

for student observations about how they felt answering these four questions compared to the first four questions. Generally the reaction is quite positive. The key questions for students to consider are: How did the questions about future outcomes affect your creative thoughts for solving the problem compared to the first four questions that were problem-oriented? As a leader, can you use future-oriented questions in your daily life to shape your thinking and the thinking of others toward more creative problem solving? Future-oriented thinking is a powerful leadership tool.

Sources: This approach to problem solving was developed by Robert P. Bostrom and Victoria K. Clawson of Bostrom and Associates, Columbia, Missouri, and this exercise is based on a write-up appearing in *Inside USAA*, the company newsletter of USAA (September 11, 1996), pp. 8-10; and Victoria K. Clawson and Robert P. Bostrom, "Research-Driven Facilitation Training for Computer-Supported Environments," *Group Decision and Negotiation* 5 (1996), pp. 7-29.

Leadership Development: Cases for Analysis

METROPOLIS POLICE DEPARTMENT

You are in a hotel room watching the evening news as a local reporter interviews people who complain about abuse and mistreatment by police officers. These reports have been occurring in the news media with increasing frequency over the last three years. Some observers believe the problem is the police department's authoritarian style. Police managers encourage paramilitary values and a "them-against-us" attitude. The police orientation has been toward a spit-and-polish force that is efficient and tolerates no foolishness. The city believes that a highly professional, aloof police force is the best way to keep the city under control. Training emphasizes police techniques, the appropriate use of guns, and new technology, but there is no training on dealing with people. Several citizens have won large lawsuits against the police force, and many suits originated with minority groups. Critics believe the police chief is a major part of the problem. He has defended the rough actions of police officers, giving little public credence to complaints of abuse. He resists the community-oriented, people-friendly attitudes of other city departments. The chief has been considered insensitive toward minorities and has been heard to make disparaging public comments about African-Americans, women, and Hispanics.

One vocal critic alleges that police brutality depends on the vision and moral leadership set by the chief of police and lays responsibility for incidents of abuse on the current chief. Another critic believes there is a relationship between his intemperate remarks and the actions of police officers.

The reason you are in Metropolis, watching the news in a hotel room, is that you have been invited to interview for the job of police chief. The mayor and selected council members are preparing to fire the chief and name a replacement. You are thinking about what you would do if you took the job.

QUESTIONS

1. Identify themes that you would like to make a part of your vision for the police department.
2. If you get the job, how will you gain acceptance for your vision? How will you implement changes that will support the new vision and values?
3. Would you relish the challenge of becoming police chief of Metropolis? Why or why not?

THE VISIONARY LEADER

When Frank Coleman first began his job as president of Hi-Tech Aerostructures, most managers and employees felt a surge of hope and excitement. Hi-Tech Aerostructures is a 50-year-old family-owned manufacturing company that produces parts for the aircraft