



## **Prison & Probation Directors Conference Keynote Address: Leadership & Management**

**Council of Europe, Estonia June 19-20, 2018**

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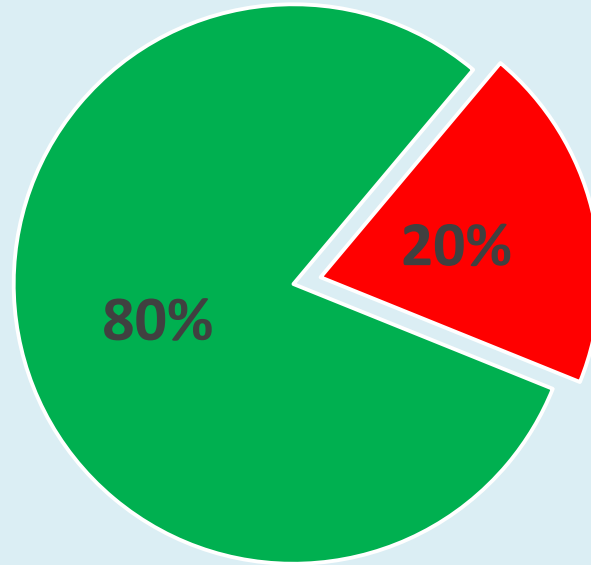
**Leadership: Change & Development**

**Management: Implementing & Sustaining**



**Leadership: Change & Development**

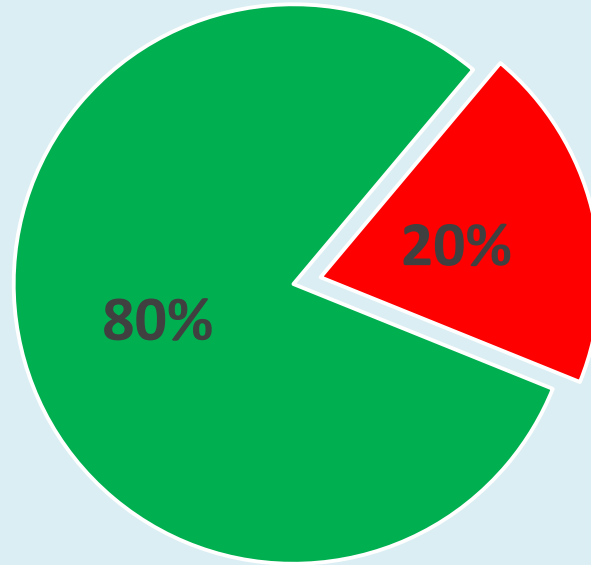
**Management: Implementing & Sustaining**



■ Leadership ■ Management

**Leadership: Change & Development**

**Management: Implementing & Sustaining**



■ Leadership ■ Management

## Daniel Kahneman: Fast and Slow Thinking

A baseball bat and ball cost \$1.10 together.

If the bat costs \$1 more than the ball,

how much does the ball cost on its own?



# Four Key Questions for the Leadership Journey

- Is it loving?** - human meaning (humor, wellbeing, mercy)
- Is it good?** - ethics / morality / justice / values
- Is it so?** - truth (5 cents)
- What is it?** - understanding / intelligence (10 cents)



# Four Key Questions for the Leadership Journey

**Is it loving?** - **human meaning (humor, wellbeing, mercy)**

**Is it good?** - **ethics / morality / justice / values**

**What is it?** - **understanding / intelligence (10 cents)**

# Four Key Questions for the Leadership Journey

**Is it loving?** - **no human meaning (humor, wellbeing, mercy)**

**Is it good?** - **no ethics / morality / justice / values**

**Is it so?** - **no truth**

**What is it? \$10** - **no understanding / intelligence**

# When I was a child

1 Corinthians 11-13

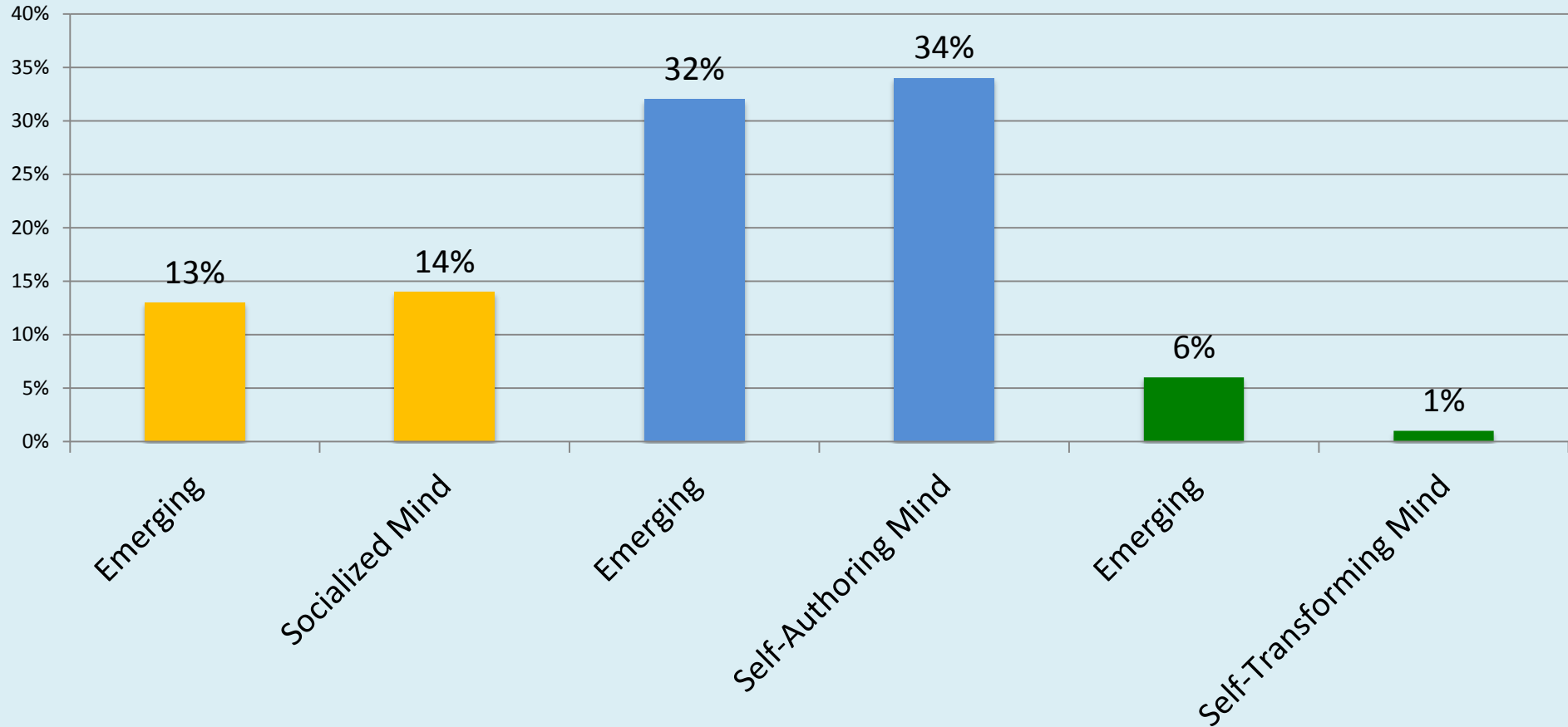
When I was a child, I used to speak like a child, think like a child, reason like a child;

when I became an adult, I did away with childish things.

.

# Levels of Mental Complexity Among Adults (N=342)

R. Kegan, In Over Our Heads (Cambridge, MA. Harvard University Press, 1994)



**Adaptive Challenges: Leadership**

**Technical Challenges: Management**

# Leadership Tasks

## Technical

## Adaptive

1. Direct

2. Protect

3. Orient

4. Manage Conflict

Leadership Tasks	Technical	Adaptive
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1. Direct

Define problems and provide solutions

2. Protect

3. Orient

4. Manage Conflict

Leadership Tasks	Technical	Adaptive
------------------	-----------	----------

1. Direct

Define problems and provide solutions

2. Protect

Shield the agency from external threats

3. Orient

4. Manage Conflict



<b>Leadership Tasks</b>	<b>Technical</b>	<b>Adaptive</b>
-------------------------	------------------	-----------------

1. Direct

Define problems and provide solutions

2. Protect

Shield the agency from external threats

3. Orient

Clarify roles and responsibilities

4. Manage Conflict

<b>Leadership Tasks</b>	<b>Technical</b>	<b>Adaptive</b>
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1. Direct

Define problems and provide solutions

2. Protect

Shield the agency from external threats

3. Orient

Clarify roles and responsibilities

4. Manage Conflict

Restore order

<b>Leadership Tasks</b>	<b>Technical</b>	<b>Adaptive</b>
1. Direct	Define problems and provide solutions	Get on the balcony. Identify the key questions and the adaptive challenge.
2. Protect	Shield the agency from external threats	
3. Orient	Clarify roles and responsibilities	
4. Manage Conflict	Restore order	

Leadership Tasks	Technical	Adaptive
1. Direct	Define problems and provide solutions	Get on the balcony. Identify the key questions and the adaptive challenge.
2. Protect	Shield the agency from external threats	Let the agency feel external pressures within a range it can stand
3. Orient	Clarify roles and responsibilities	
4. Manage Conflict	Restore order	

Leadership Tasks	Technical	Adaptive
1. Direct	Define problems and provide solutions	Get on the balcony. Identify the key questions and the adaptive challenge.
2. Protect	Shield the agency from external threats	Let the agency feel external pressures within a range it can stand
3. Orient	Clarify roles and responsibilities	Challenge current roles. Resist pressure to define new roles too quickly
4. Manage Conflict	Restore order	

<b>Leadership Tasks</b>	<b>Technical</b>	<b>Adaptive</b>
1. Direct	Define problems and provide solutions	Get on the balcony. Identify the key questions and the adaptive challenge.
2. Protect	Shield the agency from external threats	Let the agency feel external pressures within a range it can stand
3. Orient	Clarify roles and responsibilities	Challenge current roles. Resist pressure to define new roles too quickly
4. Manage Conflict	Restore order	Expose conflict or let it emerge

## Getting on the Balcony 1:

**What is the adaptive challenge for you as a leader?**

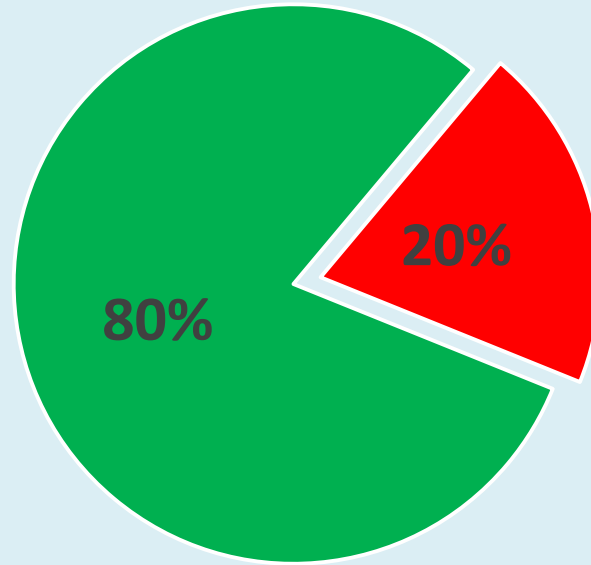
## Getting on the Balcony 2:

**What is the adaptive challenge** for your agency?



**Leadership: Change & Development**

**Management: Implementing & Sustaining**



■ Leadership ■ Management

# Implementation Science

## Train and Pray Method

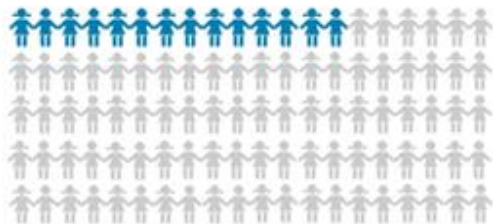
- 14% of well researched innovations used in practice after 17 years<sup>1</sup>
- 15% of the innovation takes hold<sup>2</sup>
- 10% of the reforms used as intended<sup>3</sup>

## Using Implementation Science

- about 80% of sites met criteria (fidelity) after 5 years<sup>4</sup>
- implementation time reduced from 7 to 3.6 years<sup>5</sup>

1. (Balas and Boren, 2000; and Green and Seifert (2005)
2. (Vernez et al., 2006)
3. (Aladjem & Borman, 2006)
4. (Aladjem & Borman, 2006)
5. (Fixsen, Blase, Timbers, & Wolf, 2001)

## No Implementation Team

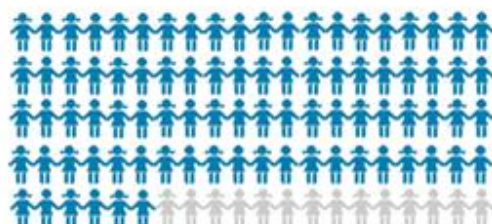


From “Letting it Happen”

14%  
17  
Years

Improvement in  
Intervention Outcomes

## Implementation Team

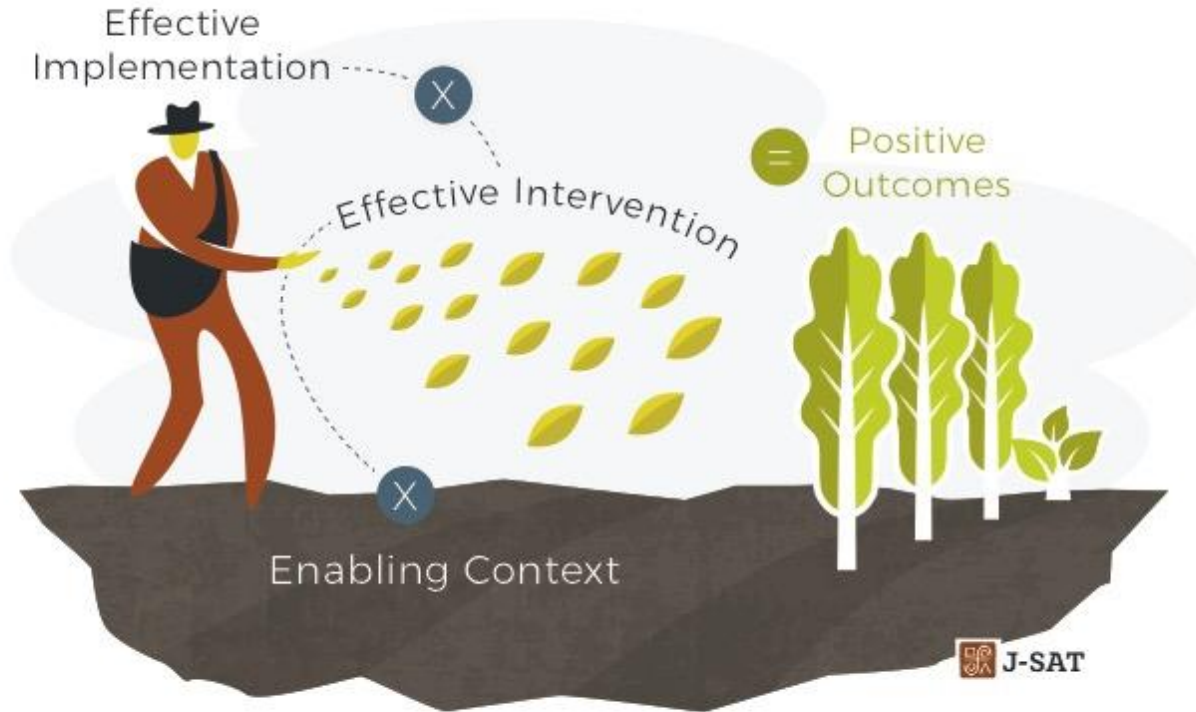


To “Making it Happen”

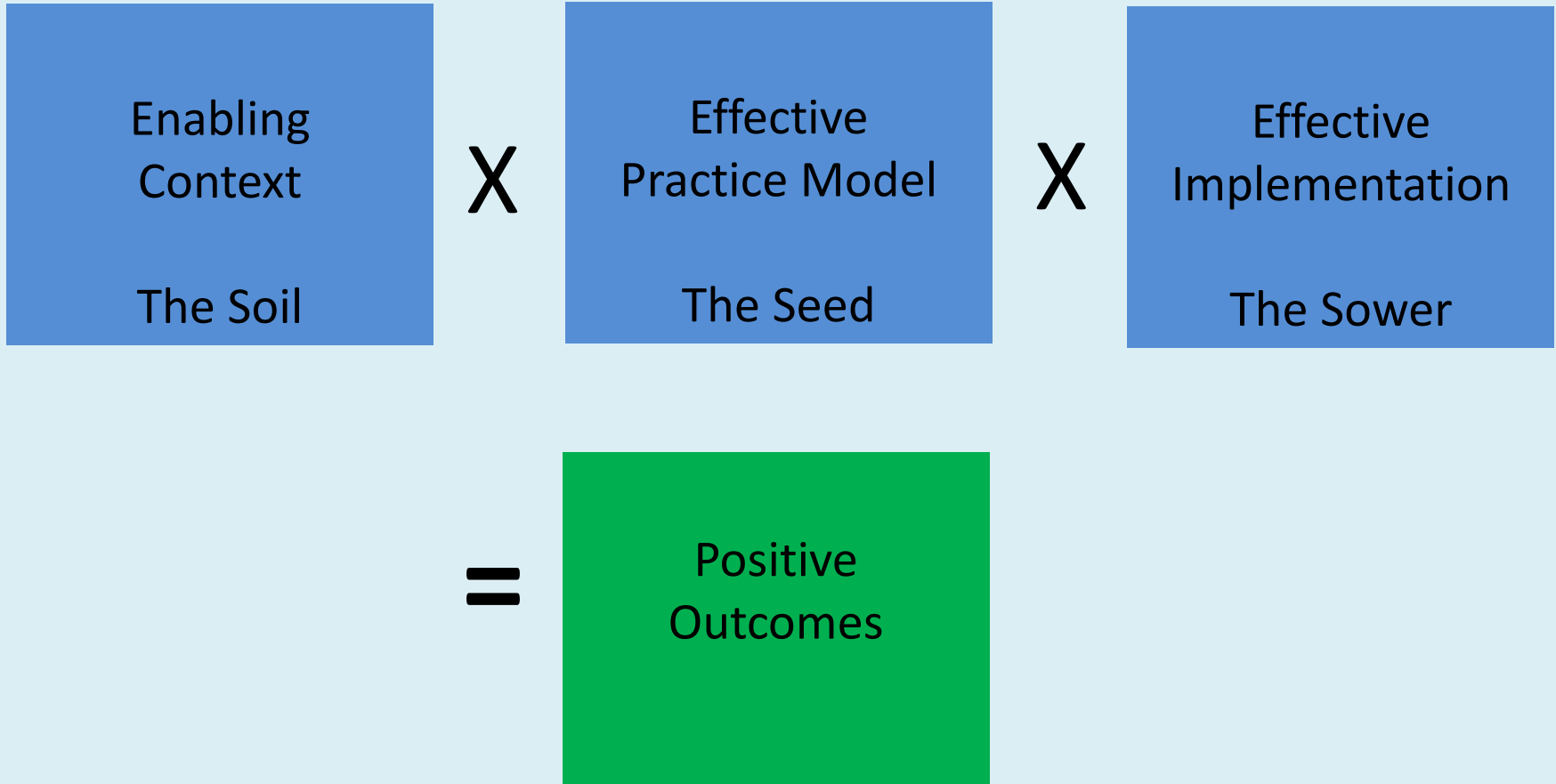
80%  
3 Years

Sources:  
Fixsen, Blase, Timbers, & Wolf, 2001  
Balas & Boren, 2000  
Green & Seifert, 2005

# Parable of the Sower



## Parable of the Sower and the Seed: Three Conditions of Implementation



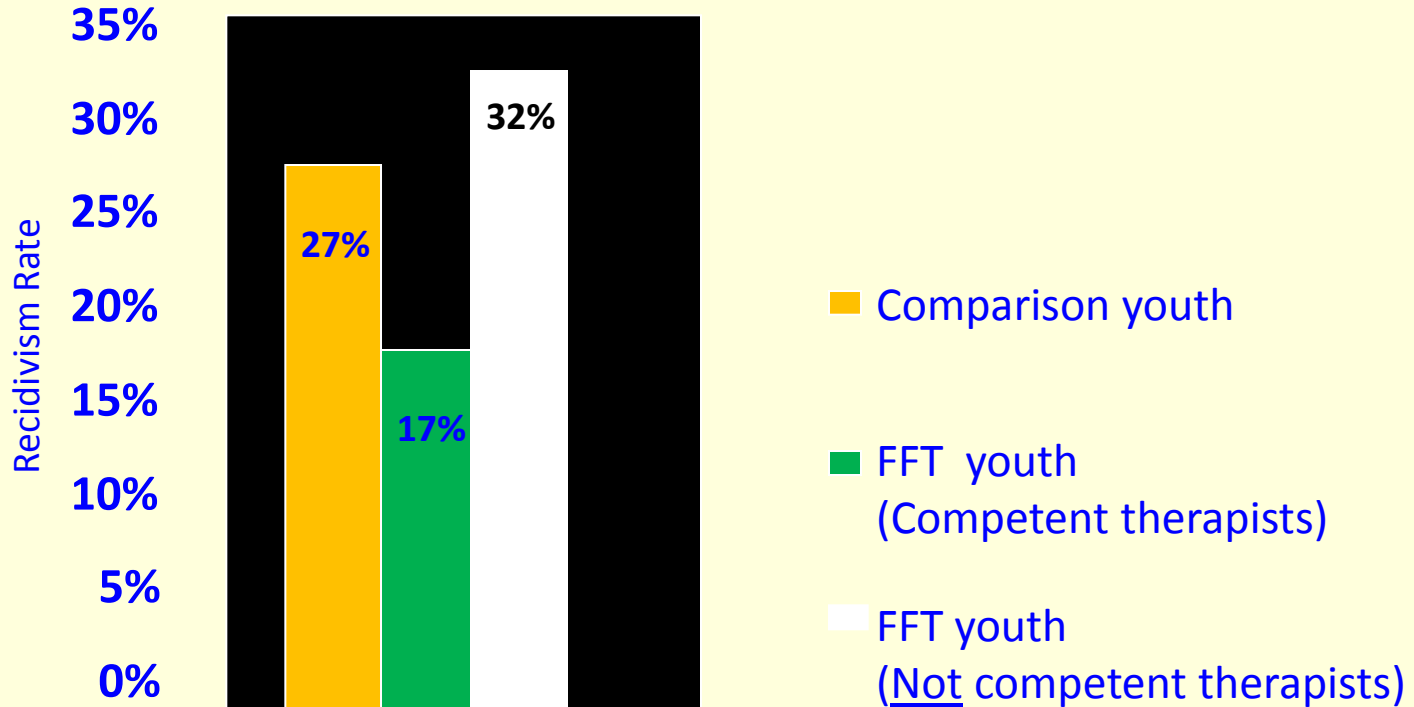
# Stages of Implementation Completion (SIC)<sup>1</sup> Instrument

- |   |   |                         |
|---|---|-------------------------|
| 1. Engagement   | Success rates go from low 20% to high 80% and low 90% | System Leaders          |
| 2. Consideration of feasibility                           |   |                         |
| 3. Readiness planning                                     |   |                         |
| 4. Staff selected, trained & coached                      |   | Agency, Staff & Clients |
| 5. Adherence monitoring processes in place                |   |                         |
| 6. Services and consultation begin                        |   |                         |
| 7. Ongoing services, consultation, fidelity, and feedback |   | Agency, Staff & Clients |
| 8. Competency   |   | System Leaders          |

# Functional Family Therapy for Juveniles

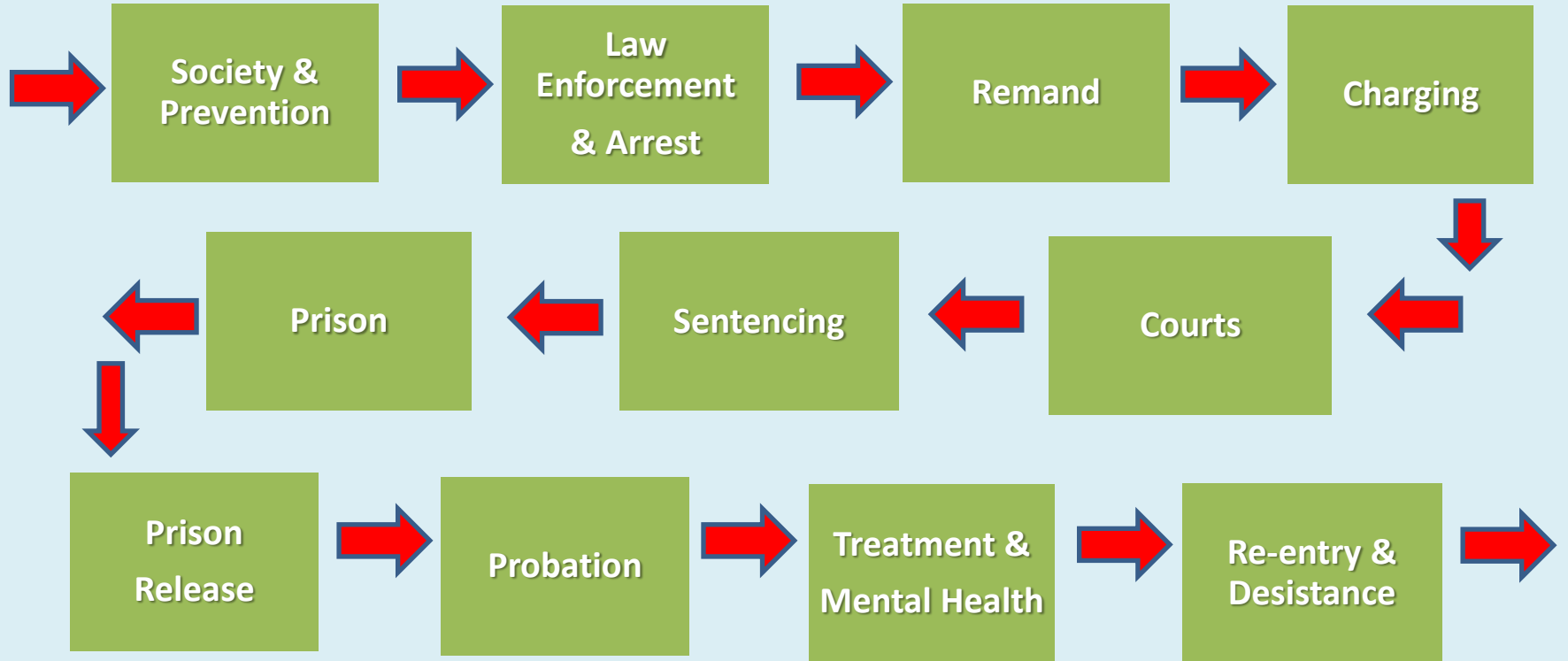
- When delivered by competent therapists there was a 30% reduction in recidivism
- However, 47% of therapists were not competent and they had no effect on recidivism

# *Follow-Up With an Outcome Evaluation: Results from Washington's Functional Family Therapy*



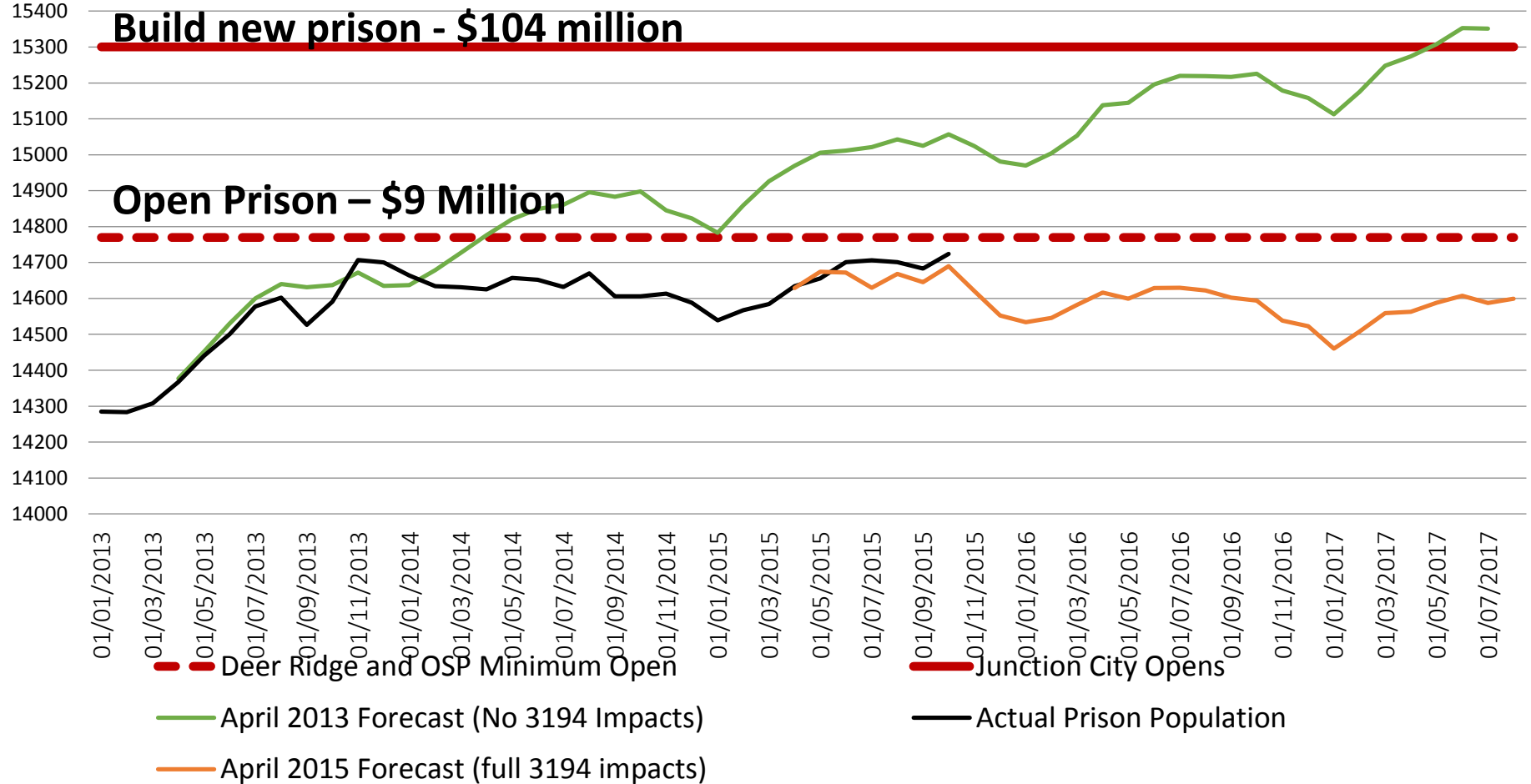


# Criminal Justice is an **Eco System**.





# Oregon Prison Population and Forecasts



## **Context Conditions Consciousness & Behaviour**

<b>Ireland:</b>	<b>4.8 million people</b>	<b>3,800 in prison</b>
<b>Oregon:</b>	<b>3.8 million people</b>	<b>14,500 in prison</b>



**Oregon State Penitentiary, USA, Population = 2,400 men**



**Justizzentrum Leoben Minimum Security Prison, Austria**



**D, Block, Oregon State Penitentiary, USA**

## Halden Prison, Norway

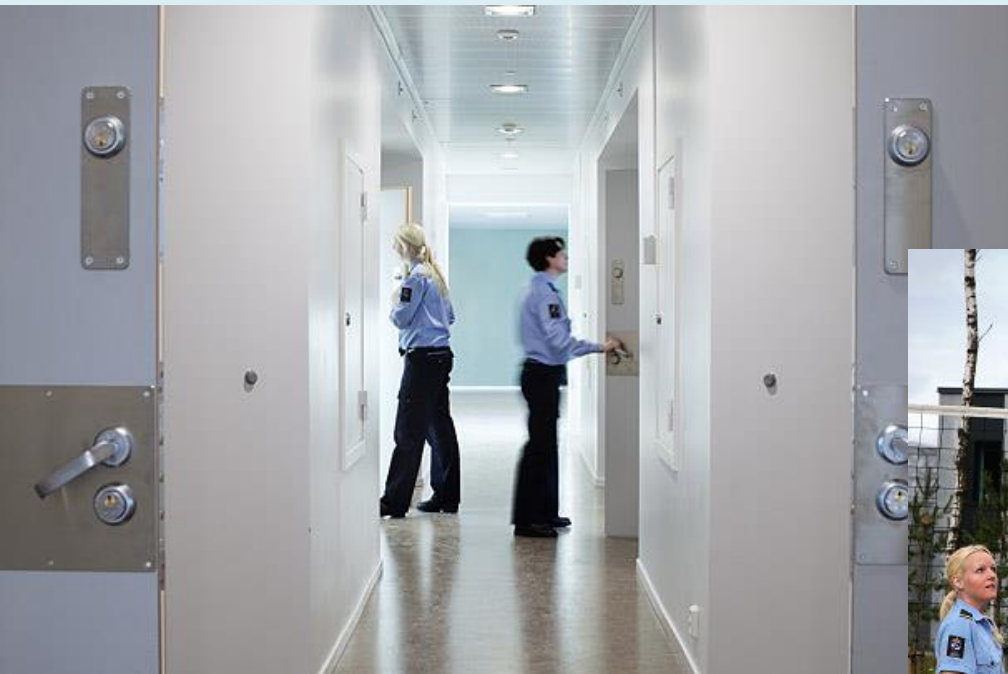






**Group Therapy at San Quentin, California, USA**

## Norway Prison Officers and Inmates





**Oregon Prison Officers and Inmate in Solitary**



**Pope Francis washes feet of juveniles in detention**



**The Death Penalty Chamber, Oregon State Penitentiary**

## Bastoy Prison, Norway

