

Dear SWAT Leader

We are asking for your help in conducting research into leadership in extreme situations with a focus on groups who are part of critical first responder organizations. The World Series of SWAT competition conducted by On Target Communications provides a tremendous opportunity to study how leadership affects preparations for the competition and the performance of the team during the competition, as well as how the team debriefs and learns from events. Your participation in this research will help identify leadership and team processes that influence team performance in extreme situations. Your participation will also help those who lead America's first responders and military to better meet those critical demands. Below you will find brief descriptions of the researchers asking for your assistance.

Dr. Bruce Avolio who is the Director of the Gallup Leadership Institute (GLI) at the University of Nebraska – Lincoln will serve as the principle researcher. Lieutenant Colonel (P) Sean Hannah, Ph.D. who is the Director of Leadership and Management Programs at the United States Military Academy, West Point, New York will be participating in the research. Lieutenant Mark Bowman who is a patrol lieutenant and has served as a SWAT officer with the Virginia Beach, Virginia Police Department will also be participating in the research. Additional research associates involved in the project from GLI will include:

- Dr. Brad West - a GLI faculty member and expert on team dynamics/performance.
- Dr. Peter Harms - a GLI post doc research associate and expert on personality research.
- Dr. Todd Weber - a GLI post doc research associate and expert on group identity.

Pages two and three of this letter contain short biographies for Dr Avolio, LTC (P) Hannah, and Lt. Bowman.

This research will measure individual, team, and leadership characteristics that are expected to predict performance in extreme situations. In order to measure those characteristics we ask that you and each of your team members complete an approximately 30 minute survey prior to the startup of competition. Also, during down time between some of the competitive events we ask that you and your team members complete three short, 2 to 3 minute surveys. We would also like to conduct interviews with you and one or two members of your team when time permits between events. Following the competition we ask that you and each of your team members complete a follow-up survey approximately 30 minutes in length through a secure GLI web survey system. Please note, that no individual, team or department will be identified in any publication resulting from this research or in any other manner. Individual responses will be known only to the researchers and will not be revealed to anyone outside the research team. Only averages will be reported back to each team participating in the research. Lt. Mark Bowman will contact each SWAT team leader in late January and early February to coordinate participation in the research.

Each SWAT team will receive feedback on its individual and team, leadership characteristics that contributed to performance, as compared with the other participating teams. We will offer advice in the feedback reports on how to better prepare for future competitive events and more importantly for its very important operational responsibilities.

We thank you for helping us better understand leadership in extreme situations and helping America's first responders and military keep America safe.

Dr. Bruce Avolio

LTC (P) Sean Hannah, Ph.D.

Lt. Mark Bowman

Bruce J. Avolio, Ph.D.

Clifton Chair in Leadership, College of Business Administration, University of Nebraska-Lincoln; Director, Gallup Leadership Institute, University of Nebraska-Lincoln

Dr. Avolio has an international reputation as a researcher and practitioner in leadership. He has consulted with public and private organizations in North and South America, Africa, Europe, and Southeast Asia, as well as in Australia, New Zealand, Saudi Arabia and Israel. His research and consulting includes work with the militaries of the United States of America, Singapore, Sweden, Finland, Israel, and South Africa.

Dr. Avolio has published nine books and over a hundred articles on leadership and related areas. His books include *Transformational and Charismatic Leadership: The Road Ahead* (Elsevier Science, 2002), *Full Leadership Development: Building the Vital Forces in Organizations* (Sage Publications, 1999), and *Developing Potential Across a Full Range of Leadership: Cases on Transactional and Transformational Leadership* (Lawrence Erlbaum Associates, 2000). His newest books are *Leadership Development in Balance: Made/Born* (Lawrence Erlbaum Associates, February 2005), *The High Impact Leader: Moments Matter in Authentic Leadership Development* (McGraw-Hill 2006) and *Psychological capital: Developing the human competitive edge* (Oxford Press, 2007) with Fred Luthans and Carolyn Youssef.

Dr. Avolio has worked with government agencies on national leadership development projects, and with governments at the state and local level. His projects include:

- Developing a strategic leadership development system for the South African Military and Department of Correctional Services
- Participating in senior-level leadership development seminars with Australian, U.S., South African, New Zealand, Singaporean, Canadian and Israeli government.
- Directing a 4 year, \$1 million (U.S.) Kellogg grant to develop community leaders in New York state; participants included community leaders from government agencies, school systems, nonprofit agencies, and universities
- Directing two Army Research Institute grants on combat and non-combat leadership totaling 1.5 million.
- Helping to establish one of the first leadership academies for developing educational leadership in New York and Nebraska
- Working with public healthcare leaders to design a leadership institute for healthcare providers and educators.
- Working on a 2 year project with the U.S. Veteran's Administration on strategic leadership development.

Dr. Avolio's latest interest and presentations focus on the following:

- *How do we accelerate authentic leadership development?*
- *How do we use the positive psychological capacities of leaders to accelerate change?*
- *How do we show decision makers the 'return on development' investment in leadership?*

Sean T. Hannah, Ph.D.

Sean T. Hannah is the Director of Leadership and Management Programs at the United States Military Academy where he teaches and studies leadership. His research investigates positive forms of leadership development including leader complexity, authenticity, moral development, leadership efficacy, and courage. His most recent works are published in the *Journal of Organizational Behavior* and the *Journal of Positive Psychology*, and the books *Forging the Warriors Character*, and *Leadership Lessons from West Point*, as well as *Authentic leadership theory and practice: Origins, effects, and development*. He received an MPA and MBA from Syracuse and a PhD from the University of Nebraska. A career Army Infantry officer, he served in numerous combat and contingency operations including Desert Storm, Operation Sea Signal, Cuba, Panama, the Los Angeles Riots, and the Pentagon on 9/11.

Mark D. Bowman, MPSL

Mark D. Bowman has over 28 years of law enforcement experience and is currently assigned to the Virginia Beach, Virginia Police Department's Operations Division in the 2nd Precinct as a Patrol Lieutenant. He previously served as a Sergeant in Professional Development & Training as the Department's leadership development coordinator. He has served as the lead faculty member and coordinator for the Department's West Point Leadership Course since its inception in 2003. He frequently consults and instructs for the Center for Police Leadership, International Association of Chiefs of Police. Lt Bowman has also served as a Patrol Sergeant, a Detective Sergeant, a Master Police Officer, a Drug Recognition Expert on the Department's DUI Task Force, and as a SWAT Officer.

Lt. Bowman received a Bachelor of Arts degree in Criminal Justice from the University of Arkansas at Little Rock and a Masters in Public Safety Leadership from Christopher Newport University. He is a Ph.D. candidate in Public Administration and Urban Policy at Old Dominion University.

Lt. Bowman served 26 years on active and reserve duty; both enlisted and commissioned, and retired as a Major from the U. S. Army Reserve. He served over 18 years as a Special Forces Officer, twice commanding a Special Forces A Detachment. He has completed a variety of professional education courses at the U. S. Army Infantry School, JFK Special Warfare Center and School, and the U. S. Army Command and General Staff College.