APPR ADVANCING PRETRIAL POLICY & RESEARCH

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Center for Effective Public Policy

Effectively Managing the Changes of Pretrial Advancements

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INFO: Texas Association of Pretrial Services Conference

Section 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!

Danger   Opportunity

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Discussion Question

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

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

Quote

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

—Charles Darwin

Quote

"Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things, they never thought they could "

—Steve Jobs

Discussion Question

- What is the most valuable resource of any organization?

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Defining Change, Management & Change Management

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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.

Less Effective Theories of Change

Normative-re-educative

- 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 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.

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External Drivers of Change

Legislation:

Federal & State

Budgetary Restraints:

Cut-backs due to budget deficits

Media: High-profile coverage of a criminal case

Litigation:

Direct or indirect

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Discussion Question

- What external drivers of change are you experiencing right now?

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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

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Discussion Question

- What internal drivers of change are you experiencing right now?

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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.

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Principles of Successful Change

Cost vs. Benefit

- The first is to consider the cost of the changes.
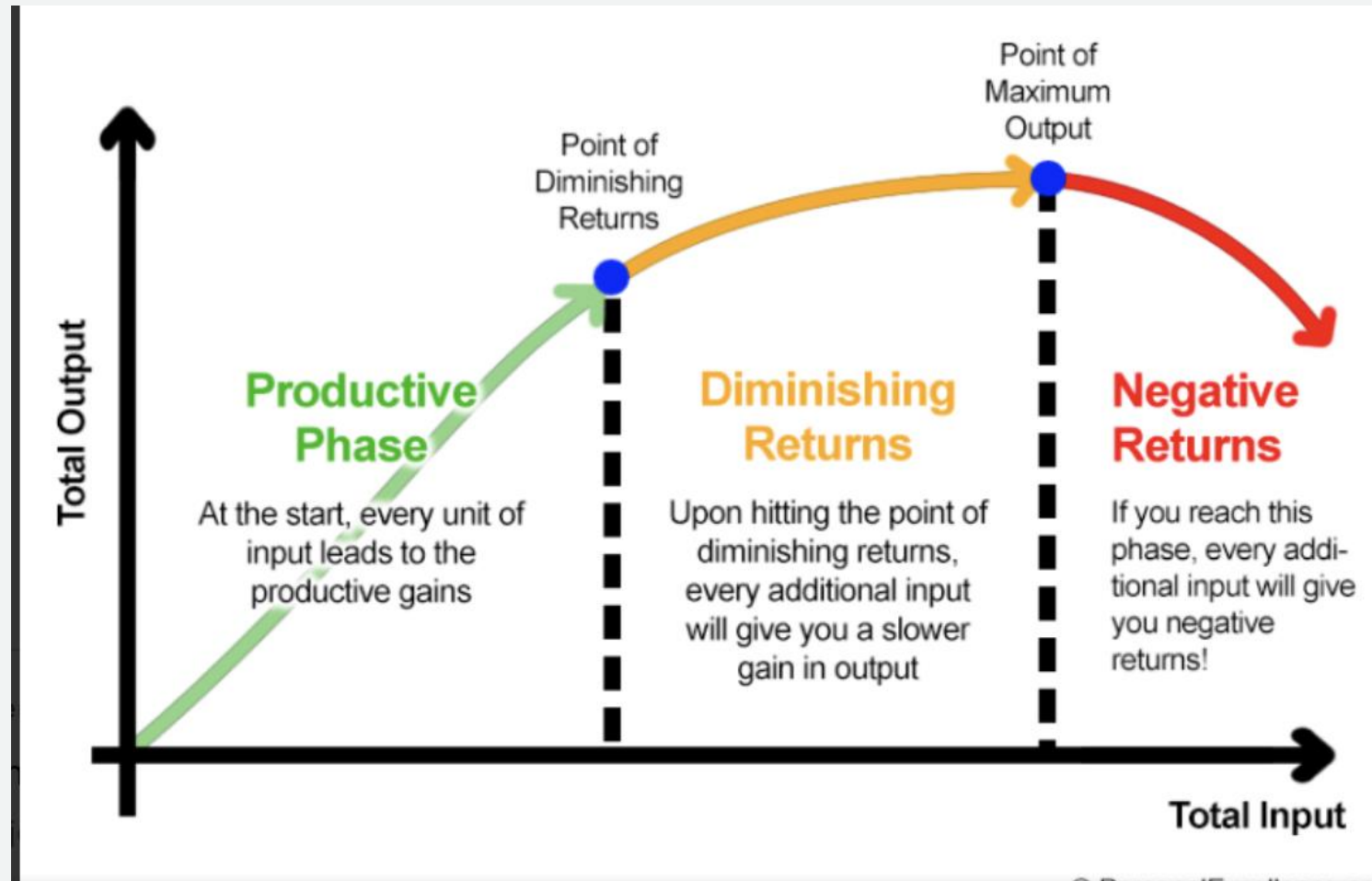- Each decision has a price connected.

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

- How are you managing bandwidth/capacity issues with your staff?

- What other staffing challenges are you experiencing?

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Common Resistances & Counteracting Resistance to Change

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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.

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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.

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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.

Lessons Learned

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Lessons Learned

Culture

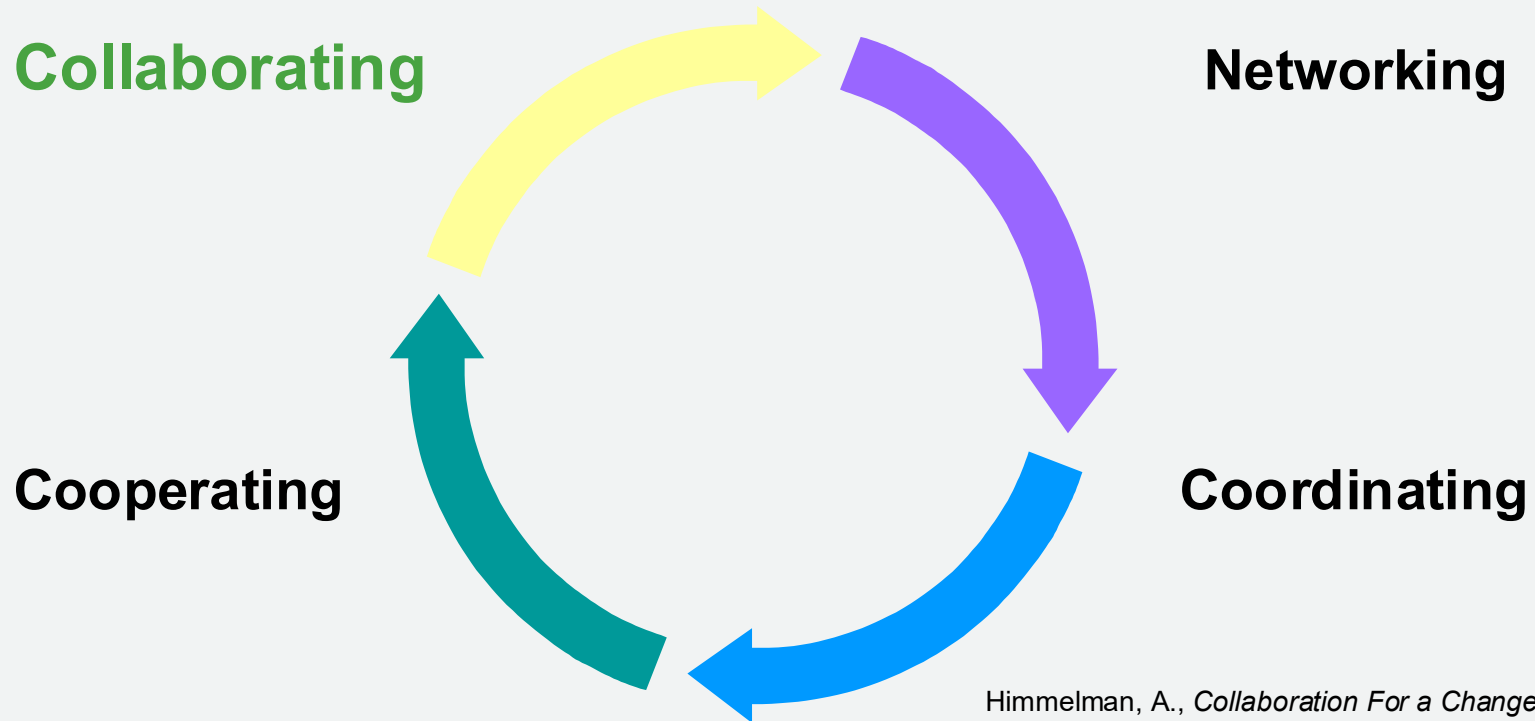- Norms, patterns, behavior & informal hierarchy.

Continuity

- Through transitions of leadership & staff.

Collaboration

- Buy-in for sustainability

Agencies and individuals engage in four very different levels of joint activity:

Collaborating

Networking

Cooperating

Coordinating

Himmelman, A., *Collaboration For a Change: Definitions, Models, Roles, and a Guide to Collaborative Processes* (1994).

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What is Collaboration?

- Collaboration is working together to achieve a common goal that is difficult or impossible to reach without the assistance of others

[COLLABORATION Definition & Meaning | Dictionary.com](#)

- The act or process of working together or cooperating

- A product resulting from working together or cooperating

Why is collaboration important?

CONSENSUS BASED
DECISION MAKING

INSPIRES MOTIVATION
AND ENGAGEMENT

SHARED SUCCESSES
AND CHALLENGES

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Shared Goals

High-performance teams have both a clear understanding of the goal and a shared belief that the goal embodies a worthwhile or important result.

A shared understanding of the problem being addressed increases the effectiveness of the team.

A sense of urgency and belief that the result will make a positive difference.

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Trust

- Collaboration flourishes in a climate of trust.

- Trust allows team members to stay results-focused.

- Trust promotes effective communication.

- Trust leads to compensating (one team member picks up the slack when another falters).

  - Compensating is positively correlated with success. Teams that function in this way achieve higher levels of performance.

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Closing Thoughts & Key Takeaways
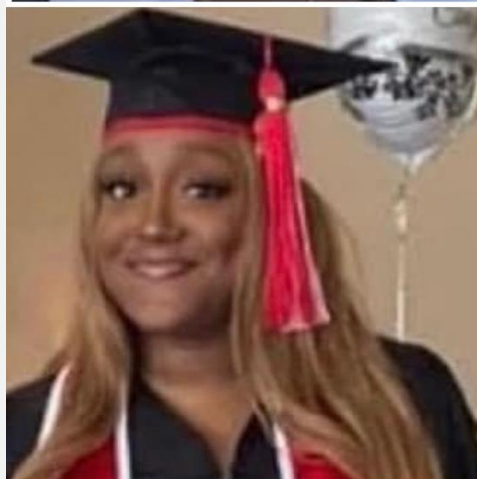
Dr. Kelvin L. Banks

Key Takeaways…

Adapting to Change is Key to Long-term Sustainability

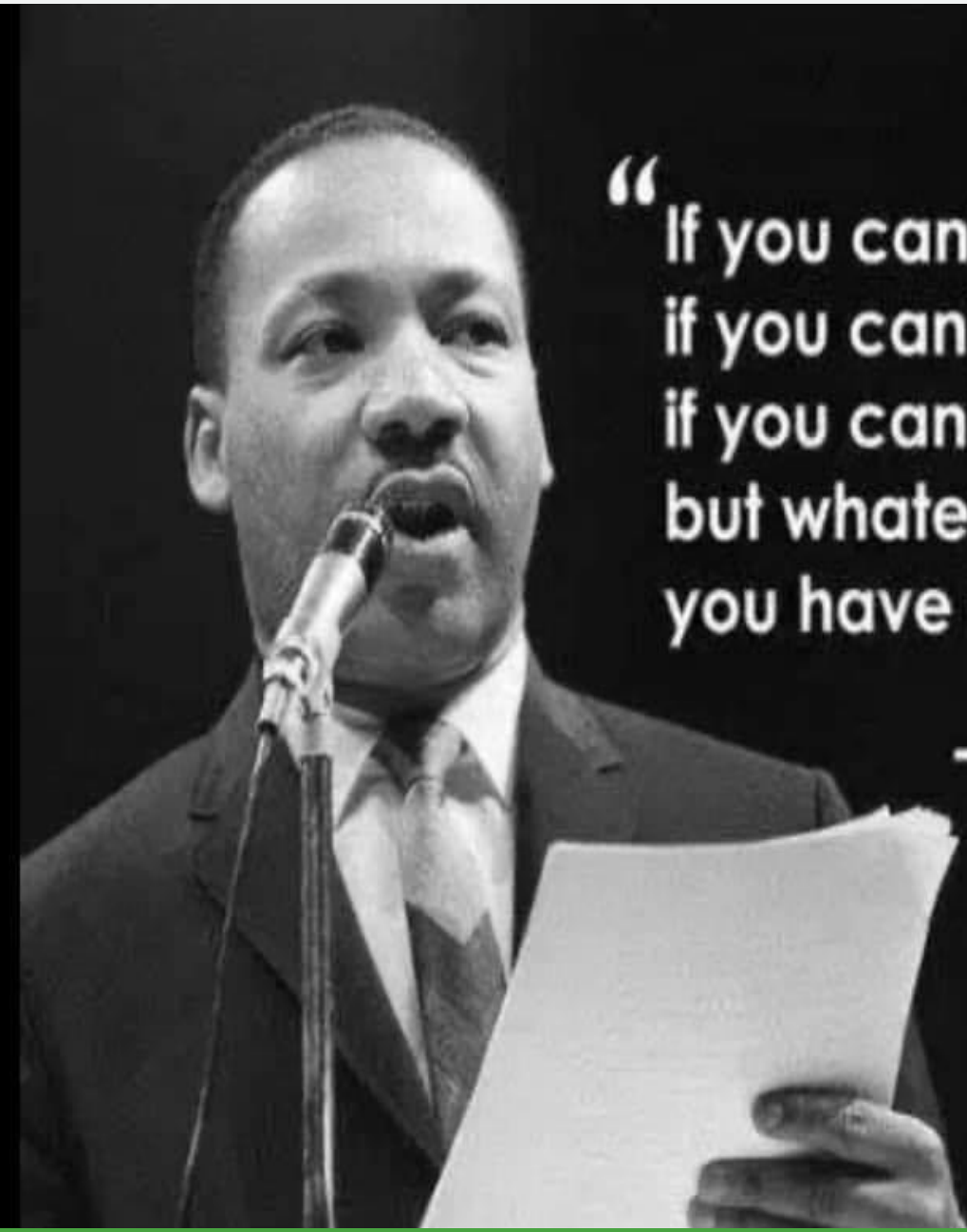Keep the Important Things Important: The People

Change is Tough, but...

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- *"CHANGE IS TOUGH, BUT*
- *YOU CAN DO TOUGH THINGS!"*

"If you can't fly, then run,
if you can't run, then walk,
if you can't walk, then crawl,
but whatever you do,
you have to keep *moving forward*.

— Martin Luther King Jr.

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