

Leadership Methods in the Work of Police Managers in the Czech Republic After 1990

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This article reports the results of field research determining the leadership methods used by police managers. Other individual objectives were to determine the relationship between current leadership methods and improvement in the performance and functioning of the organization. Another goal was to identify how leadership style affects employee performances, the overall climate in the workplace, and the functioning of the entire organisation as well.

The survey indicated that police managers use the following methods: mentoring, carrot and stick, order, vision and personal example. The methods ascertained reflect the environment in which these managers perform their work (Čírtková, Forenzní psychologie [Forensic Psychology], 2013). Mentoring represents the leadership method most frequently used by the police of the Czech Republic. Employment of this method by the police is definitely a positive aspect of management. The data does not indicate whether this method is used systematically by police managers or whether it is used among colleagues in the same job position. The complexity of the environment and its variability require that experience be passed on, for instance, from a longer-serving colleague. The mentoring method points more to quality collegial relationships in passing on experience with the police than to the systematic use of this method by managerial staff because it is departmental colleagues, not managerial staff, who function as mentors (Bajura, Podnikání policistů [The Business of Policemen], 2009).

The carrot and stick and order methods have nearly identical use. Surprisingly, these dominant methods are used by managers that do not serve by example. The efficiency of these dominant methods depends on the leadership style. The survey further tried to

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ascertain whether police managers employ some leadership methods unconsciously, intuitively and without their knowledge.

As the evaluation of the questionnaires suggests, the personal example method demonstrates unsystematic employment of a leadership method. The data suggest that when a superior is not a moral example for employees but concurrently demands moral conduct from those employees, leadership by personal example fails.

Another method analyzed was the order method. This method was closely linked to the unique environment of the Czech Republic police. The survey showed that the order method was used heavily by police managers. Despite frequent use of the order method in police staff leadership, managers found room for discussion. Thus, the use of the order method does not rule out the possibility of discussion (Zámek, Police of the CR Conflict Resolution Teams, 2014).

The carrot and stick method was another frequently adopted method. Managerial staff applied material sanctions less than immaterial. Managers were aware of the unpopularity of material sanctions and used them far less often than non-material sanctions. Thus, the use of the carrot and stick method is reasonable; none of the instruments of this method were markedly predominant (Salač, *Tolik diskutovaný zákon o služebním poměru* [The Much-Discussed Act on Service Relationship], 2007).

Of the five leadership methods investigated (mentoring, carrot and stick, order, vision, and personal example), two methods (vision and personal example) were not used systematically by police managers. In contrast, three of the methods investigated (mentoring, carrot and stick, and order) were used systematically. They were also the three most frequently used management methods employed by the police in the sample.

Management and leadership methods used by the Czech Republic police represent an important research topic. The Czech Republic police respond to ongoing changes in society by gradually implementing the most recent theoretical knowledge concerning leadership into practice with respect to the specific nature of the environment (Kalamár, Požár, *Vybrané aspekty informační bezpečnosti* [Selected Aspects of Information Security], 2010).

The survey suggests which leadership methods are well adopted by police managers and, in contrast, which fail. High levels of adoption of traditional leadership and management methods were determined. The survey suggests what direction further education of police management could take to ensure that the Czech Republic police have real leaders in their branch. Ongoing research is focused on the relationship between leadership method used and the leadership style.