

N.A.W.L.E.E

National Association of Women Law Enforcement Executives



“It is a curious thing, but perhaps those who are best suited to power are those who have never sought it. Those who, like you, have leadership thrust upon them, and take up the mantle because they must, and find to their own surprise that they wear it well.”

— J.K. Rowling, *Harry Potter and the Deathly Hallows*

OUR MISSION

THE NATIONAL ASSOCIATION OF WOMEN LAW ENFORCEMENT EXECUTIVES (NAWLEE) IS THE FIRST ORGANIZATION ESTABLISHED TO ADDRESS THE UNIQUE NEEDS OF WOMEN HOLDING SENIOR MANAGEMENT POSITIONS IN LAW ENFORCEMENT.

OUR MISSION IS TO SERVE AND FURTHER THE INTERESTS OF WOMEN EXECUTIVES AND THOSE WHO ASPIRE TO BE EXECUTIVES IN LAW ENFORCEMENT.

NAWLEE CONFERENCE 2013 | REGISTER NOW!

We are pleased to announce that the 18th Annual NAWLEE Conference, “Mile High Journey to Success.”, will be hosted by the Denver Police Department, July 31-August 4, 2013. The National Association of Women Law Enforcement Executives (NAWLEE) hosts an annual training conference each summer that is attended by women from local, state,

federal, and international law enforcement agencies from around the world. Please mark your calendars and “save the date” for a remarkable conference of professional, powerful, and progressive female law enforcement leaders to be held in the vibrant city of Denver at the Embassy Suites. REGISTER NOW at NAWLEE.org!

MESSAGE FROM THE PRESIDENT

COMMANDER KRISTEN ZIMAN | AURORA (IL)

Back in 2006, Madeleine Albright gave a keynote speech to members of the WNBA in which she made the following declaration: “There is a special place in hell for women who don’t help other women.”

When I first heard those words, I immediately thought them a bit harsh but now that I have 22 years of law enforcement experience, I have to come to understand the magnitude of the point that Albright was trying to convey.

When I started as a police cadet in my agency and as a sworn officer shortly thereafter, there were no female police officers that held a position of rank. During my tenure as an officer, my agency promoted its first female sergeant. Naturally, I was excited that my gender was represented in rank but I learned very quickly that she wasn’t as eager to be a mentor as I was to be her protégé.

This continued to be the theme with some of the other female officers in my agency. It started to become apparent to me that some women enjoyed being the sole female amongst their male colleagues and often found ways to keep other females down so as not to alter their proprietary position. It was sheer selfishness in basking in the role of the “only” female.

This is the group at whom I think Madeleine Albright was pointing when she delivered her now famous quotation.

As confusing as it was that females did not support other females, I understood some of the circumstances that perpetuated that mindset. For some, it stemmed from a place of scarcity versus abundance. Many agencies were forced into

“furthering the interests of women” by forward thinking city government who felt pressured to promote a female or a minority or allow them into a specialized unit. This feeling of scarcity created a competition among women given that there weren’t many positions available to them.

Whatever the reason, it is intolerable to fail to provide support to someone who actively seeks it or to sabotage the efforts of progression out of self-interest. Despite my lack of female mentors, I was fortunate enough to find wonderful male mentors who supported me through my ascension in rank and who continue to mentor me to this day.

I was also fortunate to have stumbled across the National Association of Women Law Enforcement Executives (NAWLEE) during an internet search. It was at my first NAWLEE conference as a brand new sergeant that I realized that there were more women willing to help one another than those who were not. Through NAWLEE, I developed a network of successful women who offered emotional support as well as support through

the technical aspects of my job.

I attribute my success to those who forged the path ahead of me and guided me. The only way I know how to pay those people back is to pay it forward and to help others who have high aspirations. It is very fitting that I serve NAWLEE in the way it has served me in my career.

No matter what your rank or position, you have an opportunity (and an obligation) to help the people around you succeed. If you care deeply about your chosen profession, you should be cultivating future leaders who will carry the torch and further the mission. After all, what is a life worth if it is not spent helping others?



CHIEF BARBARA O'CONNOR | HOMETOWN CELEBRATION

NAWLEE Members visited Connecticut to honor Chief Barbara O'Connor, the recipient of the 2012 Woman Law Enforcement Executive of the Year (WoLEEY) Award. Her hometown celebration brought in friends, family and colleagues from her present and past organizations. We also learned some childhood secrets from her siblings but that's for another discussion!



Left to Right: Sgt. Barb Robbins, Deputy Chief Holly Nearing (Ret.), Chief Barbara O'Connor (2nd V.P.), Cmdr. Kristen Ziman (President), Jackie Wasni (Ex-Officio) and Capt. Roe Manghisi (Ret.) (Executive Director)

NATIONAL LAW ENFORCEMENT PARTNERSHIP TO PREVENT GUN VIOLENCE



For the past few years, the NAWLEE Board of Directors has been involved in the National Law Enforcement Partnership to Prevent Gun Violence.

NAWLEE, along with IACP, NOBLE, IAWP, and other police organizations recognize the need to prevent gun

violence and support initiatives that will make our communities safer.

More information can be obtained on their websites: www.feinstein.senate.gov and www.lepartnership.org

Past President Dawn Layman, Major, Lenexa, KS Police Department, has been instrumental in working with the Brady Center to Prevent Gun Violence www.bradycenter.org to support their efforts as well.

MESSAGE FROM THE EXECUTIVE DIRECTOR



MEMBERSHIP DRIVE: This organization thrives on membership dues and sponsorship donations, so please consider reaching out to get some new members. NAWLEE has switched to RegOnLine, which has been a tremendously

smooth transition. Now we need everyone to get the word out for our members to renew and we should all be working diligently to increase our membership numbers. You can either direct folks to our website www.nawlee.org or if you need membership brochures, please contact me and I'll mail them to you.

DENVER Conference July 31-August 4: Planning efforts have been underway with much success. Our Host Committee has finished their schedule of some awesome speakers & events. Don't forget to register now.

WoLEEY (Woman Law Enforcement Executive of the Year) Award: We are seeking nominations for this year's award, sponsored by Motorola, which is granted to a NAWLEE executive member who has made sustained and significant contributions to the field of law enforcement over the course of her career. Please take some time to consider the women leaders you have encountered and their special achievements and contributions. Such contributions encompass improvement in the advancement for women in law enforcement, innovation and creativity in problem solving, and the support of NAWLEE goals through leadership, mentoring, advocating and advising. Nominee must be an Executive member of

NAWLEE for at least one year. Please submit nominations to Chief Sue Rockett or me at info@nawlee.org. Nominees must be an executive member of NAWLEE for at least one year.

Project with IACP: In my role as the Executive Director, I field a number of inquiries about the number of women in policing and the number of women who serve as Chiefs. After speaking with Bart Johnson, IACP's Executive Director on a project to obtain accurate numbers of female law enforcement officers throughout the U.S., as well as the number of female Chiefs, IACP has agreed to take on this project. I will send updates as I receive them.

Diane Skoog Honorary Scholarship: If you know of any female Chiefs who have never attended a NAWLEE conference, please reach out to them & encourage them to apply for the Skoog scholarship which covers conference registration, hotel & airfare credit up to \$400. More info can be found on our website www.nawlee.org

Newtown, CT Outreach: The tragic incident at the Sandy Hook Elementary school impacted so many lives. NAWLEE's 2nd VP Chief Barb O'Connor advised the Board that several female officers from Newtown PD were affected by the shootings. Our President, Commander Kristen Ziman, sent letters on behalf of NAWLEE to each of these women to let them know that the membership of NAWLEE was thinking of them and applauded their courage during these difficult times.

Rosanne "Roe" Manghisi
Executive Director - NAWLEE



NAWLEE WOMAN LAW ENFORCEMENT EXECUTIVE OF THE YEAR AWARD

As one of the six founders of NAWLEE, I often talk to women in our profession about our original purpose for starting this organization. Our goal was to provide the support, training and experiences necessary to help develop women members of the law enforcement profession into the ranks of senior management. Our belief has always been that women have all of the tools necessary to compete at any level, but that we also have some special needs and abilities that should be recognized.

When Jackie Wasni and Motorola established the Woman Law Enforcement Executive of the Year award ten years ago, they took this one step farther by establishing a method to recognize women in our profession who have not only succeeded in their own careers, but have dedicated themselves to mentoring and helping develop other women law enforcement professionals. Many of our members are leading agencies through difficult and challenging times

and provide lessons in character, integrity, innovation and leadership to the men and women who they command and these are the members who are deserving of being nominated for this important award.

I hope each of you will spend some time

reflecting on the amazing women you work with and have contact with professionally. Then, please nominate any who you believe possess the qualifications listed on the nomination form and support the principals that make this such a great organization. This is a wonderful opportunity to say thank you to them and recognize their contribution to the

law enforcement community.



Ellen Hanson

Chief of Police Lenexa, Kansas (RET.)

“Our chief want is someone who will inspire us to be what we know we could be.”
— Ralph Waldo Emerson

“A leader isn't someone who forces others to make him stronger; a leader is someone willing to give his strength to others so that they may have the strength to stand on their own.”
— Beth Revis (Across The Universe)

“To handle yourself, use your head; to handle others, use your heart.”
— Eleanor Roosevelt



WOLEEY AWARD CRITERIA

The Award will be presented at the 2013 NAWLEE Conference in Denver, Colorado July 31- August 4, 2013. The award is to honor a NAWLEE Woman Law Enforcement Executive who has made sustained and significant contributions to the field of law enforcement over the course of her career. Please take some time to consider the women leaders you have encountered and their special achievements and contributions. Such contributions encompass improvement in the advancement for women in law enforcement, innovation and creativity in problem solving, and the support of NAWLEE goals through leadership, mentoring, advocating and advising.

Nominations must follow the instructions provided and be submitted on or before the deadline of May 1, 2013. Information contained in nominations is subject to verification by the Awards Committee.

Eligibility/Nominating Criteria:

- 1) Active executive member NAWLEE for at least one year from the date of submission.
- 2) Complete nomination and post mark or email (encouraged) by deadline – May 1, 2013.
- 3) Nominated by anyone with knowledge of Nominee's qualifications.
- 4) Special achievements and/or contributions to improving the quality of law enforcement.

Selection Criteria:

The Woman Law Enforcement Executive of the Year is a professional recognition of someone who has exhibited sustained extraordinary professional accomplishments. The nominations are assessed using the following criteria:

- 1) Impact on improving women's career paths and advancement in law enforcement.
- 2) Personal leadership and involvement achievements.
- 3) Innovation and creativity.
- 4) Measurable, observable special achievements and/or contributions to improving the quality of law enforcement.
- 5) Demonstrate support of NAWLEE goals through leadership, mentoring, advocating and advising.
- 6) Balance of results oriented performance with community satisfaction and employee perspectives.

“TRULY POWERFUL PEOPLE HAVE GREAT HUMILITY. THEY DO NOT TRY TO IMPRESS, THEY DO NOT TRY TO BE INFLUENTIAL. THEY SIMPLY ARE. PEOPLE ARE MAGNETICALLY DRAWN TO THEM. THEY ARE MOST OFTEN VERY SILENT AND FOCUSED, AWARE OF THEIR CORE SELVES. ... THEY NEVER PERSUADE, NOR DO THEY USE MANIPULATION OR AGGRESSIVENESS TO GET THEIR WAY. THEY LISTEN. IF THERE IS ANYTHING THEY CAN OFFER TO ASSIST YOU, THEY OFFER IT; IF NOT, THEY ARE SILENT.”

— [SANAYA ROMAN, LIVING WITH JOY: KEYS TO PERSONAL POWER AND SPIRITUAL](#)

WOMAN LAW ENFORCEMENT EXECUTIVE OF THE YEAR AWARD NOMINATION INSTRUCTIONS

The NAWLEE/MOTOROLA Woman Law Enforcement Executive of the Year will be awarded to someone who has exhibited sustained extraordinary accomplishment in her career. Feel free to consult others who have knowledge of the Nominee to complete the nomination. Nominations must be post marked or emailed by May 1, 2013 and include:

Nominee's Name:

Agency:

Address:

Title/ Rank:

Phone:

Length of Service in Current Position:

Length of Law Enforcement Services:

NAWLEE Membership History:

Nominator's Name:

Address:

Phone:

Please submit a narrative on the candidate's qualifications commenting on each of the following areas: leading change, leading people, results driven, business acumen and building coalitions and communications. Feel free to consult these definitions to assist you in describing the Nominee's accomplishments and contributions. Please limit your nominations to 10 pages. Electronic submissions are encouraged.

Leading Change: Shows creativity, initiative, flexibility, and innovation to produce results that are important to the service community. Indicate unusual vision in leading organizations or projects that have been successful.

Leading People: Demonstrates success in building and maintaining a Law Enforcement / Police work force that is diverse, well trained, highly motivated, and productive. Indicate how the nominee managed the capabilities of employees and other people to build a shared vision, aligned support for the vision, and motivated and encouraged people to work together to achieve significant results.

Results Driven: Exceptional record of achieving important program or organizational results. Indicate measurable, observable, special achievements and/or contributions to improving the quality of Law Enforcement.

Business Acumen: Has managed the organization's human, financial, material, and information resources in a manner that instilled the utmost public trust and advanced the organization's mission. Indicate specific business decisions and innovations that assisted in achieving or enhancing a departmental goal.

Building Coalition and Communication: Exhibited an unusual level of cooperation and effort with others, whether within the organization, community, or other agencies. Indicate the specific actions that made this possible.



Return to NAWLEE Awards Committee Chair Chief Susan Rockett
via email: srockett@mexicomissouri.org

POLICE OFFICERS AND RANDOM ACTS OF KINDNESS

BY COMMANDER KRISTEN ZIMAN | AURORA POLICE DEPARTMENT | NAWLEE PRESIDENT

You have probably seen the photo of the New York City Police Officer who gave a pair of boots to a homeless man who had no shoes. The photo went viral on the internet after a tourist happened to be in proximity and hear the conversation between the officer and the man.

Like many, I was extremely touched by the random act of kindness by the officer and was glad that it was captured in a photograph for the world to see. But unlike so many others, I was not surprised by what I saw.

I'm always disturbed by the negative perceptions that many people have of law enforcement officers that make a gesture of kindness seem so out of the ordinary.

A part of me wishes I could have a camera ready every day during an officer's tour of duty so people could have snapshots of all the

altruistic acts performed by the men and women in blue. However, the officers would never allow such a thing because they know that sincere altruism is acting with genuine kindness and not expecting recognition.

A police officer in Plano, Texas recently pulled a man over for expired registration. When the officer advised the man that his license plate sticker wasn't valid, the man offered no excuse other than to say he simply could not afford a new sticker. In weighing the option to feed his kids or to break the law by driving with an expired registration, he opted to feed his children.

The officer wrote the man a citation for the expired sticker. However, he included a \$100 bill with the ticket and told the man to use the money to update his vehicle registration.

This is one of the many times in life where we apply practical wisdom to a situation. There is no

disputing that fact the driver broke the law and there are consequences for such (imposed fines in this case).

The officer opted to apply a completely different solution to his problem-solving. Discipline is derived from the Latin root "discipulus" which means pupil or student. The actual meaning of discipline is not to impose punishment but rather, to teach.

When discipline is applied, it should be done in a teachable moment with the outcome being to alter behavior. In this scenario, the officer applied humanity with a teaching moment. The consequences were still present but the solution was even greater. The officer gave out of his own pocket to ensure the man understood he needed to comply with the law and gave him the means to do so.

We don't know the identity of that police officer because he insisted on remaining anonymous. We only know the story because

the driver opted to tell it. I can guarantee you that there are countless stories that are very similar that have never been told because that's exactly the way the officers wanted it.

There has been some criticism for the NYPD Officer's actions after the same homeless man was later seen on the street with no shoes after receiving the boots. There is speculation that he sold the shoes for alcohol or drugs. The same can be inferred about the motorist who received the \$100 bill. Might he have opted to use that money for something other than what it was intended? Perhaps.

We will never really know if the people on the receiving ends of acts of kindness will selfishly abuse the gesture, but that doesn't mean we should stop being kind. There will always be those people who lie, manipulate and scam their ways through life. But there is just as many whose lives will be changed as results of these random acts like those of the police officers.



MORE WOMEN MORE OFTEN OCCUPYING TACTICAL ROLES

BY WILL GRANT



In the world of all things tactical, women are an increasing presence. There are more women today in law enforcement positions than ever before. More women are taking concealed carry classes, more women are at the shooting range and more women are becoming part what's traditionally been thought of as a male-dominated industry.

And while women are getting newfound recognition, there have been organizations and associations catering to tactical women for nearly a century. The International Association of Women Police was founded in 1915. The Los Angeles Women's Police Officers and Associates organization was founded in 1925. The now-disbanded Women's Peace Officers Association of California was founded in 1928.

But in the last ten years or so, there's been significant

increase in recognizing that a woman—even in uniform—is not just one of the guys. The National Association of Women Law Enforcement

Executives,

which was established in 1994 to aid women in leadership roles within agencies, keeps close tabs on the presence of women in the industry.

"We have about 500 members," says Rosanne Manghisi, executive director of the NAWLEE. "Our numbers have increased [in the last ten years], and there's been an increase in women's law enforcements organizations."

In fact, the increasing role of women in military, law enforcement and security industries has been underway for several years now and is perhaps most easily seen in the recognition that women need different gear to fulfill the same roles as those played by men.

In 2008, 5.11 Tactical released a women's line of apparel and gear. Later to come was Blackhawk!, which began offering women's apparel only last year. Even the military has

recognized the influx of women to the front lines and is now developing and testing body armor specifically tailored to women.

Probably the biggest new blip on the radar of tactical women is the Women's Tactical Association, founded by Karen Bartuch in 2009. Bartuch, who served on the Chicago Police Department for ten years before taking leave of absence to focus on the WTA, is a ready-made poster girl for the rise of women in the industry. And you've probably seen her before—she's the fit blond woman in many of the photos in the 5.11 Tactical catalog.

"I used to go around begging people to change their equipment," she says. "Now I feel like we've definitely made strides forward, especially in the mindset."

The WTA has about 1,500 members, most of which are in the Midwest, about half of which are women, and some of which are from other countries. Originally, the organization was limited to active law enforcement members but was later opened up to civilians. Its mantra: firearms, fitness, tactics and combat mindset.

"I'm not an advocate of all-women classes," she says. "Even by some of our women

MORE WOMEN MORE OFTEN OCCUPYING TACTICAL ROLES

BY WILL GRANT



members, we’re perceived as too hard core. And we don’t want that.”

Bartuch founded the WTA on the heels of an unsettling experience that reflects what she believes many women in similar roles endure.

While on the Chicago Police Department she responded to an active shooter call. From a tactical perspective, she found herself inadequately prepared. She didn’t have the training to effectively handle the situation.

After that, she moved for a change. “I founded the Women’s Tactical Association not because I wanted more women to train with,” she says, “but because I knew there were other women out there who felt the same way I did.”

In her eyes, and to WTA members, the organization provides a service. Today, that service is training and networking. Promoting and encouraging training for women police.

But the WTA’s mission is not pink pistol grips or smaller handguns.

“The answer is not to shrink it and pink it,” she says. “I hate that. My hands are as big as my husband’s.”

But a big part of encouraging women in the tactical industries is, obviously, promoting gear that’s better suited to women. Which means body armor that fits differently, guns like the Glock 19 that feature smaller frames, and duty belts that “don’t ride up to where my bra is,” Bartuch says.

In that regard, companies like 5.11 Tactical and Blackhawk have already arrived, as have many of the firearms manufacturers. And at the end of the day, it makes sense— they’re built differently than men, and they need gear that fits. In fact, at SHOT Show 2013, you can count on seeing more attention paid to tactical women from almost every angle.

Photos courtesy of Women’s Tactical Association



NAWLEE 2nd Vice President, Chief Barbara O’Connor has been invited by the Governor of Connecticut to sit on the Sandy Hook Advisory Commission.

Mayor Scott Jackson of Hamden will lead the efforts of the Commission with the goal of understanding what led to and occurred at Sandy Hook Elementary School on December 14, 2012.

We are proud of Chief O’Connor for being entrusted with this solemn assignment to make recommendations to protect residents from gun violence and to prevent similar tragedies.

THE DIANE SKOOG HONORARY SCHOLARSHIP



The Diane Skoog honorary scholarship will be awarded to a woman currently serving as Chief for her agency who is attending a NAWLEE conference for the first time.

Diane Skoog is the former Executive Director of NAWLEE who devoted 17 years to our organization. Diane is also the former Chief from Carver, MA where she served 25 years.

The awardee will be given conference fee (which includes 1 year's membership), 3 nites hotel (room & tax only), and airfare/travel credit up to \$400. All reservations will be handled by the Executive Director, Roe Manghisi. Selections will be made by Diane Skoog and other committee members. Interested parties should contact the Executive Director via email Info@nawlee.org along with their resume by May 31, 2013.

NAWLEE COMMITTEE CHAIRS

<p>Awards Committee Chief Susan Rockett Mexico (MO) Public Safety srockett@mexicomissouri.org</p>	<p>Legislative Action Committee LT Amy Ayers Kansas Highway Patrol Homeland Security / Emergency Management Operations aayers@khp.ks.gov</p>	<p>Publication Committee Commander Kristen Ziman Aurora (IL) Police Department kristenziman@mac.com</p>
<p>Organizational Structure Committee Chief Barbara O'Connor University of Connecticut barbara.o'connor.uconn.edu</p>		<p>Mentoring Committee Major Dawn Layman Lenexa, KS Police Department dlayman@lenexa.com</p>
<p>Membership Committee Captain April Hastings Community Policing Division Orlando Police Department. April.Hastings@cityoforlando.net</p>	<p>Nominating/Search Committee Chief Susan Rockett Mexico (MO) Public Safety srockett@mexicomissouri.org</p>	<p>Professional Development Committee Chief Barbara O'Connor University of Connecticut barbara.o'connor.uconn.edu</p>



Please feel free to contact President Kristen Ziman zimank@apd.aurora.il.us or Executive Director Roe Manghisi info@nawlee.org or any committee chair listed above if you would like to serve on a committee or would like additional information. Serving on a committee is a great way to become involved in the NAWLEE organization, gain additional networking opportunities and provide insight into the future of the organization.

NAWLEE CONFERENCE, JULY 31 - AUGUST 4, 2013, IN DENVER, COLORADO
SGT. PAULA BALAFAS | CONFERENCE CHAIR



The 2013 NAWLEE annual conference in Denver, Colorado is just around the corner! The Denver-Metro area is anxiously anticipating the arrival of NAWLEE's best and brightest from across the country and other nations!

Your conference committee is comprised of members from seven metro—area police departments: Denver Police Department; Colorado State Patrol; Aurora Police Department;

Lakewood Police Department; Arvada Police Department; Westminster Police Department; Wheat Ridge Police Department.

For those members who arrive by Wednesday afternoon, we have planned a sunset cocktail party near Red Rocks Amphitheater, at The Retreat at Solterra. The event is being catered by a Lakewood Police Department Agent who owns her own catering company—Sava. If you have any special dietary requirements, please let Paula Balafas know: pbalafas@ci.wheatridge.co.us

The Thursday night event will be at Comedy Works in downtown Denver, where we will be entertained by a headlining female stand-up comic. That event will be catered by Fancy to Fantasy, and there will be a cash bar. Everyone must be 21 years of age and present a valid ID.

The Friday evening event will celebrate the 2013 WoLEEY Award winner at the Ameristar Casino in Black Hawk. The casino will be catering the event. No minors will be allowed at this event, per our contract with the casino. And after the WoLEEY reception, you are free to roam the many other casinos in scenic Black Hawk!

Saturday evening takes us back to our host hotel—The Embassy Suites—for an evening of cocktails, dinner and dancing to some DJ-spun jams!

And if you are staying an extra day, on Sunday morning we will bus you to Estes Park and Rocky Mountain National Park.

We have some intriguing training opportunities for you in Denver, as well! We have classes on line of duty deaths, drug endangered children, Blue Courage, The Accountable Leader, Every Day is an Assessment Center, Career Killers for Law Enforcement CEOs, Leading and Developing Supervisory Teams, and recruitment challenges faced in today's market.

The 2013 conference will also offer a mock Police Chief testing process that will be chaired by University of Connecticut Police Chief Barbara O'Connor. The process will require interested NAWLEE member "applicants" to submit a letter and resume this Spring. Those initial "applicants" will then be pared down to 4-5 finalists who will go through an on-site oral board in Denver in front of a panel of current police chiefs. All finalists will receive detailed constructive criticism about their performance during the formal interview.



MOTIVATING YOUR COLLEAGUES

LEADERSHIP MOMENT BY LEADSTAR



We have all experienced a workplace that is uninspired - where employees are merely working to get the job done so they can go home and get on with their lives. While no one really wants to work in that type of un-enriching environment, it is sometimes hard to see what a difference one individual can make.

As leaders we can transform our work environment by acting in the following ways to motivate our colleagues:

Show appreciation. It is human nature to want to contribute and to be appreciated and recognized for the work that you do. Even a simple thank you to a colleague can go a long way.

Empower others. Trust is a two-way street - you must be able to place trust in others before you can ask for theirs in return. Delegating some decision-making authority on an appropriate project can make a colleague feel like a valued member of the team.

Maintain a positive demeanor at all times.

You do not have to be Little Miss Sunshine on a daily basis. However, you cannot engage in the daily water-cooler gripe fest and assume that all of your colleagues will not follow suit. Negative energy breeds negative energy.

Always exceed professional standards.

Maintaining high performance on a consistent basis provides an excellent role model for others to emulate.

Inspire a call to action.

Talk about your workplace with your colleagues and ask for their input on how to improve it. You will be pleasantly surprised with the innovative ideas that a united team can generate. Once individuals feel as if they had a hand in creating the idea, they will work diligently to see it through.

Don't spend another day waiting for someone else to motivate your colleagues. By taking these small steps you can drastically improve your work environment.

Lead Star is a leadership development consulting firm with a decade of experience working with talented leaders within Fortune 500 companies, small and mid-sized businesses, leading nonprofits, government agencies and respected academic institutions.



If you would like to make a submission to the April NAWLEE newsletter, please send contributions to KristenZiman@mac.com for consideration.

PROMOTIONS

Julie Prescott Comal County Sheriff's Office, Sergeant
Mary O'Connor, Tampa Police Dept. Lieutenant to Captain
Jane L. Harteau, Minneapolis Police Dept. Assistant Chief to Chief
Lisa Brown, Douglas County Sheriff's Office, Administrative Sergeant to Sergeant
Donna L. Lusczynski, Hillsborough County Sheriff's, Major to Colonel
Helen Haire, University of Northern Iowa, Major to Director/Chief
Susan Lottinville, Kingsland Police Dept, Detective to Detective Sergeant
Dawn Layman, Lenexa Police Dept. Lieutenant to Major
Debbie Bullock, Bureau of ATF. Special Agent in charge to Chief of Staff
Laura Dyer, University of Maryland, Special Event Commander to Captain

RETIRED

Captain Cathy Haggerty | Austin Police Department
Chief Ellen Hanson | Lenexa, Kansas Police Department
Lt. Col. Debbie Baker | New Jersey State Police
Major Ann Marie DeAngelo | New Jersey State Police

NEW MEMBERS

Fabienne Fae Brooks Chief, CID (retired) King Co. Sheriffs Office
Erin Moloney Office Manager Real Time Technology Group
Sandra Torres Sales Manager Real Time Technology Group
Danielle Outlaw, Captain, Oakland Police Dept.
Kiona Suttle, Police Manager, Oakland Police Dept.
Felicia Silva, Fiscal Manager, Oakland Police Dept.
Kiona Tamu Suttle, Police Services Manager, Oakland Police Dept.
Sharon J. Williams, Captain of Police, Oakland Police Dept.
Cecilia Belue, Personnel Manager, Oakland Police Dept.
Sharon Williams, Captain of Police, Oakland Police Dept.
Rosemary Arway. Deputy Chief Retired, Gold Shield Associates
Jacqueline Rubin Chief, St. Helena Police Dept.
Erika Shields, Deputy Chief, Atlanta Police Dept.
Bonnie W. Bowers, Chief of Police, City of Anacortes
Debbie Aguilar, Sergeant, Salem Police Dept.
Jacqueline Litzinger, Chief of Police, CSX Transportation
Kris Mienert, Commander, Woodbury Police Dept.
Jessie Irene Pennington, Chief of Police, Thunderbolt Police Dept.
Laurie L. Hadley, Captain, Colorado State Patrol
Janet Aiello, Lt./Division Commander, City of Hoboken
Kristen Heineman, Police Officer, Mounds View Police Dept.
Victoria L. Beiersdorf, Police Officer, Belleville Police Dept.

Anne M. Robonson, Sergeant, Colorado State Patrol
Carol A. Nero, Sergeant, Colorado State Patrol
Brenda L. Leffler, Lieutenant Colonel, Colorado State Patrol
Joy F. Grisson, Sergeant, Colorado State Patrol
Tonya L. Billinger, Sergeant, Colorado State Patrol
Afsoon Ansari, Sergeant, Colorado State Patrol
Rena M. Rokus, Sergeant, Milwaukee Police Dept.
Jamilah Suarez, 2nd lieutenant, Fairfax County Sheriff's Office
Nancy Rasmussen, Captain, Florida Highway Patrol
Laura O. Sullivan, Staff Executive Officer, New Castle County Police
Lisa Heavers, Executive Director, Colorado Law Enforcement
Marjorie June Quin, Assistant Special Agent in Charge, Tennessee Bureau
Danielle M. Outlaw, Acting Captain of Police, Oakland Police Dept.
Olivia Deloria Greer-Brown, Police Sergeant, Cincinnati Police Dept.
Kristin Burgess-Medeiros, Police Auditor, Oakland Police Dept.
Donna Hoppenhauer, Lieutenant of Police, Oakland Police Dept.
Lauren LaRocca U.S. Park Ranger, National Park Service
Drennon Lindsey, Lieutenant, Oakland Police Dept.
Kris Mienart, Commander, Woodbury Police Dept.
Kris Freis, Lieutenant, Hanover County(VA) Sheriff's
Jennifer R. McDaniels, Detective, Miami County Sheriff's Office
Melissa Sacluti, Sergeant, Evanston Police Dept

"You are good. But it is not enough just to be good. You must be good for something. You must contribute good to the world. The world must be a better place for your presence. And the good that is in you must be spread to others...."

— Gordon B. Hinckley

