INDEX

Note: Page numbers followed by "*n*" indicate notes.

Academic methods of implementing new policing practices, 138–143
Academic research methodologies as analytic tools, 132
  intelligence/investigation interface, 133
  new investigative methodologies, 136–137
  new qualitative tools, 137–138
  police culture and investigative process, 134–135
  unleashing qualitative paradigm, 137
Accountants & tax specialists, 117
Accurate intelligence, 123
ACPO Criminal Records Office (ACRO), 61
ACPO PLC, 60–62
'Action centred' leadership, 75
After-Action Reviews (AAR), 173
Agency bureaucrats, 43
Agency theory, 47
Aggressive Policing, 13
Agile Leadership, 89–90
Agile Teams, 143
Albanian mafia, 148
  knowledge operationalised by police, 152–153
  literature, 148–152
  in UK, 148
  utilising dark knowledge to disrupting criminal entrepreneurs, 153–154
'Alien Conspiracy' theory, 95
American Dream, 27
American police gangs, contentious scenario of, 154–159
Amusement Arcade, The, 109
Animateurs, 8
Animateurship, 7–8
Anti-Entrepreneurialism, 49–53
Anti-Intellectualism, 53–55
  culture of police, 179–183
Anti-Leadership, 76
Antisocial Behaviour Order process (ABC process), 162
Appreciative inquiry (AI), 139
Armourer, The, 114
ASBO intervention, 165
Association of Chief Police Officers (ACPO), 40
Association of Chief Police Officers (Scotland) (ACPOS), 40
Attention deficit disorder (ADD), 22
Attention deficit hyperactivity disorder (ADHD), 22
Authenticity Paradox, 82
Authority paradox, 78
Autocracy, 72
Autocratic Leadership, 42

Barrow Boy, 96
Belbin test, 129
Benchmarking, 64
'Besa' (Novel), 148
'Black Lives Matters' movement, xxv
Blame culture, 25, 39, 44, 50, 55, 83, 89
Blue code, 38
Bookies, The, 109
Born-versus-made argument, 75
Bouncer, The, 112
Boxing Club, 109
Briggs-Myers type indicator personality test, 130

British Police, 41, 48, 83, 85, 101
'Broken widows' theory, 63
Bureaucracy, 42–57
Bureaucratic entrepreneurship, 44
Bureaucratic leadership, 83
Business & financial advisors, 118
Business Canvass Model Approach, 128
Business class policing, 10
'Business model you' framework, 130
Businessifaction, 2
Businessman Gangster, 96–97

Campus Officer, 10
Change, 44–47
Change management, 45
Charismatic leadership, 75–76, 82, 88, 184
Civic entrepreneurship, 8–9
Civilianisation of policing, 59
Clique, 159
Coerced, The, 116
Collaborative working skills, 11
Collating, 12
Collator, 11–12, 136
Command and Control Systems, 136, 143
Commander models, 82–85
Commercialisation of policing services, 59–63
Community animateurship, 8
Community beat officer, 160
Community policing, 63
Community resilience, linking SOC to, 178–179
Community Resources Against Street Hoodlums (CRASH), 155
Community-based entrepreneurship, 8
Competent academics, 55
Confrontational Policing, 13
Cooperative Policing, 13
Corporate culture, 5–6, 42
Corporate entrepreneurship, 5–6
County Lines, 106
Courier or Mule, The, 115
Covid 19, 185–186
Crime, 105
Crime entrepreneurs, 96
'Crime Fighting' model of policing, 119–120
Crime Lord, 96
Crime numbers game, 122
Crime Reduction Officers (CRO), 11
Crime-fighting model of policing, 134
Crime–dyslexia nexus, 23
Crimes of entrepreneurs, 94–95
Criminal actors in criminal ecosystem, 112–117
Criminal area, 107–110
Criminal businessmen, 104, 118
Criminal ecosystem, 111–113, 116
Criminal entrepreneurs, utilising dark knowledge to disrupting, 153–154
Criminal entrepreneurship, xxiv–xxv, 169
  evolving literature on, 94–96
  expanding literature on, 19–20
Criminal facilitators, 111–118
  in criminal ecosystem, 117–118
Criminal family, 22, 97
Criminal Investigation Department (CID), 13
Criminal occupations, 111
Criminal spaces and places, 107–118
Criminal underworld, 111
Criminality, xxiv
Crimino-entrepreneurial ecosystems
  corruption and infiltration by serious and organised crime, 119
  criminal spaces and places, 107–118
  ecosystem of organised crime, 99–105
  evolving literature on criminal entrepreneurship, 94–96
  'perverse model' of policing, 119–127
  policing ecosystem of enterprise crime, 105–107
Crimino-entrepreneurial interface, 96–98

Crimino-entrepreneurial milieu, 100
Crossover Dreams, 27
Cuckooing, 103
Cuffing, 121
'Cultural Web' model, 79–80, 82, 128
Cultures, 26–28
Cybercrime, 49, 106–107, 123, 177, 186

Dark knowledge, 154
Dark Web, 154
DeBono's six thinking hats test, 129
Delivering services, 131
Designing/packaging services, 131
Detective(s), 10–11, 19
  ability, 11
Direct Entry Scheme, 34, 53
Discovery, dream, design and destiny cycle (4D cycle), 139
Distributed leadership, 9
Doctors & medics, 118
Dodgy businessmen, 101, 104
Doxa, 84
Driver, The, 115
DUNCAN Project, 164

Economic Justice Incubators (EJIs), 26
Edmund Davies Inquiry, 51
Educated Constable, 132
Enforcer, The, 113
Enterprise, 3
Enterprise crime, policing ecosystem of, 105
  perpetual cycle of crime, 106–107
  sociological profile of traditional criminality, 105–106
Enterprise culture, 3, 7
Enterprise discourse, 9
Enterprise Model of Crime, 95, 97–98
Enterprise orientated crime, 104
Enterprise skills, 11
Entrepreneur, 3
Entrepreneurial ability, 128–129
Entrepreneurial business community, 100–102
Entrepreneurial criminal, 4, 19, 49
Entrepreneurial dreams, 26–28
Entrepreneurial ecosystem, 50
Entrepreneurial family, 22, 97
Entrepreneurial leadership, 86
  inspirational literature on, 21
Entrepreneurial management, 73–75
Entrepreneurial momentum, 166
  changing leadership and organisational process, 175
  culture of police anti-intellectualism, 179–183
  cultures of risk-aversion and anti-entrepreneurialism and interdicting organised crime, 172–178
  enhancing understanding of serious and organised crime, 176–177
  entrepreneurial future for policing, 186–189
  entrepreneurship and need to change police culture, 168–170
  influence of politics and Covi d-19 on UK policing practice, 185–186
  initiating freedom of action, innovation, and proactivity, 172–173
  institutional and organisational obstacles, 170–172
  learning to lead entrepreneurially, 183–184
  linking SOC to community resilience, 178–179
  maximising existing datasets and knowledge, 173–174
  nuanced understanding of SOC/OCG activities, 177–178
  research qualifications and avenues, 181–182
Entrepreneurial organisation, 57–58
Entrepreneurial policing, xxiv–xxvi, xxviii, 2–15, 171

academic methods of implementing new policing practices, 138–143
academic research methodologies as analytic tools, 132–138
Albanian mafia, 148–154
challenging military model of policing as dominant paradigm, 40–42
cognate concepts to, 14
conceptualising entrepreneurship in policing contexts, 29–31
contentious scenario of American police gangs, 154–159
cultural and organisational barriers to, 33–42
entrepreneurial propensity and abilities, 128–132
examining foundations of, 15–21
first reference to, 2
identifying stakeholders in, 29
incremental intrapreneurial initiatives, 160–165
inhibiting nature of hierarchies, 36–40
in literature, 10–15
methods of implementing, 127–128
restrictive nature of police rank structure, 34–36
Entrepreneurial proclivity, 168–169
Entrepreneurial propensity
and abilities, 128–132
tests, 129–130
Entrepreneurial risk taking, 6, 14, 16
Entrepreneurial roles, 111
Entrepreneurial teams, 6
'Entrepreneurial-Policing-Networks', 19–20
Entrepreneurialism, xxv–xxvi, 85
Entrepreneuring, 3
Entrepreneurship, xxiii–xxiv, 3–4, 42–57, 69–73 (*see also* Criminal entrepreneurship)
appreciating link between entrepreneurship, innovation, and technology, 63–65
of critical interest to policing, 4–5
forms of entrepreneurship of interest to policing, 57–63
and need to change police culture, 168–170
Entrepreneurship–dyslexia nexus, 22–23
Entrepreneurship–leadership nexus
adopting leadership styles appropriate to times of change, 85–90
appreciation of entrepreneurial management, 73–75
commander *vs*. executive models, 82–85
police leadership styles, 75–76
policing, leadership, and entrepreneurship, 69–73
reading changing semiotics of police leadership, 76–82
Entrepreneurship–policing nexus, 21
crime–dyslexia nexus, 23
entrepreneurial and gangster dreams, cultures, and ethics, 26–28
entrepreneurship–dyslexia nexus, 22–23
policing–dyslexia nexus, 23–25
prison and probation service entrepreneurship, 26
Entropic change, 91, 168
Entropy, 67
EPIC Integrity Assured Limited Network, 52–53
'Essex Boy' culture, 28
Ethics, 26–28
Executive models, 82–85
Executive Paradigm, 85

Fair pay for officers, 51
Fence, The, 112
Financial capital, 9
Flanagan Report, 13
Fraternal Order of Police, 40
Funding, 5

Gaming, 120
Gaming Practices, 121–122
Gangster dreams, 26–28
General Enterprising Tendency Test (GET test), 47, 129
Grampian Police, xxiii–xxiv
  Village Constable Scheme, 160–162
Great men theories of leadership, 75–77
Gym, The, 109

Heroic leadership
  narratives, 81
  positions, 42
Heroic militarised iconology associated with police leadership, 80–81
Heroic police leadership, 81
Hierarchies, 36–40
Hitman, The, 113
Housing Estate, The, 108
Human capital, 97
Humble leadership, 87–89
Humbleness, 87–89
Humility, 87–89

Iconology of leadership, 76, 81
Incremental intrapreneurial initiatives, 160
  Grampian Police 'Village Constable Scheme', 160–162
  North Aberdeenshire Shoplifting Initiative (2006–2007), 162–165
Informal organisations, 58
Innovation, 63–65
Intelligence Led Policing (ILP), 83–84
Intrapreneur test, 129
Intrapreneurial skills, 11
Intrapreneurialism, 31
Intrapreneurship in organisations, 6–7
Investigative process, 134–135
Italian Gangster Dreams, 27–28

Jewish Gangster Dreams, 27–28
Just-in-time techniques (JIT techniques), 140

Kanun of Lek Dukagjini, 149
Knowledge Transfer Partnership (KTP), 180
Kosovo Liberation Army (KLA), 151

Laissez-faire Leadership, 91
Law-enforcement heroism, 56
Lawyers, solicitors & legal advisors, 117
Leader humility, 88
Leadership, 69–73, 76
  adopting leadership styles appropriate to times of change, 85–90
  agility, 89
  styles, 78
'Lions and Lamb' Syndrome, 102
Listening, 72
Loan Shark, The, 114
Los Angeles Sherriff's Department scandals, 155–157

Machismo, 46, 53
'Macho' culture, 47
Mafia entrepreneurship, 95–96
Major incident teams (MITs), 169
Management cops, 5
Managerial entrepreneurship, 74
Managerialist model, 66
Masculinity, 56
Maverick officer, curse of, 55–57
McDonaldization, 2
Metropolitan Police, 83
Middle management, 88
Militaristic model
  of leadership, 72
  of policing, 41
Military Iconology, 83
Military model, 41
Millers enterprise-based activity model, 131
Mimetic Leadership, 86
Minder and Security teams, The, 112
Mixed economy policing, 13
Modus Essendi, 97–98
Modus Intelligendi, 97

Modus Operandi (MO), 98
Modus Significandi, 97
Modus Vivendi, 49–50, 98
Moral leadership, 88
Morality, 56
Mr Big, 96, 150
Multidisciplinary teams, 55, 175
Mythopoetic leadership, 42

National Association of Police Organisations (NAPO), 40
National Intelligence Model (NIM), 83–84, 132, 136, 164
National Police Improvement Agency (NPIA), 60
'Nature v nurture' argument, 129
Necessity entrepreneurship, 22
Neighbourhood entrepreneurial policing, 50
New Entrepreneurialism (NE), 15
  and police service, 17–19
New Managerialism (NM), 15
New Public Management (NPM), 15–17
Nexus, 21
Night-time economy, 110
Nightclub Scene, The, 109
Noble cause corruption, 121
Nodding, 121
Nomenklatura syndrome, 79
North Aberdeenshire Shoplifting Initiative (2006–2007), 162–165

'One-size-fits-all' model, 127–128
Operation Countryman, 13, 119
Organisational culture, 42–57
Organisational traits, 47–49
Organised crime ecosystem, 99 (*see also* Serios & Organised Crime (SOG))
  entrepreneurial business community, 100–102
  routine activities theory and conjoined nature of crime and enterprise, 99–100
  routine nature of interactions between crime and business, 102–105
Organised crime groups (OCGs), 101, 115, 148, 150
Organized criminals, 125*n*4

Paramilitary model, 41
Passionate principalship, 10
Peer pressure, 38
Perpetual cycle of crime, 106–107
Persistent Offender Programme, 165
'Perverse model' of policing, 119–127
PESTEL analysis, 128
Pimps and Madams, 115
'Plan, analyse, and do' model, 138
Plural policing, 13
Police, 8
  corruption, 154
  culture, 44–47, 84, 134–135
  entrepreneurs, 75
  gaming practices, 121
  gangs, 154, 158–159
  managers, 72
  organisations, 48, 64, 171
  R&D units, 64
  rank structure, 34, 66
Police leadership, 70 (*see also* Heroic leadership)
  reading changing semiotics of, 76–82
  styles, 75–76
Police Search Team Supervisors (POLSA), 86
Police Service of Northern Ireland (PSNI), 159
Policing, 38–39, 51, 69–73
  agencies, 171
  culture, 43–44
  entrepreneurs, 18
  policing–dyslexia nexus, 23–25
  policing–entrepreneurship nexus, 4
  styles, 13–14
Pool Hall Potter, The, 109
Post-heroic leadership narratives, 81
Predictive policing, 65

Pricing services, 131
'Principled Policing' project, 11
Prison entrepreneurship, 26
Private entrepreneurial policing, 13
Privatisation of policing, 58–59
'Proactive Police Management', 71
Proactive policing, 13, 101
Probation service entrepreneurship, 26
Problem-orientated policing (POP), 63, 160
'Problem-solving' methodologies, 128
Process mapping, 139–141
Prodigal Businessmen, 101
'Professional model' of policing, 124
Promotion, 71
Pub, The, 108
Public sector entrepreneurialism, 14
Public sector entrepreneurship (PSE), 15
Public service entrepreneurship, 9–10
Public–private divide police model, 41

Questioning Constable, 45, 54

'Rank-and-file' officers, 83–84
Reciprocal system, 100
'Red Cell' concept, 142
Red teaming, 141–142
Red-Light Districts, 110
Research methodologies, 179
'Risk Aversion' culture, xxiv–xxv
Risk taking, 6, 14, 16
Risk-aversion, 43–44
Rogue shopkeepers, 104
Routine activities theory, 99–100
Runner, The, 115
Rural community policing, 160–162

'Sacred Doctrine of Constabulary Independence', 71
Safer Neighbourhood Teams (SNTs), 186
Security industry, 111
Semiotics, 78
Serios & Organised Crime (SOG), 119
  corruption and infiltration by, 119
  enhancing understanding of, 176–177
  linking SOC to community resilience, 178–179
  nuanced understanding of SOC/OCG activities, 177–178
Servant leader, 78
Servant Leadership, 88
Sex Clubs, 110
Shoplifting amongst chaotic offenders, using innovative methods to reducing, 162–165
Shqiperia, 148
Shqiptar, 148
Sink housing estates, 105
'Sink-or-swim' approach, 64
Sitter or Sleeper, The, 115
Situational leadership, 75
Skewing, 121
Social capital, 13, 97
Social entrepreneurship, 7–8
Special Constable, 49, 86
Special Constabulary, 36
Specials, 36
Spiv, 96
Stakeholders in entrepreneurial policing, 29
Stewardship theory, 47
Stitching, 121
'Strain and Anomie' theory, 95
Strategic entrepreneurship, 14
Strategic leadership, 14
Strategic management, 14
Street cops, 5
Sub-contract policing, 13
SWOT analysis, 128

Tactical Firearms Officers, 86
Taken into Consideration (TIC), 120
Task-oriented leader, 78
Tax evasion, 104
Taxmen, 113
Team entrepreneurship, 5–6
Technology, 63–65
Thief taker, 11–12
Thief-taking, 12

Third sector entrepreneurship, 7
Total Quality Management, 140
Total quality policing programmes (TQP programmes), 46
Trait-based theories of leadership, 78
Transactional leader, 78
Transactional leadership, 72
Transformational leader, 78
Transformational leadership, 72, 83
Trenchard Scheme, 85
Two-way mentorial secondment process, 6

Underworld, 20, 27, 95, 99
Upperworld, 99, 125
'Urban entrepreneurialism' movement, 73
US Police Corruption scandals, 155
US Police Gang behaviours, 158

Vehicle Recovery Group (VRG), 62
Verballing, 121
Village Constable Scheme, 160–162
'Villains', 102
Virtual Entrepreneurial Groups, 6
Vision-based leadership, 70

White-collar crime, 104
White-collar criminality, 94–95
Women police executives, 84

Youths & Vulnerable, 116

Zero tolerance policing, 18, 29, 187