



THREE POLICING PARADIGMS: EXPLORATORY, SOLUTIONS, AND COLLABORATIONS

Date: November 14, 2023

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KEY EVENTS

On November 14, 2023, Professor John Coxhead, presented on *Three Policing Paradigms: Exploratory, Solutions, and Collaborations* for this year's West Coast Security Conference. The key points discussed were the emphasis on proactive resolution of problems over tactical reactivity; the importance of blending theory and practice; and the weaponizing of intelligence for proactive purposes.

NATURE OF DISCUSSION

Professor Coxhead emphasized the importance of understanding significant paradigms of policing such as exploratory approaches, solutions-oriented policing, and collaboration for the purposes of improving policing models and best practices. The exploratory approach to policing is defined as an inductive, futurist approach that not only addresses the question of what currently works, but, more importantly, 'what-if' when influencing future outcomes. Solution oriented policing is a reverse-engineering approach that emphasizes achieving objectives strategically rather than just tactically, and collaboration is about working between theory and practice amidst the shift towards policing 5.0.

BACKGROUND

The exploratory paradigm of policing emphasizes proactivity and focuses on researching and weaponizing intelligence for future outcomes to keep pace with criminal elements. Exploratory policing research is fundamentally inductive and inquisitive in nature, informed by a willingness to learn, and is creative. It also focuses on actively determining patterns by discovering new areas of research, as opposed to just analyzing what is already known. When weaponizing exploratory intelligence, it is necessary to first identify relevant drivers. To that

end, Professor Coxhead recommends the adapted use of Maslow's Diamond Model as a framework for weaponizing exploratory intelligence. Examples of exploratory intelligence drivers include the use of different tools and concepts such as ethnography, organized crime businesses (over the usage of the term organized crime group), red teaming, what if analysis, counter intelligence, and ecosystems. In the context of exploratory intelligence, Maslow's model can help improve an analyst's perception by shifting their attention away from ego-based interpretations and towards interpretations that are in accordance with their target. Conversely, Maslow's model can also be used in a bottom-up manner to get better insight on the target and their motivation for acting. Understanding an actor/group's motivation can help with taking the initiative to counter them proactively. Since its theater of operations is centered around the criminal environment, exploratory operating culture is significant to the goal of weaponizing intelligence. Therefore, qualities such as humility, curiosity, enterprise, inquisitiveness, inductiveness, and initiative-seeking strategy should form the foundation for its culture.

The Solution-oriented policing (SOP) paradigm is a progression beyond Problem-oriented policing (POP) that shifts emphasis from tactical objectives beyond fixing things that are not wanted to rather focus on working towards what *is* wanted. While POP strategies are fundamentally reactive in nature, SOP emphasizes proactivity through collaboration with community members, agencies, and partners invested in a better future. In Professor Coxhead's view, addressing a problematic phenomenon involves articulating the demands from clients invested in a long term and sustainable solution. Only once a desired goal has been defined can there be a shift from reacting to problems as they occur, and a move towards proactively addressing positive and proactive growth.

The final paradigm, collaboration, involves blending theory and practice (known as praxis), technology, and operational decision making in order to innovate policing while responding to paradigm shifts in culture. Traditionally, academics and practitioners have always been separate in their objectives; however, a joint collaboration between both sectors is necessary due to the demands of policing 5.0. Policing 5.0 revolves around human-robot collaboration, cognitive systems, and customization. The collaboration between technology and decision-making is expected to facilitate greater strides in innovation for Bayesian tools used in data and science. Finally, Professor Coxhead stated that collaboration is necessary to stay on top of cultural changes in thinking. Paradigm shifts lead to a rethinking in not only how things are done but what is possible. The choice policing faces is to either remain reactive and try to best cope what any emergent

change throws at it, or rather seek to influence the future by agreeing a mission goal fit for the future and then, collaboratively, make it happen.

KEY POINTS OF DISCUSSION

- Exploratory paradigm of policing emphasizes proactivity and focuses on finding new areas of research over simply analyzing what is already known.
- Weaponizing exploratory research involves proactive use of intelligence based upon ethnographic cognitive reconnaissance, treating organized crime groups as organized crime *businesses*, red teaming, what-if analysis, counterintelligence, and ecosystems.
- In solution-oriented policing, exploring what could ‘good look like’ for the future, to empower all stakeholders to work collaboratively on what they really want, rather than have to invest their time in reacting to continually system failure.
- Collaboration involves blending theory and practice (known as praxis) technology, and operational decision making in order to innovate policing while responding to paradigm shifts in culture.
- Paradigm shifts lead to a rethinking in how things are done and what is possible. Policing should not be restricted by the inheritance of previously designed rituals but be bold and grasp the opportunity to be more proactively agile to influence a future that is best for the society it serves.

Further Readings

Coxhead, J. (2023). The thought police: The need for police leaders as thinkers.

In A. Verma & D.K. Das (Eds.), *Police leaders as thinkers* (1st ed., pp. 65-78). Springer.

Coxhead, J & Uduwera-Perera, R. (2023). Solution Orientated Policing, *Police Professional Journal* 704 (20-22) September 2023.

(<https://policeprofessional.com/feature/solution-orientated-policing/>)



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