

Leadership in a Changing Environment

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Who are we?

- ▶ **We are the Court**
- ▶ **We are officers of the court**
- ▶ **We are held to a higher standard**
- ▶ **Our behaviors, attitudes, and actions reflect the philosophy of the Supreme Court's organizational culture.**
- ▶ **We belong to a “dynamic” organization in the “static” world of government**



*The Only Thing for Certain about
Change is that it is Inevitable
(author unknown)*



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- ▶ Leadership is central to all our efforts in all matters. (Author Unknown)
 - ▶ Change is the law of life. And those who look only to the past or present are certain to miss the future. (*John F. Kennedy*)
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If you want to make enemies,
try to change something.

Woodrow Wilson



Organizational Change

The Process by which
Organizations Move from their
Present State to Some Future
State to Increase their
Effectiveness

Organizational, Design, Theory and Change: Jones, G. 2003



1998

- ▶ **\$11.6 million budget**
- ▶ **300 total staff**
- ▶ **6 Administrative staff**
- ▶ **44,118 probationers supervised**
- ▶ **17,055 court investigations completed**
- ▶ **No service delivery dollars**
- ▶ **Very few promotional positions**
- ▶ **Limited training opportunities**



2005

- ▶ **\$27 million budget**
 - ▶ **400 total staff**
 - ▶ **15 Administrative staff**
 - ▶ **36,952 probationers supervised**
 - ▶ **13,968 court investigations completed**
 - ▶ **Very few promotional opportunities**
 - ▶ **Limited training options**
 - ▶ **No funding for treatment**
 - ▶ **Limited funding for services**
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2013

- ▶ **Over \$100 million budget**
 - ▶ **750 total staff**
 - ▶ **88 administrative field staff**
 - ▶ **26,663 probationers supervised**
 - ▶ **12,854 court investigations completed**
 - ▶ **8 Reporting Centers/Specialized Programs and Officers**
 - ▶ **\$11 million in adult behavioral health services**
 - ▶ **\$40 million in juvenile evaluation, treatment and placement**
 - ▶ **Many opportunities for advancement within the districts and Administration**
 - ▶ **Anyone been to training lately?**
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Definition of a Leader/Leadership

Leadership means "the ability of an individual to *influence, motivate, and enable others to contribute* toward the effectiveness and success of the organizations of which they are members."



A Leader's Job

- ▶ **Constantly makes sure there is a solid foundation for change**
- ▶ **Communicates constantly and effectively**
- ▶ **Engages all levels of the organization in the effort of change**
- ▶ **Provides a “Change Plan” that is clear and understandable**
- ▶ **Ensures staff know what is expected of them**



Leading Change

Leadership is the capacity to
translate vision into reality.

Warren G. Bennis



Characteristics of a Leader

- ▶ **Inspires**
- ▶ **Thinks**
- ▶ **Motivates**
- ▶ **Initiates change**
- ▶ **Challenges the status quo**
- ▶ **Creates**
- ▶ **Proactive**
- ▶ **Sets the pace**
- ▶ **Drives**
- ▶ **Inspires loyalty**



The Leader's Role

- ▶ **Ensure the organization's vision, mission and guiding principles support the change**
- ▶ **Clearly articulate in writing and verbally (the 25x Rule) the purpose for the change and why it is necessary**
- ▶ **Define the desired outcome from the change**
- ▶ **Identify specific indicators for success and key strategic initiatives that drive the change**



The Leader's Role

- ▶ Actively works to create an organizational culture that welcomes change
 - ▶ Provides open and direct communication/positive and negative feedback encouraged
 - ▶ Creates a manager, line staff planning, and implementation teams for optimal outcomes
 - ▶ Develops a means to measure success and evaluates outcome



Leading Change

Daring Leaders are willing to take risks; they are not afraid of failures because they learn from adversity.

Warren Bennis



Definition of a Manager

Management comprises *directing* and *controlling* a group of one or more people or entities for the purpose of *coordinating* and *harmonizing* that group towards accomplishing a goal.



Characteristics of a Manager

- ▶ Controls
- ▶ Does
- ▶ Organizes
- ▶ Adjusts to change
- ▶ Accepts current practice
- ▶ Administers
- ▶ Reacts
- ▶ Follows procedure
- ▶ Coordinates
- ▶ Seeks discipline



The Manager's Role

- ▶ Managers are expected to develop, implement and lead projects as necessary. Managers must have the foresight and experience to bring forward the best in the people, redirect their staff's energy when necessary and motivate them toward the goal's completion.



“Leaders vision the destination,
Managers vision how to get there.”

Marc Sanborn, 2005



	Leadership	Management
Definition	Leadership means "the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members."	Management comprises directing and controlling a group of one or more people or entities for the purpose of coordinating and harmonizing that group towards accomplishing a goal.
Personality Styles	Are often called brilliant and mercurial, with great charisma. Yet, they are also often seen as loners and private people. They are comfortable taking risks, sometimes seemingly wild and crazy risks. Almost all leaders have high levels of imagination	Tend to be rational, under control problem solvers. They often focus on goals, structures, personnel, and availability of resources. Managers' personalities lean toward persistence, strong will, analysis, and intelligence.
Focus	Leading people	Managing work
Outcomes	Achievements	Results
Approach to tasks	Simply look at problems and devise new, creative solutions. Using their charisma and commitment, they excite, motivate, and focus others to solve problems and excel.	Create strategies, policies, and methods to create teams and ideas that combine to operate smoothly. They empower people by soliciting their views, values, and principles. They believe that this combination reduces inherent risk and generates success
Approach to risk	Risk-taking	Risk-averse
Role in decision-making	Facilitative	Involved
Styles	Transformational, Consultative & Participative	Dictatorial, Authoritative, Transactional, Autocratic, Consultative and Democratic
Power through	Charisma & Influence	Formal authority & Position
Organization	Leaders have followers	Manager have subordinates
Appeal to	Heart	Head

Managers and Leaders

- ▶ “Manage” Means to Handle
 - ▶ Good Managers tend to be good Leaders
- ▶ “Lead” Means to Go
 - ▶ Good Leaders are not always good Managers



Definition of Supervisor

A supervisor is *responsible* for the day-to-day *performance* of a small group. It may be a team, or a shift. The supervisor has experience in what the group does, but is not necessarily better at it than everyone he/she supervises. The supervisor's job is to *guide* the group toward its goals, see that all members of the team are *productive*, and *resolve problems* as they arise.



Characteristics of a Supervisor

- ▶ Coach/mentor
- ▶ Lead by example
- ▶ Give clear work instructions
- ▶ Organization of those you are supervising
- ▶ Knowledge of the work being supervised
- ▶ Know your team
- ▶ Go to bat for the group
- ▶ Gain staff trust



Supervisor's Role

Oversees the staff that works at the officer and support level. The supervisor is a part of the management team and holds the designation of first line managers. This person has to perform many functions within the organization which helps in achieving productivity.



Moment in Time Leadership

Your role may change based on situations or opportunities you are in.

Crafted Empowerment-

When given the authority/responsibility by others
versus

Emergent Self Starter-

Someone who sees an opportunity and steps up and takes it on



Identify Yourself

- ▶ Does your job require you to be a leader, manager or supervisor?
- ▶ What does your job ask for?
- ▶ What qualities do you possess?
- ▶ How do you show leadership regardless of your position?



District Management Roles (Exercise)

- ▶ Duties
- ▶ Roles
- ▶ Administrative Expectations



Expectations of the Management Team

- ▶ Understand each other's role
- ▶ Support each other
- ▶ Communicate up, down and laterally
- ▶ Meet regularly in a formal manner
- ▶ Carry out duties
- ▶ Ask for assistance



DISTRICT MANAGEMENT ROLES

Title	Duties	Role	Expectations from an Organizational Perspective
Chief	<ul style="list-style-type: none">• Directs and oversees all activities within the district.• Works closely with Judges.• Ensures compliance with system standards.• Directs other supervisory personnel.• Informs staff of policies, rules, regulations and maintains open channels of communication.	<ul style="list-style-type: none">• Leader.• Exercises statutory authority.• Oversees district operations.• Represents district office in the court system and community.• Communicate, Communicate, Communicate.• Adheres to the Policies and Procedures of the Nebraska Supreme Court and the Office of Probation Administration.• Provides statewide leadership as directed.	<ul style="list-style-type: none">• Interprets and implement the vision and mission of the system to the district, the judiciary and the public.• Implements Administrative Directives.• Creates a vision for the district.• Delegates duties and responsibilities purposefully but equitably.• Constantly assess and reassess the strengths, limitations and needs of the district.• Empowers and utilizes management team to create solutions to problems.• Engages all stakeholders.• Assumes responsibility for all facets of district operations (internal processes, performance evaluations, budgets, trainings, workload distributions, hiring, disciplines, scheduling etc.).• Chair or Serve on Standing Committees.

Title	Duties	Role	Expectations from an Organizational Perspective
Chief Deputy	<ul style="list-style-type: none"> As directed by Chief, coordinates and supervises daily district activities and employees. Responsible for specifically assigned administrative tasks tailored to particular district. Consults with Chief on managerial issues. Acts as Chief in Chief's absence. 	<ul style="list-style-type: none"> Leader in absence of Chief. Assists Chief. Represents Chief in court system, probation system and community in Chief's absence. Provide training internal and external to the district. 	<ul style="list-style-type: none"> Work as the "right-hand" of the Chief Probation Officer as directed. Assist Chief in creating a roadmap for implementation of policies and procedures. Implement and oversee quality assurance methods and practices within the district. Develop methods to facilitate district operations and training. Oversee managers/supervisors and officers in the day-to-day performance of their duties. In consultation with the Chief Probation Officer, assigns projects and duties. Oversee the preparation of performance evaluations and improvement plans. Serve on Committees as directed.

Title	Duties	Role	Expectations from an Organizational Perspective
Reporting Center Coordinator	<ul style="list-style-type: none"> • Manages staff and resources in the reporting center. • Plans, organizes, and coordinates day-to-day activities including programming, staff, and contractual services. 	<ul style="list-style-type: none"> • Manages Reporting Center and coordinates contractual services. • Positively present Reporting Center's purpose, programs and services to the staff, the judiciary, stakeholders and the public. • Engages competent providers for needed services and programs. • Represents Probation management both within and outside the home district. • Provides training internal and external to the district. 	<ul style="list-style-type: none"> • Represents the reporting Center perspective on both the district and state level. • Daily oversight of operation of the Reporting Center and staff. • May oversee additional probation operations as assigned by the Chief or Chief Deputy Probation Officer. • Constantly stay abreast of the latest research regarding appropriate well researched recidivism reducing programs, and services. • Reach out to community partners to support the activities of the reporting center. • Collect data and prepare data reports that reflect the value of reporting centers to justice system and to the community. • Conduct performance evaluations and prepare performance improvement plans as directed. • Be a conduit between Probation Officers and Reporting Center activities to ensure the correct clients are receiving the appropriate service or program. • Communicate the value of Reporting Centers to improving community safety to the system and the public. • May serve in a leadership role as directed.

Title	Duties	Role	Expectations from an Organizational Perspective
Problem-Solving Court Coordinator	<ul style="list-style-type: none"> Supervises and evaluates work performed by problem-solving court personnel. Distributes cases, coordinates court appearances and monitors workload. Negotiates and monitors contracts with community service providers. Networks and develops relationships with community agencies and stakeholders. 	<ul style="list-style-type: none"> Works closely with Problem-Solving Court Judge, coordinates district problem-solving court program and supervises problem-solving staff. Represents Probation management both within and outside the home district. 	<ul style="list-style-type: none"> Serves as a liaison to the Administrative Office of the Courts and Probation. Responsible for the overall operations of the PSC program under the direction of the PSC judge and district Chief Probation Officer. Guides and mentors staff in the day-to-day operation of the PSC. Provides programmatic information to all those involved in the facilitation of the program to ensure continuous monitoring, evaluation, and adherence to best practice standards. Maintains the policies and procedures of the PSC in accordance with all state standards and Supreme Court Rule(s). Assumes a lead role in the education for PSC staff and stakeholders – including developing local training for new team members and ongoing multidisciplinary team training. Engages in community outreach to include education of the public regarding the impact that the PSC is having on recidivism, community safety, increased employment and family restoration. Participates in the development of PSC policies and procedures based on best practice recommendations.

Title	Duties	Role	Expectations from an Organizational Perspective
Problem-Solving Court Coordinator Cont'd.			<ul style="list-style-type: none">• Participates in or chairs groups tasked with the creation and implementation of local statewide standards and best practices.• Promotes and maintains eligibility standards that ensure community safety and demonstrates an understanding of current research regarding addictions, effective treatment methods, and the target population for whom the PSCs are most effective.• Maintains effective communication with other PSC team members regarding clients' positive and negative behaviors.• May oversee additional Probation operations as assigned by the Chief or Chief Deputy Probation Officer.• Prepares an annual report.

Title	Duties	Role	Expectations from an Organizational Perspective
Probation District Juvenile Intake Coordinator	<ul style="list-style-type: none"> Supervises intake staff, application of intake assessments, screening tools, and identification of placement and programming options. Quality assurance of internal processes and external services. Conducts research to identify best practices and services at district level. Applies JDAI principles. Helps develop and validate objective risk assessment instruments and alternatives to detention. 	<ul style="list-style-type: none"> Supervises intake staff and district intake process. Educates and engages law enforcement, prosecutors, and the defense bar in both understanding and developing a meaningful intake process within the district. Represents Probation management both within and outside the home district. Works with the Office of Probation Administration's Juvenile Division as directed. 	<ul style="list-style-type: none"> Provide daily oversight for all aspects of Juvenile Intake. Represents the Intake perspective on both the State Level and the District's Management Team in meetings and training. Collects, prepares and interprets intake data to determine compliance. Assess needs of juveniles at the time of intake to aid in assisting in the development of detention alternatives. Coordinates efficient intake processes and operations between the Juvenile Court, County Attorney and the Probation Office. Prepares performance appraisals and improvement plans. Serves on committees. Trains internally and externally. May serve in a leadership role as directed.

Title	Duties	Role	Expectations from an Organizational Perspective
Probation District Placement Coordinator	<ul style="list-style-type: none"> • Supervises intake staff matching the service needs of juveniles with out-of-home services in conjunction with referring PO. • Quality assurance of internal processes and external services. • Researches to identify and develop interventions, best practices and services at district level. • Evaluates out-of-home services. 	<ul style="list-style-type: none"> • Supervises intake staff and district placement processes. • Represents Probation management both within and outside the home district. • Works with the Office of Probation Administration's Juvenile Division as directed. 	<ul style="list-style-type: none"> • Provide daily oversight for aspects of juvenile placement. • Represent the placement perspective on both the state level and the district's management team in meetings and training. • At the direction of Administration, the Chief or Chief Deputy develops and coordinates the availability of multi-level placement offerings within the Probation district. • Provides information, analysis and recommendations in regard to the needs, gaps and strengths of alternative out-of-home placement within the district. • Be prepared to provide information regarding both in-state and out-of-state placement alternatives. • May serve in a leadership role as directed.

Title	Duties	Role	Expectations from an Organizational Perspective
Supervisor	<ul style="list-style-type: none"> Coordinates and supervises daily activities and employee work product of a defined group of employees within a specialized unit, division, or satellite office. 	<ul style="list-style-type: none"> Supervises unit within district. Represents Probation management both within and outside the home district. 	<ul style="list-style-type: none"> Communicates issues and concerns to management team concerning staff or programs supervised. Performs duties as assigned. Limited authority and oversight is given in regard to division operations and training. Prepares performance appraisals and improvement plans. Guides and mentors staff in the day-to-day operation of the district. May serve in a leadership role as directed.

Title	Duties	Role	Expectations from an Organizational Perspective
Juvenile Justice Resource Supervisor	<ul style="list-style-type: none"> Matches juvenile service needs and funding options for out-of-home care/placement and behavior health services in conjunction with referring PO. Analyzes provided services. Researches to identify and develop interventions, best practices and services at district level. Recruits providers and encourages improved service delivery. 	<ul style="list-style-type: none"> Supervises the use of community resources in providing the district's juvenile services. Represents Probation management both within and outside the home district. 	<ul style="list-style-type: none"> Coordinates all juvenile service delivery in the district. Coaches and mentors staff as to matching appropriate service to the need of the juvenile and family. Serves as an in district expert as to resource utilization and quality assurance in the delivery of services. Participates in any statewide plan or program regarding the delivery of services to juvenile justice clients. May serve in a leadership role as directed.

Title	Duties	Role	Expectations from an Organizational Perspective
Office Manager	<ul style="list-style-type: none"> • Under authority of the Chief, supervises clerical staff and maintains office records. • Provides clerical and administrative support. 	<ul style="list-style-type: none"> • Supervises clerical staff and provides clerical support. • Represents Probation both within and outside the home district. 	<ul style="list-style-type: none"> • Serves as the “left-hand” to the Chief PO and District Management Staff. • Links the directives of the Chief and the needs of the district to the duties of district support staff. • Communicates support staff issues to management and suggests solutions. • May conduct support staff performance evaluations and performance improvement plans. • Facilitates regular support staff meetings. • Prepares all confidential correspondence of management staff.

