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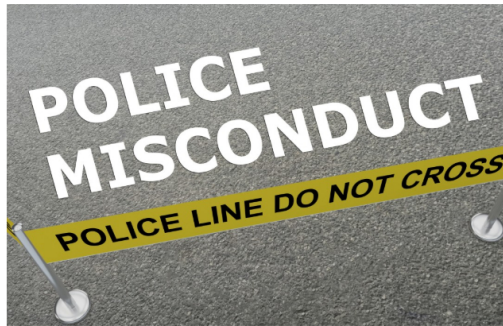


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Career-Ending Police Misconduct & Massive Lawsuit Settlements - Mostly Preventable



Bob Woolverton, MSML

Transforming your MANAGERS into LEADERS, everyone loves to work for. From manager to inspirational leader: Creating TRUST and...



February 16, 2022

In the law enforcement industry, we see far too many instances where employees engage in career-ending behaviors. In many cases, a supervisor, manager, or even the law enforcement executive missed "red flag" warnings in employee conversations and employee behavior that were pre-cursors to those career-ending events. Sometimes those events are career-ending for the employee and sometimes for the law enforcement executive, and often – for both. And these events often are accompanied by multi-million-dollar lawsuit settlements. In many of these instances – I believe the organization failed the employee, and in those same instances, I believe the career-ending behavior was completely preventable.

The day you get promoted is the day you take on three new primary responsibilities (in addition to all your other duties). You're responsible for:

1. the outcomes (or outputs) of your unit, division, or the entire organization (depending on your level of promotion)
2. facilitating the success of the people in your unit, division, or organization, and
3. safeguarding the welfare of the people in your unit, division, or organization.

Regardless of whether you just got promoted to first-level supervisor, middle manager, or executive – these become three of your primary responsibilities.

Yet, I can show you example after example of career-ending workplace behaviors where the offending employee exhibited red flag warnings that were missed or ignored by the organization. Had the first-level supervisor, middle manager, or executive acted on those red flag warnings – the career-ending behavior could have been prevented. In those instances, I believe the organization failed the employee – failed to safeguard the welfare and failed to facilitate the employee's success. Based on my 34 years of experience in the law enforcement industry, I believe this type of organizational failure is particularly true in law enforcement.

When we see horrific career-ending events on the national news (usually excessive force or abuse of authority), everyone assumes the offending officer was a bad apple. But during the hiring process, most law enforcement agencies have a strict background investigative procedure designed to screen out potential bad apples. So how is it possible that so many bad apples have slipped through the screening process?

Are We Asking the Wrong Question?

As an industry, we could ask ourselves, if we have a stringent background investigative process, how are bad apples successfully completing our process? That is the wrong question to ask. We should be asking these questions instead:

- Are we hiring good apples and allowing good apples to spoil in a rotten barrel?
- Are we missing red flag warnings because we haven't taught our supervisors and managers how to recognize red flag warnings that lead to career-ending behaviors in the workplace?
- Are we not providing training to all our employees that will trigger ethical awareness, allowing our employees to either intervene on or report red flag warnings facilitating the success of all our employees?

If red flag warnings are missed (or overlooked/ignored), they become accepted behaviors in the workplace. Then those accepted behaviors are repeated. When those behaviors are repeated, that's when they become organizational culture. Organizational culture is formed by accepted and repeated behaviors in the workplace. And that's where the rotten barrel develops. A rotten barrel can have a powerful influence on someone of even the highest moral character. But rotten barrels are not exclusive to law enforcement; they also occur in corporate culture.

One famous example was in the 1970s. A well-educated young man with an MBA was hired by the Ford Motor Company and quickly rose to the position of Vehicle

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Good on you Bob for dedicating your time to improving a noble profession, a profession of good men and women who sign up for dangerous work so they can help others, and to make a positive difference in the communities they serve!

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Recall Coordinator. Before being hired by Ford, while he was an Engineering/MBA student, this young man considered himself an "activist" standing up against social injustice and the social irresponsibility of big business. He believed his personal values system could withstand any workplace challenge, and his firmly held values system would always guide him to do the "right thing." During his tenure as the Vehicle Recall Coordinator, he faced a faulty gas tank design in the Ford Pinto. The defective design resulted in the car erupting into horrendous fireballs due to very low-speed rear-end collisions, trapping people inside the car and causing them to burn to death.

At this same time, the Ford CEO was credited with prioritizing profits over safety, saying safety does not sell cars – styling sells cars. And that same CEO also had a reputation for firing people who disagreed with him. The CEO was creating a culture of prioritizing profits over safety.

In response to the faulty gas tank design, the engineers at Ford identified a recall fix that would have cost \$11.00 per car to prevent the vehicles from erupting into flames, preventing an estimated 180 additional deaths. Yet this former "activist" recommended NOT recalling the Ford Pinto based solely on a cost/benefit analysis. The cost/benefit analysis determined it would cost Ford more money to recall the Pinto than the cost of the potential 180 human lives lost. As a result, people did continue to burn to death in low-speed rear-end collisions.

Decades later, while in retirement and reflecting on his decision, this former "activist" finds it hard to believe that his values system was influenced by the corporate culture (i.e., the rotten barrel) to focus on an exclusive reliance on quantitative cost-benefit analysis to the complete exclusion of any ethical considerations about human lives being lost.

There are many other "corporate" examples of good people, well-respected by their peers, community, and families as highly ethical people, who were influenced by the corporate barrel and made bad ethical decisions that harmed countless numbers of other people. And law enforcement is not immune to these influencing factors that can cause a good apple to spoil in a rotten barrel.

We Are "Assuming" Ethical Development

In law enforcement, we assume the people we hire have learned good ethics from their family, clergy, schooling, and previous employers. Those ethics relate to usual and ordinary situations the average person is likely to encounter. And most of those decisions are easy. Stealing is wrong, lying is bad, etc. But we are placing young people into situations unique to the law enforcement industry, and we don't provide any training on making ethical decisions in that unique environment. In my 34-year law enforcement career, I never received any training on evaluating an ethical dilemma and how to make the best ethical decision. Failing to provide training in the ethical decision-making process is like hiring a machinist and not showing them how to use the machine or giving a gun to a new police officer and not training them how to use it. Additionally, law enforcement encounters will go far beyond the easy questions of lying and stealing and often cross into more complex ethical dilemmas.

Ethical dilemmas are when two "right" values conflict. When values such as truthfulness and loyalty collide, deciding which value prevails can be particularly challenging. Law enforcement officers are often confronted with situations where the statement – just because you can, doesn't mean you should – applies. Yet we usually don't provide even the lowest level of discussion about ethical dilemmas in the law enforcement workplace.

I recently watched a bodycam video of a young officer on a traffic stop for a speeding violation which the officer deemed to be reckless driving. There were so many clues in this video that this officer did not know how to handle the circumstances she was confronted with. Several times, in very subtle ways, she kept asking for help from her coworkers. She even stated to a co-worker, "I've never handled a situation like this." A supervisor was also called to the scene who did nothing to help. Ultimately, out of what appears to be emotional frustration, the officer decided how to handle the situation – which was the wrong decision, ultimately a career-ending decision.

The question is... was this officer a "bad apple"? Or did the officer spoil in a rotten barrel? I teach a class on Organizational Systems. I always caution my students to avoid pointing the finger at an employee until they have thoroughly evaluated if the cause of a problem may be an organizational "systems" problem and not a bad apple problem. It's always easier to search for and discard a few bad apples, claiming the employee was the problem, rather than do a deeper dive and determine if an organizational problem caused the apple to spoil. In the situation of the young officer mentioned earlier, I believe the officer was a good apple, and the organizational barrel failed her.

There is a seemingly endless supply of bodycam videos on YouTube that police agencies can use for tabletop exercises regarding ethical decision-making. These exercises can be done in a formal classroom setting or even during a shift briefing. The conversational exchange in shift briefing discussions regarding situations caught on bodycam video will give you insight into the level of cognitive moral development your employees have achieved, and the current moral climate and culture within your organization. Looking back at my career, I can tell you as a brand-new police officer at the age of 25; my cognitive moral development was not at the stage it is today. If you are a seasoned law enforcement executive and assume your young officers have achieved the same level of cognitive moral development you currently possess – you are sadly mistaken. That's why it's essential to have these types of shift-briefing discussions, so you can evaluate the ethical culture and the level of moral development of your people and correspondingly take the actions necessary to facilitate their success and maintain their welfare (i.e., not engage in career-ending behaviors) when they are confronted with an ethical dilemma.

When our young people are faced with an ethical dilemma, most often, their responsive behavior is to look upward in the organizational chart, and they look around their work environment for clues of what the organization culture indicates their responsive behavior should be. In the example of the young officer on the traffic stop mentioned earlier, she stated aloud, "I've never done one of these before." And as she looked around herself, to her more experienced co-workers for a clue on what the proper responsive behavior should have been – the best the

coworker could offer... was the flip of a coin. Heads, the driver gets a ticket. Tails the driver goes to jail. After the decision was made to arrest the driver, a supervisor was called to the scene to sign the necessary arrest paperwork. Disappointingly, the supervisor never even asked the most basic supervisory question, "Why is this person going to jail?" The supervisor merely signed the necessary arrest document and left the scene. If this supervisor had asked this fundamental supervisory question, perhaps he could have provided the guidance this officer was so desperately seeking – but never received.

As mentioned earlier, this young officer who made the traffic stop got fired. But who else has culpability in this officer's firing? Was this officer a bad apple? Or was she merely not prepared with the tools and understanding to deal with an ethical dilemma? What was done to facilitate her success? Serious ethical problems are often the result of multiple parties contributing in small or large ways to create an ethical catastrophe.

We have all seen incidents on the national news of officer misconduct we find offensive. And in nearly every case I have seen, I believe the officer's organization has some culpability in the event. Sometimes it's a long string of complaints about that specific officer that falls into a grey area that morphs into becoming the norm (accepted behaviors) for that officer where the agency declares, oh... that's just Joe, that's the way he is. Then sooner or later, there's an enormous catastrophe because of Joe's behavior. Or other instances where the officer doesn't have a clear understanding of the law which results in the officer overstepping their authority and falling into a "contempt of cop" mindset. There are a ton of "contempt of cop" bodycam videos on YouTube that could be utilized and should be utilized for shift-briefing discussions, so officers are informed about what specific authority they have in their state.

Tools for Success

In the example of the officer on the traffic stop who got fired. The first mistake was not recognizing she was faced with an ethical dilemma. If an employee is unaware they are facing an issue with ethical overtones, ethical judgment processes will not be initiated or utilized.

Research shows people are more likely to recognize they are facing an ethical dilemma if three things happen:

1. If they believe their peers will consider the situation ethically problematic.
2. If ethical language is used to present the situation to the employee, and
3. If the decision is seen as having the potential to produce serious harm to others.

This is where tabletop exercises or discussions at shift briefing can be of great assistance. Various topics and scenarios can be discussed as ethical dilemmas creating a mental framework that will help employees recognize issues with ethical overtones when they are out in the field.

Once an employee recognizes they are facing an ethical dilemma, there is a systematic decision matrix employees can utilize that will help them make better ethical decisions. This systematic decision matrix not only helps line-level employees, but the matrix can also help executives with decisions related to hiring, firing, discipline, and strategic planning that will maintain or increase trust both within the organization and with all external stakeholders, i.e., the community.

There are two ways to think about individual ethical decision-making – the Prescriptive approach and the Descriptive approach. The prescriptive approach encompasses different theories on how to make good decisions. These approaches can be broken down into three categories:

1. Consequentialist theories
2. Deontological theories, and
3. Virtue ethics

In our example of the young officer at the traffic stop, she was lawfully able to arrest the driver, but... arresting the driver was the wrong decision. Under the Prescriptive approach to ethical decision making, there is also an eight-step checklist to help people make better ethical decisions. Had this young officer utilized this eight-step checklist, she likely would have made a better ethical decision.

The Descriptive approach delves into "why" people make the ethical decision they make, which is essential for organizations to understand – because organizational systems can impede an employee's ability to make sound ethical decisions – and it's critical for supervisors, managers, and executives to understand this influence, so they don't inadvertently create a "bad barrel" for our good apples.

This leads us away from individual ethical decision-making and into the topic of Organizational Ethics. An organization's ethical culture has a significant influence on how employees become aware of and respond to ethical issues in the workplace. Remember, many young employees are looking upward in the organization and around themselves for clues on how to respond to ethical issues. The organization's ethical culture will provide that guidance – even if it's contrary to the employee's personal beliefs.

As we saw in the Ford Pinto gas tank example, the organizational culture can supersede an employee's personal beliefs and cause them to act consistently with the organizational culture because they believe that is what they are expected to do. It is up to the organization's executive to formally set the organization's ethical culture. They can do that through communication, training programs, rules, policies, and formal decision-making protocols. Then subsequently, the informal culture, the informal norms of daily behavior, rituals, role models, and language will reveal whether the formal ethics-related systems represent reality or are merely a façade.

In May of 2021, Washington State's Governor signed a dozen bills into law intended to improve policing, reduce the use of deadly force, and ensure thorough and independent investigations when deadly encounters do occur. The Governor called it a "moral mandate." And Washington State wasn't alone. Lawmakers in all 50 states put forward more than 2,000 bills related to policing in the last year. The underlying message behind all these bills is – we don't trust your industry to do the right thing – therefore, we will mandate how you do your job.

Many business schools now require a business ethics course to graduate. Professional associations including accountants, financial consultants, engineers, lawyers, physicians, and psychologists have adopted a code of ethics to guide ethical decision-making.

Correspondingly, nearly every police agency has a Values Statement. The question is... are those stated values used as guiding principles? Are those principles discussed and used in training examples of how they apply in real life or are they merely a façade that's framed and hung on the wall somewhere in the building?

Young officers fresh out of the academy have received de-escalation training. In one recent example, a young female officer did exactly what she was trained to do. When her Sergeant escalated an arrest and was preparing to pepper-spray a suspect who was handcuffed in the back seat of a police car, the young officer grabbed the Sgt's belt from behind and pulled him away from the patrol car, preventing the Sgt. from engaging in a career-ending use of force. What was the Sgt's responsive behavior to this officer's intervention? He turned around and grabbed the young officer by the throat, pushing her back up against a second patrol car as he continued his grasp of her throat. The Sgt's responsive behavior, grabbing a fellow officer by the throat – was a career-ending event.

I genuinely believe, if the agency had shift briefing discussions about de-escalation and talked about when a co-worker is intervening to de-escalate a use of force, that intervention is not a signal the coworker is interfering with you – that is your coworker saving you from walking off a cliff. If discussions like that had already occurred before this event, it's very likely the intervention would have triggered ethical awareness by the Sgt. and resulted in responsive behavior showing some appreciation for the co-worker's intervention. This is a perfect example of why ethical training and shift-briefing discussions are imperative for employee success.

The Prescriptive, Descriptive, and Virtue Ethics approaches to ethical decision-making mentioned earlier take time to process. These are excellent processes for an Executive making disciplinary decisions. The Executive has time to consider all these perspectives to make a sound decision. However, officers on the street rarely have the luxury of time on their side. That's why ethical practice, in the form of training and shift-briefing discussions, is so important. It's like a football team practicing for the upcoming game. They practice so when a decision needs to be made instantly; they've already rehearsed the responsive behavior to a given situation and know what to do. Shift briefing viewings of bodycam videos and purposeful discussion can serve as the same preparation for police officers.

It's also important for supervisors, managers, and executives to understand the different levels of cognitive moral development. There are three levels of Cognitive Moral Development; Level I Preconventional, Level II Conventional, and Level III Post-Conventional. Each level also contains two stages of development. Most adults, especially young adults, are in Level II, which means they are not autonomous decision-makers and are highly susceptible to external influences. Employees at this level are looking upward in the organization for guidance. If supervisors and managers don't provide ethical guidance, Level II employees will look elsewhere for guidance – and more often than not – they'll look to their peers, which can be the birthplace of career-ending decisions. As mentioned earlier, frequently, the behavior is career-ending for the officer and career-ending for the agency's Executive.

In 2021, Ethisphere.com listed 135 large companies as the world's most ethical companies. These companies have an employee count ranging from 640 to 514,000 employees. Roughly 60% of these companies have internal Chief Ethics or Compliance Officers. I am not aware of any police departments with a Chief Ethics Officer. However, many have a division or a person acting as the Office of Professional Accountability. Perhaps those positions should be renamed and refocused to provide accountability AND training to enhance ethical awareness and guidance to prevent career-ending behaviors.

Massive Cost to Taxpayers

A quick scan of newspaper articles reveals in 2021, more than \$11-Million was paid out in police misconduct settlements in Washington State alone. These ranged from \$49,000 for unlawful detainment to \$4.4-Million in a wrongful death case. And these are just the cases we know about. Many cases are settled for an "undisclosed" amount.

In Washington D.C., between 2016 to 2020, \$40-Million in settlements were paid to victims of police abuse. During a recent eight-year period, Chicago paid out \$709-Million to victims of police abuse. These misconduct cases are not one-off instances, and they're not isolated cases. However, I believe a majority of these incidents are preventable.

Back in April of 2017, you may have seen a citizen-captured YouTube video from Ohio where a man was handcuffed, face down in the street with an officer on his back, when a second officer stomped on the man's head, causing facial injuries to the man. And you probably thought to yourself, no one in my department would ever do anything so egregious. I likely would have said the same thing.

Then, in the same month, April of 2017, a Georgia officer does the same thing. The suspect is handcuffed, lying on his side on the street, when a second officer comes up and stomps on the man's head. That officer was fired the next day. And again, you and I both would probably have said to ourselves, no one in my department would ever do anything so egregious.

December 2017, in New Jersey. A suspect is handcuffed and sitting on the ground, and the officer kicks the man in the face. And again, you and I both would

probably have said to ourselves, no one in my department would ever do anything so egregious.

May 2018, in Florida. A suspect is handcuffed, lying face down on the ground, with an officer on the suspect's back. A 2nd officer approaches the man but, in this instance, kicks the man in the head like he's kicking a field goal in an American football game. And again, you and I both would probably have said to ourselves, no one in my department would ever do anything so egregious.

January 2019 in Florida. A teenage suspect is handcuffed, lying face down on the ground, when an officer kicks the teen in the face. And again, you and I both would probably have said to ourselves, no one in my department would ever do anything so egregious.

June 2019, California. A shoplifting suspect surrenders to police in the parking lot. The suspect complies with commands to lay face down on the ground; the officer approaches and stomps on the man's head. The officer who stomped on the man's head, and the Sergeant who was on the scene, were both fired. And again, you and I both would probably have said to ourselves, no one in my department would ever do anything so egregious.

August 2020, Louisiana. After a foot pursuit, a suspect surrendered to police and laid down on the ground with his hands behind his back. As the first officer prepares to handcuff the suspect, a 2nd officer runs up and kicks the suspect in the side of the head. And again, you and I both would probably have said to ourselves, no one in my department would ever do anything so egregious.

June 2021, California. A suspect surrendered to police in a parking lot and complied with commands to lay face down on the ground, arms stretched out away from his sides. Then the officer kicks this man in the head like he's kicking an extra point in an American football game – twice. Then handcuffs the man. And again, you and I both would probably have said to ourselves, no one in my department would ever do anything so egregious.

Are you noticing a pattern yet? It couldn't happen in my department! Apparently, it can; let's continue.

July 2021, Georgia. A woman is handcuffed, lying face down on the ground, when a Sergeant kicks the woman in the face. And again, you and I both would probably have said to ourselves, no one in my department would ever do anything so egregious.

October 2021, Indiana. A suspect is handcuffed, lying on his back when an officer stomps on the man's face causing significant injury. And again, you and I both would probably have said to ourselves, no one in my department would ever do anything so egregious.

When will we stop turning a blind eye to the possibility it could happen in our departments? And knowing that it's possible, we must know it's preventable. Somehow, in some way, good cops across the country are getting enculturated that this type of misconduct is acceptable. And this is just one specific type of misconduct that we know about. How many times has this type of misconduct gone unreported? Or unfounded because there was no video to verify a complaint?

However, I believe all these incidents could have been prevented if some proactive measures were implemented to facilitate the success of our officers that would ultimately prevent these career-ending behaviors from occurring. There are hundreds of videos on YouTube showing officers engaged in all types of career-ending behaviors. Those videos should be used as discussion/informational opportunities. We should be using these events to learn from them. We should be engaging our officers in discussions to explicitly learn how our officers interpret what they see in these videos and verify a common understanding that these behaviors are not acceptable in the workplace and will indeed be career-ending events if they choose to replicate those behaviors.

Discussion of these types of YouTube videos is the absolute minimum an agency can and should do. Even a department with only four or five officers in total can engage in these types of discussions. I will be frank with you. I have 34 years of law enforcement experience under my belt. I'm second-generation law enforcement – (my father was a Sergeant in a large municipal police department). And watching some of these videos caused me to spontaneously utter expletives that are not appropriate for print. That's how shocking some of these behaviors were. And I guarantee the citizens of your community find them equally shocking. These behaviors violate our values system of basic human decency – these behaviors violate our trust in the law enforcement industry. And that is why new police accountability laws have been enacted across the country. Our industry is losing the trust of our communities. As supervisors, managers, and executives, we are failing in our responsibilities to our officers. We are failing to guide them and prepare them for dealing with the ethical decisions that are unique to the law enforcement industry. Our young people are looking up in the organization for guidance, and they're not getting the guidance they need – because we assume they're good people able to make the right decision. And you're right, they are good people, but they've never been exposed to some of the decisions and dilemmas they'll face in this job, and we need to do a better job of giving them the guidance they need. Because I will guarantee you, they're getting guidance from somewhere, and in all the examples mentioned in this article – they got their guidance from the wrong source.

I have heard rebuttals from officers who cite the total number of police-citizen contacts in a year (which are well into the millions and millions), and they claim the small number of police misconduct and wrongful death cases as a percentage "...is actually minuscule." But the FAA and the National Transportation Safety Board could say the same thing about commercial airliner crashes – but they don't. And I am the first to affirm that the vast majority of police officers are doing great work in their communities under some of the most challenging conditions. But as an industry, we should be responding like the FAA and NTSB; wherein even one plane crash is one too many. We should be doing everything in our power to learn lessons from these "minuscule" number of events to prevent the next wrongful death, or the next act of misconduct, or the next career-ending behavior, rather than dismissing these incidents by saying... no one in my agency would ever do

anything so egregious, or the number of incidents is so minuscule. (Frankly, to use the word "minuscule" about someone's death – regardless of the statistical number – is insulting to the nobility of police work and insulting to the surviving family members of the person who needlessly lost their life.)

Police agencies should have an Ethics Officer(s) trained in Consequentialism, Deontological, and Virtue Ethics approaches to evaluating ethical dilemmas. The Ethics officer should either provide training to others in the department (train-the-trainer) or guide our employees by creating and organizing discussions about YouTube videos like the ones mentioned earlier. They should also be trained in the Descriptive approach about what influences how people make ethical decisions and teach our officers to recognize ethical awareness, scripts, moral disengagement, and cognitive barriers to making sound ethical decisions. As well as discuss the intent behind a co-worker's intervention and what it may look like, sound like, and feel like when it happens immediately before a career-ending behavior.

As I said earlier, in my 34-year law enforcement career, we never had discussions about ethical decision-making. In hindsight, I wished we would have. In 2016, my agency paid out a \$3-Million settlement in a wrongful death lawsuit resulting from an incident in 2013. Even though I wasn't directly involved in the incident, every time I tell the story about the innocent woman who died that night, I get emotional. The woman was a nurse who had just finished working the swing shift at a large hospital and was on her way home to her husband and children. The workplace behavior that led to that woman's death was a violation of our department policy. And under the new police accountability legislation enacted in 2021, that same workplace behavior is now also a violation of State law. Was the officer a bad apple? No, he was a good officer who made a bad decision. As an organization, did we fail our employee – and by extension, fail this innocent woman? Did we merely issue a policy and receive an electronic signature in return? Or did we discuss and train on the policy confirming understanding of the policy's intent and real-life application and the potential nuances that could also complicate a real-life application? No, we merely got an electronic signature in return. We should have done better. We should have done more to facilitate the success and welfare of our employee. The intent of the policy was to prevent people from losing their lives over a property crime. Obviously, merely issuing the policy did not achieve the desired outcome. Focusing on outcomes is one of our responsibilities as supervisors, managers, or executives. And knowing we did not achieve the expected outcome, we should have analyzed our system of how we train employees on new policies, including how we verify understanding of the intent of the policy. When employees understand the intent of a policy, that understanding makes it easier for them to make better decisions in the field.

Did we do anything differently after this event? After the \$3-million wrongful death settlement? No! Matter-of-fact, I wasn't even aware there was a \$3-million settlement until it randomly came up in response to a Google search while I was gathering information for this article – six years after the settlement and four years after I retired. That means an innocent woman's death, a \$3-million lawsuit settlement, and the emotional impact on the involved officer – all did nothing to change our organizational behavior. The barrel didn't change – and we keep putting new officers, good apples in that same barrel – expecting a different outcome. Like the Ford employee, here I sit in retirement, looking back on this incident and being disgusted that this loss of an innocent life changed nothing in my organization. And yet many of us complained when the Governor signed the "moral mandates" in 2021. As an industry, we've done it to ourselves. We've violated the trust of our communities and our elected officials.

We need to change our organizational scripts. We should be learning lessons from all these lawsuit settlements and using information from the settlement and any available video as instructional tools to guide our personnel about the intent of our policies. Discuss complicating nuances in real-life applications and facilitate our employee's success by preventing these career-ending behaviors. If these incidents of police misconduct, excessive force, wrongful deaths, and massive lawsuit settlements don't change our organizational behavior and scripts – all those employee terminations and all those deaths have all been in vain. And that simply is not acceptable.

Capt. Bob Woolverton (Ret) is a 34-year veteran of the Bothell, Washington police department and is second-generation law enforcement. (His father retired from the Seattle Police Department.) He is a graduate of the FBI National Academy (Session 183), holds a bachelor's degree in management and leadership from Bluefield College, Bluefield, VA, and a master's degree in management and leadership from Western Governor's University – Washington. He is also a leadership instructor at the Washington State Criminal Justice Training Center.

He is the owner of TopTierLeadershipTraining.com. His company provides training in Executive-Level Leadership, Theories of Motivation in the Workplace, Strategic Planning, Ethical Decision-Making and Influence, and Budgeting for Government Agencies. Bob is also the author of "The Part of Leadership No One Talks About" which is available on Amazon in paperback, Kindle, and Audible versions.

Bob's personal mission statement is; Lead, teach, and Inspire.

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Links to videos mentioned in this article in order of appearance:

Reckless Driving Traffic Stop – Coin Flip (23:33) <https://youtu.be/EHEOom5TA9o>

Female Officer De-escalating Sergeant's Behavior (2:12) <https://youtu.be/ZRQo36rkG-E>

April 2017, Ohio (1:55) <https://youtu.be/3HqIYYVoibI>

Aril 2017, Georgia (1:39) <https://youtu.be/dojLoKglmnY>

December 2017, New Jersey (1:00) <https://youtu.be/LagbPORGvGc>

May 2018, Florida (1:49) <https://youtu.be/Eq2c6PEo22U>

January 2019, Florida (1:00) <https://youtu.be/vuJK3hRdwz4>

June 2019, California (1:39) <https://youtu.be/WphZuV7qH7o>

August 2020, Louisiana (3:00) <https://youtu.be/lh60l4HXQnA>

June 2021, California (2:07) https://youtu.be/ok3xGthr_sl

July 2021, Georgia (2:02) <https://youtu.be/C8uyPsirX3o>

October 2021, Indiana (1:51) <https://youtu.be/4FzBtc9dhll>



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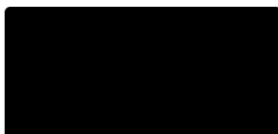
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