

**Law Enforcement Leadership Through the Eyes of a Citizen:  
“Why “Real” Leadership, Cultural Competency and Empathy Matter”**

Thomas L. Trice, Naomi Denis-Oudshoorn, Peyton Rose, Courtney Smith

Abstract

A little more than three years ago, Trice (2014) published an article that examined a theoretical framework for improving the relationship between law enforcement agencies and the communities they serve. That framework was based on empirical research of several scholars that investigated the impact of leadership characteristics and empathy. In that writing, and based on previous research, empathy appeared to be an antecedent to fostering trust. Trice (2014), further theorized that when the public perceives that the law enforcement agencies have empathy for the citizens it is charged with serving and protecting, community relationships may be strengthened. In this writing, we have expanded on Trice’s (2014) previous theoretical framework by conducting extensive research on leadership, cultural competencies, and empathy. While this is not a literature review, we reviewed a significant number of scholars’ empirical research findings related to these three concepts. From this, we have developed a suggested theoretical framework that brings together, for the first time, these three variables. We postulate that if the right leaders are identified, their leadership can be transformational to the organizational culture of that law enforcement agency. This transformation within can now be pushed out into the community, thereby, significantly improving on existing community relationships, as well as improving negative relationships. When all three variables are present, we theorize them to be significant contributors in reversing the sliding tide relative to the negative relationships and perceptions between law enforcement and the public’s trust.

It should always be the mission of law enforcement agencies to recruit and identify individuals with leadership qualities, high integrity, a good moral compass, and a proven ability to demonstrate they can work with diverse populations. In this article, we discuss three theoretical concepts (Leadership, Cultural Competency, and Empathy) empirical research shows could be invaluable framework for law enforcement leaders to consider. These constructs have been empirically shown to have a significantly positive correlation between law enforcement officers currently serving in the field and the communities they serve. This article is of great importance for those agencies looking for ways to reverse the negative perceptions their communities may have of them and offer empirical findings that support a general framework to assist in identifying the best candidates for employment and promotion to leadership roles. Law enforcement professionals must move to utilizing more evidence-based and proven practices in policing their communities. We acknowledge upfront that this article does not offer a fully developed framework. However, it does provide a generalized framework of valuable evidence-based concepts that leaders of the law enforcement community and officers should strongly consider in moving their agency forward in the 21<sup>st</sup> Century.

In a time where videos of law enforcement officers having negative encounters with citizens are released and viewed by hundreds of thousands of citizens on multiple social media platforms such as YouTube, Facebook, and Instagram and thereby, driving the “us versus them” narrative, law enforcement needs to show they are learning organizations. By utilizing evidence-based practices related to recruiting and promotion of those individuals with the best leadership ability, cultural competencies and empathy for the communities they serve, may prove to be significant factors in changing this negative narrative. The three concepts, discussed herein, propose taking theory to practice and is timely. It also brings together for the first time these three theoretical concepts that have independently shown to have positive impact in other public service fields such as Social Services and Education.

On August 9, 2014, 18-year-old African-American, Michael Brown was shot by white police officer, Darren Wilson in Ferguson, MO. Once again, much of the commentary and debates related to Michael Brown’s death focused on whether or not the shooting was justified and how a white officer shot a black man. While these are extremely important conversations and points to be highlighted, a much more conspicuous fact was lost in the conversation but identified in the Department of Justice (2015) investigation report. In as little as 10 years, Ferguson flipped from being a majority white community (74 percent) to a majority black community (52 percent) and by 2010, it was (67 percent) black. Couple the antecedents of the community changes with the fact that Michael Brown’s body was left in the middle of the street for more than seven hours, in the middle of the summer, with hundreds of onlookers (African Americans) was a clear indicator to the citizens that law enforcement leaders had no empathy for their community and was extremely dehumanizing.

This failure of law enforcement leadership to examine this incident from the lens of the citizen combined with the national and social media attention, forever changed the relationship between the Ferguson Police Department and the citizens they serve. In the book “Race, Place, and Suburban Policing” Boyles (2015), offers a critical qualitative analysis of policing-community relationships in areas such as Ferguson, MO. Boyles (2015), is able to capture scientifically how African Americans in Ferguson felt isolated and did not feel the leaders in their community were able to relate to them. Whether intended or not, people’s perceptions are

often their reality, which may sometimes result in substantial long-term damage to the relationship between law enforcement and the community.

More presently, we continue to see law enforcement leaders continue to make similar mistakes (e.g. Walgreens, Milwaukee, WI, 2017, and Starbucks, Philadelphia, PA, 2018). Leaders of law enforcement agencies continue to jump to the defense of officer(s) without having all of the information, as well as considering implicit biases of officers that sometimes escalate rather than deescalate an incident. Especially in cases dealing with African Americans and other minorities. Incidents such as these, and numerous others calls for a critical analysis of law enforcement but moreover, should offer evidence-based framework that leaders could use to assist them with identifying the best applicants, enhancing their leadership skills and improving the relationship between law enforcement and the community they serve. As previously stated, this article is intended to offer leaders of the law enforcement community, as well as law enforcement officers a generalized framework to consider and utilize practically where applicable within their agency. We open this article by examining the most important component related to being an effective and trustworthy law enforcement agency....leadership!

Much of the academic literature focuses on leadership styles (i.e. trait leadership, servant leadership, transformational leadership and adaptive leadership) and how these styles impact the follower to leader relationship. Conversely, this article makes the argument for what we refer to as “real leadership”. Utilizing Heifetz’s (1994) definition, we define “real leadership” “as an activity of a citizen from any walk of life mobilizing people to do something” (p.20). Law enforcement agencies must have effective and real leadership at every level within the organization. Real leaders are ethical, honest, and elevate others under their command both in performance and morally (Heifetz, 1994). One of the ways real leaders can be judged is by their ability to orchestrate conflict. Moreover, real leaders have an uncanny ability to teach others, they have an unbendable moral compass, they set clear expectations for their personnel, and they hold people accountable (Heifetz & Linsky, 2002).

Effective leadership has a positive relationship with job performance and organizational citizenship behavior (OCB). When employees exemplify OCB, they exhibit discretionary behavior rarely found in one’s job description. They go well beyond what their job duties require, all in an effort to provide superior service to their clients (Wang, H, Law, Hackett, Wang, D & Chen, 2005). In the law enforcement world, the community acts as the client. Thereby, calling for law enforcement leaders to reverse the one way thinking of some of their personnel that it is a “us versus them” mentality. Moreover, scholars such as Northouse (2016), write extensively about taking the theory of leadership to practice and how it can be applied to real world organizations. Leaders that are transformational have been shown to have a significant impact in developing positive organizational cultures, as well as influencing their organizations to become learning ones (Rijal, 2010).

The current perception of law enforcement and the criminal justice system demands that leaders examine and consider ways to reverse this sliding tide of negative perception through the practice of “real” leadership. The public will not support and/or trust in leadership that appears to be fraudulent or counterfeit. In the book “*Lincoln on Leadership*” Phillips (1992), describes effective leadership as the ability to mobilize people for a socially useful outcome. Today’s law enforcement leaders more than ever, must find new and innovative ways to effectively convey

the agency's strategic mission as it relates to community policing, hold their personnel accountable for both criminally and administrative violations, and do away with nepotism and promotional politics. Additionally, beyond enforcement policies, law enforcement leadership must have well-trained personnel that is capable of relating to the community they serve in a meaningful way.

Many of the negative views held by some communities related to the law enforcement agencies that serve are a result of lack of cultural competency on behalf of leaders and line officers (Brown and Frank, 2006). Hickey (2016) article highlights this in detail and raises the question whether or not law enforcement officers needed to be tested on this prior to hiring. We have elected to use Rice's (2008) definition for the purpose of this applied research. According to Rice (2008) cultural competency is defined "as the integration and transformation of knowledge about different cultures into possible standards, practices and attitudes used in appropriate cultural settings to increase the quality of response from police officers" (as cited in Hickey, 2016, p.26). Research suggests law enforcement leaders and officers with greater cultural competencies develop better relationships with the citizens they serve, community trust between the two groups are vastly improved and this is found to especially be true when dealing with minors and minority communities (Hickey, 2016).

In taking theory to practice, we use a real-world case example (2008, St. Clair County Sheriff's Department) involving a homicide investigation of a young black male murdered in a predominately black community being investigated by predominately Caucasian investigators. However, the two lead investigators were an African-American male investigator and a Caucasian male investigator. Both of which had spent significant time cultivating a relationship with the citizens in that community as patrol officers over the course of their careers prior to becoming investigators and had a deep knowledge of that community's culture. They knew knocking on doors and asking questions about the homicide in the open view of other residents would result in negative information. Instead, they worked through sources they had developed within the community. Additionally, several of the residents met with them outside of the community neighborhood willingly because they knew they could trust them, and they knew their identities would be protected in exchange for information. Due to the relationship between the Investigators and the citizens, the homicide case was solved within 72 hours of it occurring.

While the above case example illustrates how officers'/investigators' cultural competencies can assist in solving a homicide case, the argument others have made calls for law enforcement agencies to look more like the communities they serve. While some evidence has found community relationships are more positive when the agencies are more diverse (Brown & Frank, 2006 and Department of Justice Equal Employment Opportunity Commission, 2016); other empirical data suggests overwhelmingly that education and officer training related to cultural competencies has been shown to have a positive relationship in public sector occupations.

Although law enforcement officers have a stressful job and oftentimes respond to unknown situations, not understanding the individual(s) they are there to assist or confront coupled with implicit biases increases the potential of make things worse. Moreover, in many of these cases it has resulted in the death of individuals unnecessarily. Training in cultural competency may allow for law enforcement officers to be more self-aware of their biases and

prevent micro-aggressions. As defined in the article, “Tackling Micro-Aggressions in Organizations,” micro-aggressions are verbal and nonverbal messages towards an individual that insults them due to gender, race, disability, and many other categories (Prieto, Norman, Phipps, & Chenault, 2016). Moreover, public service areas such as counseling and health care, have instituted training of their personnel on cultural competency as part of their institutional objectives. As a result, research on these organizations found that these trainings have assisted with preventing language barriers and distrust between the providers and their clients. The research also suggested that law enforcement would have similar outcomes as the other public services did (Hickey, 2016).

Additionally, social workers and school counseling have been practicing culture competency for the last two decades. (Teasley, Boffout, Tyson, 2005). In order to work effectively in diverse communities, law enforcement agencies throughout the country must remove barriers and use advocacy skills to change social inequities (Nelson, Bustamante, Wilson, Onwuegbuzie, 2008). Within the American society, it is of high importance to have a well-developed relationship between the community and those law enforcement officers that work within those communities on a day-to-day basis. It is paramount that law enforcement agencies not only say that they realize some individuals feel discriminated against, but acknowledge that there are disparities in treatment related to certain classes and races of citizens. Thereby, making the call for additional training of law enforcement officers related to cultural competency timely and with merit (Otuyelo, Graham, & Kennedy, 2016).

In a country that has become more diverse over the course of a half a century and is stratified by race, economic inequality, and social status, we need leaders and officers that are open-minded and understanding of these factors. The character trait related to empathy in law enforcement officers has been found to be a significant factor related to building trust with citizens and case solvability. While empathy is often confused with sympathy, there are very distinct differences between the two. Therefore, we provide clear definitions of both to differentiate them. Sympathy is the emotion of wanting to alleviate the suffering of another. While empathy is “the attempt of a self-aware person to comprehend without making judgements on both the positive and negative experiences of another” (Inzunza, 2015, p. 60).

For example, two different officers respond to a reported theft at a store. After arriving the manager informs each of the officers that they stopped a subject that was stealing food. Officer (1) reviews the video and observes the subject attempting to steal the food. After reviewing the video Officer (1) places the subject into custody and transports them to jail. While in the second scenario, Officer (2) follows the exact procedures but before taking the subject into custody, they ask the subject, why are you attempting to steal food? They learn the subject has two young children at home that hadn’t eaten in two days. Officer (2) informs social services and gets assistance for the children and parent of the kids that was arrested. In simplest terms, showing empathy culminates in treating individuals as you would want to be treated if you were in their shoes.

While much of the research related to empathy and police characteristics have been conducted outside the United States, it has shown promising correlations related to effective community policing, effective communication skills, honesty, self-control, common sense, integrity and increased confessions during interviewing and interrogation (Inzunza, 2015;

Oxburgh, Ost, Morris, & Cherryman, 2015; Denham, 2014; Oxburgh et al., 2014; Oxburgh, Williamson & Ost, 206).

Furthermore, empirical research has shown that officers' profiles that show them to have empathetic attributes have significantly higher levels of positive relationships and trust within the communities they serve, including communities that were primarily African-American and regardless of the officers' ethnicity (Inzunza, 2015; Schuck and Rosenbaum, 2005). Other research found that officers with empathetic attributes had better relationships with juveniles in minority communities and officers had overall better job performance. Those officers with empathetic attributes, related to their job performances were found to have better interpersonal relationships and they were able to deescalate and/or avoid hostile confrontations at a greater success rate than those officers lacking empathy, which ultimately led to less uses of force and deadly use of force incidents (Inzunza, 2015; also see Birzer, 2008 and Homberg, 2002). These findings suggest the need for law enforcement agencies during pre-employment screenings to consider ways to measure pre-employment law enforcement candidates' level of empathy.

Between 2015 and the start of 2018, there were more than 500 videos that captured law enforcement officers throughout the United States using force such as: body slamming individuals, punching subjects with their fist, striking them with a baton, using a taser or mace and ultimately their assigned duty weapons. More concerning was that many of these incidents involved officers responding to non-life-threatening calls, but were assessed poorly by the responding officers that escalated the situation opposed to deescalating it. Over that time period, we reviewed more than 300 of these videos and discussed them with more than 800 law enforcement officers throughout the United States during trainings. In the initial onset of the conversations, 70 percent of the officers' visceral response were to initially defend the actions of the officers. While noble from a loyalty and brotherhood perspective, law enforcement must move from this tribal perspective of justifiable versus non-justifiable actions of officers, into a deeper analysis of the incident and ask the question, "What if this was you?"

Not surprisingly, when this question was asked of officers, more than 90 percent of them looked at the incidents differently and discussed a number of factors that could have potentially deescalated the situations. Self-awareness and the ability to put themselves in the shoes of others is at the core of empathy. If law enforcement truly wishes to regain the public's trust and respect, then leadership, cultural competency and empathy appear to be concepts that need to be considered going forward. Law enforcement officers must realize a paradigm change is happening, and those officers refusing to change will only continue to make the same miscalculation related to the treatment of American citizens. Leaders must reinforce within their organizations that it is an honor to wear the badge and that underneath that badge officers are no more than a citizen with powers to take individuals' liberties. With that comes enormous responsibility and public trust that law enforcement agencies will only hire the individuals that can see their job duties through the lens of a citizen, which means being ethical, critical thinkers and morally sound. Law enforcement agencies must become their own worst critic and sound the alarm first when bad actors within their organizations emerge. Agencies that have the public's trust and a good relationship with the communities they serve do this best. Agencies that lack leadership as well as officers with these characteristics, often find themselves at odds with the citizens in their communities.

In the “The President’s Task Force” report on 21<sup>st</sup> Century Policing (2015) that was conducted by an independent task force of law enforcement officials and academic scholars, building trust and legitimacy were highlighted as the number one pillar out of six pillars for law enforcement agencies to work towards. While they looked at five other areas pertaining to policy, technology and social media, community policing and crime reduction training and education and finally officer wellness, trust is the variable that moderates all other factors. We believe the factors outlined in this applied research article, outline a general framework for leaders to consider during pre-employment hiring and promotions of officers. Identifying officers that are effective leaders, culturally competent and empathetic to their communities are the most self-aware and perform their duties through the eyes of the citizens they serve. Law enforcement is one of the most complex and demanding occupations but has constantly been treated like a trade rather than a profession in some cities and states.

If law enforcement wants to regain the community’s trust, they must first turn an eye inward and address the cultural complexities inhouse, as well as the lack of minority leadership. Additionally, they must allow the public to be part of the process related to strategies of community policing and show real empathy toward the community they serve, regardless of the racial makeup of the agency. Empathy is a trait that is applied universally by those that have it and acts as a transferrable emotion that people can genuinely feel coming from another person. A majority of Americans acknowledge the fact that the potential for the use of force comes with being a police officers. What is not acceptable to the public are the bad actors that continue to make the same poor use of force decision relative to similar incidents that have already previously occurred. These repeated poor decisions give the impression to the public that law enforcement officers can not learn or do not care. We must also consider that there is a fringe group of candidates that join law enforcement for the power and control and are so desensitized towards the citizens they serve, they finding it much easier to use deadly force against a certain population.

For these reasons and many others as discussed herein, it is imperative during the pre-employment screening process leaders consider ways to implement and utilize the concepts introduced in this article. They must also consider the diversity within their own agencies and how the lack of minority leadership and officers may be impacting the relationship with the communities they serve. Law enforcement is one of the most rewarding public service occupations in the world and most law enforcement officers serve with integrity and courage. While the latter is true, law enforcement leaders and officers must also be wide-eyed about these officers that are criminalistics and call them out in order to show the public that the masses do not support this behavior. While it appears at this point in time that a large number of citizens oppose law enforcement, that could not be further from the truth. Ultimately what citizens are demanding from law enforcement leaders and lines officers is that threat the citizens they serve with dignity, respect and to value every life regardless of gender, race, or social economic class. The research findings discussed herein related to leadership, cultural competency and empathy offer empirical implications that could assist law enforcement leaders with selecting the best candidates.

## References

- Annandale, N. O., Heath, M. A., Dean, B., Kemple, A., & Takino, Y. (2011). Cross-cultural sensitivity in state school crisis plans. *Journal of School Violence, 10*(1), 16-33.
- Beersdorf, W. (2017). Leadership Spotlight: Compassion in Law Enforcement. *FBI Law Enforcement Bulletin*.
- Boyles, A. S. (2015). *Race, place, and suburban policing too close for comfort*. Oakland, California: University of California.
- Bustamante, R., Sawyer, C., & Sloan, E. D. (2015). *Cultural Competence and School Counselor Training: A Collective Case Study*. *Journal Of Multicultural Counseling & Development, 43*(3), 221-235.
- Chen, Z.X., Hackett, R.D., Law, K.S., Wang, H., Wang, D. (2005) *Leader-Member Exchange as a Mediator of the Relationship Between Transformational Leadership and Followers' Performance and Organizational Citizenship Behavior*. *Academy of Management Journal, 48* (3), 420-432
- Colquitt, J.A., Piccolo, R.F. (2006). *Transformational Leadership and Job Behaviors: The Mediating Role of Core Job Characteristics*. *Academy of Management Journal, 49* (2), 327-340.
- Cross, B. (2010). Cultural Competency – Is it the third wave of diversity? *The Diversity Factor, 18*(4), 1-4.
- Denham, S., Strayer, J., Roberts, W. (2014). *Empathy, Anger, Guilt: Emotions and Prosocial Behaviour*. *Canadian Journal of Behavioral Science, 46* (4), 456-474.
- Dupré, M. (2012). Disability Culture and Cultural Competency in Social Work. *Social Work Education, 31*(2), 168-183.
- Georgellis, Y., & Tabvuma, V. (2010). Does Public Service Motivation Adapt? *Kyklos, 63*(2), 176-191.
- Green, T. C., Zaller, N., Palacios, W. R., Bowman, S. E., Ray, M., Heimer, R., & Case, P. (2013). *Law enforcement attitudes toward overdose prevention and response*. *Drug & Alcohol Dependence, 133*(2), 677-684.
- Heifetz, R. A. (1994). *Leadership without easy answers*. Cambridge, Massachusetts: Harvard University Press.
- Heifetz, R. A. and Linsky, M. (2002) *Leadership on the line*. Boston, Massachusetts: Harvard Business School Publishing.

- Inzunza, M. (2015). Empathy from a police work perspective. *Journal Of Scandinavian Studies In Criminology & Crime Prevention*, 16(1), 60-75.
- Mekawi, Y., Bresin, K., & Hunter, C. D. (2016). White fear, dehumanization, and low empathy: Lethal combinations for shooting biases. *Cultural Diversity & Ethnic Minority Psychology*, 22(3), 322-332.
- Maddox, L., Lee, D., & Barker, C. (2011). Police Empathy and Victim PTSD as Potential Factors in Rape Case Attrition. *J Police Crim Psych*, 26(2), 112-117.
- Maddox, L., Lee, D., & Barker, C. (2012). The Impact of Psychological Consequences of Rape on Rape Case Attrition: The Police Perspective. *J Police Crime Psych*, 27(1), 33-44.
- Najdowski, C. J., Bottoms, B. L., & Goff, P. A. (2015). Stereotype Threat and Racial Differences in Citizens' Experiences of Police Encounters. *Law & Human Behavior (American Psychological Association)*, 39(5), 463-477.
- Nelson, J. A., Bustamante, R. M., Wilson, E. D., & Onwuegbuzie, A. J. (2008). The School-Wide Cultural Competence Observation Checklist for School Counselors: An Exploratory Factor Analysis. *Professional School Counseling*, 11(4), 207-217.
- Northhouse, P. G. (2016). *Leadership – Theory and Practice*. California: Sage
- Otuyelu, F., Graham, W., & Kennedy, S. A. (2016). The death of Black males: The unmasking of cultural competence and oppressive practices in a micro-aggressive environment. *Journal of Human Behavior in the Social Environment*, 26(3-4), 430-436.
- Oxburgh, G., & Ost, J. (2011). The Use and Efficacy of Empathy in Police Interviews with Suspects of Sexual Offences. *Journal of Investigative Psychology and Offender Profiling*, 8(2), 178-188.
- Oxburgh, G., Ost, J., Morris, P., & Cherryman, J. (2015). Police officers' perceptions of interviews in cases of sexual offenses and murder involving children and adult victims. *Police Practice and Research*, 16(1), 36-50.
- Oxburgh, G., Ost, J., Morris, P., & Cherryman, J. (2014). The Impact of Question Type and Empathy on Police Interviews with Suspects of Homicide, Filicide and Child Sexual Abuse. *Psychiatry, Psychology and Law*, 21(6), 903-917.
- Oxburgh, G., Williamson, T., & Ost, J. (2006). Police Officers' Use of Emotional Language During Child Sexual Abuse Investigations. *Journal of Investigative Psychology and Offender Profiling*, 3(1), 35-45.
- Oxburgh, G., Ost, J., Morris, P., & Cherryman, J. (2014). The Impact of Question Type and Empathy on Police Interviews with Suspects of Homicide, Filicide and Child Sexual Abuse. *Psychiatry, Psychology and Law*, 21(6), 903-917

- Perry, J. (1997). Antecedents of Public Service Motivation. *Journal of Public Administration Research and Theory*, 7(2), 181-197.
- Perry, J. (1990). The Motivational Bases of Public Service. *Public Administration Review*, 367-373.
- Phillips D. T. (1992). *Lincoln on leadership*. New York, NY: First Grand Central Publishing.
- Rice, M. (2008). A primer for developing a public agency service ethos of cultural competency in public services program- ming and public services delivery. *Journal of Public Affairs Education*, 14(1), 21-38.
- Rosner-Salazar, T. A. (2003). Multicultural Service-Learning And Community-Based Research As a Model Approach to Promote Social Justice. *Social Justice*, 30(4), 64-76.
- Schlosser, M. D., Cha-Jua, S., Valgoi, M. J., & Neville, H. A. (2015). Improving Policing in a Multiracial Society in the United States: A New Approach. *International Journal of Criminal Justice Sciences*, 10(1), 115-121.
- SWEETEN, G., BUSHWAY, S. D., & PATERNOSTER, R. (2009). DOES DROPPING OUT OF SCHOOL MEAN DROPPING INTO DELINQUENCY? *Criminology*, 47(1), 47-91.
- Teasley, M. L., Baffour, T. D., & Tyson, E. H. (2005). *Perceptions of Cultural Competence among Urban School Social Workers: Does Experience Make a Difference?* *Children & Schools*, 27(4), 227-237.
- Trice, T. (2014, September) The relationship between officers' empathy and the public's perception. *Illinois Sheriff's Association*. <http://www.ilsheriff.org>
- United States Department of Justice (2015). *Civil rights division investigation of ferguson*.
- United States Department of Justice (2016). *Equal employment opportunity commission*.
- Vandenberg, R., & Scarpello, V. (1994). A Longitudinal Assessment of the Determinant Relationship Between Employee Commitments to the Occupation and the Organization. *Journal of Organization Behavior*, 15, 535-547
- Walters, K. L., Simon, J. M., Evans-Campbell, T., Udell, W., Johnson-Jennings, M., Cynthia P. R., MacDonald, M. M., & Duran, B. (2016). Mentoring the Mentors of Underrepresented Racial/Ethnic Minorities Who are Conducting HIV Research: *Beyond Cultural Competency*. *AIDS Behav*, 20(2), 288-293.
- Yukl, G., O'Donnell, M., & Taber, T. (2009). Influence of Leader Behaviors on the Leader-Member Exchange Relationship. *Journal of Managerial Psychology*, 24(4), 289-299.