

**Social Media: Pros and Cons Concerning Law Enforcement**

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### **Abstract**

Technology has taken grasp on every aspect of our daily lives. With the advanced development of technology, social media platforms have come to life. Social media has become the way of the world. Podcasts, microblogs like Facebook or Twitter, photo/video sharing sites like YouTube, TikTok, Messenger, and Snapchat, bookmarking sites such as Pinterest, social news, social review sites, and community blogs are some forms of social media. In the COVID-19 era, social media has become a source of information for many. Some people have become reliant on social media posts as the gospel truth. As law enforcement personnel, we have seen social media enhance law enforcement. Social media has proven to be a valuable tool for crime solving. Just as helpful as social media is, it can also hinder law enforcement. Many departments' reputations have come under fire because of social media posts. Deputies' credibility is in question because of edited videos shown on social media or anonymous defaming statements posted. As social media use becomes more prevalent, the battle for law enforcement professionals becomes heightened. The purpose of this research project is to show the pros and cons in regard to the use and implications of social media for law enforcement.

### **Introduction**

Social media and law enforcement are hot-button topics that have impacted our profession since the early 1990s when the internet became widely used by the public (Waters, 2012). The Web and advanced technology have blossomed into an intrinsic component of our daily lives. Today, with the invention and popularity of smartphones, users have a vast amount of information immediately at their fingertips, thus making social media platforms powerful and influential.

Merriam-Webster defines social media as "forms of electronic communication (such as websites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages, and other content (such as videos)" (Merriam-Webster.com). According to the International Association of Chiefs of Police (2019), "Social media provides a potentially valuable means of assisting law enforcement agencies in meeting community outreach, problem-solving, investigative and crime prevention objectives. In addition, social media can be used to enhance communication, collaboration, and information exchange; streamline processes; and foster productivity" (para. 1). Social media has aided criminal investigations and assisted in apprehending criminals by soliciting tips about crimes, tracking suspects, or missing persons. Agencies can quickly disseminate information to keep the public safe via social media sites.

Unfortunately, social media platforms allow anyone to post anything without regard to consequences or repercussions. For as much good as social media can produce, it can cause significant harm to agencies and officers' credibility and reputation. It has also highlighted a few "bad apples" that wear the uniform. Smartphones have given the "average Joe" speedy access to powerful cameras and a platform that can reach billions of people worldwide in seconds. Every

action of law enforcement professionals may be captured via audio or video recording and wreak havoc on an officer's career. Many times, officers are not even aware that they are being recorded. The footage can be altered or edited to fit the videographer's narrative, damaging law enforcement's public image, tarnishing a deputy's credibility, and promoting an anti-police agenda.

Social media posts can become epidemic in spreading rumors, opinions, and false information. Credibility is the cornerstone of effectiveness and the foundation of leadership (Long, 2019). It has also highlighted a few “bad apples” that wear the uniform. In some instances, social media posts have highlighted officer misconduct and wrongdoing. These posts have allowed agencies to rid themselves of deputies that are not worthy of wearing the badge and in some cases, criminally prosecute the lawbreakers.

### **Social Media and the Public**

According to an article by Maryville University, the concept of social media was first introduced to the public in 1997 when the network Six Degrees was launched as a profile uploading service (para. 13). In 2001, the social media platform Friendster attracted millions of users by enabling email address registration and basic online networking (para. 14). In 2003, MySpace was launched and by 2006 it was the most visited website on earth, allowing users the ability to share new music directly on their profile pages (para. 17). By 2008, Facebook dominated the social media market (para. 18). Today, social media has more than 5 billion users worldwide (para. 20). Top platforms include Facebook, launched in 2004 by Harvard student Mark Zuckerberg, which now has approximately 1.7 billion users, including 69% of adults in the U.S. (para. 21). Twitter was founded in 2006 and today boasts 22% of adult users in the U.S. (para. 23). Instagram was originally founded in 2010 by Stanford graduate Kevin Systrom and

purchased by Facebook in 2012. Instagram has 1 billion users worldwide (para. 24). Snapchat was founded in 2011 by 3 Stanford students as a video-sharing service (para. 26). TikTok, founded in 2016 by Chinese tech company ByteDance, merged in 2018 with the U.S. app Musical.ly. TikTok has 800 million users worldwide, many of which are teens and young adults (para. 27).

The world of social media was transformed with the introduction of the first iPhone by Apple, Incorporated co-founder Steve Jobs in 2007. This enabled the online community to transition from desktop computers to mobile applications, and social media services began to thrive in this environment (para. 32). With advancements in technology, users are now able to broadcast in real-time using platforms like Facebook Live (para. 33). According to the results of a survey completed by the Pew Research Center, 97% of Americans own a cell phone, and the vast majority of these Americans are between the ages of 18 and 50, and they span all races, ethnicities, socio-economic and geographical boundaries. In another article for the Pew Research Center, Perrin & Atske (2021) stated, “As smartphones and other internet-connected devices have become more widespread, 31% of U.S. adults now report that they go online almost constantly,” and “Overall, 85% of Americans say they go online on a daily basis.” Today more than ever, humans have technology and an infinite source of information literally at their fingertips.

In an article published in 2020, Social media’s influence on the news: Don’t believe everything you read on the internet, author Ronvel Sharper (2020) referenced a study by the Reuters Institute for the Study of Journalism and the Oxford Internet Institute who recently looked at how people in six countries access news and information about Covid-19. The report

revealed that in the U.S., more than a quarter of survey respondents ages 18 to 24 used Instagram to find news, 19% used Snapchat, 6% went to TikTok, and only 17% get their news from newspapers. Additionally, in all six countries, “people with low levels of formal education are much less likely to say that they rely on news organizations for news and information about coronavirus, and more likely to rely on social media” (Sharper, 2020). There is a quote that has been wrongly attributed to Mark Twain that sums up this article perfectly. Ward (1911) said, “It ain’t so much men’s ignorance that does the harm as their knowing so many things that ain’t so.” In other words, don’t believe everything you read on the internet!

Social media attracts a specific audience, including the very young, who were born into the age of technology (Generations Y and Z), many of whom have little parental oversight. Social media has also become a great and valuable tool for marketers and businesses. Social media influencers, or “celebrities,” advertise brands, products, music, and many other commodities and services. Unfortunately for law enforcement, social media has also become a technological highway for child predators, human traffickers, illegal drug distributors, and “white collar” criminals who steal identities and financial information and act as people they are not to swindle unwitting persons, often elderly people, out of countless thousands of dollars. Social media is also used by the general public to keep in touch with friends and loved ones and to record videos of almost anything. It is not uncommon for police officers to find themselves in a social media video, having been recorded in the normal performance of their duty at best but involved in unprofessional or illegal behavior at worst. These officers often lack self-awareness, self-control, and confidence, thus making them toxic (Watt, 2017). Law enforcement officers must realize that the public of the 21<sup>st</sup> century is constantly watching them, for better or worse. Groups or organizations calling for police reform, or police watchdog groups, often post videos

on social media platforms to promote their agenda. These groups include The National Association for Civilian Oversight of Law Enforcement (NACOLE), The National Police Accountability Project (NPAP), and Campaign Zero, to name a few. Law enforcement must realize that the first amendment protects the rights of the citizens and these groups, and they must be careful not to react negatively to those desiring to record and perhaps agitate them. They must also be aware that other people will make negative and malicious comments, openly and online, and attempt to demoralize and discourage police. Officers must maintain professionalism and take the moral high ground. Unfortunately, one of the negative consequences of social media use by the public is the fact that news travels fast. For example, in the event of a fatality or serious injury accident, the family and loved ones of the victim(s) may be notified by a social media post before police can arrive and notify them in a discreet and professional manner.

### **Social Media and Law Enforcement**

As technology has changed, law enforcement as a profession has had little choice but to adapt. Some agencies are resistant to the use of online technology and social media, due to perceived security risks, the antiquated belief that law enforcement still needs to keep their methods and actions private and covert, and a desire to control or limit what information is released to the media and the public. Some progressive agencies, however, have wholeheartedly embraced technology and social media discovering new ways to fight crime and relate to the public they serve using technology and social media. Some of the positive ways that law enforcement has used social media include organizational accounts or profiles to enhance public relations by announcing positive actions in law enforcement, such as promotions, retirements, births, etc. Also police agencies can use social media to release and disseminate vital

information to the public such as natural disaster warnings, traffic and accidents, road closures, and intelligence or safety bulletins. Other uses include press releases, in which police agencies are able to provide limited factual information and avoid the media “filling in the blanks.” However, law enforcement agencies must realize that once they post information to public forums, they are limited in what they can delete or restrict from the site due to the First Amendment to the Constitution and the fact that the comments have likely become public record (Tufts, 2022).

Individual law enforcement officers and units also use social media uniquely to combat and solve crime. Officers create covert or “undercover” online accounts to gather information and intelligence, conduct surveillance, investigate cases, solve cold cases, and track missing persons and runaways. An article published by Campbellsville University details several such cases. In 2014, a video posted online by the Philadelphia Police Department led to the arrest of a suspect in a high-profile assault (para. 12, 13). In 2008, the Cincinnati Police Department used Facebook to identify and arrest seventy-one violent gang members who committed various crimes in their city (para. 14, 15). Finally, in 2015 the Bossier Parish Sheriff’s Office in Louisiana was able to identify the body of a victim of a vicious stabbing in 1981 by posting a composite drawing on Facebook. The victim’s family from Kalamazoo, MI, identified her from the drawing and later confirmed the victim’s identity (para. 16, 17).

Social media has also become popular with the newer generations of the law enforcement community. Many officers created personal accounts and began posting regularly, requiring law enforcement agencies to draft policies and create restrictions regarding what could and could not be posted to officers’ personal accounts.



## **Departmental Policies**

Our team researched the best ways for an agency to write their policy regarding the use of social media. We discovered that the International Association Chiefs of Police (IACP) created a “model policy” for agencies to use when drafting their policies. There are several key points that the IACP made sure to emphasize in their model policy. Firstly, they wanted to make sure to properly define all the different aspects of social media, including but not limited to a blog, post, profile, social networks, speech, etc. The IACP defined social media as “Online platforms where users can create profiles, share information, and socialize with others using a range of technologies” (IACP, 2010, para. 3). The IACP outlined their recommendations for “on-the-job” use for investigative purposes (ICAP, 2010, para. 4). They discuss how social media can be used to locate missing persons, find people wanted for a crime, locate areas of gang participation, discover crimes perpetrated online, and locate evidence of crimes through photos and videos. They explain how to properly use social media to alert the public of road closures and local community events, upcoming weather emergencies, and to ask for assistance in locating any missing or endangered persons.

Regarding personal use, The IACP explained how to properly draft a policy to avoid violating an employee’s first amendment rights to free speech. The IACP stated, “Department personnel are free to express themselves as private citizens on social media sites to the degree that their speech does not impair working relationships of this department for which loyalty and confidentiality are important, impede the performance of duties, impair discipline and harmony among coworkers, or negatively affect the public perception of the department” (IACP, 2010, para. 5). The IACP added to the statement by stating, “As public employees, department

personnel are cautioned that speech on- or off-duty, made pursuant to their official duties—that is, that owes its existence to the employee’s professional duties and responsibilities—is not protected speech under the First Amendment and may form the basis for discipline if deemed detrimental to the department. Department personnel should assume that their speech and related activity on social media sites will reflect upon their office and this department. Department personnel shall not post, transmit, or otherwise disseminate any information to which they have access as a result of their employment without written permission from the chief executive or his or her designee” (IACP, 2010, para. 5). When referring to speech that can be used against the officer in disciplinary proceedings, the IACP defined this speech as “Speech containing obscene or sexually explicit language, images, or acts and statements or other forms of speech that ridicule, malign, disparage, or otherwise express bias against any race, any religion, or any protected class of individuals. Speech involving themselves or other department personnel reflecting behavior that would reasonably be considered reckless or irresponsible” (IACP, 2010, para. 5).

### **Case Law**

Our team researched the different case laws directly affecting a law enforcement professional’s ability to use social media platforms. Even though social media is a relatively new concept, the amount of case law was astonishing. One of the first cases we discovered was *U.S. v. Meregildo* (*U.S. v. Meregildo*, 2012). This was a case from 2012 in which the defendant was attempting to challenge law enforcement’s search of his social media page, Facebook, as a fourth amendment violation. In this case, the defendant’s Facebook page privacy settings were set to “private,” making it difficult for law enforcement to view his page. The only people who could

view his page were his “Facebook friends”. Law enforcement officers approached one of the defendant’s friends and requested permission to use his phone to view the defendant’s page. Law enforcement officials gathered the evidence they needed to convict the defendant. The judge ruled that the privacy settings do not stop a “friend” from sharing the information with whom they choose.

Another case referenced was Commonwealth v. Averyk Carrasquillo (Commonwealth v. Carrasquillo, 2022). In this case, law enforcement created a “fake” Facebook account to gather intelligence from the defendant. The defendant chose to accept the friend request from the fake account for an unknown reason. Law enforcement gathered enough evidence to make an arrest on the case, and the judge ruled in favor of law enforcement, stating that since the defendant chose to add the “fake” account, there was no violation of the defendant’s right to privacy.

The next case we reviewed was Liverman v. the City of Petersburg (Liverman v. the City of Petersburg, 2016). In this case, two officers received disciplinary action after comments on a social media post were seen by the Chief of Police. The agency’s policy statement that negative comments “*would tend to discredit and reflect unfavorably upon the [department] or any other City of Petersburg or its employees.*” The policy also stated, “*Officers may comment on issues of general or public concern (as opposed to personal grievances) so long as the comments do not disrupt the workforce, interfere with important working relationships or efficient workflow, or undermine public confidence in the officer. The instances must be judged on a case-by-case basis*”. The court ruled that the policy was overly vague and that it violated the officer’s first amendment rights for free speech. The courts concluded, “Agencies should review social networking policies and any policy limiting employee speech/expression to determine if there are

provisions within the policy which would prohibit protected speech that would not impact agency operations” (Liverman v. the City of Petersburg, 2016).

Lastly, the team discovered two cases that negatively affected law enforcement operations, *Rene v. the State of Texas* (*Rene v. State*, 2012) and *Commonwealth v. Banas* (*Commonwealth v. Banas*, 2014). In both cases, law enforcement used intelligence from social media platforms to convict the defendants. The courts stated that since the law enforcement officials could not provide evidence that the defendants posted said pictures or comments, the evidence would be suppressed.

### **Social Media, Law Enforcement, and the Public**

Law enforcement organizations in the 21<sup>st</sup> century are faced with a juxtaposition. Introducing social media into the practices of modern-day law enforcement can have extremely positive effects on the relationship between police and the public they serve, or it can have devastatingly negative consequences. Still, social media is only a catalyst or the means by which people today express themselves, vent anger, discuss social issues, and communicate and stay in touch with others. The issues facing law enforcement today have less to do with this catalyst and have more to do with the relationships, or lack thereof, between law enforcement and the public. In many cases, police agencies have embraced social media and have followed a model presented in the National Command and Staff College. In the area overview for Learning Area 2, we read, “Effective leaders must be capable of pulling together individuals of diverse backgrounds, personalities, abilities, training, and experience and mold them into a cohesive, high performing team. The challenge is to bring all of the unique contributions of people together in such a way that the whole will equal more than simply the sum of the parts” (National

Command & Staff College, 2017, para. 3). This is precisely what these successful agencies have done, drawing on the knowledge and experience of their senior law enforcement officers who already have established relationships of trust within the community. Then they have added the knowledge, skills, and abilities of the modern generations. In the National Command and Staff College module *Generations*, Snyder (2017) described the characteristics of the millennial generation, including increased use and familiarity with communications, media, and digital technology, a neo-liberal approach to politics and economics, a civic-mindedness, and a sense of community, and the rejection of social conventions. She later described Generation Z as “highly connected,” with lifelong use of communication and media technology, and she dubbed them, “digital natives.” Progressive police agencies have enlisted the help of these modern generations to help bring their agencies into the 21<sup>st</sup> century, using social media to “humanize the badge,” and to portray police officers as sons and daughters, brothers and sisters, husbands and wives, and as fathers and mothers.

Another purpose for which modern police agencies may use social media is to communicate their mission, principles, and purpose. In his video presentation, *The Golden Circle*, Sinek (2010) presents his concept by emphatically stating, “People don’t buy what you do; people buy why you do it.” He explains the “why” is your purpose, cause, or belief. Sinek (2010) states, “the goal is not to do business with everybody who needs what you have; the goal is to do business with people who believe what you believe.” Today’s law enforcement agencies are wasting a valuable resource if they do not use the platform of social media to reach the masses and communicate their mission, principles, and purpose; their “why.” In the National Command and Staff College module *Self-Management Skills*, Anderson (2017) introduced students to twelve skills related to emotional and social intelligence. One of these skills was

*Beliefs Clarification*, and the objectives of mastery of this skill were to clarify and live out a clear and consistent set of beliefs, and to develop objectivity, tolerance, acceptance, and appreciation of diversity, including the fact that everyone has a different world view. Another of these skills, Purpose and Vision Specification, defines purpose as a reason to do anything, and a vision as a clear picture of a preferred future. Although these skills were intended in this context for individual growth and development, I believe they are just as applicable to agencies and organizations in communicating their purpose and vision to the citizens in the communities they serve, thereby establishing credibility and fostering relationships of trust.

Because of the negativity cast on the law enforcement profession today, there is no doubt that establishing credibility and fostering relationships of trust with the public is a daunting and arduous task, requiring a deep level of commitment and determination. Organizations undertaking this monumental task may utilize more skills presented by Anderson (2017) in the National Command and Staff College module, *Interpersonal Communication and Conflict Management*. The skill of *Image Management*, as described by Anderson (2017), is “your ability to be conscious of how you see yourself and to consciously choose your self-image, self-monitoring any negative image or internal voices that would undermine effectiveness...and managing those to insure a positive focus no matter of external circumstances. The skill of *Impression Management*, explained Anderson (2017), involves leaders needing to be flexible, yet genuine in how they present themselves, thereby earning respect, credibility, and the right to influence people in positive ways through the trust gained. These two skills would undoubtedly prove invaluable in the positive use of social media to establish meaningful relationships between law enforcement and the public. By *Suspending Frame of Reference*, a third skill in this module, law enforcement may set aside our frame of reference and observe and listen to what is

going on in the real world, separately from what we believe is going on (Anderson, 2017).

Anderson (2017) explains, “We must withhold our own emotions, reserve our own opinions and premature judgments, and refrain from giving advice, as we are so often required to do. We must go against our assumptions and resist jumping to conclusions, giving others the benefit of the doubt.” In this manner, law enforcement leaders can gain valuable insight into how the general public feels about them, clarify misconceptions and misunderstandings about law enforcement practices, and seek to correct negative behaviors and attitudes within their organizations as well. Then, utilizing the skill of *Facilitation of a Team or Organization*, as described by Anderson (2017) in his lecture on *Versatility Skills*, leaders may initiate change, determining with a feasibility study how much change is needed or wanted, how realistic it is to implement the change, and then write a proposal for change. Anderson (2017) suggested the possibility of starting with a small team and working the way up to proposing “sweeping, organization-wide changes.”

To ensure that the change in law enforcement is deep, genuine, and lasting, we must rely upon steadfast and proven leadership principles studied in the National Command and Staff College. The first of these principles, *Authentic Leadership*, was introduced by Lucia (2017) in the video, *Leadership Development Program: Authentic Leadership*. Lucia (2017) stated, “Being authentic basically means being real. Behaving authentically means behaving in accordance to your beliefs and values as opposed to acting falsely simply for advancement or to please other people.” Normore (2017), during his lecture on the same leadership principle, stated that integrity “is the foundation of authentic leadership.” He continued to say that integrity, or the lack thereof, ultimately determines the quality of a leader’s impact. A leader most certainly needs insight, starting with themselves, and then the ability to share vision and clarity with their

people. As leaders in law enforcement, credibility is everything. Without it, people simply will not believe or follow you. It is crucial in order to establish lasting relationships of trust and credibility with the public that leaders are genuine and authentic.

The second leadership principle used in establishing deep, genuine, and lasting change in law enforcement and in fostering lasting relationships of trust and credibility with the public is *Community Leadership*. When speaking on combatting cynicism and humanizing the profession of law enforcement, Ellis (2017) said that public safety professionals must be open to neighbors and citizens in the communities where they work and live, to answer questions and discuss social issues. This builds trust and confidence by investing in interpersonal relationships with professionalism and kindness. During his lecture, Ellis (2017) compared and contrasted suspicion versus awareness. He stated, “The first point I want to make in this section is how important the right mindset is to any skill...of equal importance is the pre-conceived notions we have of low socio-economic and/or crime-ridden neighborhoods. The majority of the people who live in these areas are not criminals; they are trying to survive and often fall victim to a small percentage of criminals who victimize those neighborhoods.” Again, progressive law enforcement leaders must suspend their frames of reference and truly identify with all citizens in every community they serve so that they may understand the multiple perspectives of the citizens and make well-informed decisions regarding the change in their organizations.

Organizational Communication is a third and vital leadership principle necessary for organizational change and positive relationship building in the community. Communication is essential to the process of problem-solving and solution implementation. We use communication to convey our beliefs, values, and principles. Long (2017) stated, “Communication is important because it is key for the organization and the individuals in that organization to have a reciprocal



and positive relationship with their internal and external environment.” Long (2017) defined *organizational communication* as “the symbolic act through which organizations adapt to, alter, or maintain their environment for the purpose of achieving goals.” He explained that the organization, or group of people who collaborate to achieve a purpose, must adapt or change to meet new or unforeseen contingencies; they must alter or shape their environment and maintain it by reciprocating with it. This environment deals with many dimensions, including legal, political, economic, social, competitive, and technological. Organizational communication may be best achieved through the use of modern technology and social media, reaching many more people than conventional communication methods.

Perhaps the most important and crucial leadership principle or skill that may be used in bringing progressive law enforcement and the citizens of their communities together is the concept of *Proactive Communication*. A critical point brought up in the lecture on this principle was law enforcement’s response to the citizens we serve. In the public safety sector, we must become disciplined to respond to people’s meanings or emotions rather than react to their angry words (Nash, 2017). He said that this requires empathy, a skill that we have studied much about throughout this training course. We must empathize with people, put ourselves into their position, and see their reality from their perspective, diffusing a tense situation and creating a more positive environment. Nash (2017) suggested using two sentences to diffuse and de-escalate a tense situation and to respond empathetically: “Sir, I understand why you’re upset, but I am here to help. Now that I am here let me tell you exactly what I am going to do.” This is a professional, respectful response. “I will be respectful, even in the face of disrespect” (Nash, 2017). In this manner, tense situations may be more efficiently diffused and deescalated before negative attention is turned upon law enforcement using a harmful or damaging social media

post. On the other end of the spectrum, law enforcement must be self-aware and understand what Hoina (2017) described as *Implicit Bias*. Implicit bias, or implicit social cognition, refers to the attitudes or stereotypes that unconsciously affect our understanding, attitudes, actions, behaviors, and decisions. All humans experience bias due to upbringing, ethnicity, environment, and culture. Biases, in and of themselves, are not harmful. However, when assumptions are made by law enforcement or the public about one another, each painting the other in a negative light, impartiality in judgments or decision-making becomes extremely difficult. Hoina (2017) explains that, at times, reconciliation may be necessary with the community on behalf of law enforcement. The key to getting it right is listening to the communities we serve, community engagement, and law enforcement programs to bring the police and communities together.

During the lecture in the National Command and Staff module, *Adaptive decision making as a deliberate counter-vuca tactic*, Dugan (2017) stated, “VUCA has to be considered in decision making and especially training for 21<sup>st</sup> century policing. All people involved in policing need to understand VUCA environments and expect the crises of change, surprises, chaos, and a lack of clarity and what to do to counter VUCA in every call for service.” VUCA is the acronym used to depict many unpredictable situations in law enforcement as volatile, uncertain, complex, and ambiguous. Dugan (2017) also said, “Effective leaders are compelled to continually improvise, innovate, and adapt to ever-changing circumstances deliberately,” and “most successful leaders are able to both anticipate a change and promptly deal with it.” There is not a better example in the world of law enforcement that more aptly describes VUCA than the use of social media by the public or the media to portray law enforcement in a negative or positive light. Therefore, law enforcement leaders of today must be open-minded about using social media and transparent with the public, thereby controlling the message we send before damaging

assumptions can be made regarding law enforcement decisions and situations. Another leadership concept that is extremely compatible with this concept is *Adaptive Leadership*. Spain (2017) explained, “Adaptive leadership requires you to anticipate the situation as much as possible, and then be proactive and influence the outcome the way you want it, versus letting it occur and just reacting to it.” The way a law enforcement leadership environment affects the way it addresses chaotic situations is that they have to keep the objective of mission accomplishment in focus while taking care of their subordinates in a fluid environment. An excellent illustration of this concept can be found in the article, *The “ladder principle” in police management: Shakedown style, Pragmatic bureaucrat, and the real manager*. Irwin and Normore (2014) described an attractive leadership style: The Real Manager. They describe this leader as one who will “work their way into leadership and managerial positions, balancing care for subordinates with effective public service, fiscal responsibility, and maintenance of public trust. Through their credibility, morality, and authenticity, they simply understand human nature....” (Irwin & Normore, 2014, para. 16, 17).

A final leadership concept that would apply to nurturing law enforcement’s relationship with the public they serve is *Progressive law enforcement leaders effectively managing departmental risks*. In this lecture, Harrington (2017) stated, “The substantial number of officers killed and injured while serving their communities is a profound and solemn reminder of law enforcement danger. Combined with the financial impact of resource loss and litigation, the need for improved risk management is compelling. In developing more effective risk management strategies, the progressive police leader can play a pivotal role in reducing inherent risk associated with law enforcement. Another substantial benefit would be improving community trust through improved safety measures and the reduction of financial cost associated with

liabilities and litigation.” This illustrates perfectly the need to change how law enforcement organizations think, how they relate to the public, and how they do business in the 21<sup>st</sup> century. By embracing technology and social media, law enforcement has a longer reach and can bridge the gap between the profession and the communities they serve.

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