



# Motivation During the Change Process

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*What effects one directly, affects all indirectly.*

M.L. King

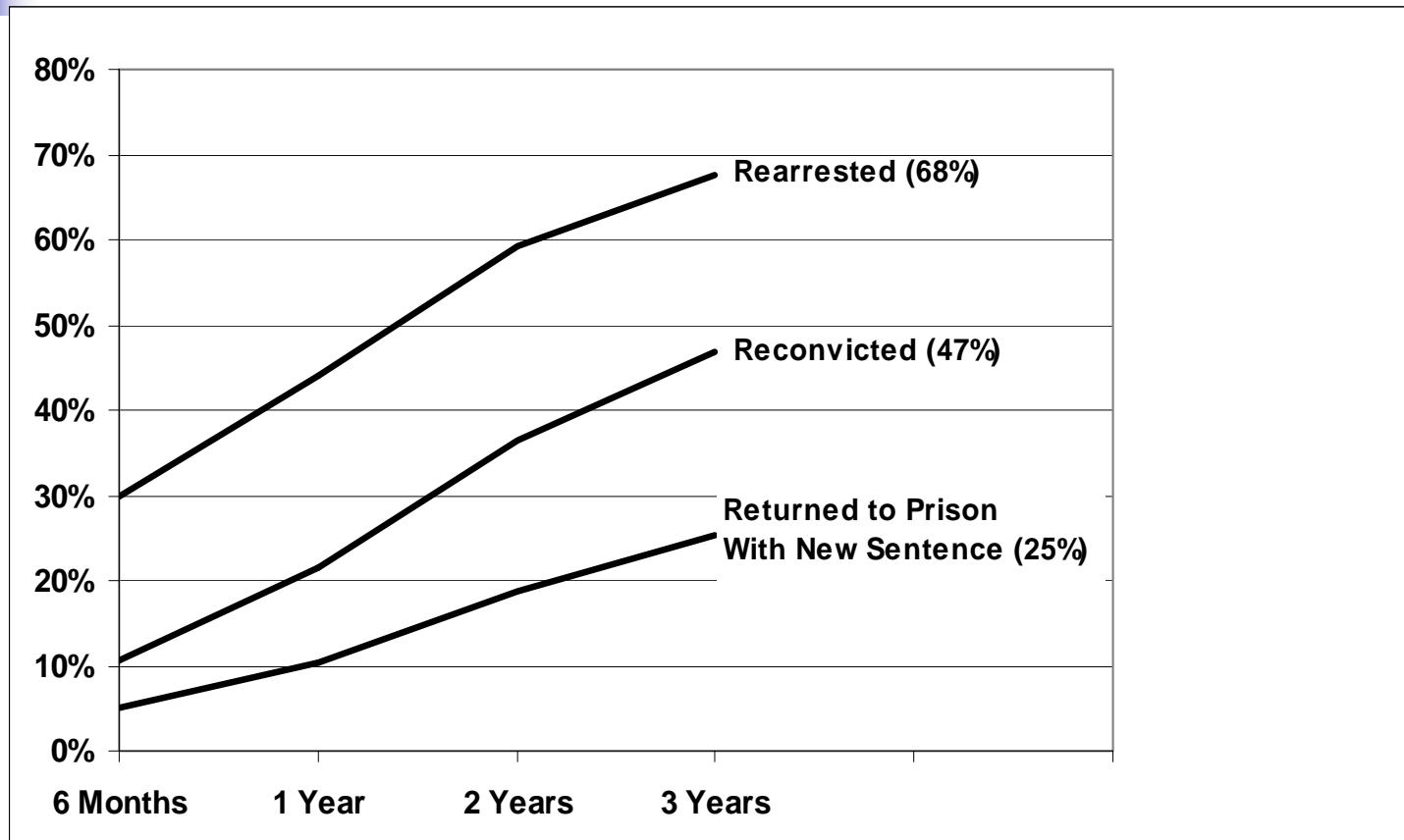
*My men can do anything, if properly led.*

R.E.Lee

*You must be the change you wish to see in the world.*

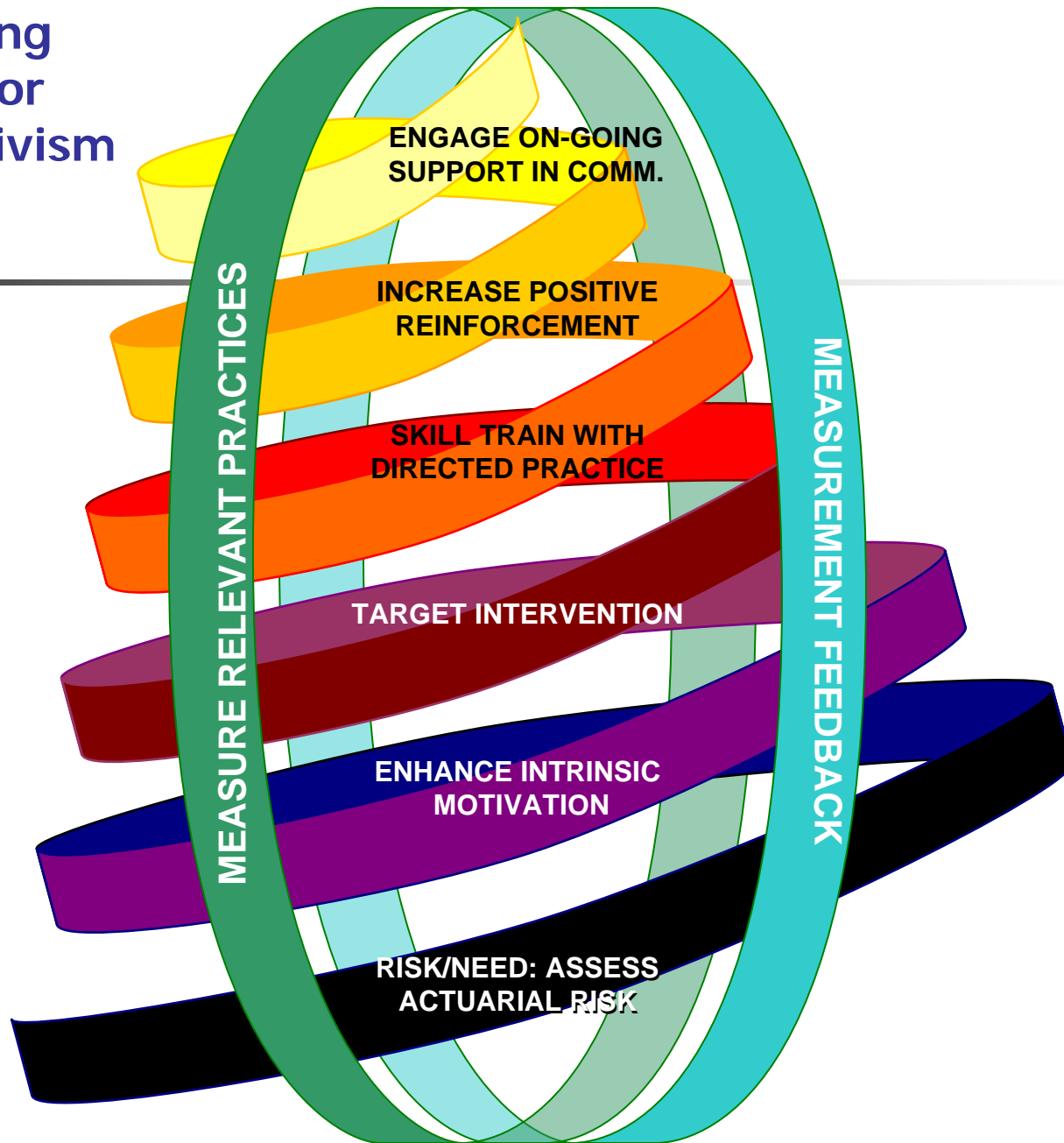
Mahatma Gandhi

# Problem - Recidivism Released Prisoners



Source: BJS 2002

# Eight Guiding Principles for Risk/Recidivism Reduction





# Managing Transitions

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***PROMOTION!***

*Congratulations:*

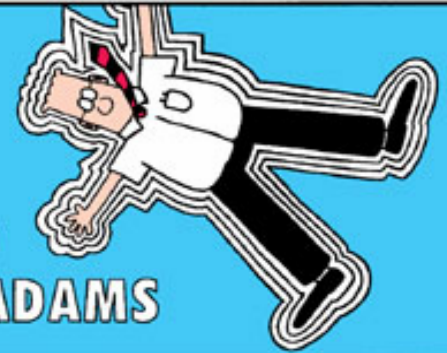
*Due to your outstanding performance,  
you are being transferred to Isolation,  
Arkansas to restructure the fabrication  
plant.....*



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# Change for people – 3 Stages

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- Endings - Losses and Letting go
- Neutral Zone – Chaos and Opportunity
- New Beginnings – Roles and Responsibilities



# Endings

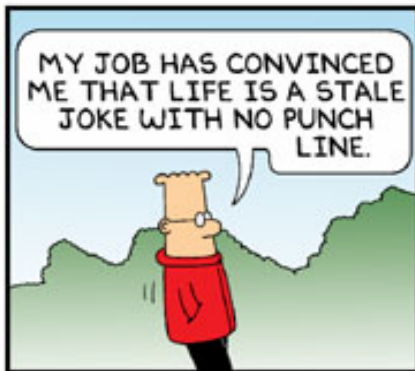
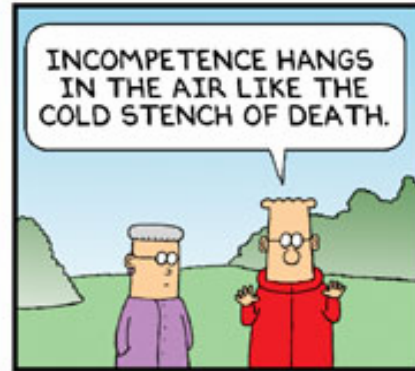
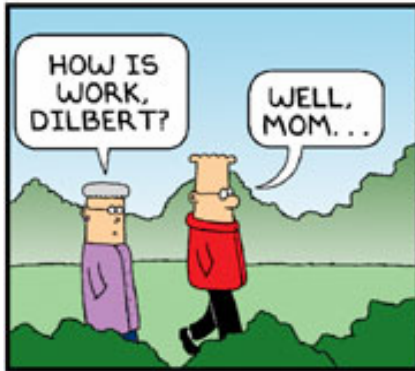
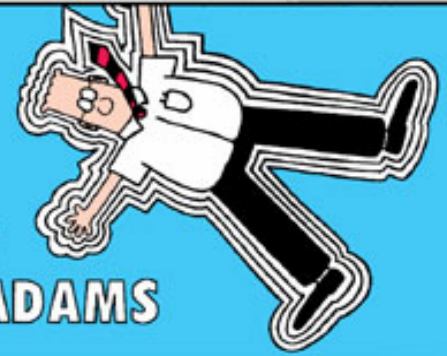
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- Clarify what is the problem:
  - “It isn’t that they cannot see the solution, its that they cannot see the problem” G.K. Chesterton.
- What will change/ who will lose what/ Temperaments
- Compensate for it
- Expect and accept mourning
  - Anger, Bargaining, Anxiety, Sadness, Disorientation, and Depression
  - Acceptance only comes after some or all of the above. *“He that lacks time to mourn, lack time to mend” Shakespeare.*
- Mark endings



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# Neutral Zone

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- Chaos and emptiness. Overlapping the new with the old.
- People can be confused and immobilized.
  - *Confusion is a word we invented for an order which is not yet understood* Henry Miller
- Time of creative opportunity for innovation.

# Neutral Zone Work

*Illness strikes men when they are exposed to change*

Herodotus, 5<sup>th</sup> C., B.C.

- Circumscribe the work to be accomplished.
  - Soon last voyage of the “containment” ship – pride of a job well done; soon a new voyage of the EBP ship.
  - Examining policies and procedures and making necessary changes
  - Skill building, career reorientation, mgt. training.
  - Description of the new intended future, over and over again.
- Creativity: time to take stock, retreats, policy reviews, surveys, don't push prematurely for certainty.
- Timetable Greater the identity losses, the longer the neutral zone
- Clear and compelling vision draws people out of the neutral zone
- Trust is what holds things together during the neutral zone process
- Effective use of ad-hoc structures. Rumor control; brown bag lunches; committee change based stress, EBP Newsletter.
- Continuing communication from and contact with leaders.



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# New Beginning

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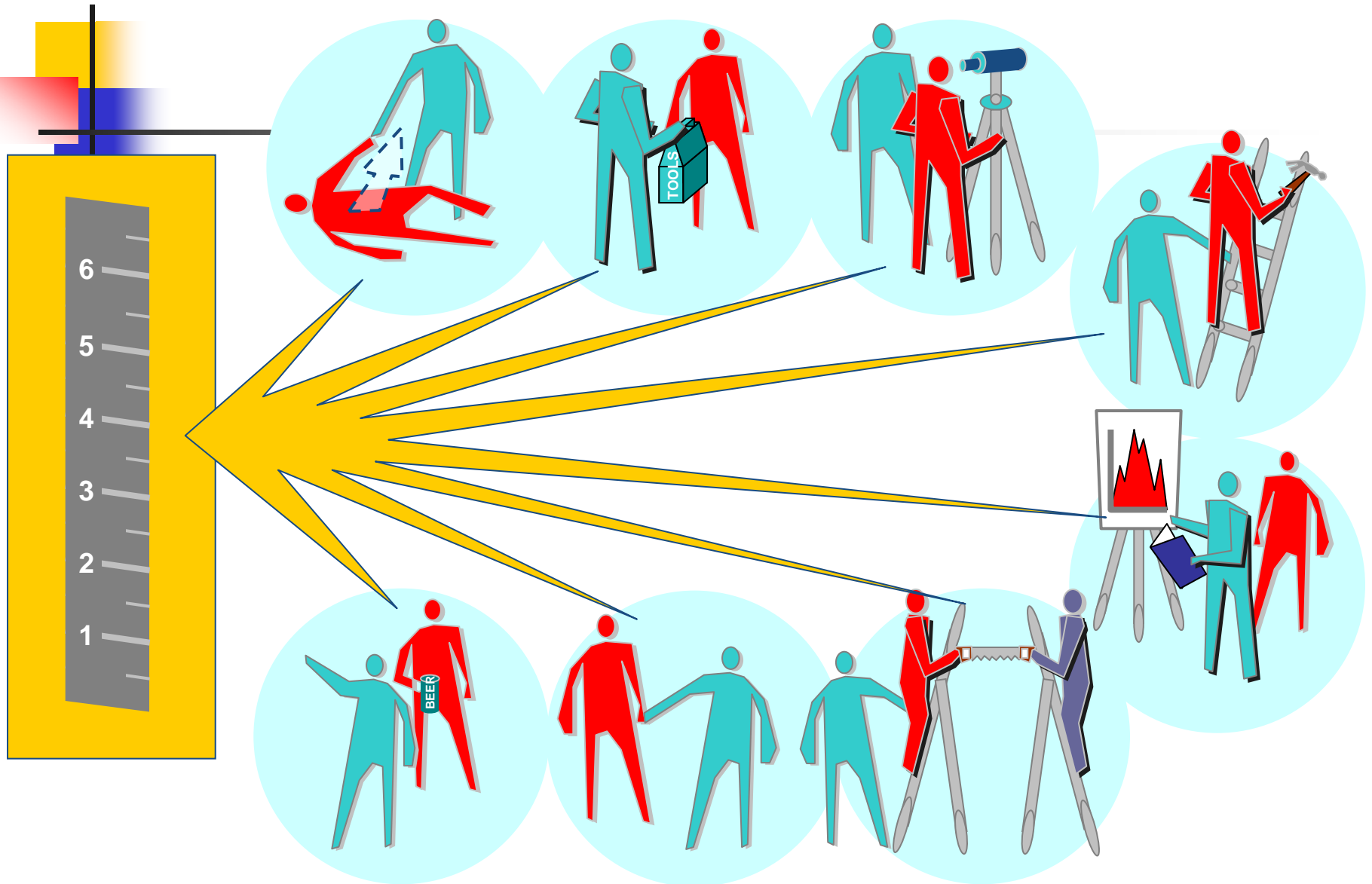
- Communicating vision (new beginning)
  - 4 "P"s
    - Purpose of EBP
    - Picture – how will it look and feel
    - Plan – each step - checklist
    - Part to play for each person
      - Thinking types will want reasons
      - Intuitive types need a picture
      - Sensing types need steps
      - Feeling types need to know that people are being looked after

# Leadership and Vision

John Kotter

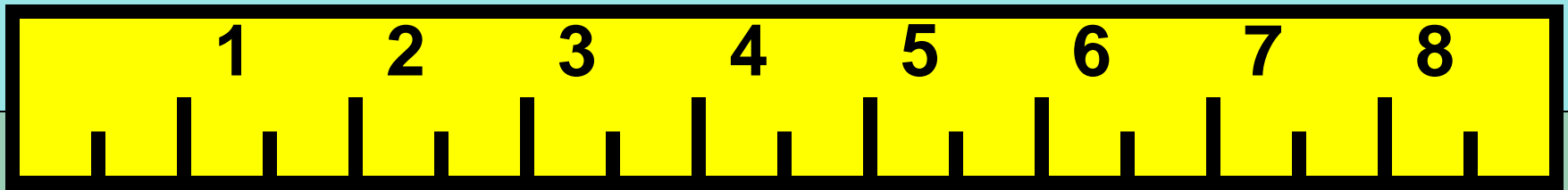
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- Establish a sense of Urgency
- Form a powerful guiding Coalition
- Create a vision
- Communicate the vision
- Empower others to act
- Plan for and create short term wins
- Consolidate gains and produce more change
- Institutionalize new approaches





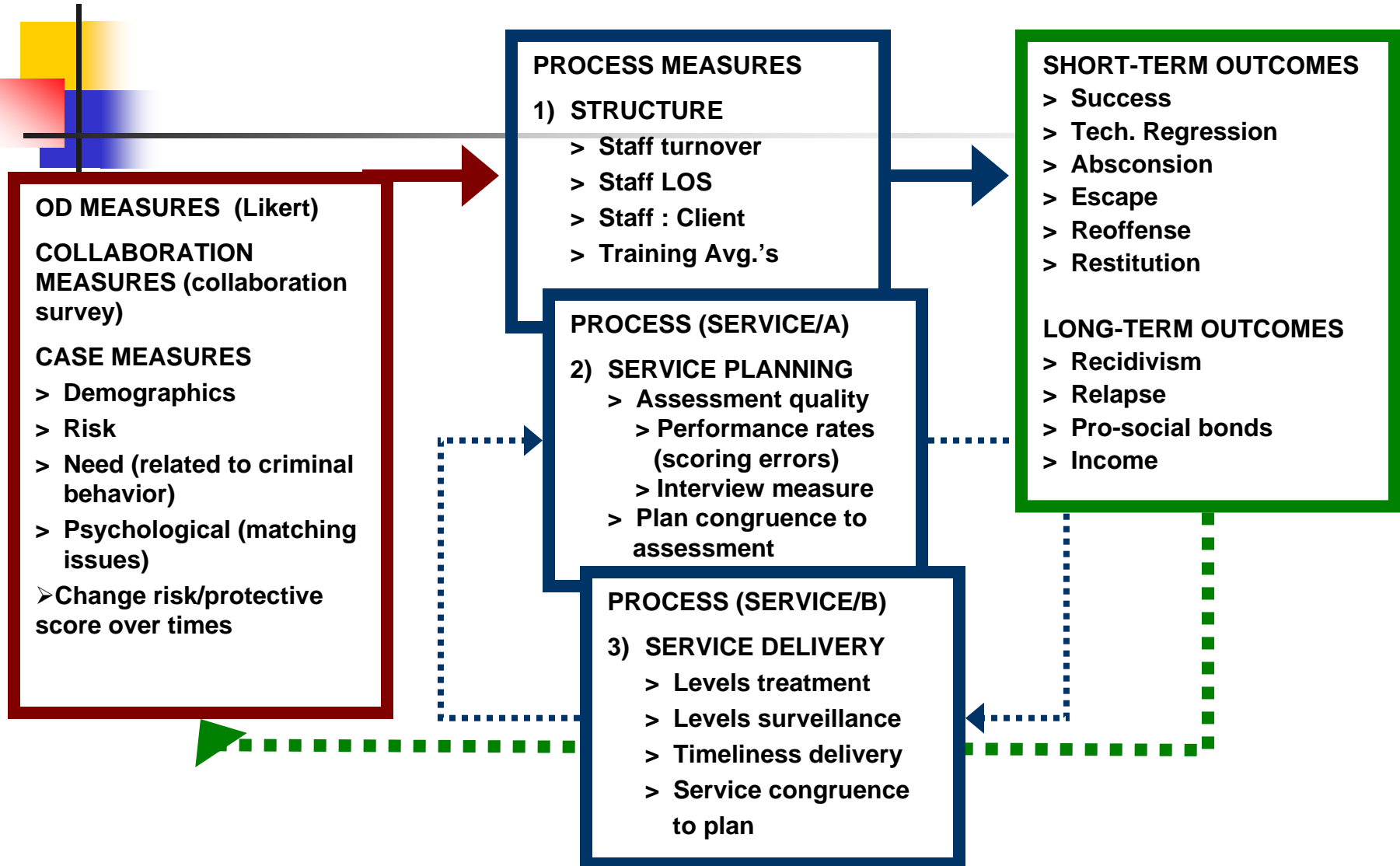
What gets **MEASURED**  
is what gets **DONE**



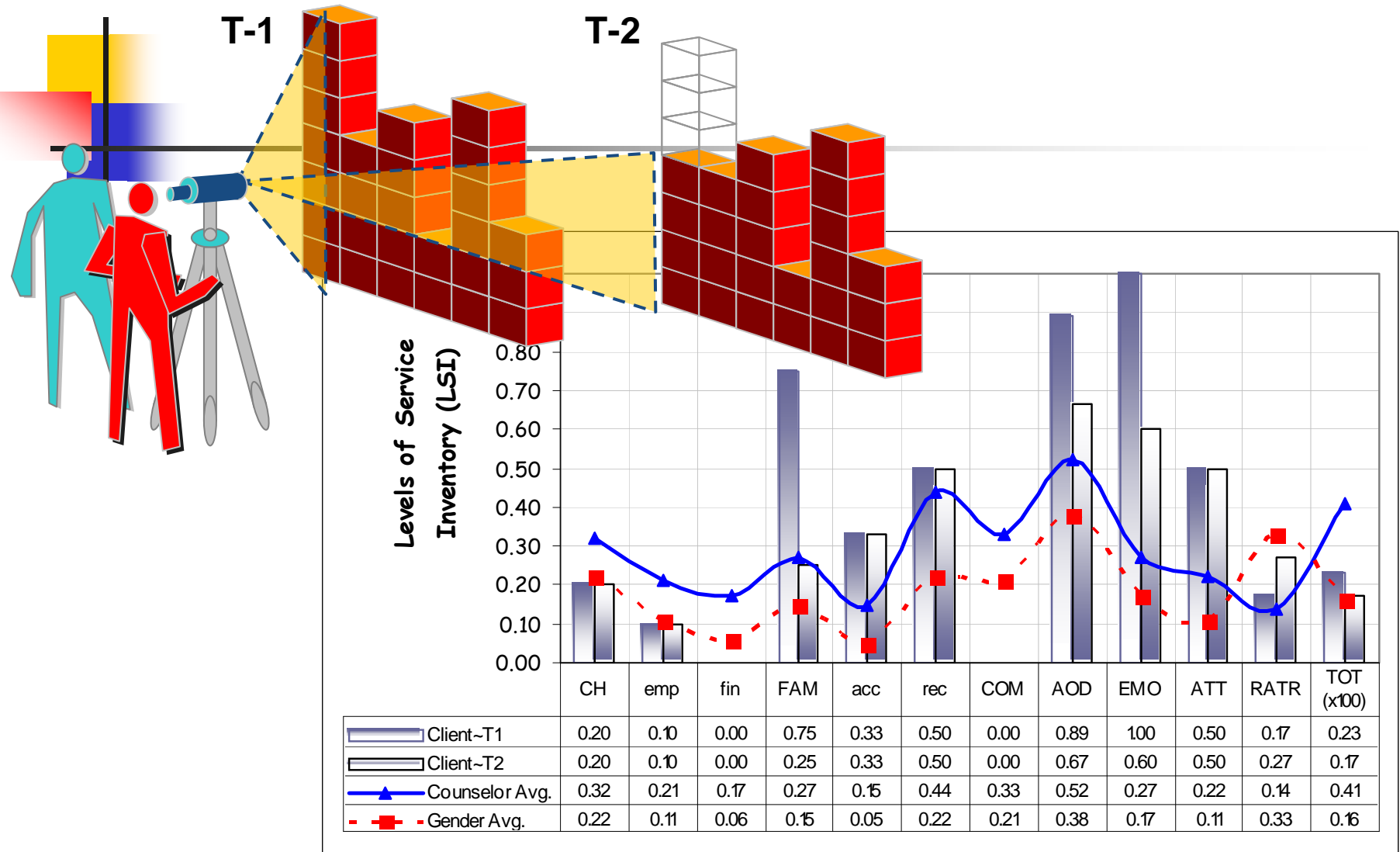
If you can't **MEASURE** it  
you can't **MANAGE** it



# EVALUATION/CONTROL SHELL



# PROVIDE MEASUREMENT FEEDBACK



Client's T1 Rank Order of Needs: **No.1\_Emotional,[1.0]~ No.2\_Alcohol/Drug,[.89]~No.3\_Family,[.75]**

**COMMUNITY  
CORRECTIONS  
PERFORMANCE  
MEASURES:**

**TOTAL MEASURES**

- SUPERVISION CONTACT FREQUENCY
- AVERAGE CASELOAD SIZE
- ELAPSED TIME BETWEEN TX REFERRAL AND TX START
- % CASES COURT ORDERS WERE MONITORED

**ESSENTIAL MEASURES**  
(critical for reducing recidivism)

- % HIGH RISK OFFENDERS REFERRED TO TX
- ASSESSMENT INTER-RATER RELIABILITY
- % CASES CRIMINOGENIC NEEDS WERE TARGETED

