Module 2: Leadership, Vision, and Organizational Culture

Welcome to *Leadership, Vision, and Organizational Culture*. This document is the PDF version of the online TJC Implementation Toolkit, and will not necessarily reflect the changes and updates made to the toolkit. To view the latest and most complete version of this module, visit http://tjctoolkit.urban.org/index.html. This module focuses on the fundamental role of leadership, vision, and organizational culture in the success of your community's jail transition strategies.

> *"San Diego County has been working collaboratively with our criminal justice partners, county departments and community-based programs to develop and expand our reentry services. The ability to truly increase public safety and reduce recidivism requires everyone to implement and change existing systems to achieve the collective goal."*
>
> Christine Brown-Taylor, MSW, Reentry Services Manager
> San Diego County Sheriff's Department, San Diego, California

Before we begin, take some time to think about what being a leader and leadership mean to you. Often the word conjures up an image of a commissioner, chief, or captain who due to his or her administrative position has the authority to direct and influence others. This, however, is only one definition, and focuses more on a position of authority than on an individual's actions.

In this module, we offer a broader definition of **leadership**, one that fits the *Transition from Jail to Community* (TJC) model. For us, leaders are individuals, regardless of their position within an organization, who have the ability to provide the **vision**, leadership, and resources to empower people to go beyond what they thought they were capable of doing to build the **organizational culture** necessary to grow and sustain successful transition from jail to the community. Formal leadership is indispensible to the TJC effort, but informal leaders are also vital to successful TJC implementation and sustainability.

We also believe that leadership can be learned. Most people are not born leaders, but learn leadership behaviors through trial and error.

This module has six sections and will take between 15 and 20 minutes to complete. The recommended audience for this module includes:

- Sheriffs
- Reentry coordinators
- Community service providers
- Probation officers
- County commissioners

- Pretrial services staff
- Jail administrators
- County board members
- Criminal justice council members
- Local stakeholders

- Judges and Officers of the Court

Module Objectives

This module provides practical informational to assist you in understanding the importance of having committed leadership with a vision and an organizational culture well-matched to implement and sustain practices consistent with the *Transition from Jail to Community* model in your community.

This module includes:

- The characteristics of effective leadership
- Creating and transmitting a leadership vision to others
- Understanding your agency's organizational culture and how to guide it in the best interests of sustained TJC efforts

There are six sections in this module:

1. Leadership 101
2. TJC Leadership
3. Creating the Vision
4. Changing the Organizational Culture
5. Empowering Staff—A Decisionmaking Process Model to Manage Change
6. Terms Used in the Field

By the end of this module, you will be able to:

- Explain how leadership affects the success of the TJC model.
- Identify and engage local leaders in your community.
- Understand the importance of leaders becoming local experts on the TJC model.
- Create a shared vision and **mission statement**.
- Elicit support among organizational leaders, formal and informal.
- Identify the components of organizational culture that support change.
- Develop tools to empower employees and stakeholders.
- Understand the impact of stakeholder's organizational culture on the culture of the overarching system.

Terms to Know

Leadership: Top level leaders create the direction of the organization and motivate their staff to want to achieve the mission, vision, and goals of the organization. However, people of any level or occupation within the organization are leaders when, through their actions, ideas, and values, they inspire others to innovate and perform at a level that realizes outstanding outcomes beyond those required to simply comply with or meet standing organizational or system procedures.

Vision: The development, transmission, and implementation of an image of a desirable future.

Organizational culture: Prevailing assumptions, values, and norms that characterize the management and personal interactive processes that occur in the day-to-day operation of the organization.

Mission statement: The articulation of an organization's or system's purpose, what makes it unique, and what it will do on a day-by-day basis to strive toward the previously developed shared vision.

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The TJC Model

This visual indicates where *Leadership, Vision, and Organizational Culture* fit in the *Transition from Jail to Community* model. This key system element is one of five that must be in place for the TJC model to work

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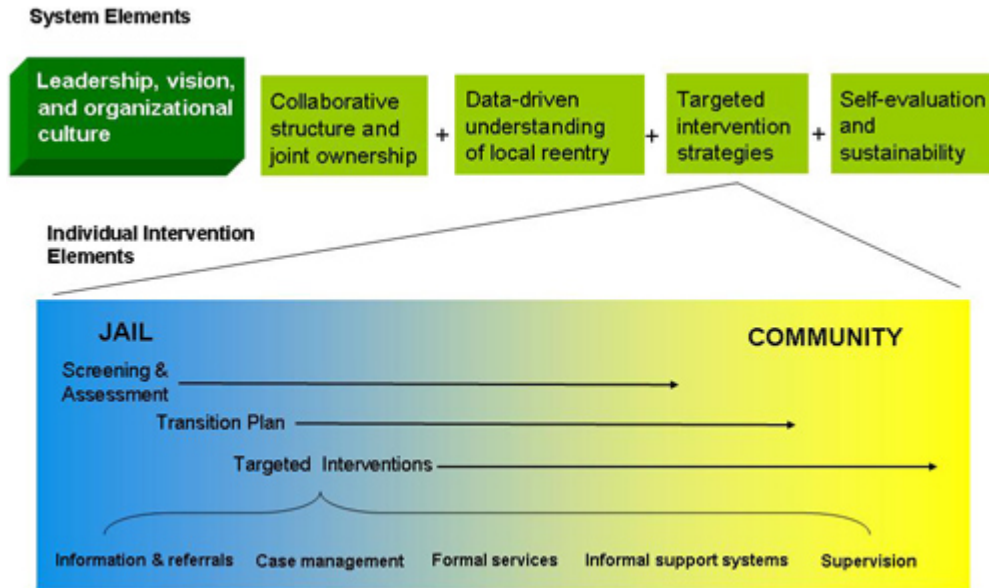
Section 1: Leadership 101

According to Warren Bennis, a leading theorist of the principles of effectual leadership, "Leaders are people who do the right thing; managers are people who do things right."[1]

Most of us know a leader when we see one, but often have a difficult time defining the specific characteristics of leadership. In this section, you will learn the fundamentals of leadership.

Let's begin with a quick exercise:

Think of someone who you believe is great leader. What are the characteristics that individual has? Now think of someone who is a **manager**, but not a leader. Do the characteristics and personality traits differ between the two?

Bennis has spent years interviewing leaders and outlines four common characteristics of effective leadership. See how closely your ideas of leadership match up with Bennis's.

> ### Terms to Know
>
> **Manager:** Person at or near the top of an organization who is responsible for the entire agency
>
> **Organizational development**: An approach to the management and leadership of organizations that recognizes the importance of human interpersonal processes, as well as the formal structure and content as important and legitimate subject matter to be examined and evaluated in the context of common, agreed upon goals.

What Makes a Leader?

- **Management of Attention**: The ability "to find a compelling cause or vision that will focus the minds and the energies of everyone involved."[2]
- **Management of Meaning:** The ability to communicate vision and dreams so that they are tangible and have real meaning for others and will be supported.
- **Management of Trust:** The ability to be consistent, honest, and reliable in everything one does.
- **Management of Self:** The ability to know one's strength and weakness, nurture one's strengths, and learn from mistakes.[3]

Leadership is also about empowering others. The **organizational development** research is clear that a control-oriented, autocratic style of management decreases job effectiveness. An effective leader understands that each person needs to believe that he or she can make an important contribution to the organization. Empowering others also expands the capacity that a leader has to accomplish things.

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[1] Warren Bennis, "Why Leaders Can't Lead," *Training and Development Journal* (1989): 36

[2] Warren Bennis, "The Handy Guide to the Gurus of Management—Programme 5," http://downloads.bbc.co.uk/worldservice/learningenglish/handy/bennis.pdf: 4.

[3] Bennis, "Why Leaders Can't Lead," 35–39.

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Bennis notes these characteristics of situations in which people are empowered:[4]

- **People feel significant:** Everyone should feel that they make a difference to the organization's success.
- **Learning and competence matter:** Leaders value learning and mastery of skills, and so do people who work for leaders.
- **People are part of a community:** Leaders develop an organizational culture in which there is a sense of being part of a team.
- **Work is exciting:** Leaders design an environment where work is stimulating and challenging.

Reentry Revisited

Let's revisit what we have learned so far in the Leadership, Vision, and Organizational Culture module. Please answer the following question.

Leads can empower employees by

- o Giving clear instructions.
- o Ensuring high staffing levels.
- o Valuing learning and mastery of new skills.
- o Providing firm discipline.

Summary

Now that you have completed this section, you understand that being a good leader is not the same as being a good manager. Leaders are able to rally employees toward a cause while also empowering their staff. Empowerment involves staff feeling that they can, do, and will make important contributions to the organization.

For more information:

1. Bennis' Leadership Qualities. A description of Warren Bennis's six personal leadership qualities. Available: http://changingminds.org/disciplines/leadership/articles/bennis_qualities.htm

2. Blagg, Deborah and Susan Young (2001). What Makes a Good Leader. *Harvard Business School Bulletin*. Available: http://www.alumni.hbs.edu/bulletin/2001/february/leader.html

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[4] Ibid.

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TJC Leadership Profile

Lisa M. Calderón is the Director of the Community Reentry Project in Denver where she works with formerly incarcerated persons for their successful transition back into the community. She received her Master's degree in Liberal Studies from the University of Denver, and law degree from University of Colorado at Boulder. As a former legal director of a battered women's program, Lisa is qualified as an expert witness on issues of domestic violence and victim advocacy. Lisa is involved with several community-based initiatives to create more opportunities for low-income women, youth of color, and formerly incarcerated persons. She is a commissioner on the Denver Crime Prevention and Control Commission and was appointed to the State Juvenile Justice and Delinquency Prevention Council.

What makes a successful TJC leader? The TJC process requires the willingness of both criminal justice representatives and community providers to come to the table and commit to staying engaged through challenging conversations. The Crime Prevention and Control Commission provided the structure for this process, and the TJC initiative provided a roadmap for implementation. As a result of our year-long visioning process, we were able to collectively develop a sense of ownership among all participants that kept us working together toward a common purpose. Our common ground was that we all wanted to stop the cycle of recidivism and increase public safety. We all understood that developing lasting solutions required long-term planning and upfront investment in training a core team of individuals including executive leadership and direct service providers. This approach allowed us to develop a continuity of services initiated within the jail by Life Skills staff, and then handed off to community partners for transitional services and client support. The TJC initiative enabled us to build our capacity by targeting our limited resources toward medium and high-risk populations by implementing validated assessments and evidence based methods. As the Chairperson of the Community Reentry Committee, I helped to navigate perspectives, ensuring that community voices did not get eclipsed by systems officials, while at the same time, cultivating an exchange where community providers also learned from criminal justice experts.

What are your tips for getting support from system stakeholders for the TJC Initiative? It's important that the collaboration not be criminal justice-system dominated. In the initial stages, I insisted that we move the Community Reentry Committee meetings from criminal justice system boardrooms into the community. That was symbolically important to have our meetings in rotating community spaces so that providers felt they were on a more equal playing field with systems officials. Now, after working together for several years, we have our meetings both in community and justice system spaces because we have developed that trust that all of our voices are equally important. You need to have community partners that are vocal advocates for the needs of clients, but can also be effective collaborators with the city. Those aren't mutually exclusive concepts—the city needs to institutionalize reentry, and the community needs to be at the table informing policy and providing input to inform the changes that need to occur within the system.

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Section 2: TJC Leadership

In this section, we emphasize how essential effective leadership is when developing a jail transition strategy in your community. It is critical that the leadership at all levels of your agency, but specifically the sheriff, jail administrator, and leaders from key partnering agencies, are enthusiastic transition proponents. Without the absolute commitment of these key stakeholders, practitioners throughout the system will not be able or willing to build the system of transition that is called for by the TJC model.

For a TJC effort to realize its potential for systems change, as opposed to being a discrete program, our experience tells us that leaders in local government, nongovernment, and community-based organizations must be willing and have a vision to reshape their agency missions and foster a change in organizational culture. Indeed, leadership as part of TJC model implementation calls for system partnership among leaders to align their actions to attain "big picture" system goals. It is only through such leadership choices that the TJC model can achieve long-term- public safety benefits that have proven to be possible and attainable.

Identifying local leaders to champion systems change, interagency collaboration, and partnership is one of the first things a community needs to do when implementing the TJC model.

Anyone can be the champion of the TJC model:

- Jail administrators
- Sheriffs
- Mayors
- County commissioners
- Judges and officers of the court
- Local funders
- Local stakeholders

Key characteristics of a TJC leader:

- Understands that implementing the TJC model contributes to long-term public safety.
- Is enthused enough to get the community excited about the TJC vision, build support for the vision, and commit to the long-term process.
- Is an expert on the TJC model and the five key system elements that must be in place for the model's success.
- Understands the formal and informal dynamics of his or her community.
- Demonstrates the ability to be part of a larger team; a system player.
- Trusts his or her vision and is able to take criticism for shifting the organizational culture to a focus on transitioning people from jail to the community.
- Has an ability to be flexible in adjusting his or her vision to the overall vision of the key stakeholders.
- Bases his or her decisions on evidence-based practices and supports accountability.
- Committed to making difficult decisions requiring all organizational/system practices and policies to be evaluated continually and revised as necessary to insure long-term public safety outcomes.
- Supports an organizational culture which encourages innovation and learning.

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- Trusts his or her colleagues' and partners' abilities, understands that they are capable of solving problems, treats them with respect, provides opportunities for others to practice leadership, and empowers them to go and make change.
- Recognizes the importance of engaging all organizational and system stakeholders in the process over the short and long term.

The TJC leaders and other key decisionmakers will need to perform the following activities:

- Encourage active involvement in setting expectations, identifying important issues, articulating a clear vision of success, and engaging staff and other stakeholders in the TJC effort.
- Lead local efforts to build a common vision for systems reform.
- Develop infrastructure for interagency and community collaboration, coordination, and information sharing.
- Align missions and organizational cultures of partner agencies to support overarching TJC goals.
- Clarify and define roles and responsibilities to facilitate local TJC implementation.
- Identify champions or "change agents" from all levels at key agencies to move the TJC initiative forward.

Reentry Revisited

Let's revisit what we have learned so far in the Leadership, Vision, and Organizational Culture module. Please answer the following question.

A TJC leader will need to

- o Develop an infrastructure for interagency and community collaboration
- o Have a "hands-off" approach to engaging others in the TJC process.
- o Eliminate any organizational dissent.
- o Focus only on his or her agency.

Summary

Now that you have completed this section, you understand that for the TJC model to be a long-term and sustainable success, leaders at all levels of each partnering agency need to be fully committed to the TJC effort. Such TJC leaders are necessary for championing systems change and fostering a culture of interagency collaboration.

For more information:

1. Jannetta, Jesse, Hannah Dodd and Brian Elderbroom. The Urban Institute's *The Elected Official's Toolkit for Jail Reentry*. Bureau of Justice Assistance. Available: http://www.datatools.urban.org/features/tjctoolkit/module2/M2-2-Elected-Officials-Toolki-%20for-Jail-Reentry.pdf

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TJC Leadership Profile

Daron Hall, Sheriff of Davidson County, is a native Nashvillian and has spent nearly 25 years dedicated to the field of public safety. He earned a B.A. degree with an emphasis in criminology from Western Kentucky. Prior to becoming Sheriff, Hall worked under the direction of three Davidson County Sheriffs. His private sector experience includes program director for Corrections Corporation of America where he had the opportunity to work in Brisbane, Australia. In 2005, he received the Ambassador of Hope Award from the National Alliance for the Mentally Ill (NAMI) for outstanding service to the mentally ill in criminal justice. He currently serves as the 101st president of the American Correctional Association.

What makes a successful TJC leader? As a leader, two main focuses for us were on trust and support. Trust the skills of your people and trust that the community would respond if appropriately involved. It is extremely important to support both staff and community throughout the process during the good as well as the challenging times.

What are your tips for getting support from system stakeholders for the TJC Initiative? For us, the key was open communication from the very beginning. As we, initially, began the process we had involvement at every level - including all levels of governmental leadership to community agencies leadership. We have continued this by establishing, implementing, and maintaining community and facility work groups around all the major need areas for those who will be released. As part of this, we have quarterly meeting involving all parties in collaborative communication and shared data results.

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Section 3: Creating the Vision

In this section, you will learn about the importance of developing a vision for your initiative that incorporates a TJC model perspective. Lorri Manasse, an organizational specialist, defines vision as "the development, transmission, and implementation of an image of a desirable future" and considers the vision as an essential quality of leadership and one that "gives life to an organization."[5]

> *"Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world."* Joel Barker

In her view, the vision starts off very personal, often based on the leader's "personalized professional values, personal images of possibilities, and personal assessments of a situation," but quickly evolves to strategically guide the organization.[6]

Manasse's research found common characteristics in how organizational experts define vision:

> *Some comprehensive but personal picture of a desired future that a leader conveys to members of his or her organization. Once the organizational member "buys into" the vision, they join the leader in turning their shared vision into reality.[7]*

Or, as Westley and Mintzberg state, a leader's vision can be broken down in three stages:[8]

> *(1) the envisioning of "an image of a desired future organizational state," which (2) when effectively articulated and communicated to followers serves (3) to empower those followers so that they can enact the vision*

In other words,

Vision (idea) → Communication (word) → Empowerment (action)[9]

Does your agency need a new vision?

Ask yourself how you are presently dealing with the issue of transitioning people from the jail back to the community. Is your agency what Bolman and Deal call a "psychic prison," that is, one where you're "unable to look at old problems in new light, doing more of what [you] know rather than probing and questioning what [you] don't know"?[10]

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[5] Lorri A. Manasse, "Vision and Leadership: Paying Attention to Intention," *Peabody Journal of Education* 63 (1985): 150–73.

[6] Ibid.

[7] Ibid.

[8] Frances Westley and Henry Mintzberg, "Visionary Leadership and Strategic Management," *Strategic Management Journal* 10(1989): 18–19.

[9] Ibid.

[10] Lee G. Bolman and Terrence E. Deal, *Reframing Organizations: Artistry, Choice, and Leadership* (San Francisco: Jossey Bass, 1991).

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If so, it's time to develop a new vision.

Four qualities of an effective TJC vision:

1. It envisions the future of your agency and its commitment to the TJC model.

The vision should articulate how the organization or system would be functioning in several years. Commonly, a visioning exercise asks the question "in five years, our organization or system will be an organization that…." This exercise is used to develop long-term goals and a picture of what the organization is striving for.

2. It is collaboratively developed.

Developing the vision collaboratively increases the chance of it becoming a shared vision. It is important to take the time to create a shared vision so that the voices and values of system stakeholders are reflected in the organization's work. This collaborative approach has impact beyond the formulation of the shared vision, because it accommodates **transformational leadership** practice as people reconnect with the overarching purpose of their work as professionals. This leads people to perform at a higher level as they strive to attain outcomes beyond personal compensation.

> **Terms to Know**
>
> **Transformational leadership:** the ability to motivate followers to work for transcendental goals that go beyond immediate self interests. Transformational leaders rely on vision, charisma, and the ability to build professional, communicative relationships with stakeholders

Within any system or organization, the best place to start is with a group of leaders discussing system or organizational practice and establishing a need for system change. Through visioning exercises, they can identify common views and values. Identifying a set of common views and values across diverse system stakeholders offers both a base on which to build consensus about the initiative's mission and goals, and offers direction for next steps, including a mission statement.

3. It is flexible enough to allow many different stakeholders to understand how they contribute to the attainment of improved outcomes for incarcerated populations.

Remember that the vision must be easy to explain to everyone who needs to understand the model, including the public. The vision should reflect and contribute to the work of a community reentry committee or criminal justice coordinating council.

4. A mission statement flows from it.

The vision should give shape to more immediate actions, including the development of a shared mission. An effective shared organizational mission should be measurable and reflect the values and daily practices of that organization or system. Each action within an organization or system

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should be measured against the mission statement. Click here for more information on developing a mission statement.

TJC Leadership Profile

Christopher Donelan, Sheriff of Franklin County, was born and raised in Western Massachusetts. He has spent 29 years in public service in the capacities of Police Officer, Probation Officer and Legislator. He was elected Sheriff in 2010. He earned a B.S. degree in Criminal Justice from Westfield State College and a Master of Public Administration degree from American International College. Prior to becoming Sheriff, Donelan served four terms in the Massachusetts House of Representatives. While in The House, he was a member and Vice Chair of the Committee on Public Safety and Homeland Security and a member of the Committee on Substance Abuse and Mental Health. Much of his work as Sheriff has come from his experience working on statewide issues of public safety, substance abuse and education.

What makes a successful TJC leader? Practice what you preach, and be strong and consistent. I made some very tough decisions during the turn-around of my facility. Some were changes in key personnel positions. But the decisions were made and then we followed through. I also actively participated in meetings and groups with the inmate population. I was personally invested. The message to staff was clear: "I am in this with you, and we will not be changing course". With that kind of clear message, we began to move forward together.

What are your tips for getting support from system stakeholders for the TJC Initiative? It's all about relationships. Form and build relationships in the community before you need them. If the relationships exist, trust exists. When we called on community partners, they were more than willing to work with us because the relationship already existed. They knew us, knew our vision and goals, and saw the value in partnering with us.

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Before you begin, establish clear guidelines:

The vision

- The vision should be no longer than a paragraph.
- The vision should stand for a very high, perhaps even unattainable, level of excellence.
- The vision should inspire others to strive for common goals beyond their self-interests.
- Visioning must be a collaborative process.

The mission

- The mission should be developed to ground the vision and reflect practices that the organization accomplishes on an ongoing basis.
- The mission should be no more than a paragraph long, measurable, and stated simply.
- The mission should reflect the shared value and practice of involved organizational stakeholders.
- The mission should articulate the overarching practices, actions, or outcomes that make it unique and contribute to the best interests of all served.

How to develop a shared vision

Invite those supervisors charged with developing a shared vision and mission to a meeting or engage them during in-service training. Leave plenty of time (block out at least two hours), so useful discussion can take place and not be cut short by daily tasks. This demonstrates the importance of this work, and when a process is led collaboratively, it shows that leaders value staff input.

You might want to start by discussing the issues and barriers people face after release from jail. Next, share a draft mission and a description of the process that led to this point, and ask them for their opinions.

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Line staff should be engaged to strengthen the vision and mission and be encouraged to suggest changes consistent with TJC implementation efforts. As part of this discussion, they might be asked what we (including the leaders) as members of the organization can do to enhance long-term public safety even more.

It should be expected that line staff of all walks within the criminal justice system will have diverse views regarding what should or should not happen with the incarcerated individuals. None of their views should be dismissed; rather each of their views and values should be discussed in the context of actual practices and policies and their effectiveness in enhancing long-term public safety.

Here are more ideas about how to get buy-in of the vision from your staff.

Remind them that

- The TJC model is consistent with the historical mission of "correctional" agencies.
- Agencies that infuse their culture with transitional programming are those that typically run the safest and cleanest facilities; better manage correctional populations, maintain safer facilities, less stress, and provide an environment that promotes safety and health.
- Reentry is a systems approach to solve a problem that affects all organizations associated with criminal justice populations.
- The TJC model is a system, not a program.
- Participation within the implementation and application of the TJC model will prompt staff to become part of the system and offer the opportunity to interface with other system professionals.
- When implemented and applied properly, the TJC approach will result in outcomes that stop the "revolving door" that staff see on a daily basis and make real, measurable contributions to a safer community.

Key points to remember

- The vision isn't final until everyone involved in the process of developing it has had a chance to discuss it and add their thoughts and suggestions.
- Recognize that you are increasing the chance of buy-in by taking the time to discuss, get feedback from, and implement the suggestions of all stakeholders, including those within the community.
- Policy, procedures, and directives will need to be tied to the vision and mission.
- Don't expect that buy-in is automatic and realize that everyone will not share your enthusiasm for this approach.
- As a leader, you need to take into account people's motivation to work in your organization
- The TJC concept is ongoing and will need adjustment over time based on the needs of the system and community.

Reentry Revisited

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Let's revisit what we have learned so far in the Leadership, Vision, and Organizational Culture module. Please answer the following question.

The vision should

Be identified by the leader.

Be imposed by the government.

Describe what is currently wrong.

Articulate how the organization will function.

Summary

Now that you have completed this section you understand that the development of a new vision and mission may be important for the successful implementation of the TJC model. While a vision may exemplify a very high level of excellence, the mission grounds such ideals in everyday institutional activities. You recognize that it is vital to involve staff and other stakeholders in the process of formulating the vision and mission

For more information:

1. Adams, Don. The Pillars of Planning: Mission, Values, Vision. A short article on the difference between mission, values, and vision. Available: http://www.uic.edu/cuppa/gci/programs/profed/online/sm/week1/pillars_of_planning.pdf

2. Denver Sheriff Department. Mission statement with desired outcomes and initial strategies. Available: http://www.datatools.urban.org/features/tjctoolkit/module2/DSD-Strategi-%20Plan-Chart-2010.pdf

3. Orange County, CA. The TJC Vision Statement for Orange County. Available: http://www.datatools.urban.org/features/tjctoolkit/module2/TJC-vision-statement.pdf

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Section 4: Changing the Organizational Culture

This section will help you understand the organizational culture of your agency and allow you to identify the formal and informal culture that impedes or facilitates the implementation of the TJC model.

What is organizational culture?

Stanley Herman, a well known organization development consultant, defined organizational culture as the prevailing assumptions, values, and norms that characterize the management and interactions that occur in the daily operation of the organization.[11]

The organizational culture dictates how things are done, the type of people it attracts, who exercises authority, what behavior is rewarded (both formally and informally), and how the staff view their job and role in the organization.

Herman also introduced the idea of the organizational iceberg to depict the strength of the informal and hidden cultural elements in organizational life, which are often as powerful as the formal elements in dictating how the organization operates and changes over time. In other words, you must consider how the formal and informal aspects of your organization are interrelated when developing and implementing the TJC model.

The iceberg metaphor is quite simple:

First, picture an iceberg and remember what we were taught as kids; only a small part of an iceberg is visible above water. The tip that we see seems like the entire iceberg, but it's actually less than 10 percent of its mass.

The formal aspects of an organization (e.g., mission, goals, policies, procedures, physical facilities, and financial resources) are the iceberg's tip, floating above the water. Everyone pays attention to the tip without remembering that what lies under the water—the human, cultural, informal aspects of the organizational culture. These aspects often control the organization.

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[11] Lorri A. Manasse, "Vision and Leadership: Paying Attention to Intention," *Peabody Journal of Education* 63 (1985): 150–73

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The Organizational Iceberg

Above the Water: Formal Organizational Aspects

Organizational Components

- Mission and goals

- Job descriptions

- Technology

- Structured Polices, procedures, and directives

- Rules and regulations

- Physical facilities

- Financial resources

Waterline: Interorganization Aspects

- How people outside the organization view it

Below the Water: Human Aspects

- Attitudes
- Values
- Trust
- Customs
- Beliefs
- Stereotypes

- Traditions
- Language
- Behavior
- Informal interactions
- Group norms
- Personality

After reviewing the organizational iceberg, think about how important it is to identify and address the "waterline" and "below the water" aspects of your organization. Remember that implementation of the TJC model will likely fail unless these human aspects support it.

Waterline

- How is your organization perceived by other organizations with which you interact?
- How is your organization perceived by the community?
- Do you receive open and honest feedback from other organizations about your organization?

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- Do others perceive your organization and staff as committed to helping people transition from jail to the community?

Below the Water

- Are the formal and informal structures in your organization consistent?
- Who has informal power in the organization and may influence how the TJC model is perceived?
- Are there differences among the staff with regard to the roles and mission of the agency?
- Will the TJC model disrupt any power and influence patterns at your agency?
- Do you know the individual needs, desires, and feelings of your staff?
- Are the staff willing supporters of the TJC model? If not, why?
- Are the staff willing to partner and share power and resources with staff in other stakeholder agencies?

Institutionalizing the TJC model in your agency

How do you develop an organizational culture supportive of the TJC model that becomes so strong and institutionalized that the leaders can leave and the new organizational culture continues?

The answer lies in the leaders' ability to articulate the application of the TJC model; but more importantly, institutionalization is won or lost based upon what the leaders actually do. When implementing a model that requires change, leadership modeling is essential. Even a very articulate, charismatic leader who says all the right things cannot fool people into buying into and integrating these practices unless the leader lives, eats, and breathes the model on a consistent basis.

Other key points to remember when changing the organizational culture

- The organizational environment must be safe, secure, and stable before change can take place.
- Articulate every single initiative in the context of your mission and vision.
- Build strong relationships with external stakeholders, communities, internal stakeholders, those incarcerated and service providers.
- Develop a culture that focuses on learning for the purpose of obtaining the best results and enhancing long-term public safety.
- Commit to measurement, self–assessment, monitoring, and change as needed.
- Develop a sense of ownership by all staff.
- Provide staff incentives for being part of the TJC model.
- Deliver organizational transparency.

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**Field note: William Rencher, Correctional Officer
Kent County, Michigan Sheriff's Department**

In the Sheriff's Office in Kent County, Michigan, correctional officers are key players in ensuring that inmates to receive the programs and services they need to transition out of jail successfully. William Rencher is a correctional officer who has worked for the Sheriff's Office for twenty-one years, and he has devoted the majority of his time to working with inmates in the reentry pod since it opened in 2010. He supports the day-to-day activities in the reentry pod, coordinates with treatment providers to ensure that the TJC model is working effectively, helps make sure that inmates attend programming, and works with inmates to overcome any issues that may arise. In addition to this work directly with inmates, he has been actively involved in the system planning work of the TJC initiative through participating in Kent County's TJC core team.

"I strongly believe that in order for the program to be a success, the floor officers must work as a team with the re-entry leaders to make sure the inmates follow the program rules," says Officer Rencher. "Since corrections officers have contact with the inmates on a daily basis, it is their job to make sure that the pod expectations are being followed...For the program to be effective and its participants to succeed on the outside, they need to be able to adhere to the rules within the jail first and foremost." By providing direct supervision and ensuring accountability, Officer Rencher demonstrates how correctional officers can play a critical role in the successful implementation of the TJC model.

Reentry Revisited

Let's revisit what we have learned so far in the Leadership, Vision, and Organizational Culture module. Please answer the following question.

Organizations are like icebergs because organizations

- o Will sink your plans if you're not careful.
- o Have significant informal aspects that are largely unseen.
- o Are nonhierarchical ventures based on the sharing of power and authority.
- o Are largely immobile.

Summary:

Now that you have completed this section, you understand the iceberg metaphor for organizational culture and recognize that the unseen, informal, human, and cultural aspects of the organization can often be in control. Harnessing the potential of such unseen aspects requires strong leadership from leaders who demonstrate commitment to the TJC model on a daily basis.

For more information:

1. Christensen, Gary, E. 2004. Leadership within Corrections: The Creation of Learning Organizations.   Corrections Managers' Report. Available: http://www.correctionspartners.com/articles/Lead_w-in_corr.orgs_learning_orgs.pdf

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2. Flaherty-Zonis, Carol. 2007. *Building Culture Strategically: A Team Approach for Corrections*, published by National Institute of Corrections. Available: http://nicic.org/Downloads/PDF/Library/021749.pdf

3. Foxall, Mark. 2006. Analyzing Our Culture to Improve Our Jail, Douglas County Department of Corrections, Omaha, Nebraska. In National Institute of Correction's *Proceedings of the Large Jail Network Meeting* Available: http://static.nicic.gov/Library/021711.pdf

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TJC Leadership Profile

Ross Buitendorp is a contract manager with Network180, which manages the public mental health and substance use disorder services within Kent County Michigan. Ross received his bachelor's degree from Calvin College and his Masters of Public Administration from DePaul University. Ross has worked in the substance abuse and mental health field for 15 years, many of those years was in collaboration with the criminal justice system in different capacities, both as a provider and manager of services. Currently he is on the steering committee for the Kent County Michigan Prisoner Reentry Initiative (MPRI) and manages the contract for the MPRI mental health program in Kent County.

What makes a successful TJC leader? A successful TJC leader must have an understanding of the multiple systems that must work together with a united goal of successful community reintegration. This means that not only must that leader know the systems involved but they also must understand the many different bio-psycho-social issues that confront individuals returning to their communities. The TJC leader will be able to show how all systems need to respond to a client's needs and the overall benefits that a unified reentry system provides the client and community.

What are your tips for getting support from system stakeholders for the TJC Initiative? In order to get support from system stakeholders there needs to be support for TJC within leadership of the jail at a minimum. Without jail support TJC will not be successful. Once there is that base support of the jail, use data provided through research that is already out there to show key stakeholders the overall benefit for community safety, client wellbeing, and costs savings.

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Section 5: Empowering Staff- A Decisionmaking Process to Manage Change

In this section, you will learn how a management team can provide a supportive environment for the TJC model and increase the likelihood of it being institutionalized in your organizational culture.

Why a management team?

Cultural change is unlikely to occur unless staff feel like they have control, power, and decision making capabilities in the organization—not just in TJC issues but in all matters. An effective management team allows staff members from various parts of the organization to come together and make decisions by committee in concert with and with the authority of top level leadership. These activities are quite useful to gain the ideas of many regarding a large change initiative, such as a TJC implementation; perhaps equally important is the positive influence such activities have on organizational culture. Despite these realities it is also important that all involved understand that, ultimately, top-level leadership has the final responsibility for all organizational decisions.

An effective management team also employs key leaders from throughout your organization to participate in a shared vision and mission consistent with the tenets of the TJC model. With the assistance and full participation of the management team, top-level leaders can gain the support necessary to change policy and practice to realize the TJC model.

Forming a management team

Members of the management team should be chosen for their interest in the process as well as their

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Empowering Correctional Staff

You must empower staff to realize that corrections is the process of helping those incarcerated reach goals they were unable or unwilling to achieve prior to incarceration. Make it clear that reentry is a priority and then provide incentives for staff to support reentry. Though it is unlikely staff can be paid for successful discharges, you can acknowledge their commitment in other ways, such as mentioning their efforts in staff newsletters, treating them to a meal, or making them "employee of the month."

Another possibility is to have an intra-agency internet site where photos and write-ups on the participation by staff in community-related reentry events are posted. One sheriff's department found that these web postings not only created a sense of community, but infused staff with a dose of healthy competition. We all appreciate recognition, even if we have a tough façade and pretend it doesn't matter. Don't underestimate the importance of recognizing the officers who do reentry work or how energizing reentry work can be.

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influence with people or groups who are part of the organization. By virtue of their involvement and demonstrated commitment to TJC implementation, they increase the interest and buy-in of their followers and give them a voice in the process.

Management teams are usually made up of members within the organization. By no means should this team be committed to "lock-step" agreement with the leaders; on the contrary, given that a management team represents an organizational group, the team must honestly evaluate all proposed TJC initiatives. As part of this evaluative process, the management team should feel

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empowered to question or "nay say" to assist in understanding the impact of TJC implementation on the organization or system.

The process of seeking consensus described above is integral to the viability of a management team; honest dialogue and solving difficult problems as a team increases the buy-in of management and shows other people in the organization how effective such a process can be.

Benefits of a management team

- Helps the organization understand the leaders and their expectations.
- Helps the leaders with decision making.
- Makes more information about TJC implementation available to all levels of the organization.
- Raises the professionalism and accountability of everyone by spreading authority and control.
- Increases collaboration among employees to advance TJC efforts.
- Gains buy-in among internal organizational stakeholders.
- Lessens reliance on top-down decision making by leaders.
- Increases transparency and understanding.
- Represents the interests of multiple organizations in the system.
- Facilitates agreement on prioritizing issues.

Reentry Revisited

Let's revisit what we have learned so far in the Leadership, Vision, and Organizational Culture module. Please answer the following questions.

1. A management team is important in ensuring the success of the TJC model because

   o They can spread the word throughout the entire agency.
   o Every project needs its "yes" men and women.
   o You will need to surround yourself with people who agree with your plans.
   o More funding will be attracted.

2. Members of the management team should be chosen for their interest in the TJC process as well as their influence with people or groups who are part of the system or organization. (True/False)

Summary

Now that you have completed this section you understand that a management team comprised of individuals supportive of the TJC model is critical for the model's success. Management team members will be supportive of the TJC model in their day to day work and interactions, and employees will feel that their views are represented throughout the development of transitional services

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For more information:

1. Davidson County, TN Sheriff's Office. Intranet website screen shot. A goal of this website is to enhance collaborative organizational communication, keep staff informed about current initiatives, and highlight staff successes. Available: http://www.datatools.urban.org/features/tjctoolkit/module2/M2-5-Davidson-Intra-Info.pdf

2. Davidson County, TN Sheriff's Office. 2009. An introductory communication letter to sheriff's office staff explaining the TJC initiative and the importance of being a partner in the reentry process. Available: http://www.datatools.urban.org/features/tjctoolkit/module2/M3-2-Jail-Staff-Partnership-Letter.pdf

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TJC Leadership Profile

Jim Flory, Douglas County Commissioner, is a life-long resident of Douglas County, Kansas. Jim attended Lawrence schools, received both his undergraduate degree and law degree from the University of Kansas, and was a deputy sheriff in Douglas County for 7 years while attending KU and KU law school. He retired from the U.S. Department of Justice in 2006, after serving 27 years as a prosecuting attorney. During his legal career, Jim was the District Attorney of Douglas County, Assistant Attorney General (Kansas), Assistant United States Attorney and the United States Attorney for the District of Kansas.

What makes a successful TJC leader? The primary role of a successful TJC leader is to provide unequivocal support to the TJC staff who will carry out the program. While economic support is critical, the TJC leader must also actively assist staff in generating and maintaining a public commitment to this community-wide program.

What are your tips for getting support from system stakeholders for the TJC Initiative? Communication is the key ingredient for gaining and retaining the involvement of system stakeholders. To be a true "stakeholder," the agencies and personnel in the system must feel that they have a meaningful voice in formulating and implementing the initiative.

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Section 6: Terms Used in the Field

This section defined a number of basic terms used in this module. These terms have been highlighted in textboxes throughout the module.

Leader: Top-level leaders create the direction of the organization and motivate their staff to want to achieve the vision, mission, and goals of the organization. However, people of any level or occupation within an organization are leaders when, through their actions, ideas, and values, they inspire others to innovate and perform at a level that realizes outstanding outcomes beyond those required to simply comply with or meet standing organizational or system procedures. Leaders of all levels have different responsibilities, but how they influence those around them is most important in changing organizational culture.

Managers: People at or near the top of the organization who are responsible for the entire agency.[12]

Mission: The articulation of an organization's or system's purpose, what makes it unique, and what it will do on a day-by-day basis to strive toward the previously developed shared vision.

Organizational culture: Prevailing assumptions, values, and norms that characterize the management and personal interactive processes that occur in the day-to-day operation of the organization.[13]

Organizational Development: An approach to the management and leadership of organizations that recognizes the importance of human interpersonal processes, as well as formal structure and content as important and legitimate subject matter to be examined and evaluated in the context of common, agreed upon goals.[14]

Transformational leadership: The ability to motivate followers to work for transcendental goals that go beyond immediate self interests. Transformational leaders rely on vision, charisma, and the ability to build professional, communicative relationships with stakeholders.[15]

Vision: The development, transmission, and implementation of an image of a desirable future.[16]

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[12] Richard L. Phillips and Charles R. McConnell, *The Effective Corrections Manager: Correctional Supervision for the Future* (Boston: Jones and Bartless Publishers, 2005), 40.

[13] Herman, "What Is This Thing Called Organization Development?"

[14] Ibid.

[15] Human Resource Training and Individual Development (Broad Graduate School of Management, Michigan State University, 2004), http://www.studies-online.org/MGT413/Notes/Leadership.ppt#267,9,Transformational Leadership

[16] Manasse, "Vision and Leadership."

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Reentry Revisited

Let's revisit what we have learned so far in the Leadership, Vision, and Organizational Culture module. Please answer the following question.

Organizational culture is

- o Easy to change.
- o An intolerable threat to safety and security.
- o The prevailing assumptions, values, and norms underpinning personal I interactive processes.
- o A nonhierarchical venture based on the sharing of power and authority.

Summary

Now that you have completed this section, you understand the key terminology used in this module.

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