

Personal Leadership and Individual Responsibility in the Change Process

Reentry in the State of Connecticut:
Partners in Progress
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Sometimes...

- "You need a dose of command and control to start the evolution away from command and control."

-Lee Ozley (Harley Davidson)

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What is the difference between a leader and a manager?

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■ Management

- Conducting or supervising something
- Planning, organizing, staffing
- Act of getting people together to accomplish goals

■ Leadership

- Commanding authority or influence
- Embodying values and creating an environment where things can be accomplished
- Ability to affect human behavior towards goal achievement
- They see the present and see what could be in the future

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Part I. Personal Leadership and Individual Responsibility

- Research findings, new information, and our experiences are causing us to rethink some of our approaches to the management of offenders.
- As our policies or approaches change, so must our practices. It is unlikely that we will be able to achieve new goals using only old methods.

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It Comes Down to Leadership

- Making effective modifications to our practices or systems will require us to have a clear understanding of how we want things to be, and a determination to make the necessary changes to get there.
- In other words, it will take leadership.

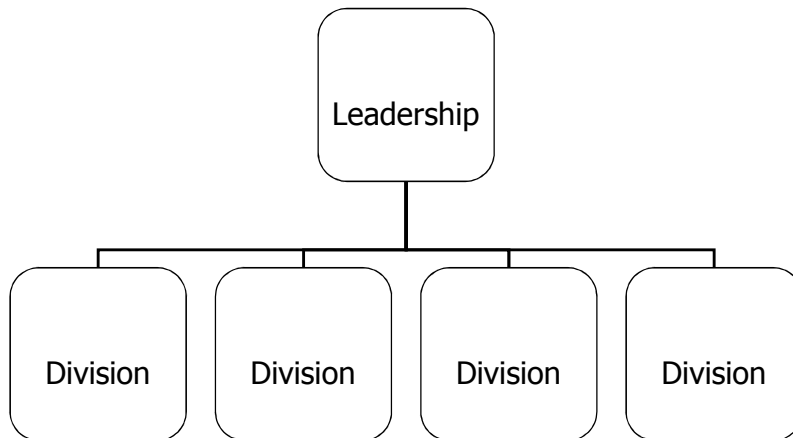
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- “Leadership was a process whereby *everybody* could make contributions to the success of the company. Leadership was a process whereby ordinary people could achieve extraordinary things.”

-Lee Ozley

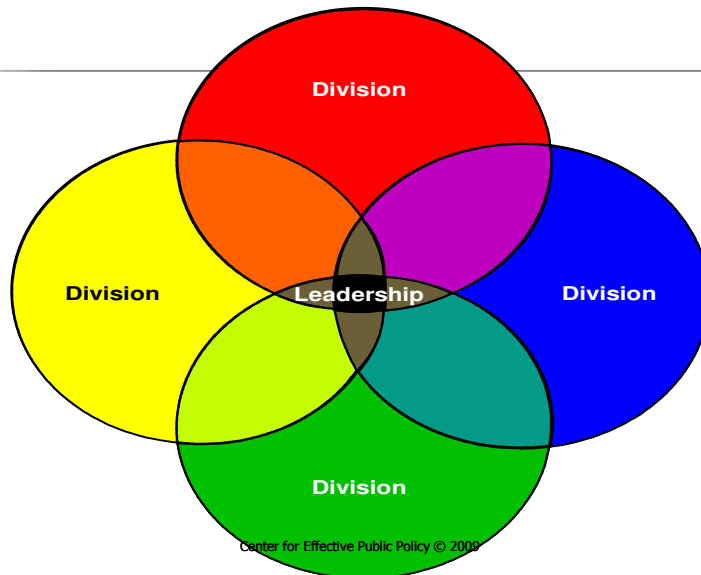
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Typical Organization



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Collaborative Organization



1. Who Exercises Leadership?

- When we talk about leadership, we often focus on the person who is in charge of an organization. This is **“positional”** leadership – derived from the nature of their position.
- Under certain circumstances, specific individuals might also be granted or assume special responsibilities or authority. This might be termed **“situational”** leadership.

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| | <ul style="list-style-type: none">■ “Perhaps a ‘Leader’ isn’t someone who solves all of an organization’s problems unilaterally. Perhaps a leader is someone who effectively identifies and brings together a broad range of people in a group problem-solving procedure.” |

-Lee Ozley

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	<h2>Personal Leadership</h2>
	<ul style="list-style-type: none">• But in addition to the authority that comes with a position, or special situations in which people may be asked to carry out certain responsibilities, every individual has an opportunity to demonstrate personal leadership.• Personal leadership is not about the position that you might hold – it is about how you choose to act.

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2. How Do Individuals Demonstrating Personal Leadership Act?

- If everyone can demonstrate leadership, then what does leadership look like? Perhaps good leaders demonstrate the following qualities:
 - They **focus on the future and can prioritize work**
 - They have a **willingness to listen and learn**
 - They **put their egos aside** and develop partnerships
 - They have a **passion** for their work and display positive attitudes
 - They **act honorably** and build trust

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■ "If you don't know where you're going, you'll end up somewhere else."

-Yogi Berra

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Don't Just Add Work, Change It

- The major resource that we have is our personnel. But people can resent change if it simply looks like extra work - there is only so much time in which to get everything done.
- Good leaders must focus on prioritizing work, reducing the time spent on less important tasks, or eliminating work requirements. We often don't have time to do more of one thing unless we spend less time on something else. Figure out what the "something else" is, and get rid of it.

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A Willingness to Listen and Learn

- While the intended destination may be clear, leaders must involve and listen to others in order to determine the best ways to get there.
- Discussing ideas and getting feedback from others, using focus groups, experimenting with pilot projects, or participating in various types of meetings can be important ways of receiving feedback about possible changes. In moving forward, the good leader demonstrates consistency of direction, but flexibility in method.

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The Carpenter's Rule

- Before we launch into our changes, we need to carefully consider the feedback we've received, and determine if we are tackling the right issues in the right way.
- "Remember the Carpenter's Rule: measure twice and cut once."
-Stephen Covey, *The 7 Habits of Highly Effective People*

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C. Put Egos Aside and Develop Partnerships

- You've probably never heard of some of the most successful business leaders in the country. That may be because they think it is more important for their organizations to succeed than for them to be well known.
- The offender management area requires organizations to work collaboratively in order to identify and solve many long standing issues. Team work, rather than individual success, is clearly required in this area. As meaningful partnerships expand, so will the desired results.

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■ “Being powerful is like being a lady; if you have to tell people you are, you aren’t.”

-Margaret Thatcher

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Productive Partnering

- It is sometimes easy to see other individuals, other divisions, or other organizations, as rivals for resources or for recognition. What we know about offender management work is that we can only achieve moderate successes on our own – meaningful successes will require many individuals and organizations pulling in the same direction.
 - “We must all hang together or we will certainly all hang separately.” -Benjamin Franklin

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Display a Positive Attitude and Passion for Your Work

- Have you ever met anyone who truly disliked what they were doing, had a horrible attitude, but they were successful at it anyway? If no one comes to mind, there may be a reason. Our enthusiasm and interest in what we do is more important – and more obvious to others – than we realize.
- Attitudes about our work are contagious. If we want to have a great work environment, it's up to each of us to create it and maintain it.

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Avoid the Negative Prophecy

- Some people are constantly pointing out what can't be done. If they believe that, then it won't be done by them.
- Avoid the negative prophecy. Don't ask if something can be done – ask for the best way to get it done.
 - "If you say you can do it, or you say you can't, then you're right."
-Gary Maynard

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E. Building Trust

- Building and maintaining the trust of others is a critical component of effective leadership. Without trust, people will not listen to you, or follow you.
- How do you build trust with those who work inside or outside of your organization? Perhaps by demonstrating:
 - A willingness to tackle difficult matters
 - Honesty and sincerity with what you say
 - Consistency in your statements

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Creating Team Spirit

- Creating an inclusive environment, in which staff are consulted and advised at appropriate times, helps maintain the spirit of a team.
- Remember that “little” things mean a lot. It’s not always about position or money – praise, recognition, or how some sensitive issue is dealt with can have a large impact on how you are perceived by others. It is easier for people to follow you, or forgive your mistakes, when you treat them with dignity and respect.

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Dealing with Changes at Work

- For employees who will be impacted by change, consider these three things:
 - Your attitude is the only thing that you truly control. Why not make it a positive one?
 - If you want to improve a situation, explain your concerns to the people who can impact the resolution of your issues. If you want to make it worse, complain to everybody else.
 - Appreciate the fact that no one ultimately succeeds if they simply stand still. Commit yourself to helping your organization to move forward and succeed.

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3. Individual Responsibility

- Taking responsibility for your own actions will help your organization make positive changes. These include:
 - Clearly communicating your direction and purpose, and instilling in others an interest in making necessary changes.
 - Listening to and involving others, and remaining flexible in your methods.
 - Acting and communicating honestly, building collaborative teams, and maintaining a positive outlook.

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Part II. Leadership and Organizational Culture

- Leadership will clearly be required to help organizations move forward with their thinking and work in the reentry area.
- As organizations modify their practices they may find that critical portions of their own agencies, or necessary partner agencies, seem resistive to the anticipated changes.

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Resistance to Change Within an Organization

- To explain part of this resistance, let's explore the topic of organizational culture. Specifically, let's consider three general areas:
 - Understanding your organization's current culture
 - Taking steps to modify the organization's culture
 - Actions to help the changes in culture or practice survive over time

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| | <ul style="list-style-type: none">■ “Organizational change doesn’t happen like a thunderstorm which – after lots of thunder, and lightening, and rain – is completely done. In fact, abrupt changes frequently do more harm than good. It’s more like a gentle rain that is absorbed into the ground and later produces beautiful flowers. You have to be patient.” |

-Rich Teerlink

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	<h2>1. Where are You Now?</h2>
	<ul style="list-style-type: none">■ Author and manager Karen Kaiser Clark once indicated that “Life is change, growth is optional. Choose wisely.”■ Organizational objectives, the methods employed by staff, and even attitudes of staff will change – so the question is not whether change will happen – but rather:<ul style="list-style-type: none">– which changes will happen next,– what or who will drive these changes, and– will these changes be sustainable long-term.

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a. Focusing on the Future

- The first logical question to ask is – where do you want the organization to go? What do you want it to accomplish (or better accomplish) – and what will have to change in order for you to move forward?
- Chances are that whatever your “vision” may be and regardless of the changes you may contemplate, one key issue you will face involves how receptive others in your organization will be to changes in the direction, practices, or methods employed.

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- “I’m constantly amazed at how much energy is spent on fighting over ‘how to get there,’ rather than ‘where we are going.’”

-Lee Ozley

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b. What is “Organizational Culture”

- Organizational culture refers to the accepted norms, practices, values, customs, traditions, or behavior patterns of employees.
- Organizational management author Edgar H. Schein (1992) has written that an organization or office culture is developed over time in response to work situations, external pressures or forces, and the need to solve particular problems.

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c. How Does a “Culture” Sustain Itself?

- Once certain attitudes, behaviors, or methods are embraced by a majority of the employees in an area, then they can be passed along to new employees, who in turn are expected to pattern their behaviors in accordance with these accepted norms.
- The culture of a workplace can shape the reaction of individuals to both simple and complex matters.

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How can You Identify the Organizational Culture at Work in your Organization?

- Try to change something basic or significant that concerns day-to-day work – and the reaction you receive will tell you much about the culture of your organization.
- When some new work expectation is created, there may be some grumbling – but when this work is at odds with the culture in an office – there may be an uproar.
- You can understand the culture at work in an office simply by watching and listening. Do individuals appear to have enthusiasm for what they do? What types of things are people concerned about? What hours do they put in?

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Taking the Pulse

- When a new initiative is announced, some individuals may be excited about the direction or focus of the organization – they will be the ones who volunteer to try some new approach, tool, or method. The change is probably consistent with that person values, or represents an activity that they believe is important.
- Others may be less enthusiastic. This change may be at odds with their values, or the values of their workplace.

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2. Moving Forward

- We have all had experience with changes that never seemed to “take root” in an organization. What are some of the reasons for this?
 - People believed it added more work for them
 - Was not consistent with the direction or focus that some individuals wanted to see
 - Lack of resources to support the change
 - Lack of commitment from leaders/others
 - Failure to integrate the change in to everyday practices.

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Changes that Don't Seem to Work

- Some changes seem destined for failure – they might be:
 - “Knee-jerk” reactions to situations
 - Solutions borrowed from other jurisdictions or offices that “sounded good”
 - Initiatives that are not supported by research or any evidence
 - Imposed by external forces with no buy-in from leaders in your organization

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a. Preparing Yourself for Change

- When you prepare yourself for change, you might:
 - Read up on appropriate literature and research – especially evidence based practice research.
 - Study your own data. If you don't have data that would be relevant, how could you start getting it?
 - Involve other key organizational leaders in discussions about particular changes – and develop their “buy-in.”
 - Understand how this change is consistent with (or not consistent with) the overall objectives of the organization.

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b. Help Staff to Embrace Changes

- To help others embrace change, some of the following things may be of assistance:
 - Involve individuals in discussions so that they can better understand why the change is being pursued.
 - Be clear about your direction but remain flexible in your method. Let others have input on the best ways to accomplish certain things.
 - Reward those who are willing to volunteer or participate in new efforts.

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More Ways to Help Others Embrace Change

- Publicize activities. Let everyone see that you are committed to change and that it won't just "go away".
- Be consistent in your comments.
- Build visible support for change. Let key leaders inside and outside the organization talk about the value of certain changes.
- Try "pilot" projects or other ways of getting projects started. Work out the kinks before you expand the effort.

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c. Appreciating the Importance of Prioritizing Work Activities

- Once an agency is clear about what it wants to do, it should prioritize the time individuals spend performing different types of work so that the tasks performed more accurately reflect overall priorities. Management author Stephen Covey refers to this as "putting first things first."
- The reason that many people have no time to tackle new assignments is because there are so many old assignments still being performed. One key to making changes in the workplace is to prioritize work activities in ways that are consistent with the agency's broader goals and eliminate work that holds a low priority.

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Eliminating Work

- When we focus on the most important work activities first it becomes possible to identify activities that have less value.
- It may help individuals to embrace some new work activity if they see some old work activity (or several old work activities) being eliminated.
- Layering new expectations on existing personnel is not a good way of helping them to embrace this activity. For every new thing added, try to take two things away.

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3. Implementing Long-Term Change

- Sometimes, individuals may not feel it is important to challenge every new change – they can wait for most changes to simply go away.
- Long term change may require other adjustments to the way that an organization operates. It may involve:
 - Revising hiring/promotional criteria
 - Updating position descriptions
 - Revising training content
 - Modifying policies
 - Helping individuals to overcome barriers
 - Using incentives and rewards
 - Evaluating and modifying practices

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Conclusion...

- Significant changes are difficult for any organization to implement. Personal leadership, and an awareness of the organization's culture, can help agencies to move forward with intended changes to policies or methods.
- Preparing yourself, other managers, and other individuals for necessary changes are critical elements of long term success.

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Conclusion...

- It is never too early, or too late, to do the right work well. It is always the right time.

– “The best thing about the future is that it comes one day at a time.”

-Abraham Lincoln

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