

# The National Institute of Corrections' Leadership Webinar Series ***The Leader's Dilemma: How to Balance Two Important Needs***

January 19, 2023 | 1:00-2:00 EST



Ed Sherman, Psy.D.  
Presenter



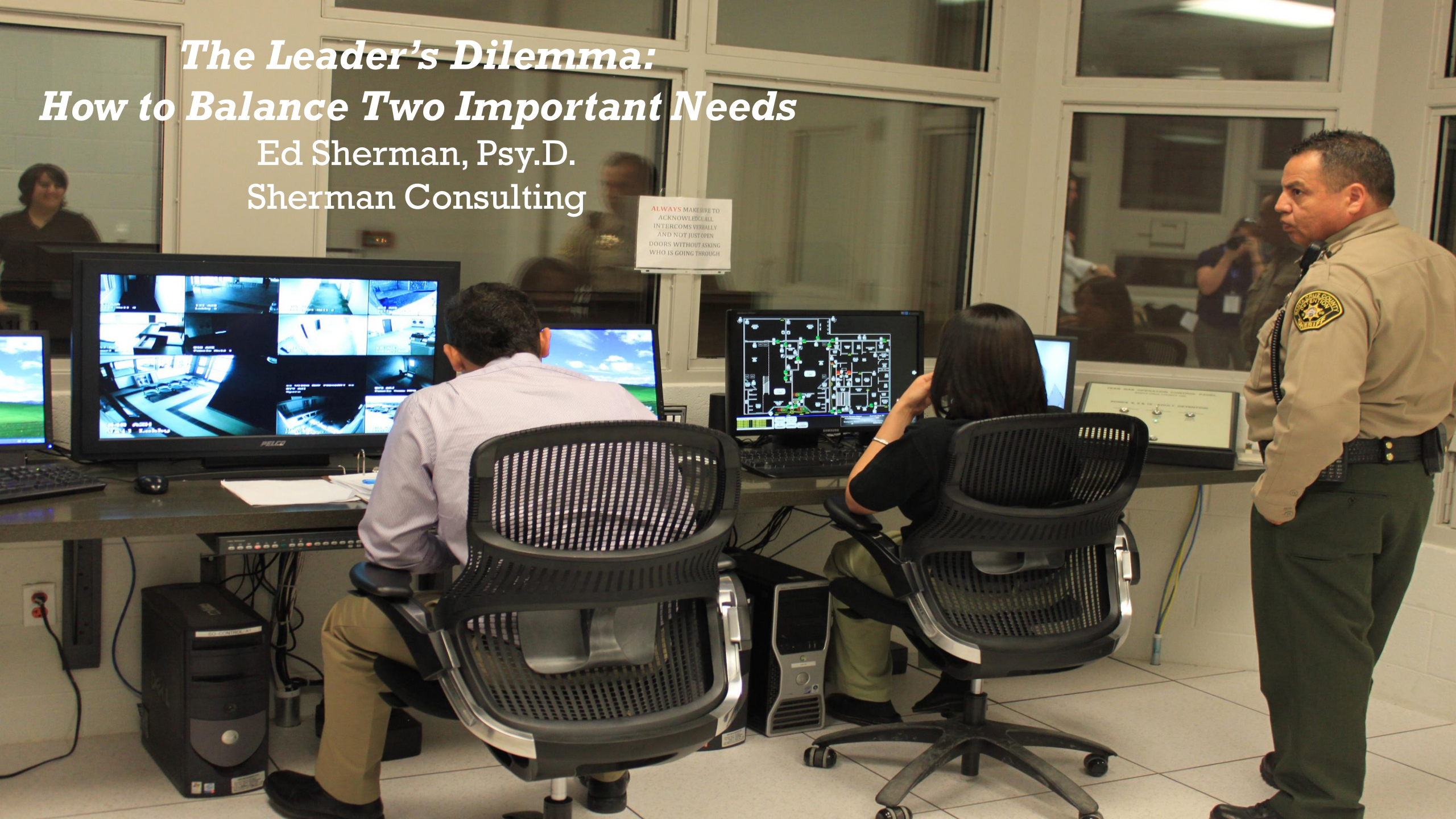
Belinda Stewart  
Host



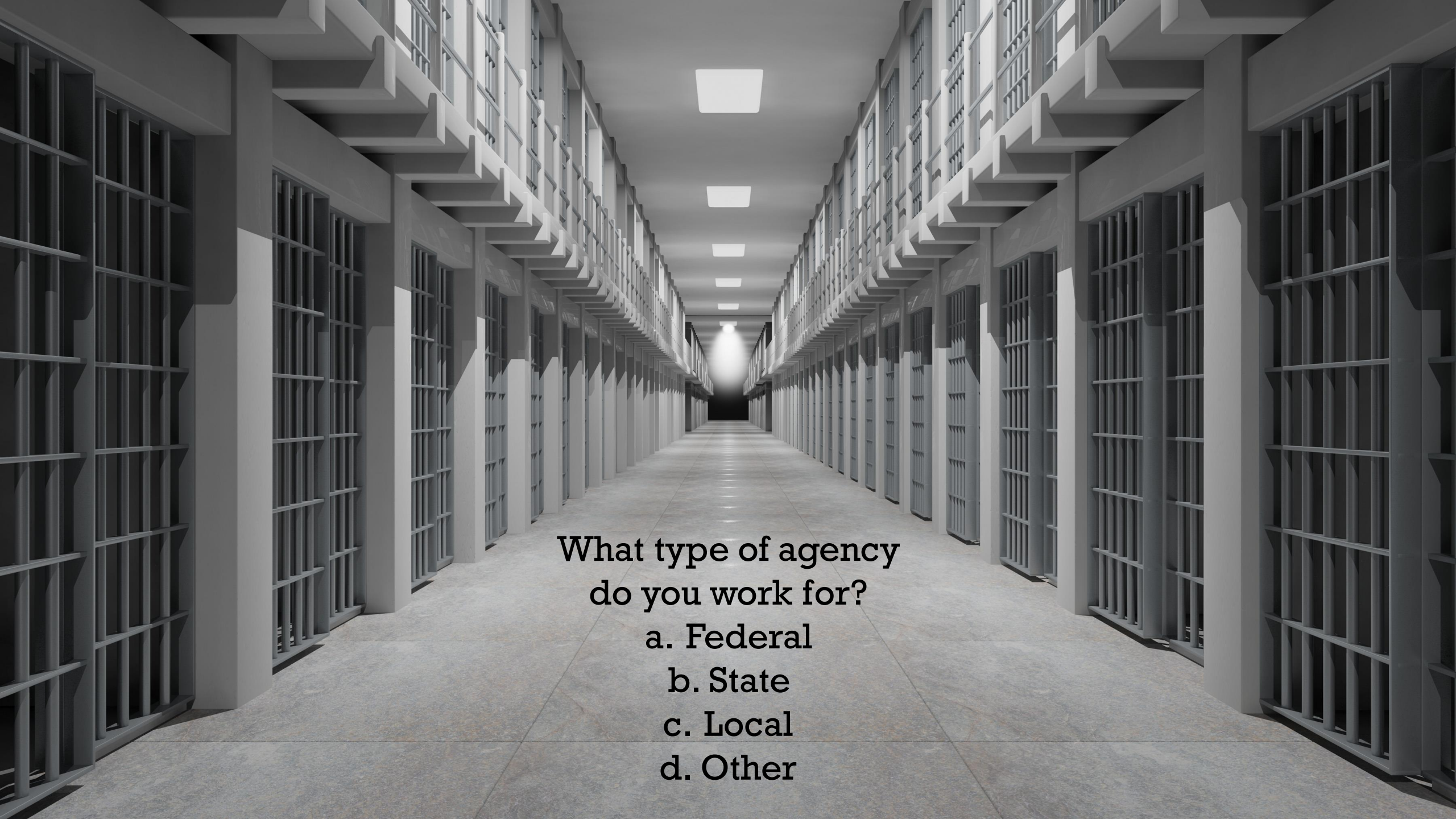


# ***The Leader's Dilemma: How to Balance Two Important Needs***

Ed Sherman, Psy.D.  
Sherman Consulting







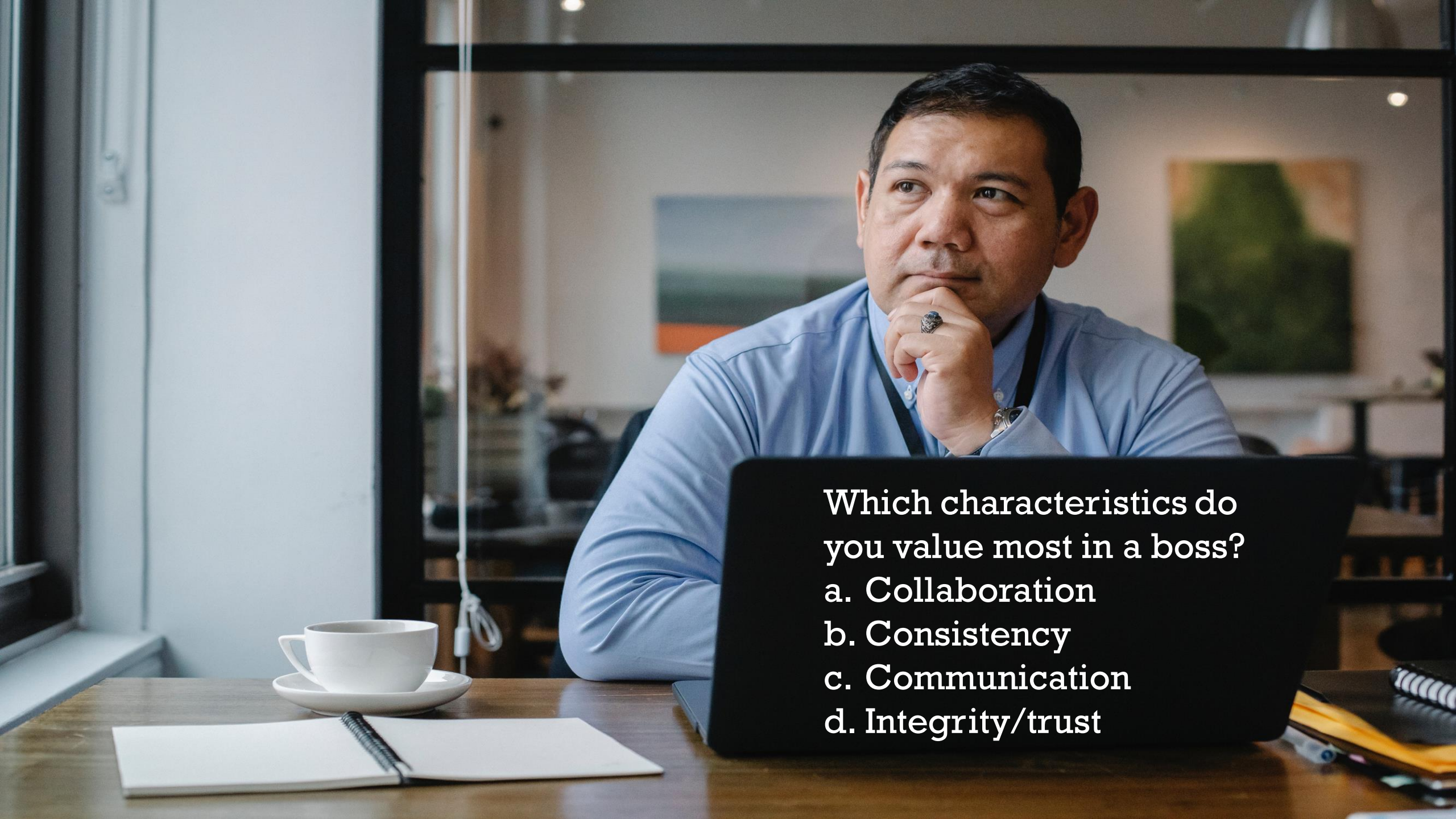
What type of agency  
do you work for?

- a. Federal
- b. State
- c. Local
- d. Other

# LEADERSHIP

Think of your best boss



A man with dark hair, wearing a light blue button-down shirt and a black lanyard, is sitting at a wooden desk. He is looking off to the side with a thoughtful expression, his hand resting on his chin. On the desk in front of him is a black laptop displaying a survey question. To the left of the laptop is a white coffee cup on a saucer and an open spiral notebook. The background shows a modern office interior with large windows and some artwork.

Which characteristics do  
you value most in a boss?

- a. Collaboration
- b. Consistency
- c. Communication
- d. Integrity/trust





**AGENCY**

**EMPLOYEES**













1. Create a workplace culture in which employees can communicate safely





2. Convey concern and seek to be of assistance





3. Have resources available in advance

4. Periodically check in  
with employees who  
share concerns...  
and those who don't







5. Clarify and reestablish work performance expectations in light of circumstances



- State job expectations at the outset of hiring or a new assignment
- Provide training and assistance to perform the required duties
- Provide constructive feedback on a periodic basis
- Offer assistance and remedial training if and when needed
- Troubleshoot ongoing performance problems if they persist
- Maintain ongoing dialogue and interaction with employees
- Take disciplinary action if dictated by circumstances

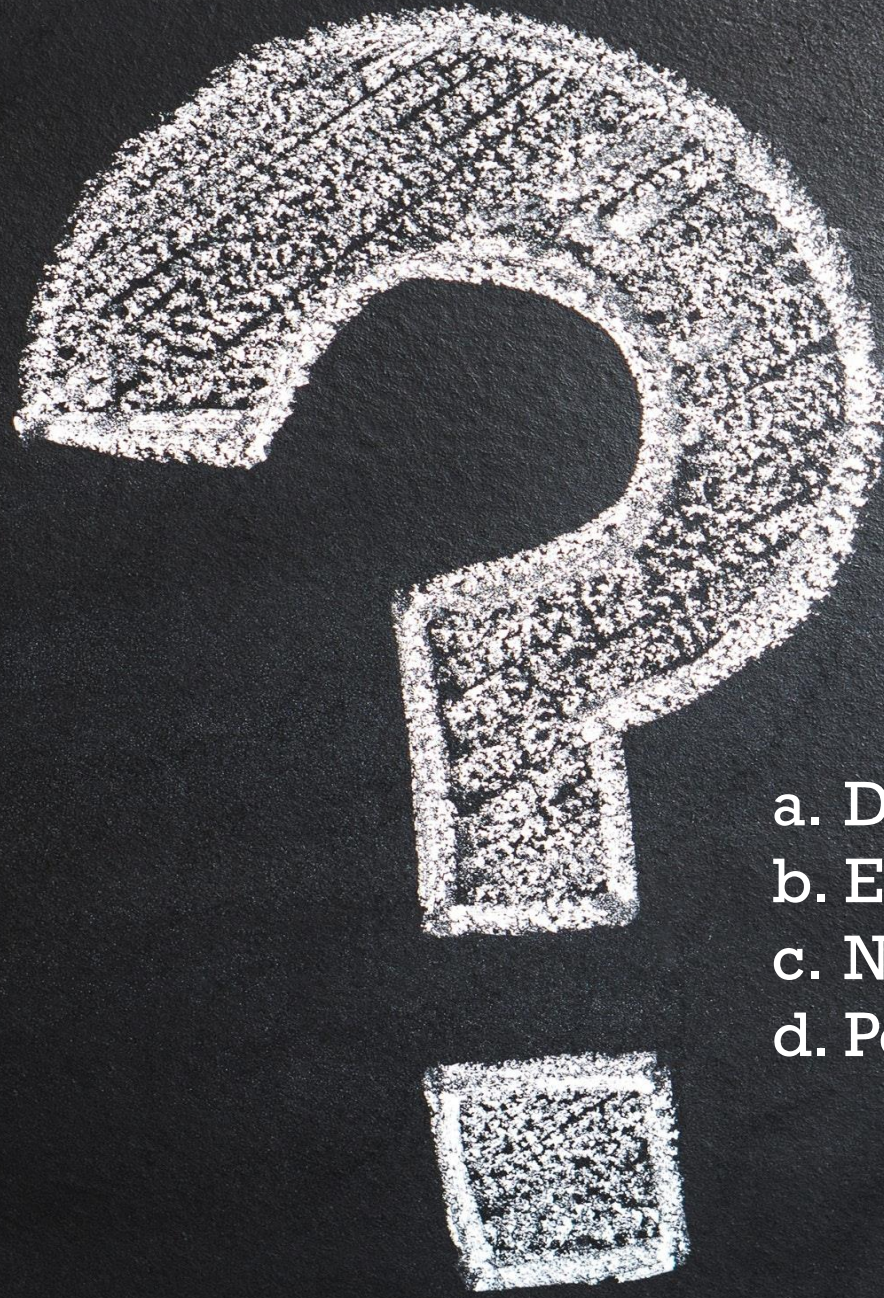




Performance evaluation should be a  
continuous process



What type of situations do bosses usually dislike dealing with *the most*?



- a. Deadlines to get things done
- b. Excessive paperwork
- c. New policies/procedures
- d. People problems



**PEOPLE PROBLEMS!**





1. Insufficient training

2. Dislike of conflict



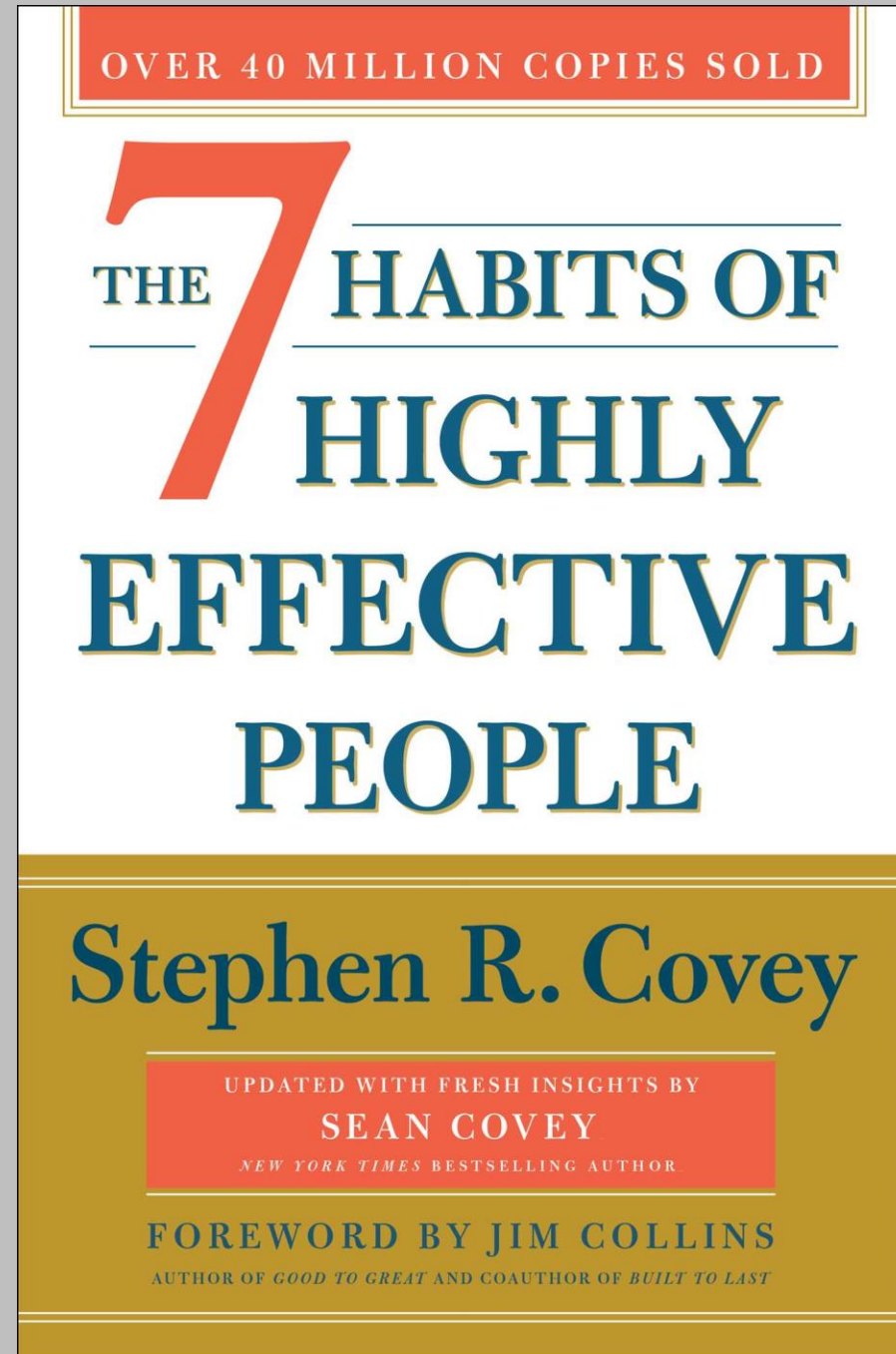


A close-up photograph of a brick wall. The red bricks are visible through large, irregular patches of peeling, light-colored plaster. The text "NO CONFLICT" is overlaid in a dark blue, bold, sans-serif font. A diagonal line is drawn across the bottom right corner of the image.

NO  
CONFLICT



## Habit 5



Seek first to  
understand,  
then to be  
understood



# 1. LISTEN





## 2. FOCUS ON OUTCOME







Who was your best boss?

Why?





## Contact Information

Ed Sherman, Psy.D.  
Sherman Consulting

+1 (951) 252-2315

[ed@shermanconsulting.org](mailto:ed@shermanconsulting.org)

Linked: [linkedin.com/in/dredsherman](https://www.linkedin.com/in/dredsherman)

Twitter: [@EdShermanPsyD](https://twitter.com/EdShermanPsyD)





**Leadership Series**  
**Ed Sherman, Psy.D.**

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**Wednesday, February 22, 2023**  
**Leadership Mentoring: Successful Succession Planning**

**Wednesday, March 29, 2023**  
**Dealing with Challenging Staff Members**





**Questions**  
**Answers**