NORMANDY

“D-DAY”

LEADERSHIP EXPERIENCE

26 APRIL—MAY 03, 2020

An approved NJSACOP Accredited Chief/Command Executive [ACE] Professional Development Course
The NJSACOP Normandy Leadership Experience brings participants to the site of one of the world’s great strategic and tactical operations—the 1944 Allied liberation of France—to learn timeless lessons on leadership.

Beyond its place in history, Normandy was a profound test of leadership, yielding insights that remain highly relevant today. The challenges these historic leaders faced remain familiar to contemporary law enforcement leaders — how to do more with less, how to inspire people working under tough conditions, how to empower others to adapt to a world of constant change. Their solutions can inspire us in ways that conceptual, lecture-based training never will.

The underlying purpose of this course is to teach today’s law enforcement leaders about democratic leadership and decision making by immersing them in a “living classroom” – a case study come to life. Modeled on a technique used to train and prepare U. S. Army officers in leadership and decision-making, the experience lets participants see and feel, as no mere classroom lecture can, the challenges that faced commanders in World War II’s pivotal battle in the West. The course provides the historical and strategic context and facilitates in-depth discussion to reach a deep understanding of “leadership in action.” Executives will leave prepared to be better leaders and armed with battle-tested tools they can use immediately.

Through this unique course, participants gain new insights on how to:

- build flexible organizations that execute in the midst of fast moving events and rapid change
- develop leaders who think strategically to prepare for complex and dynamic environments
- explore how leaders earn the trust of subordinates
- build strong coalitions, across cultures and generations, for competition in contemporary conditions prepare the next generation of leaders

The Normandy Invasion, and D-Day specifically, is a rich and stimulating source of leadership insight relevant to the challenges (and opportunities) of the current law enforcement environment. Planning, organization, communication, teamwork and initiative amidst profound and increasingly rapid changes in circumstance are as critical now to effective execution as they were in 1944.

Throughout the Normandy Leadership Experience we examine key strategic objectives and the tactical events that accompanied them, and focus on the role that leadership played in effective implementation, or the lack thereof. We also reflect upon the relevance of these timeless lessons and how each relates to contemporary leadership initiatives in participants’ current roles. Participants will prepare for the session by reading selected books and excerpts, and participating in an orientation program. A delegate book containing case studies, relevant information for the program, and journal pages will be provided for each participant.
The Staff Ride: A Proven Tool for Continuing Professional Development

In-depth study of leadership lessons from history - in the authentic landscape and context - provides a dynamic platform from which to explore, discuss and highlight contemporary leadership topics and issues. The course is structured using the “Staff Ride” model which has been used for over a century by, among others, the United States Military Academy at West Point, the Army War College, the Marine Corps University, and the U.S. Naval War College. A staff ride is a case study, typically of a military battle or campaign, conducted on the ground where the event happened. It is considered an essential instructional technique in advanced military schools and in field units. Experiential learning is not new, and in fact it has been enthusiastically accepted and adopted by the private sector. The NJSACOP has pioneered the adoption of this concept for contemporary law enforcement management and leadership development programs. Police Executives who participate in Law Enforcement Staff Rides visit and study a select battlefield for the purpose of drawing parallels between that military campaign and their own issues/challenges, including leader training, supply chain management, timely decision-making, effective communications, and resource deployment.

A significant component of this detailed study is the analysis of the terrain over which the action took place and the effect of that terrain upon the decisions and decision-making process of the leaders to be studied. It is this three dimensional visualization of the battlefield that separates a staff ride from a more traditional classroom experience. Another important aspect of the staff ride model is that participants are taken completely out of their “normal” context, freeing them to challenge their perceptions and assumptions, and be more open to take in lessons.

Ossad, Steven L. Wharton Leadership Digest January, 2006, Volume 10, Number 4
Premier academic institutions have also taken note of the utility of the staff ride in other contexts as well. "The staff ride is no longer for military personnel alone. Over the past decade, the Wharton School and a number of other universities and commercial organizations have adapted the practice for executive management and leadership development training. Aimed primarily at business students and other professionals, the corporate staff ride draws on the popularity of experiential learning while exploiting the intensity of combat to dramatize decision-making under the most extreme circumstances.... Studying the life and death decisions of military leaders on the very ground where the consequences of those decisions played out is a powerful experience. When it comes to executive training, corporate staff rides offer an unforgettable set of lessons."

In this extensive review of executive development efforts across a multitude of private and public sector organizations, the OPM found that, in contrast to much of the public sector, the private sector “adopts a holistic approach to the continued development of executives by offering a wide range of developmental activities.” Moreover, in the top performing private sector organizations, chief executives often serve as sponsors of such executive development efforts, which “cascades down and engages the rest of the organization in creating a culture that values learning and development.” As a result of this extensive literature review and benchmarking interviews that comprised the OPM study, several key themes and trends consistently emerged, including:

⇒ Experiential Learning is Key
⇒ Linking learning and development opportunities to the organization’s mission and strategic goals
⇒ Executive sponsorship is vital
⇒ A blended approach is helpful

The NJSACOP has put these pedagogic recommendations to full use in constructing the “NJSACOP Normandy—D-Day Leadership Experience.”

“I truly believe that the staff ride concept produced an environment for an unprecedented learning experience.” He noted that even though the staff ride evolved from a military concept, it has nothing to do with war. “He underscored that people who have never experienced a staff ride should not mistakenly assume it equates [their business] with the business of war. In fact, it does no such thing.” [Robert Mutch, US Fire Service consultant, quoted in "What’s A Staff Ride?,” Volume 62, No. 4, Fall 2002, pp 6-7, US Department of Agriculture Forest Service: Fire Management Today]
TENTATIVE COURSE AGENDA

Pre-course:
- Reading list / assignments distributed
- Pre-course orientation
- Delegates fly to London, ENGLAND

Sunday, 26 April 2020
- Attendees meet at Heathrow Airport, London, ENGLAND
- Transport to Dover, Kent, ENGLAND
- Course orientation and briefing
- Dover Castle; Battle of Britain

Monday, 27 April 2020
- Transport to Bayeux, Normandy, FRANCE
- Sword, Gold and Juno Beaches
- Pegasus Bridge; Merville Battery; Longues-sur-Mer Gun Battery; Arromanches
- Overnight in Bayeux, Normandy, FRANCE

Tuesday, 28 April 2020
- Discussion / reflection on previous day’s learning
- Utah Beach, US Airborne landings
- Ste. Mer Eglise, Marie-du-Mont, La Fiere; Carentan
- Overnight in Bayeux, Normandy, FRANCE

Wednesday, 29 April 2020
- Discussion / reflection on previous day’s learning
- Omaha Beach, US landings
- 1st and 29th Division monuments, German bunkers
- Pointe du Hoc and 2nd Ranger Battalion attack; Argentan and Falaise
- Overnight in Bayeux, Normandy, FRANCE

Thursday, 30 April 2020
- Discussion / reflection on previous day’s learning
- Normandy American Cemetery & Memorial
- Overnight in Bayeux, Normandy, FRANCE

Friday, 01 May 2020
- Discussion / reflection on previous day’s learning
- Transport to London, ENGLAND
- Case Study: Leadership in Times of Crisis—Winston Churchill
- Overnight in London, ENGLAND

Saturday, 02 May 2020
- Debrief / reflection on the “Leadership Experience” / roundtable on lessons learning and applicability to the modern police workplace
- Overnight in London, ENGLAND

Sunday, 03 May 2020
- Course closure
- Transport to Heathrow Airport / Departure of delegates
**Pegasus Bridge**

Pegasus Bridge is a bascule bridge (a type of moveable bridge), built in 1934, that crossed the Caen Canal, between Caen and Ouistreham, in Normandy, France. Also known as the Bénouville Bridge after the neighboring village, it was, with the nearby Ranville Bridge over the river Orne, a major objective of Operation Deadstick, part of Operation Tonga in the opening minutes of the invasion of Normandy. A glider-borne unit of the British 6th Airborne Division, commanded by Major John Howard, was to land, take the bridges intact and hold them until relieved. The successful taking of the bridges played an important role in limiting the effectiveness of a German counter-attack in the days and weeks following the invasion. In 1944 it was renamed Pegasus Bridge in honor of the operation. The name is derived from the shoulder emblem worn by the British airborne forces, which is the flying horse Pegasus.

**Merville Gun Battery**

The Battle of Merville Gun Battery occurred on 6 June, 1944, as part of the Normandy landings. Allied intelligence believed the Merville Gun Battery was composed of heavy-caliber guns that could threaten the British landings at Sword Beach, only 8 miles away. The British 9th Parachute Battalion, part of the 6th Airborne Division, was given the objective of destroying the battery. However, when the battalion arrived over Normandy, their parachute descent was dispersed over a large area, so instead of over 600 men, only 150 with no heavy weapons or equipment arrived at the battalion assembly point. Regardless, they pressed home their attack and succeeded in capturing the battery, only to discover that the guns were old First World War vintage, without the range to trouble the landings. Using what explosives they had been able to recover, the surviving 75 men tried to disable the guns. Once the paratroopers had withdrawn, two of the guns were put back into action by the Germans. Another attack the next day by British Commandos failed to recapture the battery, which remained under German control until 17 August, when the German Army started to withdraw from the area.

**The Normandy Landings**

Codenamed Operation Neptune, the Normandy Landings, were the landing operations on 6 June 1944 (termed D-Day) of the Allied invasion of Normandy in Operation Overlord during World War II. The largest seaborne invasion in history, the operation began the invasion of German-occupied western Europe and contributed to an Allied victory in the war. The amphibious landings were preceded by extensive aerial and naval bombardment and an airborne assault—the landing of 24,000 British, US, and Canadian airborne troops shortly after midnight. Allied infantry and armored divisions began landing on the coast of France starting at 6:30. The target 50-mile stretch of the Normandy coast was divided into five sectors: Utah, Omaha, Gold, Juno and Sword Beach. The Allies failed to achieve all of their goals on the first day, but gained a foothold that they gradually expanded over the coming months.
Utah Beach was the code name for the right flank, or westernmost, of the Allied landing beaches. Utah was added to the invasion plan toward the end of the planning strategies, when more landing crafts became available. Despite being substantially off course, the US 4th Infantry Division landed with relatively little resistance, in stark contrast to Omaha Beach, where the fighting was fierce.

Omaha Beach

The primary objective at Omaha was to secure a beachhead of some five miles depth, between Port-en-Bessin and the Vire River, linking with the British landings at Golf to the east, and reaching the area of Isigny to the west to link up with VII Corps landing at Utah. Opposing the landings was the German 352nd Infantry Division, a large portion of whom were teenagers, through they were supplemented by veterans who had fought on the Eastern Front. The 352nd had never had any battalion or regimental training. Of the 12,020 men of the division, only 6,800 were experienced combat troops, detailed to defend a 33 mile front. The Germans were largely deployed in strongpoints along the coast—the German strategy was based on defeating any seaborne assault at the water line. Nevertheless, Allied calculations indicated that Omaha's defenses were three times as strong as those they had encountered during the Battle of Kwajalein and its defenders were four times as many. Very little went as planned during the landing at Omaha. Difficulties in navigation caused the majority of landing craft to miss their targets throughout the day. The defenses were unexpectedly strong, and inflicted heavy casualties on landing US Troops. Under heavy fire, the engineers struggled to clear the beach obstacles; later landings bunched up around the few channels that were cleared. Weakened by the casualties taken just in landing, the surviving assault troops could not clear the heavily defended exits off the beach. This caused further problems and consequent delays for later landings. Small penetrations were eventually achieved by groups of survivors making improvised assaults, scaling the bluffs between the most heavily defended points. By the end of the day, two small isolated footholds had been won, which were subsequently exploited against weaker defenses further inland, thus achieving the original D-Day objectives over the following days.

Normandy American Cemetery & Memorial

Established by the U.S. First Army on June 8, 1944 and the first American cemetery on European soil in World War II. The cemetery site, at the north end of its half mile access road, covers 172.5 acres and contains the graves of 9,387 of our military dead, most of whom lost their lives in the D-Day landings and ensuing operations. On the Walls of the Missing, in a semicircular garden on the east side of the memorial, are inscribed 1,557 names. Rosettes mark the names of those since recovered and identified.
Detective Chief Inspector David Annets has served as the Executive Director of the New Jersey State Association of Chiefs of Police since 1999. Previously, he performed a variety of uniformed and detective roles at all ranks from Constable to Detective Chief Inspector, during which time he lead a number of diverse teams in a variety of operational and strategic roles including surveillance, covert, intelligence, homicide investigations and reviews of high profile unsolved crimes and Roads Policing.

For four years (2010 – 2013), DCI Hollands was seconded to the College of Policing, where he served as a Leadership Tutor (Instructor). While on the faculty of the College of Policing, he designed and delivered the Executive Skills Module portion of the Foundation for Senior Leaders Programme. He also delivered sessions of the Business and Professional Policing Skills modules. During his tenure at the College DCI Hollands also designed and delivered leadership training for senior leaders in the Special Constabulary. In addition to his position with the College of Policing, DCI Hollands also lectured at the European Police College and three times at the annual NJSACOP Police Executive Institute on the relevance and importance of key leadership issues today through the use of case studies that examine the leadership successes and failures of historical leaders. At the College of Policing DCI Hollands was awarded two Director’s Commendations for his work in designing and delivering leadership training nationally and internationally. In 2001, he received a Leadership Award from the Ashridge Business School for his research into leading policing within diverse communities.

DCI Hollands currently is a professional battlefield guide and a published author of several books on military history.

Professor William "Pat" Schuber
William "Pat" Schuber is an Assistant Professor in the School of Administrative Science, Fairleigh Dickinson University. He is a faculty member in the Master of Administrative Science (MAS), Master of Science in Homeland Security (MSHS), and Bachelor of Arts in Individualized Studies (BAIS). His courses include Leadership, Government, Homeland Security, Law, Ethics and Communication. He is also the Co-Director of the Diplomacy and International Relations Program. Professor Schuber is a past Adjunct Professor in Business Law at Montclair University and Seton Hall University. He is an Instructor in the Certified Public Manager Course of Studies (CPM) and the NJSACOP Police Executive Institute. Professor Schuber has also instructed for the New Jersey State Police (NJSP).

Professor Schuber has conducted Leadership Staff Ride Seminars at the Battlefields of Normandy, Gettysburg, Antietam, Manassas, Trenton, Princeton, Monmouth Courthouse, and Brandywine. He lectures frequently on military history, historical leadership, homeland security, ethics, communication and conflict resolution to numerous civic groups, and is the Seminar Director for the Bergen Leads Program sponsored by the Volunteer Center of Bergen County. This program trains future leaders in business, non-profit and government. He has also published several scholarly articles and co-authored books on topics of History, Leadership and Homeland Security.

Previously, Professor Schuber served as the County Executive of Bergen County for 12 years, and served for 9 years as a member of the New Jersey State Assembly. He was also the Mayor of the Borough of Bogota for 4 years. More recently, he has been appointed a Commissioner of the Port Authority of New York and New Jersey. He is a graduate of Fordham University with a BA and received his JD at Fordham University School of Law.

EXECUTIVE INSTRUCTORS:

Chief Inspector Dean Hollands
Dean Hollands, MPhil, MSc, BSc Hons., is a former Detective Chief Inspector with the Surrey (UK) Police, having previously served seven years in the Royal Army Ordinance Corps. While with the RAOC, DCI Hollands served in the United Kingdom, West Germany, Falkland Islands and Cyprus, before joining Surrey Police in 1989. His most recent police posting was as the lead on the Surrey Police Force Improvement Team. Previously, he performed a variety of uniformed and detective roles at all ranks from Constable to Detective Chief Inspector, during which time he lead a number of diverse teams in a variety of operational and strategic roles including surveillance, covert, intelligence, homicide investigations and reviews of high profile unsolved crimes and Roads Policing.

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DCI Hollands currently is a professional battlefield guide and a published author of several books on military history.

Executive Director Mitchell C. Sklar
Mitchell Sklar has served as the Executive Director of the New Jersey State Association of Chiefs of Police since 1999. Prior to joining the NJSACOP, Mr. Sklar served as legislative advisor for Law Enforcement, Criminal Justice, Judiciary, and related issues for a United States Senator in Washington, DC. He received his Juris Doctor degree from the Rutgers University School of Law, a Master of Administrative Science degree from Fairleigh Dickinson University, and a Bachelor of Arts degree in Politics and Government from the University of Hartford. He has completed the Police Legal Advisors Training Program at the United States Federal Law Enforcement Training Center [FLETC] in Glync, Georgia, the Executing Public Policy for Police Executives and Integrated Risk Management programs at the Leadership Development Centre, Canadian Police College in Ottawa, Ontario, and the Senior Leadership Programme, Foundation for Senior Leaders at Great Britain’s College of Policing at Bramshill, Hampshire, England. Additionally, he has received a Certificate in Facilitation Skills and a Certificate in Training Needs Analysis from the British Institute for Learning and Development & The Training Foundation.

Detective Chief Inspector David Annets
Dave Annets is the Director for Leadership Lessons Limited [www.leadershiplessons.co.uk], delivering bespoke leadership training, consulting, coaching and mentoring to organizations and individuals within the public and private sector. Previously, he served as the International Director for the double Queen’s Award winning TAP Training Accreditation Programme for L&D Professionals, and the Global Director of the Policing Sector. DCI Annets retired from the Hampshire Constabulary [UK] with the rank of Detective Chief Inspector, and has extensive International Relations experience within the context of European Police cooperation and leadership training. In his later years in policing, DCI Annets was an International Policing Advisor at the UK’s College of Policing, and remains an Associate Tutor within the International Academy. In his role as UK’s National Contact Point for the European Police College (CEPOL), DCI Annets was the Course Director for Strategic and Operational Counter-terrorism training 28.
New Jersey State Association of Chiefs of Police
751 Route 73 North, Suite 12
Phone: (856) 334-8943  Fax: (856) 334-8947
njsacop@njsacop.org
www.njsacop.org
@njsacop
2020 Normandy- “D-Day” Leadership Experience

26 April — 03 May 2020

MAKE CHECKS / PURCHASE ORDERS PAYABLE TO AND SEND TO:

New Jersey State Association of Chiefs of Police
751 Route 73 North, Suite 12, Marlton, NJ 08053
P: 856.334.8943 F: 856.334.8947 E: njsacop@njsacop.org

COST: $2,450 per attendee

REGISTRATION FORM

Name: ______________________________________________________________________

Rank/Title: ______________________________________________________________________

Agency: ______________________________________________________________________

Address: ______________________________________________________________________

City: ____________________________ State: __________ Zip: __________

Phone/Fax/E-Mail: __________________________

PAYMENT:

Form of Payment: Check ___ Purchase Order ___ Credit Card: __Visa __ Mastercard __ AMEX

Credit Card #: __________________________ Expiration Date: _________________

CC Security Code: ____________

Billing Address: ___________________________________________________________________

City/State/Zip: ___________________________________________________________________

________________________________________                ____________________
Signature                                      Date

The Normandy-“D-Day” Leadership Experience is able to accommodate up to 24 delegates. Applications are accepted on a “first come, first served” basis, with final approval reserved by the NJSACOP. Each of the delegates will assume responsibility for airfare and program fee and tuition. Accommodations and in-country transport will be included within the program fee. Some food costs may be included in the fee. Any food, beverage or other costs over and above that provided to delegates will be the responsibility of each individual delegate.