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Today’s Outcomes
LEARNING TO DRIVE MEANINGFUL CHANGE

• Review “Triangle of Impact Model” and “AIM HIGH” approach
• Explore three actions for driving meaningful change
• Discuss the case for change in corrections
• Present a viable change model
• Identify practices for driving meaningful change in your organization
Part 1: Learning to Lead from the Inside Out
“Every leader who seeks to transform people and organizations must look inward first.”

-Dr. Janice Thompson
AIM HIGH - Leading from the Inside Out

PERSONAL AWARENESS

PERSONAL INTEGRITY

PERSONAL MASTERY
Part 2: Learning to Value Your Employees
“Leaders who value their people, will do all they can to increase the value of their people.”

-Dr. Rowlanda Cawthon
A transformational leader inspires a team or followers to achieve unexpected results by expressing the value and purpose behind the organization’s goals in order to lead change (Anderson & Anderson, 2010).

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<tr>
<th>Individualized Consideration</th>
<th>Intellectual Stimulation</th>
<th>Inspirational Motivation</th>
<th>Idealized Influence</th>
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AIM HIGH - Valuing Your Employees

**Consideration** – the leader serves a mentor, coach, or guide who listens and addresses each employee’s concerns.

**Motivation** – the leader inspires and motivates employees to perform beyond expectations.

**Stimulation** – the leader supports a growth mindset and stimulates employees’ creativity and innovation.

**Influence** – the leader is deeply respected and serves as a powerful role model with high moral and ethical integrity.
Part 3: Learning to Drive Meaningful Change
“Every leader must be a change agent to survive and thrive.”

- Dr. Rowlanda Cawthon
AIM HIGH – Driving Meaningful Change

**Make the Shift** – shifting from transactional to transformational leadership is the key to taking your department or institution to the next level.

**Be the Change Agent** – change agents have an ability to manage crisis and readily adapt to shifting conditions in the workplace.

**Sustain Change** – sustainable change involves looking at the entire system and not just individual parts.
Exploratory Question

In a single word, share what you believe is needed to drive change in corrections.
Individual Need for Change

Corrections leaders must change their leadership style. (Pittaro, 2016).

Collective Need for Change

Workforce issues in corrections have collective impacts. (Russo, 2019).

Organizational Need for Change

There is a need for innovation in multiple areas of the corrections system. (Jackson et al., 2015).
“What innovation means for organizations falls across a wide spectrum. They can make incremental changes, in which agencies can improve on current practices, become more efficient, and solve current problems, or transformational changes, which make it possible for agencies to do entirely new things or accomplish their objectives in new ways” (Jackson et al, 2015).
Transformational Change Model
Leadership Profile: Garry Ridge, CEO & Chairman, WD-40
"Having a clear, defined purpose that speaks to the hearts and minds of employees is critical to creating an engaged culture where your people know they belong among kindred spirits who are passionate about serving a cause larger than themselves."

- Garry Ridge
Transformational Change Model

KOTTER's 8-STEP MODEL

01 Create
Establish a feeling of urgency of hurriedness towards change.

02 Build
Formulate a guiding coalition

03 Form
Develop a strategy to bring about change.

04 Enlist
Communicate or put forth the vision or strategy for change

05 Enable
Empower employees for taking action to incorporate changes

06 Generate
Formulate and generate short-term goals

07 Sustain
Capitalize of wins or gains in order to produce bigger results

08 Institute
Incorporate new and better changes in workplace culture

Source: (Kotter, 2009)
Reflective Poll

On a scale from 1-5, how confident are you at driving organizational change in your role right now?
HOW TO PRACTICE DRIVING MEANINGFUL CHANGE
“It’s not a one and done. Change isn’t something that just happens, it can take years. We did it incrementally and focused on the things that mattered most.”

Kathy Waters
Criminal Justice Consultant
Retired State Director of Adult Probation, Arizona Supreme Court

“Fertilize the ground before you bring the change. Bring employees into important decision-making meetings. Give them a voice because they can help you drive change and get buy-in.”

Mark Foxall, Ph.D.
Community Service Associate
Director, London Study Abroad Program
School of Criminology and Criminal Justice
University of Nebraska Omaha
Practices for Driving Change

- Set the vision for change
- Learn about the culture
- Communicate & share vision
- Build strong relationships & networks
- Be confident and provide data to make the case for change
Practices for Driving Change

- Find a good mentor
- Know your organization
- Collaborate with internal & external stakeholders
- Develop people who can become future leaders & change agents
- Be genuine, listen, gain credibility, & deliver on what you say you can do

Mark Foxall, Ph.D.
University of Nebraska Omaha
“Innovation is less about generating brand new ideas and more about knocking down barriers to making those ideas a reality.”

- John Kotter

Author
TRANSFORMATIONAL LEADERSHIP: HOW TO LEAD YOURSELF, YOUR TEAM, AND YOUR ORGANIZATION

Part 4: Bringing it All Together

Panel Discussion with Dr. Cawthon, Dr. Thompson, Ms. Stewart & Harold Clarke, Director of Virginia Department of Corrections

Hosted by the National Institute of Corrections
Date & Time TBD
Questions for Webinar Four

What one question do you have for someone who has successfully led change in multiple corrections agencies?
QUESTION & ANSWER
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References


