

Leading and Supporting Change in Today's Juvenile Justice System Environment

Re-Imagining the Role of Leadership for Culture Change and Impact

Transformation of Youth Justice Symposium: *Expanding Knowledge, Changing Practice, Achieving Outcomes*

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9/09/21

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Why a New Take on an Old Subject – Leadership?

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Authority vs. Adaptively Led?

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Implementation Matters! Focusing on “the How” is Just as Critical as Focusing on “the What”

4

Effectively Supporting RFKNRCJJ Reforms -- Getting to the How

5

The Critical Role of Reflective Leadership Practices and Coaching



Key Take Home Points:

- ✓ Leadership at any level is defined by both role (authority) and/or behavior (actions)...in juvenile justice settings, we sometimes rely too heavily on authority, sacrificing opportunities to more effectively lead AND engage others – and to support other leaders in our agencies
- ✓ Upon assuming leadership roles = be open to lifelong learning, no matter at what org level (becoming a leader isn't the pinnacle, it's the starting point). For each of us, using a leadership framework guided by use of evidence (including practice experience) can dramatically help leaders implement and sustain effective reforms

Key Take Home Points-2:

- ✓ **Growing leadership skills/competencies is very much like exercising muscles – it takes deliberate, ongoing, disciplined focus, preparation and training to strengthen your leadership – and you often have to slow down, perhaps be open to coaching, to do better**
- ✓ **Leadership exists at every level in your organization – it is often found in accomplishments, contributions and “showing up” – and not always visible by title/role.**

“The secret to change is
to focus all of your energy,
not on fighting the old,
but on building the new.”

—Socrates

Doesn't mean:

1. Abandon things that work or partially serve you in important ways
2. Abandon required policies, even if ineffective/inefficient – sometimes ya just gotta do
3. Forget important lessons learned
4. Abandon things without reasonable confidence that replacement or improvement strategies are sufficiently in place to accomplish evolving priorities

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—Socrates

Does mean:

1. Recognize evolving skill and growth mindsets needed for today’s juvenile justice environments
2. Commit to an open-minded attitude that leadership is a continuous learning (with humility) set of activities
3. Build/sustain trusted relationships among teams that produce valuable, insightful feedback

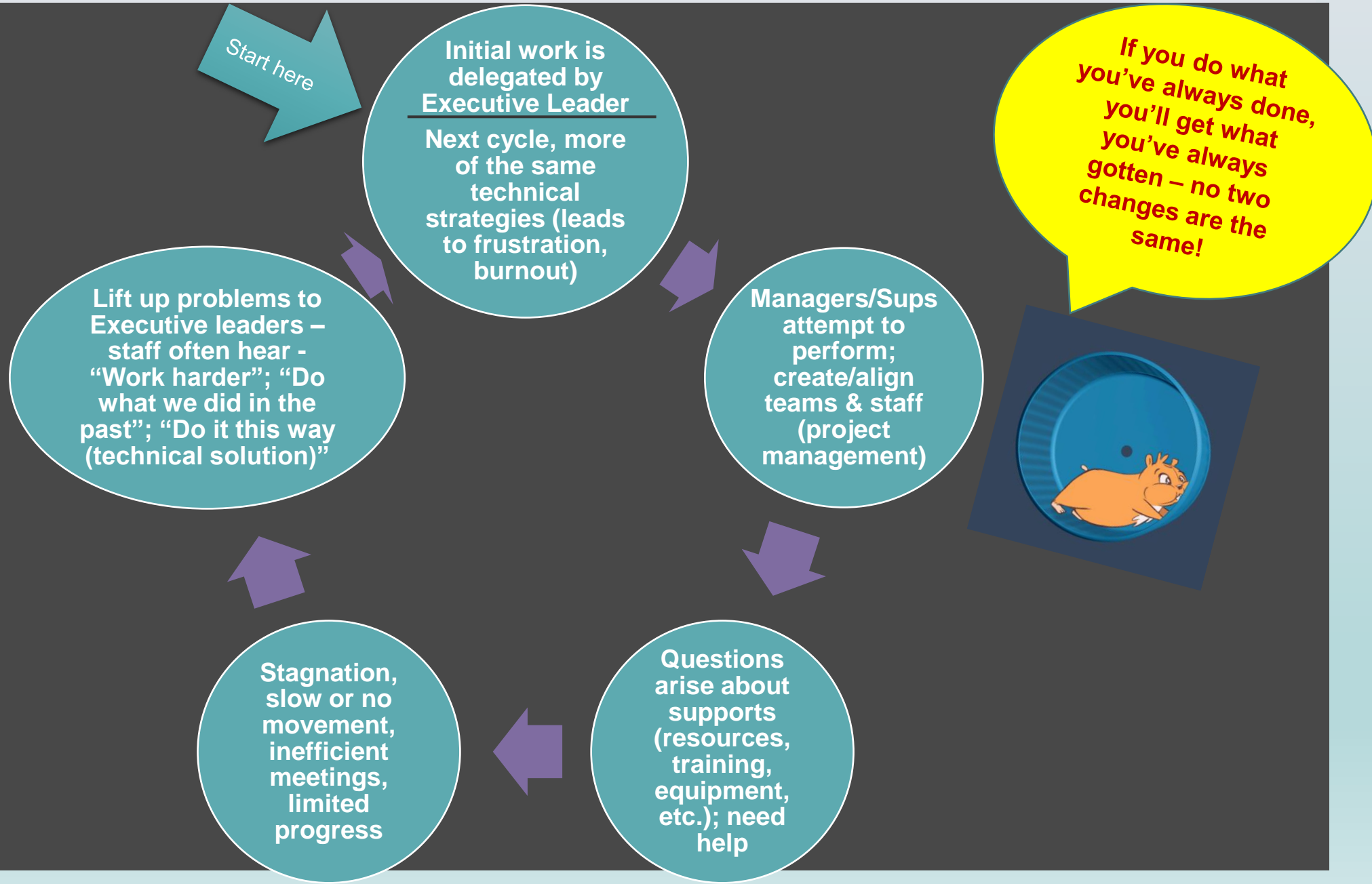
Why The New Take on JJ Leadership?

- 1.** We know so much more about why children and youth are different than adults re: decisions and risk-taking (former strategies don't work)
- 2.** Today's JJ system is much more of a "human service system" than a traditional court management system (focusing solely on accountability)
- 3.** We depend on a broad range of external/internal providers and stakeholders to achieve goals; our "system" is NOT self-contained. Capacities (resources, skills) must be built BOTH within and across systems, and interactively (collaboratively) managed.
- 4.** To effectively work with children/youth, families & communities our skills now need to be more diverse, evidence- and culturally/racially informed than in the past

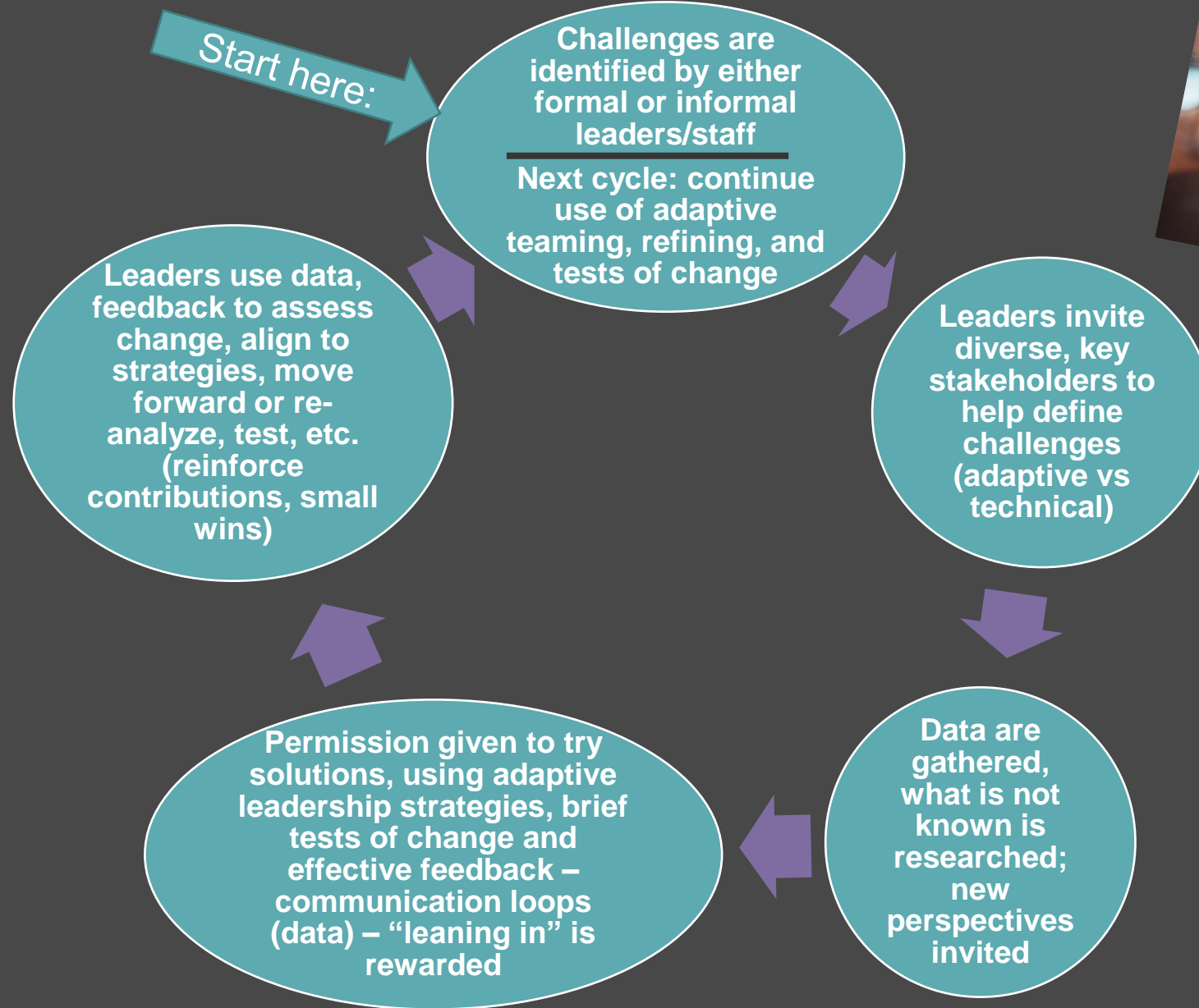
Why The New Take-2?

5. Many (if not most) JJ leaders and staff did not acquire necessary skills and tools/resources in their educational and practicum environments (the work has shifted, and is more complex)
6. We know little about our public safety, clinical & other outcomes – so how can we know if we are being effective? How do we know our interventions made the difference? Our court systems have not been engineered for quality improvement and continuous learning - *but should be*
7. Our main answer to skill or information needs & shortfalls = training. JJ workforce development outcomes are remarkably poor
8. When it comes to cost-effectiveness, we know a lot about what we spend, but very little about what those funds actually buy

The Cycle of Dependent, Authority-Driven Leadership



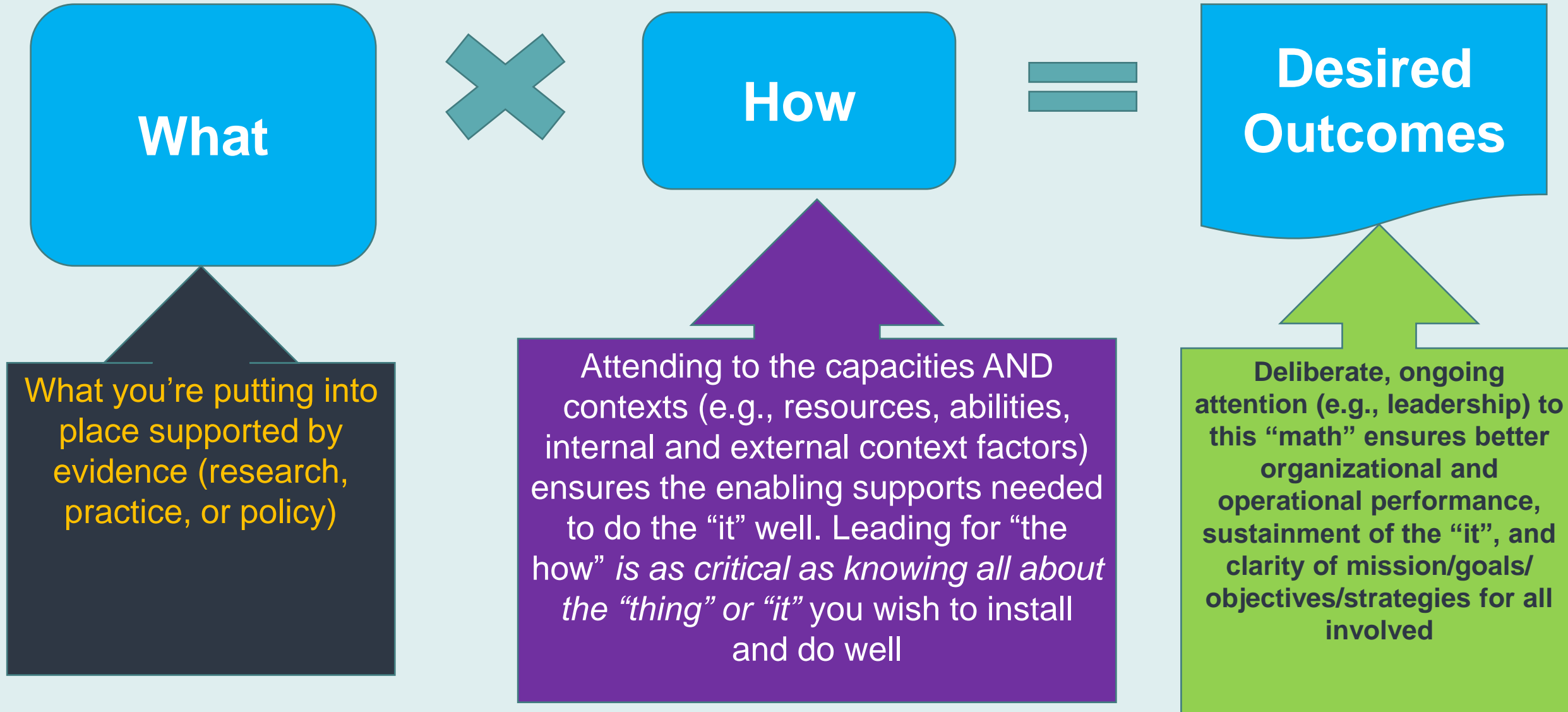
Adaptively Lead Organizations



More engaged, supported, motivated team members

Implementation Matters!

How You Do It is as Important as What You Hope to Do



Implementation leadership is a specific and *strategic approach to leadership* characterized by a set of *influencing behaviours* leading to positive outcomes for the implementation of EBPs.

-- ***Sonia A. Castiglione, RN, MScA*** (*italics and underlines added*)

Castiglione, SA. Implementation leadership: A concept analysis. *J Nurs Manag.* 2020; 28: 94– 101.

<https://doi.org/10.1111/jonm.12899>

Implementation leadership has been shown to **DIRECTLY** impact organizational readiness and implementation outcomes (success in ‘doing the thing’ and building systems/policies/practices to continue doing it well).

Ex: factors like proactive leadership, knowledgeable leadership, supportive leadership, and sustained leadership (staying with it through challenges), working systematically through stages contribute to success (Aarons et al., 2014; Saldana et al., 2012)

We cannot delegate implementation leadership!

You can delegate implementation project management, you can direct tasks/activities, and you can require feedback (situational reporting).

BUT, setting a clear vision, inspiring action, engaging key champions, defining what success looks like, ensuring effective communications, creating executive buy-in to resource and support, supporting ongoing learning, and being present to address implementation challenges/barriers while also celebrating success *can only be done by agency leaders with executive authority*

“Adaptive leaders privilege outcomes-focused goals and principles above all else, even if they require major changes to organizational norms and sacred cows”

From the Adaptive Leadership Toolkit; © American Public Human Services Association. All rights reserved.



Leadership Sets Up Teaming Structures & Processes

To Promote Leadership & Management Behaviors for Implementation

Critical to understand!!! If do this well, success much more likely)

Why is this important?

Leadership & Implementation Team Capacity

Implementation Capacities & Best Practices

Fidelity to the "it" (policy, program, practice)



Who involved? Administrators, sups/managers, implementation team members

E.g., Workforce Development, Communication & Networking practices, Using Data, Linking day-to-day Implementation to Leadership teams and key internal/external partners, Agency and Systems Drivers for Success

Better outcomes! Stronger implementation + program outcomes

Leadership and Management Functions – Where They Happen in Your Organizations

Executive Leadership/Management Team Functions



Executive functions

- Set leadership vision
- Co-create strategy
- Create effective teaming structures
- Role model adaptive problem solving
- Reinforce success and change progress
- Create and execute effective communication strategies
- Require and use data for ongoing learning and leadership alignment

Within & cross-agency linking functions

- Processes for linking day-to-day supports to executive leaders and other teams
- Ensure communication & feedback to executive group AND implementation teams (“doers”)
- Intentionally focus on dismantling silos, barriers between executive/policy levels and the day-to-day needs for effective support of what is being put into place

Day-to-day functions

- Ensuring day-to-day management of the work plan & strategies
- Ensuring effective communications within and across teams
- Ensuring all aspects of workforce development, coaching, collecting and using feedback, etc.
- Ensuring appropriate attention to collecting and interpreting data for optimal staff and system outcomes
- Ensuring deliberate attention to partnerships and cross-team functions

Those RFKNRCJJ Sites With Dedicated Leadership Team Focus, and that Allocated Dedicated FTE for Implementation Team Leadership

(when compared to other sites where implementation was added onto existing job duties)



Noted much more organization effectiveness and productivity (e.g., stronger action planning, meeting timelines, and achieving/accomplishing deliverables, etc.)



Were able to more systematically and deliberately focus on chosen reforms/priorities



Created a more effective linked teaming structure for the separate recommendations chosen for implementation (linking their implementation/action teams to each other and leaders using effective feedback loops and data)



Created documented (measurable) improvements at faster rates and with more significant outcomes (meeting goals, objectives)

**Remember: It's
Not About Us!
But Without
Effective Leaders
and Well
Implemented
Strategies, We
Can Let a Lot of
Folks Down**

“

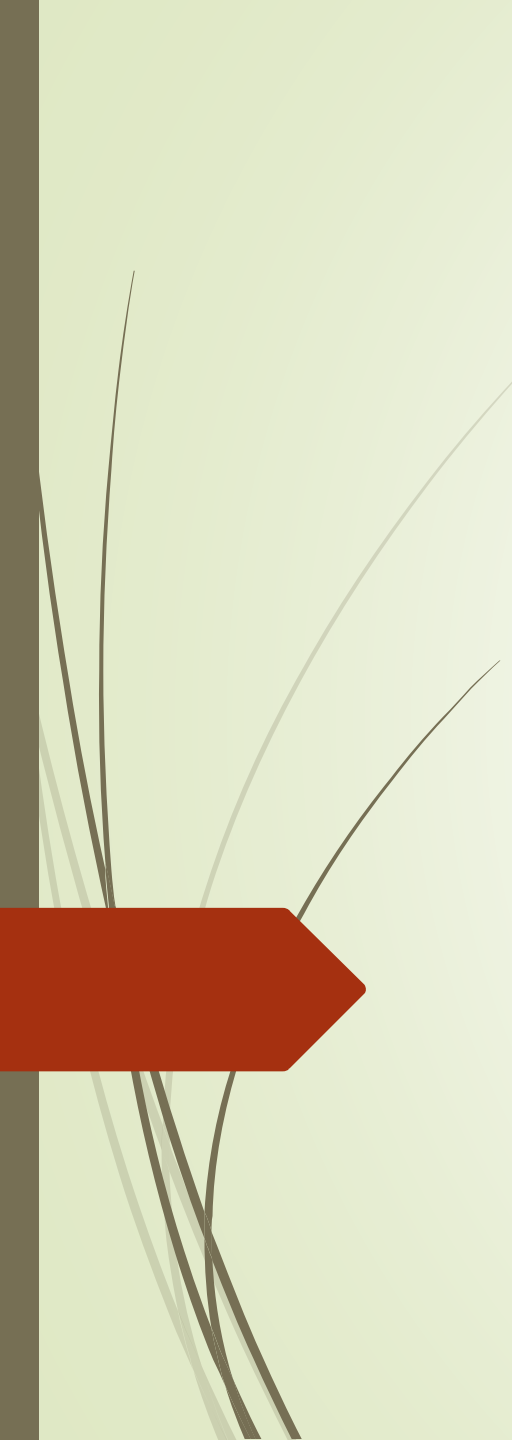
The most powerful tool we have for
influencing behavior is the

RELATIONSHIP

we build with kids.

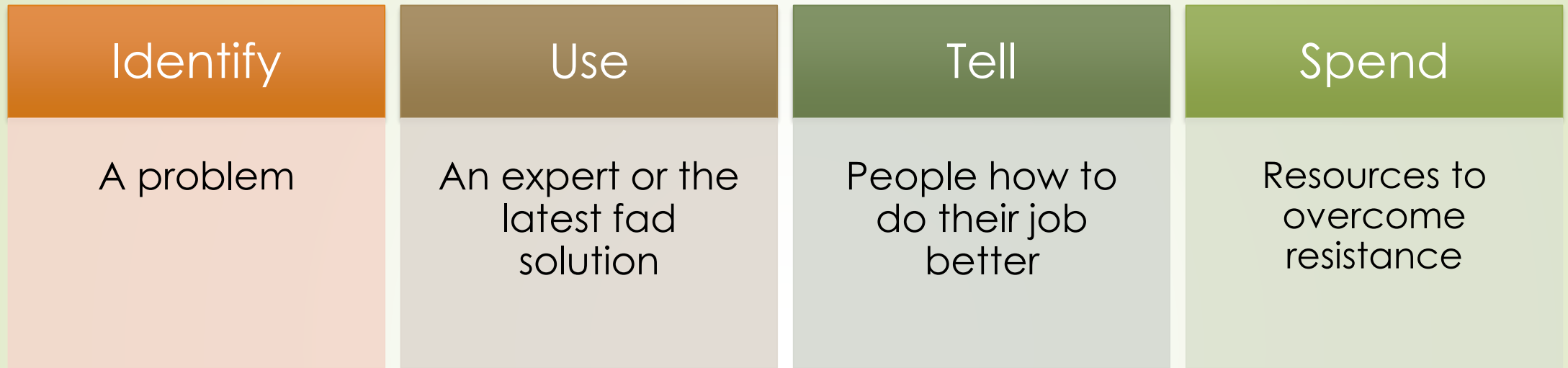
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- Casey O'Roarty



The Critical Role of Reflective Leadership Practices and Coaching in Advancing Juvenile Justice Reforms

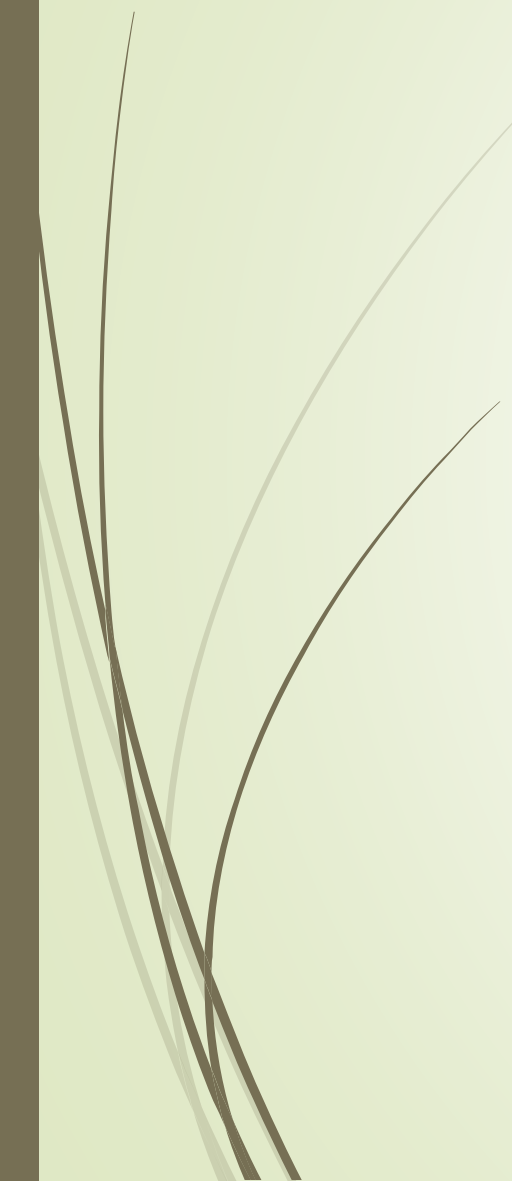
Christina DiSalvo, MPA



Traditional methodology for implementing change



Traditional Management

- Hierarchical system = order
 - Prescribed processes = limited flexibility
 - Decision-maker = authority
 - Deviation from process = failure
 - Employee feedback = formal
 - Delegation = tasks without support
- 



Sound Familiar?

“It happens all the time — you hire employees with great schooling and experience, only to see them burn out and leave the agency prematurely. You begin to wonder: Was it the employee? The supervisor? The agency? What could have kept these promising employees thriving, productive and on the job?”

Five Steps to a Stronger Child Welfare Workforce
Annie E. Casey Foundation, 2018



Think About

.....a time in your life where you felt effective in your work. What things supported your performance, learning, and growth?



Building Competency for Change

“Change competency is the presence of a culture that expects change and reacts with the understanding, perspectives, tools and techniques to make change seamless and effortless. It is making change a part of ‘business as usual’.”

Defining Change Competency
Prosci

What's Needed

- Ability to make connections
- Help others make sense of things
- Provide direction without fully taking the reins
- Invite feedback; frequent communication
- Balance the work and the process to get there
- Focus on building the capacity of others
- Operate from a position of restraint

Common Archetypes During Change



Eager Beaver



Mountain in the way



STUCK



Blind Spots



Supervision



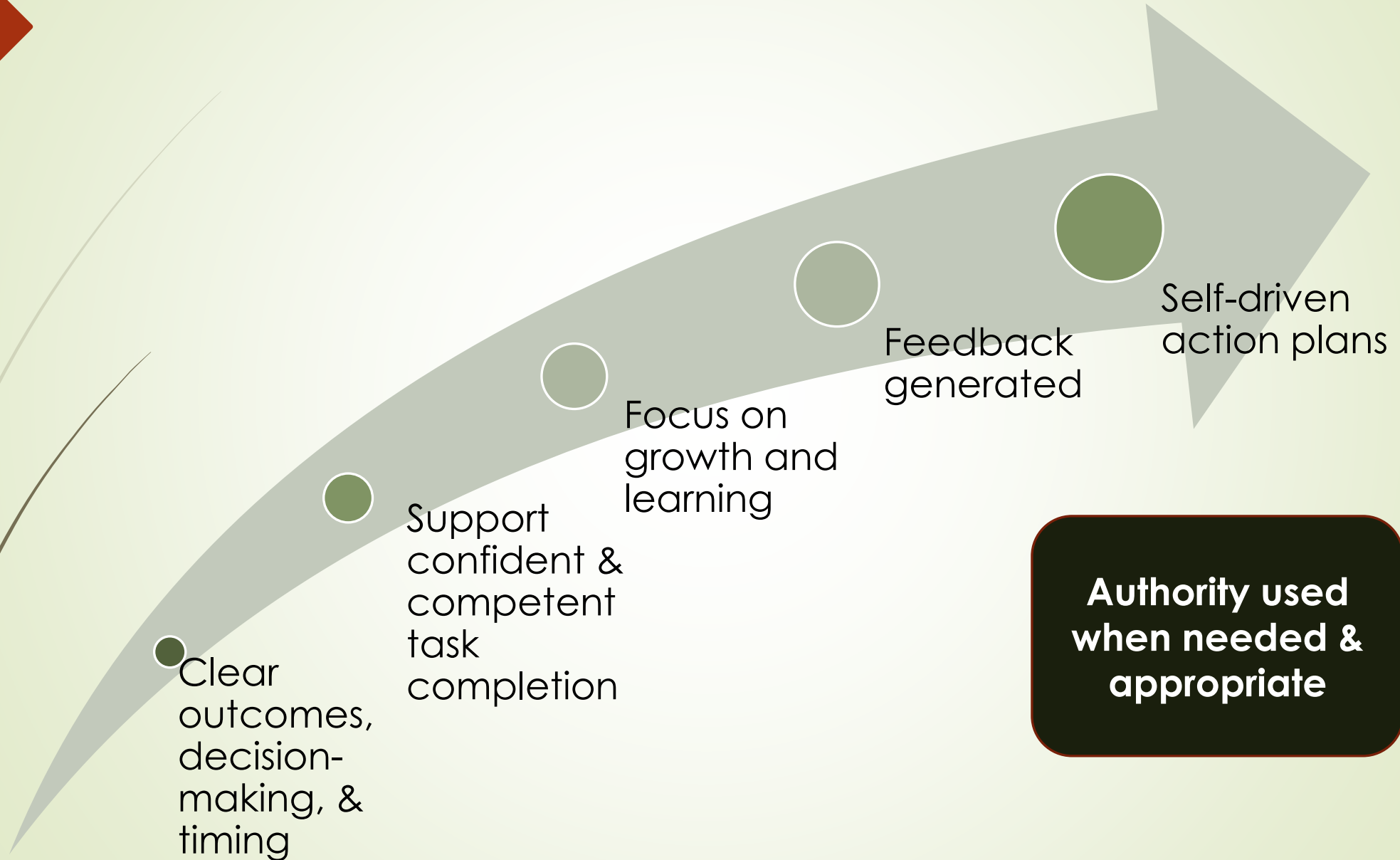
- Clear outcomes, decision-making boundaries, and timing
- Direct staff tasks
- Compliance focused
- Give formal feedback
- Supervisor driven action planning
- Use authority



Supervision

- **Clear outcomes, decision-making boundaries, and timing**
- **staff tasks**
- **focused**
- **feedback**
- **action planning**
- **Use authority**

Coaching Enhanced Supervision



Questions for Reflection & Learning

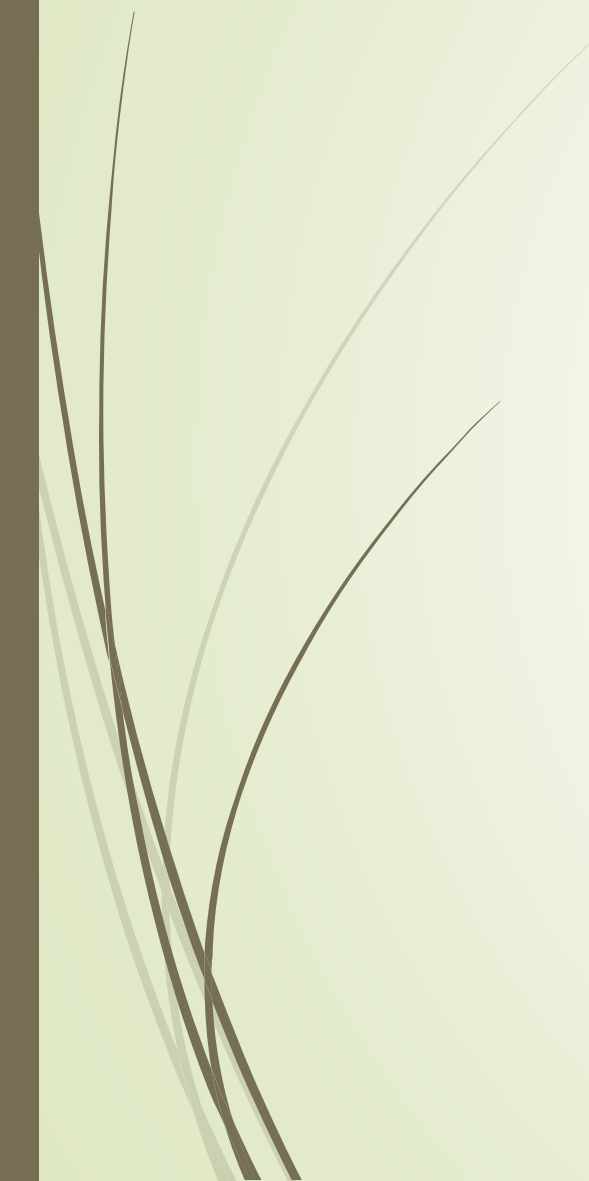


- **Facilitative** = Deliberative dialogue
- **Adaptability** = Conflict as opportunity
- **Relationship focused** = Partnership drives change
- **Commitment to personal growth** = Experience as learning
- **Humility** = Listening for understanding
- **Awareness of Context** = Understand history, needs, & strengths

Leadership
Competencies
to Cultivate



Everyone Benefits

- Normalizes support seeking and learning
 - Enables practice of new, fragile skills in real-world context
 - Develops professional judgment
 - Promotes self-reflection and growth
 - Awareness of challenges and successes
 - Professional development opportunities clearer
- 

Training coupled with coaching integrate adult learning and ongoing support

Leaders who are confident and skilled in guiding and supporting change

Increased, sustained resilience throughout change efforts

Outcomes more likely to be achieved



The Aim

Coaching Support

“....consistently challenged our court employees to set and maintain reasonable priorities, while simultaneously promoting the rigorous pursuit of collective task completion.”

Adolphus M. Graves, MS, CPM
Court Administrator
Cobb County Juvenile Court

**“IT IS NOT JOY THAT MAKES
US GRATEFUL,
IT IS GRATITUDE THAT
MAKES US JOYFUL.”**



Thank you!!!

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