Leading Through Change Transcript

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Welcome to leading the change the 10 principles of implementation and leadership. My name is Connie I will be in the background listening and answering questions today. As a reminder today's call is being recorded. We will hold a Q&A session At the conclusion of today's presentation. You may ask a online question anytime throughout the presentation by clicking on the check -- chat panel. Please keep it to default of all attendees or all participants. With that we invite you to sit back and enjoy today's presentation. I would like to introduce your moderator Leslie Lemaster. Lastly, you have the floor.

Welcome to the national Institute of corrections 2016 virtual conference leading with innovation. My name is Leslie Lemaster. I will be moderating the session Today. Leading to change the 10 essential principles of implementation leadership. My co-moderator Ryan from C2 technologies will be assisting me today. Persisting today's session Being Dr. Brandon Mathews . Brandon has over a decade of experience and various criminal justice roles including the direct of a nonprofit 120 bed male and female community correctional facility in southern Colorado. He's the director of six residential community facilities across Colorado where he spearheaded efforts to change culture and implement innovative evidence-based practices. He currently is a member of Colorado's plural board -- parole board among other limitation leadership's. If you would like to read more about Brandon's experiences in implementation leadership, please read his bio located in the presentation hall under the session.

If I may suggest, if you do not require it you can minimize the closed captioning window on your screen. If you have questions during today's presentation please type them in the chat panel located in the lower right-hand corner of your screen and send your message to all participants. This will be the way that you can ask questions when we get to the Q&A session of today's presentation. At the conclusion of the presentation Brian and I will collect the questions and post them to Brandon. Now I will turn the session Over to Brandon. We hope you enjoy today's presentation.

Good morning, everyone. It is great to be here providing this presentation today. I appreciate the opportunity. There is a picture of me on the screen. Before we get started I want to say that this concept was developed by a colleague and myself. Glenn Tapia is a practitioner in the director of office community corrections in Colorado. A collaboration to bring to the community corrections world and approach we often see in the business world and private sector or. Bringing principles into a practical understanding -- way to understand how we navigate ourselves for implementing technical and challenging evidence-based practices.

The intent was to make a pencils easily digestible, recognizable, and hope they speak to you in a way to reflect on them when encountering these challenges.

When we talk about implementation leadership and implementation in the real world, there is too. Tongue. -- Paradigms. What implementation leadership looks like and how we perceive ourselves when implementing these evidence-based practices. On the right is the reality of what happens and how implementation leadership really feels when going through the process. That is not this clean head of the class type ballgame when implementing EVP and contacts where it never existed before. It is a challenge. That is where we begin this journey to create these principles and help individuals become comfortable living in that picture on the right.

These are the principles. This is a version for folks out there doing the work on the ground. Similar to John T Maxwell's work. We created these principles to make them easily it digestible. The first one is trust and vision. The second is Murphy teaching. The third is a comfortable being uncomfortable. Four is adapt or die. Five is feel forward felt often. That is a concept I tried to push in my daily work on the Colorado, parole board. Six is about organizational culture being king. Seven is leave hearts lead the mine. Eight is be intentional. Nine is take the lead and 10 is safer the Journal -- journey. We're going to talk about these principles at high level.

Just the vision. Why is it important for implementation leadership? I want to separate what implementation leadership from other types of things like transformational leadership ethical leadership. There are components of each of those in this construct. We want to separate them because implementation leadership is about EVP work in where the change is very different than it is in other sectors of the world just the vision.

When you are implementing these challenge integrations it create uncertainty and fear out of the system where they never existed before. If you are creating uncertainty and fear you need to have a whole list your vision from the leader driving those changes or you will get chaos. You will get the picture I should in the beginning. There is a reality when you are teaching a system in the correctional world. When we are changing these hierarchical bureaucratic rigid systems and requiring flexibility and adaptability to innovations that we do not know are going to work or may not work. It creates that uncertainty. The implementation leader rises above and is able to spare the boat because they accept the vision. They communicate the vision. They drive the vision. They have the foresight to understand that this uncertainty will eventually go away. They can provide the support to the practitioner population who need it critically in order to buy into change, adopt the ebp's there and be successful to provide the outcome we are looking for there are a couple of clips Glenn and I talk about often. The past is certain. We can look back on the past and no certainly and exactly what has happened what went wrong what we're right. Is the future after we start down the path of adopting some new innovation that we have no idea about.

Is that uncertainty that creates the challenges we all can connect with when it comes to change. Implementation leader, however, can build trust in the vision and insured the uncertainty does not torpedo efforts and impact outcomes.

I am not going to go through all of these but I would like to point your attention to the bottom one. This is a quote that I love. It speaks to how critical implementation leaders vision and drive are to get EVP's adopted. They have no magic to stir man's blood. What that is talking about is we cannot try this
 -- I often hear people talk about incremental change. A lot of times when we're trying to adopt innovative evidence-based practices, we have to avoid the intention to incrementally change our system. Sometimes we have to make huge plans. The leader has to implement a clear vision because that is what gets people's blood moving. When they can attach themselves to a grand vision with a grand outcome. That is what the quote is all about that is how the implementation leader can [Indiscernible]

Principle number 2. I talk about [Indiscernible]. Things like contingency management and community corrections. I know evidence-based case planning is not viewed as technical. In Colorado we push the boundaries for how we are doing that creating feel the tools, measuring fidelity, using data to drive how we do things. It created a environment where things go wrong. Anyone out there who has into -- attempted to implement some new process program EVP you know it is creating change in the system. December and is a tongue and cheek idea however, it is real. Murphy's Law is all about what can go wrong and will go wrong. It does not matter how it could you think your plan is. It does not matter how much anticipation you have of the things that are meant to go wrong or possibly could go wrong they are going to go wrong. When they do it will typically go bad to worse quickly.

If there is a possibility of several things going wrong it is the one that is most that is going to happen. That is something we have learned by implementing contingency management. The one thing we feared the most would go wrong like employees skirting the process. Finally, if everything seems to be doing well hold on because something will go wrong very quickly and you will have to respond to it. All of that sounds very catastrophic that the reality is you have to plan to fail. You have to build in these failures to your implementation plan. If you do not then your responses are going to be planted and chaotic rather than fluid and adaptive. What you are doing is acknowledging upfront that you are dealing with human beings and human processes work with mistakes out right with calculations crises and knowing that upfront helps put everyone else at ease because we are honest about what has happened. Implementation effort where people implementing this process sugarcoat what is going to come out of it. They are not upfront with all of the challenges that will happen as a result. When those challenges do happened you lose people. You lose thereby into the process and program because we were not honest with ourselves. A strong implementation leader builds failure into the strategies. We need to that you lesson everyone's frustration and become a adaptive system which is critical to success when talking about evidence-based practices.

Number 3 is about being comfortable and being uncomfortable. You see the picture. When we are adopting new innovations and systems especially when they are coming out of nowhere not even in the system, it creates is significant level of discomfort among those who have to

use the innovation. The practitioner population. The implementation leader has to be comfortable not knowing all of the answers. Living in the great.

What's the shat -- what this slide shows you is a great concept. It is called the productive zone of this equilibrium. It's the feeling you get when you're trying to do something new and do not have all the answers when people are asking how to do this or how to work -- I don't understand that part. As a leader you will not have all of the answers if you pretend to you will be found out and lose the folks you are trying to get to buy and. What you see is that middle section called the zone of disequilibrium. That is designed where people feel uncomfortable doing new things. That discomfort is not so much so that they do not ultimately get good at it and leave the productive zone having that new innovation and that new EVP becoming the status quo. The implementation leader rises to the top. They understand you have to keep people there. You have to push hard enough to keep people in the zone without pushing them above their limit or -- or not pushing hard enough and they stay in the area just below the productive zone which is where change does not occur. The implementation leader is keen at understanding emotional challenges that occur. Understanding the technical versus adaptive challenge and how to keep people in the productive zone without using technical solutions. We will talk about those in a minute. This is critical to ongoing change efforts. If you cannot push people into the zone you will never get the change you seek. If you push them too hard they will not produce of a in the change you seek. You have to keep them in the zone and the implementation is extremely adept to doing that. That is why implementation leadership is different from other leadership paradigms.

In order to be a great implementation leader you have to understand the District Court over in change and this disequilibrium in change is the rule. You embrace that. You become extremely comfortable operating in the great. You have to disrupt people in order to get that change. But only at a rate they can absorb. You engage them in what you are trying to do. This is critical's -- medical. I have a whole day I spend discussing this type of topic with folks. So they really understand the level of discomfort is not going to go away. That we have to learn how to deal with it and use it to our advantage to create the changes we want. Principle number 4 is similar but down a little different path. It is called adapt or die.
 Because this is a virtual conference I will spare you my antics today. What is adapt or die about? I'm sure you have heard this quote before. It is not a stronger of the species that survives or the most intelligent rather it is the most adapt to change. This came from a professor of management named Leon Megginson. He was talking about change in the organizational environment. It is extremely applicable to what we do in the credit -- correctional environment when implementing EVP. We do not need the strongest copy smart is, the best at every single thing. Human beings very and sometimes some people are good at some things and not great at others. That is okay. The reality is we need individuals to be adaptive. The implementation leader themselves has to be extremely adaptive to rapid and often chaotic change. If the implementation leader can be adapted to change they will outlast the chaos that is the initial implementation and there is -- ebp to fruition.

What is being adapted to change? What does it mean? There are two types of challenges we faced when dealing with EVP implementation. The first challenge we generally see initially happens over and over again and is easy to do with which technical challenges. Technical challenges are easy to identify. Technical challenges are things like the policy needs to be adjusted to meet the process we're using. That is easy. We can just change the policy. Require someone of authority to do it. Policy change done. Pom-pom soft. As you can see technical change in technical challenges can often [Indiscernible]. They can often be implement it quickly and generally required at one or a couple of places within the organization. Where as on the other hand adaptive change adapter challenges are very difficult to identify. Adapter challenges live within human beings. Technical challenges are generally around the system. Things we can fix with orders and policy and new processes. Adaptive changes require change in human values and beliefs. We have to change people because those challenges involve the way we view the world in few hours system. Instead of changing a policy to fix something in adaptive challenge would be is the individual applies to the process because they do not believe in it.

That requires a change in the values and beliefs about the process. You cannot just put on -- another policy on them. It requires an adaptive change in the human being. Adaptive solutions often require experimentation. Somethings work with some folks and some things do not work with those same individuals. Experimentation and discovery are critical in the adapt or die principle. If you are not experimenting and trying new things you are not being a true implementation leader with adaptive change as a skill set. Changes are generally required in many places across the organizational boundary. And a lot of people a lot of beliefs have to be changed in order to address adapter challenges. If you can keep people in that productive zone of this equilibrium -- disequilibrium you can accomplish those changes.

This is a follow-up. The idea that adaptive challenge is required of limitations leaders to change the hearts and minds of people they are leading. We are not machines. We cannot just create new policies to deal with adaptive changes. We must change the internal attitudes and beliefs of the individuals in order to see the MPP's we need and our system it adopted and sustained. Number 5 is fell forward and fell often. What this is about is Glenn often talks about embracing the definition of insanity. I'll say kind of. We're not going to embrace the entire definition. Is the idea that you have to fail in order to learn in order to fail again in order to learn and in order to fail again. It is a continual process. As long as your failures are pushing these forward you are in good shape. If you are not failing forward meaning you are feeling and not learning anything new to help you become more successful, then you are not in good shape. Embrace of the definition of is -- of insanity kind of that it is about doing the same thing over and over again. We are doing things to get the same outcomes we want over and over again. We are tinkering with how we're getting there to determine which is going to work the rest. -- Best. Success as a leader is being able to go for failure of to failure without losing enthusiasm to what you are trying to achieve. Often individuals will fail and become very discouraged. A implementation leader knows failures are part of learning and you do not progress without learning. Going from those failures without losing enthusiasm is a critical component of a great implementation leader. You have to embrace trial and error. You have

to expect that the first things we try are never going to fix the problems and challenges. The first time we implement a Vice President -- EVP or whatever it is the first try is never going to work. Once we embrace that and embrace the organizational learning concept we become great leaders who can push people through failure and help them learn in order to get where we need them to be which is ultimately sustained EVP.

Implementation leaders live in the first two boxes. At 16%. Those are the innovators and the early adopters. Implementation leaders fall in those boxes because the people who are the leaders of innovations and have innovations take the risks and understand what is necessary in order to push a innovation to sustainability. Accept the initial innovation attempts are not going to work way they hope they will. That organizational learning is key so when the early majority catches on the early adopters and innovators have work out what it is everyone else will be doing. They can pass the baton on and move on to additional innovations that can come into our system. If you have never taking a look at the fusion of innovation it is extremely relevant to what we are doing today in our system when it comes to implementing evidence-based actresses.

Number 6 is a passion of mine. Id. my dissertation work on culture and a lot of research on organizational culture evidence-based. It is really about culture being keen and culture eating strategy and implementation drivers for breakfast. What does that mean? Peter Drucker said that culture each strategy for breakfast. Talking about implementing EVP's you have to adjust that strategy piece. In terms of implementation we're talking about the implementation drivers. Things we know facilitates evidence-based practice implementation and sustainment. Culture can eat those drivers for breakfast if you have a culture that is not aligned or best aligned with EVP implementation. What does that look like? This is how culture becomes part of the organization.

Each individual is out there. There is input coming in from the organizational environment. It could be leadership behavior how physical environments, mission statement, vision statement, how everything in the organization and what is going on comes into the individual. They have some cognitive process where they take it in and process the information. Then they interact with others on health to process the information. That interaction is where shared culture comes to be. There is a good definition of what culture really is. Whatever it is one has to know or believe in order to operate in a manner accessible to his members. That interact your piece where everyone is sharing how they experience the organization. Stories are being told, narratives are being created. That becomes the culture. If you can change the input or just the interaction you can change a culture. What does culture look like and what is more aligned with EVP implementation? There are four dominant culture types that exist out there. Most of our correctional organizations today live in the hierarchy collagen. Is that particular culture and that it is not the best when it is the dominant type. There are a lot of things that exist within that culture type characteristic such as a internal focus on process rather than outcome. A focus on bureaucratic reporting lines. A focus on control. Process, whereas the other culture types do not have those characteristics all. The reason it is important is because the implementation drivers competency leader said drivers all inside of

culture. It is not the other way around. If your culture is not aligned it is going to impede your ability to flex those drivers and ultimately, your ability to implement EVP successfully. If you do not have a culture aligned with those drivers you can find that you are having challenges. That decisions are not getting made. That you are succumbing to analysis. Is because of your cultural characteristics. They are not facilitating the ability to play taxable, innovative, entrepreneurial. Things necessary to adopt EBPs in a system.

This is what culture types look like when it comes to characteristics. This is speaking to some of you. When it comes to EVP's you have to have a strong coaching contingent. It has to be about mentoring and nurturing skill developments and practice. Teamwork and collaboration. Loyalty and trust. You have to trust in your leaders and your leaders have to trust in their staff in order to accomplish the spirit does things . Allowing people to have autonomy and uniqueness. So when you combine the cultures you probably say that sounds like a great idea and that's what we need and that is truly the to culture types is correlated to adherents of the implementation drivers. Whereas the hierarchy after type you see a lot of terms like controls cost structure cost structure, formal rules and policies. If you're trying to adopt practices that are going to be challenging and might fail it is difficult to be controlled and structured. You need flexibility into uniqueness. These cultural characteristics can eat our efforts and create challenges we may not be able to overcome without first changing our culture. Expect this was empirical study I conducted. Looking at it to the implementation drivers during a recent evidence-based practice implementation effort. You see the drivers in the lower right-hand. You can see the culture types going across the top. What you see is positive correlations between those drivers and negative correlations between the market and hierarchy cultures in those drivers. Which is a empirical indications that if we can maximize the characteristics within our all we could have better outcomes. I am a big component of doing a lot of culture conversation. Having conversations about how we change culture and change the experience in the stories and narratives that assist. Before we start trying to adopt and implement technical evidence-based practices.

Seven is not leading hearts and minds. Leading hearts and minds is pretty straightforward. Is the idea that we call people generally need to understand why before they can be expected to learn the what and the how. If you explain to people why they are doing something why it is important why it is they would have an impact and explain to a case manager why they have to use evidence base case planning and why it's critical then you can get much further in the how and the what. As you are going straight to the heart of why we are doing things. You are attaching it to that critical cognitive piece that they will have to learn in order to implement and deploy the practice we are asking them to engage in. Reality says and the client says decisions are made by people who are emotional. Part of our brain feeling hope trust experience. The implementation leader understands that and tax that first. -- Attacks that first. So we can get much more distance out of the how and what. I read a lot of leadership work and [Indiscernible] talks about people not buying what you say but will you do what you do. As beings and root of why we do things before we start getting into what it is we're trying to.

Number 8 is another critical component of implementation leadership. Something I have experienced in my own work over the last several years. This idea of the intentional. Being sure to check and calculated at what you are doing and not going at it willy-nilly without understanding how things will impact other areas. This graphics was up what we do on a daily basis. We tend to live a question number 1. Even we have significant evidence-based practice work going on we tend to find ourselves having to put out fires and deal with the immediate issues going on right now that are important and urgent. I have to be taken care. Betake our focus from other things. We find this when implementing evidence-based practices is when things go wrong they go wrong quickly. We often have to deal with fires being put out. Even though we tend to failed we have to engage immediately. Reality says question number 1 is where we will spend a lot of time. What we need to do is spend our time and be intentional on how we are implementing these EVP's in quadrant number 2. We need to focus on things that are critically important to the success of our implementation efforts but may not be emerging right now. They may not require immediate attention. If we do not deal with them now our plan around them now we will find ourselves not being able to sustain innovations over the long-term. You also find that folks during EVP efforts will live in the lower quadrants. Those are the issues that have taken up time. Time spent trying to escape a we're trying to do it. Or in quadrant number 3 where you're trying to avoid things because you have bought into the change or the EVP we are doing. It is a work avoid situation. The focus is to help those out there interested understand that implementation leaders are extremely adept to being attentional about those things. Not just important and urgent that those things that must strategically be addressed in order to ensure the innovation and creates a good rather than a quick system impact. Number 9 is particularly. The last two principles we talked about taking the leap and taking the journey are a little more of the. If you have never engaged in a implementation effort that is supposed to be years in the making or years out, I have experienced a lot of situations where you get into a implementation effort and find that you never get started. You plan and you may do surveys you may even gap -- gather data that you never really get started. Taking the leap is about being cognizant that a [Indiscernible] is real. And it is a way to avoid taking the lead in getting your feet wet to get started. There is a reason the act exists. Antiplatelet have to do something. You cannot just keep planning planning and planning. You have to ultimately act. If you do not get going and don't just say at some point in time it is time to go it will never be a perfect plan. Will never have all of the answers. We have demo we can so let's do it and see how it works. If you never fail you never learn I work with organization that is trying to adopt a contingency management model for their facility. They spent 2 years planning the deployment of that particular project.

When the competing facility in another jurisdiction planned for six months and finally said we're going to have to do it the one that said we're going to have to do it to figure it out within six months after starting was at fidelity whereas the organization that took 2 years to plan did not get half of what they needed to implement it to be measured. It is critical you take the leap. Accept that you will not have all the answers. Just do it. You cannot fail unless you try and you cannot learn unless you fail.

Number 10 is savoring the journey. This is a much more positive perspective on implementation leadership when we engage in implementation is often a tough struggle. It is a difficult process. You get a lot of resistance and challenge. You fail. Your EVP does not work. All of these things can happen in a negative. Really what we are doing is advancing the human condition. Human progress is happening no matter how small it is occurring. No matter how small we think it is. It is critical that we, as implementation leaders, can look that can celebrate the human progress occurring. Even if your efforts fail. Even if your effort is not going the way you want it to or taking longer. It is critical that you reflect. Human progress is difficult but if those& Happening then you did not have human progress. In the work we do we're adding or adopting new innovations of fishing new practices to make outcomes better in our system so we are adding to the collective knowledge of not only our system but our world. What is better than that? When things go wrong you can always tell yourself what we are doing now will add to the quest of knowledge and someone else will make it better and it will work for them. For all of those reasons it is important to do a few things. You need to celebrate the small wins, reflect on those things that have occurred no matter how small they are, relish what was and what is. Reflect on what was and relish where we are now. It doesn't matter if you've only taken a half step forward it is a step forward. You have to savor the organizational learning that comes as a result. The organization is learning how to be more flexible and more.to. No matter how small those changes are stable at them. They will help you in the future. The last one is inspired people working for you as a leader. Through a relentless optimistic approach. About what could be if we continue pushing forward. What is going to come next if we continue to push forward? Don't let your ambition to win overshadowed the small successes that happened along the way. If you are not reinforcing the small successes than people working for you are not going to share your optimism. That is the 10 essential principles of implementation leadership. These will be put into a book format so you can pull it out of your pocket and flipped through and reflect on the ideas and how they may apply to your work at that particular moment. I do want to give credit to my colleague. We spent a lot of time building through experiences and academic knowledge to build these principles to help other folks be successful. So we can all contribute to making our system better and creating better outcomes for everyone. I appreciate everyone coming in today. It was a pleasure to be here with NIC. I'm willing to answer any questions you might have.

Thank you, Brandon for that stimulating and dynamic presentation. There have been lots of comments and questions coming. I want to give everyone a refresher on where to post your questions. And the upper right-hand corner of your screen you should see a chat icon that looks like a text box. If you click that it will engage the chat function. That is the place to post questions or comments to all of us here in this room. Please be sure to send it to all participants so we can all read your question.

We have question from go. How important is interpersonal leader development in all of this?

I am assuming you mean interpersonal skills. I think it is part of the implementation leadership paradigm. Bleeding hearts and leading minds. The idea that you have to understand how people think and how people feel. How those to drive the things -- way they behave in order

to be successful at touching their hearts in getting them on board with what you are trying to do. I am not a proponent of separating out things. It is all part of being a successful implementation leader in understanding the various disciplines that drive implementation. Going through the leadership work. Taking a look at emotional intelligence. Understanding the introvert versus the extrovert and how that can impact the way they perceive their world. Does that make sense?

He said thank you.

What has been most helpful to you personally in your own growth in this area of leadership?

I have experienced a lot of difficult implementation efforts recently. For me personally it was taking a step back at each point of failure and understanding how my decisions contributed to that failure. How I can learn from that and built
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Now is your time to send in questions using the chat function. It looks like a text box.

Your presentation was awesome. Will it be available at the PowerPoint. Yes. If you go back to the main homepage of the virtual conference and choose the resource room link on the left Brandon's PowerPoint and additional resources related to this presentation are available there. What other questions do you have?

The reason and evidence-based practices been adopted or implement it can often be miscommunicated and misunderstood. How can the implementation leaders adjust this challenge?

It often happens where a EBP is being adopted for a reason but perceived as being adopted for some other reason that is not aligned with the truth. Is critical that the implementation leader sets the vision beyond this immediate innovation that we are trying to.to where we are trying to go. It is the vision of where we are trying to go and what we're trying to accomplish that can be set. It is much easier to bring context to how that particular evidence-based practice can get us there. The reason it is being adopted is is easier to understand. Sometimes we skip over the idea that we need to set the vision about where we are trying to go. We first tried to get people to do the things we think will get us there. That is backwards. We have to tell them where we are going and then say how this innovation is going to help us get there. >> What are the best ways you have found for leaders to practice the 10 principles? >> That is why we created this. We wanted it to be a book you can pull out of your pocket when encountering challenges. Flip to dash through to identify principles. Return and try to apply the context to your situation. I think taking these principles and putting them in a format that speaks to you whether writing down how it's not a specifically or how you encountered it in a particular situation. Keeping that with you so when you come across colleges or situations you can reflect on it and apply it to that situation. That was our goal. It is that kind of format where you read through the 21 laws and carry it with you and when you have a challenger problem

you can go back and say that is how a implementation leader would adjust this particular situation.

Thank you. This is your opportunity to ask questions. Be sure to turn on the chat function in the upper right-hand corner of your screen. Left click that in your chat will be on. Be sure to send your question or comment to all participants.

Analysis paralysis often sets in when a new evidence-based practice is said to be implemented or adopted. How can a implementation leader facilitate productive to progress to avoid such situation?

Analysis paralysis is a pet people of mine. It is necessary to plan for these efforts. For instance trying to implement motivational interview across the Department of Corrections would be a massive undertaking because the Department of Corrections tends to be a large system. A EVP in that system requires planning and preparation. What the analysis paralysis kicks and is when the planning and preparation becomes so intense and overwhelming that movement does not occur. The implementation leader it is critical for them to reflect on those principles. Lead the way to the understanding that without doing something without implementing those plans we will not learn whether they are good enough. Without studying what we are doing and reframing how we are implementing these particular plans we are never going to get good. The longer we take to analyze and plans the longer it will be before we ever get good at what we are doing. Extremely adept at being able to push the system to where we are giving something in order to learn and move forward.

We have two questions we're going to take. Expect when you say a vision of where we are trying to go do you mean a defined outcome that can be measured?

Now. It is helpful if you can have that. The way some people process change requires that outcome. Must people deal with the emotional part of their brain. What could be if we were just good at our job? How would our system look if we were adopting practices that could get us there? It is more of an emotional connection to how our systems could be, should be down the road. How could our system load in 3 years if we were doing evidence-based case planning today? You could have different relationships between case manager and offender or client. You could have better outcomes or more success. You could have better skills as a practitioner to take on in your career. Indigo back to evidence-based case planning can help us get there. That's how we're going to do it.

One last question. We see implementation of evidence-based practices mainly in community corrections. How do you see the implementation happening in jails and prisons?

I with a prisons are aligned with the way it happens in community corrections. The system just tends to be much bigger. Jails are unique because the population is transient. They are in and out. However, it can be done. You have to identify the target population you want to deal with whether it is individuals coming in with significant health issues or you want to deal with folks

who are there on short to medium term stays. Identify the population and use the same tools you would use inside day correctional environment operational environment to use the drivers of implementation leadership principles to get those particular EVP's into the system and sustained over time. For jails I would argue the first step is to identify the target population. You will not be able to target them all. There are too many people in and out. They will not receive the full accompaniment of whatever the EVP is.

 Thank you. Thank you for your dynamic informative presentation to help start off our 2016 virtual conference. >> We invite all of you with us here in this presentation to continue this discussion with Brandon in the discussion forum thread. To access the discussion form select the discussion forum link from the main lobby page you are looking at. We also invite you to explore the other features of the website including the resource room and innovation chat room to learn about other innovative ideas and corrections. Coming up next at 11:15 a.m. We have drones and publications for corrections or familiar faces action and community transition programs. You have used choice of two sessions. Thank you for being in this session. We look forward to seeing you in our next session Starting at 11:15.