



COATES LEADERSHIP INSTITUTE

LEADERSHIP • CHARACTER • COMPETENCE

FOR A STRONGER TOMORROW

PEOPLE
LEADERSHIP
PROFESSIONAL
COMPETENCE
SAFER
COMMUNITIES

*"Better
Supervision.
Stronger People.
Safer Communities."*

— M. WAYNE COATES

STRONGER
LEADERS.
SAFER
COMMUNITIES.
BRIGHTER
TOMORROWS.

POLICE

LEARN
DEVELOP
LEAD
MAKE A DIFFERENCE

POLICE

POLICE

POLICE

POLICE

LAW ENFORCEMENT

PROFESSIONAL DEVELOPMENT CATALOG

PRACTICAL. RELEVANT. TRANSFORMATIVE.

24 COURSES | 6 PATHWAYS | A STRONGER TOMORROW



FOUNDATIONS
OF PROFESSIONAL
COMPETENCE



SUPERVISORY
DEVELOPMENT



LEADERSHIP
DEVELOPMENT



ORGANIZATIONAL
EFFECTIVENESS



OPERATIONAL
EXCELLENCE



COMMUNITY
TRUST AND
ENGAGEMENT

BUILT ON THE FOUR DOMAINS OF PROFESSIONAL COMPETENCE

KNOWLEDGE • SKILL • JUDGMENT • VALUES

*"Competence is not a destination.
It's a standard."*

— M. WAYNE COATES

REAL-WORLD
LEARNING
REAL IMPACT

COATES LEADERSHIP INSTITUTE | LEAD TODAY. A SAFER TOMORROW.

A Professional Development System

The Coates Leadership Institute portfolio is organized around a simple proposition: professional competence should be developed intentionally across the career of every law enforcement professional. The portfolio is grounded in the Four Domains of Professional Competence - **Knowledge, Skill, Judgment, and Values** - and extends that doctrine from individual performance to supervision, leadership, command, training, evaluation, organizational learning, and institutional systems.

Courses may be offered individually or combined into customized professional-development pathways based on agency, regional, and organizational training needs.

The Six Pathways

Foundations Of Professional Competence

Establishing the doctrine, standards, and organizational understanding of professional competence.

Supervisory Development

Preparing supervisors to develop, observe, coach, assess, evaluate, and sustain professional performance.

Leadership & Team Development

Developing influence, judgment, values, team performance, and the capacity to develop other leaders.

Command & Executive Leadership

Preparing leaders for organizational responsibility, consequential decisions, change, and executive stewardship.

Organizational Competence & Performance Systems

Building systems that develop, reinforce, evaluate, learn from, and sustain professional competence.

Emerging & Advanced Professional Competence

Addressing significant new challenges while preserving human professional capability and accountability.

FOUNDATIONS OF PROFESSIONAL COMPETENCE

Establishing the doctrine, standards, and organizational understanding of professional competence.

Courses in this pathway: Professional Competence in Policing, The Quiet Crisis of Competence, Principle-Driven Law Enforcement

Professional Competence in Policing

The graphic is a promotional poster for the 'Professional Competence in Policing' 40-hour course. It features a central image of a police officer in uniform, seen from behind, looking out over a city skyline at sunset. A police car with flashing lights is visible to the right. The text is arranged in a structured layout with various icons and a circular diagram representing the four domains of competence.

CLI COATES LEADERSHIP INSTITUTE
LEADERSHIP • CHARACTER • COMPETENCE

PROFESSIONAL COMPETENCE

IN POLICING

40-HOUR COURSE

KNOWLEDGE. SKILL. JUDGMENT. VALUES.
THE FOUR DOMAINS THAT DEFINE PROFESSIONAL POLICING.

This 40-hour foundational course develops the competence that every law enforcement professional needs to perform with excellence, make sound decisions, and earn public trust every day.

PROFESSIONAL COMPETENCE

- KNOWLEDGE**
Know what is right.
- SKILL**
Know how to do it.
- JUDGMENT**
Know when and why.
- VALUES**
Know what matters most.

BUILT FOR THE PROFESSION.

- ✓ Research-Based
- ✓ Practical and Relevant
- ✓ Applicable Every Shift
- ✓ Strengthens Decision Making
- ✓ Enhances Public Trust
- ✓ Develops Leaders at Every Level

COURSE FOCUS

PROFESSIONAL FOUNDATIONS Understand the role, responsibilities, and expectations of the modern officer.	THE FOUR DOMAINS OF COMPETENCE Integrate knowledge, skills, judgment, and values into daily performance.	DECISION MAKING & JUDGMENT Apply critical thinking to dynamic, real-world situations.	ETHICS & VALUES IN ACTION Live the profession's core values and earn trust through integrity.	COMMUNICATION & RELATIONSHIPS Build strong relationships and resolve conflict professionally.	PERFORMANCE & ACCOUNTABILITY Take ownership, accept accountability, and commit to excellence.	LEADERSHIP IN EVERY ROLE Lead yourself and others – regardless of rank or assignment.
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COMPETENT OFFICERS. STRONG TEAMS. SAFER COMMUNITIES.

COMPETENCE IS NOT A DESTINATION. IT'S A STANDARD.

PREPARE TODAY. PERFORM TOMORROW. LEAD FOR A LIFETIME.

40 HOURS
Flexible Delivery

CLASSROOM OR ONLINE
Interactive Learning

FOR OFFICERS AT EVERY LEVEL
Built for Real-World Policing

COURSE DESCRIPTION

Professional Competence in Policing is a 40-hour foundational course that develops the competence every law enforcement professional needs to perform with excellence, make sound decisions, and earn public trust every day. Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—the course connects professional foundations, decision-making, ethics and values, communication and relationships, performance and accountability, and leadership in every role.

The Quiet Crisis of Competence

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THE QUIET CRISIS OF COMPETENCE

RECOGNIZE IT. UNDERSTAND IT. SOLVE IT.

A 40-HOUR COURSE

The greatest threat to public safety isn't crime. It's **declining competence**. This 40-hour course exposes the hidden erosion of knowledge, skill, judgment, and values—and equips leaders to restore professional excellence.

WHEN COMPETENCE DECLINES, RISK RISES. LEADERSHIP MAKES THE DIFFERENCE.

YOU WILL LEARN TO:

- IDENTIFY** the signs of declining competence.
- UNDERSTAND** the causes and consequences.
- ASSESS** competence with accuracy and fairness.
- DEVELOP** people at every level.
- BUILD** a culture that sustains excellence.

COURSE FOCUS

- THE DECLINE IS REAL**
Examine data, trends, and warning signs in policing.
- ROOT CAUSES**
Discover the factors driving the erosion of professional competence.
- THE FOUR DOMAINS AT RISK**
How knowledge, skill, judgment, and values break down.
- THE LEADER'S ROLE**
Your influence is the most powerful tool to restore competence.
- SOLUTIONS THAT WORK**
Evidence-based strategies to strengthen individuals, teams, and organizations.
- SUSTAINING EXCELLENCE**
Build systems that reinforce and protect professional standards.

THE IMPACT OF THE CRISIS

- HIGHER RISK**
Mistakes increase. Liability grows.
- BROKEN TRUST**
Community confidence declines.
- LOWER MORALE**
Good people leave. Cynicism grows.
- WEAKER PERFORMANCE**
Standards drop. Results suffer.
- ORGANIZATIONS SUFFER**
Reputation, resources, and effectiveness decline.

40 HOURS
Flexible Learning
Self-Paced or Cohort

PRACTICAL & RELEVANT
Real-world scenarios, discussions, and tools.

FOR EVERY LEVEL
Officers, Supervisors, Leaders, and Command Staff.

IMMEDIATE APPLICATION
Tools you can use the day you learn them.

★ **COMPETENCE IS NOT A GIVEN. IT MUST BE BUILT, PROTECTED, AND RENEWED—EVERY DAY.** ★

COURSE DESCRIPTION

The Quiet Crisis of Competence is a 40-hour course that examines how competence can gradually decline within a law enforcement organization even when policies, training, and traditional accountability systems appear to be functioning. Participants learn to recognize patterns of declining competence, diagnose organizational causes, assess performance through Knowledge, Skill, Judgment, and Values, and examine the leadership systems that allow deficiencies to develop or persist. The course equips leaders to move beyond reacting to individual failures and build organizational systems that develop, reinforce, evaluate, and sustain professional competence over time.

Principle-Driven Law Enforcement



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PRINCIPLE-DRIVEN LAW ENFORCEMENT

LEAD BY PRINCIPLE. SERVE WITH INTEGRITY. EARN TRUST EVERY DAY.

This course equips law enforcement professionals with a timeless framework of principles that guide decision making, shape behavior, and strengthen relationships with the community and within the organization.

COURSE FOCUS

 TIMELESS PRINCIPLES Build a strong moral and ethical foundation for effective policing.	 INTEGRITY IN DECISION MAKING Apply principles consistently in every situation.	 PROFESSIONAL RELATIONSHIPS Strengthen trust with the community and your team.	 ACCOUNTABILITY & RESPONSIBILITY Embrace ownership of actions and outcomes.	 SERVICE EXCELLENCE Lead with purpose. Protect with honor. Make a difference.
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PRINCIPLES THAT GUIDE EVERY ACTION

- > Honor
- > Integrity
- > Courage
- > Respect
- > Compassion
- > Fairness
- > Accountability
- > Excellence
- > Service
- > Stewardship

YOU WILL LEARN TO:

- ✓ Make principle-based decisions under pressure
- ✓ Lead with character and professional courage
- ✓ Strengthen trust and legitimacy in policing
- ✓ Build a culture of accountability and respect
- ✓ Live out the mission every day

STRONG PRINCIPLES. STRONG LEADERS. STRONGER COMMUNITIES.

 FLEXIBLE LEARNING Self-paced • Online • 40 Hours	 FOR LAW ENFORCEMENT Officers • Supervisors • Leaders	 PRACTICAL. RELEVANT. TRANSFORMATIVE. Tools and insights you can apply immediately.
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40-HOUR COURSE

COURSE DESCRIPTION

Principle-Driven Law Enforcement is a 40-hour course that examines how Vision, Mission, and Guiding Principles provide the foundation for effective law enforcement organizations. Participants explore how these elements establish organizational direction, define purpose, shape professional expectations, and guide decision-making at every level. Through practical application, the course demonstrates how leaders can move Vision, Mission, and Guiding Principles beyond statements on paper and integrate them into leadership, supervision, organizational culture, employee performance, and everyday service.

SUPERVISORY DEVELOPMENT

Preparing supervisors to develop, observe, coach, assess, evaluate, and sustain professional performance.

Courses in this pathway: Professional Competence Supervision™, Coaching Professional Competence™, Policy and Evaluation for Law Enforcement Supervisors, Evaluating Excellence, Assessing Supervisory Professional Competence™, Developing Professional Competence Through Field Training™

Professional Competence Supervision™



COURSE DESCRIPTION

Professional Competence Supervision™ is a 40 hour advanced online or traditional supervisory development course designed to strengthen the ability of law enforcement supervisors to lead, coach, evaluate, and develop employee performance. Built around the Four Domains of Professional Competence-Knowledge, Skill, Judgment, and Values-the course provides practical, real-world strategies for communication, coaching, decision-making, conflict management, accountability, and professional responsibility. Participants leave better prepared to develop competent officers, address performance concerns, and build stronger teams. Prerequisites: First Line Supervision.

Coaching Professional Competence™

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COACHING PROFESSIONAL COMPETENCE™

A 24-HOUR LEADERSHIP DEVELOPMENT COURSE

Great leaders develop people.
This 24-hour course equips supervisors and leaders with the coaching mindset, skills, and tools to develop professional competence in others and drive performance that strengthens individuals, teams, and the mission.

THE FOUR DOMAINS OF PROFESSIONAL COMPETENCE™

- KNOWLEDGE
- SKILL
- JUDGMENT
- VALUES

YOU WILL LEARN TO:

- BUILD TRUSTING RELATIONSHIPS**
Create the foundation for effective coaching.
- LISTEN WITH PURPOSE**
Use active listening to understand and uncover insights.
- CLARIFY EXPECTATIONS AND STANDARDS**
Align performance with mission, values, and organizational goals.
- COACH FOR DEVELOPMENT**
Use proven coaching models to develop competence and confidence.
- DRIVE ACCOUNTABILITY**
Reinforce standards and follow through with consistency.
- EMPOWER OTHERS TO SUCCEED**
Help individuals take ownership of their growth and performance.

STRONGER COACHING. STRONGER OFFICERS. STRONGER ORGANIZATIONS.

- ✓ Improve performance
- ✓ Reduce repeated mistakes
- ✓ Increase motivation and engagement
- ✓ Build high-performing teams
- ✓ Strengthen the profession

“Coaching is not telling people what to do. It is developing their ability to do it for themselves.”

COACH TODAY. DEVELOP TOMORROW. LEAD FOR A LIFETIME.

LEADERSHIP THAT DEVELOPS EXCELLENCE

COURSE DESCRIPTION

Coaching Professional Competence™ is a 24-hour leadership development course designed to equip law enforcement supervisors and leaders with the skills to develop professional competence in others. Using the Four Domains of Knowledge, Skill, Judgment, and Values, participants learn practical coaching strategies for building trust, clarifying expectations, identifying development needs, providing meaningful feedback, strengthening performance, and promoting accountability. The course emphasizes coaching as an ongoing leadership responsibility that develops people, strengthens teams, and builds sustained professional competence.

Policy and Evaluation for Law Enforcement Supervisors



COURSE DESCRIPTION

Policy and Evaluation for Law Enforcement Supervisors is a 40 hour on line or traditional course that equips supervisors to translate organizational policy into clear performance expectations and evaluate employee performance fairly, consistently, and credibly. Using the Professional Competence framework of Knowledge, Skill, Judgment, and Values, the course provides practical methods for observing performance, documenting results, diagnosing deficiencies, and selecting appropriate supervisory responses.

Evaluating Excellence

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EVALUATING EXCELLENCE

A 40-HOUR COURSE

MEASURE WHAT MATTERS. DEVELOP WHAT COUNTS.

This 40-hour course equips supervisors and leaders with the knowledge, tools, and systems to evaluate performance with accuracy, fairness, and impact—while driving growth, accountability, and organizational excellence.

YOU WILL LEARN TO:

- ALIGN EXPECTATIONS**
Set clear, measurable standards that support the mission.
- OBSERVE & ASSESS**
Evaluate performance using objective evidence and behavioral indicators.
- CONDUCT EFFECTIVE EVALUATIONS**
Lead productive conversations that promote growth and understanding.
- PROVIDE MEANINGFUL FEEDBACK**
Deliver feedback that motivates and drives improvement.
- DOCUMENT WITH INTEGRITY**
Write evaluations that are clear, consistent, and defensible.
- SUPPORT DEVELOPMENT**
Use evaluations to create development plans and strengthen competence.
- DRIVE AGENCY EXCELLENCE**
Build a culture where high performance is expected and recognized.

EVALUATION THAT DRIVES EXCELLENCE

- ALIGN**
Evaluate what matters most.
- ASSESS**
Measure performance with accuracy.
- DEVELOP**
Provide feedback that builds competence.
- DOCUMENT**
Create clear, defensible records.
- IMPACT**
Improve performance, strengthen teams, achieve results.

BUILD A CULTURE OF EXCELLENCE

- ✓ Strengthen accountability and performance
- ✓ Ensure fairness, consistency, and transparency
- ✓ Identify strengths and development needs
- ✓ Drive meaningful conversations
- ✓ Improve outcomes for officers, teams, and the agency

“Excellence isn't an accident. It's evaluated, developed, and reinforced every day.”

EVALUATE WITH PURPOSE. LEAD WITH IMPACT. BUILD EXCELLENCE.

- 40 HOURS**
Flexible Learning
- PRACTICAL TOOLS**
Ready-to-use forms, templates, and checklists
- REAL-WORLD APPLICATION**
Built for law enforcement leaders and supervisors
- STRONGER OFFICERS**
STRONGER TEAMS
STRONGER AGENCIES

CLI
LEADERSHIP THAT DEVELOPS EXCELLENCE

COURSE DESCRIPTION

Evaluating Excellence is a 40-hour course designed to equip law enforcement supervisors and leaders with practical methods for evaluating employee performance fairly, consistently, and credibly. Using the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—participants learn to establish clear expectations, observe and assess performance, conduct meaningful evaluations, provide effective feedback, document performance, identify development needs, and support improvement. The course reframes performance evaluation as an ongoing leadership responsibility for developing people, strengthening accountability, and building a culture of organizational excellence.

Assessing Supervisory Professional Competence™



The poster features a central image of a police officer in uniform talking to two other officers. To the left is a circular emblem with a compass rose design. The top of the poster has the text 'PROFESSIONAL COMPETENCE' and 'PEOPLE | PERFORMANCE | A SAFER TOMORROW'. The bottom of the poster has the text 'EVIDENCE | INSIGHT | DEVELOPMENT | STRONGER SUPERVISORS | SAFER COMMUNITIES'.

PROFESSIONAL COMPETENCE
PEOPLE | PERFORMANCE | A SAFER TOMORROW

BETTER SUPERVISION.
STRONGER PEOPLE.
SAFER COMMUNITIES.

KNOWLEDGE SKILL
JUDGMENT VALUES

LEAD
DEVELOP
IMPROVE

ASSESSING
SUPERVISORY
PROFESSIONAL COMPETENCE™

USING EVIDENCE TO UNDERSTAND
AND DEVELOP SUPERVISORY PERFORMANCE

COURSE DESCRIPTION

Assessing Supervisory Professional Competence™ prepares law enforcement leaders to use structured assessment evidence to better understand, develop, and strengthen supervisory performance. Using the Supervisory Professional Competence Assessment Suite™, participants examine seven key dimensions of supervision and learn to interpret individual and cross-instrument patterns without reducing supervisors to scores or labels.

Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—this 24-hour course teaches participants to move from assessment results to evidence-based inquiry, developmental diagnosis, leadership intervention, observation, and reassessment.

*Assessment does not define the supervisor.
It provides evidence that helps leadership
understand where development should begin.*

COURSE TOPICS INCLUDE

- The seven supervisory assessment instruments
- Scoring and interpretation with proper guardrails
- Cross-instrument analysis and pattern identification
- Connecting assessment results to the Four Domains
- Developmental planning and leadership response
- Agency-level interpretation and application

COURSE DETAILS

- Length:** 24 Hours
- Audience:** Law enforcement supervisors, command personnel, training officers, leadership-development personnel, and others responsible for supervisory development and organizational performance.
- Format:** Instructor-led, discussion-based, with practical exercises
- Includes:** Course manual, sample assessment reports, practical exercises, and implementation guidance

*"Assessment without development produces information.
Assessment connected to leadership produces improvement."*

EVIDENCE | INSIGHT | DEVELOPMENT | STRONGER SUPERVISORS | SAFER COMMUNITIES

COURSE DESCRIPTION

Assessing Supervisory Professional Competence™ is a 24 hour course that prepares law enforcement leaders to use structured assessment evidence to better understand, develop, and strengthen supervisory performance. Using the Supervisory Professional Competence Assessment Suite™, participants examine seven key dimensions of supervision and learn to interpret individual and cross-instrument patterns without reducing supervisors to scores or labels.

Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—this 24-hour course teaches participants to move from assessment results to evidence-based inquiry, developmental diagnosis, leadership intervention, observation, and reassessment.

Developing Professional Competence Through Field Training™



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EDUCATE | DEVELOP | STRENGTHEN | LEAD

KNOWLEDGE SKILL
JUDGMENT VALUES
PROFESSIONAL COMPETENCE BEGINS HERE™

PEOPLE DEVELOP PEOPLE. THAT'S HOW COMPETENCE CONTINUES.

DEVELOPING
PROFESSIONAL COMPETENCE™
THROUGH FIELD TRAINING

FROM TRAINING
TO A LIFETIME OF COMPETENCE

ADVANCED DEVELOPMENT FOR FIELD TRAINING OFFICERS AND SUPERVISORS
BUILDING TODAY'S OFFICERS FOR A STRONGER TOMORROW

COURSE DESCRIPTION
Developing Professional Competence Through Field Training™ is an advanced professional-development course designed for Field Training Officers, sergeants, and supervisors who play a key role in developing new officers. Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—this course moves beyond basic field-training procedures to focus on how field trainers intentionally develop competent, independent, and professional officers.

Participants will learn practical strategies to observe, question, coach, challenge, and reinforce the behaviors, decision-making, and values that define professional competence, while maintaining accountability and operational safety.

Field training is not complete when tasks can be performed. The goal is an officer who can think, decide, and act with professional competence.

KEY TOPICS INCLUDE

- The role of the Field Training Officer in developing competence
- Applying the Four Domains in field training
- Questioning and coaching to develop judgment
- Recognizing and reinforcing professional values
- Turning mistakes into learning opportunities
- Evaluating progress and increasing independence
- Partnering with supervision for long-term success

COURSE DETAILS

Length: 24 Hours

Audience: Field Training Officers, sergeants, supervisors, and other law enforcement personnel involved in training and developing new officers.

Format: Instructor-led, discussion-based, with practical exercises and real-world scenarios.

Includes: Student workbook, scenario exercises, and implementation guidance.

IMPORTANT DISCLAIMER
This course is an advanced professional-development program. It is not intended to replace, satisfy, or serve as an alternative to any state-mandated Field Training Officer training requirement. Participants must meet all applicable state and agency FTO training requirements independently of this course.

COMPETENT OFFICERS. STRONGER TEAMS. SAFER COMMUNITIES.

COURSE DESCRIPTION

Developing Professional Competence Through Field Training™ is a 32 hour advanced professional-development course designed for Field Training Officers, sergeants, and supervisors who play a key role in developing new officers. Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—this course moves beyond basic field-training procedures to focus on how field trainers intentionally develop competent, independent, and professional officers.

Participants learn practical strategies to observe, question, coach, challenge, and reinforce the behaviors, decision-making, and values that define professional competence while maintaining accountability and operational safety.

Important Disclaimer: This course is an advanced professional-development program. It is not intended to replace, satisfy, or serve as an alternative to any state-mandated Field Training Officer training requirement. Participants must meet all applicable state and agency FTO training requirements independently of this course.

LEADERSHIP & TEAM DEVELOPMENT

Developing influence, judgment, values, team performance, and the capacity to develop other leaders.

Courses in this pathway: Law Enforcement Leadership: Lead Where You Stand, Team Building the Right Way, Building High-Performing Professional Teams, Ethics and Values-Based Leadership, Developing Professional Judgment, Building the Leadership Pipeline™

Law Enforcement Leadership: Lead Where You Stand



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LAW ENFORCEMENT LEADERSHIP: LEAD WHERE YOU STAND

A 40-HOUR COURSE

YOU DON'T NEED A TITLE TO BE A LEADER. YOU NEED A DECISION.

This 40-hour course empowers every officer, supervisor, and leader to influence others, strengthen teams, and create positive change—right where they are.

LEADERSHIP IS NOT A POSITION. IT'S A PROCESS. IT STARTS WHERE YOU STAND.
— M. WAYNE COATES

LEARN TO:

- LEAD YOURSELF**
Build character, discipline, and purpose.
- INFLUENCE OTHERS**
Communicate, motivate, and build trust.
- MAKE BETTER DECISIONS**
Use sound judgment under pressure.
- STRENGTHEN YOUR TEAM**
Create accountability, cohesion, and commitment.
- MAKE AN IMPACT**
Lead with integrity and leave a lasting legacy.

YOUR POST DOESN'T DEFINE YOUR LEADERSHIP. YOUR CHOICES DO.

COURSE FOCUS

- LEADERSHIP FOUNDATIONS**
Understand what leadership really is and why it matters every day.
- SELF-LEADERSHIP**
Develop habits, attitude, and character that earn respect.
- COMMUNICATION THAT LEADS**
Build strong relationships and influence through effective communication.
- DECISION MAKING AND JUDGMENT**
Make ethical, principled decisions that reflect professionalism.
- TEAM LEADERSHIP IN ACTION**
Motivate others, resolve conflict, and create a high-performing team culture.
- LEADING CHANGE AND IMPACT**
Be a leader who makes a difference—no matter where you serve.

40 HOURS
Flexible Learning

PRACTICAL & RELEVANT
Real-world scenarios and activities.

FOR EVERY OFFICER
Sworn and civilian, all ranks. Every role. Every shift.

APPLY IMMEDIATELY
Tools and principles you can use starting today.

CHARACTER • COMPETENCE • INTEGRITY • SERVICE • EXCELLENCE

LEAD TODAY. INSPIRE TOMORROW. LEAVE A LEGACY.

COURSE DESCRIPTION

Law Enforcement Leadership: Lead Where You Stand is a 40-hour course built on the principle that leadership is not defined by rank or position, but by influence, responsibility, and action. Designed for officers, supervisors, and leaders at every level, the course develops self-leadership, communication, decision-making, team leadership, and the ability to influence others positively. Participants learn practical strategies for leading with character, strengthening teams, navigating change, and making a meaningful impact from wherever they serve.

Team Building the Right Way



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TEAM BUILDING THE RIGHT WAY

**STRENGTHENING TRUST, ACCOUNTABILITY,
AND COHESION IN LAW ENFORCEMENT**

A 40-HOUR COURSE

STRONG TEAMS DON'T JUST HAPPEN. THEY ARE BUILT—THE RIGHT WAY.

This 40-hour course gives law enforcement leaders and team members the principles, tools, and practical strategies to build cohesive, resilient, and high-performing teams that get results and uphold the mission.



BUILDING HIGH-PERFORMING TEAMS

- TRUST**
The foundation of every successful team.
- ACCOUNTABILITY**
Hold yourself and others to high standards.
- COMMUNICATION**
Clear, respectful, and purposeful.
- RESPECT**
Value every role and every member.
- MISSION FOCUS**
One team. One mission. No excuses.

YOU WILL LEARN TO:

- BUILD STRONG RELATIONSHIPS**
Develop trust, credibility, and psychological safety.
- CLARIFY ROLES & EXPECTATIONS**
Reduce confusion and increase team alignment.
- COMMUNICATE WITH PURPOSE**
Improve listening, feedback, and difficult conversations.
- SOLVE PROBLEMS TOGETHER**
Use proven methods to address challenges as a team.
- DRIVE PERFORMANCE & RESULTS**
Build accountability, measure progress, and celebrate success.
- SUSTAIN TEAM RESILIENCE**
Overcome adversity and stay mission-ready.

COURSE FOCUS

TEAM FOUNDATIONS Understand what makes a team vs. a group.	TRUST & CREDIBILITY Earn trust, build credibility, and create strong bonds.	ACCOUNTABILITY IN ACTION Create a culture of ownership and follow through.	EFFECTIVE TEAM COMMUNICATION Strengthen communication habits that prevent breakdowns.	CONFLICT RESOLUTION Turn tension into understanding and stronger relationships.	TEAM PERFORMANCE & RESILIENCE Build high-performing teams that adapt and thrive.
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40 HOURS
Flexible Learning
Self-Paced or Cohort

PRACTICAL & ENGAGING
Real-world scenarios, activities, and discussions

FOR EVERY OFFICER
Sworn and civilian, all ranks. Every role. Every shift.

IMMEDIATE APPLICATION
Tools and strategies you can use starting today.

★ **BETTER TEAMS. SAFER OFFICERS. STRONGER COMMUNITIES.** ★

TEAMWORK IS THE ABILITY TO WORK TOGETHER TOWARD A COMMON VISION. THE ABILITY TO DIRECT INDIVIDUAL ACCOMPLISHMENTS TOWARD ORGANIZATIONAL OBJECTIVES.

COURSE DESCRIPTION

Team Building the Right Way is a 40-hour course designed to help law enforcement professionals build cohesive, accountable, and high-performing teams. Participants examine the foundations of effective teamwork and develop practical strategies for strengthening trust, communication, accountability, role clarity, conflict resolution, and shared responsibility. The course emphasizes the leader's role in creating an environment where employees work together effectively, address challenges constructively, remain focused on the mission, and produce stronger organizational performance.

Building High-Performing Professional Teams

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BUILDING HIGH-PERFORMING PROFESSIONAL TEAMS

A 24-HOUR COURSE

STRONG TEAMS. STRONG MISSION. STRONGER RESULTS.
This 24-hour course equips law enforcement leaders and team members with the mindset, skills, and tools to build trust, improve communication, resolve conflict, and achieve extraordinary results—together.

COURSE FOCUS

TEAM FOUNDATIONS Build trust, credibility, and a shared sense of purpose.	ROLES & RESPONSIBILITIES Clarify expectations and promote accountability.	COMMUNICATION & COLLABORATION Strengthen listening, feedback, and team dialogue.	CONFLICT MANAGEMENT Apply practical strategies to manage conflict and maintain relationships.	PERFORMANCE & ACCOUNTABILITY Set goals, measure progress, and celebrate team success.	TEAM RESILIENCE & GROWTH Build resilience, adapt to change, and keep getting better together.
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24 HOURS
Flexible Learning
Self-Paced or Cohort

INTERACTIVE & PRACTICAL
Real-world scenarios, exercises, and discussions

FOR EVERY LEVEL
Officers, Supervisors, Leaders, and Command Staff

IMMEDIATE APPLICATION
Tools and strategies you can use the day you learn them

YOU WILL LEARN TO:

- BUILD TRUST**
Create a foundation of respect, integrity, and psychological safety.
- COMMUNICATE EFFECTIVELY**
Strengthen communication for clarity, understanding, and connection.
- WORK TOGETHER BETTER**
Align roles, leverage strengths, and support each other.
- RESOLVE CONFLICT**
Address tension early and turn challenges into opportunities.
- ACHIEVE RESULTS**
Drive accountability, performance, and continuous improvement.

TEAMWORK ISN'T A BUZZWORD. IT'S A COMPETENCE.
— M. WAYNE COATES

GREAT TEAMS DON'T HAPPEN BY CHANCE. THEY ARE BUILT WITH INTENT, LEADERSHIP, AND COMMITMENT.

★ TOGETHER, WE BUILD TRUST. TOGETHER, WE ACHIEVE EXCELLENCE. ★

COURSE DESCRIPTION

Building High-Performing Professional Teams is a 24-hour course designed to help law enforcement leaders create teams that consistently perform at a high professional level. Participants develop practical strategies for strengthening trust, role clarity, communication, collaboration, conflict resolution, accountability, and team resilience. The course emphasizes that high-performing teams do not develop by chance—they are intentionally built and sustained through effective leadership, shared expectations, individual responsibility, and a continuing commitment to the mission and one another.

Ethics and Values-Based Leadership

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LEADERSHIP • CHARACTER • COMPETENCE

ETHICS AND VALUES-BASED LEADERSHIP

★ A 40-HOUR COURSE ★

LEAD WITH INTEGRITY. SERVE WITH PURPOSE. MAKE THE RIGHT CHOICE—EVERY TIME.

This 40-hour course builds ethical awareness, strengthens moral reasoning, and develops values-based leaders who make courageous decisions, build trust, and set the standard for others to follow.

“ETHICS IS KNOWING WHAT IS RIGHT. VALUES IS DOING WHAT IS RIGHT—EVEN WHEN NO ONE IS WATCHING.”
— M. WAYNE COATES

CHARACTER IS WHO YOU ARE. INTEGRITY IS HOW YOU LEAD.

COURSE FOCUS AREAS

- ETHICS IN LAW ENFORCEMENT**
The role of ethics in professionalism, legitimacy, and public trust.
- ETHICAL AWARENESS**
Recognize ethical dilemmas and the impact of decisions big and small.
- DECISION-MAKING FRAMEWORKS**
Use proven models to evaluate choices and choose what is right.
- VALUES IN ACTION**
Turn values into daily habits that influence your team and your community.
- LEADING OTHERS WITH INTEGRITY**
Communicate expectations, address misconduct, and reinforce standards.
- CULTURE OF EXCELLENCE**
Build a values-driven environment where everyone thrives.

40 HOURS
Flexible Learning
Self-Paced or Cohort

INTERACTIVE & PRACTICAL
Real-world scenarios, exercises, and discussions

FOR EVERY OFFICER
Sworn and civilian, all ranks.
Every role. Every shift.

IMMEDIATE APPLICATION
Tools and strategies you can use starting today.

★ **VALUES GUIDE US. ETHICS DIRECT US. LEADERSHIP DEFINES US.**

YOU WILL LEARN TO:

- UNDERSTAND ETHICAL FOUNDATIONS**
Explore ethics, morality, and the law enforcement code of ethics.
- CLARIFY YOUR VALUES**
Identify your core values and how they shape your decisions and leadership.
- MAKE ETHICAL DECISIONS**
Apply ethical decision-making models in real-world scenarios.
- LEAD BY EXAMPLE**
Inspire trust and credibility through consistent actions and accountability.
- BUILD AN ETHICAL CULTURE**
Promote integrity, fairness, and respect throughout your agency.
- STRENGTHEN PUBLIC TRUST**
Demonstrate values-based leadership that earns community confidence.

THE LEADER'S PROMISE
"I will lead with honor.
I will choose integrity.
I will serve with courage.
I will make a difference."

COURSE DESCRIPTION

Ethics and Values-Based Leadership is a 40-hour course designed to strengthen ethical awareness, decision-making, and leadership throughout law enforcement organizations. Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—the course examines the critical role Values play in guiding how professional knowledge and skills are applied and how sound judgment is exercised. Participants explore ethical decision-making, moral courage, accountability, leading by example, and the leader's responsibility for building an ethical culture that strengthens organizational integrity and public trust.

Developing Professional Judgment



The poster for the 'Developing Professional Judgment' course features a background image of a police officer in uniform, seen from the back, looking down a city street. The Coates Leadership Institute (CLI) logo is in the top left corner, with the tagline 'LEADERSHIP • CHARACTER • COMPETENCE'. The main title 'DEVELOPING PROFESSIONAL JUDGMENT' is prominently displayed in large, bold letters. Below the title, the subtitle 'MAKE BETTER DECISIONS. LEAD WITH CONFIDENCE.' is shown. A quote on the right side reads: 'Judgment is the bridge between knowledge and action.' The central part of the poster lists six learning objectives under the heading 'YOU WILL LEARN TO:'. To the right of these objectives is a circular diagram with 'PROFESSIONAL JUDGMENT' at the center, surrounded by six segments: 'SITUATIONAL AWARENESS', 'CRITICAL THINKING', 'EXPERIENCE & CONTEXT', 'VALUES & ETHICS', 'DECISION MAKING', and 'DECISION MAKING'. Below the diagram, a box indicates the course is '24 HOURS' and lists its features: 'Practical', 'Scenario-Based', 'Leadership-Focused', and 'Immediately Applicable'. At the bottom, three boxes highlight 'REAL-WORLD SCENARIOS', 'LEADERSHIP IMPACT', and 'FOR SUPERVISORS, OFFICERS, LEADERS. At every level.' The final slogan at the bottom right is 'DEVELOP THE JUDGMENT THAT DEFINES EXCELLENCE.'

CLI COATES LEADERSHIP INSTITUTE
LEADERSHIP • CHARACTER • COMPETENCE

DEVELOPING PROFESSIONAL JUDGMENT

MAKE BETTER DECISIONS. LEAD WITH CONFIDENCE.

This 24-hour course strengthens the ability to think clearly, weigh factors, anticipate consequences, and make sound decisions in complex, high-stakes situations.
Good judgment isn't luck. It's a skill. Develop it.

YOU WILL LEARN TO:

- ASSESS ACCURATELY**
Gather and interpret information that matters most.
- THINK CRITICALLY**
Analyze situations from multiple perspectives.
- WEIGH OPTIONS WISELY**
Consider risks, benefits, and long-term consequences.
- MAKE SOUND DECISIONS**
Choose the best course of action with confidence.
- LEAD OTHERS THROUGH UNCERTAINTY**
Communicate decisions clearly and build trust.
- REFLECT AND IMPROVE**
Learn from outcomes and strengthen future judgment.

PROFESSIONAL JUDGMENT

- SITUATIONAL AWARENESS
- CRITICAL THINKING
- EXPERIENCE & CONTEXT
- VALUES & ETHICS
- DECISION MAKING
- DECISION MAKING

24 HOURS

- Practical
- Scenario-Based
- Leadership-Focused
- Immediately Applicable

STRONG JUDGMENT. STRONG LEADERS. STRONGER COMMUNITIES.

- REAL-WORLD SCENARIOS**
Built on law enforcement experience and research.
- LEADERSHIP IMPACT**
Better decisions today. Stronger outcomes tomorrow.
- FOR SUPERVISORS, OFFICERS, LEADERS.**
At every level.

DEVELOP THE JUDGMENT THAT DEFINES EXCELLENCE.

COURSE DESCRIPTION

Developing Professional Judgment is a 24-hour course designed to strengthen the decision-making capabilities of law enforcement professionals and supervisors. Through realistic scenarios and practical application, participants learn to assess situations accurately, think critically, weigh competing options, anticipate consequences, and make sound, defensible decisions. The course emphasizes situational awareness, professional values, experience and context, and reflective decision-making to help participants exercise better judgment in complex, uncertain, and high-stakes situations.

Building the Leadership Pipeline™

COATES LEADERSHIP INSTITUTE
EDUCATE | DEVELOP | STRENGTHEN | LEAD

LEADERS ARE NOT BORN BY CHANCE. THEY ARE DEVELOPED ON PURPOSE.

LEADERSHIP PIPELINE
KNOWLEDGE | SKILL | JUDGMENT | VALUES
IDENTIFY | DEVELOP | PREPARE | LEAD

BUILDING THE LEADERSHIP PIPELINE™
DEVELOP TODAY. LEAD TOMORROW.

A STRATEGIC APPROACH TO IDENTIFY, DEVELOP, AND PREPARE THE NEXT GENERATION OF LAW ENFORCEMENT LEADERS

PEOPLE | PURPOSE | PROGRESS

STRONGER LEADERS. SAFER COMMUNITIES.

EXPERIENCE
MENTORING
DEVELOPMENT
OPPORTUNITY
READINESS
LEADERSHIP

COURSE DESCRIPTION
Building the Leadership Pipeline™ is a 40-hour professional-development course designed for supervisors, command staff, and agency leaders responsible for identifying, developing, and preparing the next generation of law enforcement leaders. Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—the course provides a practical, strategic approach to leadership development and organizational succession.

Participants learn to recognize leadership potential, create meaningful developmental opportunities, implement mentoring and coaching strategies, assess readiness for increased responsibility, prepare employees for supervisory and command roles, and build a sustainable leadership pipeline that strengthens organizational excellence and ensures leadership continuity for the future.

Promotion should recognize readiness—not become the place where preparation begins.

KEY TOPICS INCLUDE

- Identifying leadership potential
- Competency-based development planning
- Mentoring and coaching for leadership growth
- Assessing readiness for increased responsibility
- Transitioning from peer to supervisor and beyond
- Building a sustainable leadership pipeline
- Creating an organizational culture that develops leaders
- Leadership continuity and succession planning

COURSE DETAILS

- Length:** 40 Hours
- Audience:** Supervisors, command staff, agency leaders, and others responsible for leadership development
- Format:** Instructor-led, discussion-based, with practical exercises, case studies, and real-world scenarios.
- Includes:** Student workbook, implementation tools, leadership development templates, and resources.

**INVEST
DEVELOP
EMPOWER
SUSTAIN**

TODAY'S INVESTMENT BUILDS TOMORROW'S LEADERS.

COMPETENT LEADERS. STRONGER TEAMS. SAFER COMMUNITIES.

COURSE DESCRIPTION

Building the Leadership Pipeline™ is a 40-hour professional-development course designed for supervisors, command staff, and agency leaders responsible for identifying, developing, and preparing the next generation of law enforcement leaders. Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—the course provides a practical, strategic approach to leadership development and organizational succession.

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Promotion should recognize readiness—not become the place where preparation begins.

COMMAND & EXECUTIVE LEADERSHIP

Preparing leaders for organizational responsibility, consequential decisions, change, and executive stewardship.

Courses in this pathway: Professional Competence and Mid-Command, Professional Competence and Organizational Change, Executive Judgment™, Executive Leadership: Leading Organizational Excellence

Professional Competence and Mid-Command

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LEADERSHIP • CHARACTER • COMPETENCE

PROFESSIONAL COMPETENCE AND MID-COMMAND

★ A 40-HOUR COURSE ★

THE BRIDGE BETWEEN STRATEGY AND SERVICE.

This 40-hour course prepares lieutenants, captains, and other mid-command leaders to apply the Four Domains of Professional Competence to lead people, improve performance, and drive organizational excellence from the middle.

COURSE FOCUS AREAS

- LEADING FROM THE MIDDLE**
Understanding your unique influence and responsibility.
- APPLYING THE FOUR DOMAINS**
Knowledge, Skill, Judgment, and Values in daily leadership.
- COMMUNICATION THAT LEADS**
Strengthen upward, downward, and lateral communication.
- COACHING & ACCOUNTABILITY**
Build a culture of performance, ownership, and continuous growth.
- PROBLEM SOLVING & DECISION MAKING**
Use critical thinking and ethical frameworks to lead with confidence.
- MANAGING PEOPLE & PERFORMANCE**
Address challenges and hold the line with fairness and respect.
- EXECUTING THE MISSION**
Align your unit with the agency mission and strategic goals.

40 HOURS
Flexible Learning
Self-Paced or Cohort

PRACTICAL & RELEVANT
Real-world scenarios, exercises, and discussions

FOR EVERY MID-LEVEL LEADER
Lieutenants, Captains, Sergeants, and those preparing to lead

IMMEDIATE APPLICATION
Tools and strategies you can use on the job right away

YOU WILL LEARN TO:

- LEAD WITH PURPOSE**
Apply values-based leadership to build trust, credibility, and influence.
- DRIVE PERFORMANCE**
Use coaching, accountability, and feedback to elevate individual and team results.
- MAKE BETTER DECISIONS**
Strengthen judgment under pressure and align decisions with policy, ethics, and values.
- MANAGE WITH INTEGRITY**
Address conflict, misconduct, and performance issues fairly and consistently.
- IMPLEMENT STRATEGY**
Translate organizational goals into action and measure what matters.
- DEVELOP THE NEXT LEVEL**
Mentor and prepare others for leadership and sustain organizational excellence.

THE MID-COMMAND IMPACT
When mid-command leaders lead well, teams perform better, supervisors succeed, and the mission is accomplished.

“MID-COMMAND LEADERS DON'T JUST CARRY OUT THE MISSION—THEY SHAPE HOW IT'S DONE.”
— M. WAYNE COATES

MISSION LEADERSHIP ACCOUNTABILITY SERVICE

★ COMPETENT LEADERS. STRONGER UNITS. MISSION READY. ★

COURSE DESCRIPTION

Professional Competence and Mid-Command is a 40-hour leadership course designed for lieutenants, captains, and other mid-command leaders who serve as the critical bridge between organizational strategy and operational performance. Using the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—participants strengthen their ability to lead with purpose, develop supervisors, make sound decisions, manage performance and accountability, implement organizational priorities, and translate executive direction into effective field-level leadership.

Professional Competence and Organizational Change

CLI COATES LEADERSHIP INSTITUTE
LEADERSHIP • CHARACTER • COMPETENCE

PROFESSIONAL COMPETENCE AND ORGANIZATIONAL CHANGE

★ A 24-HOUR COURSE ★

CHANGE IS INEVITABLE. COMPETENCE IS THE CONSTANT.
This 24-hour course equips leaders to lead organizational change without losing sight of what matters most—professional competence, ethical decision-making, and mission success.

COURSE AREAS

- THE NATURE OF CHANGE**
Explore internal and external forces that drive organizational change.
- LEADERSHIP DURING TRANSITION**
Strengthen your leadership mindset and role in times of uncertainty.
- COMMUNICATION THAT CONNECTS**
Deliver messages that inform, engage, and build trust.
- MANAGING RESISTANCE**
Identify the sources of resistance and use strategies that work.
- IMPLEMENTING CHANGE**
Apply structured steps to turn plans into meaningful action.
- SUSTAINING AND IMPROVING**
Embed change into culture and drive continuous progress.

24 HOURS
Flexible Learning
Self-Paced or Cohort

INTERACTIVE & PRACTICAL
Real-world case studies, exercises, and discussions

FOR EVERY LEADER
Mid-level leaders, managers, supervisors, and command staff

IMMEDIATE APPLICATION
Tools and strategies you can use starting today

YOU WILL LEARN TO:

- UNDERSTAND CHANGE**
Analyze the drivers of change and how it impacts people, processes, and performance.
- LEAD THROUGH CHANGE**
Apply proven models to lead people through transitions with clarity, communication, and trust.
- PROTECT COMPETENCE**
Ensure the Four Domains of Professional Competence remain at the center of change efforts.
- ENGAGE AND INFLUENCE**
Overcome resistance and build buy-in across all levels of the organization.
- IMPLEMENT AND MONITOR**
Turn plans into action, measure progress, and adjust for results.
- SUSTAIN THE CHANGE**
Reinforce new behaviors, systems, and culture for long-term organizational success.

SUCCESSFUL CHANGE IS...

- ✓ VISION DRIVEN
- ✓ PEOPLE FOCUSED
- ✓ COMPETENCE CENTERED
- ✓ RESULTS ORIENTED

LEAD CHANGE. STRENGTHEN COMPETENCE. ACHIEVE RESULTS.

COMPETENCE GUIDES CHANGE. LEADERSHIP SUSTAINS IT.

“CHANGE WITHOUT COMPETENCE CREATES CONFUSION. CHANGE WITH COMPETENCE CREATES PROGRESS.”
— M. WAYNE COATES

★ STRONG LEADERS. COMPETENT TEAMS. ADAPTABLE ORGANIZATIONS. LASTING IMPACT. ★

COURSE DESCRIPTION

Professional Competence and Organizational Change is a 24-hour course designed to prepare law enforcement leaders to guide organizational change while protecting the professional standards essential to effective policing. Participants examine the nature of change, leadership during transition, communication, resistance, implementation, and sustainability. Using the Professional Competence framework, the course provides practical strategies for leading people through change, maintaining organizational trust, and ensuring that Knowledge, Skill, Judgment, and Values remain aligned as new policies, practices, technologies, and expectations are introduced.

Executive Judgment™

COATES LEADERSHIP INSTITUTE
EDUCATE | DEVELOP | STRENGTHEN | LEAD

COMPLEX ISSUES. HIGHER STAKES. STRONGER LEADERS.

INFORMATION
PEOPLE
POLICY
RESOURCES
RISK
COMMUNITY
TRUST
THE FUTURE

DIFFERENT PERSPECTIVES
REAL CONSEQUENCES
BETTER DECISIONS
SAFER COMMUNITIES

EXECUTIVE JUDGMENT™
DECISION-MAKING WHEN LEADERSHIP CHOICES CARRY ORGANIZATIONAL CONSEQUENCES
HIGHER THINKING. STRONGER DECISIONS. GREATER IMPACT.

LEAD
DECIDE
EXPLAIN
STRENGTHEN
PREVAIL

POLICY
PEOPLE
RESOURCES
RISK
COMMUNITY
THE FUTURE

PEOPLE TRUST LEADERS WHO THINK AHEAD

KNOWLEDGE
SKILL
JUDGMENT
VALUES

PRINCIPLED DECISIONS
SAFER COMMUNITIES

COURSE DESCRIPTION
Executive Judgment™ is a 24-hour advanced leadership course designed for law enforcement executives, command staff, and emerging senior leaders responsible for making consequential organizational decisions. Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—this course examines how leaders make sound, defensible decisions when information is incomplete, priorities compete, risks are uncertain, and every available option carries consequences.

Participants examine complex decision-making involving organizational priorities, personnel, resources, policy, operational risk, community expectations, public trust, and long-term organizational impact. Through case analysis, decision exercises, and realistic executive scenarios, participants learn to distinguish authority from judgment, recognize assumptions and decision bias, weigh competing interests, anticipate second- and third-order consequences, explain the reasoning behind difficult decisions, and evaluate decision quality without relying solely on outcomes.

KEY TOPICS INCLUDE

- The nature of executive decision-making
- Balancing competing priorities
- Information, uncertainty, and risk
- Policy, legal, and ethical considerations
- Personnel and organizational impact
- Community expectations and public trust
- Anticipating second- and third-order consequences
- Decision frameworks and practical tools
- Explaining and defending difficult decisions
- Evaluating decision quality and learning from outcomes

COURSE DETAILS

- Length:** 24 Hours
- Audience:** Law enforcement executives, command staff, and emerging senior leaders
- Format:** Instructor-led, discussion-based, with case studies, decision exercises, and real-world scenarios
- Includes:** Student workbook, decision-making tools, case studies, and implementation resources

Executive authority gives a leader the right to decide. Executive judgment determines the quality of the decision.

At the executive level, the question is rarely whether a decision has consequences. The question is which consequences the organization is prepared to accept—and why.

PRINCIPLE DRIVES JUDGMENT. JUDGMENT STRENGTHENS COMMUNITIES.

COURSE DESCRIPTION

Executive Judgment™ is a 24-hour advanced leadership course designed for law enforcement executives, command staff, and emerging senior leaders responsible for making consequential organizational decisions. Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—the course examines how leaders make sound, defensible decisions when information is incomplete, priorities compete, risks are uncertain, and every available option carries consequences.

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Executive Leadership: Leading Organizational Excellence

The poster features a man in a suit standing in a high-rise office, looking out at a city skyline at sunset. The Coates Leadership Institute logo is in the top left. The title 'EXECUTIVE LEADERSHIP' is in large white letters, with 'LEADING ORGANIZATIONAL EXCELLENCE' below it. A '40 HOURS' badge is centered. A paragraph describes the course as a 40-hour advanced leadership course for senior law enforcement executives. A 'FOCUS AREAS' section lists six areas with icons: Strategic Leadership, Organizational Culture, Executive Decision Making, Resource Stewardship, Leadership Development, and Public Trust & Legitimacy. A large call to action on the right says 'LEAD WITH VISION. MANAGE WITH INTEGRITY. CREATE A LEGACY OF EXCELLENCE.' with three stars. The bottom banner reads 'PREPARE TODAY. LEAD TOMORROW. LEAVE A LEGACY.' and the Coates Leadership Institute name is at the very bottom.

CLI Coates Leadership Institute
LEADERSHIP • CHARACTER • COMPETENCE

EXECUTIVE LEADERSHIP

LEADING ORGANIZATIONAL EXCELLENCE

40 HOURS

A 40-hour advanced leadership course for senior law enforcement executives committed to building high-performing organizations, strengthening culture, and leading with vision, integrity, and purpose.

FOCUS AREAS

- STRATEGIC LEADERSHIP**
Develop vision and set direction for long-term success.
- ORGANIZATIONAL CULTURE**
Build a culture of trust, accountability, and excellence.
- EXECUTIVE DECISION MAKING**
Make informed, ethical decisions with confidence and clarity.
- RESOURCE STEWARDSHIP**
Align resources with priorities to maximize impact.
- LEADERSHIP DEVELOPMENT**
Develop leaders at every level of the organization.
- PUBLIC TRUST & LEGITIMACY**
Strengthen community relationships and organizational credibility.

LEAD WITH VISION. MANAGE WITH INTEGRITY. CREATE A LEGACY OF EXCELLENCE.

★ ★ ★

PREPARE TODAY. LEAD TOMORROW. LEAVE A LEGACY.

COATES LEADERSHIP INSTITUTE

COURSE DESCRIPTION

Executive Leadership: Leading Organizational Excellence is a 40-hour advanced course designed for senior law enforcement leaders responsible for the direction, performance, and long-term health of their organizations. Participants examine strategic leadership, organizational culture, executive decision-making, resource stewardship, leadership development, and public trust and legitimacy. Grounded in the Four Domains of Professional Competence-Knowledge, Skill, Judgment, and Values-the course challenges executives to align people, systems, and organizational priorities while leading with vision, integrity, accountability, and purpose.

ORGANIZATIONAL COMPETENCE & PERFORMANCE SYSTEMS

Building systems that develop, reinforce, evaluate, learn from, and sustain professional competence.

Courses in this pathway: The Professional Competence Development System™, Institutionalizing Professional Competence, From Training to Competence™, From Incident to Improvement™

The Professional Competence Development System™



COURSE DESCRIPTION

The Professional Competence Development System™ is an advanced leadership course that provides law enforcement leaders with an integrated framework for intentionally developing and sustaining professional competence throughout an organization. Built on the Four Domains of Knowledge, Skill, Judgment, and Values, participants learn how to connect doctrine, assessment, training and development, workplace application, supervision, and continuous improvement into a coherent organizational system. The course moves professional development beyond isolated training events and provides leaders with a practical methodology for building competence across the career of every officer.

Institutionalizing Professional Competence

CLI COATES LEADERSHIP INSTITUTE
LEADERSHIP • CHARACTER • COMPETENCE

INSTITUTIONALIZING PROFESSIONAL COMPETENCE

A 40-HOUR COURSE

BUILDING SYSTEMS. SUSTAINING EXCELLENCE. LEADING THE FUTURE.
This 40-hour course equips law enforcement leaders with a proven framework to embed the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—into the structure, systems, and culture of their organizations for lasting impact and generational success.

ORGANIZATIONAL EXCELLENCE
BUILT ON COMPETENCE. SUSTAINED BY LEADERSHIP.

KNOWLEDGE
We know what's right.

SKILL
We know how to do it.

JUDGMENT
We make sound decisions.

VALUES
We do what is right.

SYSTEMS • CULTURE • ACCOUNTABILITY • CONTINUOUS IMPROVEMENT

KEY LEARNING AREAS

- ADOPT A DOCTRINE**
Create and implement a clear doctrine of professional competence.
- ALIGN SYSTEMS**
Integrate competence into evaluation, promotion, discipline, and policy.
- DEVELOP LEADERS**
Build leadership capacity to model, reinforce, and sustain the standard.
- MEASURE & AUDIT**
Use data and structured reviews to ensure continuous alignment and improvement.
- BUILD CULTURE**
Create an environment where competence is expected, valued, and rewarded.
- SUSTAIN SUCCESS**
Prepare the organization and its leaders to thrive through change and lead for the future.

TRANSFORM INTENT INTO INSTITUTIONAL STRENGTH.
Move beyond programs and initiatives—build an organization where professional competence is the standard, not the exception.

STRONG LEADERS. STRONG SYSTEMS. STRONGER ORGANIZATIONS.
— INSTITUTIONALIZE TODAY. LEAD CONFIDENTLY. LEAVE A LEGACY. —

INTEGRITY **ACCOUNTABILITY** **EXCELLENCE** **CONTINUOUS IMPROVEMENT**

COURSE DESCRIPTION

Institutionalizing Professional Competence is a 40-hour advanced leadership course designed to help law enforcement leaders move professional competence from a training concept to an enduring organizational standard. Using the Four Domains of Knowledge, Skill, Judgment, and Values, participants learn to align policy, supervision, training, evaluation, leadership development, accountability, and organizational culture around clearly defined expectations for professional performance. The course provides a practical framework for building systems that develop competence, measure performance, reinforce accountability, and sustain organizational excellence across generations of leaders.

From Training to Competence™

COATES LEADERSHIP INSTITUTE
EDUCATE | DEVELOP | STRENGTHEN | LEAD

KNOWLEDGE
SKILL
JUDGMENT
VALUES
A MORE COMPETENT
TOMORROW

SAME
MISSION.
DEEPER
IMPACT.

FROM TRAINING TO
COMPETENCE™
TURNING LAW ENFORCEMENT TRAINING INTO
DEMONSTRATED PROFESSIONAL PERFORMANCE

TRAINING
Delivering
Instruction

APPLICATION
Putting Learning
into Practice

OBSERVATION
Seeing
Performance

FEEDBACK
Guiding
Improvement

REINFORCEMENT
Building
Consistency

DEMONSTRATED CAPABILITY
Competence
in Action

TRAINING
BUILDS
KNOWLEDGE.
APPLICATION
BUILDS
COMPETENCE.

KNOWLEDGE
SKILL
JUDGMENT
VALUES
TRAIN
DEVELOP
PERFORM
PROTECT

PROFESSIONAL
COMPETENCE
IN ACTION

COURSE DESCRIPTION
From Training to Competence™ is a 24-hour professional-development course designed for law enforcement instructors, training coordinators, supervisors, school directors, and agency leaders responsible for developing professional capability. Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—this course examines the critical difference between delivering training, achieving learning, and producing competent workplace performance.

Participants learn how to connect instruction to application, observation, feedback, reinforcement, and demonstrated capability; identify barriers that prevent training from transferring to the workplace; incorporate judgment and values into training design; strengthen the partnership between instructors and supervisors; and evaluate whether training has actually produced meaningful improvement in professional performance.

KEY TOPICS INCLUDE

- Designing training for transfer to performance
- The role of supervisors in reinforcing learning
- Bridging the gap between training and practice
- Incorporating judgment and values into training
- Evaluating training effectiveness and impact
- Overcoming barriers to sustained improvement

COURSE DETAILS

- Length:** 24 Hours
- Audience:** Instructors, training coordinators, supervisors, school directors, academy personnel, and agency leaders
- Format:** Instructor-led, discussion-based, with practical exercises, case studies, and real-world scenarios
- Includes:** Student workbook, implementation tools, evaluation templates, and supplemental resources

Training is not complete when instruction ends. It is complete when learning becomes demonstrated performance.
Course completion tells us that training occurred.
Demonstrated capability tells us that competence developed.

BETTER TRAINING. STRONGER OFFICERS. SAFER COMMUNITIES.

COURSE DESCRIPTION

From Training to Competence™ is a 24-hour professional-development course designed for law enforcement instructors, training coordinators, supervisors, school directors, and agency leaders responsible for developing professional capability. Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—the course examines the critical difference between delivering training, achieving learning, and producing competent workplace performance.

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Course completion tells us that training occurred. Demonstrated capability tells us that competence developed.

From Incident to Improvement™

The poster for the 'From Incident to Improvement™' course features a central image of three police officers in uniform looking at a computer monitor displaying a night street scene. The title 'FROM INCIDENT TO IMPROVEMENT™' is prominently displayed in large, bold, yellow and white letters. Above the title, the text 'COATES LEADERSHIP INSTITUTE' and 'EDUCATE | DEVELOP | STRENGTHEN | LEAD' are visible. To the left, it says 'REAL EVENTS. HONEST CONVERSATIONS. STRONGER ORGANIZATIONS.' To the right, it says 'PEOPLE PRACTICES POLICY SUPERVISION TRAINING SYSTEMS A STRONGER TOMORROW'. Below the title, a subtitle reads 'TURNING ORGANIZATIONAL EXPERIENCE INTO LEARNING, CHANGE, AND STRONGER PROFESSIONAL PERFORMANCE'. A central graphic shows a sequence of seven steps: INCIDENT (Recognize the Event), EVIDENCE (Gather and Validate Facts), ANALYSIS (Identify Contributing Factors), LEARNING (Identify Key Lessons), ACTION (Implement Changes), VERIFICATION (Measure Effectiveness), and IMPROVEMENT (A Stronger, More Competent Agency). To the right of this sequence is a circular graphic with the words 'KNOWLEDGE', 'SKILL', 'JUDGMENT', and 'VALUES' around a central star, with the text 'INCIDENTS INFORM. LEADERS IMPROVE.' inside. At the bottom, a quote reads: 'An incident becomes organizational learning only when what is discovered changes what the organization does.' Below the quote, it says 'Not every individual failure is a system failure. But every significant failure is an opportunity to examine whether the system contributed to it, detected it, or could prevent its recurrence.'

COURSE DESCRIPTION

From Incident to Improvement™ is a 24-hour advanced leadership course designed to help law enforcement supervisors, command staff, trainers, and executives transform incidents, near misses, complaints, performance failures, and other significant events into opportunities for organizational learning and improvement.

Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—this course moves beyond determining what happened to examine what the event may reveal about the people, practices, supervision, training, policies, and systems surrounding performance.

Participants learn to identify patterns and warning signs, conduct structured analysis, develop appropriate corrective or developmental actions, and verify whether organizational changes actually improve future performance.

KEY TOPICS INCLUDE

- Types of incidents and what they reveal
- Evidence collection and analysis
- Individual vs. organizational factors
- Root cause and contributing conditions
- Translating lessons into meaningful action
- Supervisory and leadership responsibilities
- Policy, training, and system improvements
- Measuring effectiveness and sustaining change

COURSE DETAILS

Length: 24 Hours

Audience: Supervisors, command staff, trainers, executives, and others responsible for organizational performance

Format: Instructor-led, discussion-based, with practical exercises, case studies, and real-world scenarios

Includes: Student workbook, analysis templates, implementation tools, and assessment resources

"An incident becomes organizational learning only when what is discovered changes what the organization does."

Not every individual failure is a system failure. But every significant failure is an opportunity to examine whether the system contributed to it, detected it, or could prevent its recurrence.

LEARN FROM EXPERIENCE. STRENGTHEN WHAT WORKS. BUILD A MORE COMPETENT TOMORROW.

COURSE DESCRIPTION

From Incident to Improvement™ is a 24-hour advanced leadership course designed to help law enforcement supervisors, command staff, trainers, and executives transform incidents, near misses, complaints, performance failures, and other significant events into opportunities for organizational learning and improvement. Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—the course moves beyond determining what happened to examine what the event may reveal about the people, practices, supervision, training, policies, and systems surrounding performance.

Participants learn to distinguish individual performance issues from broader organizational conditions, identify recurring patterns and warning signs, conduct structured post-incident analysis, examine contributing factors without automatically assigning systemic blame, translate lessons into appropriate corrective or developmental action, and verify whether organizational changes actually improve future performance.

An incident becomes organizational learning only when what is discovered changes what the organization does.

Not every individual failure is a system failure. But every significant failure is an opportunity to examine whether the system contributed to it, detected it, or could prevent its recurrence.

EMERGING & ADVANCED PROFESSIONAL COMPETENCE

Addressing significant new challenges while preserving human professional capability and accountability.

Courses in this pathway: Professional Competence in the Age of AI™

Professional Competence in the Age of AI™

COATES LEADERSHIP INSTITUTE
EDUCATE | DEVELOP | STRENGTHEN | LEAD

SAME MISSION.
NEW REALITIES.
GREATER RESPONSIBILITY.

TECHNOLOGY CHANGES TOOLS.
PEOPLE DETERMINE OUTCOMES.

**PROFESSIONAL COMPETENCE
IN THE AGE OF AI™**

PRESERVING HUMAN JUDGMENT, ACCOUNTABILITY,
AND PROFESSIONAL CAPABILITY IN AN AI-ASSISTED WORLD

HUMAN JUDGMENT | ETHICAL USE | ACCOUNTABILITY | PUBLIC TRUST | A STRONGER TOMORROW

COURSE DESCRIPTION
Professional Competence in the Age of AI™ is a 24-hour advanced course designed to prepare law enforcement professionals, supervisors, trainers, command staff, and executives for the growing influence of artificial intelligence on policing and professional decision-making. Grounded in the Four Domains of Professional Competence—Knowledge, Skill, Judgment, and Values—the course examines how AI can enhance professional capability while also creating new risks involving dependency, verification, accountability, and the erosion of human expertise.

Participants examine the responsible use of AI-assisted information, automation bias, verification of AI-generated content, preservation of professional knowledge and skill, human responsibility for technology-assisted decisions, supervisory oversight, ethical considerations, and the continuing importance of independent professional judgment.

KEY TOPICS INCLUDE

- The evolving role of AI in law enforcement
- Opportunities and risks
- Human judgment and accountability
- Verification and critical analysis
- Ethical considerations
- AI and report writing
- Supervisory oversight and policy
- Maintaining the Four Domains in a technology-driven environment
- Preparing for what's next

COURSE DETAILS

Length: 24 Hours

Audience: Law enforcement professionals, supervisors, trainers, command staff, executives, and others responsible for professional development and technology integration

Format: Instructor-led, discussion-based, with practical exercises, case studies, and real-world scenarios

Includes: Student workbook, scenario exercises, discussion guides, and implementation resources

TECHNOLOGY CAN ASSIST.
ONLY PEOPLE CAN BE ACCOUNTABLE.

"Technology does not replace competence. It exposes its absence."

Artificial intelligence can assist professional judgment. It cannot assume professional responsibility."

SAME PROFESSION.
A MORE COMPLEX TOMORROW.

COURSE DESCRIPTION

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Participants examine the responsible use of AI-assisted information, automation bias, verification of AI-generated content, preservation of professional knowledge and skill, human responsibility for technology-assisted decisions, supervisory oversight, ethical considerations, and the continuing importance of independent professional judgment. Rather than teaching a specific AI platform, the course prepares law enforcement personnel to evaluate and use emerging technologies while maintaining the human competence necessary to question, verify, decide, and remain accountable.

Technology does not replace competence. It exposes its absence.

Artificial intelligence can assist professional judgment. It cannot assume professional responsibility.

When technology can increasingly tell us what to write, what to look for, what patterns exist, and even what decision it recommends—what must the professional still know, be able to do, decide, and value independently?



COATES LEADERSHIP INSTITUTE

EDUCATE | DEVELOP | STRENGTHEN | LEAD

"Developing competent leaders at every level builds stronger agencies and safer communities."

— M. WAYNE COATES

KNOWLEDGE
SKILL
JUDGMENT
VALUES

PROFESSIONAL COMPETENCE LEADERSHIP ACADEMY™

600 HOURS • SIX COURSES • ONE INTEGRATED LEADERSHIP DEVELOPMENT SYSTEM

FROM FOUNDATIONS TO EXECUTIVE LEADERSHIP.



SAME
PROFESSION.
HIGHER
STANDARDS.
A STRONGER
TOMORROW.

LEADERSHIP
INTEGRITY
SERVICE
ACCOUNTABILITY
PROFESSIONAL
COMPETENCE
SAFER
COMMUNITIES

A COMPLETE
LEADERSHIP
JOURNEY.



PROFESSIONAL
COMPETENCE
IN POLICING



THE QUIET CRISIS
OF COMPETENCE



LEAD WHERE
YOU STAND



EVALUATING
EXCELLENCE



TEAM BUILDING
THE RIGHT WAY



PRINCIPLE-DRIVEN
LAW ENFORCEMENT

OFFICER
Build the Foundation

SUPERVISOR
Develop and Guide

COMMAND
Lead and Manage

EXECUTIVE
Shape the Future

SIX COURSES. ONE DOCTRINE. A LIFETIME OF IMPACT.

BUILT ON THE FOUR DOMAINS OF PROFESSIONAL COMPETENCE

KNOWLEDGE • SKILL • JUDGMENT • VALUES

PEOPLE
PRACTICES
POLICY
SUPERVISION
TRAINING
SYSTEMS
A STRONGER
TOMORROW

REAL LEADERSHIP.
REAL PEOPLE.
REAL COMMUNITIES.
LASTING IMPACT.

PROFESSIONAL COMPETENCE LEADERSHIP ACADEMY

A Comprehensive Leadership-Development Pathway

Separate from the 24-course professional-development portfolio, the Professional Competence Leadership Academy is CLI's comprehensive 600-hour developmental program. It consists of six 100-hour courses delivered across a progressive leadership curriculum, allowing participants to study professional competence at a depth that cannot be achieved in a stand-alone course.

The Academy and the individual course portfolio serve different needs. Colleges and agencies may begin with a single course or customized pathway, while organizations seeking sustained development can pursue the complete Academy experience.

Partnership & Delivery

CLI courses are designed for practical application in law enforcement and can support community-college offerings, agency-hosted programs, regional training initiatives, and customized professional-development pathways. Delivery may include classroom, online, cohort, or blended formats where appropriate.

COMPETENCE IS NOT A DESTINATION. IT IS A STANDARD.