



Leadership and Management Development

By Jerry Rampelt

OCCA offered a unique opportunity for Leadership and Management Development training to employees of community corrections partners between October 2007 and May 2008. Forty employees were in Leadership Development and fifty were in Management Development. The

Ohio Department of Rehabilitation and Correction and a grant from the National Institute of Corrections funded both tracks.

Leadership Development

For Leadership Development the four key themes were:

- **Leadership Communication**
Participants heard Reggie Wilkinson speak about building and maintaining professional relationships over his career. He provided examples of people who served as personal mentors to him. In addition, participants took the JoHari Window communication instrument to learn about how open they are to feedback and willingness to be open with colleagues.
- **Leadership Styles**
Diane Williams, President of Safer Foundation in Chicago, and Reggie Williams spoke about how they advocated for halfway house in their careers, including with the legislature. Participants charted their own individual behavior on a Leadership Grid designed to show individual styles of leadership.
- **Understanding Your Myers Briggs Type Indicator**
Bob Gloeckner, retired Alvis House CEO, and Brooke Cheney, OCCA lobbyist, spoke about the importance of working effectively with the General Assembly and the Executive Branch of Ohio government. Participants engaged in the Myers Briggs Type Indicator and learned about their own preferences and how those preferences influence co-workers.
- **Group Problem Solving**
Denise Robinson and Geno Natalucci-Persichetti gave a historical overview of the changes in halfway houses over time. In addition, participants practiced their leadership skills in a survival simulation.



Management Development

Newer managers received training in a four part series of sessions in how to perform management skills. The primary goal was for managers to be more effective in their role as a manager- based on the theoretical work of Dr. Albert Bandura, renowned psychologist in the field of behavioral learning.

The training sessions that began in October and concluded in May had three components for each session. There was an explanation of the behavioral skill through discussion and video, opportunity to rehearse the skills in the training session, and followed by using the new skills back on the job.

The focus for Management Development was how to deal with Performance Problem Solving on a day-to-day basis. The training program materials were from Interact Performance Systems, a company producing management development training for over twenty-five years used with not-for-profit organizations as well as Fortune 500 companies.

Networking

Another key element of both training programs was for employees of halfway house across Ohio to learn from each other and have an opportunity to network - accomplished as both groups had time over the course of each training session to talk and share ideas. Through these networking opportunities, halfway house professionals are purposefully building stronger halfway houses in Ohio.