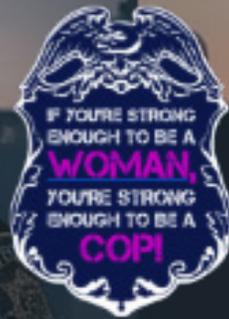


THE LEADERSHIP FIELD GUIDE

FOR LAW ENFORCEMENT



*How to Build Trust, Navigate Toxicity, and
Lead with Integrity*

By Sheronda Grant

Introduction

Most law enforcement officers get promoted based on technical competence — they're good at the job, they pass the exam, they move up. But nobody teaches them how to actually lead.

This guide gives you the tactical leadership skills that make the difference between a supervisor people tolerate and a leader people respect. These are the principles I've used over 24 years to develop 40+ officers to successful promotions, train departments across Wisconsin, and build teams that trust each other and serve their communities with integrity.

Real leadership isn't about rank. It's about impact.

How to Build a Team That Trusts You

Trust is the foundation of every high-performing team. Without it, you're just managing compliance. With it, you're leading people who will follow you into difficult situations because they know you have their back.

Be Consistent

Your team needs to know what to expect from you. If you're supportive one day and harsh the next, they'll never trust you. Consistency builds predictability, and predictability builds trust.

Communicate Clearly and Often

Don't make your team guess what you're thinking. Tell them what's going on, what's expected, and why decisions are being made. Transparency builds trust. Secrecy destroys it.

Follow Through on Your Commitments

If you say you're going to do something, do it. If you can't, explain why and offer an alternative. Your word has to mean something.

Give Credit Publicly, Give Feedback Privately

Celebrate your team's wins in front of others. Address mistakes or performance issues one-on-one. Public praise builds morale. Public criticism destroys trust.

Admit When You're Wrong

Leaders who can't admit mistakes lose credibility fast. Your team knows you're human. When you own your mistakes, you show them it's safe to do the same.

The Skills Every Leader Needs

These are the tactical, day-to-day leadership skills that make the difference between a supervisor and a leader.

Skill 1: Giving Effective Feedback

Some supervisors avoid giving real feedback because it's uncomfortable. But feedback — both positive and constructive — is how people grow. Learn how to deliver it in a way that builds people up instead of tearing them down.

- Be specific, not vague ('You did great' vs. 'Your de-escalation in that domestic call prevented an arrest and kept everyone safe')
- Focus on behavior, not character ('That report needs more detail' vs. 'You're lazy')
- Give feedback close to the event, not weeks later
- Balance constructive feedback with recognition of what's working

Skill 2: Handling Conflict

Conflict is inevitable. The question is whether you avoid it, escalate it, or resolve it. Strong leaders address conflict early, directly, and fairly.

- Address issues when they're small, before they become crises
- Listen to all sides before making a decision
- Separate the problem from the person
- Focus on solutions, not blame

Skill 3: Making Decisions Under Pressure

Leadership means making calls with incomplete information and owning the outcome. Learn how to assess risk, consult your team, and make decisions confidently.

- Gather the information you can in the time you have
- Consult people with relevant expertise
- Make the call and communicate it clearly
- Own the outcome — good or bad

Skill 4: Delegating Effectively

You can't do everything yourself. Delegation isn't dumping work on others — it's empowering your team to take ownership and develop their skills.

- Match tasks to people's strengths and development goals
- Give clear expectations and authority to make decisions
- Check in without micromanaging
- Let people learn from mistakes

Skill 5: Managing Up

Leading your team is one thing. Managing your relationship with your supervisors is another. Learn how to advocate for your team, push back when necessary, and build trust with the people above you.

- Communicate proactively — don't wait for your boss to ask
- Bring solutions, not just problems
- Know when to push back and when to execute
- Protect your team from unnecessary bureaucracy

Ready to Take the Next Step?

This guide gives you the foundation. If you're serious about developing as a leader, here's how we can work together:

Lead Like You Mean It — One-Day Leadership Intensive

A one-day training program designed for officers, and front line supervisors. You'll learn servant leadership principles, how to build trust within your team, and how to lead through difficult situations without compromising your integrity.

One-on-One Leadership Coaching

Personalized coaching for professionals who want tailored guidance on specific leadership challenges. Whether you're navigating a promotion, managing a difficult team dynamic, or building your leadership philosophy, I'll work with you directly.

Department-Wide Leadership Training

Bring leadership development to your entire department. I work with agencies to train officers and supervisors on servant leadership, constitutional policing, and building community trust.

Contact: support@wearestrongenough.com

Website: wearestrongenough.com

**Leadership isn't about the rank you
hold.**

**It's about the people you develop
and the culture you create.**

— Sheronda D. Grant

We Are Strong Enough