

## *Chapter 2 Administration and Guidance*

### *Learning Objectives*

Administration and guidance focuses on the type of leadership and how this leadership impacts the organization. Specifically, this chapter will provide an overview of how leadership practices affect the culture of the organization.

The objectives of this chapter are to:

- Define causal texture
- Distinguish leaders from managers
- Understand why strategic leadership is an important aspect of change management
- Explain the five roles that leaders take
- Explain what effective leaders do when trying to implement change
- Define strategic planning
- Describe the five schools of thought related to strategic management

### *Chapter Overview*

For correctional organizations to effectively accomplish organizational goals, strong, committed, and effective administrators are a must. There is a significant body of literature which serves as a “how to” guide. This literature is designed to inform administrators about what they need to do in order to lead an effective organization. Much of this literature assumes that the prescribed qualities associated with effective leadership automatically transfer when the administrator seeks to change operations. In this chapter, rather than focus on a prescriptive for efficient leadership,

we concentrate on leadership principles as they relate to the change management process. We explore several aspects of leadership which can either limit the implementation of new initiatives or improve the odds in favor of success. The first issue that we address is the difference between leaders and managers. Good leaders establish the vision and are the primary contact for external stakeholders. Managers are individuals who actually carry out proposed changes. Moreover, the development of flexible, innovative and growth oriented correctional organizations requires administrators who are visionaries and who give priority to their role as change agent (see book for page#). Second, the chapter discusses the roles/approaches of leaders. The approach taken reveals a) how the administrator is likely to respond to change, b) determines which stakeholders are given priority during the change process, and c) indicates which members of the organization will participate in planning change. While it is important to identify which approach an administrator utilizes as part of his/her decision-making, the approach selected works is directly related to how skilled the administrator is when using a particular method. Thus, we include a section which lists the characteristics of effective leaders. Finally, the chapter explores what it is that effective leaders do during the change management process. The chapter provides a review of eight areas which are critical if a new initiative is to be successfully implemented.

### *Chapter Outline*

#### I. DISTINGUISHING LEADERS FROM MANAGERS

##### A. Leaders vs. Managers

- a. leaders focus on the vision or long term positioning of the organization, while managers maintain the status quo.

- b. leaders are communicators, while managers are efficiency oriented
- B. The Need for Leaders to Emphasize Flexibility and Growth in Procedural Operations
- a. The rush to meet the new requirements or change will result in an organization that experiences continuous disorder and chaos.
  - b. While leaders are responsible for meeting specific goals set by external sources, leaders must also establish environments that are conducive to growth *within* the organization itself.

## II. ROLES OF THE LEADER/ADMINISTRATOR

### A. Roles/Approaches to decision-making

- a. strategic approach;
- b. human-asset approach;
- c. expertise approach;
- d. box approach; or
- e. change approach

## III. CHARACTERISTICS OF EFFECTIVE LEADERS

- a. are ethical;
- b. must think strategically and problem solve;
- c. reflect the mission, vision and goals of the organization in their interpersonal relationships with workers;
- d. take a collaborative approach; and
- e. engage in team building

## IV. WHAT IS IT THAT EFFECTIVE LEADERS DO WHEN TRYING TO INITIATE CHANGE?

- A. Strategic Planning
- B. Assessment
- C. Developing Vision, Mission, Values, and Goals
- D. Staff
- E. Commitment
- F. Communication
- G. Implementation
- V. CONCLUSION

- a. The organization must then develop the vision, mission, values and goals; engage staff (motivate staff as well as reduce resistance); communicate effectively; and implement the plan.

### *Key Terms*

Causal texture

Stratified systems theory

Leader

Strategic process

Manager

Change agent

Strategic approach

Change approach

Human-asset approach

Expertise approach

Box approach

Strategic planning

Conceptual complexity theory

Visionary leadership

Behavioral complexity theory

Strategic management theory

### *Review and Discussion Questions*

1. In Chapter 1 groups were asked to identify three primary problems facing corrections. Groups should review the three problems and then discuss which leadership approach would be the most effective to use when attempting to address the issue.
2. Place students into small groups. Ask each group to list and describe the characteristics associated with effective leaders. Each group should then identify personality characteristics that an individual could possess which might limit their ability to be an effective leader.
3. Conduct an interview with the administrator of a correctional agency. You should ask the administrator to discuss the responsibilities associated with his/her position. Ask the administrator about the nature and type of training that was required for him/her to obtain this position. As part of this interview, you should ask the administrator to describe the characteristics that an effective leader should have in order to do the job well.

### *Scenario*

Scenario 1) Assume the role of Human Resources Director, the Director of the Department of Corrections has asked you identify individuals within the Department of Corrections who have the potential for becoming effective leaders. S/he insists that each person selected must exhibit

the characteristics associated with effective leaders and that you must be able to demonstrate their effectiveness.

Given the background, please address the following:

- 1) Research- Describe how you would go about researching/investigating whether each individual meets the criteria for effective leadership. What type of data gathering would you engage in? What type of report would you generate?
- 2) Critical Issues- Describe some of the critical issues associated with this task.
- 3) Assume that you have not found any candidates with the requisite skills to be a successful leader. Research the type of training that could be utilized to help develop leadership skills among workers. List and describe the type of training that may be necessary to develop leadership skills.

#### *Relevant Websites*

**<http://www.asca.net>** Association of State Correctional Administrators

**<http://www.fdle.state.fl.us/Content/getdoc/5ca27f87-d4c4-4a79-b01f-11cc95e24af9/McCallum-David-paper-pdf.aspx>** Florida Department of Law Enforcement paper titled Leadership within the Florida Department of Corrections by David W. McCallum.

**<http://www.wsipp.wa.gov/rptfiles/cpsorg.pdf>** Washington State Public Policy Institute article titled An Examination of Organizational Structure and Programmatic Reform in Public Child Protective Services by Charles Wilson with Paul Vincent and Ed Lake

**[http://www.impactarticles.com/artman/publish/Coaching\\_12/What\\_Basics.shtml](http://www.impactarticles.com/artman/publish/Coaching_12/What_Basics.shtml)** What Basics by Nan S. Russell.

**[http://www.impactarticles.com/artman/publish/Coaching\\_12/Management\\_is\\_a\\_Practice\\_Not](http://www.impactarticles.com/artman/publish/Coaching_12/Management_is_a_Practice_Not)**

[an Education.shtml](#) *Management is a Practice, Not an Education by Management-guru-in.*

*Suggested Readings*

Phillips, R. L. and C. R. McConnell. 1996. *The Effective Corrections Manager. Maximizing Staff Performance in Demanding Times.* Gaithersburg, MD: Aspen.

Stojkovic, S. and M.A. Farkas. 2003. *Correctional Leadership: A Cultural Perspective.* Belmont, CA: Wadsworth Press.

Wright, K. A. 1994. *Effective Prison Leadership.* Binghamton, NY: William Ness.

## ***Chapter 3 Communication***

### *Learning Objectives*

Communication is continuously cited as one of the most important elements in the success of an organization. Effective communication strategies are often individualized based on the type and structure of the organization. However, research has found that specific communication components increase the success of daily practice.

The objectives of this chapter are to:

- Define communication
- Know and define the elements of communication-audience, message, and interpretation
- Discuss categories of audience
- Explain how team building can enhance communication
- Discuss the role of communication in change management
- Discuss obstacles to effective communication

### *Chapter Overview*

Effective communication is a requirement which must be met in order for an administrator to successfully implement change. Correctional organizations cannot achieve their objectives if staff is afraid to communicate with upper management when problems occur. Poor communication in hierarchical organizations is identified as a major contributor to the failure of new initiatives. For any new initiative to be successful the following must be effectively communicated to all stakeholders: 1) why the change is necessary; 2) who the change will