

APLI Commencement Remarks

Chief C.J. Davis, Memphis Police Department

Past President, National Organization of Black Law Enforcement Executives (NOBLE)



APLI Commencement

June 3,
2021

PRESENTATION OF CERTIFICATES

TIER V

Major Maurice Bates
Major Kelley Collier
Deputy Chief Michael P. O'Connor
Major D'Andrea Price
Major Carven Tyus

TIER IV

Willie M. Adams III
Robert J. Albertini
Michael R. Carter
Anthony R. Colton
Jason H. Combee
German A. Dearlove
Olympia J. Fluellen

Daniel E. Genson
Luther B. Grigsby
Alnetta T. Harris
Peter P. Malecki Jr.
Wayne A. McCalla
Adrienne Taylor Lee
Nikiya D. Towns Massol

Benjamin J. Vayens
Candace Nicole Walker
Kelvin L. Walls
Neil Joseph Welch
Melissa Wessels
April S. White

TIER III

Charles Oluyomi
David R. Bourne
Justin J. Brodnik
Paul A. Bryant
Amanda M Busby
Alicia A. Clarke
Kimberly S. Collins
Jarius B. Daugherty
Jamir T. Denson
Sheldon Tyee Drinkard
Shedarren Fanning
Cesar Fernandez
Adam T. Galvan
Robert C. Godwin
Camila Gonzalez
Fredrick Harper

Rodney E. Jones Jr.
Acashia M.B. Lavigeour
William L. Lynch III
Carlos Javier Maldonado
Ben J. Mathew
Elloyce McCoy
Michelle N. McKenzie
Christopher L. Miller
John E. Miller
Christopher D. Newman
Christian Leah Pennick
Raynard V. Price
Jean B. Saint Jean
Frank Schimmel
Dominique Antoinette Simmons

Gregory J. Smith
Sabrina R. Smith
Jenna Michelle Sobocinski
Jason T. Somers
Thomas Soukup
Erica Stanley
Runako T. Stephens
Orondi N. Stevenson
Marc H. Theodule
Eucline Anthony Vincent
Candace Nicole Walker
Jarred G. Watkins
Karmen N. Williams

Message from Chief Bryant

The historic events of 2020 tested the resilience, endurance, and knowledge of individuals, communities, and police professionals in the United States. The burdens of quarantines, unrest and social justice protests, political turmoil, and a budding public unease concerning increased violent crime and accelerated calls for police reform. Surrounded by challenging circumstances, first line supervisors recognized an opportunity to make impactful decisions, initiate change, and reinforce their commitment to the Atlanta Police Department and the residents of Atlanta, Georgia. I am proud that the members of this APLI graduating class remained vigilant and committed to their calling to protect, serve and to learn. The purpose of Atlanta Police Leadership Institute (APLI) is to build a leadership culture by providing the next level of structured and continuous executive level leadership development. APLI courses are highly sought after by sworn officers. I am proud of today's graduates and I am confident that the future of the Atlanta Police Department is in good hands as we continue to live up to our Department's mission and maintain our values.

Commencement of the
Atlanta Police Leadership Institute (APLI)
Thursday, June 3, 2021

By Chief C. J. Davis
Memphis Police Department
Past President
National Organization of Black Law Enforcement Executives (NOBLE)

Thank you, Dr. Thomas, for this awesome opportunity... it seems like it was not too long ago... you were just a fledgling joining the many wonderful employees at the Atlanta Police Department, and now look at you. I'm so very proud of how you have excelled, professionally as the Director of APLI, and in your academic accomplishments... as Doctor Thomas. To Chief Rodney Bryant, congratulations on your well-deserved appointment leading Atlanta's Finest, and thank you for your years of friendship, and your steady leadership in these uncertain times. And to my friend Dave Wilkinson. who was significant in bringing Chief George Turner's vision for the Atlanta Police Leadership Institute to fruition, it could not have been achieved without your unwavering commitment, and the support of a multitude of stakeholders partnering with the Atlanta Police Foundation.

It was like yesterday that we began developing the curriculum for each of the APLI program Tiers. I traveled to Israel to assist in developing the APLI model for leadership training in the APD. I thank Dr. Robbie Friedmann who is here this evening... for his many contributions towards the development of hundreds of law enforcement leaders over the years through GILEE.

So Good evening, graduates, and guests! I am so honored to be with all of you for this exciting occasion as you celebrate your personal and professional leadership achievements. Tonight, marks the completion of all the requirements of your respective Tier programs at the Atlanta Police Leadership Institute. What makes tonight even more special for me, aside

from the fact that this is like a much-needed family reunion... it's because many of you began your leadership journey during my tenure here at the APD, and I knew early on that you, Major Price, Major Bates, DC Michael O'Connor could and would excel... despite what you may have thought of yourselves, or for that matter what others thought of you... you were destined for leadership success. And so were the rest of you sitting here tonight... You see leadership qualities don't come overnight; they're developed overtime for those willing to succumb to the process of transgenerational leadership. ... and this evening I challenge each of you to embrace that theme for just a few minutes... Transgenerational Leadership.

I remember like it was yesterday, the night that Atlanta Officer Greg Davis... was killed. Greg wasn't a supervisor, or even a detective, but oh my God was he a leader. He had a great sense of humor, a love for his job, he was knowledgeable and spent time teaching us rookies, sometimes scolding us about how to be servants to our community, when he spoke everyone listened. His death was more than 30 years ago, but his teaching, his mentoring, his leadership acumen... it WAS transgenerational. Transgenerational leadership really means to operate in the present, today, in a manner that positively impacts the community, the people you touch and the organization for years to come... long after you have gone. Greg Davis didn't attend leadership training like APLI, he wasn't a supervisor or a manager, but he had what most good leaders have, **the power of influence**. Do you have the power of influence? You see there's a big difference between managers and leaders... managers are concerned with people working for them, and leaders have amazing influence where people follow without asking... there's something about that guy or gal that makes me want to be part of their team. They're doing something and going somewhere; they have a vision and I want to be part of that... that thing. That's leadership...

You see, at that time in my career, when Greg died... I was a new officer assigned to Zone 6, and Sgt. Sturdivant (JY) was sort of like the Zone pet... she was the only female on the day shift until I came. She tried to act like she was a veteran... but hell she only had two years on the department herself. It wasn't till late in my career, I realized that she was telling everybody what to do and how to do it... and was only a rookie herself. And they tell me she's still doing that. But she was a leader then, and she's still one today... a well-regarded leader in her own right... a person of influence. Still telling everybody what to do like somebody's mama.

So, as we stay on the topic that Dr. Thomas assigned me, transgenerational leadership... I asked myself, I said self... the only way you can really speak to this topic is if you have experienced a couple or 3 generations, so then I started to get a little offended. You see I'm a baby boomer, and yes, millennials are getting ready for retirement in a few years, and GenXers are at the academy right now. So, I guess that does qualify me as a subject matter expert. But you know a recent study showed that most companies have not trained enough leaders for tomorrow, that 58% of companies cite significant talent gaps for critical leadership roles. So more than half of these companies had failed to grow great leaders... So how does the APLI compare to other comparable agencies? There aren't too many police organizations in the country that offer a complete and comprehensive leadership training to officers at every level at no cost ...to effectively prepare you for 21st Century leadership. Believe me, this training is unparalleled.

But seriously, I used the example of Greg Davis, because I often think about those leaders who left an indelible mark on my life and my career choices... those who led with a purpose, those who impressed upon us service before self, and Chief Eldrin Bell who said, "you must inspect what you expect." (Accountability) He also said... "The speed of the leader is the speed of the troop..." Do you know any slow leaders in the APD, you know those people who got promoted, good test takers, HE is slow... so they're slow?

Chief Beverly Harvard, to whom much is given, much is required. Transgenerational leadership... deposit something in the leaders of tomorrow, create a culture that's transgenerational... She would often say **Culture eats policy for lunch...** my very first Sgt...Sgt Jimmy Herring... I loved him... he had influence over me, over my career, long after he retired.

And one of my favorite quotes... that still graces the walls of your COBRA room... "great leaders don't create followers they create more great leaders." That wasn't his quote per se... but it was the first time I heard it... so I had it put on that COBRA room wall... and the same quote is mounted on the wall at the Durham police Department in the CompStat room...Transgenerational leadership... creating more great leaders for generations to come.

So I ask you graduates, what are you going to do with what you have, your gifts, these new ideas and relationships, built stronger through your experience here at the APLI... the complex and uncomfortable subject matters that I know you've discussed on racial equity and inclusion, civil unrest, upticks in crime, manpower shortages, and yes, who in the world will the next mayor be. I know you have fresh ideas about how to navigate as leaders in this precariously changing world of policing... so what do you do with this new merit bar, that you will proudly wear above your nameplate.... she's Tier 3, wow he's Tier 4 and as my uncle used to say *shuckie duckie quack* to all of you who made it to tier 5... including me.

At the Israel National Police Academy, they have a saying "We are Thinking People" ... So, how will you operationalize what you've been taught, so that you might support a transgenerational construct that bears your name... something greater than what's right here, right now in this myopic space. ... what will your legacy be in this precarious world that begs for courageous leadership and that demands a paradigm shift. Are you Thinking People?

But don't get too excited about that little bar you're about to wear, because every time you elevate, you lose fans along the way, and you might even gain an enemy or two. But fret not and just remember that, **EAGLES FLY ALONE...** keep developing yourself, keep reading, and manage your inner circle. If you're the sharpest one in your circle, it's time to move to a new circle. Expand your network and challenge yourself to build relationships with people outside of your clique... people that don't look like you. It's no wonder that we struggle with building relationships in the community with other people when we struggle within our own organization to build relationships with **'other people'** on the job.

When I attended the FBI Academy many moons and suns ago... I had an instructor who led the executive leadership session, he led an exercise where each class member had 30 minutes to write our own eulogy. That was the most thought-provoking exercise I've ever participated in...to literally deliberate on your own funeral, imagining someone is standing at the podium talking about you and how you lived. What would they say about you... when people saw you coming, they went in the opposite direction, you spent more time trying to hurt instead of trying to help, you never mentored anyone and was always self-serving, not committed to the organization and only elevated those in the clique... or, she loved her family, she served her church and her community, she was dedicated to her work and he strived to be fair and equitable in every situation, When he walked in the room, he had a command presence... he lifted everybody's spirits... She treated Her subordinates and supervisors with dignity and respect, she helped others to achieve their goals, she was an influential leader... she laid the foundation for the future success of generations to come... for the betterment of the organization and the communities they would inevitably serve... building trust and legitimacy in a manner that is now baked within the culture of the organization. Transgenerational leadership my friends... leading in a manner that ensures organizational success.

A short story about 3 men in the jungle who came upon a raging river.

1st man asked God for muscle in arms and legs to swim across

2nd a boat to cross over to the other side

3rd man God help me to figure this out-give me Brains, smarts, intellect.

God turned him into a woman, and she Took out a phone with GPS walked upstream 50 yards and crossed the bridge to the other side.

Diversity in everything we do, everyone can contribute to the success of the collective mission.

Great leaders don't create Followers, they create more Great leaders... so give this institution, your instructors and advisors a round of applause.

Transgenerational Leadership, inclusive leadership, influential leadership, transformative leadership, forward thinking leadership.