



Ethics Roll Call

To Champion the Nobility of Policing

WINTER 2016

The Power of Fear

by Richard N. Holden, Ph.D.

The use of force is always ugly even when legitimate. Movies skew the public perception of violence by making the police use of force appear clean and quick, with no discernable after-effects. In reality it is rarely clean or quick and always has after-effects.

Much is being written about the use of force and police legitimacy. This is a topic that swirls through a myriad of social issues. Perceptions of racial profiling, ethnic bias, and the economics of poverty intermix with high speed events that often turn into life or death confrontations. At the epicenter of these conflicts are usually two-sometimes more-individuals with opposing objectives. It is a classic zero-sum game; someone wins, someone loses. The price of victory, however, is high while the cost of defeat can be death.

It is not the purpose here to judge any particular case involving police use of force, nor is that even possible. Each case has its own facts and the situations resulting in violence vary widely. There is, however, a common denominator in each and every violent confrontation; fear. Every time an officer uses a weapon, lethal or non-lethal, the justification is fear for life or limb.¹ Fear is the one constant in all deadly confrontations and it is

the scale upon which the legitimacy of the act is measured by peers and public alike.

We do not talk much about fear; it is an uncomfortable topic for law enforcement. Fear is seen as weakness, and in the perceived warrior culture of law enforcement no one wants to appear weak. The conversation about fear needs to start soon, however, for this is the foundation upon which human behavior sits. As Robert Wilson Evans, Jr. says:²

There are many things that motivate us. But the most powerful motivator of all is FEAR. Fear is a primal instinct that served us as cave dwellers and to-day. It keeps us alive, because if we survive a bad experience, we never forget how to avoid it in the future. Our most vivid memories are born in Fear. Adrenaline etches them into our brains.

Nothing makes us more uncomfortable than fear. And, we have so many: fear of pain, disease, injury, failure, not being accepted, missing an opportunity, and being scammed to name a few. Fear invokes the flight or fight syndrome; and our first reaction is always to flee back to our comfort zone. If we don't know the way back, we are likely to follow whoever shows us a path.

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¹Michael Wines and Francis Robles (Aug. 22, 2014). "Key factor in police shootings 'reasonable fear.'" *New York Times*. http://www.nytimes.com/2014/08/23/us/ferguson-mo-key-factor-in-police-shootings-reasonable-fear.html?_r=0

²Robert Wilson Evans, Jr. (Sept. 23, 2009). "The Most Powerful Motivator: how fear is etched into our minds," *Psychology Today*. <https://www.psychologytoday.com/blog/the-main-ingredient/200909/the-most-powerful-motivator>

Editorial Staff

EDITOR
Richard N. Holden, Ph.D.
1.972.244.3433
rholden@cailaw.org

MANAGER OF OPERATIONS
Tracy Harris
1.972.244.3435
tharris@cailaw.org

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Confidence Series

CONFIDENCE: WHAT IT IS AND WHY YOU SHOULD WANT MORE (Part 1)

by Major Andy Harvey, M.S.
Dallas Police Department

One of my favorite topics whether speaking to a class or a one-on-one coaching session is confidence. I've discovered most leaders can use more of it. You see, the higher you climb the proverbial ladder, the more your insecurities are revealed. The opposite of insecurity is confidence. Understand that what worked for you at this level will not work at a higher one. In order to achieve more, we must continue to evolve. We need more confidence. I love what John Maxwell said about the importance of confidence: "...there are few things worse than an insecure leader." Now consider this for just a moment. Have you ever worked for an insecure boss? What was that like? Did you flourish or did you seem frustrated most of the time? We've all experienced this at some level and probably agree that it was not pleasant to say the least.

Every new level of leadership will require a new level of confidence. Picture the eighth grader who is on the mountaintop during junior high walking around like the big man on campus. What happened the following year when he became a freshman at high school? And then the same thing happened his freshman year in college. That's what happens to us when we promote, transfer to a new assignment, or even gain a new boss.

So what does a confident person look like? It's someone that believes in herself, is competent, and knows she adds value to others. Confident people face their fears, take risks and allow themselves to fail. Confident people truly want to see others succeed by encouraging them to achieve more. Insecure leaders are just the opposite, always comparing themselves to others and become envious when others succeed. Insecure leaders will hire 5's instead of 10's. And as a result, everyone suffers.

How confident are you? Are you allowing your insecurities to hinder progress? Perhaps more self-confidence is just the thing you need.

SOAR WITH THE EAGLES (Part 2)

If you are serious about building your confidence, begin by associating with those who have it. These are commonly referred to as eagles. Eagles are individuals that continually strive for excellence in everything they do, and their results prove it. These individuals have extraordinary vision, are laser-focused, optimistic, and have reached a high level of success. Eagles have a quiet confidence about them rather than an outward arrogance.

It's important to surround yourself with people (eagles) that genuinely believe in you and want to see you reach new heights. These people are confident enough that they will be willing to show you how to fly and then rejoice when you soar. Just as important, they will correct and steer you in the right direction when you get off-track. Seek these individuals out and learn from them. Invite them to lunch or coffee, attend their speaking engagements, buy their books, and observe closely. The time together is priceless towards building your own self-confidence.

In order to fly with the eagles, however, you will have to cut ties with the energy drainers in your life. I guess the opposite of an eagle can be called a turkey, and turkeys will want to keep you flightless. They have limited vision and are just not interested in achieving any level of significance. Again, try to spend most of your time and energy learning from others that have what you desire.

The great thing about confidence is, like leadership, it can be developed. Hanging around eagles is a great first step. See you at the top.

CALL FOR PAPERS

In our effort to remain a leader within the rapidly changing environment of law enforcement in the U.S., The Center for Law Enforcement Ethics invites our members to submit articles for possible inclusion in the following publications: *Ethics Roll Call* and *The Journal of Law Enforcement Leadership and Ethics*. Articles submitted for the newsletter, *Ethics Roll Call*, should be focused on law enforcement officers or efforts within police organizations that highlight the nobility of policing. Journal submissions must meet the standards for inclusion in an academic style refereed journal. These are more in-depth analysis of ethics-related issues in contemporary policing. Specific guidelines for submission to both publications can be found on the ILEA website.

"...If people believe in themselves, it's amazing what they can accomplish."

Sam Walton

Confidence Series GET UNCOMFORTABLE (Part 3)

Before we move on any further, I should warn you-increasing your confidence level will not be easy. As a matter of fact, it will require you to get out of your comfort zone. I appreciate what Jim Collins wrote in *Good to Great*: "You must confront the most brutal facts of your current reality, whatever they might be." Even though Collins was writing about organizations, I believe these principles can be applied to our lives. In order to get to where you want to go, you must know where you are, now. This self-awareness includes acknowledging the good, the bad, and yes, the ugly. Results don't lie. Your influence, income, health, achievements, relationships, and your joy are all examples of your life's results. If you're truly and brutally honest with yourself, and confident people are, then you will look at your current reality, as painful as it may be.

Later in the book, Fred Perdue of Pitney Bowes described looking at the facts this way, "When you turn over rocks and look down at the squiggly things underneath, you can either put the rock down, or you can say, 'My job is to look at the squiggly things,' even if what you see can scare the hell out of you." You have a choice, look and take action, or continue living the same way and expecting different results. Then I will ask you the famous Dr. Phil question, "How's that working out for you?"

I understand that looking at squiggly things can be disgusting. And that is precisely the point. I want you to be disgusted, not at yourself, rather at your current reality. Disgust is a powerful emotion, so use it as a catalyst to move towards building your confidence and changing your life. See, if you're comfortable where you are then you won't have a reason to change. Why would you? Getting out of your comfort zone requires that you first decide that you are uncomfortable. You're on your way, see you at the top.
#Beconfident and stay tuned!



Major Andy Harvey is faculty with ILEA and has leadership experience in military and law enforcement professions. Harvey had a distinguished military career with over 20 years of service before retiring to focus more on his law enforcement profession. He currently serves as a Major in the Dallas Police Department. His leadership assignments include investigations, patrol, and media relations. Harvey graduated from the University of North Texas with a Master of Science degree in Criminal Justice and is a graduate of the Leadership Command College in Huntsville, TX.

DIRECTOR'S CORNER by Gregory Smith, M.A.



2015 was a banner year for ILEA! In addition to maintaining our standard of excellence in our core programming, we provided a series of special leadership, supervision and ethics programs for the Indiana Association of Chiefs of Police, the Environmental Protection Agency and several other municipal, county and state agencies. 2016 is shaping up to be just as busy for us. Here are a few highlights:

Host Programs: As the New Year begins we plan to continue expanding our road offerings in order to better serve our clients. We offer a number of incentives that may prove invaluable to any agency wishing to stretch their training dollars. Additionally, our staff will work with your training personnel with marketing to ensure success. The entire menu of ILEA service is available for presentation at your location. From the 8-week School of Executive Leadership to any of our 1-week offerings; the ILEA staff will also customize any program to meet your particular educational need.

Overseas: In 2016, once again ILEA looks to continue work overseas. We are in current negotiations with the US Department of State. American and western style police education is being sought by young democracies across the globe. ILEA has a track record of providing executive leadership education for nearly the entire Generalship of the Lebanese Internal Security Force, Turkish Police Executives and others. In partnership with CAIL, ILEA regularly has provided lecturers for dignitaries from countries such as Poland, Thailand, Afghanistan, and Angola, to name a few. As these services are requested, we continue to stand ready.

Conferences: Our conferences are now both summer programs. The Police and Family Conference will be held July 30-31, 2016. The primary theme for this year's session is Strengthening our Relationships. The speakers, Catherine and Collin Nanton, are both former police officers who currently serve as a criminal justice professor and police chaplain respectively in Canada. They will share strategies for enhancing communication, managing family conflict, affirming one another and building community in the home. This course has a very nominal fee, however, space is limited.

Our 2016 Contemporary Issues and Ethics Conference is scheduled for August 22-24, 2016 and

"Leadership is not wielding authority—it's empowering people."

Becky Brodin

continues to focus on “The Use of Force, Public Trust and Building Community”. No police action in law enforcement is more sensitive than the use of force; and equally important is the community’s view or perception of that use of force. This program will examine best practices of police communications before and after major incidents. Patterns and practices of agency personnel they may lead to lower public trust, and strategies for repairing damaged community relationships. Additionally, the number of police agencies operating under consent decrees has reached a historical high level. This conference will bring in practitioners who are working with several agencies under a consent decree who will share their lessons learned, so that attending agencies may avoid the practices that led to DOJ investigation and consent decree. The role of Ethical Leadership and Creating a Culture of Integrity will also be discussed at the program.

Online Profile: We are continuing to expand our online profile. Please find ILEA on Twitter, Facebook and LinkedIn. Please engage us in conversation on current topics, look for program announcements and program highlights.

Call for Instructors: As we expand our programming and shore up our standard programs, ILEA is always looking for talented facilitators. If you would like to share your talents, experience and expertise with the law enforcement community, please feel free to send your resume and areas of teaching expertise to Tracy Harris, Manager of Operations, tharris@cailaw.org.

ILEA is here serve the ones that serve. Our mission is to provide advanced administrative education programs for the law enforcement community, by serving as a resource that brings together theory and practice in a creative and dynamic manner that cannot be matched by any other educational institution. We wish you and yours the best and as always...please BE SAFE.



TEAM ILEA (seated from left to right): Gregory Smith, Karen Zaccardo, Tracy Harris and Richard Holden

ILEA WELCOMES NEW ADVISORY BOARD MEMBERS



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Frisco, TX

“Courage is what it takes to stand up and speak. Courage is also what it takes to sit down and listen.”

Winston Churchill

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Fear is a constant companion in the police officer's world. Fear of death or injury where every confrontation with a citizen brings the possibility of an unhappy ending. Beyond the fear of death, however, lies other fears; one being the fear of rejection of authority.

Most people comply with police requests and commands, but when compliance is not forthcoming the officer must decide how to react. Should it be ignored or must the officer devise a strategy for obtaining compliance? It is down this poorly marked trail where the prospect of violence often rears its ugly head.³ For the officer, recalcitrance in the face of police authority often results first in surprise and then anger. Anger fuels anger. As the level of anger rises between officer and citizen the likelihood of a violent confrontation increases exponentially. A discussion becomes a confrontation; the confrontation becomes a battle. Someone dies.

In virtually every deadly confrontation the officer's level of fear reached the point where taking a human life was seen as the most viable option available. It makes no difference if the fear was justified or merely perceived. To the officer it was real and the subsequent action justified. But, as one writer observed; "Fear doesn't give police a pass. An actual, imminent deadly threat should be the only thing that leads to a deadly response by the police - and it has to be more than, 'I thought he was reaching for a weapon'."⁴

Fear has the ability to strip away an individual's pride and honor. Fear of rejection leads to following the group down an ignoble path. Fear of being seen as weak results in unwarranted brutality. Fear of discipline leads to cover-ups and falsification of reports. Fear of embarrassment in court leads to perjury. It does not stop there. Fear is so much a part of the law enforcement profession it has been morphed into concepts more acceptable to the officer's identity. Fear has been melded into the more nebulous and acceptable idea of police stress.

³Steve Albrecht, DBA (July 1, 2011). "Police Officer Fears: The Harvard Professor – Cambridge Police Sergeant Clash Revisited: Police fears about their safety is misjudged as racial profiling." <https://www.psychologytoday.com/blog/the-act-violence/201107/police-officer-fears-the-harvard-professor-cambridge-police-sergeant>.

⁴Helen Ubinus (April 10, 2015). "Sparks fly over mayoral candidates comment about cops and black men," Philly.com http://articles.philly.com/2015-04-10/news/60984485_1_black-men-police-officer-good-reason

⁵David A. Saliba (1980) *The Psychology of Fear: the Nightmare Formula of Edgar Allen Poe*. MD Lanham: University Press of America, pp. 39-42

⁶Olga Khazan (Oct 31, 2014). "The psychology of fear" *The Atlantic*. <http://www.theatlantic.com/health/archive/2014/10/the-psychology-of-irrational-fear/382080/>

⁷Khazan, (2014)

⁸Steven Kosny (April 8, 2009). "An early warning that a conflict might turn dangerous," *Psychology Today*. <https://www.psychologytoday.com/blog/anger-in-the-age-entitlement/200904/early-warning-conflict-might-turn-dangerous>

Often fear is legitimate and a healthy recognition of danger can save an officer's life. False perceptions of danger, however, can pose added risk to the officer's psyche. More importantly, inaccurate assessment of danger can lead to wrongful death.

Because fear is such a large part of the police environment, it is necessary to separate rational fear and irrational fear. The stimuli that produce fear separate into these two categories. Rational fear is environmental. It is produced by a direct physical threat to the individual. Irrational fear is purely psychological, posing no physical threat.⁵ The impact of irrational fear can be seen in the ease with which we draw false correlations. Surveys of Americans find, for example, that people are more afraid of sharks than car accidents and more afraid of Ebola than the flu, despite the overwhelming disparity in actual danger posed from car accidents and the flu.⁶

The problem is not merely academic. Irrational fear often leads to poor decisions. According to Christopher Bader, the Chapman sociology professor who was lead researcher on a fear survey said, "Sometimes when we're afraid of something, even if our fears are irrational, that can lead us to make choices that will actually cause the thing that we are avoiding."⁷

How do we train officers to separate rational from irrational fear? What determines the level of danger in the mind of an officer? What constitutes "clear and present danger" versus danger that exists purely in the mind of the officer? How do we separate environmental from emotional?

Visceral fear is biological; a person senses aggressive impulses in others before the brain can formulate thoughts about possible danger. That is why a person gets tense in certain situations, like seeing certain strangers, without knowing why. This visceral feeling comes over the person more abruptly and with greater intensity than mere anxiety. It is the reaction that releases adrenalin as the fight or flight system is activated.⁸ This fear, however, is based

"Men are not prisoners of fate, but only prisoners of mind."

Franklin D. Roosevelt

on a subconscious reaction that may or may not be real. It does not matter which; the biological effects are just as real in either case.

Often the situation is clear; the presence of a weapon, the level of aggression displayed in the behavior of the individual, the gathering of a hostile group. Violent confrontations in those situations rarely result in public outcry, because such events are easily explained and understood. These situations are environmental; the danger is real or at least sufficiently obvious that reasonable people would concur with an assessment of danger.

What about those cases where the facts are not as clear? When does irrational fear influence officer behavior? What are the unseen variables that drive this visceral fear; elements in an officer's psyche such as personal history, values, or beliefs that enhance or ameliorate the officer's perception of fear in ambiguous situations?

Does race play a role? What about religion or ethnic identity? These are hard questions to be sure, but questions that must be asked. What is the effect of clothing on officer perceptions? Does a hoody denote danger? What about a burka or male head scarf? Are all African-American men dangerous? Are all Arabs terrorists? Common sense tells us no, none of these factors are related to threats of violence. That is what we tell ourselves, but inside where it matters most, what do we really feel? More importantly, how do police officers feel? What do cops fear? When we understand what cops fear we can begin to create training that helps law enforcement separate rational from irrational fear. The result could be a dramatic shift in police culture and concurrent behavior. So, what are cops afraid of?

The first fear that emerges is related to race. In a nationally representative sample of white Americans, More than 40 percent said that many or almost all black men were violent, but less than 20 percent said that of black women and white men.⁹ This is also true for police officers. Civil Rights Attorney, Constance Rice said the following in an interview with National Public Radio (NPR):¹⁰

Cops can get into a state of mind where they're scared to death. When they're in

that really, really frightened place they panic and they act out on that panic. I have known cops who haven't had a racist bone in their bodies and in fact had adopted black children, they went to black churches on the weekend, and these are the white cops. But you know what they had in their minds that made them act out and beat a black suspect unwarrantedly? They had fear. They were afraid of black men. I know a lot of white cops who have told me. And I interviewed over 900 police officers in 18 months and they started talking to me. It was almost like a therapy session for them.

Statistics seem to support this assessment. One study conducted between January and May of 2015 found that 385 people had been reported as shot and killed by police across the U.S., a number that everyone concedes is conservative since there still exists no mechanism for counting police shootings nationally. Of those shootings reported in this study, about half of those killed were white, the other half minorities. The majority of cases involved an armed suspect; most shootings were non-controversial. The most disturbing fact, however, was that in encounters with subjects who were unarmed, two-thirds of those killed were African-American or Hispanic. Moreover, African-Americans were killed at three times the rate of whites or other minorities when adjusting for the population demographics where the shootings occurred.¹¹

Does this interracial fear cut both ways? It appears that it does. Researchers have found that people are more fearful of people who are different in appearance than they are with people who are similar in appearance.¹² According to researcher Liz Phelps, professor of psychology and neural science at New York University, "We'll more readily associate somebody of a group that's not our own with something negative, and that fear isn't changed by new information as readily as [it is] with somebody in our own social group." This means that the fear of those who are different, known in scientific literature as xenophobia, is less about cultural learning and more about defense responses ingrained over a long period of time.

⁹Corinne McConaughy as reported by John Sides (July 15, 2013). "Travon Martin and the Burden of being a Black male," *The Monkey Cage*. <http://themonkeycage.org/2013/07/trayvon-martin-and-the-burden-of-being-a-black-male/>

¹⁰Joseph P. Williams (Dec. 5, 2014). "When it comes to police brutality fear is also a factor," U.S. News and World Report. <http://www.usnews.com/news/blogs/washington-whispers/2014/12/05/when-it-comes-to-police-brutality-fear-is-also-a-factor>

¹¹Kimberly Kindy, and reported by Julie Tate, Jennifer Jenkins, Steven Rich, Keith L. Alexander and Wesley Lowery (My 30, 2015). "Fatal police shootings in 2015 approaching 400 nationwide", *The Washington Post*. https://www.washingtonpost.com/national/fatal-police-shootings-in-2015-approaching-400-nationwide/2015/05/30/d322256a-058e-11e5-a428-c984eb077d4e_story.html

¹²Stefan Lovgren (July 28, 2005). "Race affects how we learn to fear others, study says." *National Geographic News*. http://news.nationalgeographic.com/news/2005/07/0728_050728_racefear.html

"You must be the change you wish to see in the world."

Mahatma Gandhi

Is this strictly a white-black issue? The evidence suggests that it is not totally black versus white. No less an advocate for civil rights than the Reverend Jesse Jackson commented to a group of organizers in 1993, "There is nothing more painful to me at this stage in my life than to walk down the street and hear footsteps and start thinking about robbery. Then look around and see somebody white and feel relieved."¹³ That African-Americans would evince the same fear as white Americans toward African-American males is both surprising and disturbing. There is a long racial history in America of imagining African-American men as fearsome, criminal, and bent on political and sexual domination.¹⁴ One would think that such fears would be limited to whites, but it would appear that those myths are melded into black American culture as well. It also seems that we have not escaped that history of institutionalized bigotry. Does this make the fear of black men, especially young black men, rational? No more than assuming all Japanese were responsible for Pearl Harbor or that all Muslims are terrorists.

That brings us to the second irrational fear; foreigners. The belief that Muslims are terrorists is widespread in American society. Even though most assume that all Arabs are adherents of Islam, the fact is just the opposite. The history of Arab immigration to the United States is interesting and often misunderstood; Christian Arabs have been immigrating to the United States for over 50 years. Only recently have we seen Muslim Arabs immigrating in significant numbers. The fact that only around 24% of Arab-Americans are Muslim appears to have gone unnoticed; there are actually more Catholic Arabs—35%—than there are Muslim Arabs.¹⁵ Is the issue, therefore, really religion or is it immigrants in general? According to Jeremy Smith, "fear of foreigners might well be the most intractable of all human prejudices because it is so tightly linked to survival and natural selection."¹⁶

One might call this an evolutionary trait. Human survival has always depended on accurately assessing danger and responding appropriately. Human beings have always formed groups for defense. Each group develops defensive strategies to protect

group members from perceived danger. That danger has often come from other human beings outside the group. Strangers represent the unknown and the safest course when confronting a stranger is to assume the presence means danger. Statisticians have terms for this phenomenon; type I and type II errors. Type I errors are false positives, while type II errors are false negatives. Over the centuries humans survived by gravitating toward type I errors. Assuming danger where none exists may be embarrassing, but is rarely fatal. A type II error, on the other hand, assumes no danger when it does exist and this can be fatal. You can make type I errors repeatedly without consequence, but you may make a type II error only once.

Police officers are human beings with the same sources of fear as everyone else in society. Unfortunately, irrational fear in a police officer can lead to dire consequences. It is important for both law enforcement and society for such fears be eliminated in police officers or, at the very least, mitigated? But how do we do that?

According to Charles Hall, dean of international programs at Seaver College, "there are two things that are necessary to combat hatred, fear, and misunderstanding between people: 1) We must cross physical boundaries in order to break down social boundaries; 2) We must avoid the tendency to associate with like-minded groups and start interacting with people who are different."¹⁷ As Martin Luther King Jr. said, "People fail to get along because they fear each other; they fear each other because they don't know each other; they don't know each other because they have not communicated with each other."

This highlights the need for diversity training; and it must be more than lecture in a classroom. For xenophobia to be cured, people of various backgrounds, racial and social groups must become better acquainted. They must come to know each other without the feelings of fear that accompany danger. This is called contact hypothesis—the idea that contact between groups facilitates tolerance and cooperation. Studies have found that the brain stops going into high alert when exposed to outsiders when the

"Because power corrupts society's demands for moral authority and character increases as the importance of the position increases."

John Adams

¹³Juan Williams (Aug 19, 2014). "Ferguson and America's racial fears," *The Wall Street Journal*. <http://www.wsj.com/articles/juan-williams-ferguson-and-americas-racial-fears-1408490310>

¹⁴Stephen Kantrowitz (June 24, 2015). "America's long history of racial fear," *We're History*. <http://werehistory.org/racial-fear/>

¹⁵Staff (retrieved March 18, 2015). *Demographics*.

¹⁶Jeremy Adam Smith (July 23, 2014). "Our fear of immigrants." *Pacific Standard*. <http://www.psmag.com/books-and-culture/fear-immigrants-science-empathy-politics-86430>

¹⁷Charles Hall (Fall, 2011). "Hatred and fear" *Pepperdine University Magazine*. <http://magazine.pepperdine.edu/2011/10/hatred-and-fear/>

faces become familiar.¹⁸ The challenge is finding ways to make those diverse faces familiar to law enforcement professionals.

As discussions on police use of force and legitimacy move forward—and with every violent confrontation the discussions become more strident—a serious effort should be made to understand the emotional and biological effects of fear on police officers. It is not enough to tell officers to control their fears; often those fears are justified. They must understand the psychology and biology of fear in order to control their feelings and subsequent actions. As the nation becomes more diverse, the need for mutual understanding will become increasingly more critical. As a profession of service, law enforcement must lead the way in calming the waters in an increasingly turbulent world.

¹⁸ _____ Smith (2014).

UPCOMING 2016 ILEA PROGRAMS

Academy of Supervision (Pharr, TX)
February 15-26

Ethics Train-the-Trainer (Austin, TX)
March 1-4

53rd School of Executive Leadership
(held in 4 two-week sessions)
March 7-18; April 4-15; May 9-20; June 6-17

Advanced PIO Training: Communicating in Crisis
April 5-7

Social Media
April 8

Internal Affairs, Professional Standards and Ethics
April 18-22

Advanced Ethics (Austin, TX)
May 2-3

Every Employee a Leader (Denton, TX)
May 24-26

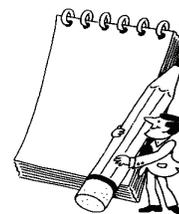
School of Police Supervision
June 1-28

Managing the Training Function
June 20-23

MARK YOUR CALENDAR!

Contemporary Issues and Ethics Conference

“The Use of Force, Public Trust and Building Community”
August 22-24, 2016



“The supreme art of war is to subdue the enemy without fighting.”

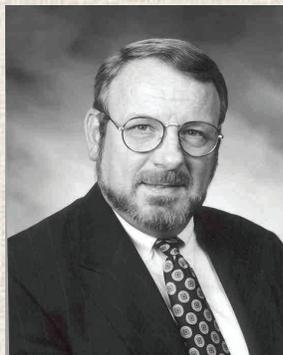
Sun Tzu

CALL FOR NOMINATIONS

ILEA is currently accepting nominations for the Gary W. Sykes Award for Professional Achievement in Law Enforcement and the Ethical Courage Award.

Both of these awards will be given during the Annual Contemporary Issues and Ethics Conference to be held in Plano, August 22-24, 2016.

Please forward all nominations and questions to Gregory Smith, Director, gsmith@cailaw.org.



GARY W. SYKES AWARD
For Professional Achievement in Law Enforcement

Criteria: Recipient must be a criminal justice professional for at least 10 years, has been instrumental in bringing about significant organizational change for the good of the profession; is significantly involved in community service and civic activities; and is a role model to law enforcement officers, support personnel, criminal justice professionals, and citizens.

ETHICAL COURAGE AWARD

Given each year since 1998, this award is intended to recognize an individual or an organization for especially meritorious leadership or courage related to law enforcement ethics and integrity.



Institute for
**LAW ENFORCEMENT
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ETHICS ROLL CALL

Institute for Law Enforcement Administration
Center for Law Enforcement Ethics
The Center for American and International Law
5201 Democracy Drive
Plano, TX 75024
972.244.3430
972.244.3431 Fax
www.theLEA.org



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Ethics Roll Call

To Champion the Nobility of Policing

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