

CPSL TRAINING

Toddlers Leading Babies: Building Your Bench

DEFINE YOUR FUTURE.



COURSE DESCRIPTION

It's a funny title, but reflects a very real challenge: Police agencies are promoting officers into leadership roles earlier in their careers, often before they've had the time on the job previous generations relied on. The answer is not simply sending them to supervisor school after the stripes go on. Leadership development has to start earlier.

This interactive workshop challenges participants to examine how their agencies identify, develop, and prepare future leaders across the entire career pipeline—from hiring and initial training through on-the-job development and formal preparation.

Through discussion, practical exercises, and real-world examples, participants will examine what effective leadership actually requires—and whether their agencies are developing those abilities before promotion. The course focuses on creating intentional opportunities for officers to build judgment, confidence, and leadership capacity over time, rather than expecting those skills to appear once the stripes go on. It also challenges agencies to look critically at whether their developmental pathways and supervisory training actually prepare people for the job.

Participants will leave with a practical framework for moving leadership development from something that happens after promotion to something intentionally built throughout an officer's career.



CORE COMPETENCIES

- **Leading People** – Participants will lead and engage people to maximize organizational performance.
- **Leading Organizations** – Participants will appraise and adopt the duties and behaviors incumbent upon a law enforcement leader who acts in ways that support the needs of their organization, community, and profession.



DATE

December 2,
2026



LOCATION / FORMAT

Hays KLETC
Regional Site



ENROLL

cpsl.ku.edu



COURSE OBJECTIVES

By the conclusion of the workshop, participants will be able to:

- 1 Define the competencies their organization needs from effective supervisors and leaders and evaluate those competencies based on how frequently they are required and the consequences of getting them wrong.
- 2 Examine leadership development across the employee lifecycle, beginning with recruitment and hiring and continuing through academy training, field training, post-training development, and preparation for formal supervision.
- 3 Evaluate whether current hiring, training, and developmental practices intentionally build the capabilities the organization expects from future leaders.
- 4 Design practical developmental opportunities that build leadership capacity before promotion through progressively greater responsibility, problem solving, organizational exposure, coaching, and meaningful opportunities to lead.
- 5 Evaluate supervisory training and the agency's overall leadership development pipeline for gaps, alignment, and practical application, and identify specific actions to strengthen preparation of the next generation of leaders.



INSTRUCTIONAL METHODS

- Problem based instruction
- Collaborative exercises
- Facilitator-led discussion
- Structure debriefs
- Individual reflection
- Participant presentations
- Video and case analysis
- Organizational self-assessment



WHO SHOULD ATTEND

- Training and field training program managers
- Hiring managers
- Command personnel responsible for workforce development, succession planning, or leadership preparation

This course is for those who influence who gets hired, how officers are developed, and how they are prepared for leadership before promotion.