

WELCOME to the Residential Substance Abuse Treatment (RSAT) Training and Technical Assistance (TTA) National Resource Center

Senior-Level Leadership

Shaping a Better Future

February 29-March 2, 2012

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Four Sessions

- Senior–Level Leader Profile
- The Purpose of a Leader
- Strategic Thinking
- Collaboration

Group Presentation

- “Shaping our future”
- Strategic by nature
- Collaborative by design
- System focused
- Presented on Friday

Key Topics

➤ Thinking

➤ Culture

➤ Outcomes

➤ Impact

➤ Systems

➤ Thinking

➤ Strategy

➤ Ideas

➤ Collaboration

➤ Future

Primary Resources

***CORRECTIONAL LEADERSHIP COMPETENCIES FOR THE
21ST CENTURY EXECUTIVES AND SENIOR-LEVEL LEADERS***

**United States Department of Justice
National Institute of Corrections, 2005**

***NATIONAL JAIL SUCCESSION PLANNING AND LEADERSHIP
DEVELOPMENT PROJECT: IDENTIFYING CORE
COMPETENCIES AND REQUIRED KNOWLEDGE, SKILLS, AND
ABILITIES (KSAs)
FOR JAIL LEADERS***

**Center for Innovative Public Policies Inc.
BJA Funded Initiative, 2011**

Senior-Level Leader Profile

»» You might be a Senior-Level Leader if...

You Might Be a Senior-Level Leader If...

- Implement WV DOC's vision and mission
- Adhere to WV DOC's values

You Might Be a Senior-Level Leader If...

The mission of the West Virginia Division of Corrections is to enhance public safety by providing safe, secure, and humane correctional facilities, operating an **effective system** of offender re-entry and community supervision, reducing offender recidivism, and assisting victims of crime.



The vision of the West Virginia Division of Corrections is to be recognized as an innovative leader in providing quality correctional services.

WV DOC Core Values

- Protection of the public, staff, and offenders
- Professional
- Integrity
- Model appropriate behavior
- Develop knowledge, skills, and abilities
- Fairness for staff, public and offenders
- Honesty
- Consideration
- Dignity
- Diversity
- Trust
- Teamwork

WV DOC Core Values

- Pride
- Professional service over personal desire
- Provide correctional services which positively affect offender management and reentry
- Needs of crime victims and their families
- Ethical
- Excellence
- Quality
- Competence
- Resolve all situations, in which the course of action is in doubt, by erring on the side of security and public safety

You Might Be a Senior-Level Leader If...

- An executive serves at pleasure of Governor
- Appointed by Commissioner
- Upper third of agency Table of Organization
- Exempt or classified

You Might Be a Senior-Level Leader If...

- Warden
- Deputy Warden
- Associate Warden (Program, Security)
- Director of Division of Prisons/Operations
- Director of Parole or Probation
- Deputy Director/Regional
- Superintendent

You Might Be a Senior-Level Leader If...

- Implement goals and objectives
- Coordinate, manage and oversee budget and finances
- Create and maintain a competent and diverse workforce

You Might Be a Senior-Level Leader If...

- Influence and develop agency or public policy
- Manage the external environment
- Build organizational culture

Are You a Senior-Level Leader?

YES?

NO?

Culture

- What are we referring to?
- What is it?

Culture



Culture



Culture



Organizational Culture

Senior-level leaders focus
on *organizational culture*...

which for criminal justice is
distinct from “civilian” culture

Organizational Culture Defined

- *The set of shared values, attitudes, goals, and practices that characterizes an institution or organization**
- *For example, a corporate culture focused on the bottom line**
- Culture is your values, lived out

*Merriam-Webster Dictionary

Organizational Culture

Some parts are spelled out....

- Values
- Goals
- Practices (mostly)

Some are not....

- Attitudes

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Why focus on culture?

- Culture
- Context
- Environment
- Generally, only organizational culture is within our ability to influence as leaders

Organizational Culture

What is your
organizational culture?

What values
do you actually practice?

Group Exercise

Your Area's
Organizational
Culture

Your Institution's
Organizational
Culture

1

2

3

Values

Attitudes

Goals

Practices

SHARED

Organizational Culture



Organizational Culture

“Clash of the Titans”

SECURITY
INSTITUTION

vs
vs

PROGRAMS (RSAT)
AGENCY

Organizational Culture

This clash is problematic...

Not aligned with the vision, mission and values which then does not allow for an...

“**effective system** of offender re-entry and community supervision, reducing offender recidivism, and assisting victims of crime.”

WV DOC Mission Statement

Positive Organizational Culture

- Supports the vision, mission and values
- Supports team (collaborative) efforts
- Values fair and equitable treatment of offenders, staff and stakeholders
- Identifies and responds to those served by your institution

Organizational Culture

You *are* a Senior–Level leader if...

- Ensure security and programs work together to:
- Create a shared, aligned organizational culture
- Focused on the vision, mission and values
- Shape a better future

Organizational Culture

Key Takeaways...

- Leaders can impact organizational culture
- Organizational culture does and will impact your institution
- To shape the future then, you must build an institutional culture that allows you to realize that future

The Purpose of a Leader

»» Now what?

The Purpose of a Leader

We Usually Ask

- Definition of leadership
- Who are leaders?
- What do leaders do?
- Why do leaders do what they do?
- Managers vs. leaders

The Purpose of a Leader

Reframe The Conversation

➤ Leaders DO

➤ DOING

➤ Leaders ACHIEVE

➤ OUTPUT

➤ Leaders SUCCEED

➤ OUTCOMES

The Purpose of a Leader

Focus on Outcomes & Impact

- Outcomes achieve impact
- “Impact” = making a difference
= turning things around
- Stay focused on what success (outcomes) looks like

The Purpose of a Leader

Why?

- Vision is where we are headed
- Mission is what we do to get there
- Outcomes are impacts we seek to have
- A leader's purpose then lies at the intersection of vision and outcomes, which is the future.

The Purpose of a Leader

- Shape a better future
- Realize a better future
- What does a better future look like?

Group Exercise

What would a better future for your institution look like?

What would a better future for your group of institutions look like (your system)?



Remember Culture!

Strategic Thinking

»» Charting the Future

Strategic Thinking Defined

- *The ability to recognize the relationships, complexities, and implications of a situation; anticipate possibilities; and plan what to do.*
- *It is an attempt to develop a best guess about the future*

Strategic Thinkers Ask...

- What seems to be happening?
- What range of possibilities do we face?
- What are we going to do?

Strategic Thinkers Can...

- See the “Big Picture”
- Recognize systems
- Understand key relationships – networks
- Grasp connections of seemingly unrelated items

Strategic Thinkers...

- Consider a broad range of alternatives that...
- Are more than chance, luck or hope
- Exploit opportunities
- Avoid threats
- Build on strengths
- Overcome weaknesses

Need for Strategic Thinking?

- Complex environment
- Rapid pace of change
- Move from reactive to proactive
- Not rely on what has worked in the past

Benefits of Strategic Thinking?

- See things from other perspectives
- Minimizes “groupthink”
- Results in a single, clear direction
- Focuses resource allocation
- Resolves conflicting mandates

Challenges to Strategic Thinking?

“The past is not only not behind us, it is not over.”

Anonymous

- Our knowledge base and experience rely on data from the past
- EBP...Strategic or not?

Strategic Thinking
≠
Strategic Planning

Types of Thinking

- Analytical
- Critical*
- Conceptual*
- Creative*
- Intuitive*

Need to Know

- Unlikely to be skilled in all types of thinking
- Most corrections agencies do not teach nor provide forums for strategic thinking
- Corrections emphasizes analytical thinking, rarely teaches and uses other types
- *To be strategic, encourage strategic thinking*

Analytical Thinking

- *The ability to break issues (current, existing) down into their component parts*
- Take an issue and cut it into pieces
- Used and taught widely in corrections
- Not necessarily part of strategic thinking – why?

Critical Thinking

- *The ability to judge or evaluate carefully*
NOTE: “critical” does not mean criticism
- Includes your own actions and behaviors
- Part of strategic thinking, you likely already do some of this
- Sometimes used in corrections

Conceptual Thinking

- *The ability to generalize an abstract idea from particular instances by recognizing patterns or connections and addressing underlying issues*
- Organizing parts in a systematic way
- Putting it altogether

Creative Thinking

- *The ability to make, invent or produce rather than simply imitate*
- Something new
- Not rooted in the past
- Brainstorming

Intuitive Thinking

- *The ability to understand or agree with an idea without using rational thought or inference*
- Approaches problems as a whole, not as a sequence of steps
- Mind mapping

Strategic Thinking Relies On Being...

- Critical
- Conceptual
- Creative
- Intuitive

Risk

- Risk is how likely an action, event or person will succeed/fail, be safe/dangerous, be accepted/rejected, occur/not occur, etc...
- Many things have inherent risk

Risk Tolerance

- High and Low risk tolerance
- Risk tolerance varies by organization, person, situation
- What is the risk tolerance of corrections?
Parole? Criminal justice in general?

Impact of Risk

- Massive impact on strategic thinking
- What you fear, cannot conceive, believe or do not want to pursue limits your possibilities
- Limits or eliminates shaping and realizing the future

Frameworks for Strategic Thinking

- Strategic Thinking Cycle
- Strategic Management Triangle
- Management By Groping Along (MBGA)

Frameworks for Strategic Thinking

The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”

Albert Einstein

Group Exercise

Conceptual

Creative

Intuitive

**Strategic Thinking
Framework**

Culture

Outcomes/Impact

Risk Tolerance

Collaboration

»» **Doing things together to
maximize impact**

Collaboration Defined

- *To work together*
- *Constructively explore differences and search for solutions that go beyond their own limited vision of what is possible*

Barbara Gray

Collaboration Components

- A reciprocally beneficial association between participants who work toward shared goals
- Equal distribution of responsibility, authority and accountability
- Non-hierarchical and assumes power is based on knowledge and expertise

Why Collaborate?

“We tend to view the individual components as independent of the others and serving different, competing purposes. We need to see the overall system, which lets us see that we are all interconnected, interdependent parts of the whole, working for a common, greater good and that no component of this system is better or worse than the others, but each serves a specific function.”

*Eduardo Barajas, Jr.
Former NIC correctional Program Specialist*

Why Collaborate?

Because nobody is big and bad enough to do it by themselves!

Collaborative Environment

- Operates on an open system with open communication
- Ensures all parties agree on importance and usefulness
- Represents a commitment to the whole organization
- Represents a deep commitment to developing and retaining employees

Collaborative Leadership

- Focuses less on roles and more on functions
- Recognizes the importance of process as well as accomplishing goals
- Listens with intent of hearing rather than judging
- Brings about opportunities for awareness for shared power and responsibility
- Includes a high degree of participative decision making
- Recognizes and supports multi-group membership

Four Collaborative Opportunities

1. **Work team:** Involving a specific project or an ongoing work team.
2. **Informal or interpersonal:** Unstructured and casual collaboration between two individuals or among people in an informal group.
3. **External:** Outside the organization with stakeholders, community partners, other government agencies, and nongovernmental groups.
4. **Internal:** *Employees and leaders working together in a single office or across multiple offices and institutions in a correctional system.*

Factors in Successful Collaboration

- Purpose
- Environment
- Membership Characteristics
- Structure
- Communication

Purpose of Collaboration

- A skilled leader knows when and how to use collaboration as a deliberate approach to accomplishing a particular task or organizational goal
- The purpose relates back to the four collaborative opportunities (external, organizational, work team, and informal

Environment

Political/social climate in which the organization operates, history of collaboration within organization and between the organization and the community it serves.

Membership Characteristics

- Building mutual trust and respect
- Including a cross section of members
- Identifying personal rewards
- Promoting the merits of consensus and compromise

Structure

- Horizontal Flow of Power
- Forces people to work together
- No single authority guides process
- No single authority makes final decisions

Communication

- One of the most critical factors
- Must be effective
- Should get staff moving in the right direction

Please note: Breakdowns in communication can interrupt the organization's progress toward attaining goals.

Key Skills for Effective Collaboration

- Flexible and open to modifications & different leadership styles
- Able to focus on functions versus roles of individuals
- An active and attentive listener

Key Skills for Effective Collaboration

- Mindful of how environment plays a role
- Understanding of the importance of establishing and maintaining trust and belief in integrity of others
- Knowledgeable of the difference between aligning staff to goals of team versus simply organizing staff to fit job roles

Key Skills for Effective Collaboration

- ▶ Know when to use collaborative or authoritarian approaches to address a particular situation
- ▶ Use a collaborative leadership style when a team approach suits the objective
- ▶ Determine tasks and responsibilities based on individual knowledge and skills

Key Skills for Effective Collaboration

- ▶ Hear what is being said while suspending judgment
- ▶ Encourage and develop an environment supportive of collaboration
- ▶ Demonstrate trust and belief in the integrity of others
- ▶ Communicate the goals and objectives of the team clearly and consistently

Group Exercise

**Collaboratively prepare to present
your strategic ideas**

Shaping a Better Future

Culture

Outcomes/Impact

Risk Tolerance

Strategy

Systems

Collaboration

Group Presentation

Senior-Level Leaders

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