



Great Wardens Project

Building Effective Organizational Leadership

January 20, 2022
June 20, 2024

Mission

The Great Wardens Project provides mentorship and training to develop bold prison leaders and build a corrections culture based on safety and dignity.

Core Beliefs

- Wardens and Superintendents have a responsibility to promote safe, secure, and healthy corrections facilities.
- Advocates and prison leaders can work together to reimagine how corrections facilities operate and shape a new generation of committed corrections professionals.

Today's Speakers

Marisol Cortez– Maricopa County Sheriff's Office
Training Division Supervisor

Patricia Perez – Maricopa County Sheriff's Office
Training Division Supervisor

Meet Our Task Force



Tech Check

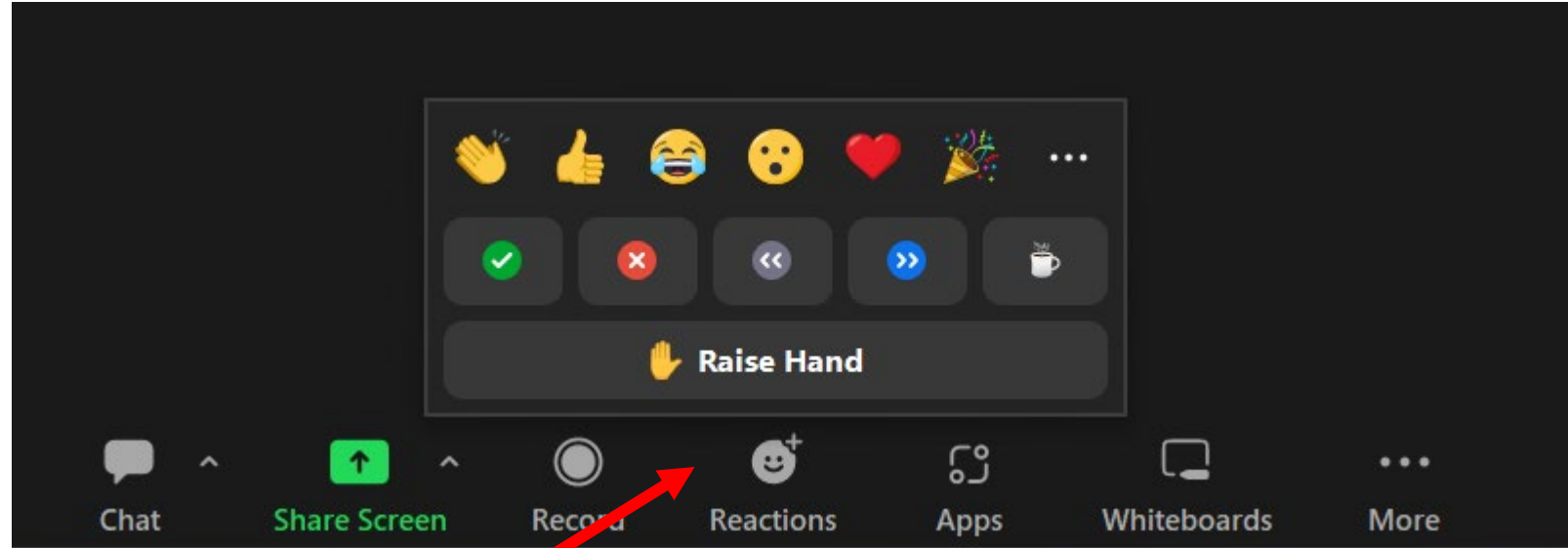
Mute

Video

Chat



Join the Conversation





PATRICIA PEREZ & MARISOL CORTEZ

Training Supervisors Maricopa County SO



NOT WORKING?

On average Detention facilities are experiencing 50% Attrition Rate in Detention Officer Staff

Frankel et. al (2022)

- RETENTION ISSUES
 - COVID
 - Overcrowded Facilities
 - Officer Wellness
 - Burnout
- **MORALE**
- **COMMRADERIE**
- **CULTURE**

LEADERSHIP



John Maxwell



Jocko Willink



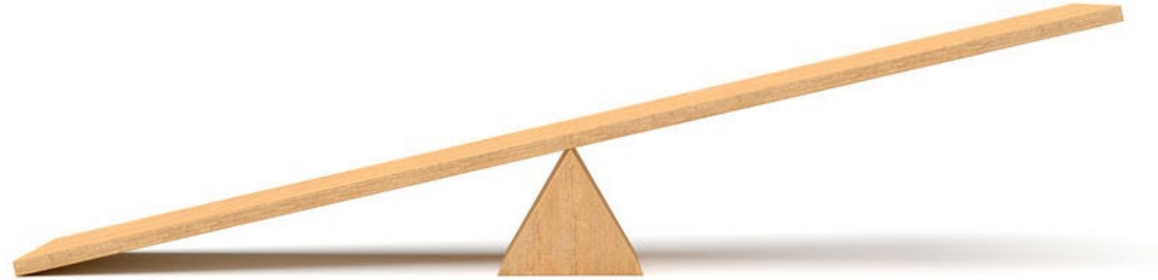
Brene Brown



Simon Sinek

**PEOPLE DON'T LEAVE BAD JOBS
THEY LEAVE BAD MANAGERS.**

LEADERSHIP DEVELOPMENT



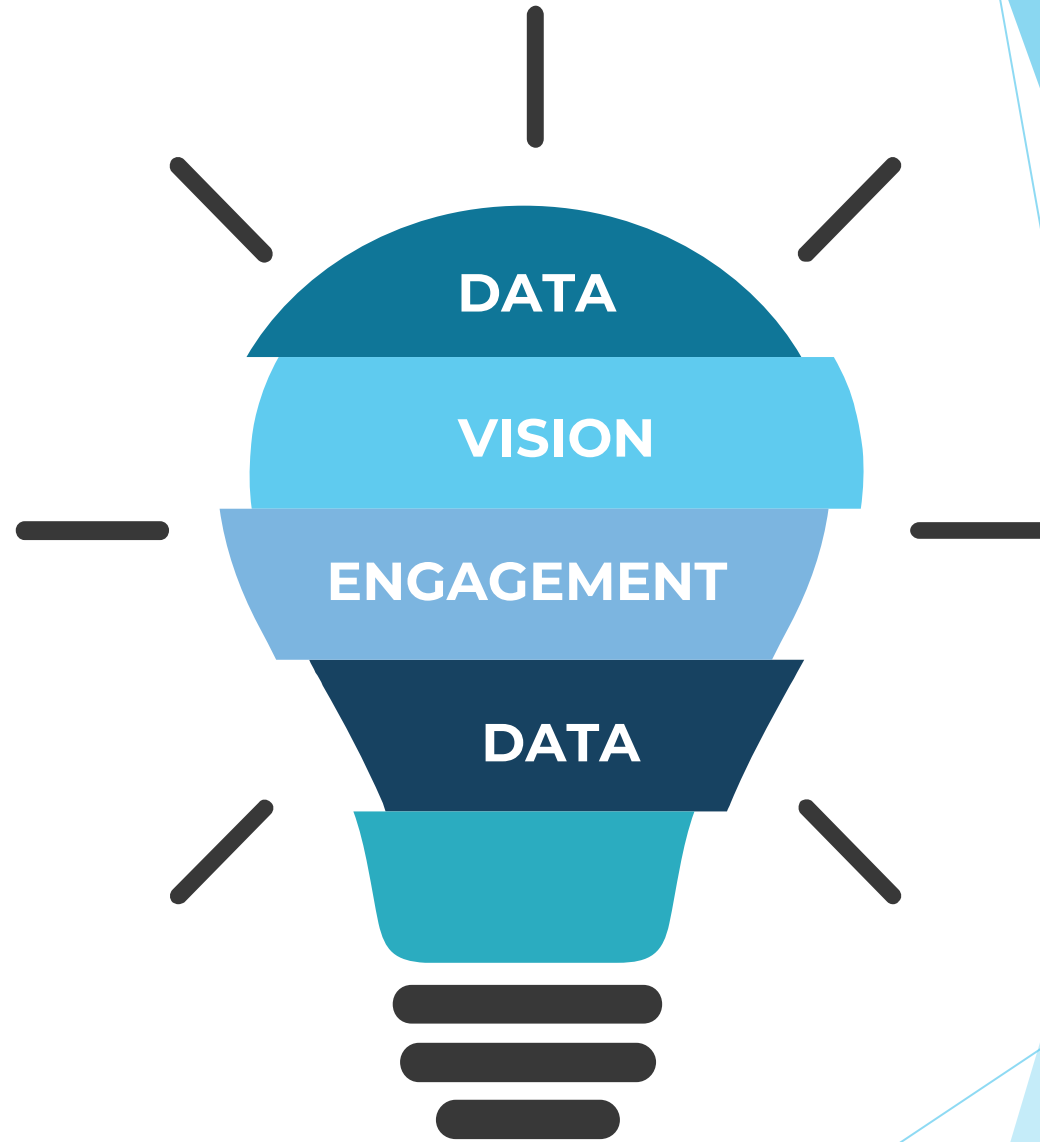
TRADITIONAL TRAINING

- Taught by a 3rd party
- Costly
- What value set is it providing

TAKE OWNERSHIP

- Create A Training Platform That Addresses Specific Problems Within The Agency
- Utilize Seasoned Employees And Forward-thinking Individuals.
- Your People Know What Your People Need

STEPS FOR CREATING INTERNAL PROGRAMS





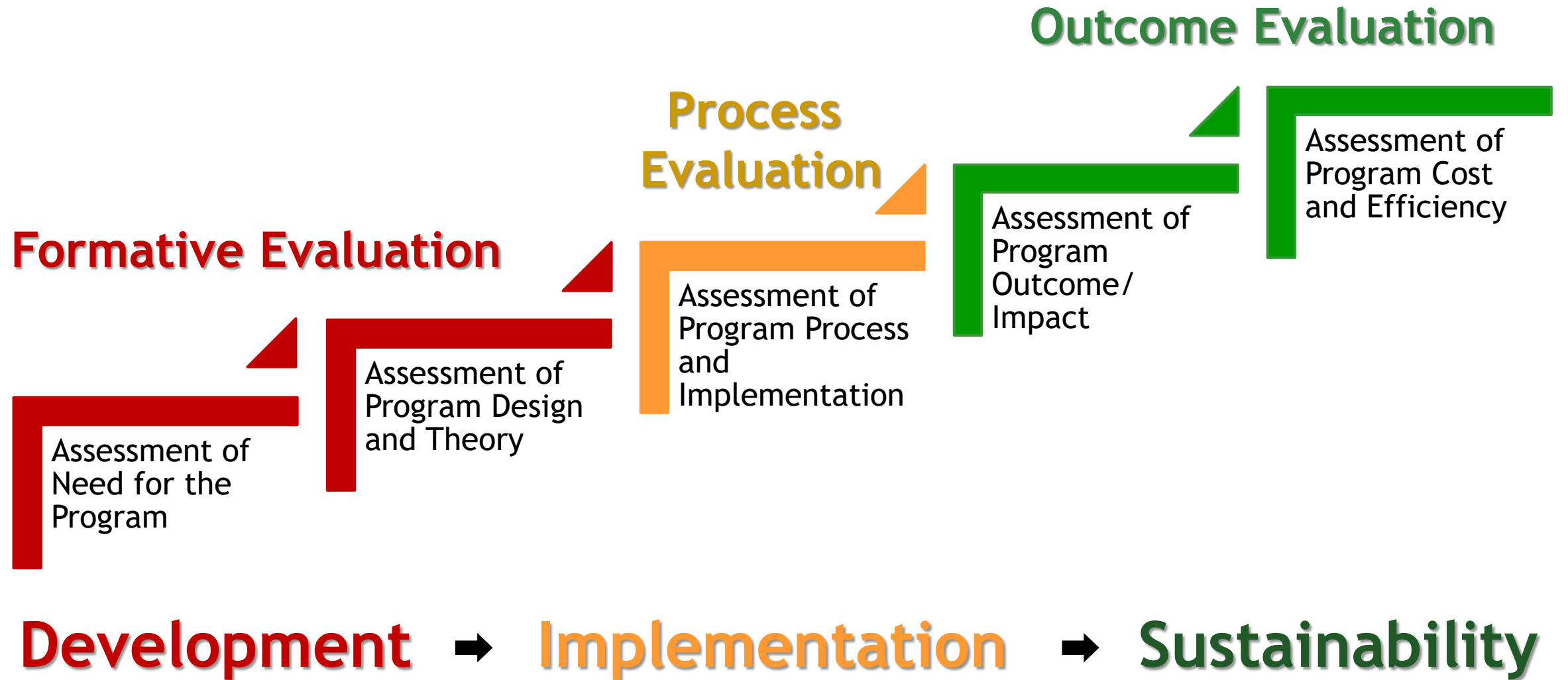
START

WITH

DATA

Types of Research and Evaluation Stages

Rossi et. al (2004)



Development



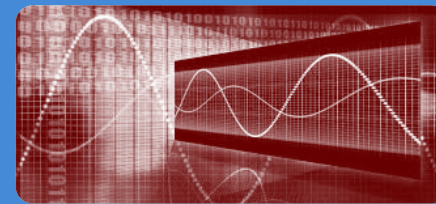
Identify and Plan

Structure, Logic, and Goals/Objectives



Document

Implementation



Assess, Preliminary Analysis, Apply Changes



Sustainability

Monitoring



Measurement, Data Analysis, Design = Outcomes/Impacts





Needs Assessment

- Help identify gaps.
- Help identify resources and priorities.

Targeted Audience

- Helps identify interest and targeted audience.

Plan & Strategy

- Data Collection Tools
- Process for Monitoring
- Preliminary Pilot





Identify and Plan

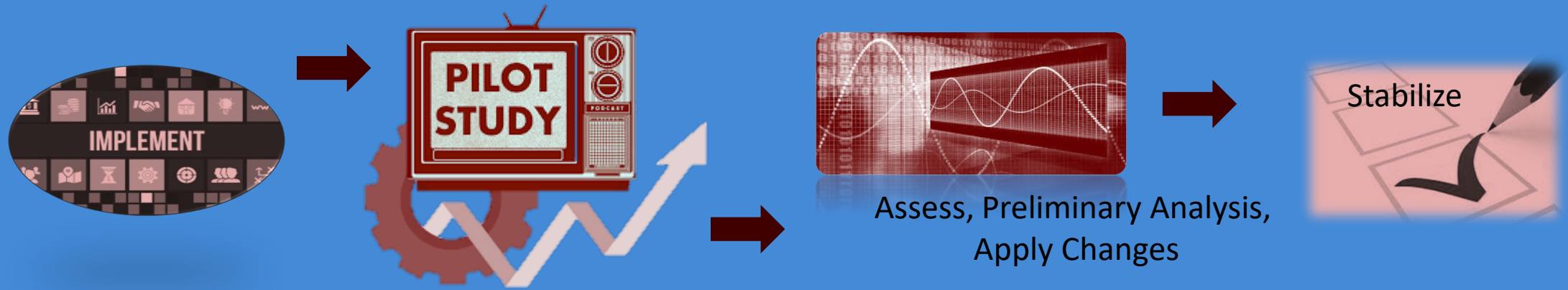
Structure, Logic, and Goals/Objectives



Document

In the development stage:

- Defined goals and objectives.
- Map out processes for engagement in the program.
- Set time frames to inform target periods.
- Began on-going documentation and program manual.



In the implementation stage:

- Fine tune data collection tools, processes for engagement and monitoring stages.
- Continue to identify needs and resources.
- Promote a culture of change.



- Organizational Cohesion
- Support Network System
- Leadership Development
 - Formal
 - Informal
- Self-Development



MCSO MENTORING PROGRAM

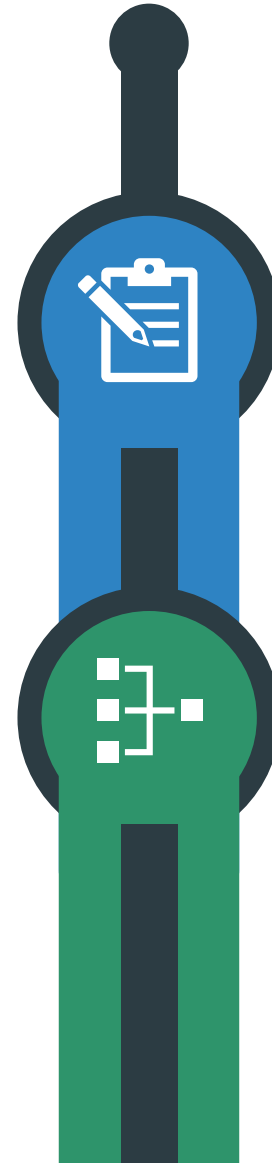
The purpose of the MCSO Mentoring program is to provide personal and professional growth opportunities for all employees. We believe by supporting and challenging ourselves and others we will be more successful and will cultivate trust and loyalty throughout the organization. The ultimate goal is that every employee will have a defined purpose and be constantly working towards improving.

- DEVELOP EMPLOYEES UNDERSTANDING OF THE ORGANIZATION'S MISSION, VISION, VALUES, AND GOALS
- SHARE THE SKILLS AND KNOWLEDGE OF SUCCESSFUL AND EXPERIENCED EMPLOYEES.
- PROVIDE SUPPORT AND DIRECTION IN IDENTIFYING AND ACCESSING APPROPRIATE ORGANIZATIONAL RESOURCES.
- CREATE AN ENVIRONMENT THAT FOSTERS OPEN COMMUNICATION AND DIALOGUE
- PROVIDE MOTIVATION AND DIRECTION FOR INCREASED JOB PERFORMANCE, CREATIVITY, AND INNOVATION.
- BRING EMPLOYEES TOGETHER TO ESTABLISH A NETWORK OF PROFESSIONALS.

FOR MORE INFORMATION, EMAIL: MENTORING@MCSO.MARICOPA.GOV



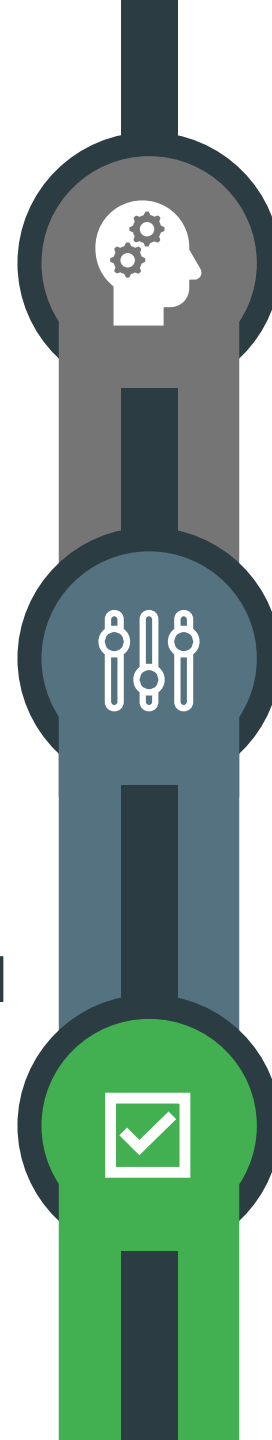
Mentoring Program



- To promote objectivity in matching developed training materials and a committee to support matching of participants.

- Identified eligibility criteria, to define program target audience.
- Application Material:
 - Mentor Application
 - Mentor Peer Recommendation
 - Mentee Applications
 - Process Tracking Workbook

- Pre-evaluations (and post evaluations) are used to assess change (and therefore will be used to explore success rates) to measure if program goals were met.

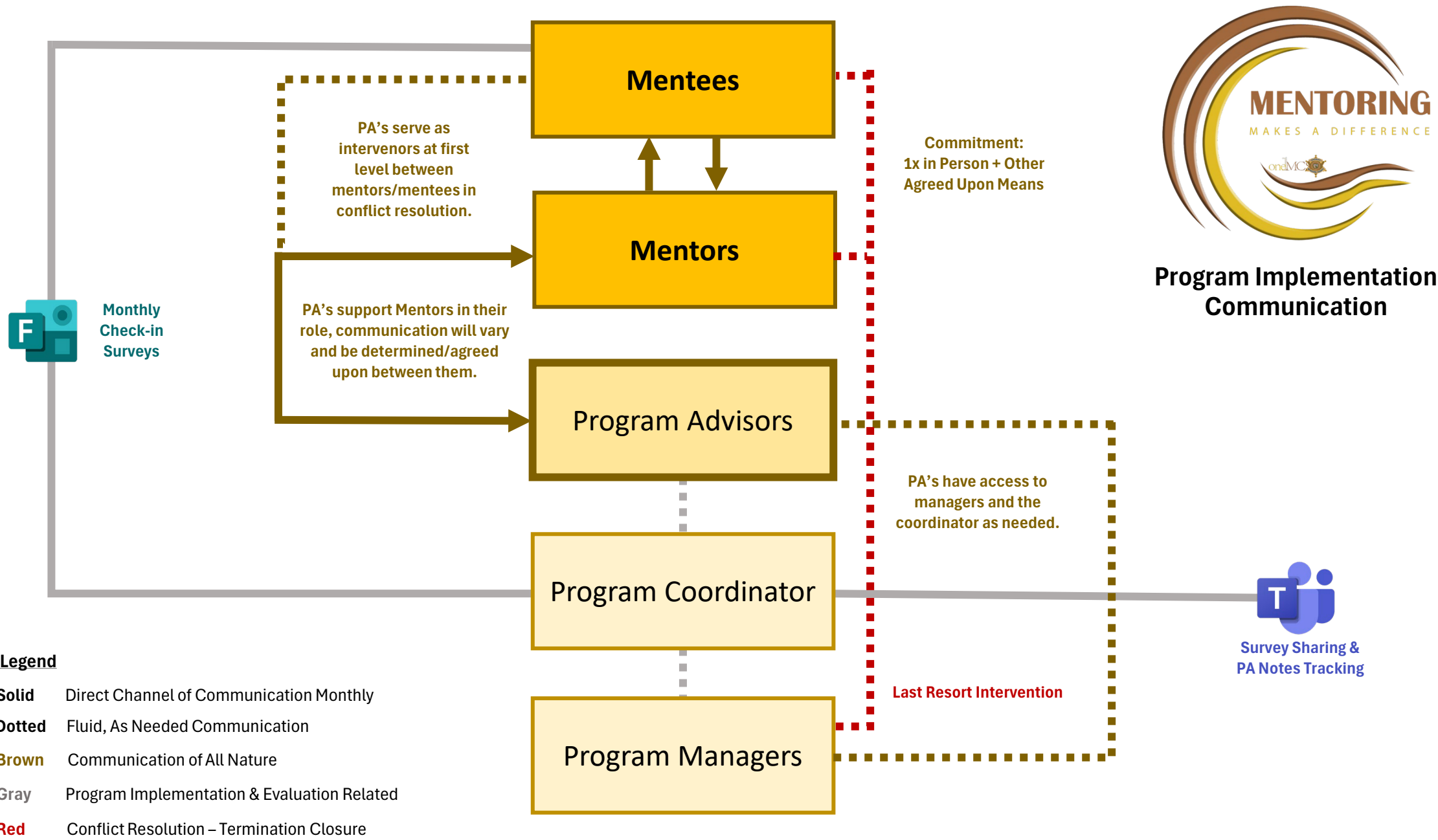


- Deliver training to both mentors and mentees to promote key tenets to the program and provide an introduction of expectations and goals.
- Used for monitoring of on-going progress and inform champions.

- Program advisors' similar information to cross reference what is collected in monthly check-in surveys.



- Current continuing to monitor and collect data both quantitative and qualitative to inform program structure, needs and development.





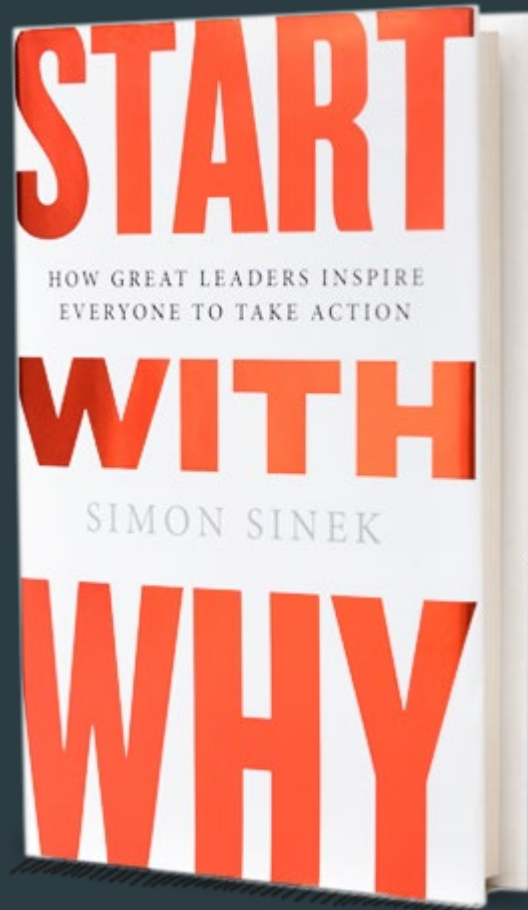
VISION

UNDERSTAND YOUR AUDIENCE

REALISTIC AND EFFECTIVE
EXPECTATIONS

BASELINE TENETS

CHAMPIONS



**“ALL ORGANIZATIONS
START WITH WHY, BUT
ONLY THE GREAT ONES
KEEP THEIR WHY YEAR
AFTER YEAR.”**

SIMON SINEK - START WITH WHY

Understanding your audience.



Things to Consider:

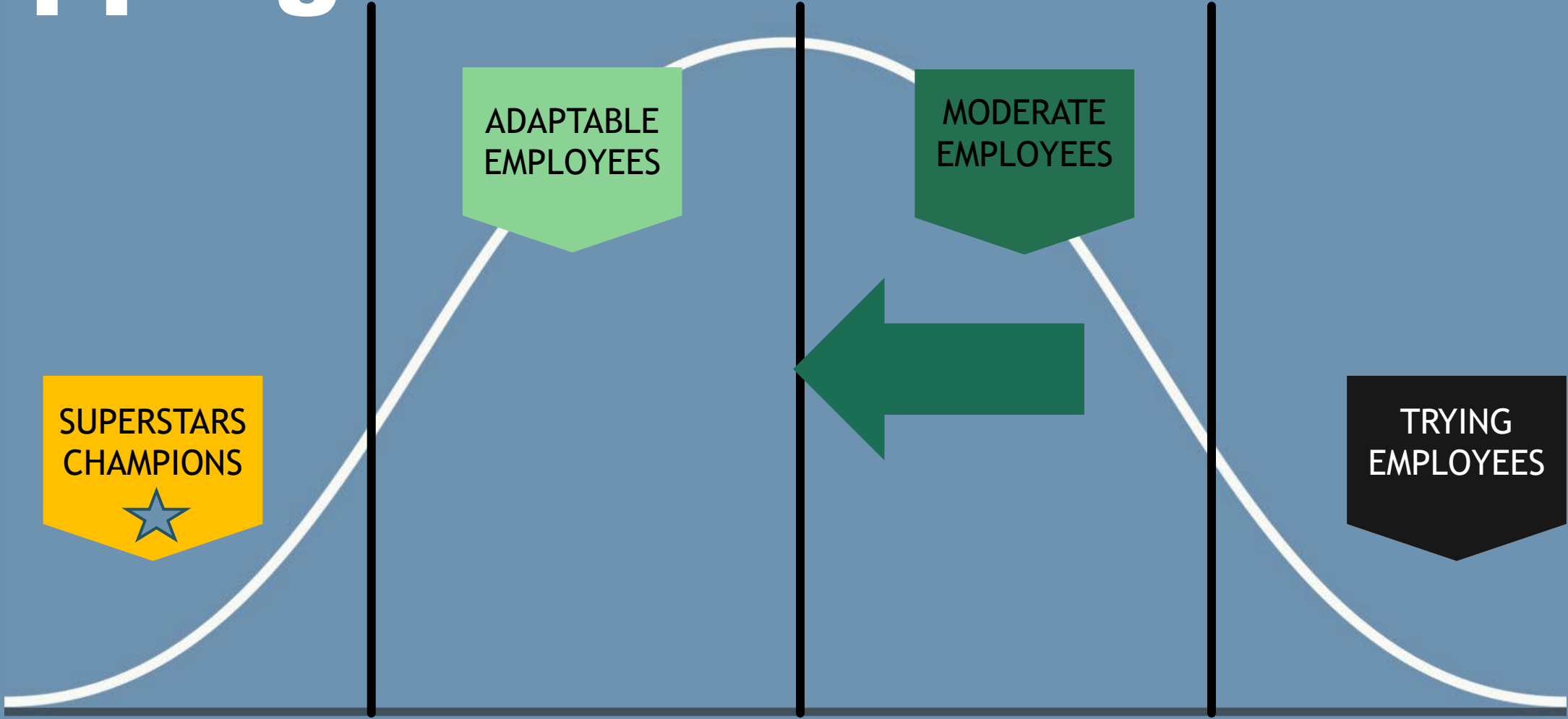
How to Use your data to determine what classes / training / programs your agency needs

Who needs it first, second, etc., and why?

How are you marketing this program? How do you create buy in?

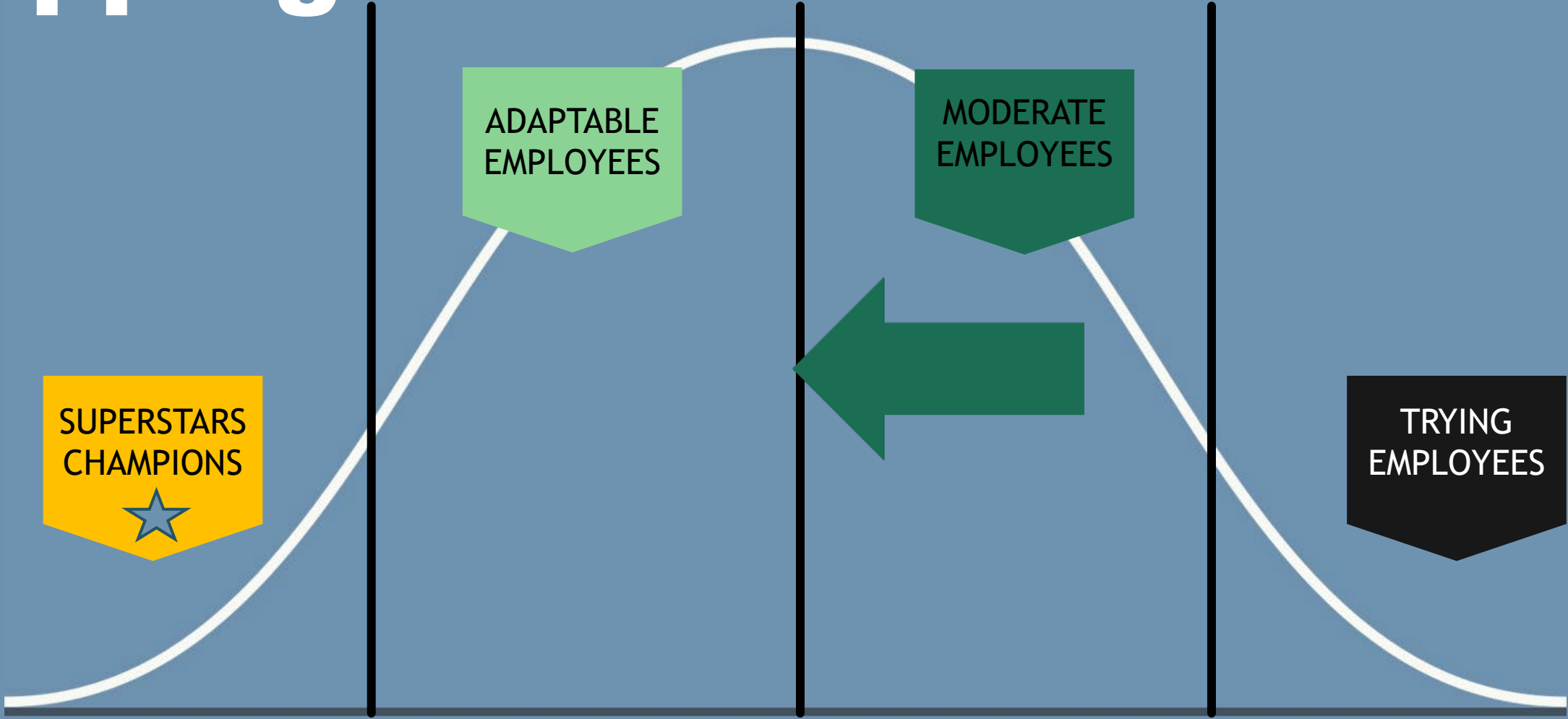


Tipping Point





Tipping Point



REFERENCE: THE TIPPING POINT BY MALCOLM GLADWELL

The
TIPPING POINT

*How Little Things Can
Make a Big Difference*

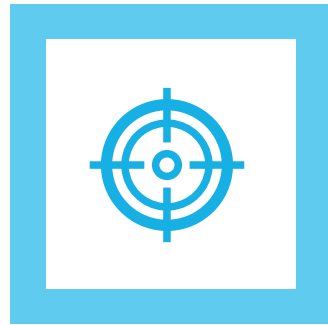


MALCOLM
GLADWELL

TIPPING POINT
By Malcolm Gladwell

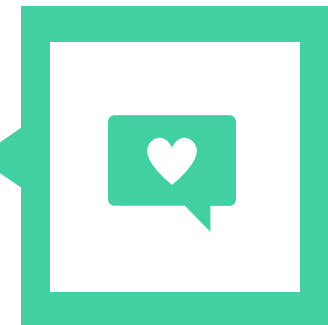
Realistic and Effective Expectations

1. Are your goals specific and tangible?



2. Are you addressing actual problems found in your data?

3. Are you working within a realistic timeframe?



4. Is your content, meetings, and messaging inclusive and promoting the desired organizational culture?

Baseline Tenets

Create 4 - 5 tenets that are consistent in all your training, programs, messaging, and engagement

BASELINE TENETS



CULTURE

WHAT IS A BASELINE FOR
YOUR CULTURE?

01



COMMUNICATION

WHAT IS A BASELINE FOR
COMMUNICATION

02



LEADERSHIP

WHAT IS THE BASELINE
EXPECTATION FOR
LEADERSHIP

03



FOLLOWERSHIP

WHAT IS THE BASELINE
FOR FOLLOWERSHIP

04

Champions

**SUPERSTARS
CHAMPIONS**



- Can be found at all levels, line level, supervisors, and command
- Often see/feel the problems and feel helpless, want an outlet to help or create change
- Are typically go getters and willing to put in the work



STAFF WILL FOLLOW INFORMAL LEADERS



Trusted Sources

Recognized as a person that can be counted on

Understands Audience

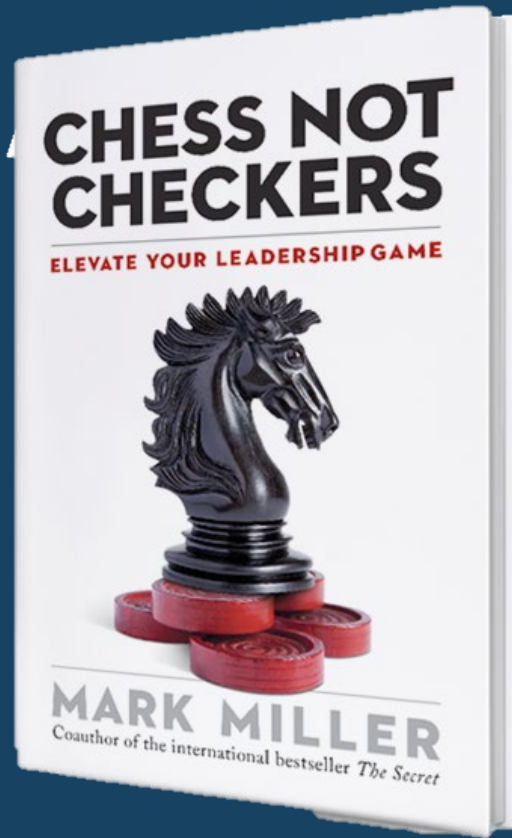
They are one of them

Generates Followership

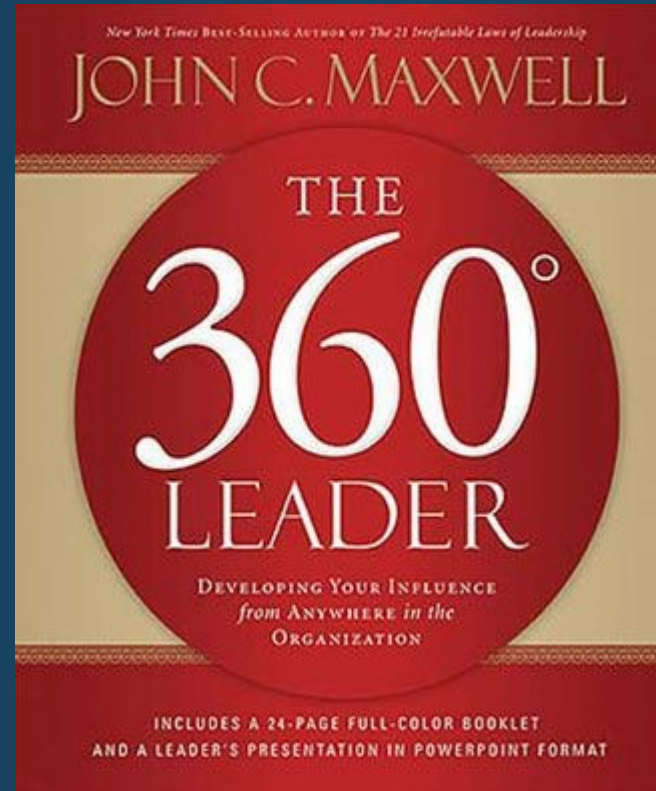
People will follow a person / co worker if there is a benefit.

Creates Succession

A way to create progress in career paths that employees can see and follow.



**CHESS NOT
CHECKERS**
By Mark Miller



360* LEADER
By John Maxwell



SHERIFF'S
TRAINING CENTER

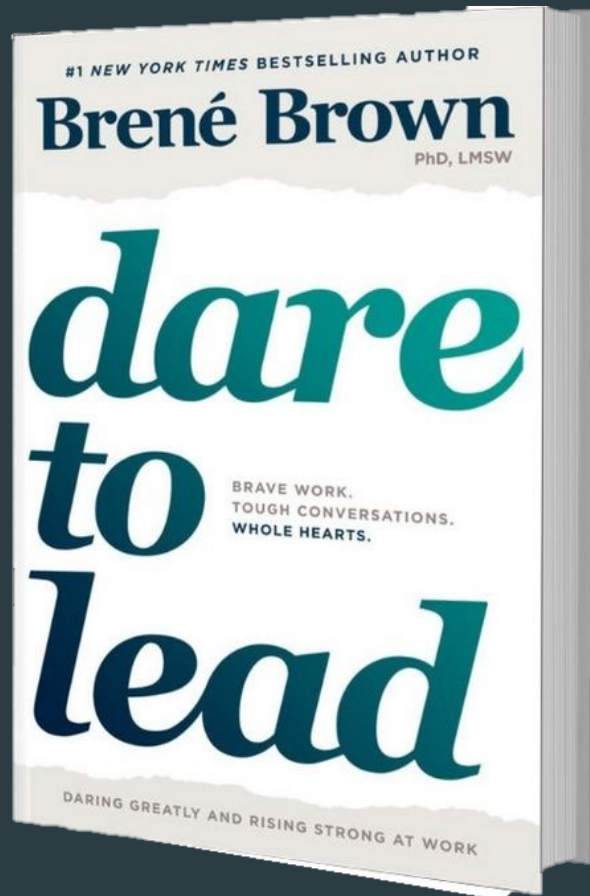
ENGAGEMENT

ADDRESS ACTUAL ISSUES

AUTHENTICITY

SAFE ENVIORNMENT

ADAPT



**“WE DON’T HAVE TO BE
PERFECT, JUST
ENGAGED AND
COMMITTED TO ALIGNING
VALUES WITH
ACTIONS.”**

BRENE BROWN - DARE TO LEAD

Address actual issues.

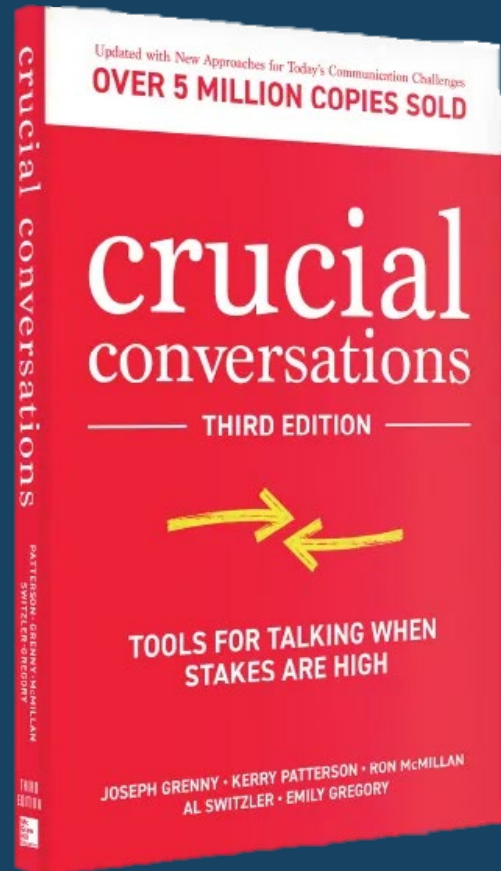
Things to Consider:

Not addressing a problem or situation will not fix it.

Where are the issues stemming from?

BE HUMBLE enough to recognize it might be you.

BE BRAVE. Stand up for your people and advocate for them.



CRUCIAL CONVERSATIONS

By Grenny, Patterson,
McMillan, Switzler,
Gregory



Authenticity Matters

In order for people to follow you
They must believe in what you say, do, and value

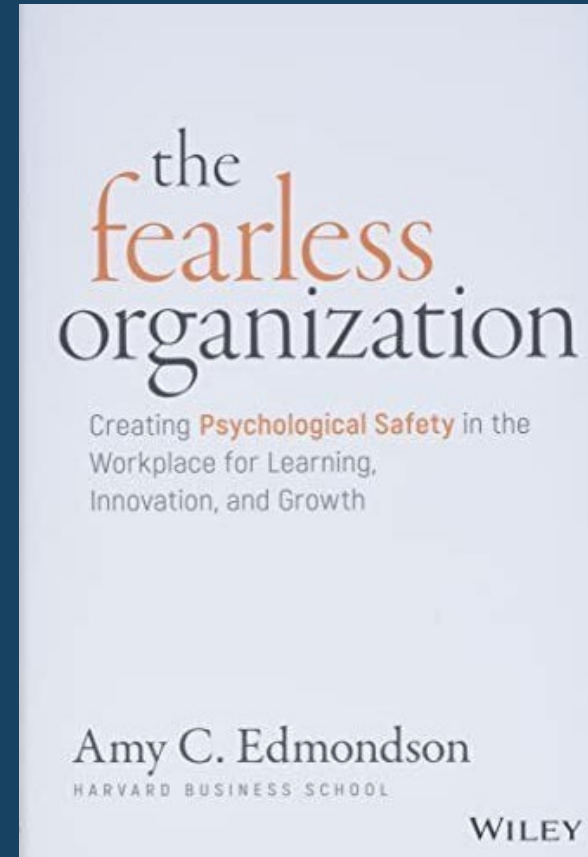
**A LEADER IS ONE WHO
KNOWS THE WAY
SHOWS THE WAY
GOES THE WAY**

John Maxwell

SAFE ENVIRONMENT

Psychological Safety

- TO FEEL INCLUDED
- TO LEARN
- TO CONTRIBUTE
- CHALLENGE



PSYCHOLOGICAL SAFETY

INCLUSION

- FEEL VALUED
- Included regardless of position or rank
- Treated with fairness and respect

LEARNING

- Safe to ask questions
- Encouraged to learn from mistakes
- Experiment
- Expected to grow and seek opportunities

CONTRIBUTE

- Transparency in communication
- Mutual Access
- Constructive Debate / Conflict

CHALLENGE

- Safe to speak up
- Identify challenges / problems
- Offer solutions / recommendations / Ideas

Adaptability

ADAPT : The only way this system works is to adapt to the needs of the employees

RESILIANCY : This is a marathon not a sprint

CONSISTANCY : Tenets and messaging

ASK : Consistently asking; “How are we doing?”



**END
WITH
DATA**



Findings to Date...





MCSO PROGRAMS





MCSO **RISE** PROGRAM

R Raising Leadership

I Impactful Mentorship

S Strategic Coaching

E Employee Development

RAISING LEADERSHIP



RAISING LEADERSHIP: We are committed to cultivating and nurturing leaders at every level. Through targeted training and development initiatives, we aim to instill leadership qualities that inspire confidence, innovation, and effective decision-making.

CURRENT: LEADERSHIP ACADEMY

IN PROCESS: STRATEGIC LEADERSHIP ACADEMY

MENTORSHIP PROGRAM



IMPACTFUL MENTORSHIP: We recognize the transformative power of mentorship. Our program is designed to facilitate meaningful connections between experienced mentors and ambitious mentees, fostering a collaborative environment where knowledge and experience are shared to propel personal and professional growth.

CURRENT: MENTORSHIP PROGRAM

STRATEGIC COACHING

STRATEGIC COACHING: We believe in the strategic development of skills and competencies. Our coaching approach is tailored to individual needs, providing strategic guidance that aligns with organizational goals, resulting in enhanced performance and effectiveness.

CURRENT: EXECUTIVE COACHING SESSIONS | LEADERSHIP PANELS

EMPLOYEE DEVELOPMENT

EMPLOYEE DEVELOPMENT: We are dedicated to the holistic development of each participant. Our comprehensive employee development programs encompass skills enhancement, career planning, and personal growth initiatives, creating well-rounded individuals poised for success.

IN PROCESS: PROFESSIONAL DEVELOPMENT SESSIONS | CIVILIAN ENGAGEMENT



CONCLUSION



MARICOPA COUNTY
SHERIFF'S OFFICE

Thank you to the Great Warden's Project

Resources

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<https://www.benchmarkanalytics.com/blog/issues-facing-corrections-officers-in-2022/>
- Sinek, S. (2009). *Start with why: How great leaders inspire everyone to take action*. Portfolio/Penguin.

Get Involved

For additional information, please visit our website at:
greatwardens.org

Direct questions to: greatwardens@justdetention.org

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Next Summit



Date TBD



Please take a moment to share your thoughts before logging off

Thank you!

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