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Improving the Image and Reputation
of the Security Profession

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Abstract

This paper addresses ways to enhance the look, reputation, training, and leadership qualities in the security profession. Additionally, the author draws from, peer-reviewed articles, as well as literature published by professional organizations, to discuss leadership and communication techniques that will give a new face to the security industry. Some of the specific issues that are examined include: (1) professional regulations that have changed the security industry, such as requiring security officers to be licensed to work at a security agency, (2) training officers in security while they are on the job, (3) training officers in management techniques, and (4) training security officers in recognizing hazards, which also includes illegal and terrorist activity. Additionally, this paper examines the need for increased leadership roles from security directors and managers, as well as ways that security officers can become leaders, and expand their education in the security industry.

For years now, security officers have had many negative labels attached to them, partly because security officers were either thought to be bullies, lazy, or slow. Additionally, security officers are in some ways labeled as "the average security guard", who is underscreened, undertrained, undersupervised, and underpaid (Collins *et al*., 2008, p. 160). These negative stereotypes make security officers seem as if their job is not important, and only add to low morale at their post. In addition to some the public's negative image of security officers, security administrators, supervisors, and managers, should be aware of factors that pose negative impacts on employees, and work on ways to professionalize their organization, so security officers are not looked at as just average, but neat, organized, and knowledgeable in their field.

Dr. Mortimer R. Feinberg, Professor of Psychology at the Baruch School of Business and Public Administration has identified the "Ten Deadly Demotivators" that lower employee morale. They consist of, never belittling subordinates, never criticizing a subordinate in front of others, never fail to give your subordinates your full attention, at least occasionally, never give your subordinates the impression that you are primarily concerned with your own interests, never play favorites, never fail to help your subordinates grow-when they are deserving, never be insensitive to small things, never "show up", or point out faults of employees, never lower your personal standards, and never vacillate when making a decision (Sennewald, 2011, pp. 106-107).

Moreover, even though Sennewald provides examples on how to treat employees with respect, low pay is something that even the best security director or manager cannot fix. In one shift, a security officer has to protect against and prevent fire hazards, larceny, vandalism, and other emergency situations, including illegal activities (Graves, 2012). Additionally, it is reported by the Bureau of Labor Statistics (BLS), that security officers experience more on-the-job injuries than the national average for all professions, in which gaming surveillance officers have some of the highest injury rates among security officers (Graves, 2012). Moreover, in 2011, the average median salary for a security officer was only $23,900 (Graves, 2012). Low pay is an issue that senior management needs to fix, and security officers should not be stereotyped as lazy, slow or average, because of their pay grade.

However, some guidelines for empowering employees consist of, clarifying objectives and explaining how the work supports them, involving people in making decisions that affect them, delegating responsibility and authority for important activities, providing resources needed to carry out new responsibilities, expressing confidence and trust in people, providing coaching

and advice when requested, as well as ensuring that rewards are commensurate with new responsibilities (Yukl, 2006, p. 111).

In order for a security director or manager to be trusted in the eyes of their employees, senior security management must know how to be effective as a leader, as well as inspire employees. However, in the security industry, not every manager possesses leadership skills nor is every manager placed in the situations, which allows them to be seen as natural leaders. It is also common for security directors and managers to develop leadership ability through on-the-job experiences, which are learned in the business process (Cole, 2003, p. 15). "When needed, those skills become apparent during the management of specific events" (Cole, 2003, p. 15).

Additionally, Broomfield, Colorado Police Commander Cory Amend states, "Learn about things unfamiliar to you. Become a student of learning" (2011, p. 9). Security directors and managers can also become better leaders by discovering different point of view on all sorts of topics (Amend, 2011, p. 9), as well as practicing the eight principles of effective leadership skills used by law enforcement professionals, which consist of service, honesty, integrity, humility, purpose, mentoring, positive/constructive attitude, and trust (Willis, 2011, pp. 17-18). Security directors and managers can act as transformational leaders, in which followers "feel trust, admiration, loyalty, and respect toward the leader"(Yukl, 2006, p. 262), in which the employees are motivated to do more than they originally expected to (Yukl, 2006, p. 262).

In addition to the Private-Sector Liaison Committee, which consists of professional associations, such as the International Association of Chiefs of Police (IACP), and the American Society for Industrial Security (ASIS), which published guidelines in 1998 and 2004 that are meant to improve the performance and quality of private security personnel and services (Collins *et al.*, 2008, p. 161). As Founder of Modern Policing, Sir Robert Peel said, "The securing and training of proper persons is the root of efficiency" (Davies & Hertig, 2008, p. 51).

One of the questions that have commonly been asked through the years about the security industry is, "Why is security not widely accepted as a profession" (Criscuoli, 1988, p. 102). While Criscuoli's article was written 25 years ago, it still holds true today. However, Criscuoli defends the security industry, by giving it the current label of a vocation, which requires additional training, such as a liberal art or science career does (Criscuoli, 1988, p. 99). Professional security associations such the American Society of Industrial Security (ASIS) have grown, and even surpassed the number given by Criscuoli, which was 25,000 members in 1987 (1988, p. 104). Today, 25 years later, the number is over 38,000 (ASIS, 2013).

According to (Yukl & Lepsinger, 2005, p. 371), "The performance of the organization depends not only on the decisions and actions of the chief executive" Organizational performance requires commitment, cooperation, and coordination by all managers that run the organization (Yukl & Lepsinger, 2005, p. 371). When put into a security setting, the actions of supervisors, including the security director affect each security officer. When managers at different levels make decisions, which includes different subunits, each individual decision made, must be consistent with the overall strategy and goals of the organization (Yukl & Lepsinger, 2005, p. 371). Although, in an organizational crisis, the leader or security director in this case, will be challenged, depending on what kind of training they have received. A leader will have to act on instinct, and calm, as well as experiential training (Baran & Adelman, 2010, p. 45). However, a leader may have the proper training when it comes to an organizational crisis, which requires systematic, nonexperiential leadership-development efforts (Baran & Adelman, 2010, p. 45).

Of course, it is also well known that company policy is not always followed, resulting in problems for security offices. This disorganization partially comes from management, because of management's excuses to take shortcuts. As Carrillo states from a managers point-of-view, "If we were to follow every step of what corporate asks us to do we would add 25% to the overall workload. Corporate doesn't want more overhead. Exceptions must sometimes be made" (2012, p. 39). Correcting these management issues may seems challenging for security directors, and while not every issue can be corrected overnight, using better communication skills, organization skills, as well as leadership skills will be valuable for any public safety organization, especially an organization such as security, which often gets very little respect.

The negative perception and depiction of security officers is widely discerned in cinema, which includes films such as *Observe and Report* (2009), and *Paul Blart: Mall Cop* (2009). These films mock security officers, as well as make security officers seem as if they are a joke, including being portrayed as incompetent and clumsy. This negativity goes back to films about corrupt police officers, and the negative mentality that surrounds law enforcement in the eyes of audiences. Moreover, author Judith Grant describes rules that are violated in police culture, which include, (1) violation of procedural rules, (2) police brutality, and (3) active violation of criminal law (2003, p. 399). Films that depict these violations include, *Copland* (1997), the *Negotiator* (1998), *The Big Easy* (1987), and *Bad Lieutenant* (1992) (Grant, 2003, pp. 399-401). Apparently, security officers are placed at the opposite end of the spectrum. Instead of being labeled corrupted, they are essentially labeled as morons.

These negative portrayals of security officers in cinema contribute to only one factor that fosters low morale among security officers. The more obvious reasons are, poor working conditions, poor equipment, lack of communication, hypocrisy, redundancy in job duties (Davies & Hertig, 2008, p. 93), as well as low pay for security officers, which again is one of the major factors of negativity in the eyes of the public.

One of the biggest problems that security officers face is the public not recognizing security as a profession (Criscuoli, 1988, p. 102). "People are just ignorant of what security practitioners do primarily because security practitioners have not actively publicized their roles in organizations" (Criscuoli, 1988, p. 102). Of course today, there are many security positions available, including the number of people who attend classes to become licensed security officers.

Even though mismanagement and stereotypes exist, security directors should look past this negativity, and focus on what they could do to enhance the quality of their employees. The first enhancement in the security industry would be getting every officer organized before the start of every shift, as well as allowing security officers to work managerial positions. Companies such as Unigard Insurance in Bellevue, Washington, have implemented an effective emergency management plan, which involves company employees (Mitzel, 2007, p. 60). The company developed an Emergency Response Structure, which consists of a Risk Officer, Public Information Officer, First Aid Certified staff, a Floor Warden, Dispatch, as well as other emergency response positions (Mitzel, 2007, p. 62).

Both Resimius and Stiller discuss the need for an emergency management plan, before a real emergency occurs. Security officers must also constantly take part in refresher training, which gives the organization time to respond as well as be prepared if an emergency incident should occur (2010, p. 18). Additionally, a prepared and organized security agency, as well as any law enforcement agency, should always work as a team, and take steps to foster a culture of teamwork. They should also constantly prepare and train for real emergencies, be able to keep

incidents confidential, start an investigation into what started the incident, as well as follow investigation protocol (Resimuis & Stiller, 2010, p.18).

Although security officers might have some training in how to combat terrorism, there is never enough training that a security officer could and should receive. As Safety Professional James J. Thatcher states, "Gone are the days of security being guards at the gate with a wave through to enter a facility" (2013, p. 62). Security officers are also being trained in reducing risks, as well as being trained in possible security enhancements, which includes communicating with authorities, ensuring physical security/perimeter protection/access control, policies and procedures, reporting security incidents, protecting a facility's HVAC system, and preparing for emergency responses (Bennet, 2003, pp. 37-38). "Employees must know how to detect, deter and respond to possible terrorist activity in order to protect themselves" (Bennet, 2003, p. 38). Security officers must always recognize potential threats, which may threaten their life or the lives of others. These threats have also heightened after the 9/11 terrorist attacks.

Moreover, when it comes to security professionalism, and safeguarding a facility, South Florida Power Plant, Turkey Point, has a security force unlike any other. The power plant has a small army of security officers, who dress in black body, and carry automatic weapons while on patrol. The officers are "trained to drill holes in targets—or torsos—at long range through darkness, fog, or smoke" (The Associated Press, 2005). In early 2005, the U.S. Nuclear Regulatory Commission (NRC), staged a mock terrorist attack at the plant, and while this mock attack was intense, the security forces at Turkey Point won easily (The Associated Press, 2005).

In addition to Turkey Point in South Florida, Jon Harmon, Global Director of Critical Infrastructure Protection for Honeywell Process Solutions, describes the need for heightened security measures at power plants. While Harmon describes the need for more electronic and automated security systems, he also states that if there were to be something or someone that would trigger the motion detectors, a security officer would still need to investigate the incident (2008, p. 42). If there were to be a breach in a Power Plant, a security officer would be able to shut down the access control system, which would stop unauthorized entry into the facility (Harmon, 2008, p. 42). As Harmon describes, "Chemical Industry security is never a one-size-fits-all approach" (2008, p. 43). There is truth in that statement, and it is even truer after the Oklahoma City Bombing, where security was absent.

As Waugh and Nigro state, "It was too easy for the Oklahoma City bombers to drive their explosives-laden truck right up to the front door of the federal building and leave it there" (1996, p. 330). Instead of no security, the federal building could have implemented a security zone, where no unauthorized vehicles are allowed to park (Waugh & Nigro, 1996, p. 330). Having a security presence placed outside of corporate and federal buildings shows that in the sign of danger, or if something is out of the ordinary should occur, there is a security presence in place to deter and report this suspicious activity. Security officers also act as another layer of added protection, in addition to security cameras outside of buildings.

In the wake of the Oklahoma City bombing, there was a definite need for security officers to guard buildings, especially federal buildings. Security awareness was not only heightened, but tragedies such as Oklahoma City have forever changed the landscape of the security field (Gips, 1996, p. 12). A year after the bombing, when things started to quiet down, security officials at Wackenhut and Pinkerton say that staffing returned to preblast levels, however, security awareness among their clients remains high (Gips, 1996, p. 12). This was true until the World Trade Center attacks on September 11th, when security revamped their structure, as well as the need for security management systems to be changed and upgraded. This meant that security

officers had to be trained in terrorism prevention procedures, which ultimately made the need for security necessary in companies around the United States.

As Safety Professional James J. Thatcher describes in his post 9/11 article, *Terrorism & Safety*, a good security management system is made up of threat assessment and vulnerability surveys and checklists; a written security policy; collaboration with corporate or division departments and with local law enforcement agencies, local emergency planning committees and the FBI; a security incident reporting system; employee training in security awareness; emergency response and crisis management; a periodic assessment of the security plan for physical security, such as access control, perimeter protection, intrusion protection, security officers, and ongoing testing and maintenance of camera and other electronic security equipment (2013, pp. 62-63).

However, not every security agency practices drills, such as the security forces at Turkey Point do. Many more security agencies need to start implementing mock drills in case of a real crisis situation, which requires the leader of the organization to direct problem solving efforts, as well as the ability to act fast on insufficient information (Baran & Adelman, 2010, p. 46). Additionally, the leader of the organization should be well equipped with the proper organizational problem solving behavior. Failure to do so could incite panic by an on looking crowd, depending on the seriousness of the situation. Additionally, the main objective that a security leader should keep fresh in their mind is, "long-term success in security leadership comes through a blended skill set that includes awareness of emerging issues" (Blades, 2009, p. 22), meaning the leader needs to be ready for any situation that should occur. When pertaining to security directors, they should be prepared for the unexpected that could happen at any time or day of the week.

Although, in a real emergency, communication is a vital part of survival, which can save lives. In her article, *Social Media Powerful Tools for SH&E Professionals*, author Pamela Walaski discusses the fast growing use of social media for the use in emergency situations (2013). Walaski states, "Organizational integration of social media into risk and crisis communication requires a strategy developed well in advance of a crisis event and hinges on developing trust and credibility with the audience" (2013, p. 40). Additionally, an organization will be successful in implementing the use of social media if the crisis communication plans address the use of social media (Walaski, 2013, p. 46). Basically, security agencies need to start an electronic emergency management system that integrates social media, because of the quick responses that officers could get on their phones, which security agencies should also issue their employees while on duty.

Additionally, "beyond securing the scene and minimizing any lingering safety threats, one of the first challenges to contend with is communication" (Resimuis & Stiller, 2010, p. 19). The important thing is to get out information to the proper stakeholders, such as internal legal and corporate communication departments (Resimuis & Stiller, 2010, p. 19). In the case of an emergency occurring at a mall, the mall manager would need to get the information promptly. If any mall patrons were hurt in an emergency event, their families would need to be contacted, and security would be able to assist police and rescue workers with doing so.

Interestingly enough, what senior management at Walden Security wanted to do, was implement a very easy but effective training method that could be universally taught to their security officers. What management came up with, was e-Learning, which worked out well with the officers schedules, as well as making the e-classroom environment a comfortable place to learn at their own pace, rather than teaching in a traditional classroom setting. This e-Learning

program, which not only shows consistence with management's first vision of the program, is also cost-effective. The Walden Security e-Learning program consists of five courses', such as communications, emergency situations, ethics and professional conduct, field notes and report writing, as well as human resources and public relations, which was adapted from material that was taught in prior programs. There is a requirement for all officers to take certain courses within six months of being hired, however, officers are also encouraged to take courses that fit their interest, as well as furthering their education and careers (Ricci, 2005, pp. 46-48).

Allowing employees to work online, at their own pace was not only innovative, but management was also implementing excellent leadership, because they know that to keep their officers sharp, the old-fashioned pen and pad approach would not work in the fast-paced 21st century. However, leadership is still something that must be practiced and implemented when pertaining to inspiring security officers in all security companies. Additionally, before a security director can lead or inspire others, he or she must examine and correct their own assumptions (Carrillo, 2010, p. 49), and make allowance for mistakes that they might make as managers, as well as make allowances for the security officer who might make mistakes, especially new officers working in the field.

Security directors and managers must understand that managing, shaping, and creating a structured and organized security team is a leadership competency necessary in order to be an effective leader. If the security director really wants to transform their organization, they must also work at the culture level, which requires patience among the leader, as well as possessing the ability to make corrections and apologies along the way. "The latter helps maintain the trust level a leader needs to be effective" (Carrillo, 2010, p. 52). Moreover, being a security director or manager requires the individual to be educated in the science of security management, or possibly (hold) a degree in security management (Davies & Hertig, 2008, p. 161). Security directors and managers should also keep in mind that private security, and public law enforcement personnel have different mindsets and attitudes, when it comes to the private security industry (Davies & Hertig, 2008, p. 161). As Davies and Hertig state, "If you have never had a formal education in Private Security, then you may have a terrible time in court trying to prove to a jury that you were qualified to train security officers" (2008, p. 161).

Simonet and Tett state, leaders are out-of-the-box thinkers, and are not bound by current strategies. They create a better image of the possibilities that exist, as well as point people in the right direction to find such alternatives (2012, p. 209). Security directors and managers must also know how to lead and inspire their employees, with estimates that have been done by the U.S. Department of Justice estimate, which stated that private security "owns and protects 85 percent of the nation's infrastructure" (Collins *et al*., 2008, p. 159), and those are a lot of employees that need to take their job seriously, in order to observe, report, and respond safely to any suspicious activity, or other emergencies that might occur while on duty.

Making a difference however, can be done by experimenting with new company policies, managerial training, and just as Walden Security has implemented, providing online security training to their employees. Security agencies, as well as security directors may also take the initiative to enhance their employees job skills by sending them to professional security conferences, implementing an employee tuition assistance program to schools with professional security degree programs, as well as educate them on the various professional security associations that exist in the security industry. Providing this knowledge to an employee shows that the agency, as well as the security director possesses leadership qualities, including the ability to enhance the moral of their employees.

Another part of leadership and professionalism in the security industry is education, and this even goes above what Walden Security has implemented. Additionally, the implementation of trade associations has made a contribution to the growing recognition of the value of preventive security practices (Cole, 2003, p. vii). These professional trade associations also offer certifications that a security officer can earn through taking an exam, such as the Certified Protection Professional Exam (CPP), developed by ASIS in 1977 (Criscuoli, 1988, p. 105). Other security industry certifications include the Certified Protection Officer (CPO) credential; issued by the International Foundation for Protection Officers (IPFO), as well as the Certified Healthcare Protection Administrator (CHPA) credential; issued by the International Association for Healthcare Security and Safety (IAHSS) (Davies & Hertig, 2008, pp. 177,180). However, nothing replaces a college education, and one specifically in Security Management.

In 1986 the ASIS Foundation joined forces with Central Michigan University to develop a Master of Science degree program in administration with an emphasis in security (Criscuoli, 1988, p. 104). Michigan State University (MSU) also offers a Master's degree program in security management, as well as Northwestern University in Boston, where the university offers a Master of Science degree in Criminal Justice Leadership, which is developed for both public and private sector practitioners. The Criminal Justice Leadership program focuses on issues of leadership, communication, integrity and ethics (Blades, 2009, p. 24). There are also security companies that either desire or require an applicant to have a bachelor's degree in Security Administration, Criminal Justice, Administration of Justice, Law, Accounting, or a degree relative or comparable, in which "research and investigation is the primary thrust of the career for which it is designed" (Sennewald, 2011, pp. 72-73). When security companies require applicants to have a college education, this increases the professionalism of the security industry, as well as the professionalism of the individual security officer, which is one way of heightening the security industry in the eyes of the public, including the security officers who wear the uniform and badge everyday.

However, there are security professionals that strongly advocate that all executive-level leaders should earn their Master of Business Administration degree (MBA), because an MBA has the ability to assist security leaders in learning business element skills (Blades, 2009, p. 24). Blades also states, "Many security professionals who haven't come from business backgrounds continue to struggle to acquire or hone the business alignment skills that are becoming more and more necessary in today's business climate" (2009, p. 26). One of the differences in security management today, is the fact that security leaders are educating themselves in business management. 2003 ASIS President Dan Kropp did not possess a military or police background when he became president of the society. However, he did possess an MBA, as well as a graduate certificate in environmental protection and safety management, which made him part of the "new breed of security manager with a business management skill set" (Davies & Hertig, 2008, p. 220).

Additionally, high schools have adapted security and criminal justice programs into the curriculum. Schools including The Law & Criminal Justice Academy at Abraham Lincoln High School in Philadelphia, Pennsylvania-provides their students with a strong academic education, while introducing them to careers in law, criminal justice, and public and private security (Collins *et al*., 2008, p. 162). The High School for Law Enforcement and Criminal Justice magnet high school located in Houston, Texas-"requires students to take a one-semester course entitled Introduction to Security Services, which, provides instruction in the history and philosophy of security systems, agencies, and practices" (Collins *et al*., 2008, p. 162). The

Randolph Academies, located in Jacksonville, Florida is a magnet school with a public safety program that emphasizes security and corrections training as a means of immediate entry into criminal justice programs (Collins *et al*., 2008, p. 162).

Even with the availability of security education, emergency preparedness, planning, and security management skills that a security officer can attain from on the job experience, leadership is still a subject that needs to be developed more in-depth in many security agencies, even though there is a part of leadership education and training that comes with experience over time. However, there are many different leadership practices that managers can implement, as well as training their employees while in a professional work environment. These academic skills combat the common stereotyping that security officers receive from the general public. The one thing about leadership, it is more than just inspirational words. "Complexity management theory switches leadership attention from controlling to maintaining awareness, continuous learning and adaption" (Carrillo, 2012, p. 37). This is a type of management skill that helps mold future leaders, as well as serves as a valuable tool for a solid leadership education.

Additionally, managers and security directors must understand that officers will become more comfortable with the job, as well as enhance their "security smarts", by gaining knowledge from mistakes and successes, which is a vital part of the learning process (Carrillo, 2012, p. 37). Davies and Hertig state, "Security professionals must be part "Industrial Anthropologists" who study the culture of the protected environment" (2008, p. 237). Just as security officers need to be vigilant in the field while they are on duty, security directors and managers need to know how to keep that vigilance alive shift after shift. The activities of the security director meets under a single wing of security management, that is made up of the security director acting as a leader, company executive, executive with high visibility, executive with a broad profile, innovator, counselor, in-house security consultant, trainer, contemporary professional, as well as the goal setter and strategic planner (Sennewald, 2011, p. 33).

A very helpful technique involves "14 points for the transformation of management" (Davies & Hertig, 2008, p. 212). These 14 points were developed by statistician Dr.W. Edwards Deming, who worked in the US government, and was asked to assist on the project of helping Japan (Davies & Hertig, 2008, p. 211). Some of these 14 points include creating consistency of purpose toward improvement of product and service, adopting new philosophies, ceasing dependence on inspection to achieve quality, instituting leadership, as well as driving out fear (Davies & Hertig, 2008, p. 212). The purpose of Dr. Deming's 14 points is to design a management system that focuses on stopping certain activities, and beginning new ones.

Employee motivation also consists of psychological factors as well. The famous theory, *Maslow's Hierarchy of Needs*, explains employee motivation quite well. The five levels that are established by Maslow are, 1) Physiological needs: food shelter clothing, 2) Safety needs: self-preservation, 3) Social needs: a sense of belonging an acceptance, 4) Esteem needs: self-esteem and recognition from external sources, and 5) Self-actualization: to fully realize your full potential (Davies & Hertig, 2008, p. 79). Additionally, Dr. Frederick Herzberg developed a work motivation theory four decades ago, which is still relevant today. Herzberg's position is essentially, that motivation-genuine work motivation- comes from the work itself. (Sennewald, 2011, pp. 101-102). Moreover, the job motivators listed by Herzberg consist of, responsibility, achievement, recognition, advancement, and growth (Sennewald, 2011, p. 102).

If security directors, managers, and supervisors can utilize these psychological and proven steps in their daily work environment, then they will be able inspire security officers to

not only aspire to perform at higher standards, but they will open the doors to promotion within their companies as well.

Conclusion

Security officers face a lot of challenges, not just from responsibility of their job, but by the negativity received from the public as well. Security professionals face a multitude of challenges, many of which relates to the business of protecting individuals, as well as performing their jobs as security officers, all while dealing with a negative perception of the public. Security officers must ignore the stereotyping that they encounter on duty, such as being labeled as bullies, lazy, or slow, which just gives a demeaning appeal to the security industry. Theodore Roosevelt once said, "Nobody cares how much you know, until they know how much you care" (Amend, 2011, 9). Essentially, while every officer might not possess a college education, it is their actions that should mirror the image of the security profession to the public, not what is on their resumes.

Some of the negative stereotyping is also due to a lack of leadership among security directors and managers. However, senior management must realize that an organization can only move forward if the organization can discuss critical issues among itself (Amend, 2011, p. 9), which consists of mismanagement issues, and a lack of leadership from senior management. As La Mesa, California Police Captain Dan Willis states, "Effective managers always look for ways to learn from others and actively train and develop future leaders of the organization" (2011, p. 18). Simply stated, if security directors and managers expect their officer's to work efficiently and become potential supervisors and leaders within the security organization, then senior management must supply security officers with the tools to do so. "Like many other important things in life, being a good leader takes hard work and continued effort" (Amend, 2011, p. 9).

"Leadership can facilitate learning and progress with the right frameworks to understand what happened and the strategies to prevent recurrence" (Carrillo, 2012, p. 42). While being in charge of a security organization has its challenges, security directors must keep in mind that they must be leaders, and not just bosses. To expand capability, a security director must engage, listen, select, act, as well as learn (Carrillo, 2012, p. 42), and learning from subordinates is often a vital learning tool for managers and directors in any field. As philosopher Thomas Carlyle said, "Every man is my superior in that I may learn from him" (Goodreads, 2013).

While the security industry can be considered a profession with limited rewards, as well as given little appreciation from the public, there are times that security managers and officers can debunk the myths that label security officers as being bullies, lazy, or slow. Moreover, security officers can debunk most of the U.S. cultural norms, which include, "If it ain't broke don't fix it, or "Run it till it breaks, then we'll fix it" (Carrillo, 2012, pp. 42-43). If security officers practice comprehensive patrol techniques on a daily basis, as well as watch out for, and maintenance equipment that breaks, then they have just debunked some of the negative myths that surround the security industry. However, a security officer does not have to be security director to be a leader. They must be vigilant, and pay attention to what is going on around them to effectively observe, report, and protect the individuals that they are paid to protect.

The security industry can only move forward by developing a more positive image by the security personnel who, regardless of their position in the professional hierarchy, dispel these negative preconceptions through proactive leadership initiatives. With this philosophy in mind, Professor of Leadership and Management at the State University of New York, Gary Yukl provides a unique insight into the qualities that future security leaders must possess in order to

improve both the perception of the security industry as well as the quality of its mission. Professor Yukl gives insight into what a leader is, and one does not have to be in power to fit this description. "Leaders find the common thread that weaves together the fabric of human needs into a colorful tapestry. They seek out the brewing consensus among those they would lead. In order to do this, they develop a deep understanding of the collective yearnings. They listen carefully for quiet whisperings in dark corners. They attend to the subtle cues. They sniff the air to get the scent. They watch the faces. They get a sense of what people want, what they value, what they dream about" (2006, p. 299).

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