

Griffiths focus of Texas Probation Article

Michael K. Griffiths, recently retired Director of the Dallas County Juvenile Probation Department, is the focus of an article in the October issue of *Texas Probation*, a publication of the Texas Probation Association.



Griffiths, who currently does consulting work with the Annie E. Case Foundation, works closely with the Texas Juvenile Probation Commission and the Georgetown University Juvenile Justice Leadership network, and recently joined MBA as a consultant, served nearly 3½ decades in the field of probation. His employment path included employment with juvenile probation departments of Tarrant, Nueces and Dallas Counties and also with Tarrant County Adult Probation Department and Tarrant County MHMR.

The article captures the content of an interview of Griffiths by DeeAnn Collins, *Texas Probation* Editor. In the interview Griffiths responded to questions about his reasons for choosing a career in probation, how probation has changed since he first entered the profession, and what he would teach or advise a newcomer that he wished he had known as a newcomer.

Griffiths also responded to questions about people who were most influential on his career, the most memorable cases he ever encountered, what he sees as the challenges facing the juvenile justice system (See Griffiths on page 3)

Contemplation Corner

by Mel Brown



Many people in leadership positions struggle with understanding what makes a great leader. Brian Ward, a management consultant, has identified what he refers to as the Five Facets of Quality Leadership.

Directors of probation departments, community corrections facilities and juvenile detention centers would do well to incorporate these five characteristics into their leadership approach.

The five facets identified by Ward are **F**ocus, **A**uthenticity, **C**ourage, **E**mpathy and **T**iming.

Focus

Instead of getting married to a particular method, effective leaders stay focused on the outcomes they wish to achieve. They constantly emphasize the mission, vision, values and strategic goals of their organizations and at the same time build the capacity of their organizations to achieve their goals. This capacity building emphasizes the need to be flexible, creative and innovative and avoid becoming fossilized through the adoption of bureaucratic structures, policies and processes.

See FACETs on page 2

MBA Regional Training Events for December and January

MBA will be conducting a number of regional training events during the months of December and January. The agendas for these training events can be found below. Descriptions of the workshops are located on page 2 and 3.

Wichita Falls: December 9-10, 2010, hosted by Wichita County CSCD.

December 9, 2010

8:30 am – noon Ethics Is Not Just a Word in the Dictionary
1:30 pm – 5:00 pm How to be a Star Player on Any Team

December 10, 2010

8:30 am – noon Implementing Evidence Based Principles and Practices in Community Corrections
1:30 pm – 5:00 pm Officer Safety in the Office and in the Field

Cleburne: January 12-13, 2011, hosted by Johnson County CSCD.

January 12, 2011

8:30 am – noon Implementing Evidence Based Principles and Practices in Community Corrections
1:30 pm – 5:00 pm How to Be A Star Player on Any Team

January 13, 2011

8:30 am – noon When Shift Happens . . .
1:30 pm – 5:00 pm Thinking Outside the Box: A Path to Creative Problem Solving

Marshall: January 25-26, 2011, hosted by Harrison County CSCD.

January 25, 2011

8:30 am - noon Effective Communication for Probation Personnel
1:30 pm - 5:00 pm Performing Effectively in the Courtroom

January 26, 2011

8:30 am - noon How to Be A Star Player on Any Team
1:30 pm - 5:00 pm Officer Safety in the Office and in the Field

Wharton: January 27-28, 2011 hosted by the Wharton/Matagorda County CSCD.

January 27, 2011

8:30 am - noon Implementing Evidence Based Principles and Practices in Community Corrections
1:30 pm - 5:00 pm Addressing Crimeogenic Needs in Offender Supervision and Treatment

January 28, 2011

8:30 am - noon Collaboration Is Not a Dirty Word
1:30 pm - 5:00 pm Thinking Outside the Box: A Path to Creative Problem Solving.

Additional MBA regional training events will be announced in the December issue of the MBA Dispatch and will appear on the Texas Juvenile Probation Commission website.

Information on hosting a regional training event can be obtained by contacting MBA @ ceo@melbrown.org.

Attitude is the mind's paintbrush. It can color any situation."

--Anonymous

Workshop Descriptions for Regional Training

The descriptions of the workshops being offered in the December, 2010 and January, 2011 MBA Regional Training Events hosted by local CSCDs are as follows:

Addressing Criminogenic Needs in Offender Supervision and Treatment:

Research indicates that probation programs and activities that target criminogenic needs and risk factors impact offender behavior. During this workshop, participants will:

- Define “criminogenic needs,”
- Identify the types of needs that tend to be criminogenic,
- Understand the difference between static and dynamic needs,
- Discuss the types of programs used extensively in criminal justice that research reveals do not work,
- Explore the programming domains that have proven effective with offenders,
- Learn the four principles of cognitive intervention, and
- Gain an understanding of how to address these needs in their supervision plans.

Collaboration Is Not a Dirty Word: With agencies facing cuts in state funding, it is time to explore alternative approaches to providing services. Interagency collaboration may prove to be an approach worth considering. During this interactive workshop, participants will:

- Explore the obstacles to interagency collaboration,
- Identify the advantages of interagency collaboration,
- Discuss how to develop collaboration among agencies,
- Learn pitfalls and danger signs encountered while developing interagency collaboration and
- Outline a blueprint for successful interagency collaboration.

Developing the Leader Within You: Leadership enables individuals to accomplish more both on the job and in their personal lives. During this workshop, participants will:

- Gain an understanding of what leadership really is,
- Learn the fundamental practices of exemplary leaders,
- Learn the six facets of quality leadership,
- Examine the barriers to personal leadership development,
- Realize how to overcome barriers to personal leadership, and
- Develop some realistic, effective personal leadership goals.

Effective Communication for Probation Personnel

A part of a probation employee’s daily activity involves handling a variety of encounters with individuals—some of which have the potential to escalate into crisis situations. Being able to effectively identify problems and execute intervention skills are essential to the professional performance of duty. This class teaches the student basic communication skills as well as strategies and techniques to improve interpersonal communication and to calm crisis situations.

See Workshops Descriptions on page 3

FACETs (continued from page 1)

Outcome focused leaders use organizational structure, policies and processes as tools to reach their goals not as idols to be worshiped.

Authenticity

Leaders who are authentic (even if they are viewed as being driven and hard to work for) attract followers. People know what to expect from leaders who are authentic since they are always themselves. Their followers know what to expect from them and can rely on them regardless of the circumstances.

Courage

Probation leaders today need great courage to effectively deal with the numerous challenges facing the field. They are constantly being challenged by their own employees, the public, the judiciary and the legislature. Standing firm in the face of criticism, yet having the courage to admit when they are wrong are hallmarks of courageous leaders. It requires courage to constantly deal with a group of judges with varying philosophies about what the organization should be doing or calling the bluff of employees who are only paying lip service to the new direction of the organization.

Empathy

Effective leaders listen empathetically which encourages input from others. Listening empathetically ensures consensus building and builds strong teams. Not only do effective leaders listen empathetically, they coach others in the organization to do the same. By doing so, they create a culture of inclusiveness.

Because effective leaders are great listeners they capitalize on the ideas of others and provide recognition to others for the ideas they generate. They build learning organizations which place a high value on dialogue and continuous feedback; yet they also know when to take action.

Timing

Great leaders move with appropriate speed. They know that the one facet that can make or break a leader is knowing when to make critical decisions and when not to.

As important as the other four facets are to effective leadership, none is as important as getting the timing of critical decision right.

There is a need to be focused, authentic, courageous and empathetic, but get the timing wrong on critical decisions and everything else can be nullified.

Effective leaders do not believe that everything must be done immediately. They know how to prioritize and how to get their team to prioritize.

Effective leaders also engage in timely follow-through to ensure actions that enable them to accomplish their desired outcomes occur in a well-coordinated and timely manner.

Key Questions

Regardless of your role in the organization, if you are in a leadership position you should contemplate the answers to the following questions:

1. *How focused are you?* How much time do you spend communicating and inspiring people about the mission, vision, values and strategic goals of your organization? How married is your organization to methods that have outlived their usefulness?

See FACETs on page 3

Griffiths (continued from page 1)

in the near and distant future, which of his contributions is he most proud, what he views as the qualities of a great leader or supervisor, his plans for the future, and any parting words of wisdom for his colleagues.

Most notable was his response to the question regarding the qualities of a great leader or supervisor. The traits he identified were **humility**, **respect** for the community we serve, **compassion** for the clients who are worthy of that effort, **vigilance** to properly supervise clients that require heightened levels of services in order to prevent them from harming others, **unrelenting support** for employees, and **a sense of humor**. These also happened to be the traits he modeled during his career.

Workshop Descriptions (continued from page 2)

Ethics Is Not Just a Word in the Dictionary: During this highly interactive workshop participants will:

- Examine what ethics is and what it is not,
- Explore misconceptions about ethics,
- Engage in some ethical decision making exercises,
- Learn the principles of public service, and
- Discover some ethical decision making tools.

How to be a Star Player on Any Team: Participants in this interactive workshop will:

- Define the terms “team” and “teamwork,”
- Gain an understanding of barriers to effective teamwork,
- Explore the characteristics of winning teams,
- Determine qualities they feel are important for team players to possess, and
- Learn the Productive Secrets of Star Performers.

Implementing Evidence Based Principles and Practices in Community Corrections: During this workshop participants will:

- Learn what is meant by the terms “what works,” “best practices,” and “evidence based practices,” and the distinctions between them,
- Explore the eight principles of effective intervention,
- Gain an understanding of how to apply the principles of effective intervention,
- Identify the components of correctional interventions, and
- Learn the recommended guidelines for implementing effective interventions.

Officer Safety in the Office and in the Field: Safety is a major concern for every juvenile and adult probation officer. During this interactive workshop, participants will:

- Discuss the various issues related to staff safety,
- Explore scenarios which require application of staff techniques,
- Focus on projecting a demeanor which minimizes risk for oneself and others, and
- Discover techniques for field work that include assessing risk for neighborhoods, homes, and people.

"The very best thing you can do for the whole world is to make the most of yourself."--Wallace Wattles

"The key is not the 'will to win' . . . everybody has that. It is the will to prepare to win that is important." —Bobby Knight

FACETS (continued from page 2)

2. *Are you viewed as authentic?* Do people see and hear the real you?

3. *How courageous are you when your vision, mission and goals are challenged?* Do you stand firm and only change your position when you are wrong? Do you also have the courage to admit it if you are wrong?

4. *How empathetic are you?* Do you create enough opportunities for open and candid dialogue? Do you find yourself bogged down in building false consensus? Is there a feeling of inclusiveness among the members of your organization and other agencies with whom you interact?

5. *Do you make and execute decisions in a timely fashion?* Do you know when to wait and when to take action? Do you demand coordinated and timely execution of strategy from others within your organization?

If you have leadership or management topics that you would like to see discussed in *Contemplation Corner*, email them to ceo@melbrown.org

Workshop Descriptions (continued from column 1)

Performing Effectively in the Courtroom: Juvenile and Adult probation personnel may be called upon to provide valuable courtroom testimony during sentencing and revocation hearings. During this workshop, participants will:

- Explore the various types of examination in the court,
- Discuss how to use their daily casework and documentation in preparation for court,
- Practice articulating facts in a case in an effective manner,
- Learn how to enhance their professionalism in the courtroom through their demeanor and attire, and
- Participate in a mock trial exercise.

Thinking Outside the Box: A Path to Creative Problem Solving: Someone has said that the definition of insanity is doing the same thing over and over and expecting a different result. In a time of rapid change and a tremendous demand to be more effective in what we do, we cannot continue to do the same things over and over. During this highly interactive workshop, participants will:

- Have fun while learning the principles of creative problem solving,
- Identify roadblocks that limit problem solving abilities,
- Learn to define problems in a manner that leads to discovering multiple solutions to problems, and
- Gain skills that will enable them to apply “out of the box” thinking to situations that arise in their daily lives as well as in their jobs.

When Shift Happens . . . To ensure effectiveness in their careers, both employees and administrators must learn to deal with change. Shifts in work assignments, management, organizational philosophy, and available funding can have tremendous impacts on individuals ill prepared to deal with change. During this workshop, participants will:

- Explore the reasons people resist change,
- Identify the methods for dealing with change,
- Identify basic mistakes in dealing with change, and
- Learn how to successfully deal with change.



TRAINING CORNER

Mel Brown

James L. Bell

Renea Morte

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Janna W. Saffery

Valerie H. Hontela

Phil M. Lyons

Peggy Smith

MEL BROWN AND ASSOCIATES



For information regarding MBA trainings contact Renea Morte, 936-273-0919 or rmorte@melbrown.org. Registration form located on page 4.

Regional Training for Adult and Juvenile Probation Personnel, December 9-10, 2010, Wichita Falls, Texas, Hosted by Wichita County CSCD.

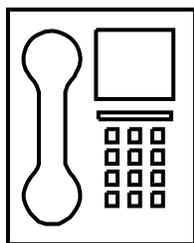
Regional Training for Adult and Juvenile Probation Personnel, January 12-13, 2011, Cleburne, Texas. Hosted by Johnson County CSCD.

Regional Training for Adult and Juvenile Probation Personnel, January 25-26, 2011, Marshall, Texas. Hosted by Harrison County CSCD.

Regional Training for Adult and Juvenile Probation Personnel, January 27-28, 2011. Wharton, Texas. Hosted by Wharton County CSCD.

Regional Training for Juvenile and Adult Probation Personnel, February 9-10, 2011. Beaumont, Texas. Hosted by Jefferson County Juvenile Probation Department.

MBA TELEPHONIC CONFERENCE CENTER



Courses offered at the MBA Telephonic Conference Center can be taken without leaving the comfort of your home or office. For information re: telephonic courses contact Renea Morte at 936-273-0919 or rmorte@melbrown.org. A registration form is located on page 4.

Courses offered through the telephone conference center meet one hour per week for four consecutive weeks. Upon receipt of registration form and fee, the participant will be sent a course guide, a telephone number to call and a password that provides access to the class.

Developing an Organizational Vision, 10 am - 11 am, November 9, 16, 23 & 30, 2010.

Effectively Shaping Organizational Culture, 2 pm - 3 pm, November 29, and December 6, 13 & 20, 2010.

Managing with Diminishing Resources, 10 am - 11 pm, February 1, 8, 15, and 22.

Effectively Dealing with a Governing Body, 2 pm - 3 pm, February 1, 8, 15 and 22.

Correctional Management Institute of Texas

Community Supervision Officer Certification, Waco, Texas, November 15-20, 2010, Contact CJAD Training and Staff Development, 512-671-2422.

Community Supervision Officer Certification, Huntsville, Texas, December 6-11, 2011, Contact CJAD Training and Staff Development, 512-671-2422.

Juvenile Supervision Officer Basic, Huntsville, Texas, December 7-10, 2010, Contact Monique Keith, 936-294-1639 or mkeith@shsu.edu.

Strategic Communication, Texas City, Texas, December 8, 2010, Contact Joe Serio, 936-294-1705 or jdserio@shsu.edu.



Texas Probation Association

Annual Conference, Austin, Texas, April 3-11, 2011, contact Robin Dulock, 936-294-3073 or dulock@shsu.edu.



Legislative Conference, Corpus Christ, Texas, July 31-August 3, 2011, Contact Robin Dulock, 936-294-3073 or dulock@shsu.edu.

Texas Corrections Association

2010 Mid-Winter Conference, Austin, Texas December 2-3, 2010. Contact Chuck Space, 512-346-5820 or info@txcorrections.org.



MENTORING AND EXECUTIVE COACHING SERVICES

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In addition to being credentialed as a coach by Corporate Coach University, Inc. and by the renowned Val Hasting School of Professional and Personal Coaching, two of the top coaching schools in the country, Mel Brown

- has 40 years experience in the field of criminal justice,
- has served as Director of both juvenile and adult probation departments,
- is a recognized leader in the field of criminal justice,
- has served as a member of the Commission on Accreditation for Corrections,
- has served as an adjunct faculty member in the College of Criminal Justice at Sam Houston State University, the Criminal Justice Department at The University of Texas at Arlington and in the College of Juvenile Justice and Psychology at Prairie View A&M University; and
- has been approved by the National Institute of Corrections as an Executive Coach.

For information regarding coaching services, contact Mel Brown and Associates
Tel: 936-273-0919 or Email: coach@melbrown.org and ask for a complimentary session.

Registrant Information – Please Print

**Registration
Telephonic Conference Center**

Name: _____ Title: _____

Department: _____

Street Address: _____

City: _____ State: _____ Zip: _____

Business Telephone: _____ Fax Number: _____

E-Mail Address: _____

Complete form and submit with check to: Mel Brown and Associates, 490 Charleston Park, Conroe, Texas 77302
Please indicate the course for which you are registering
Early registration \$99.99 Regular Registration \$120

___ Developing an Organizational Vision
10 am-11 am, November 9, 16, 23 & 30
Early Registration ends October 15, 2010

___ Effectively Shaping Organizational Culture
2 pm-3pm, November 29, December 6, 13, & 20.
Early Registration ends November 1, 2010

___ Managing With Dwindling Resources
10 am-11am, February 1, 8, 15 & 22, 2011
Early Registration ends January 4, 2011

___ Effectively Dealing with a Governing Body
2 pm-3 pm, February 1, 8, 15 & 22, 2011
Early Registration ends January 4, 2011

Registrant Information – Please Print

Regional Training for Juvenile Probation and CSCD Personnel

<p><u>December 9-10, 2010</u> Training Site Wichita County Museum 720 Indiana Street Wichita Falls, Texas Hosted by Wichita County CSCD Early Registration Ends 11/12/10</p>	<p><u>January 12 & 13, 2011</u> Training Site Johnson County CSCD 103 S. Walnut Street Cleburne, Texas Hosted by Johnson County CSCD Early Registration Ends 12/12/10</p>	<p><u>January 25-26, 2011</u> Training Site Center for Applied Technology 2606 East End Blvd, South Marshall, Texas Hosted by Harrison County CSCD Early Registration Ends 12/28/10</p>	<p><u>January 27-28, 2011</u> Training Site Wharton County Library 1920 North Fulton Wharton, Texas Hosted by Wharton County CSCD Early Registration Ends 12/28/10</p>
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Early Registration:
One Day -- \$100.00.
Both Days -- \$150.00.

Regular Registration
One Day --\$120.00
Both Days -- \$180.00.

Training for which you are registering: _____ Both Days ___ 1st Day ___ 2nd Day ___
(location)

Name: _____ Title: _____

Department: _____

Street Address _____

City: _____ State: _____ Zip _____ E-Mail Address: _____

Business Telephone _____ Fax Number: _____

Complete Form and Submit with Check to:
Mel Brown and Associates
490 Charleston Park
Conroe, Texas 77302