

You Are Now Entering the Growth Zone Implementation Science and Culture Change

Ohio Justice..
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**Department of
Rehabilitation
& Correction**

Leadership



Looks different in Implementation Science

Growth Zone

TECHNICAL

- Mechanical
- Process/Policy driven
- One heroic leader
- Expertise

ADAPTIVE

- Complex
- Vague
- Mobilize
- Relationships

Implementation Team: What is the Problem?

Institutional/Residential Scenario:

- Current State: There are multiple facilities with numerous staff. Management is concerned that there is a staff turnover problem. Staff frequently indicate that they do not feel appreciated. In response Management has implemented a weekly spotlight email that highlights staff achievement. They also have implemented monthly and annual employee recognition ceremonies. Many staff do not feel the recognition reaches the work they do every day. Furthermore, staff express concerns that the people recognized are favored by management and not for their hard work. Recognition is not consistent across facilities. In some facilities it is seen as a popularity contest. Some facilities do not nominate people for recognition at all. In general, people are unclear what the recognition was for.

Parole/Probation/Non-Residential Program Scenario:

- Current State: There are multiple units that service justice involved individuals in the community. Management is concerned with the continuity of practice between the different units. Management have issued numerous policies regarding the issue. Earlier this year, an email directive went out to all staff with specific guidelines. However, there are informal and different guidelines that dictate processes between the units. Staff report frustration when a justice involved individual moves to another unit's area and by practice should be transferred to a receiving unit. The receiving unit often rejects the case for technicalities that are defined by policy. Staff are less concerned about what is best for the JII than trying to keep the person from coming into the unit. This has created frustration with staff and more failure with JIIs.

Implementation Team Meeting One:

**What technical
solutions have
been attempted to
fix the problem?**

**What is the
adaptive problem?**

- Residential:
 - Technical: Spotlight email, recognition ceremonies
 - Adaptive: Most staff do not feel appreciated for their work, which contributes to staff turnover
- Non-Residential:
 - Technical: Policy, Email directive
 - Adaptive: Staff are not trying to do what is best for the JII across units which leads to frustration of staff and failure of JIIs

**Trust
the
Vision**



Implementation Team Meeting Two:

**What is the ideal
state?
(Magic Wand,
everything is
perfect?)**


- Residential:
 - Recognition is fair and across the board and reaches all staff. Be less vague, less subjective in recognition. Staff buy in to our recognition. We spotlight employees performing a little above job duties. Staff are immediately recognized with specific reasons for the recognition.
- Non-Residential:
 - We do what is best for the supervisee. We act as one team vs separate units. We use tech to facilitate communication. Make a cultural shift for a more positive approach. Professional courtesy and open communication are key.

Adaptive Leadership

What gets in the way?

- The Gap between desired values and actual behaviors
- Competing commitments
- Speaking the unspeakable
- Work avoidance





**Implementation
Team
Meeting Three:**

**What adaptive
challenges do you
see in your
scenario?**

- The Gap between desired values and actual behaviors
- Competing commitments
- Speaking the unspeakable
- Work avoidance

The Implementation Team



- 1. Policy/mandates/directives person**
- 2. Keeper of the vision**
- 3. Communication/Cultural Influencer**
- 4. The Team Builder**
- 5. Data/Fidelity Champion**
- 6. EBP Champion**
- 7. Divergent/Critical Thinker**

**Implementation
Team
Meeting Four:**

**What is your role
and Why?**

**What is missing
from your team?**

- 1. Policy/mandates/directives person**
- 2. Keeper of the vision**
- 3. Communication/Cultural Influencer**
- 4. The Team Builder**
- 5. Data/Fidelity Champion**
- 6. EBP Champion**
- 7. Divergent/Critical Thinker**

There is no growth in the comfort zone



There is no comfort in the growth zone



Implementation Team Meeting Five:

**What are our
strengths?**

**What
opportunities
exist?**

- Residential:
 - Staff are honest about the situation. Management are motivated to fix the situation. Technology available. There are staff who do feel recognized. Some facilities do have a good recognition.
- Non-Residential:
 - Management shows concern. Technology is available. Staff care about quality of work. Staff take pride in their units. Management are concerned about client success.

Focus

**Look Here:
THIS IS ALL WRONG**



Ideal State

**Implementation
Team**

Meeting Six:

**When do you focus
on weakness?**

**What is something
that you can do to
focus on strengths
and opportunities?**

Strengths

Opportunities

Ideal state



Test Yourself

Adaptive Thinking? yes

Ideal State? yes

Have difficult conversations? Yes

Define team by skills? Yes

Look for strengths and opportunities? Yes

Focus? Yes



Welcome to the Growth Zone

Continuity

Staff appreciation

QUESTIONS?

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The background features several overlapping, semi-transparent blue geometric shapes, primarily parallelograms and triangles, arranged in a dynamic, layered pattern. The colors range from a deep, solid blue to a very light, almost white blue, creating a sense of depth and movement. The shapes are positioned around the central text, framing it without obscuring it.

THANK YOU

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