

Measuring ROI in Leadership Development

Kansas City SWAT Team

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ABSTRACT

Decades ago, the duly elected legislative mandate resulted in police agencies standing up tactical assault teams for the "War on Drugs." By design, the teams had "tough cops" who knew how to "take the gloves off." Over time, the costs of; complaints, liabilities, injuries, and community mistrust around such teams brought into focus how this approach could press the boundaries of constitutional credulity if approached incautiously.

Charles "Chip" Huth was a leader charged with "fixing" one such team. Traditional methods fell painfully short; however, when Chip's mindset began to change, the team was able to exceed all expectations, tripling strategic objectives while eliminating community complaints. The result was an inexpensive solution tackling an expensive problem delivering a huge ROI.

PROGRAM BACKGROUND

Police work is like most enterprises. Blame directed at circumstances, systems, subordinates, community members, social media, etc. obscure the impact of poor leadership upon desired results. The Arbinger Institute was founded in 1979 by Dr. C. Terry Warner, the scholar who solved the central problem at the heart of the human sciences that baffles leaders around the world: the problem of self-deception. That work revealed two distinct mindsets from which leaders and organizations operate:

- A self-focused inward mindset
- An others-inclusive outward mindset

When leaders become self-aware and begin to hold themselves accountable for the impact of their leadership upon *all* those affected, something amazing begins to happen. Silos, blindness, blame, and resistance, along with the resulting disengagement and low morale, start to disappear as awareness, collaboration, accountability, innovation, and productive engagement increase.

Chip Huth was appointed new leader of the 1910 SWAT team. With exposure to the Arbinger material, Chip's mindset started to change. He experienced a significant difference in each of his relationships, including his relationship with the team he supervised and those the team impacted with their work.

With current reporting systems, police organizations will not be able to calculate a comprehensive understanding of return on investment when leadership has a change in mindset and systems are turned outward. This is true because police agencies have generally confused activity (a search warrant served where drugs were recovered, and people were arrested) with more meaningful outcomes like an increase in trust between the public and the police.

For example, an Outward Mindset police agency may have these types of goals:

- Process goal - build high trust relationships.
- Performance goal - conduct all police work in a manner that fosters relational trust
- Outcome goal - foster a safe, prosperous community where each person is afforded the opportunity to make meaningful contributions.

Nonetheless, current systems can provide an incomplete, yet compelling case for Return on Investment for a mindset shift in a single leader and their small team, and this is where this case study captures the ROI. The below ROI calculations will be based on current inward mindset models agencies which tend to operate upon:

- Process goal - serve lots of search warrants.
- Performance goal - reduce substantiated community complaints.
- Outcome goal - make arrests, recover drugs, cash, and guns.

The case study is presented following the twelve steps to ROI. This is a system for designing, delivering and measuring results from programs.¹

Step 1—Start with Why: Align Program with the Business

The team had been troubled for some time as community expectations regarding the demeanor and nature of these teams had morphed. The department had fired the previous supervisor regarding the use of force. Citizen complaints were excessive, averaging about 30 – 40 per year. They were also expensive, costing the department an average of \$70,000 per complaint just for the investigation. The deputy chief (DC) recruited Chip to "clean up" the mess the team had become. When Chip was sent in to address reported misconduct, there were no explicit edicts. The DC was concerned about optics from the complaints and ensuring that the team was operating in a way that would reflect positively on the organization. The expectations were vague, and the accepted remedy was a house cleaning relative to the personnel who served under the terminated supervisor. Chip was sent in for his reputation as a "take charge" individual with a "close distance/apply force" style of leadership.

The reason for Chip's appointment was to reduce the number of citizen complaints that were irritating the organization in many ways. This was a measure of quality. At the same time, Chip knew that they still had to deliver the police service to the community, the productivity. They had to make arrests, recover cash and guns, and confiscate drugs. Chip was on a mission to reduce complaints, but he wasn't sure exactly how to accomplish this.

Step 2—Make it Feasible: Select the Right Solution

Frankly, Chip desired the assignment because he always loved working in the teams. Initially, Chip did not believe the team could be "fixed," he was more like the previous supervisor than not. Chip was completely self-centered in his thinking. He loved the thrill of the work and reassured the DC he could whip the team into shape (not believing anyone could truly do so) and initially sought token improvements by addressing problem behaviors.

However, after taking over the team, Chip attended a three-day workshop where the Arbinger material was presented, which he experienced as a profoundly life-changing event. Applying the Arbinger mindset and frameworks to each area of his life, including his leadership responsibilities, seemed only logical and the only hope for the team.²

In summary, although Chip was not certain that the Outward Mindset would deliver fewer complaints or build a better relationship with the community, he was willing to give it a try. In his mind, he was not totally convinced that it would. But, logically, it looked like it could.

Step 3—Expect Success: Design for Results

Although he was appointed to reduce complaints, lowering complaints was actually not something explicitly pursued, and Chip didn't think it was possible anyway. However, keeping the members of the team out of trouble around the use of force and decreasing the negative focus on the part of management were the initial objectives.

This program, Outward Mindset, as with all Arbinger Institute programs, had specific learning objectives around what individuals would be learning. The reaction data was collected as feedback from the participants. At Level 3, Application, there was an expectation that participants would use what they learn, so no specific objectives were set. There were no specific objectives set for the principal impact of reducing complaints. There was a concern of having that as an objective because participants may have focused too much on that objective, Chip's concern was that the team could always be nice and lower the complaints, but that doesn't get the other job done, which is arresting the individuals who need to be arrested, confiscating guns, cash, and drugs.

Step 4—Make it Matter: Design for Input, Reaction, and Learning

Figure 1 shows what the Chip learned and later explained to team members. Chip's assistant team leader told Chip, "What you are saying is so new to us, it's straightforward to follow your leadership model and almost impossible to implement your talk." The initial reaction from most of the team was that Chip was just saying that team members needed to "be nicer." Chip didn't do a great job of initially communicating the important distinction between behaviors and mindset.

Figure 1. Learning Objectives

This course equips participants with tools that enable them to:

- Understand the two mindsets and their implications on results
- Assess the extent to which they are working with an inward mindset
- Change their mindsets to become more outward
- Re-conceive their jobs to make them more outward
- Hold themselves more fully accountable
- Report on performance in a way that keeps them working outward
- Work in a way that is more collaborative, fulfilling, and effective
- Positively influence others to change
- Address and resolve conflicts

Source: Arbinger Institute (<https://arbingerinstitute.com/Workshop/Publicdiom.html>)

Chip had previously seen team members as vehicles, a means to his ends of looking good to the DC. Likewise, Chip had seen people who complain as obstacles in his desire to look good. This way of seeing invited resistance both from the team members and community members even as Chip was trying to do the "right things" to be successful. Figure 2 shows the shifts in mindset.

Figure 2. The Mindset Shift

Participants will learn to move from:

INWARD	→	OUTWARD
Tunnel Vision	→	Awareness
Silos	→	Collaboration
Blame	→	Accountability
Stagnation	→	Innovation
Low Morale	→	Engagement

Source: Arbinger Institute (<https://arbingerinstitute.com/Workshop/Publicdiom.html>)

Chip realized this was some of the best advice he has ever received. Modeling the Outward Mindset for the team and ensuring that he was regarding them in the way he wished they would regard other department and community members was the essential gamechanger.

When Chip began seeing and responding to team members and community members as people, the team members began to see their self-betrayals regarding others. Team members started having the

ability to see Chip, then one another, then community members, and finally suspects as people. This shift in mindset changed the dynamics of the team drastically.

The team members began to recognize the things they shared in common with the people they served. The team discussed and compared the way others justified criminal behavior with the tendency to justify minor misconduct and mistreatment of those the team felt were less worthy of respect based on the team member's subjective assessment of their behavior.

None of this is to imply that Chip's mindset was entirely or permanently outward. Instant, permanent mindset shift is never the case, which is why Arbinger offers a comprehensive set of profoundly simple, yet powerful tools along with implementation coaching to help leaders incorporate mindset awareness and change into daily work. It is to say that Chip became self-aware and was able, with mutual support, coaching, and struggle, to increasingly apply the Arbinger principles and frameworks to each aspect of his life and leadership.

The challenge was for Chip to convince his team that the Outward Mindset should matter to them and it should matter to the people around them. He had to demonstrate it himself, and he did so. It mattered to Chip. The Level 1 measures were typical feedback data points captured during the program and these focused on the measures of:

- This is important to my work.
- This is important to my success.
- This is something that I will use.
- This is something that I will recommend to others.

The learning data were primarily captured by the facilitators, who through exercises, roles plays, skill practices, and assessments, determined the individuals were absorbing the concepts of the Outward Mindset. These measures were considered successful by the facilitators.

Step 5—Make it Stick: Design for Application and Impact

Figure 3 shows the application tools from the program. The team was busy using them and were having success.

The fact that complaints were essentially eliminated went unrecognized and undervalued. It was a happy accident that anyone ever realized that had occurred and, following the retirement of the DC that appointed Chip to the team, no member of management was tracking complaints. At the same time, a Special Unit citation was awarded to the team three years later for tripling results of guns, and drugs taken off the streets. The citation primarily focused on the amount of currently seized as a result of the increase in quality enforcement. Many lag measures likely contributed to this. For instance, the operationalization of the Outward Mindset drastically improved the working relationship the team enjoyed with local and federal partners, making investigations more collaborative and reducing friction, which undoubtedly made for more effective investigations.

Figure 3. Application Tools

In this workshop, participants learn how to turn their mindsets and behaviors outward by applying the following tool sets:



Self-awareness tools—Four tools to overcome a self-focused inward mindset and more consistently work with an others-inclusive outward mindset.



Mindset change tools—Two tools to implement and sustain an outward mindset.



Accountability tools—Three accountability tools to help individuals clarify their roles and hold themselves accountable for their impact on others



Collaboration tools—Eight collaboration tools to help individuals and teams plan, work, and resolve differences more collaboratively and effectively.

Source: Arbinger Institute (<https://arbingerinstitute.com/Workshop/Publicdiom.html>)

A program, entirely born out of a series of Outward Mindset conversations, proved to lower the shooting of people's dogs during warrant service by 80% in the first year of implementation. Again....no one was paying attention, and the results were generally attributed to more "hard work." In the team's experience, they weren't working harder so much as working more effectively by considering the ways in which their efforts impacted others.

A 100% reduction in community complaints was discovered inadvertently after a casual encounter with a member of the civilian board that was charged with tracking complaints against the police department. No one was reporting and reinforcing this to the team, and it would have likely gone unnoticed were it not for the chance conversation. Additionally, the department has never formally recognized that achievement. It simply wasn't something that was valued. This underscored the common tendency of policing organizations to have a myopic view of what constitutes effective police service.

Before attending the Arbinger workshop, Chip attempted to lower complaints against the 1910 Squad by mandating new specific behaviors. However, Chip soon realized that people could and would build resistance into the very behaviors the leader compelled. This resistance makes 'compliance' have the opposite effect the leader intended while transferring all responsibility for failure away from the 'obedient' person and upon the leader "I did exactly as you told me, and look what happened, I knew this was a stupid idea!"

After attending the Arbinger workshop, Chip began to talk to his team members (none of whom had participated in the workshop) about the notion of seeing people as people and the impact that might have on the way the team does police work. Chip's assistant team leader gave him fantastic advice that went something like, "Look Sarge, if you want the team to see people as people, you need to stop *talking* about it and *do* it. We will see how you change toward the team and the people we impact and follow your lead."

Chip's team leader was correct, as Chip's mindset began to shift, the way he responded to them and others shifted as well. Team members began to see this shift in mindset as:

- Necessary to instill the type of culture where each person felt supported and had the opportunity to make a meaningful contribution.
- Important to develop the capacity to conduct dangerous and kinetic police work safely, while instilling community trust.
- Feasible and practical to instill mindset shifts into all aspects of dynamic police work.

It is critical to note, the design was to SEE and RESPOND to people as people. The design was to develop and implement an Outward Mindset toward fellow team members, people from other department elements, people from teams on other agencies, the people in the house where the warrant is served, the neighbors around the house, etc.

The data collection for Level 3, Application, to see if the team was actually using the mindset was observation. Chip was in a position to see it, observe it, and to know that things were changing. The team's approach and actions were different, and there was a sense that this was influencing relationships for the better. Although they were not routinely monitoring relationships or the formal complaints that were made against the department, the team could see the difference. Chip also knew that the team must continue to be productive in terms of arrests made, drugs and weapons recovered, etc.—all typical outcomes for a SWAT team.

Step 6—Make it Credible: Isolate the Effects of the Program

Nothing else known to Chip or the team was knowingly implemented at the time. Chip was the supervisor of a small unit and it was very unlikely another intervention was at hand without his knowledge. There were some behavior modifications that grew out of the Outward Mindset approach, but every improvement was rooted in this new way of conceiving the work and the people with whom the team interacted.

Police Department officials indicated the complaints were averaging about three per month before Chip took charge. When Chip realized that the complaints had diminished, they were all relieved and pleased. Figure 4 shows the reconstructed history of the complaints prior to this program, and a trendline project shows where the complaints would be if no solution was implemented. From the onset of the Outward Mindset program, the formal citizen's complaints were reduced to zero. The trend is showing about 2.7 complaints per month and the actual complaints are zero. Two conditions had to be met for this amount of improvement to be credited to this program.

The first condition was to ask, "Would this trend have continued if nothing was put into place to address the situation?" Chip's response was, "Yes, it had been at this level for some time and it should have probably continued. Under the assumption that when you are doing this kind of work, you will get complaints and make a lot of people unhappy, so these complaints would have continued." What could change the number of complaints? The number and type of missions and the number of search warrants served. These remained the same according to the team. Chip added, "My sense is that during the affected period, we were pretty steady at around 350 warrants served annually. Our aggregate activity level was pretty steady, and the fundamental nature of our interactions with our clients remained consistent, with the exception of a few less flash bangs and not as many dogs shot . . . the primary

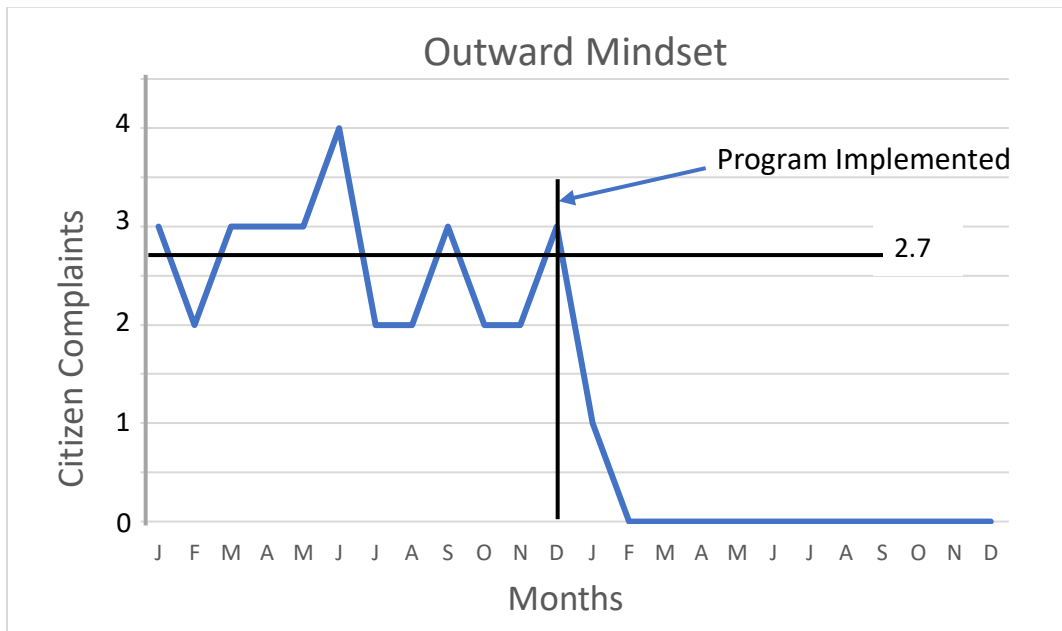
thing that changed were the mindsets of the team and the way they began to see their work in relationship to the community writ large.”

The second condition to ask was, “Were there any other programs or initiatives implemented, such as a change in policy, a change in practice, a change in procedure, or a shift in workload?” Chip’s answer was, “For the period in question, no, nothing else had changed. Later on, after about three years, there were some changes that would have made a difference in reducing the complaints, but those changes did not occur during this period.” The team confirmed this assessment. In further probing, Chip provided his degree of certainty. He was 90 percent confident (10 percent error).

In this figure, it is assumed that 2.7 complaints on average would have been filed each month. When this is extrapolated for one year (12 x 2.7), the result is 32.4 complaints per year (or rounded off to be 32 complaints avoided). One standard for this methodology is to adjust for error. A 10 percent error is removed by multiplying by 90 percent. The 3.2 complaints is multiplied by 90 percent to yield 28.8, or rounded to 30.

There must be some discussion to determine whether this program is to be considered a long term or short-term program. One of the standards of the ROI Methodology is *Use only the first year of annual benefits in ROI analysis of short-term solutions*. One way to determine this is to examine the amount of time and resources involved in the program. This was a brief workshop, consuming a minimum amount of participant time and a low amount of resources. Therefore, the program should pay off in a one-year timeframe, and that was used in the analysis. Although, as it turned out, the reduction in complaints continued at zero for three more years, removing any doubt about the effects of this program. This also validates the fact that it was appropriate to extrapolate the results for one year.

Figure 4. Isolating the Effects of the Program



Step 7—Make It Credible: Convert Data to Monetary Value

Working with Merrell Benekin, Executive Director of Kansas City's Board of Police Commissioners Office of Community Complaints, it was determined the average cost (working hours / average salary) of investigating complaints was \$70,000 per complaint. The department investigating the complaints calculated the cost of the complaint (expert input is a method). This cost reflects only the investigation. It does not include any ongoing cost if the complaint is substantiated or results in litigation.

Further...the department did not track expenditures on legal settlements as the department wasn't involved in the process. The state of Missouri litigated the lawsuits filed against the department as the KCMOPD is the only state-controlled municipal police department in the nation. It is difficult to know the direct and indirect savings relative to forestalled legal action.

We need to emphasize that this cost is only the cost of the department's time spent in the formal investigation process. It does not include legal costs or any costs that would be paid out to a family if the complaint is found to have merit. Therefore, this is a true understatement of value. But this was the number accepted by the department because it represented the time away from work to be involved in an investigation. This was critical because investigations took team members away from the work, the absences were particularly detrimental if they had to shut down a mission because officers were tied up in investigations. The department could appreciate this measure, and this was the cost that was most important to them.

To calculate the annual costs, \$70,000 X 30 complaints is the cost avoided for the first year or \$2,100,000 in cost avoidance. This is the monetary benefit for the Outward Mindset program.

Step 8—Make It Credible: Identify Intangible Measures

The intangibles are practically limitless, here are the key benefits.

- Along with the elimination of complaints comes an apparent reduction in the potential of lawsuits and criminal prosecutions of team members.
- An award for tripling the number of drugs, guns, and illicit cash seized.
- The quality of intelligence obtained during subsequent interrogations of suspects. Before suspects only wanted to talk about their mistreatment at the hands of the team. After the mindset intervention, they are willing to speak of the larger criminal enterprises.
- An inherent reduction in residual violent crimes, overdose victims, and rampant cash fueled criminal enterprises.
- Increased collaboration between departmental elements and other organizations such as the prosecutors' offices, the extra benefits of such cooperation in the effectiveness of working hours, and results in multiple different areas is invaluable.
- The overall esteem and trust community members have for law enforcement, resulting in an increased likelihood of cooperation as witnesses and a decreased risk of community members participating in destructive civil unrest against the police.

Step 9—Make It Credible: Capture Costs of the Program

The training cost was minimal when compared to the costs avoided by eliminating the complaints. The complete costs are included to reflect all of the costs of training the team.

If a single small team leader’s training and support were to be purchased and implemented today, the cost of the investment would be roughly as shown in Figure 5. The initial Developing and Implementing an Outward Mindset workshop brought to a local agency for a team of seven, \$11,115. Participant time away from the job was included for seven participants. The time for the team leader to attend is also included. For the team leader to receive implementation coaching is \$3,000. The cost for the team leader to attend a public Outward Leadership workshop is \$495. For the team leader to then receive leadership coaching \$3,000. Facilities and evaluation costs are included as well. The total cost of the program is \$36,055.

Figure 5. Program Costs

Developing and Implementing an Outward Mindset	
Internal Course Fee (7 Participants)	\$11,115
Participant Time (7 X \$403 X 3 Days)	\$8,463
Team Leader Workshop Fee	\$495
Team Leader Time	\$692
Facilities (\$350 X 3 Days)	\$1,050
Travel for Facilitators	\$3,240
Leader Coaching	\$3,000
Implementation Coaching	\$3,000
Evaluation	\$5,000
Total	\$36,055

Step 10—Make it Credible: Calculate the Return on Investment

Calculating the ROI is straightforward with two calculations. The Benefit-Cost Ratio (BCR), which originated in governments, is:

$$BCR = \frac{\text{Benefits}}{\text{Costs}} = \frac{\$2,100,000}{\$36,055} = 58.2$$

This means that for each dollar invested in this program, \$58.20 in benefits were delivered. The Return on Investment (ROI), which originated in businesses, is:

$$ROI = \frac{\text{Benefits} - \text{Costs}}{\text{Costs}} \times 100 = \frac{\$2,100,000 - \$36,055}{\$36,055} \times 100 = 5,724\%$$

This means that for every dollar invested in this program, \$57.24 is returned after the dollar is covered.

This ROI is extremely large. It’s one of the largest ROI studies documented and larger than anyone imaged. Can this be true? Can this be real? The answer is yes and yes. In reality, the ROI is probably larger.

To validate this, let’s review the actual calculation. There are two parts of the calculation to examine. First is the numerator, where the monetary benefits are placed. The second is the denominator where

the costs are placed. In the numerator, the first question to ask is, *is this real data?* The citizens' complaints were data monitored and reported to the senior team of the police department. When there is a complaint, an investigation is initiated, and that investigation involves a lot of time. These complaints and investigations are recorded in the system. This data is not a perception but real data.

Second, let's examine the \$70,000 value as the cost of the complaint. Is that credible? The department captured this amount to understand the magnitude of the problem. Determining this value involved estimates of the time spent investigating the complaints and then a monetary value assigned for that time based on salaries. Could this be inaccurate? Yes, but there are two things to consider. The first is that the number was accepted without challenge from anyone in the police department. That gives it some validity. Second, the costs for complaints included only the time spent on the investigations. In fact, some would suggest maybe the largest costs would be the complaints that turn into lawsuits or settlements. All those costs are reported in another category, captured by the state, and not charged to the police department. With that fact considered, this amount is an understatement of the actual amount.

Third, isolating the effects of the program on the data is a key step in this process and one of the standards. There is no doubt that the data has been averaging about three complaints per month for some time, and it would make sense that this trend would continue. The team involved indicated no reason to suggest that the complaints would have gone down had they done anything differently. That is, had Chip not attended this program and used the skills and knowledge, the number of complaints would have remained the same. To make the isolation technique credible, using the trend of data from the records, two conditions must be met.

- 1) The first condition is *would the trend have continued if they had done nothing?* The group agreed it would have continued. When asked what would have made this number different, the response was the number and type of missions. If the missions had changed significantly, then the number of complaints would have changed. But that did not happen, making the trend in the data acceptable to use.
- 2) The second is other influences. With this dramatic change in data with the reduction of complaints, *is there anything that could have caused this improvement?* The team could not identify anything else that could have caused this. This is a critical question. A policy change could make a difference, the number of missions could have made a difference, a very high-profile case could have influenced this issue, or behavior changes beyond the Outward Mindset program could have caused a change. But again, nothing like that had happened. It is helpful to suggest, *well maybe there is something and let's give half the improvement to the other factor.* That would essentially cut the ROI in half, and it would still be almost 3,000% ROI.

Fourth, one year of improvement is used, which follows the guiding principle of using one year's data for short-term solutions. The workshop is considered a short-term solution, so it was proper to claim one year of improvement. In this case, we have the luxury of time, and we know the complaints were reduced for at least three years. You could add three years of improvement to the calculation, which would increase the ROI three-fold to more than 17,000% ROI.

All these conclusions make the numerator a very defensible number. That is important because if you can agree on the numerator, you can move now to the denominator. The denominator represents not only reasonable costs but all possible costs. The actual cost is probably less. In addition to the cost to

Arbinger, the cost includes the participant time away from work and the time of others involved in this program and include the use of facilities. As the costs reduce, the ROI increases. Therefore, the ROI may be larger instead of smaller. When you overstate the cost, you are lower the ROI.

If the numerator and the denominator are agreed to, then we must accept the BCR and ROI. This is credible data and a valid ROI, as difficult as it may be for some to imagine. A large ROI occurs when a very expensive problem is essentially eliminated by a very inexpensive solution. In these situations, a high ROI can be expected, and that is what was delivered.

What If?

The critics of this study would quickly seize on the high ROI and conclude that it is impossible. Although this discussion has highlighted that the ROI calculation is an understatement of the actual value, it is still difficult to comprehend.

To address this concern, it might be helpful to perform a “what-if” scenario, using the worst-case possibilities. For example, let’s assume that only half the improvement presented was actually caused by this program. That reduces the 2.7 complaints per month to 1.35, and when annualized this equals 16.2 complaints. Also, let’s assume that the \$70,000 cost of the complaint is overstated. Let’s reduce that number by one-half to \$35,000. This yields $16.2 \times \$35,000$ or \$567,000 for the monetary benefits. Although the costs appear to be overstated, let’s assume that we double the cost, which obviously lowers ROI. The new cost is \$72,110, which is two times the cost reported in this document.

With the changes, the ROI Calculation becomes

$$\text{ROI} = \frac{\$567,000 - \$72,110}{\$72,110} \times 100 = 686\%$$

This is still a number that may be difficult to believe, particularly when you assume that this is only one year of improvement, and the records indicate that there were no complaints for over three years. No doubt, this is an impressive program in terms of correcting a very expensive problem.

Step 11—Tell the Story: Communicate Results to Key Stakeholders

An informal report was presented to the stakeholders without the precise data analysis and financial ROI. With a new administration in place, the formal Outward Mindset training that was hugely supported at the academy was drastically de-emphasized. Most of the discussion around the impact the Outward Mindset had on the team’s performance was anecdotal, and many people tried to attribute the results directly to Chip’s leadership. However, the team continued to perform well after his departure. The purpose behind sharing the story was to inspire and encourage other department members, and to reduce cynicism about the profession in general.

People in leadership roles tend to believe they already possess the needed skills, capabilities, and insight to solve the challenges faced by their agency. But other people or circumstances block them from

accomplishing their goals. Relentless well-placed blame becomes a prophylactic from personal responsibility as a leader. As explained earlier, when Chip originally read *Leadership and Self Deception*, he did not comprehend the book was addressing HIS inwardness, not the ineptness of others.³

Although there was no formal presentation of results, the results became known to the team in terms of the fact that there were no formal complaints because no one was spending time in investigations anymore. But no formal briefing to show the value of this program was planned or conducted.

Step 12—Optimize Results: Use Black Box Thinking to Increase Funding

The increased quality of relationships absolutely benefitted the team when it came time to consider how to deploy resources, such as new vehicles, etc. Everyone enjoyed interacting with the team members and the team members enjoyed preferential treatment as a result of quality relationships.

Similarly, until agency leaders begin to develop and implement an Outward Mindset, it is nearly impossible to communicate the exponential ROI of The Outward Mindset. Much like Chip's painful conversation with his son, there often needs to be some external circumstance that leaves a leader open to considering something significantly contrary to their thoughts and feelings of being a good leader, despite outcomes to the contrary.

In this case, there was no attempt to leverage the success of this program to secure more police funding. Although it became obvious to Chip and others in his department that his kind of training is important, and it does deliver value to the organization. Indirectly, it made an impact and an impression that this training certainly delivered enough value to cover its costs.

The Credibility of the Data

A quick review of the study will focus on the credibility of the results. There are six points that make this study credible.

1. The data is captured in the system. It's not based on perception; it is real data that has been routinely monitored.
2. Only one year of improvement is used in the analysis. We know, because we have the luxury of time, that the improvement continued for two more years. Therefore, reporting one year of improvement is very conservative.
3. The monetary value for a complaint was accepted by all stakeholders and was, perhaps, understated when the true cost of a complaint is analyzed.
4. The results were isolated from other influences using the most credible source and adjusted for error. This leaves a credible analysis, connecting this program to the results.
5. All costs were included, including direct and indirect costs. The costs reported are probably overstated, which lowers the ROI.
6. In addition to the ROI, important intangibles were captured. Most important is the improved image of the police department within the community, an issue found to be critical in 2020.

LESSONS LEARNED

As explained above, current government agencies naturally tend to base systems and leadership expectations upon the inward mindset. How much can we conduct operations and respond to people the way we prefer, in the context of how much pressure outside groups apply? If police departments fully capitulate to outside pressure, can they do so while attracting and retaining people into the profession and not needlessly exposing officers to danger?

An Outward Mindset Agency has systems in place at each level to See People – being increasingly alive to people’s needs, challenges, burdens, fears, and objectives. Adjust Efforts – the willingness and agility to adjust how services are delivered depending upon the needs of people. Measure Impact – open to obtaining real-time, actionable feedback that’s transparent to the public and the basis for improving services.

- Process goal - build high trust relationships.
- Performance goal - conduct all police work in a manner that fosters relational trust.⁴
- Outcome goal - foster a safe, prosperous community where each person is afforded the opportunity to make meaningful contributions.

QUESTIONS FOR DISCUSSION

1. What would it look like for a public safety agency to accept full responsibility for the impact they have on people with each and every contact? What if public safety leaders asked these three questions of other agency leaders, community leaders and special interest group leaders?
 - How does someone in a leadership role affect or potentially affect your ability to do your work (both positively and negatively)?
 - From your perspective, how could a person in that role be most helpful to you?
 - How and at what frequency would you like your team leader to check-in and stay accountable to you for their impact on your ability to do your work?
2. What are your takeaways from the story?
3. What could be improved on the implementation of this Outward Mindset program?
4. Having a huge ROI is a good problem to have; but it is still a problem. How would you remove the doubt and skepticism around this huge number?

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