Leading with Innovation

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NIC
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Leading Through Change

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The Leadership Imperative

10 Essential Principles of *Implementation Leadership*

The practical leadership perspective on the real-world integration of science to complex criminal justice settings

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Real World Implementation Leadership
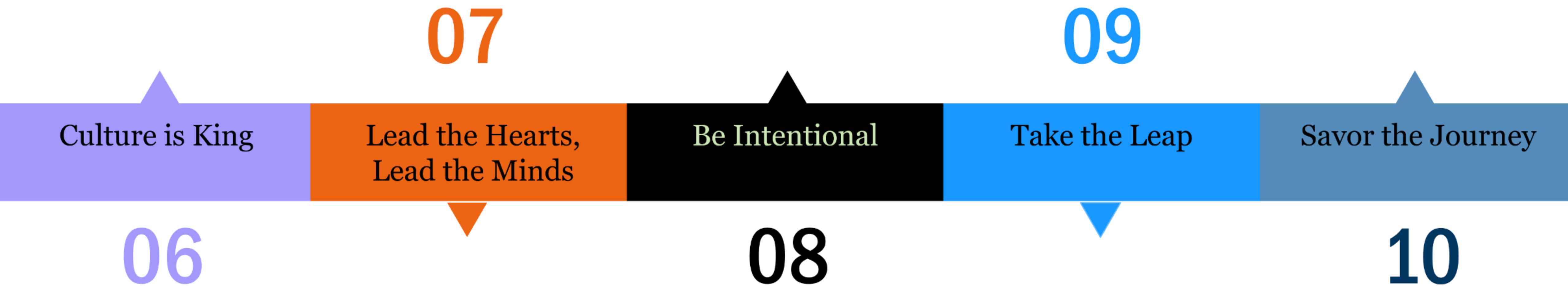
What Implementation Leadership LOOKS like

What Implementation Leadership FEELS like

Principles of Implementation Leadership   In Brief

02

04

01	02	03	04	05
Trust the Vision	Murphy Hates You	Be Comfortable Being Uncomfortable	Adapt or Die	Fail Forward, Fail Often

01

03

05

More Principles of Implementation Leadership   In Brief

06 Culture is King

07 Lead the Hearts, Lead the Minds

08 Be Intentional

09 Take the Leap

10 Savor the Journey

01

Trust the Vision

Trust the Vision   Share an Adaptive Leadership Mindset

- **Past = Certain**   *Future = Uncertain*

- Uncertainty and Fear are close cousins

- Foresight = the central ethic of Implementation Leadership

- The role of optimism – a hopeful vision is necessary to quell anxiety and fear

- The implementation leader = Emotional guide to the implementation team

Trust the Vision   Share an Adaptive Leadership Mindset

- "It is better to aim high and miss the mark, than to aim low and hit it"

- "Implementation leaders don't manage change...they facilitate progress"

- "I'd rather make small changes to big problems, than big changes to small problems"

- "Good is the enemy of great" (yes, we fix things that aren't broken)

- "Change is inevitable, progress is optional"

- "Progress, not perfection"

- "Make no little plans; they have no magic to stir men's blood and probably themselves will not be realized. Aim high, in hope and work" - Daniel Burnham

02

Murphy Hates You

Murphy Hates You
Don't Fail to Plan, but Certainly Plan to Fail

Let's be clear about Murphy and his "law"

1. What can go wrong, will go wrong.
2. When things do go wrong, they will most likely go from bad to worse in rapid fashion.
3. If there is a possibility of several things going wrong, the one that does will be the most disruptive.
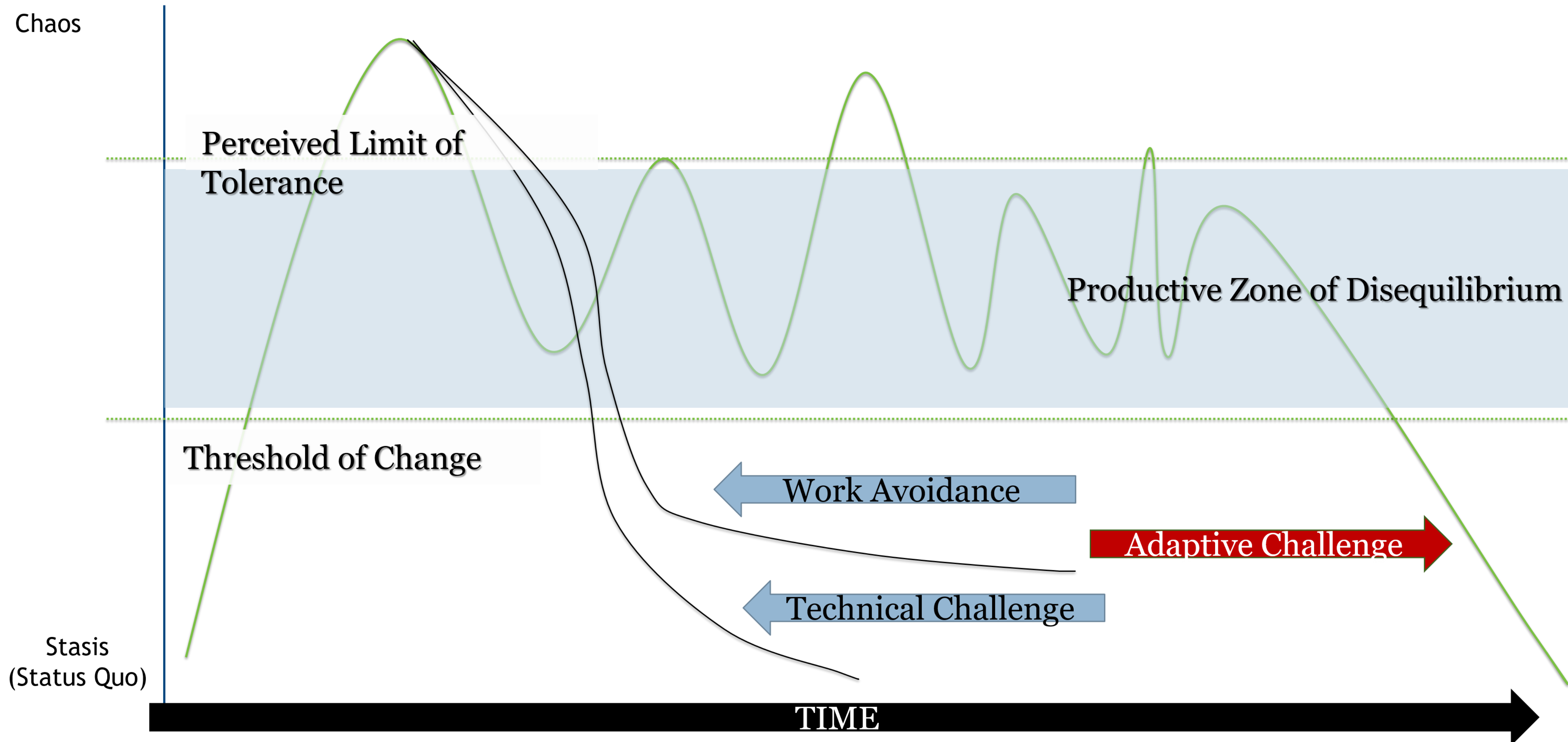4. If everything seems to be going well…please hold, Murphy is busy at the moment.

- Therefore, you must also *plan* **to** fail.
  - Planning to fail is an acknowledgement that human driven processes are wrought with mistakes, miscalculations and outright crises
  - Strong implementation leaders build failure into their implementation strategies
  - When you plan to fail you lessen the frustration, thus your responses are more fluid and adaptive.

03

Be Comfortable Being Uncomfortable

Productive Zone of Disequilibrium

Be Comfortable Being Uncomfortable
Survive the Edge of Chaos

- Disequilibrium is the rule, not the exception
- Adaptive and cultural change cannot happen within the comfort zone of self or others
- Disrupt people (but at a rate they can absorb)

04

Adapt or Die

Adapt or Die Only the Adaptive Survive

"It is not the strongest of the species that survives, nor the most intelligent; rather it is the most adaptive to change."

Leon C. Megginson

Professor of Management

Technical Change

1. Often easy to identify

2. Can often be solved by an act of authority

3. Solutions can often be implemented quickly

4. Changes are generally required in only one or a few places and within organizational boundaries

Adaptive Change

1. Difficult to identify (easy to deny)

2. Requires changes in values & beliefs, thus the people with the challenge must be involved in the change

3. Solutions require experimentation and discovery and thus time to implement/perfect

4. Changes are generally required in numerous places and across organizational boundaries

Hearts & Minds   Only the Adaptive Survive

Adaptive challenges require leaders to change hearts and minds.

We lead people, not machines…when change is required we can't simply replace parts, we must change attitudes, beliefs, values and ultimately behavior.
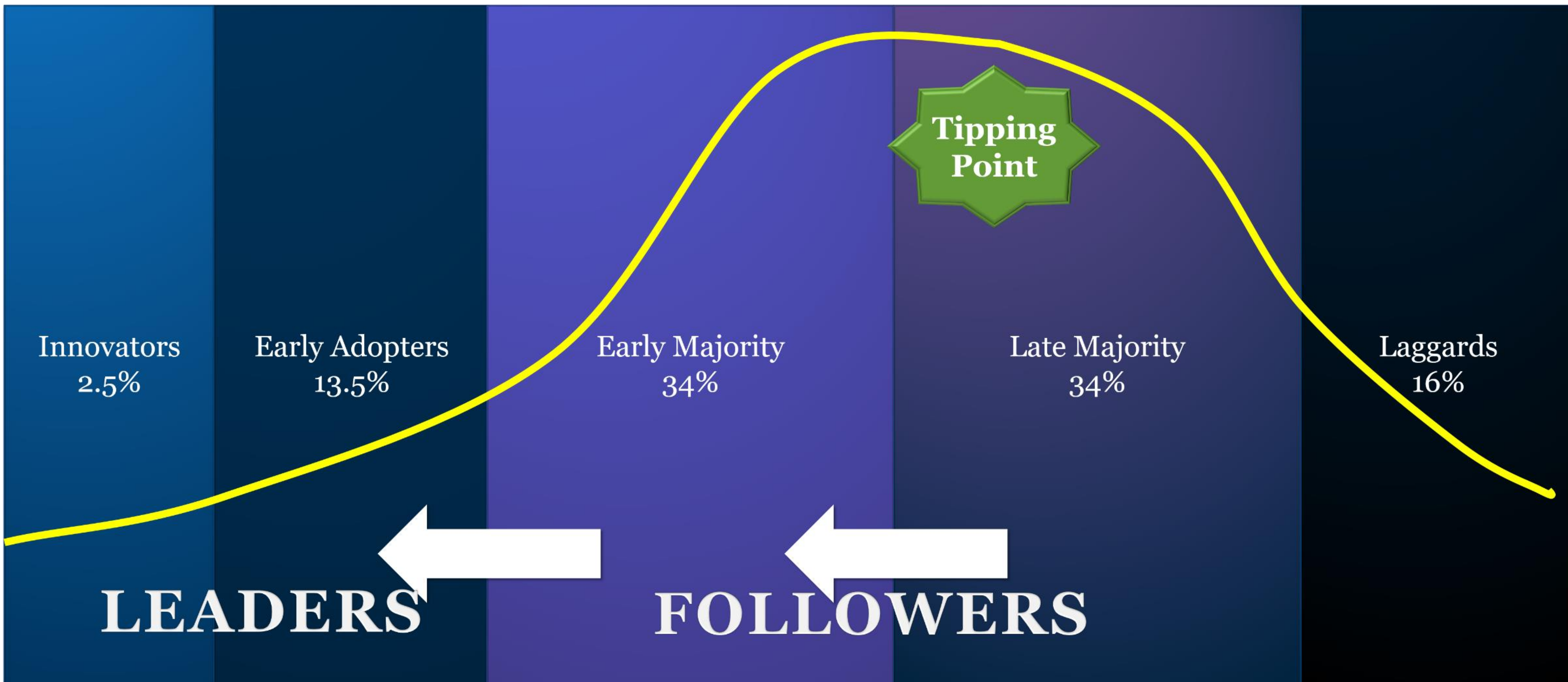
05
Fail
Forward &
Fail Often

Fail Forward, Fail Often   Progress, Not Perfection

- Embrace the definition of insanity….kind of

- Success consists of going from failure to failure without loss of enthusiasm

- We feel right 90% of the time, but we are right only 50% of time

- Embrace trial and error

- The first set of solutions rarely "fix problems. Rather they **Shift** and **Redefine** problems
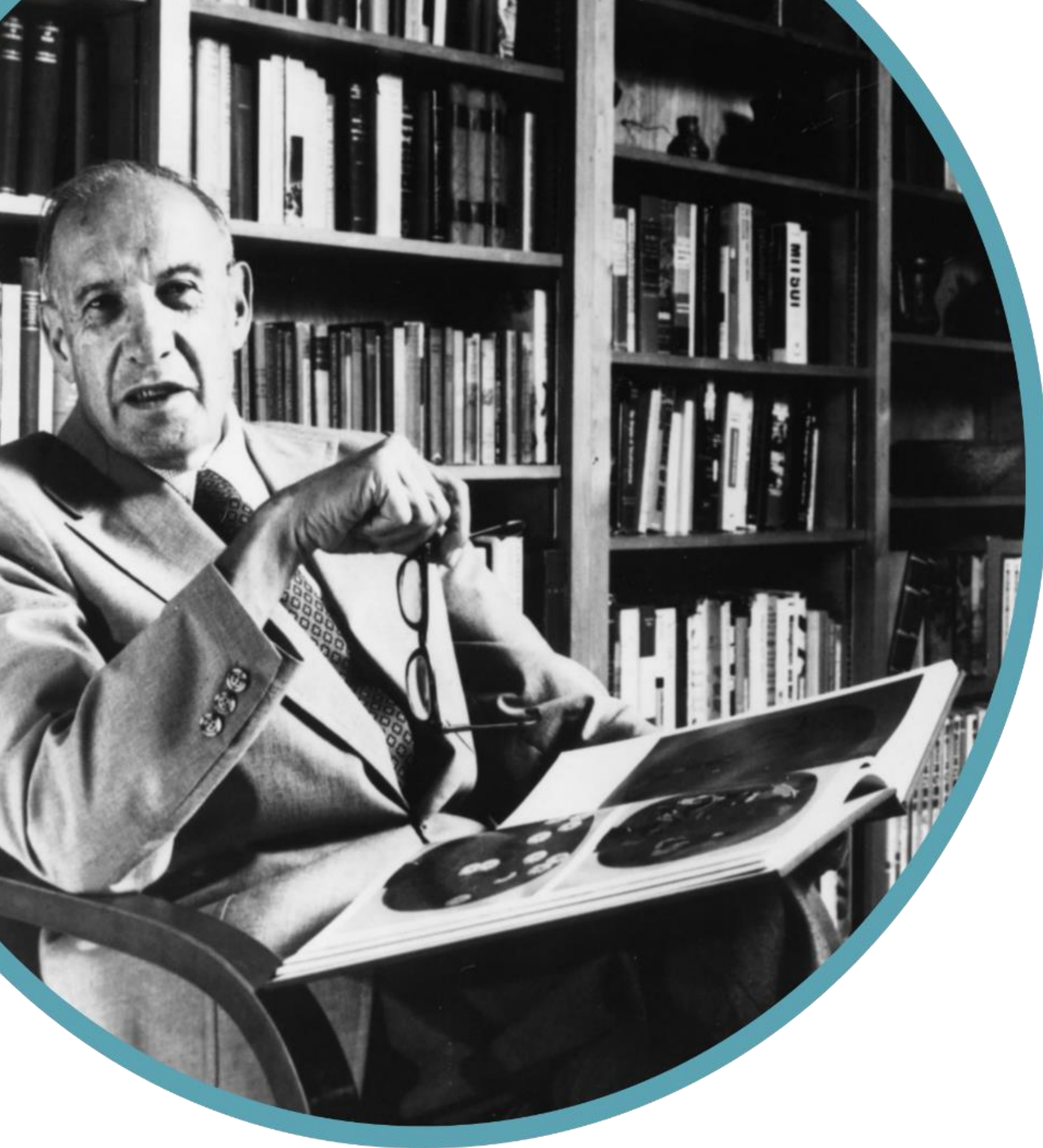
The Law of Diffusion of Innovation

Innovators
2.5%

Early Adopters
13.5%

Early Majority
34%

Tipping Point

Late Majority
34%

Laggards
16%

LEADERS

FOLLOWERS

06

Culture is King

Peter Drucker   *Management Pioneer*

Famously said:

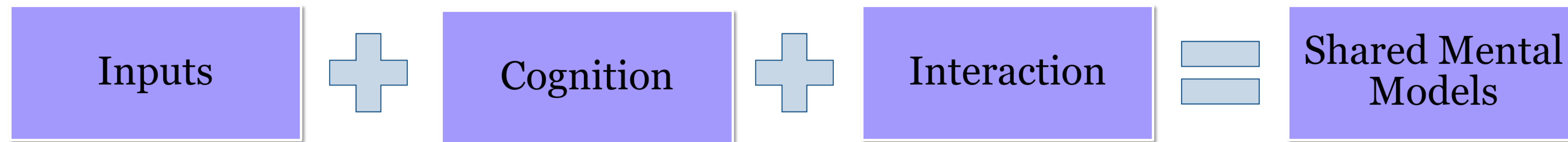*"Culture eats strategy for breakfast."*

But, when speaking in terms of implementation, strategy has to do with the "drivers," so…
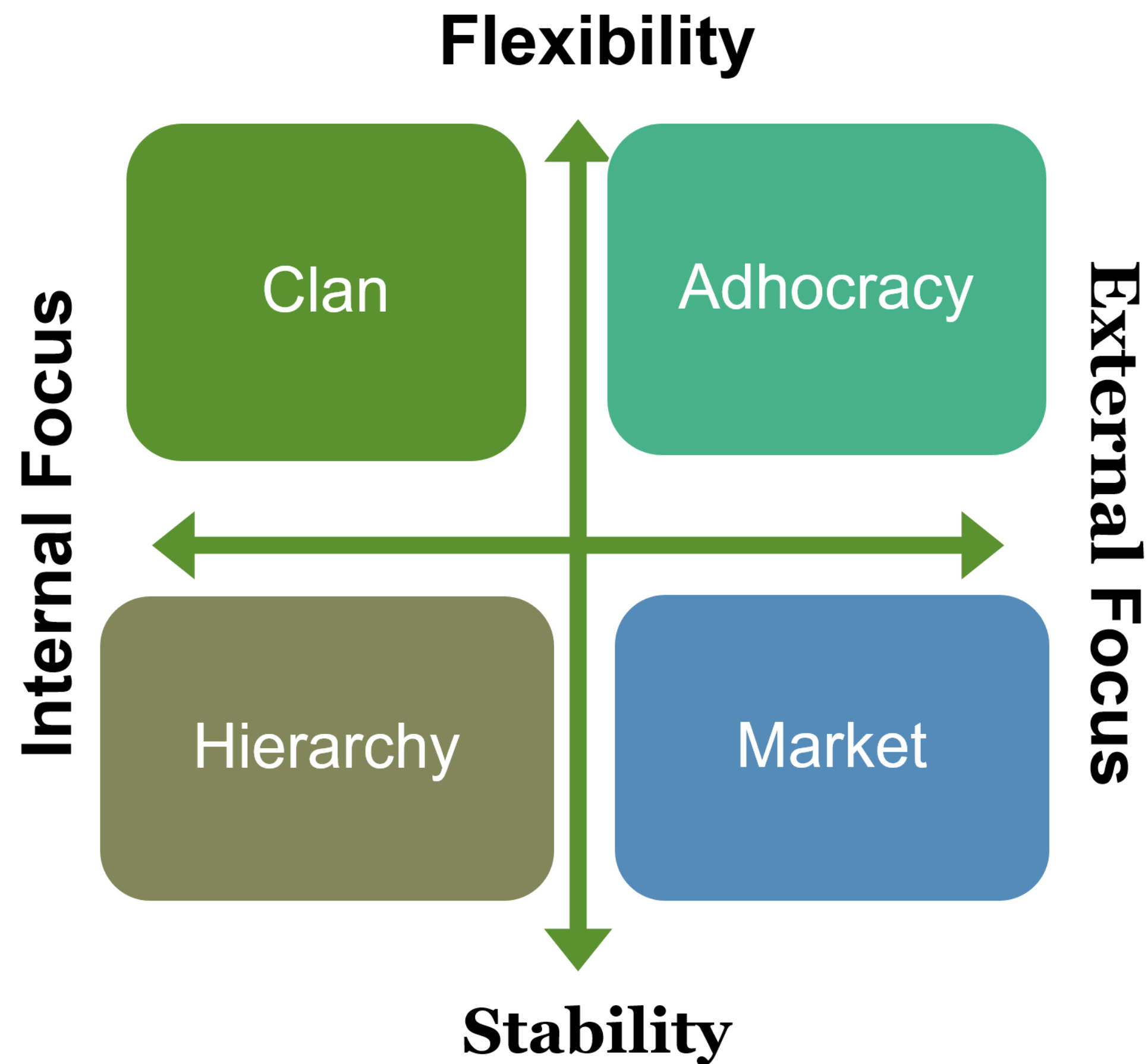

"Culture eats drivers for breakfast."

Culture is King   Culture Eats Implementation Drivers for Breakfast

What is culture...and how does it emerge in organizations?

Inputs	➕	Cognition	➕	Interaction	🟰	Shared Mental Models

"...culture consists of whatever it is one has to know or believe in order to operate in a manner acceptable to its members....

But why does culture eat drivers for breakfast?

Culture is King   Culture Eats Implementation Drivers for Breakfast

	Clan	Adhocracy
Dominant Organizational Characteristics	Personal, like a family	Entrepreneurial, Risk Taking, innovative
Leadership Style	Mentoring, facilitating, nurturing	Dynamic, transformational, entrepreneurial
Management of Employees	Teamwork, collaboration, participation	Uniqueness, autonomy, innovation, individual risk-taking
Organizational Glue	Loyalty, commitment, trust	Commitment to innovation, product/process development
Strategic Emphasis	Human development, openness, participation	Creating new challenges, future focus, on the cutting edge
Criteria for Success	Development of human resources, concern for people	Unique and new products & services, System innovation
Offender Management	Staff-offender collaboration, behavior change focus	Innovative EBP, reduce recidivism thru innovation
	Hierarchy	**Market**
Dominant Organizational Characteristics	Controlled & Structured	Competitive, achievement oriented
Leadership Style	Coordinating, efficiency oriented, Bureaucratic	No nonsense, goal oriented, aggressive
Management of Employees	Conformity, predictability, productivity	Stretch targets, competition, goals
Organizational Glue	Formal rules & policies	Emphasis on achievement & Goal accomplishment
Strategic Emphasis	Permanence, structure, and stability	Competition, market domination
Criteria for Success	Dependable, efficient, low cost	Beating the competition
Offender Management	Monitor behavior, compliance, rule enforcement	Targets/objectives , set goals, push offenders to achieve

Culture is King Culture Eats Implementation Drivers for Breakfast
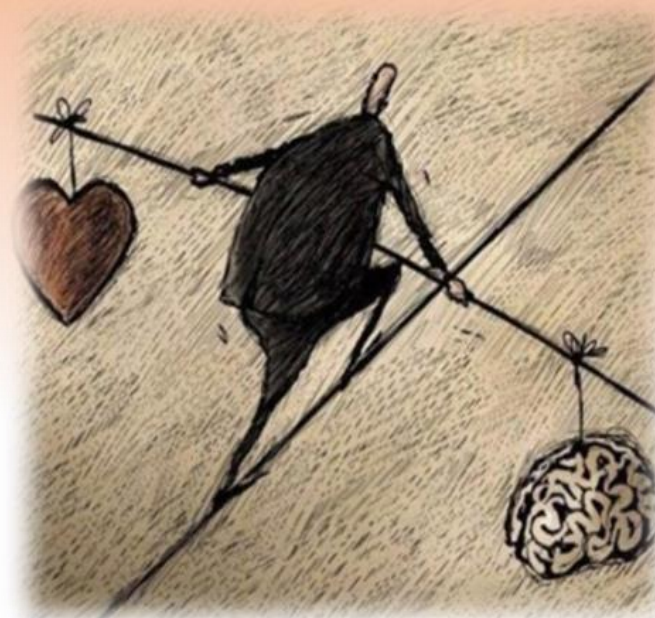
The proof is in the pudding...

	Clan	Adhocracy	Market	Hierarchy
Competency	0.3152*	0.2379*	-0.0989	-0.3338*
Leadership	0.2706*	0.1998*	-0.0192	-0.3288*
Organization	0.3149*	0.2620*	-0.0673	-0.377*

* Indicates a statistically significant correlation

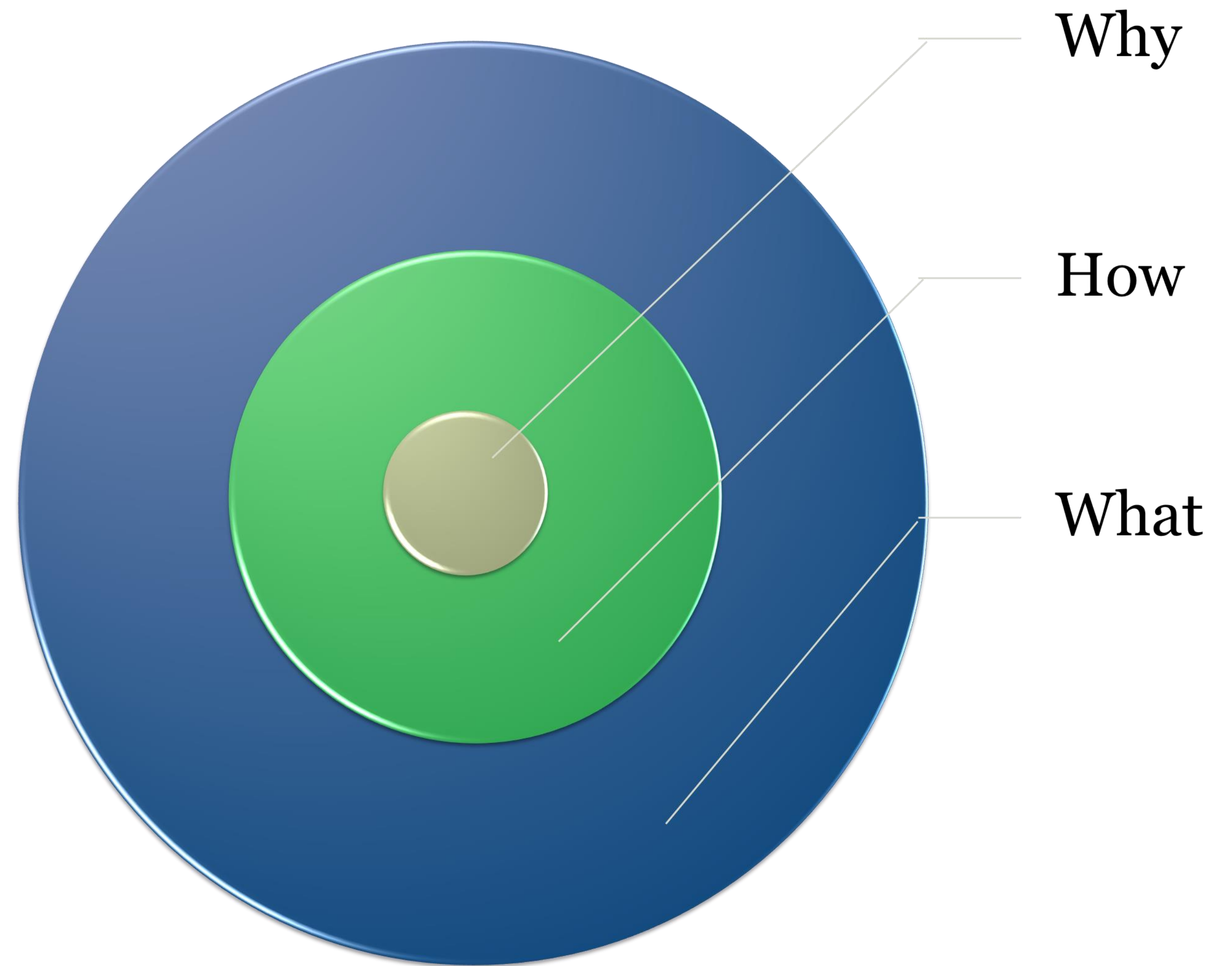|	Clan	Adhocracy	Market	Hierarchy
Staff Selection	0.3060*	0.2026*	-0.1981*	-0.2833*
Training	0.2084*	0.1872	-0.0189	-0.2799*
Coaching	0.3188*	0.1969*	-0.0962	-0.3135*
Tech Leadership	0.2105*	0.1735	-0.1087	-0.2153*
Adaptive Leadership	0.2606*	0.1797	0.0037	-0.3316*
System Intervention	0.2421*	0.3234*	0.0039	-0.4000*
Facilitative Admin	0.3039*	0.2011*	-0.0588	-0.3292*
Dec Data Support	0.2534*	0.2608*	-0.1408	-0.3156*

07
Lead the Hearts, Lead the Minds

Lead the Hearts, Lead the Minds Build Social and Interpersonal Capital

- People need to understand the WHY before they can be expected to learn the WHAT/HOW

- Decisions are made in the emotional (limbic) center of the brain where feelings of TRUST and HOPE are experienced

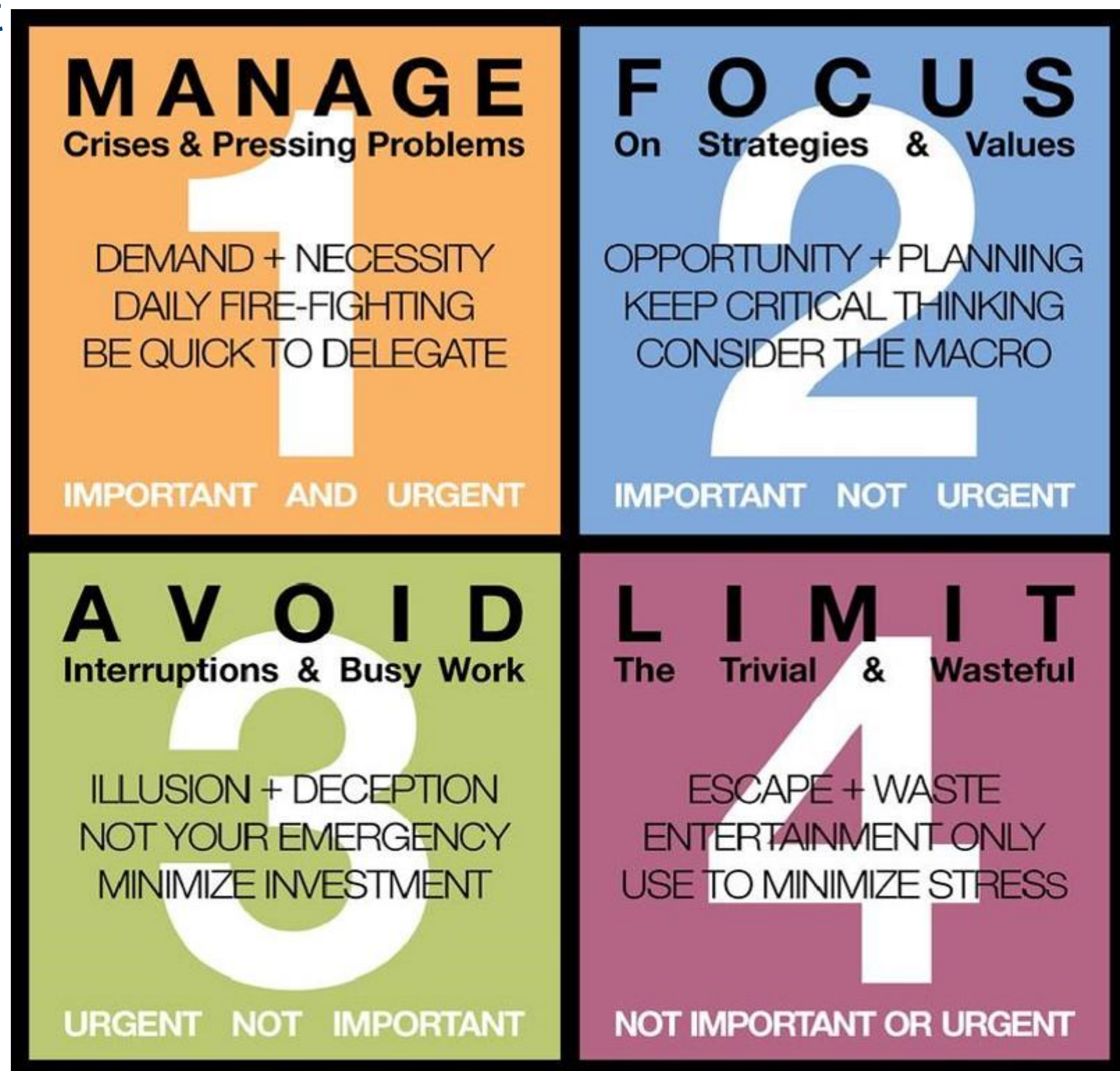- ***People don't buy WHAT you say, they buy WHY you do it*** (Simon Sinek)

Why

How

What

08

Be Intentional

Be Intentional It's a Marathon, not a Sprint

- When you're working through EBP implementation ensure you are dealing with what is important and not what is urgent. Urgency is now, important is always.

- Lower quadrants are those issues that consume your time without meaningful long term return on investment.

- Because of the sense of urgency these issues produce, it fuels an emotional rather than a rational response.

- Implementation Leaders are adept at being intentional about tackling the important, often strategic issues that live in Quadrant 2.

MANAGE
Crises & Pressing Problems

1

DEMAND + NECESSITY
DAILY FIRE-FIGHTING
BE QUICK TO DELEGATE

IMPORTANT AND URGENT

FOCUS
On Strategies & Values

2

OPPORTUNITY + PLANNING
KEEP CRITICAL THINKING
CONSIDER THE MACRO

IMPORTANT NOT URGENT

AVOID
Interruptions & Busy Work

3

ILLUSION + DECEPTION
NOT YOUR EMERGENCY
MINIMIZE INVESTMENT

URGENT NOT IMPORTANT

LIMIT
The Trivial & Wasteful

4

ESCAPE + WASTE
ENTERTAINMENT ONLY
USE TO MINIMIZE STRESS

NOT IMPORTANT OR URGENT

09
Take the Leap

Take the Leap   Implementation is a Journey, Not a Destination

- Real world implementation is not a straight line

- People experience pre-emptive, pre-mature, and phantom stress before even engaging in the change

- *Implementation Leadership* is holding people in spaces they aren't comfortable in

- Guard against *Analysis Paralysis*…there is a point of diminishing returns.

- Plan, Do, Study, Act

- Ultimately, you must take the leap and get going in order to figure out what will and will not work.

10

Savor the Journey

Savor the Journey   Learn and Share the Experience

- Implementation can be difficult, challenging, arduous and wrought with frustrations—Human progress by its very nature is all of these things.

- Through the EBP implementation work we do we are adding to the collective knowledge of our system and our world.

- For these reasons it is important to:
  - Celebrate the small wins
  - Reflect on what was and relish what is
  - Savor the learning that comes as a result of implementation efforts
  - Inspire through relentless optimism about what could be and what comes next

"Don't let ambition overshadow small successes"

The Leadership Imperative

10 Essential Principles of Implementation Leadership

Thank You

Questions?

Visit the Conference Site