

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

## **Part 3: Learning to Drive Meaningful Change**

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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



## Triangle of Impact Model

*“Every leader who  
seeks to transform  
people and  
organizations  
must look inward  
first.”*

*-Dr. Janice  
Thompson*





# AIM HIGH - Leading from the Inside Out



PERSONAL

**A**WARENESS



PERSONAL

**I**NTEGRITY



PERSONAL

**M**ASTERY





# Part 2: Learning to Value Your Employees



## Triangle of Impact Model

*“Leaders who  
value their people,  
will do all they can  
to increase the  
value of their  
people.”*

*-Dr. Rowlanda  
Cawthon*





# Transformational Leadership

## Transformational Leadership

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).

Individualized  
Consideration

Intellectual  
Stimulation

Inspirational  
Motivation

Idealized  
Influence



# 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



## Triangle of Impact Model

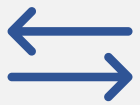
*“Every leader  
must be a  
change agent to  
survive and  
thrive.”*

*- 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.**



# The Case for 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).





## Inspiring Quote

“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





## Inspiring Quote

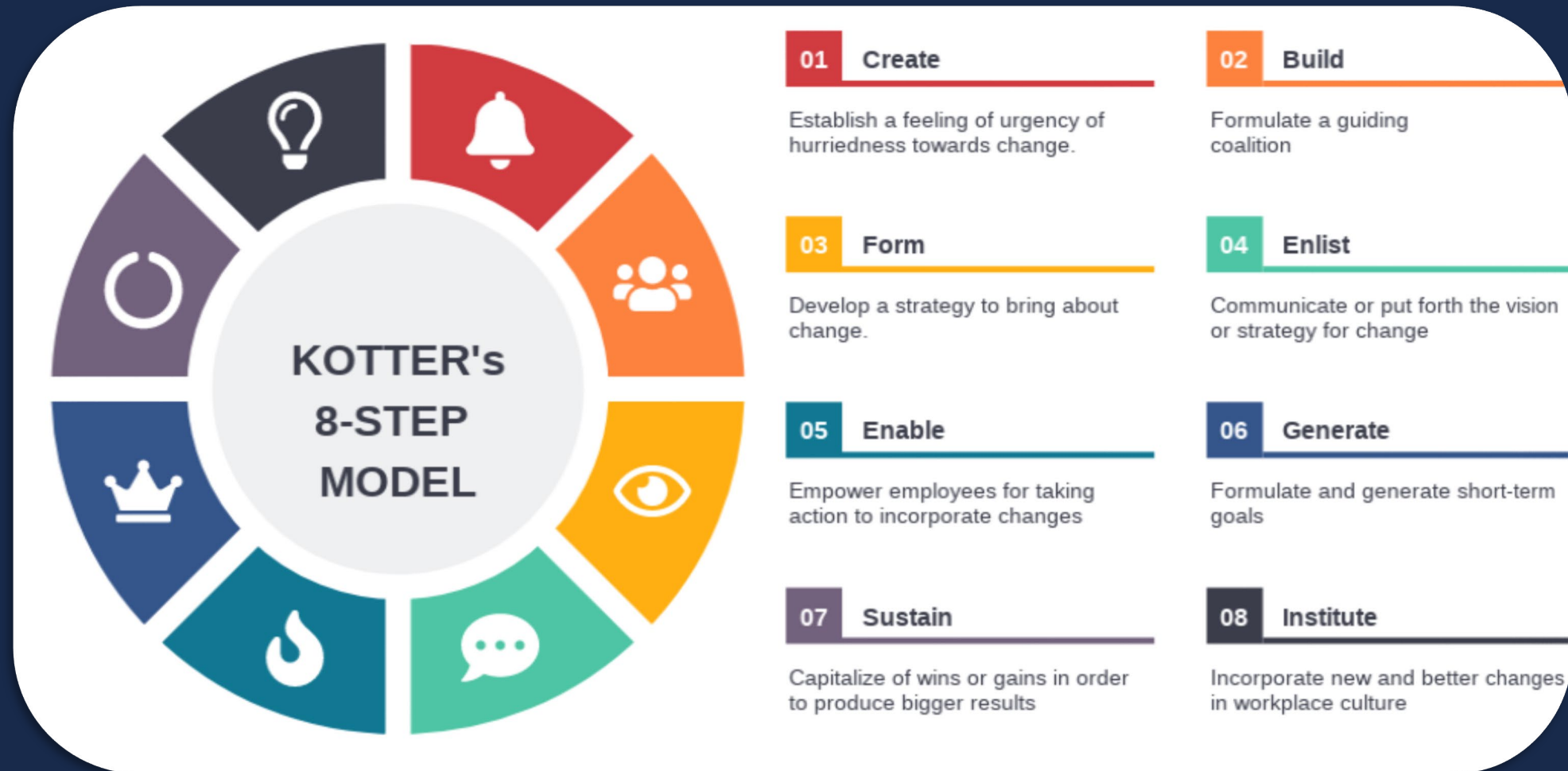
"Having a clear, defined purpose that speaks to the hearts and minds of employees is critical to creating an engaged culture where your people know they belong among kindred spirits who are passionate about serving a cause larger than themselves."

- Garry Ridge





# Transformational Change Model



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



# Voices from Correctional Leaders

“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*





**Kathy Waters, Criminal Justice Consultant**  
Phoenix, Arizona

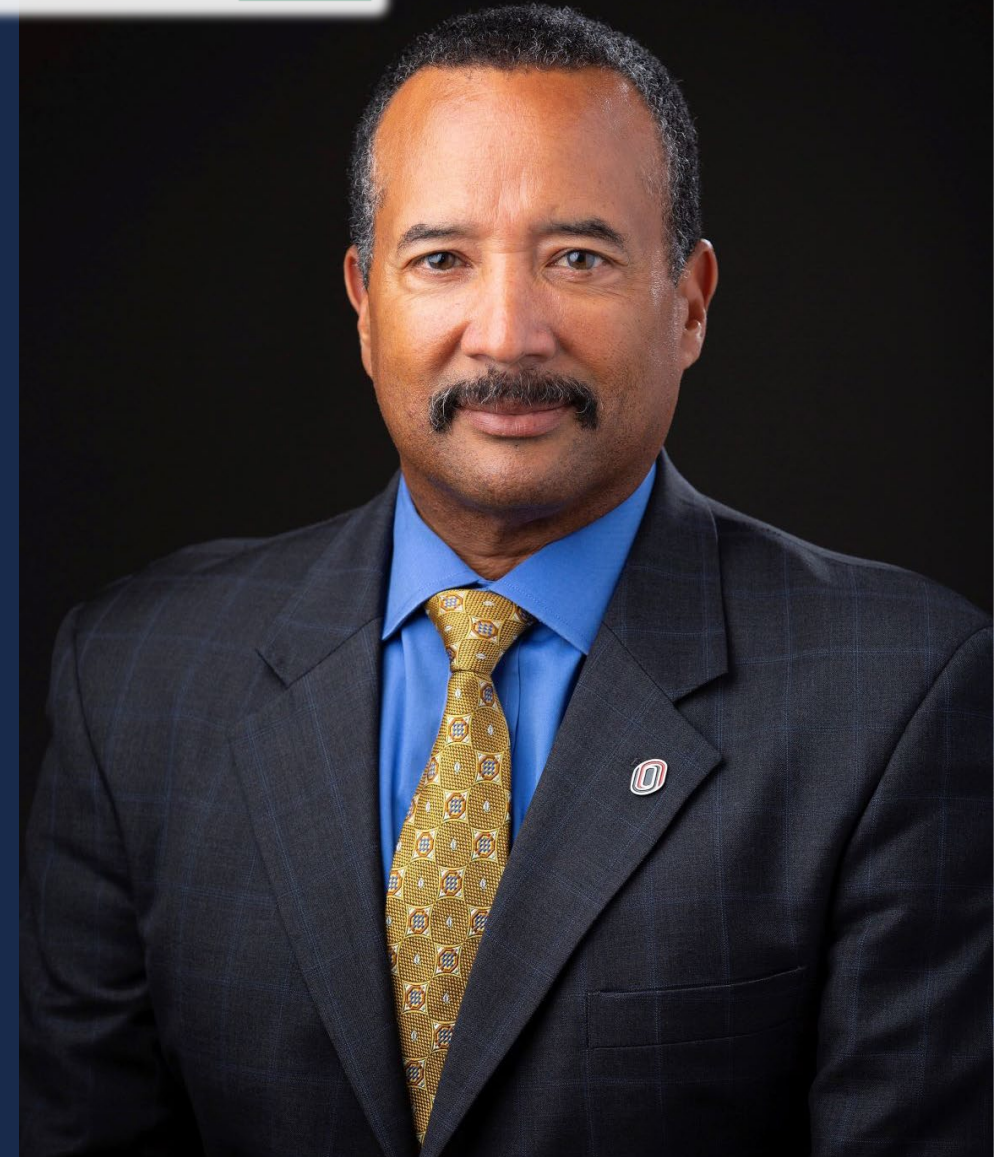
# Practices for Driving Change

- 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



## Inspiring Quote

“Innovation is less about generating brand new ideas and more about knocking down barriers to making those ideas a reality.”

- John Kotter  
Author



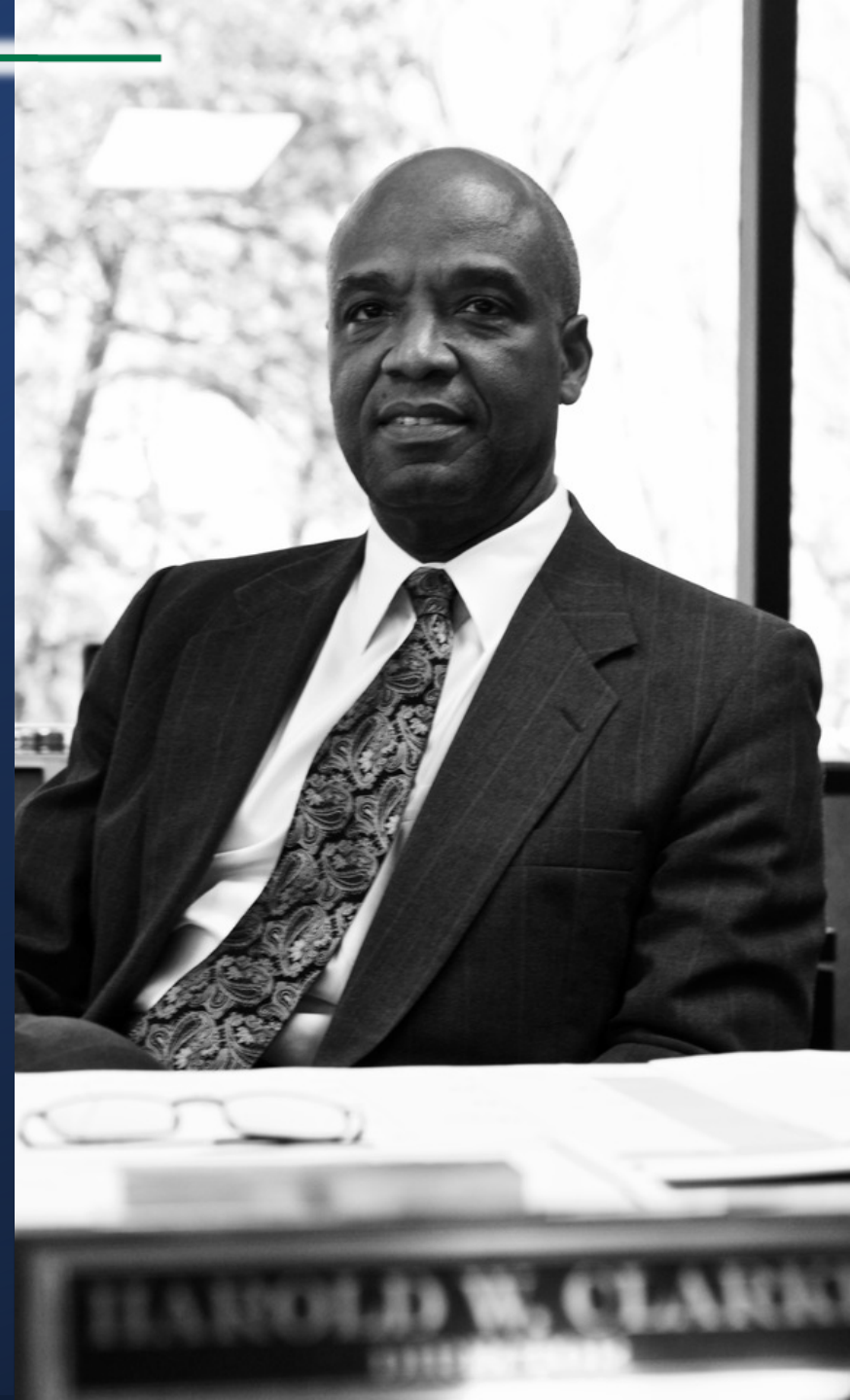


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## **Part 4: Bringing it All Together**

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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