

From Pyramids to Network: Police Structure and Leadership in 2020

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Historical Context

- Pyramidal Hierarchy
- Modeled after historical military traditions
- Positional power to:
 - make ultimate decisions
 - distribute assets
 - disseminate information

Paradigm Shifts

- Redistribution of power through information sharing
- New policing philosophies

Evolution of Policing Philosophies

- **Community Oriented Policing**
(late 70's through 80's)

Features:

- More decentralized decision-making
- Empowered line-level officers
- Increased partnership between police and communities

- **Problem Solving or Oriented Policing** (parallel to COP), Dr. Herman Goldstein

Features:

- Focused resources on specific problems

- **Intelligence Led Policing** (early 2000's)

Features:

- Driven by information and intelligence

- **Neighborhood Driven Policing**
(Future Model)

Features:

- Driven by neighborhood based advisory councils
- Fits well with matrixed leadership

What's Wrong with the Pyramid?

- It does not mesh with the nonlinear, interconnected world around us
- Overlap and provincialism hinders information exchange
- Our enemies are using a more effective, decentralized method of operation

How Does the Network Work for Others?

- Strength of the organization does not lie in any single node (person) or even clusters
- Adaptable
- Flexible
- Tolerant of internal failure
- Distributed structure

Advantages to Networks

- Move information more effectively and faster
- Multiple paths to deliver the product
- Communication is facilitated rather than isolated
- Failure of any single node does not result in network failure

Features of Net-Centric Agencies

- Embrace independent, autonomous thinkers
- Leadership is shared among key leaders across several clusters or hubs
- Decision making is not centralized; it is distributed
- Information is widely accessible and shared
- Highly adaptable and skilled

Clusters

Information and Analysis

- Regional intelligence and information analysis centers become a hub
- Information and strategies could be provided by cells outside the organization

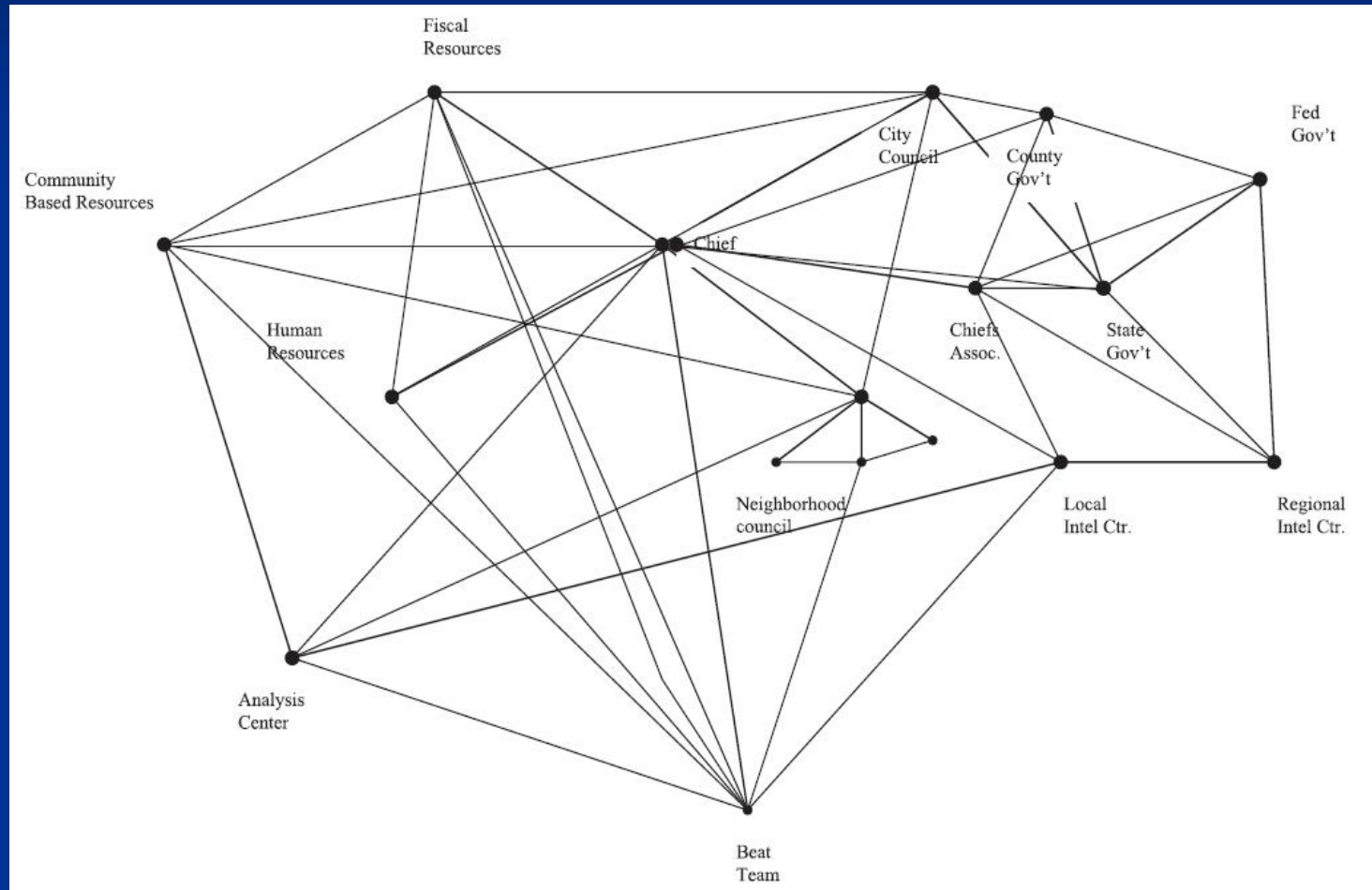
Policing Delivery

- Line level problem solving and decision making
- Members of each cell well trained and disciplined within area of expertise

Who's In Charge?

- Matrix Leadership: there may be several “bosses” of various core function areas
- First level supervisors may become links within local agency clusters
- The network could expand over many geopolitical boundaries

Distributed Network-Matrixed Leadership Topography



Job Description of the Networked Chief

- High tech, high touch
- Resource development and allocation
- Political liaison with elected officials
- Outside face of the agency
- Provide moral and philosophical direction and guidance
- Communicate the primary mission and organizational intent

Net-Centric Policing

- Developed by Thomas Cowper

Features:

- Real time, contextual information from widest variety of sources
- Mutual Mental Models: Common understanding of organizational intent
- Self-synchronization

COMPSTAT

Hierarchy

- Draws on power of top command
- Sanctions
- High potential for unintended consequences:
 - Ethical lapses
 - Crime displacement

Network

- Intrinsic rewards
- Link analysis
- Shared objective of overall crime reduction throughout the network

Network Katrina Response

How might the Katrina response have looked had it been accomplished using a networked model?

Further Questions for the Future

- What are the paths of accountability?
- Who's in charge?
- Which relationships in the network are informational, which are directive, and which are advisory?
- How does it really work (in the reality of human interactivity)?