Chapter 2

Administration and Guidance

Causal Texture

- **Constantly changing environment**

- **Driving forces**
  - **Pressure to advance technologically**
  - **Pressure to become more efficient**
  - **Pressure to evolve and become more complex**

Leadership

- **Definition**
  - **A social process that involves determining the group's objectives, motivating behavior in pursuit of these objectives, and influencing group maintenance and culture**

  Lewis, Goodman, and Gandt 1994:425)

Leaders vs. Managers

Leaders

- Focus on vision and mission
- Long-term positioning
- Communication oriented
- More aware of external environment

Managers

- Maintain status quo
- Efficiency oriented
- More aware of internal environment

Why is flexibility important?

- Organizations are constantly in a state of flux
- Helps prepare for unforeseen circumstances
- Flexible organizations are quicker to adapt to change

Five Approaches to Managing Organizations

1. **Strategic Approach**
2. **Human-Asset Approach**
3. **Expertise Approach**
4. **Box Approach**
5. **Change Approach**

Why take an approach?

"**NO matter where a company is located or what it makes, its CEO must develop a guiding, overarching philosophy bout how he or she can best add value. …**"

Why take an approach? Cont'd

- **The approach taken determines which aspects of the organization receive attention**

- **Determines values of the organization**

- **Indicates how an administrator is likely to respond to change**

Strategic Approach

- Concerned with changes driven by external stakeholders
- Primary job is to create, test, design, and implement long-term strategy
- Devote 80% of time to external issues
- More likely to address change driven by external stakeholders than staff

Human-Assets Approach

- Devote most of their time to staff development
- Emphasize recruiting and performance reviews
- When change occurs is most concerned with staff satisfaction ad performance over external stakeholder wishes

Expertise Approach

- **Emphasizes the need for employees to develop specific expertise which will give the organization a competitive advantage**

- **More concerned with educating upper level staff than overall performance**

Box Approach

- **Administrator who is least likely to implement and direct change**

- **Traditionalist**

- **Most of time spent on managing compliance and dealing swiftly with exceptions to the rule**

Change Approach

- **Gives priority to development**
- **Creates culture supportive of innovation, flexibility and growth**

Characteristics of Effective Leaders

Executives	Senior Level	Managers	Supervisors
Self-Awareness	Self-Awareness	Ethics and Values	Ethics and Values
Ethics and Values	Ethics and Values	Interpersonal relationships	Interpersonal relationships
Vision and Mission	Vision and Mission	Motivating others	Oral and Written Communication
Strategic Thinking	Strategic Thinking	Developing direct reports	Motivating Others
Managing the External Environment	Managing the External Environment	Managing Conflict	Developing direct reports
Power and Influence	Power and Influence	Team Building	Managing conflict
Collaboration	Strategic Planning and Performance	Collaboration	Team Building
Team Building	Team Building	Problem solving and decision making	Collaboration
	Collaboration	Strategic thinking	Problem solving and decision making
		Managing change	Criminal justice system
		Program planning and performance assessment	
		Criminal justice system	

What is it that effective leaders do?

Statement
They plan and think strategically.
They assess organizational functioning prior to considering and implementing change.
They development changes consistent with the values, mission, vision and goals of the organization.
They use data to aid in decision-making.
They deal with organizational culture and address staff resistance.
They create learning organizations.
They motivate staff.
They are committed to full implementation of the new initiative.
The effectively communicate.
They implement the change in a manner consistent with the strategic plan.
They recognize that quality service delivery requires the utilization of quality assurance plans.
They are unafraid to admit that modification.

What is it that effective leaders do? Cont'd

- **Engage in strategic thinking and planning activities**
- **Conduct assessment of organizational functioning**
- **Develop vision, mission, values and goals for the organization**

What is it that effective leaders do? Cont'd

- **Address staff resistance and obtain commitment from staff for new initiatives**
- **Communicate effectively**
- **Implement and modify changes as necessary**

Strategic planning

- **Definition**
  - **Systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them.**

Five Schools of thought regarding strategic planning

- **Conceptual Complexity**
- **Behavioral Complexity**
- **Strategic Management Theory**
- **Visionary/Inspirational Leadership**
- **Stratified Systems Theory**

Activities required for effective strategic planning

- **Environmental Scanning**
- **Scenario Planning**
- **Capital planning and budgeting**
- **Stakeholder Analysis and Engagement**
- **Decision Science and Analysis**

Assessment is important

- **First step in ascertaining where an organization is in terms of function and status**

- **Can identify obstacles that could impede growth, development, and change**

- **Provides the organization with the knowledge and data to determine whether a change is truly needed.**

Agencies are defined by their mission and vision

- **Mission**
  - is the statement which describes the purpose and aims for the offender population within a particular agency

- **Vision**
  - Reflects leaders hopes for the future