APPR ADVANCING PRETRIAL
POLICY & RESEARCH

Leading Change in the Pretrial Field
w/ APPR Learning Sites in Texas

DATE: May 5, 2022

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INFO: 2022 Annual TAPS Conference: Leading Effective Pretrial Solutions
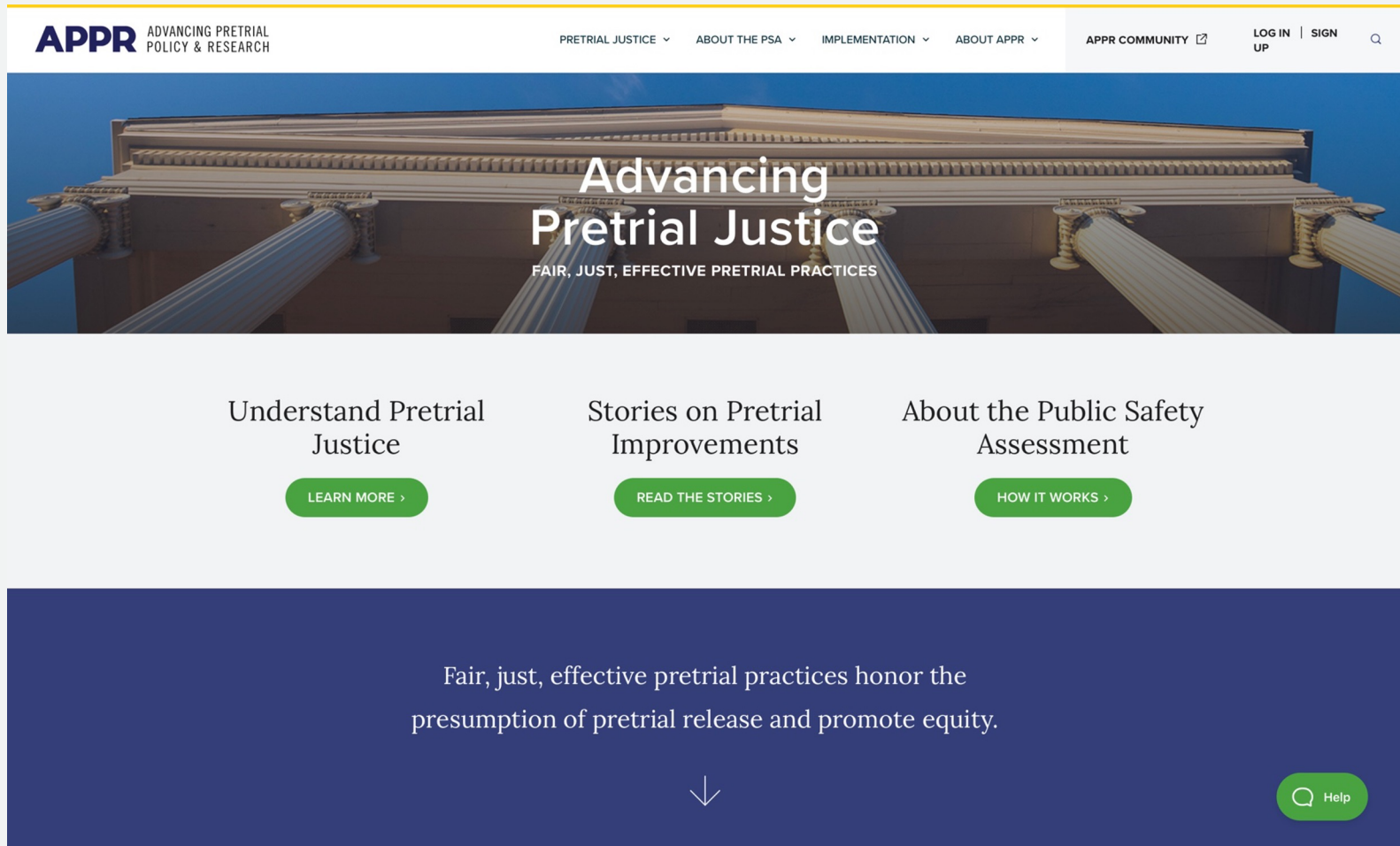
advancingpretrial.org

APPR Resources

- APPR website: advancingpretrial.org
  - Research summaries, legal analyses, pretrial glossary
  - Training announcements: PSA Office Hour, Supportive Services, and Release Conditions Matrix.
- APPR Community: community.advancingpretrial.org
  - Peer community
- APPR Learning Sites
  - Technical assistance opportunity
  - Search "Learning Sites" on advancingpretrial.org

Quote

"It is not the strongest of the species that survives, nor the most intelligent, but the most responsive to change"

—Charles Darwin

Workshop Goal

To reinforce and/or transform

ALL

mindsets/thinking patterns related to

CHANGE

for it to be viewed AND embraced as an

OPPORTUNITY

for growth and development!

Workshop Overview

✓ Define Change, Management & Change Management

✓ Frequency, Aspects & Theories of Change

✓ Drivers of Change & Factors for Successful Change

✓ Leadership Styles & How They Influence Change

✓ Common Resistances & Counteracting Resistance to Change

✓ Lessons Learned

Defining Change, Management & Change Management

Dr. Kelvin L. Banks & Dean Stanzione

What is Change?

By definition (transitive/intransitive verb):

To become or make different.

To become different, or make something or somebody different.

What is Management?

By definition (noun):

A skill in handling or using something.

The skillful handling or use of something such as resources.

What is Change Management?

Change management is the process, tools and techniques to manage the people-side of change to achieve a required business outcome.

What is Change Management? (cont.)

Change management is an approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state.

What is Change Management? (cont.)

Change management is an organizational process aimed at helping stakeholders to accept and embrace changes in their business environment.
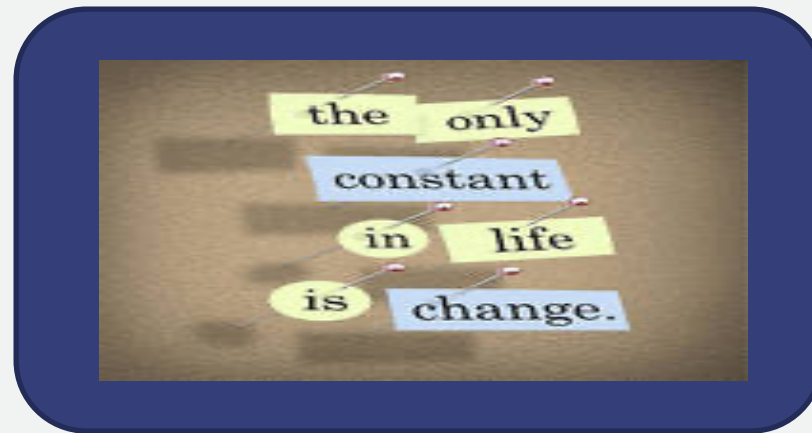
Frequency, Aspects and Theories of Change

Dr. Kelvin L. Banks & Dean Stanzione

Frequency of Change?

"Change is the only permanent /constant thing in life"

Frequency of Change?

Change is occurring

continuously and ***constantly***

everywhere.

Three (3) Aspects of Change
Change is either:

1	2	3
Happening _to_ you.	Happening _around_ You.	You are _making change_ occur!

Theories of Change

Change is not possible unless the affected individual, group, or jurisdiction decides to change!

Less Effective Theories of Change

Normative-reductive

- Strategy of change assumes that people act in accordance with social norms and values. In this mode, the power ingredient is not authority and knowledge but skill in interpersonal relationships.

- Strategies do not effectively confront issues of discourse and meaning as the focal points of intervention.

Less Effective Theories of Change

Power-coercive

- Strategies apply power by legitimate authority, economic sanction or political clout.

- This strategy of change is a common practice in a dictator type of organization.

- The prevalence of coercive methods of influence may hinder the change process by increasing the resistance to change or decreasing the morale.

Drivers of Change & Factors for Successful Change

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Drivers of Change

- Change is driven by various forces.

- Change may be initiated by internal and/or external forces.

- Change may be directly or indirectly related to identified job responsibilities.

External Drivers of Change

Legislation: Federal & State

Budgetary Restraints: Cut-backs due to budget deficits

Media: High profile coverage of a case during the pretrial stage

Litigation: Direct or indirect

Internal Drivers of Change

To become more efficient in achieving the organizational mission

Newly discovered best-practices

Previously unknown loopholes

Ethical concerns relating to staff and/or leadership

Training/re-training of staff and/or leadership

Factors for Successful Change

- When leading an organization into a change process, an effective leader must weigh several things to successfully implement a change strategy.

Principles of Successful Change

Cost vs. Benefit

- The first is to consider the cost of the changes.
- Each decision has a price connected.
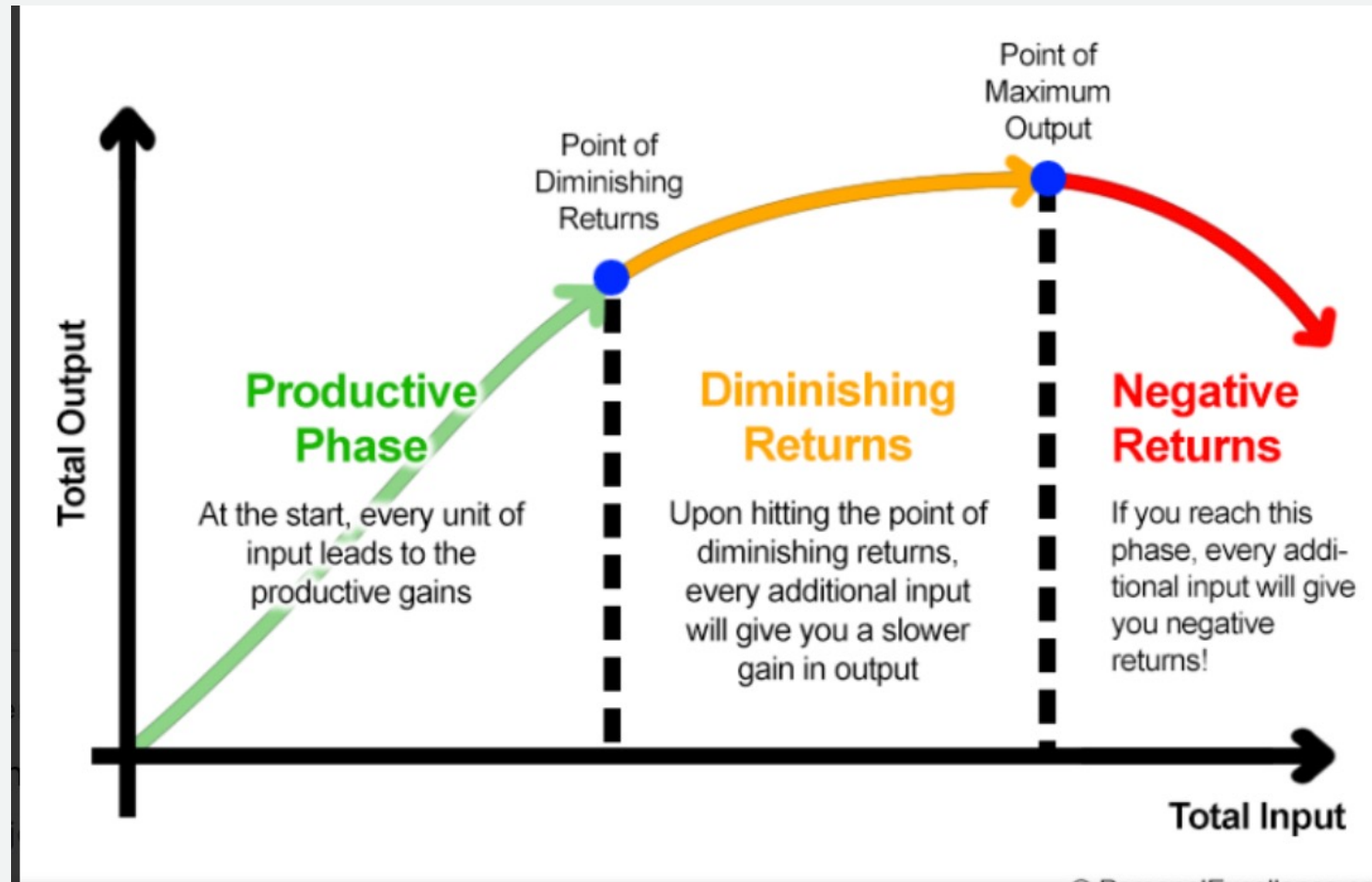
Who, What, Where, When, Why and How

- The next aspect that should be considered is the explicit and implicit details of the change.

Time-Management

- The last aspect that should be considered is the timeline for implementing the change.

Cost: The Law of Diminishing Returns

Discussion Question

- What is driving change in your local jurisdiction?
  - Dean Stanzione
  - Others

Leadership Styles & How They Influence Change

Dr. Kelvin L. Banks & Dean Stanzione

Discussion Question

- Do leadership styles influence change?

Why are Leadership Styles Important?

Leadership styles are directly connected to the success of any change process.

Authentic leadership begins with self-awareness of knowing oneself deeply.

Leadership requires a great deal of introspection and the ability to internalize feedback from others.

Emotional Intelligence

	Personal Competence	Relational Competence
Knowledge	**Self Awareness** 1. Knowledge of self 2. Accurate self-assessment 3. Self-confidence	**Awareness of Others** 1. Empathy 2. Service orientation 3. Organizational acumen 4. Appreciating diversity
Management	**Self Control** 1. Emotional self-control 2. Integrity 3. Achievement drive 4. Adaptability 5. Initiative and innovation 6. Learning orientation	**Building Relationships** 1. Communication 2. Developing others 3. Facilitating team performance 4. Managing Conflict 5. Building influence 6. Catalyzing change 7. Inspirational leadership

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EMOTIONAL INTELLIGENCE

HIGH EMOTIONAL INTELLIGENCE

Accepts self and others

Can communicate assertively

Displays empathy

LOW EMOTIONAL INTELLIGENCE

Is not accepting to self and others

Uses passive or aggressive communication

Lacks empathy

Leadership Styles: Self-Awareness

- Self-awareness is not a trait you are born with but a capacity you develop throughout your lifetime.

- It is your understanding of:

  - your strengths and weaknesses;

  - your purpose in life;

  - your values and motivations; and

  - how and why you respond to situations in a particular way.

Leadership Styles: Self-Awareness

- Self-awareness will assist a leader of change with an internal system of checks-and-balances.

- This system will have a large impact of how the leader is perceived by the employees and it will ultimately lead to the employee's level of respect for the leader, the vision, and the change process.

Common Resistances & Counteracting Resistance to Change

Dr. Kelvin L. Banks & Dean Stanzione

Resistance to Change

- Change is always accompanied by drawbacks and discomforts.

- When an organization initiates change there should be an expectation of resistance to the process.

Six Major Resistances to Change

Direct Cost	The fear that the high cost of change may produce low benefits.
Saving Face	The attempt to reveal that the change process is off-based.
Fear of the Unknown	Fear that their personal shortcomings will keep them from adapting to change.
Breaking Routines	Forcing employees out of their comfort zones.
Incongruent Organizational Systems	An organizational system that may not operate in conjunction with organizational change.
Incongruent Team Dynamics	Past conformity to a team may present resistance to current changes.

Counteracting Resistance to Change

Communication	The highest priority in the change process. Keeping employees informed reduces fears.
Training	Presenting employees with the opportunity to acquire new knowledge and skills.
Employee Involvement	Providing opportunities for employees to convey valuable input into the change process.
Stress Management	Introducing ways to manage stress throughout the change process.
Negotiations	Offers the opportunity to allow dialogue for those employees that may be losing something in the change process.
Coercion	This may result in the dismissal of employee(s) who may not be vital to the change process.

Discussion Question

- Have you witnessed any resistance to change in your local jurisdiction?

- If so, what type? How are you addressing the resistance?

  - Dean Stanzione

  - Others

Lessons Learned

Dr. Kelvin L. Banks & Dean Stanzione

Lessons Learned

Culture
- Norms, patterns, behavior & informal hierarchy.

Continuity
- Through transitions of leadership & staff.

Collaboration
- Buy-in for sustainability

Questions?

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Thank you for your time!

Don't forget to register with APPR to receive advance notice of trainings and new resources!

Join the APPR Community to connect with pretrial practitioners from around the country!