

“The ability to ^(a) interpret, ^(b) understand, and ^(c) manage one’s own and ^(d) others’ emotions. Emotional Intelligence (E.I.) is not about becoming emotionally detached; it is about becoming emotionally mature and confident. E.I. includes personal skills like self-awareness, accurate self-assessment, and self-control, and social skills like conflict management, empathy, and leadership. Both competencies are necessary in policing.”

¹ Gregory Saville, Police Chief Magazine, November 2006

Statement to Work:

A career occupation in law enforcement inherently involves a strict and disciplined approach to training and development. The time, effort and expense to deliver this adult education generate a return on the investment when law officers successfully and professionally perform with a strict, ethical and standard code of conduct. By in large, the current physical and tactical training effectively provide the education and hands-on simulation to develop a law enforcement officer to effectively perform their duties. It is the purpose of this curriculum to expand on the current training initiatives given the science-based evidence found in the field of neurology. This evidence validates the need for new education, instruction and training on the skills framework of emotional intelligence.

According to the Wall Street Almanac,² police officers have one of the top ten most stressful occupations in the United States. For years, police officers have been tasked in dealing with the wide range of emotions with those they serve, and inwardly within themselves. These emotions and feelings include anger; sadness, fear, excitement, frustration, grief and happiness just to name a few. Emerging neuroscience evidence validates individuals vary in their ability (skill) to perceive, process and manage information which is emotional in nature. In other words, emotional intelligence is not just about emotions, but the ability (skill) for a person to use emotional information and combine it with thoughts and actions³.

Law enforcement officers must contend with diverse populations who are willing to challenge authority and decisions. As a result of this complex and dynamic landscape, modern officers need more than tactical expertise to succeed⁴. Because of the rapid and ever-changing landscape of the profession, law enforcement officers require more than just a task competency or technical know-how⁵. In fact, research validates that all top performers, regardless of their profession, successfully demonstrate a particular blend of skills, competencies, and traits directly associated with the emotional intelligence framework.

Evidence based science now validates our ability to perform at our best physically, requires the necessary emotional states to ensure the technical training “pays-off” when it’s needed the most. The emotional states of an individual during a routine or distressful situation directly impact decision-making. The right decision leading to effective problem solving, creativity in conflict resolution and the ability to adapt to change quickly are directly linked to how smart or skilled the law enforcement officer is about their own emotions and the emotions of those involved.

There are multiple benefits to training law enforcement personnel in emotional intelligence, none more important than preventing situations that lead to tragic deaths⁶. In the law enforcement profession, emotional intelligence is defined as the ability (skill) of the officer to manage and use his/her emotions in a positive and constructive way, and to manage healthy relationships within the department and within other supporting agencies in the criminal justice system⁷. The instruction and lesson plan found within this curriculum teaches a holistic-approach to utilizing the emotional intelligence skill sets. Once an officer learns awareness to the skills framework and more importantly when and how to engage the skills successfully, he/she is in a stronger more effective position to regulate the stress and pressure on the job as well as in their personal and family lives. In doing so, impact the statistical data found within the category of officer-survival skills.

The studies of emotional intelligence over the last two decades and most recently the new studies in the field of neurology are validating the need for new and innovative brain training techniques. The profession requires officers to rein in their own emotions in order to take control of complex and often time emotional situations. Flipping the emotional-switch and turning their focus inward can be difficult for those engaged in a profession hindered by a myth of “never let them see you cry”. Our primitive emotions such as fear and panic are constantly threatening every physical and technical training agenda, further validating the need for new training

and education on emotional states and the skills how to regulate under pressure.

Our mental will power and ability to think with clarity and focus is all secondary to a well-trained law enforcement officer when his/her emotions get the best of them. The brains natural negative bias, ⁸ coupled with the now evident emotional (Amygdala) hijack can cause the fight, flight or freeze response regardless of how many hours of training or years of experience. Law enforcement officers who display higher levels of emotional intelligence are able to manage stress and see the big picture and not take things personally in the moments of distress. Emotional intelligence can help an officer enhance his conflict-management skills, and manage personal stress, which can decrease career burnout ⁹.

As a model for innovative brain training our Military Department of Defense has set clear examples. This includes emotional intelligence training with a clear focus on the emotional skill of resilience. The skill of resilience is defined in the Field Manual 6-22 Army Leadership: Confident, Competent, and Agile as, showing a tendency to recover quickly from setbacks, shock, injuries, adversity, and stress while maintaining a mission and organizational focus. What we realize is that we need to bring mental fitness to the same level of attention that we give to physical fitness because we're dealing with the realities of war. You can build resilience in mental fitness just like you can build resilience with pushups ¹⁰.

Based on the decades of empirical research on the connection between law enforcement and emotional intelligence, this proprietary training and education is recommended for all members of the police-family. The research is clear that although technical skills are important, organizations need to identify, select, promote, and develop people based on the emotional intelligence competency ¹¹. A systematic and focused approach must be undertaken to identify how emotional intelligence affects performance in the field and the leadership culture for succession planning within the agency ¹².

As innovative brain training techniques continue to improve our knowledge and understanding of the mind and it's affect on the body, current training academies and continuing education programs must embrace a since of urgency in getting this new information out to all within the criminal justice system.

About the Author and Subject Matter Expert:

Parrish Owen Taylor is an international consultant focused in the field of adult learning and development. A twenty-two year practitioner of emotional intelligence and personality styles, Parrish has over two-decades of practical, hands on success in working with a diverse and changing workforce. Industry and client relations include the Electric Utility, Oil & Gas and Emergency Response to name a few. Parrish is a published author on the subjects of personal and professional development, adult learning and organizational health. Parrish obtained a BS in Communications from Purdue University in 1988 and has continued his self-study in the fields of emotional intelligence and personality styles with an emphasis on applied learning strategies.

In 1993, shortly after founding Taylor-Made Concepts, LLC, Parrish was introduced to the ideas from Dr. Daniel Goleman's first book on Emotional Intelligence. Quickly becoming a practitioner, he began orienting the ideas into his own business model exposing both internal customers (employees) and external customers to the ideas behind learning how to become smart about one's emotions. In 1998, Parrish married the daughter of an esteemed twenty-four year veteran of law enforcement. It was then he began his own personal case study with "officer survival skills" and how to adapt his training concepts into his family life.

By 2000, Parrish was immersed in the field of personal development coaching, adapting the principles of human performance improvement and adult learning to develop and design his own programs based on interpersonal and intrapersonal disciplines.

In 2001 Parrish was recognized by the Louisiana Department of Labor as a primary training provider under the Incumbent Worker's Training Program (IWTP), incorporating his fundamental training and development principles by helping business leaders improve workforce performance and team unity. Parrish is the author and instructor of three specialized courses delivered within the IWTP.

In 2009, an international client in the Oil & Gas industry engaged Parrish to work on a remote project near Calgary, Canada. The project scope was to help executives identify workforce gaps in operational processes and develop communication strategies to improve workforce awareness and regulation skills. He continues to work with the Oil & Gas sector throughout the U.S. and Canada.

Parrish recently expanded his consulting work to begin developing proprietary training content available for purchase and downloading. The results-driven learning aides enable clients to reap the benefits from his learning ideas quickly while developing the E.Q. competencies, all without the high cost of classroom training or consulting.

Parrish's unique approach to performance improvement leverages his expertise as an adult learning specialist; offering proven performance enhancing strategies. Listed below are a few of the best-practice strategies employed by Parrish when a project assessment or scope of work.

- Human Performance Improvement (HPI)
- Analyze, Design, Develop, Implement, Evaluate (ADDIE) – Adult learning design procedures
- Knowledge, Skill, Ability (KSA) – Instructor design strategy; best practice
- Emotional Intelligence (EQ) – Established field of study; Dr. Daniel Goleman
- Personality Styles (DISC) - Established field of study; General industry
- Mental & Emotional Training (M.E.T.) Program – Proprietary E.Q. learning strategies

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