).

Culture: A Driving Force

Culture is inherent in everything we do and everything we expect of each other.   Every group of two or more people have their own distinct culture, including the way they act towards each other, their mutually understood (and mostly tacit) expectations of one another, and their certain "way of doing things."   Edgar Schein, a distinguished culture researcher and writer, is known for pointing out that "culture is built through shared learning and mutual experience" (Kuppler, 2016, para. 4).   The interactions and exchanges between groups of people create these mutual experiences that, over time, define "how things are done around here."   Different from climate, which gets at the day-to-day attitudes and perceptions, culture is deeply ingrained and hard to move unless there is an urgency to do so.

Shifting a culture does not happen overnight; it takes time and effort to see results and should be more of an "evolution" than an all-out change (Bajer, 2018).   Even with a heavy focus on initiatives to inspire culture change, many see and focus on the "shadow culture,"

or the "negative or foreign workplace influences" which are hard to detect and even harder to eradicate (Miller, Williams, & O'neill, 2018, p. 203). Some may see this as an insurmountable obstacle; thankfully, there are always opportunities ("low-hanging fruit") to shift the obstructive cultural patterns within an organization in the short-term. Speaking from my experience as an organizational development consultant, tackling these first initiatives serves two purposes: first, it shows staff that leaders are serious about change, have heard their concerns, and are willing to change the status quo. There is a lot of value in garnering buy-in and participation early on. Second, because behavior change is difficult and taxing, it gives leaders a "quick win" to build the confidence that *they can change* and these changes *can be meaningful.* Plans to work on low-hanging fruit should be undertaken and completed within 90 days of starting a culture change initiative to capitalize on the energy of staff and leaders.

In law enforcement, these elements are no less present. The policing culture is well-established, having been practiced, refined, and ingrained in its members for decades. As Schein (2017) points out, culture is "the accumulated shared learning of [a] group as it solves its problems of external adaptation and internal integration" (p. 6). In this context, this means the distinct "society" of law enforcement comes with certain expected behaviors, such as "show no weakness," "be the tough guy," "always back up your partners," and "be mission driven." I found these expectations to be due in part to what society has deemed the nature of police work should be and how officers are expected to show authority; also, these expectations are often needed to be successful in the profession. Being neither good nor bad, law enforcement's insisted behaviors nonetheless have deep impacts on how officers practice self-care. They extend far beyond the working environment, affecting everyone from family and friends to the media and its audience. Watch an episode of any cop show and these particular themes will undoubtedly ring throughout.

With policing traditionally being a male-dominated profession, the deeply-rooted culture has an effect on female officers. The basic need to be seen as an authority figure, combined with the requirement of physically defending oneself and one's fellow officers without always turning to tools (such as a baton, chemical aerosol, electronic control device, or firearm), can be a substantial challenge to women on the job (Conroy & Orthmann, 2014, p. 22-23; Paton et al., 2009, p. 120-121). As a former female police officer, I can attest to these distinct challenges and the feeling they are undefeatable. Often, I felt I needed to be different at work than at home; looking back, I feel I lost my real identity after a time because switching back and forth was difficult, and to survive, my "police self" needed to be the dominant one. This left me paranoid and protective, irritable and stubborn, and more often than not, feeling as if I needed to "win" every encounter. It is intensely tiring to "show no weakness" at home, a place which is supposed to be safe and open. In my experience, I also found this to equate to "show no emotion," which took me a long time to recover from post-policing. Paton et al. (2009) found the same circumstances were present in their research; it is reassuring to know I am not the only one who has felt this way.

So far, this all sounds very negative; I am thankful for many things policing gave me, including a fierce loyalty to those I work with, a calm exterior (regardless of my inner thoughts and emotions), and very applicable investigative skills.   Without the lessons I learned through policing, I would not be where I am today.

Outcomes of Workplace Wellness

The three outcomes introduced in Figure 1 (resilience, meaning, and environment) are crucial in their fundamental footholds regarding officers' perceptions of their organizational culture and personal wellbeing. The culture of the workplace, and the levels of wellbeing in the five wellness factors, influence how each of these outcomes are built and nurtured over time.

Resilience.   Resilience is one of three outcomes represented here, and indeed the first, due to its vital place in the world; also described as grit, buoyancy, strength, or persistence, resilience is generally known as a person's ability to try again and again despite failure.   Without resilience, "success" would be a chance encounter when trying even slightly new or challenging tasks.   This is a particularly important aspect of policing: being able to overcome obstacles, sometimes within seconds, to persevere.   I believe an entire officer's career is built on their resilience in "overcoming," from successfully navigating the academy and being thrust into action in the real world, to being an authority figure while still finding compassion and empathy for those he or she serves, to fulfilling the goal day-after-day of "going home safely."   Resilience is called for in every interaction, challenge, and consequence in policing. And besides the fact we want our officers to go home safely each day, there is also the added benefit of the life satisfaction (and emotional health) which comes from "overcoming" and living a resilient life (Duckworth, 2017, p. 270).

An organization can impact resilience in its officers in many ways, some conscious and some unconscious.   Duckworth (2017) states that in general, "*if you're a leader, and you want the people in your organization to be grittier, create a gritty culture [sic]*" (p. 245).   For example, Duckworth (2017) goes on to cite "interest" as a fundamental component of grittiness, which can be applied to organizational life through recognition of what sparks curiosity and enjoyment for employees (p. 97). Helping officers to define their interests and core values, and where possible, drive activities around what the officer is passionate about, will help build their perseverance as they continue to pursue those paths of inquiry. Having to remain persistent through difficult tasks (made easier by the interest of the employee) will help increase resilience.

I found this true in my career as I reflect on the intersecting peaks and valleys of encouraged interest and morale I experienced.   During times when I felt low levels of interest or passion with my work assignment, I struggled with my attitude towards the job. This, in turn, affected how I interacted with others and decreased my willingness or want to persist.   Conversely, when I was encouraged to pursue something new, I felt renewed and more positive about the service I was providing. A strong example is when I was selected for a mounted patrol position. I was struggling at the time with my place in the agency and

how I felt about my job; I was ready to throw in the towel. Positions within this new unit opened up, which suddenly provided me with an intriguing and stimulating challenge to overcome. Even though the training and work was physically and mentally demanding, I found renewed cause to persist through these trials and build within myself a whole new level of resilience.

Resilience also comes out of posttraumatic growth, or "positive growth as a result of a struggle with a major life crisis or traumatic event" (University of North Carolina Posttraumatic Research Group, 2014, as cited by Ollhoff, 2018b, slide 2). When someone experiences a traumatic incident, or their worldview is severely challenged, there are numerous paths they can take. According to Ollhoff (2018b), this can be a destructive experience in which the person's level of functioning decreases significantly; often, this means pathology or "ugly coping" in which the person turns to substances or other addictive behaviors to cope with their situation (slides 9-10). Sometimes, a person reaches partial recovery (the traumatic incident may have been so distressing that they will never fully recover) or they reach a similar level of functioning compared to before the event. The best outcomes result in a person growing to "find new purpose and mission" due to their experience (slide 14). This posttraumatic growth is marked by a "renewed appreciation for life, belief in new possibilities, enhanced personal strength, improved relationships, [and/or] spiritual change" (Tedeschi & McNally, 2011, as cited by Ollhoff, 2018b, slide 16).

Policing organizations should try to stimulate posttraumatic growth through utilizing what Ollhoff (2018b) explains are the "four keys of growth," listed as "meaning-making, adaptive flexibility, relationship support, [and] self-care" (slide 19). Agencies can utilize this list and incorporate small measures which may make a large difference. For example, "relationship support" may mean implementing a mentoring program within a department (a benefit for both mentors and mentees [Gill & Roulet, 2019]), and "adaptive flexibility," described as "managing polarities" (Ollhoff, 2018b, slide 22), could look like regular "debrief sessions." Here, department leaders work with officers to identify learning points from calls for service which did not go according to plan. Increasing "meaning-making" may be employing a spiritual advisor who poses deep questions to officers regarding their reason for becoming a police officer. Last, "self-care" may encompass many different areas, possibly around engaging officers in exercise, nutrition, or a yearly visit to the department psychologist.

Meaning

Meaning. Meaning is the second outcome of culture and is arguably as important as resilience, due to its foundational drive in a person's purpose, their ability to make sense of their life, and the belief of their own significance (Smith, 2017, p. 14). This is especially true in the law enforcement field; it is a very purpose-driven profession. Despite the horrific experiences an officer may have or the terrible incidents of violence and neglect they may witness, most officers continue to find purpose in what they do. The damaging effect these experiences have on officers makes it even more imperative for agencies to focus on how they can help officers make meaning within their lives.

Organizations can link officers' activities back to their core values, bolstering this outcome at work. As an essential component to pursuing topics with joy for any length of time, meaning is vital to a healthy workplace outlook through the ability to see one's impact on

the world.   If the culture requires leaders to treat things or processes as more important than people, the opportunities for employees to make meaning of their work through sharing stories or enjoying their efforts will diminish (HSI, 2009, p. 22-26).   If, however, employees are encouraged to link their work back to their core values and consider how they can influence others, greater purpose could be found which could lead to increased happiness and effectiveness (Duckworth, 2017, p. 166-167).

Meaning is also linked to self-identity and is usually a story a person tells themselves regarding the "why" something is important for them to do or believe (Duckworth, 2017, p. 247-248).   Purpose, comprehension, and mattering are dimensions of meaning; the degree to which "life is directed and motivated by valued goals," "things in life fit together," and "life has significance and value" inform a person's ability to find meaning in their life and work (Ollhoff, 2018a, slide 6).   An employer can help drive meaningful activities for staff by discovering and supporting the aspects of wellbeing that are important to an employee (whether it is providing opportunities to delve into desired projects or get to know one's coworkers better).

On the other side, when meaning violations occur, the agency can provide support for the officer while he or she works through the meaning of that violation (Ollhoff, 2018d, slide 30). Integrating the experience of a traumatic incident, which may have shifted the officer's worldview, depends on making meaning of the situation (Larner & Blow, 2011, as cited by Ollhoff, 2018b, slide 20).   When a person cannot make meaning of their situation because their worldview is no longer "true," the search to gain clarity, understanding, and certainty can be very powerful and desperate.   Often, "any answer that will restore our lost sense of meaning" will do, whether it is rational or not (Ollhoff, 2018d, slide 27).   Challenges to and violations of one's worldview can be tremendously unsettling and disturbing, especially if a deeply held belief is struck down; this may happen to an officer when they first enter field training (learning there are real and terrible things in the world), encounter a terrible incident (like the death of a child), or experience administrative trouble (such as an internal affairs investigation).   Specifically, when officers lose meaning or become "isolated through role restriction" (meaning their job duties are temporarily limited), the chances they will turn to suicide may increase (Violanti, 1997; Turner & Roszell, 1994, both cited by Paton et al., 2009, p. 103).   Supporting an officer through a worldview crisis should include helping them to "deal with it honestly and authentically" (Ollhoff, 2018c, slide 3); this may mean assigning them a mentor, making resources available (such as the department counselor or spiritual advisor), or temporarily reassigning them to another unit while they work through their thoughts.

A major meaning violation came for me after I was involved in a "critical incident," or in law enforcement known simply as a traumatic event (Usher, Friedhoff, Cochran, & Pandya, 2016).   Before this event, I had a very one-dimensional view of my job: I arrive, I help people, I go home.   After the incident, I was flung into a multi-layered and grey-shaded worldview of policing where your actions are questioned, assessed, and bared for all to see. Any number of things could be "the right thing" at the time and could be "the wrong thing" later on; it was a confusing and frustrating place to be.   I also saw the stark reality of the abuse officers must withstand as they tend to their mission each day.   I found I needed to

guard my words with previously-trusted partners and felt I needed to work even harder to prove I could do the job. My rose-colored glasses were removed; in hindsight, I now know I was mourning the career I thought I had.

This violation to my worldview was serious and stressful, throwing me into a deep pit I had to learn to pull myself out of.   I turned to alcohol to forget about what had happened, commiserated continually with my partners, and isolated myself when not at work. I did not have knowledge on how to seek out the resources I needed to heal and felt very alone in what I was experiencing. This incident and what followed, occurring so early in my career while I was still forming who I was and what I stood for, had an immense impact on the direction I took with the job. It also started my shift towards leaving policing. If I had had guidance from a trusted peer on where to go for help, or if someone had noticed the changes in my demeanor and attitude, how might my career have been different? This is a question I ask myself regularly. I can say now that I am thankful for the experiences which shaped me, regardless of the pain and anguish they caused at the time. I have chosen to reshape "my truth" of what occurred during that period and use the results for good.

Environment.   The workplace environment is the third outcome presented in this wellness model. The culture of an organization has a large effect on this outcome as the culture shapes the physical environment and the ambiance behind the interactions that occur there. Paton et al. (2009) states that a work culture can "facilitate stress resilience" by favoring autonomous decision-making and creating an environment commensurate to the current demands (p. 148). Furthermore, interacting with the organization's environment and culture influences "officers' definitions, interpretations, and responses to stress" (p. 85) as they develop throughout their careers. The five key factors, described in the following section, shape this outcome in various ways, whether through how the environment is set up to "nudge people to make the healthy choice" (Miller, Williams, & O'neill, 2018, p. 188), providing many options to customize their wellness experience, or continually communicating to employees how important their wellness is to the establishment.

In this concept, "the environment" is defined by three characteristics: physical aspects, opportunities within, and the climate. The type of work environment employers foster can help or hinder an employee's success at reaching a state of "flow," or a status in which "an athlete or individual performs at his or her best, seemingly without effort, but with total concentration, feeling totally in control without thinking about it… flow is completely focused motivation" (Stringer, 2016, p. 35).   Reaching "flow" means different things for different people and requires flexibility by an organization's leaders to allow people to work in their best space (physically and mentally).   For one employee, this may mean a quiet room, as where another may need a busy, noisy space.   When employees work in flow often, "their work tends to bring greater job satisfaction" (p. 35).

Regardless if an employee reaches a state of flow, the physical aspects of the work environment, such as temperature (also known as "thermal comfort" in combination with humidity and airflow [Stringer, 2016, p. 134]), acoustics, or comfort of seating (p. 5), reflect the attention decision-makers pay to wellbeing.   Wellness, in this sense, represents the effort to set employees up for success. A workspace which is too hot or too cold, too noisy

or too quiet, or full of disagreeable scents may be quite distracting to many employees; alternatively, the right conditions can increase productivity and satisfaction. A 2007 study found 70.88F to be the ideal temperature, with even a slight increase or decrease influencing performance (Tanabe, Nishihara, & Haneda, 2007, as cited by Stringer, 2016, p. 134). The availability of natural light should be another consideration; not only does it decrease the amount of melatonin released in the brain (important for fighting fatigue), access to natural light throughout the day also helps people sleep better at night (p. 115). Installing circadian lighting, positioning employees with desk jobs near a window, and scheduling consistent working hours can all help with sleep and similarly, work quality. This aspect of wellness could also mean providing easy physical access to resources (such as an exercise area within a department, or a spiritual advisor's office within the agency's building) to eliminate as many barriers as possible to utilizing those resources.

The ability to make choices at work, described here as "the opportunities within the work environment," is another crucial aspect to creating a well workspace. This includes options such as sitting or standing while working, allowing employees to collaborate together on projects, and providing multi-functional spaces for employees to choose the area most conducive to their current work (i.e. rooms for collaboration, quiet rooms, or spaces for socialization breaks) instead of constraining staff to a "cubicle farm." A study on stress in the workplace uncovered the importance of two factors, psychological demands of the job and decision latitude, in the prevalence of illness (Stringer, 2016, p. 46). The more stress a person experienced on their job, the more important it was for them to have some control over how they mitigated their stress (decision latitude). Choices to combat stress may include the flexibility to adjust one's schedule, mix in "new learning challenges," or decide how the job is done (p. 47). The benefits to this type of wellness strategy extend to options employees believe they have, regardless if they take those opportunities or not. Similarly, being around people for hours at a time can disrupt one's ability to re-focus and assimilate experiences throughout the day. Having the ability to step away and employ "psychological restoration" is important for reflection and renewal (p. 98). Violanti et al. (2013) examined this factor through the lens of law enforcement morbidity and found "psychosocial hazards [such as stress-induced illnesses] result from a complex interplay of job demands, decision-making latitude, work organization, and social interactions" (p. 6).

Finally, the climate, or "the way things are around here," is the last facet of this outcome (HSI, 2017, p. 19). This part of culture dictates how people perceive their work environment, such as how supportive employees are towards each other, how much encouragement supervisors are expected to give their direct reports, and the expectations surrounding an employee's attitude while at work (HSI, 2017, p. 19). Much of this depends on the exchange of information. Depending on how significant a message is, how it is delivered, or the place the person receiving the message is in, it may make a substantial impact on their day (or possibly, career). Communication which is clear, concise, straight from the source, and focused on learning together to succeed together drives a constructive culture; HSI has found that companies with this type of culture are more adaptable, motivated, and focused on quality outcomes (Szumal, 2009, p. 27-30). Further, if an employee is made to feel like a cog in the wheel, that they must not bring their true selves to work, or they are not trusted with decisions, they will most likely not feel

supported. This environment of distrust and suppression will weigh on employees and rob them (and the organization) of their innovation and energy. As Paton et al. (2009) states, organizational choices and the organization's knowledge "of changing environmental characteristics… influences the degree to which officers are prepared, physically and psychologically, for the situations they are likely to be called on to respond to" (p. 36). Here, Paton et al. (2009) are referring specifically to critical incidents, but I would argue this extends to many more aspects of an officer's professional life.

Over the winter months of one year, I experienced one of the best intervals of my policing career, which was almost entirely because of the environment created within my workspace. My partners and I had been placed in an office separate from the main police department building; the space was open (without cubicles) and the sense of collaboration and productivity was tangible. Our sergeant was in the office with us, and besides his constant availability for our questions, concerns, or brainstorming needs, he was very friendly, open, and honest with us. His "servant leadership" style (Johnson, 2015, p. 236) was very conducive to the type of work environment we needed. We had a great amount of flexibility to decide how our day was split up between numerous tasks and a lot of trust from our sergeant on the decisions we made. Instead of a "command-and-control" type environment, which was prevalent in the main building, our office was highly collaborative, extremely flexible, and very conducive to decision latitude. The climate of our office was similar to what Hart and Cooper (2001) point out in reference to their work on organizational climate: "officers' perceptions of how their organization functions… influence both their well-being and their performance in their organizational role" (as cited by Paton et al., 2009, p. 186).

The average adult worker, putting in forty or more hours per week with their job, will spend almost 25% of their adult life at work. Within this time frame, morale can seriously be affected by things like sitting in a bucket seat (which pushes a gun belt into one's back), a consistently cranky sergeant who brings the whole crew down, or being stuck at a desk every day. How would any of these situations impact the productivity, satisfaction, and innovation a person could experience? All of these aspects can be influenced by the culture driven by leaders and the importance they place on wellness measures through their actions.

Key Factors of Workplace Wellness

Physical wellness. As the first of three "internal factors," physical wellness encompasses everything about the physical body including (but not limited to) physical function, such as muscular strength, endurance, flexibility, balance, and cardiorespiratory health; nutrition, including food consumption, water intake, vitamins, and minerals; quality and length of sleep; and physical illnesses and injuries (American Council on Exercise, 2013; Functional Aging Institute, 2017). No matter a person's physical stature, it is vital that every officer be physically capable of performing their duties. Strength is needed to help someone up who is intoxicated, take a combative suspect into custody, or run behind a K9 officer while they track someone; in the end, it may be all an officer has in order to defend

themselves. Add to this the need to be mentally sharp, which food, lack of sleep, and lack of exercise can hinder.

For these safety reasons alone, this factor should be of paramount importance to law enforcement agencies.   From my perspective, even though an officer holds the most responsibility to take care of their body, the agency maintains some duty to provide access to physical wellness resources.   In other words, the agency must provide the proper environment to encourage positive physical health habits in officers. The "go-to" fixes here (based on what I've seen in the past) are providing access to an exercise facility, employee wellness challenges (such as step count), or a lunchroom.   These are all fine choices, and agencies can do better. For officers who may be working nights, weekends, and holidays, it is essential to provide options which they can access. A gym within the agency, and a policy allowing time to exercise on-duty, can give all officers the space and time to work on fitness. Providing a safe place to eat (a secure lunchroom) and inexpensive, healthy foods, coupled with the expectation that officers take their lunch break, could give an employee the tools they need to eat healthier. Last, coming from the experience of working nights, making adjustments to help night-shift officers get the rest they need can help contribute to more alert and better-rested officers and decrease their risk of illness. Working a night-shift can "have considerable consequences on health and safety" and "has been associated with CVD, obesity, [metabolic syndrome], diabetes, and mood and anxiety disorders, most likely as a result of circadian rhythm disruption" (Shift work and sleep, 2011, as cited by Hartley et al., 2011, p. 6). Changing policies to better support the sleep officers need, such as first attempting to schedule court appearances on a day off for night-shift officers, can make a difference.

Mental wellness.

The second internal factor of wellness, focusing on both mental and emotional health, drives at the underlying desire to be psychologically stable and capable; another fundamental condition for law enforcement. This wellness facet includes a number of cognitive elements (Marx, 2017, ebook loc. 4999) such as problem-solving, memory, mindset, situational awareness, and confidence.   Emotionally, this key factor represents a person's coping strategies, their emotional intelligence ("the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence" [Cooper and Sawaf, 1996, p. xiii]), and the existence and/or maintenance of mental health disorders or injuries. It also incorporates social network influences (Achor, 2010; Seligman, 2002) like number and depth of supportive relationships, time spent amongst people, and competence with constructive disagreement.

Like physical wellness, mental wellness similarly falls in the laps of officers, due to the control and influence officers have over their mindset and any coping mechanisms they use which affect their mental health. Despite this, I believe there is much agencies can do to help them cope, heal, and successfully build mental toughness.   More than that, law enforcement organizations have an ethical and social responsibility to fortify the mental health of their officers. Practical strategies to help them could include providing counseling or psychological services "on-demand" and without notification to a supervisor, developing a mentoring program, and encouraging constructive disagreement.   Additionally,

organizations could provide emotional intelligence training and coaching to their leaders to better support officers.

Spiritual wellness.

Traditionally, spiritual wellness has equated to the presence of religion in a person's life; this third internal factor is, however, so much more than just religiosity. Dr. Roy Beacham, a practicing police chaplain, defines spiritual health as the values and ideals that exist beyond one's self (Beacham, 2017, p. 4). This definition speaks to the deep-seated beliefs a person holds regarding those parts of existence which are much larger than any individual. This consists of values and virtues, worldview, essential questions (Who am I? Where did I come from? Why am I here? Where am I going?), and religion (a belief system and what "Idea, Person, or Thing [a person cherishes] the most over and above all other ideas, persons, or things" [Beacham, 2017, p. 4]). All four of these qualities construct what any person needs for meaning-making.

Even though these areas are important to all human beings, they are essential to law enforcement because of the continued potential for moral injury. "Moral injury" is defined as an event, or series of events, "which shatters moral and ethical expectations that are rooted in religious or spiritual beliefs, or culture-based, organizational, and group-based rules about fairness, the value of life, and so forth" (Maguen & Litz, n.d., as cited by Hofstra, 2016, p. 8). Officers must increase their spiritual health in order to defend themselves against meaning crises, hopelessness, and adverse coping strategies. Being a peace officer demands holding a high level of personal integrity; once an officer's integrity is questioned, their career is impacted (Conroy & Orthmann, 2014, p. 171). For example, suffering a moral injury could lead an officer to reach out to whatever comfort is readily available, which could be a distraction through addiction. A bad habit becomes an addiction when it starts to interfere with a person's daily life. For an officer, this equates to their work suffering. An officer who depends on alcohol could start to cover up their dependence by falsifying work documents or could find themselves in legal trouble for actions off-duty related to that alcohol abuse. Instead of helping to rehabilitate the officer, it would be easy for an agency to place the officer on a last-chance agreement or terminate their employment. This furthers the moral injury and could lead to the officer taking their own life, described by Paton et al. (2009) as the "ultimate coping response to an intolerable condition" (p. 105). Sadly, this is all too common in policing.

Increasing spiritual wellness can be a difficult area for agencies to develop support strategies for, as they commonly do not want to marginalize employees of differing religious (or non-religious) beliefs, from what I understand. Departments can, however, drive home the values they hold, help officers connect their own values and behaviors with the agency's values, and reward those who act with integrity and courage. A department can also employ a chaplain who works solely with officers and staff (instead of with the community) to provide a confidential sounding board to those who need spiritual assistance. It is important to find the right chaplain who builds trust with department members, serves them in the capacity for which they need the assistance, and keeps their troubles and concerns confidential.

Professional wellness. As depicted in Figure 1, the circle of culture consumes most of this first external factor of wellness. Naturally, employers are the keepers of professional expectations, but the officers themselves also have a level of responsibility in showing up (physically and mentally), working hard, collaborating with others, and communicating what they need and desire.

This factor encompasses officers' development, connections, and job tasks; these are the three broad categories which dominate an officer's professional life, as I have learned and experienced. Development, through the lens of being professionally well, represents the multiple facets to building a fruitful career. It includes opportunities for advancement, training, employee development planning (with personal goals tied back to the agency's goals and mission), the level of job fulfillment an employee experiences (which includes the rewards and punishments a person receives [McCarthy, 2001]), and any career mentoring or coaching they receive. The "connections" aspect of this factor may have a particularly large impact on the workplace environment outcome. It takes a broad scope by examining the work officers do with others inside their organization, such as camaraderie and teamwork dynamics; communication, like debriefing calls for service, encouragement given and received by peers and supervisors, and support perceived, given, and received; being an authentic leader and a respectful follower; and trust-building. Third, wellness in this area considers the task side of a career, including time management, effectiveness and productivity, work quality, and completion of tasks.

Financial wellness. The second external factor, and final facet of wellness, falls within the financial realm. Financial health takes into consideration debt, spending habits, and retirement planning, and is essential to building resilience and decreasing stress amongst officers (Englert, 2019, p. 18-21). Gambling, along with other addictive behaviors, can be a poor coping strategy to deal with stress and trauma; agencies can play their part in helping officers recover from a gambling addiction by providing resources, assistance, and support (Conroy & Orthmann, 2014, p. 173-181). This coping mechanism can cause the officer to accrue significant debt, which could drive them to compromise their integrity by "finding" the money to pay back debts through disreputable means.

Providing education on programs for retirement savings and/or financial planning in general (which could be anything from providing a list of resources to reach out to, to inviting in a financial planner for employees to talk to) can be a powerful tool for officers and an easy win for employers. Officers need to take initiative, but there are many ways in which administrations can recognize how they can create a financially supportive environment or when employees are struggling.

Minnesota POST Board Guidelines on Officer Wellness

For many years, the State of Minnesota has had certain requirements on how officers are trained. Recently, officer wellness was added to the list of mandatory training topics; this training obligation is now part of the licensing requirements by the Minnesota Board of

Peace Officer Standards and Training (MN POST Board). According to Minnesota State Statute 626.8469 "Training in Crisis Response, Conflict Management, and Cultural Diversity" passed by the Minnesota Legislature in 2017, law enforcement officers are required to demonstrate understanding in the following issues (specifically listed under "mental health concerns of police officers" [Department of Public Safety, 2018, p. 2]):

Discuss how trauma exposure and stress may influence officer mental/physical health, decisions and behavior.
Discuss or model strategies that support good mental health.
Discuss how to recognize when help is needed, barriers to seeking help, and how to access help. (p. 2)

All of these points drive at a dominant focus of law enforcement wellness programs: help officers increase their mental health wellness. However, are they enough to make a difference? The essential component of these new requirements is that they not just be "crossed off the list," but truly instilled in the agency's culture and way of doing business. Officers can be told how to access help for mental health issues, but until an agency makes it "safe" to reach out and seek that help, i.e. changes the dialogue and stigma around mental health help, officers may not seek assistance. Of this new statute, this is the learning objective with the least points (the other three learning objectives have four or more requirements attached), but it may be the most critical. The challenge for agencies is to take these new discussion points to heart and expand their influence throughout the department, and more importantly, the entire industry of policing.

Taking Action: What's the Next Step for Law Enforcement Agencies?

Now, what do agencies do to implement wellness principles into the work environment? How do they make wellness a priority, a mindset, without using their entire budget? Based on what I have seen, experienced, and learned, there are many options for organizations to make a difference within their own walls, ranging from relatively inexpensive strategies to larger commitments. In order to achieve success in the outcomes within the wellness model (Figure 1), I believe organizations need to implement strategies from each of the key wellness factors. An agency can also seek to influence the outcomes with meaningful culture change through a culture assessment. Ultimately, the more places an organization can implement wellness strategies, the more likely they are to see their employees become more resilient, find more meaning in their duties, and experience a more constructive environment.

The "answers" do not need to be complicated, but actions do need to be taken in order to help shift current patterns towards an agency's desired culture; this means picking a route based on the information available, giving the initiative time to show its effectiveness, and assessing what the next step is from there. Human Systems Dynamics Institute (HSD Institute), a company focused on utilizing complexity theory and inquiry to problem-solve seemingly intractable issues, calls this the "adaptive action cycle" (Eoyang, 2013). By

working through the "what" (the problem), the "so what" (what it means), and the "now what" (taking action), movement can be made on an issue in a methodical and observable way. Now, as they say in the HSD Institute, what are "the differences that will make a difference" (HSD Institute, 2016, p. 4) and which exchanges will help shift the patterns?

Step One – Culture Assessment and Strategic Planning

An agency must first come to an understanding of what their current culture is and where they would ideally like to go before pinning down strategies for implementation. Data gathering would consist of two online culture surveys available to all employees (one assessing the current culture and the second identifying the desired culture) and voluntary focus groups for officers. Individual interviews would be conducted with the command staff and union leaders to gather in-depth information on their vision and thoughts. After the survey was complete, senior leaders would be debriefed on the results. The leadership, consisting of command staff and union leaders, would identify the mission, vision, and values for the department; doing so makes the priorities of the department clear and sets the stage for strategic planning around agency goals. Officers (and other staff) would be involved through feedback sessions regarding the draft mission, vision, and values before adoption by the department's leaders.

Next, the leadership and a cross-functional group of officers and staff (the culture team) would draft the goals and tactical strategies to move the department towards the desired culture, keeping in line with the newly appointed mission, vision, and values. Employee involvement in bettering an organization has been shown to be a leverage point in the creation of a more constructive environment; this could mean more committed employees who may be more productive, efficient, and effective in what they do (McCarthy, 2001). Ultimately, no more than four goals should be agreed upon. One of those four should focus on officer wellness (or more broadly, "employee wellness" if non-sworn staff are to be included) and should be listed as one of the top goals to demonstrate to officers the importance wellness holds. After a second staff feedback session, the leadership and culture team would finalize the strategic plan and ready it for implementation.

Step Two – Implementation of the Strategic Plan and Wellness Initiatives

At this point, the leadership and culture team would have identified strategies to bolster their wellness initiatives. Part of the strategic plan could be to form another cross-functional group of employees to spearhead the wellness venture and serve as ambassadors within their units. In following the wellness model, they would start by choosing an impactful strategy from each key factor; after gaining approval, an officer from the committee would be responsible for the implementation of a strategy, its on-going progress, evaluating the success after a length of time, and making changes to the initiative as needed.

There are many strategies the wellness team could choose; ideally, there are several initiatives from each of the key factors they would eventually include. For physical wellness, an on-duty exercise policy (including access to exercise equipment), changes to policies on court appearances for night-shift officers, and reimbursements for healthy food purchases would be included. To further mental wellness, the department would employ a professional (counselor or psychologist) to see officers as needed. The department should require officers to see this professional for a check-up once per year and after any critical incident (Schlosser & Kudrick Jr., 2019, p. 54); otherwise, it is important that officers be allowed to visit this person as needed without having to notify their supervisor (perhaps designating one person amongst the command staff as a contact point for this resource). Other strategies would include access to a phone application to increase problem-solving skills, memory, mindfulness, and other cognitive functions; a mentoring program led by the department counselor or psychologist (who would provide the training for the agency mentors and monitor the program); and training on emotional intelligence, interpersonal skills (including constructive disagreement), mindset, and situational awareness.

It may be more complicated for the wellness team to fulfill the spiritual wellness piece; the right person needs to be found to provide the type of spiritual counseling law enforcement officers need. The best candidate would have law enforcement experience and a good reputation following him or her, to gain the trust of the officers quickly. However, a candidate without experience as an officer could work as well (Beacham, personal communication, June 12, 2019). He or she would need to be dedicated to the department officers in the sense that that would be their duty, above serving the community. That person would also need to be willing to spend the time gaining the trust of officers, which could include being a volunteer at their trainings, going on ride-alongs during the day and night, and attending many shift briefings. This person would provide spiritual counseling to officers by walking the fine line between spirituality and religion, going down whichever path the officer needs at the time. This advisor could additionally be part of the process for checking-in with officers after critical incidents and regularly help create deep and meaningful conversations on purpose and meaning.

To focus on professional wellness, the team would need "leadership sponsors" to implement a number of strategies. First and foremost, proper performance management should be implemented in the agency. This would provide officers with clear job requirements and expectations, as well as agency-level and unit-level goals and expectations, to write their own development plan upon. Each officer should receive an annual performance review in which he or she has one-on-one time with their supervisor to discuss their career aspirations and goals, provide feedback to, and receive feedback from, their supervisor. This annual review should be supplemented with more frequent discussions (monthly preferably, or quarterly at the longest) in the form of routine checkpoints to provide more timely feedback to officers and address their concerns (Perme, personal communication, April 2019). This should include ongoing career mentoring. Problems with performance should be addressed fairly and follow a prescribed plan (such as coaching, verbal warning, written warning, remediation plan, and termination).

Other professional wellness initiatives could include training opportunities (job specific, such as blood spatter analysis or criminal investigations, as well as those focused on task efficiency), frequent call debriefs amongst patrol crews, team-building events, and discussion sessions on topics such as authentic leadership, what support looks like, or building resilience in policing. As mentioned above, the MN POST Board requires officers also receive training in officer wellness; these specific topics should be incorporated into discussion whenever possible to reinforce their importance.

Last, the wellness team should identify a group of financial advisors and set up a space for officers to meet with the advisors individually. A speaker could be brought in who specializes in retirement planning to give officers practical tips on how to budget and plan for their departure from policing. The team could include attorneys to assist officers in will writing in case of their untimely death. Resources should also be set up through the department's employee assistance program for debt consultation and gambling addiction.

Step Three – Evaluation and Further Implementation

After implementing a strategy (or two) from each key factor, it is important the wellness team evaluate the overall effectiveness and efficiency of each initiative. This could be done with the support of the culture team, as they may have continued working on other meaningful culture change efforts over the same time period that could have intersected with wellness strategies. Evaluation could look like a simple online survey, focus groups, interviews, or some combination thereof. For some of the initiatives, there may also be measurable data to utilize in determining the effectiveness. Strategies which have not been shown to be effective (given that they have been kept around long enough to know) could be terminated or indefinitely suspended; those which have been shown to be effective should be celebrated, improved, and continued. Ideally, the evaluation process would include assessing the level of improvement of each wellness outcome through measurable means which the wellness team has identified.

Once the first round of evaluations is complete, the wellness team should reconvene to identify the next set of strategies to investigate and implement in order to further the adaptive action cycle (Eoyang, 2013). Any of the above-suggested strategies could be utilized, or team members could suggest new initiatives. Departments which are already highly invested in law enforcement wellness could be contacted or officers could be sent to an officer wellness conference (such as the National Conference on Law Enforcement Wellness and Trauma, https://www.concernsofpolicesurvivors.org/about-national-conference) for ideas and contacts.

Conclusion

Limited funds, time, and resources can be major roadblocks to implementing wellness initiatives in any organization, not to mention government agencies like police departments, sheriff's offices, or other law enforcement establishments. Also, many people (citizens and officers alike) will champion for more body armor, more bullets, or more cops on the streets before they want to spend money on a "soft topic" like wellness. As discussed above, "wellness" is so much more than carrots, a gym, or talking about emotions; wellness is a mindset, the complete wellbeing of an organization and its people, and starts at the 20,000-foot view with culture. Strategies fall flat on their faces without first coming to an understanding of the current culture and what is needed to move it towards the desired culture. Creating an environment which supports employees mentally, physically, spiritually, as well as professionally and financially, will produce officers who are more resilient, find more meaning in what they do, and work better for the community. As organizational development professionals, we have a special set of skills which could help agencies become healthier; we hold a certain social responsibility to help these establishments grow and develop.

Peace officers are not the only group impacted by the terrible elements of the world; there are also dispatchers who take the calls and staff who support officers (and hear about or experience some of what officers do). Firefighters, EMTs, and corrections officers, not to mention nurses, doctors, and other medical emergency staff, experience job-related trauma in many similar ways to law enforcement. Another commonly forgotten group includes the significant others of these emergency workers. It is vital that all of these people be supported to fight burnout, prevent suicide, and live full, healthy lives. If we, as a society, continue to dismiss the power of wellness and allow the stigma of self-care to continue, we will lose many talented and caring individuals from these impactful professions. As customers of their care and services, it is our moral duty to in-turn care for our providers.

References

Bajer, A. (2018, July 30). In conversation with Edgar Schein: Answering three common questions about culture. Retrieved from https://www.humansynergistics.com/blog/constructive-culture-blog/details/constructive-culture/2018/07/31/in-conversation-with-edgar-schein-answering-three-common-questions-about-culture

Beacham, R. (2017). Spiritual health: The center of your worldview. Plymouth, Minnesota Police Department APB Newsletter, January 2017 (1), p. 4-5.

Bryant, C.X., Green, D.J., & Jo, S. (Eds.). (2013). ACE Health Coaching Manual. San Diego, CA: American Council on Exercise.

Conroy, D.L. and Orthman, C. H. (2014). Surviving a law enforcement career: A guide for cops and those that love them. Rosemount, MN: Innovative Systems Publishing.

Department of Public Safety. (2018). Peace officer and part time peace officer in-service learning objectives for crisis intervention and mental illness crises training [PDF file]. Retrieved from https://dps.mn.gov/entity/post/Documents/Crisis-Intervention-Mental-Illness-Crises-In-Service-Learning-Objectives.pdf

Duckworth, A. (2017). Grit: Why passion and resilience are the secrets to success. London: Vermilion.

Edmonds, D. (2018). The 4 pillars of le fitness and wellness. PoliceOne.com. Retrieved from https://www.policeone.com/health-fitness/articles/481409006-The-4-pillars-of-LE-fitness-and-wellness/

Englert, D. (2019). Teaching financial resilience is essential to a successful wellness program. Police Chief Magazine, January 2019, p. 18-21.

Eoyang, G. (2013, August). Adaptive action explained. Retrieved from https://www.hsdinstitute.org/resources/adaptive-action-explained-blog.html

Gill, M. and Roulet, T. (2019). Stressed at work? Mentoring a colleague could help. Harvard Business Review. Retrieved from https://hbr.org/2019/03/stressed-at-work-mentoring-a-colleague-could-help

Hamill, L. (2015, May 19). Aiming for a culture of health? Try this. Retrieved from https://www.humansynergistics.com/blog/culture-university/details/culture-university/2015/05/19/aiming-for-a-culture-of-health-try-this

Hartley, T.A., Burchfiel, C.M., Fekedulegn, D., Andrew, M.E., & Violanti, J.M. (2011). Health disparities in police officers: Comparisons to the U.S. general population. International Journal of Emergency Mental Health and Human Resilience, 13(4), 211-220.

Hofstra, P. (2016). Moral injury: A consideration for law enforcement. International Conference of Police Chaplains Journal, December 2016, p. 8-9.

Human Synergistics International. (2017). Organizational Culture Inventory (OCI) & Organizational Effectiveness Inventory (OEI). Detroit, Michigan: Human Synergistics International.

Human Synergistics International. (2019). How culture works. Retrieved from https://www.humansynergistics.com/about-us/how-culture-works

Human Systems Dynamics Institute. (2016). CDE Model. Retrieved from https://www.hsdinstitute.org/assets/documents/5.1.1.3.cde-30apr16.pdf

Johnson, C. E. (2015). Meeting the ethical challenges of leadership: Casting light or shadow. (5th Ed.) Thousand Oaks, CA: SAFE Publications, Inc.

Knight, R. (2019). How to help your team with burnout when you're burned out yourself. Harvard Business Review. Retrieved from https://hbr.org/2019/03/how-to-help-your-team-with-burnout-when-youre-burned-out-yourself

Kuppler, T. (2016, September 13). 8 culture change secrets most leaders don't understand. Retrieved from https://www.humansynergistics.com/blog/culture-university/details/culture-university/2016/09/13/8-culture-change-secrets-most-leaders-don-t-understand

Marx, J.S. (2017). Armor your self: How to survive a career in law enforcement. Littleton, CO: The Law Enforcement Survival Institute.

Mayo Clinic. (2019, March 14). Metabolic syndrome [Overview]. Retrieved from https://www.mayoclinic.org/diseases-conditions/metabolic-syndrome/symptoms-causes/syc-20351916

McCarthy, S. (2001). Building high performance cultures. Detroit, Michigan: Human Synergistics International.

Miller, R., Williams, P., & O'neill, M. (2018). The healthy workplace nudge. Hoboken, NJ: John Wiley & Sons, Inc.

National Alliance on Mental Illness. (2019). Law enforcement officers. Retrieved from https://nami.org/Find-Support/Law-Enforcement-Officers

Officer Down Memorial Page. (2019). Current year line of duty deaths. Retrieved June 28, 2019, from https://www.odmp.org/search/year/2019

Ollhoff, J. (2018a). Meaning [PowerPoint presentation]. Retrieved from Blackboard.

Ollhoff, J. (2018b). Posttraumatic growth [PowerPoint presentation]. Retrieved from Blackboard.

Ollhoff, J. (2018c). The meaning maintenance model: 3 ways to cope with meaning violations [PowerPoint presentation]. Retrieved from Blackboard.

Ollhoff, J. (2018d). The meaning maintenance model: Meaning and meaning violations [PowerPoint presentation]. Retrieved from Blackboard.

Schein, E.H. and Schein, P. (2017). Organizational culture and leadership. (5th ed.). Hoboken, NJ: John Wiley & Sons, Inc.

Schlosser, L.Z. & Kudrick Jr., A.A. (2019). "You have to see the psych." Police Chief Magazine, May 2019, p. 50-56.

Smith, E.E. (2017). The power of meaning: Crafting a life that matters. New York, NY: Crown.

Spence, D.L., Fox, M., Moore, G.C., Estill, S., & Comrie, N.E.A. (2019). Law enforcement mental health and wellness act: Report to congress. Washington, DC: U.S. Department of Justice.

Stringer, L. (2016). The healthy workplace. New York, NY: Amacom Books.

Szumal, J.L. (2009). Organizational culture inventory interpretation & development guide. U.S.A.: Human Synergistics International.

Usher, L., Friedhoff, S., Cochran, S., & Pandya, A. (2016). Preparing for the unimaginable: How chiefs can safeguard officer mental health before and after mass casualty events. Washington, DC: Office of Community Oriented Policing Services.

Violanti, J.M., Hartley, T.A., Gu, J.K., Fekedulegn, D., Andrew, M.E., & Burchfiel, C.M. (2013). Life expectancy in police officers: A comparison with the U.S. general population. International Journal of Emergency Mental Health and Human Resilience, 15(4), 217-228.

1.

Creating An Organizational Culture Where Employees Don't Mind Getting Out of Bed and Going To Work by Dr. Sandra Sheard

After serving 20 years in the armed forces and 17 years of working for the federal and local government, and the private sector, I've experienced first-hand the challenge of rolling out of bed and going to work with an attitude of regret and despair. There were many days I thought, "just shoot and relieve me of my misery because I HATE my job!"

According to Gallup, most people hate their jobs with only about 15% who enjoy coming to work (Clifton, 2017). Hate is such a strong word; however, it can exemplify the kind of mindset for most employees when waking up and facing the workday. I lived for Fridays and regretted Sundays (because Monday was coming). I reflect on the days of dysfunctional leadership, incompetent managers, and ineffective team members, who were left in their job way too long for anyone to care. My thoughts would always come to the following conclusion "there has to come a day when work is not a place of misery, filled with a disengaged workforce…"

The organization development literature is full of studies on workplace engagement, and this topic is nothing new under the sun. No job is perfect, and there will always be challenges. There are careers where the very nature of the job itself comes with more hygiene factors than motivating factors (e.g., first responders or working in customer service). Aside from jobs with natural, high hygiene factors, what is the ideal workplace where employees don't mind rolling out of bed and going to work? There has to be more to the mundane task of going to a job you dislike, gritting your teeth when you walk through the doors and putting on a fake smile. When I think about organizations and job satisfaction, the work relationships come to mind. According to Mcray (2015), employee engagement includes a "…positive and healthy relationship between the employee and the organization…" When I reflect on organizations, I've worked for over the years; my job satisfaction has always come down to one singular theme – the employer and employee relationship.

Interesting, Mishra, Dimri, & Chaubey (2017) suggests an excellent employee-employer relationship attributes to organizational success. Also, it's the employee-employer relationship, which drives retention rates, morale, and organization reputation (Rahman & Nas, 2013). Within most organizations, the employee-employer relationship starts with the leader. The leader relationship with the employee can make or break organizational effectiveness.   It is said that the leader sets the tone for the organizational culture (Hill & Johnson, 2018). Leaders can set a positive tone for organizational success by knowing their people, knowing themselves, and knowing organizational norms.

The Leader: Know Your People

One of the essential elements of organizational leadership is getting to know your people (Snehal & Sachin, 2013).   You can be the smartest and the most productive-results driven leader; however, if you don't know your people, the organization can become less than a desirable place to work. Knowing your people and looking out for their professional wellbeing reaps the rewards well beyond people just doing their jobs in return. When you take the time to get to know your people, it is a reflection of showing that you genuinely care and your willingness to place their needs above the needs of the organization. Knowing your people and their developmental goals both personally and professionally, can increase morale and productivity.

When leaders take the time to understand their people, it creates a relationship of trust; an opportunity for open communication and a willingness to receive feedback (for both employee and leader).   When employees know leadership is interested in their well-being and is in tune with what drives individual motivation – it lays the foundation for creating a workplace where employees don't mind coming to work and giving 100%.

The Leader: Know Yourself

As a leader, carve out some time to reflect on past successes (and failures), and the paths taken which led to where you are today.   Leaders need to learn about themselves, and while they're learning – be open and honest about your blind spots (Nguyen et al., 2019).   Seek to find out what your strengths and weaknesses are through self-reflection and feedback from those who you trust. Take the time to seek self-improvement resources to enhance your strengths and minimize your weaknesses. Know what you enjoy most and what you want to achieve as a leader, but not at the expense of your team.   If you enjoy working long hours, that's fine; however, don't assume that everyone on the team wants to receive emails from you at 11:30 p.m.

While it's important to know what you enjoy, it's also important to know what specific skills you need to be an asset to your team. For example, you may believe having multiple degrees behind your name is critical to your position and brings credibility. However, working on your interpersonal, communication, and basic leadership skills may serve you better and your relationship with the team. When leaders really get to know themselves and know their blind spots and understand that the world of work does not revolve around them, it creates an organizational culture ripe for success and a place fit for employees.

The Leader: Know Organizational Norms

An employee's first impression of the organization starts with its culture, which consists of values, belief systems, and attitudes (Singh & Kumar, 2013). Each organization has cultural "norms," which define both written and unwritten social controls which ensures conformity and protects inappropriate behaviors.   Organizational norms can be a blessing or a curse. It can be a blessing if everyone within the organization is operating on the same page, and the behaviors are in alignment with shared values and attitudes. For example, when I served in the military, we followed a set of standards which supported functional norms based on high morals and patriotic values – we all believed in the mission and why we choose to serve our country.

On the other hand, organizational norms can be a curse. For example, the organization which continues to support dysfunctional norms which threaten its survival (Singh & Kumar, 2013). Dysfunctional norms such as favoritism, lack of accountability, and an unwillingness to correct inappropriate team behaviors.

Leaders can get to know organization norms by focusing on the realities of the organization. If the stress is high in the organization, don't ignore it. If there's a high turnover in your section, don't blame it on the employees. Pretending that morale is high and painting a false reality that people are "happy" at work will do nothing but create an ineffective work environment. For example, the Federal Government's Best Places to Work Annual Survey measures employee engagement and overall organizational health. The Best Places to Work in Federal Government Survey is a big deal for federal agencies, and it's a great tool to start the conversation about leader effectiveness and the type of organizational culture to keep employees coming to work and don't mind being at work.

Today, employees have more choices about where they wish to work. Employees can be selective in how they want to spend their workday.   One-third of our lives will be spent at work, which equals to about 90,000 hours throughout a lifetime, and let's not forget the hours of commuting and sitting in traffic (Vaughn, 2018). I dream of a day when I can't wait to jump out of bed and go to work. Work does not have to be a place where employees are counting down until Friday, thinking of ways to get out of doing work or spending time looking for another job. As a leader, if you want to create an organizational culture whereby employees don't mind getting out of bed and going to work – take time to get to know your people, get to know yourself, and get to know the organizational norms.

BIO:

Dr. Sandra Sheard serves as management and leadership consultant with 38+ years of experience facilitating, training, leading, managing and directing leadership & organizational development initiatives. Dr. Sheard has worked extensively in corporate America, local and federal government holding senior management and executive positions. Additionally, Dr. Sheard enjoys teaching as a faculty professor.

Her education accomplishments include:
Doctor of Management; Specializing in Leadership
MS – Organizational Management
BS – Workforce Education and Training
AA – Instructor Technology and Social Science
Master's Certificate – Project Management

Dr. Sheard served 20 years in the United States Air Force and formed and operated a management and leadership small business serving clients in the United States and internationally.   Sandra is a certified workforce and life coach and enjoys reading, traveling, fishing and spending time with her best friend – her husband.

References

Best Places to Work in the Federal Government. (n.d.). Homepage. Retrieved from https://bestplacestowork.org/

Clifton, J. (2019, August 27). The World's Broken Workplace. Retrieved from https://news.gallup.com/opinion/chairman/212045/world-broken-workplace.aspx.

Crystalee, W. B. (2016). Perceptions of thanks in the workplace. Corporate Communications, 21(3), 333-351. doi:http://dx.doi.org.proxy.cecybrary.com/10.1108/CCIJ-07-2014-0048.

Hill, J, & Johnson, T. (2018). Why government leaders should care about innovation. The Journal of Government Financial Management, 66(4), 54-55.

Kitts, J. A. (2006). Collective action, rival incentives, and the emergence of antisocial norms. American Sociological Review, 71(2), 235-259.

Mcray. J. (2015). Leadership glossary: Essential terms for the 21st century. Santa Barbara, CA: Mission Bell Media.

Mishra, N., Dimri, R. P., & Chaubey, D. S. (2017). Employer-employee relationship and impact on organization strategy: A quarterly peer reviewed multi-disciplinary international journal A quarterly peer reviewed multi-disciplinary international journal. Splint International Journal of Professionals, 4(2), 56-65.

Nguyen, T., White, S., Hall, K., Bell, R. L., & Ballentine, W. (2019). Emotional intelligence and managerial communication. American Journal of Management, 19(2), 54-63.

Rahman, W., & Nas, Z. (2013). Employee development and turnover intention: Theory validation. European Journal of Training and Development, 37(6), 564-579.

Singh, S., & Kumar, R. (2013). Why do dysfunctional norms continue to exist in the workplace? Journal of Organisation and Human Behaviour, 2(2), 11-19.

Snehal, S. D., & Sachin, B. D. (2013). Strategic leadership: A need of today's competitive era. International Journal on Leadership, 1(1), 13-19.

Vaughn, K. (2018, May 5). You will spend 90,000 hours of your lifetime at work. Are you happy? Retrieved from https://medium.com/@KassandraVaughn/you-will-spend-90-000-hours-of-your-lifetime-at-work-are-you-happy-5a2b5b0120ff.

EVENTS

Webinar with Raj Sisodia author of The Healing Organization
Thursday, October 10, 2019 at 12:00 PM (EDT)

The image of modern corporations has been shaped by a focus on profits over people and the environment, but this approach to capitalism is no longer viable. We are at an inflection point where business must take the lead in healing the crises of our time. The Healing Organization shows how corporations can become healing forces.

Conscious Capitalism pioneer Raj Sisodia and organizational innovation expert Michael J. Gelb were inspired to write The Healing Organization because of the epidemic of unnecessary suffering connected with business, including the destruction of the environment; increasing numbers living paycheck-to-paycheck and barely surviving (despite working full-time or even multiple jobs); rising rates of depression and stress leading to chronic health problems; and because the enmity and dividedness between those who champion unfettered capitalism and those who advocate socialism is exacerbating rather than solving our problems.

Based on extensive in-depth interviews and inspiring case studies, the authors show how companies such as Shake Shack, Hyatt, KIND Healthy Snacks, Eileen Fisher, H-E-B, FIFCO, Jaipur Rugs and DTE Energy are healing their employees, customers, communities and other stakeholders. They represent a diverse sampling of industries and geographies, but they all have significant elements in common, besides being profitable enterprises:
- Their employees love coming to work.

- They have passionately loyal customers.

- They make a significant positive difference to the communities they serve.

- They preserve and restore the ecosystems in which they operate.

In a world that urgently needs healing on many levels, this is a movement whose time has come,. This book shows how it can be done, how it is being done, and how you can begin to do it too. (Publisher's Description).

Please join us for a webinar/conversation on October 10 at noon ET on this very topic! You can register for the (free) webinar right here...

Webinar with Francois Heon author of The Yin and Yang of Leadership
Thursday, Nov 14, 2019, 12:00 PM EDT

At the crossroads of management, psychology, and philosophy, The Yin and Yang of Leadership offers a synthesis of leadership that can help any person and any group develop their own leadership.

Whether you are a CEO of World, Inc. or CEO of your own existence, The Yin and Yang of Leadership offers a new dynamic framework for leadership development that has demonstrated success with thousands of leaders and teams around the world.

The Yin and Yang of Leadership presents the theory, research, and practice behind this new multi-level leadership model, as well as practical ways to develop intentional and appreciative leadership as an individual and collective, whether you are a couple, a team, or a global organization.

And, join us on November 14th at noon E.T. to have a conversation with François, ask questions, and discuss the book further! You can register right here...

Professional Certificate in Cultural Competence - January 2020

"Culture is not a side dish, it is the main course." *- Fons Trompenaars*

Register Here

The Professional Certificate in Cultural Competence enables educators and professionals to develop essential knowledge and skills for cultural competence, change and development, and leadership in our diverse knowledge and skills for cultural competence, change and development, and leadership in our diverse world. From the classroom to global boardrooms to local communities, the demand for cultural competence is needed today more than ever in education, government, military, healthcare, human services, business, tourism, and hospitality.

Professionals in our global community need to interact with people from different cultures, regardless of local or international contexts. Participants will learn to recognize, respect, reconcile, and realize different cultural values. They will learn to use their new knowledge to

work in diverse workplaces, create culturally-appropriate change and development initiatives, and work internationally.

Delivered completely online by the Institute for Culture and Adaptive Leadership, the Professional Certificate in Cultural Competence includes two engaging four-week online courses.

What is Cultural Competence?

Cultural competence is a learned skill set enabling professionals to lead and adapt in any setting, and in some cases, without prior knowledge of the specific cultures involved. The skilled culturally competent leader operates effectively in diverse workplaces, on global teams or international assignments.

Our approach to cultural competence includes a fundamental knowledge of cultural dynamics, using a framework to understand and analyze cultural differences, and an approach to reconcile cultural dilemmas.

Why is Cultural Competence So Important?

Culture influences everything we do, from the food we eat to how we interact with others. Whether in a classroom, board meeting, customer service interface, or working with persons from different countries for business development, when two or more people from different cultures interact, the chances for misunderstandings, increases significantly. Viewing situations through a cultural lens helps people to interpret and validate the beliefs and values of others. People who are equipped with cultural competency skills are more effective leaders, team members, service providers, and colleagues.

New and reconciled solutions to common workplace issues are developed through recognition and respect for seemingly opposing cultural values. These approaches enable people with different cultural orientations to work together in cooperation rather than conflict.

What are the advantages of the Certificate in Cultural Competency?

The Certificate provides advantages to anyone who wishes to improve how they operate in culturally diverse settings. The courses may be delivered to cohorts of individual professionals, or as in-house continuing education in corporations, communities, and governments.

The Certificate Advantages...

- Based on the work of Trompenaars, Hampden-Turner, and Glover - widely recognized authorities in the
field of cultural differences and developing cultural competence.

- Content designed to develop more than basic knowledge of one or more specific cultures, providing
the learners with cultural competence to apply in a variety of cultural contexts.

- Learners master concepts of culture, a framework, and method, then an operational and applied way
to understand and work with culture and different cultural settings.

- Course sites have user-friendly designs, with engaging content and interface.

- Stories, cases, simulations, and examples based on actual situations used to illustrated learning.

- Flexible schedules to fit work and family demands.

- Engaging threaded discussions, video calls, and interactive formats.

- Four-week courses in which the learners progressively learn to be more culturally competent.

- Culture, change, development, and leadership are linked.

"This program is great for anyone looking to add to their skill set.
The instructors bring with them a wealth of knowledge and practical experiences that really create a dynamic learning environment with exceptional content that takes theory and applies it effectively to real-life cultural dilemmas."

- Leah Taylor-Best, MA, Chief Executive Officer, The Bridging Principles

Individual Benefits...

- Individuals may use the learning from the certificate to enhance their professional development and daily leadership skills and practices.
- Easy to use online format for course sites.
- No previous experience or credentials needed.
- Low tuition cost.

In-House Organizational Training Benefits...

- Group rates.
- Custom designed cases, dilemmas to make the learning relevant to the organization.
- Applications to cultural dilemmas in the organization.
- Projects to resolve workplace issues.

Professional associations may use the Certificate to provide professional development opportunities for their members. One or all courses can be custom designed for association members' learning needs.

For more information and questions, contact Kimberley Barker at kimjbarker@gmail.com.
The registration fee for course one is $350. The registration fee for course two is $525. Certificate price if paid in advance - $800 USD - that is a $75 savings!!

"Although I have been doing cultural competence work for several years, the certificate is teaching me a framework I did not know. I am being taught by seasoned professionals with solid academic experience and credentials, AND by highly experienced professionals active in the field."

- Regina McClinton, Ph.D. Chief Officer for Diversity, Equity, and Inclusion at the University of Michigan

Register Here

International Society for Organization Development and Change