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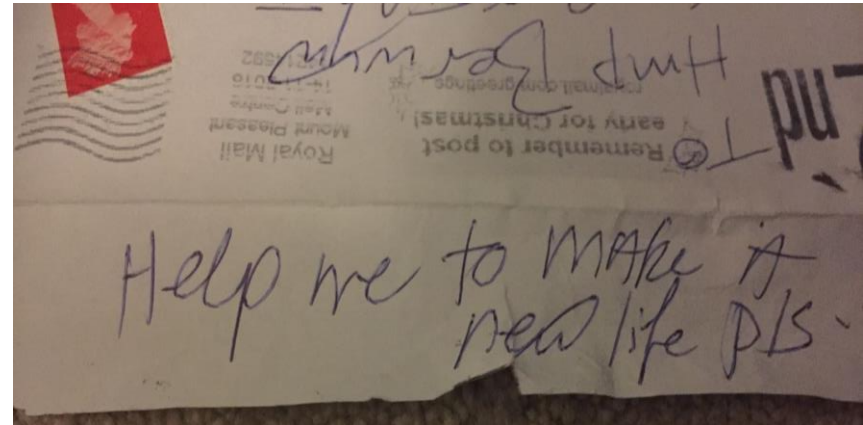
The Role of Leadership in Creating Healthy, Hopeful and Rehabilitative Environments

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Introduction

“A leader is a dealer in hope.”
(Napoleon)



A Note about Research Methods

- Two current ethnographic studies:
 1. Creating Safe, Secure, Decent and Just Prisons
 - Multi-site, team project (October 2014 – Ongoing)
 - Over 150 interviews with staff and (adult/young adult) men
 - Quantitative surveys
 - Focus groups with staff and men
 - Analysis of management information
 2. Opening Berwyn: Capturing Corporate Memory and Intelligence
 - Longitudinal study (July 2015 – Ongoing)
 - ‘Reference Class Forecasting’ Events and Visits
 - Over 130 participants formally interviewed (often repeated)
 - Quantitative surveys (third wave in June 2018)
 - Focus groups with staff and men
 - Analysis of management information
 - Photographic diary

The Importance of Leadership

- Leaders set the tone, example, and direction.
 - *“Everything rises and falls on leadership.” (John Maxwell)*
- People want to be led, not managed. They want to be inspired.
 - *“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” (John Quincy Adams)*
- Effective leaders are future orientated. It is the job of the leader to point people to a better future, to show them the way.
 - *“So many of our dreams seem impossible, then improbable, then inevitable.” (Christopher Reeve)*
 - *“Leadership is lifting a person's vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations.” (Peter Drucker)*
- People will only go as far as your imagination and vision as a leader can take them. When the vision of the leader is limited, so is the leader.
 - *“In the long run, men hit only what they aim at.” (Henry David Thoreau)*

A Compelling Vision is Contagious!

- The strategic vision needs to be:
 - Authentic: The vision has to be driven and motivated by passion!
 - Modelled: Senior/managers need to lead by example.
 - Crystal clear: The what, when and how (including details about desired habits, routines and behaviours) needs to be made explicitly clear!
 - Explained: Everyone needs to understand *why*!
 - Implemented: Culture is about what you do, not what you say you will do!
 - Repeated and Reinforced
 - Monitored: The small things matter! Continually assess: Is this in keeping with the strategic priorities and vision?
 - Coached: Celebrate success so people know what good looks like. People do what is rewarded!
 - Courageous: Weak vision = weak commitment.

Leadership Challenges and Opportunities

- The art of multiplication
- Engaging and empowering (but not abandons) others
- Moving people out of a survival or crisis management mindset
- Balancing visibility and strategic development
- Balancing visibility and productivity
- Embracing defensible risk-taking
- Balancing collaboration/consultation with decisive decision making

Rehabilitative Leadership: Is it different?

- People orientated
- Future and hope orientated
- Belief in the capacity for change
- Looks for the 'hook'
- Sets and maintains boundaries
- Emphasises proportionality (and offers appropriate 'second chances')
- Priorities fairness and justice

Rehabilitative Leadership

*“People rise and fall to meet your level of expectations for them. If you express scepticism and doubt in others, they will return your lack of confidence with mediocrity. But if you believe in them and expect them to do well, they will go the extra mile trying to do their best. [...] **If we treat people as who they can become, they will be inspired to rise to the level of our expectations.**” (John Maxwell)*

“You don’t lead by hitting people over the head—that’s assault, not leadership.” (Dwight Eisenhower)

Mirroring Relational Needs

- Ultimately staff (all grades) and those living in custody want the same things:
 - Honesty
 - Clarity and consistency about the 'rules' and expectations
 - Predictability and routine
 - A place to belong and people to belong to
 - To feel valued (and be seen as someone of value)
 - To be informed of decisions that affect them
 - To have a voice, be understood and be listened to
 - To be encouraged, coached and allowed to progress
 - For others to see their best qualities
 - For poor performance/behaviour to be addressed
 - To learn from mistakes (second chances when appropriate)
 - Authority to be exercised proportionately and appropriately
- It's about feeling safe and secure, but it's more than physical health and includes a sense of 'ontological security' (Giddens, 1991)

Mirroring Relational Needs

- When staff lack ontological security:
 - Focus on the negative not the positive
 - Frustration and disengagement
 - Stress
 - Anger and resentment
 - Emotional discharge
 - Hopelessness
 - Withdrawal and isolation
 - Demand on SMT and CMs ('push up')
 - Absence and sickness
 - Re-grading and resignation
 - Demand for punishment of men

Mirroring Relational Needs

- When those living in custody lack ontological security or cannot 'get things done':
 - Frustration and disengagement
 - Non-compliance
 - Social withdrawal and isolation
 - Vulnerable to duress
 - Self-harm
 - Violence
 - Hopelessness
 - Stock piling weapons
 - Substance misuse
 - Sit-down protest
 - Protests at height
 - Desire for punitive responses to others

Developing a Rehabilitative Approach

Rehabilitation: -

- Has to be balanced with risk
- Is “hard not easy”
- Is a journey (often with setbacks, mistakes and second chances)
- Takes time
- Relentlessly resists punitive instincts
- Requires ‘operational grip’
- Brings hope in hopeless places and to hopeless people
- Is a ‘back to basics’ approach
- Requires a ‘whole system’, not just a ‘whole prison’ approach

'Operational Grip' and Healthy, Rehabilitative Prisons

- Fundamentally, building a rehabilitative culture starts with operational grip, and 'operational grip' is necessary in creating a safe, secure and ordered prison environment.
- The term 'operational grip' is applied here:
 1. In the context of leadership (as *skill*)
 2. In the context of social order and control (as *action*)
- 'Operational grip' is not synonymous with punitive, harsh or hyper-masculine approaches.
- 'Operational grip' rests on, and supports, legitimate authority.

Operational Grip as 'Skill'

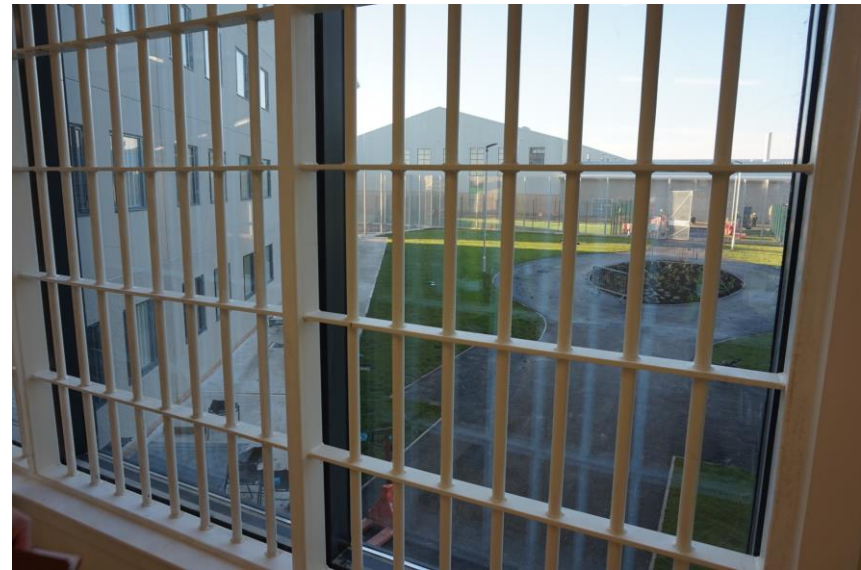
- 'Operational grip' functions at the **micro**, **meso** and **macro** level:
 - Micro – at the level of the individual
 - Meso – at the level of a community, wing, department or team
 - Macro – at the level of the prison as a whole
- To illustrate operational grip in these ways is to show how all staff, in every department and at every level of the organisation, have a responsibility in achieving a safe, secure, fair and decent prison.
- It illustrates that people (including staff) matter, that their health and well-being matters!

Operational Grip as 'Skill'

- The details matter, as does the forensic analysis of the details.
- Visible leadership is required.
- 'Operational grip' avoids the 'virtual prison syndrome'
- There must be a courageous and tenacious refusal to accept the 'status quo' or the things that aren't 'right' – the things you walk past are the standards you set!
- Gaining operational grip requires an ability to look beyond the superficial. It requires an ability to separate the 'noise' (Crewe and Liebling, 2015: 7) from the 'real issues'.

Operational Grip as 'Action'

- Taken together, Sparks et al (1995) and Wortley (2002) suggest that forms of prison 'control' can be understood as:
 1. Situational – physical, procedural and environmental factors
 2. Social - legitimate authority and the quality and nature of social relationships.



Balancing Situational and Social Control

- Situational and social forms of control are not necessarily in opposition (Sparks et al, 1995), as exemplified in the following comparison:

Example 1: Long Lartin

'Prisoners had significantly more time out of cells than at Albany, more association, more freedom of movement ... more access to the gymnasium. They also noted and mostly approved the staff's cultivation of a **rather relaxed and friendly way** of working and a light and **unobtrusive style of supervision**. ... Amongst the successes claimed... were the avoidance of riots. ... Yet it was also clear that [vulnerable prisoners] were by no means free from fear. Moreover, the level of the *sub rosa* economic activity (especially in the supply of drugs, and gambling) was rather high; there was evidence from hospital records and numbers of alarm bells to suggest that the level of backstage violence might have been much greater than the official picture of calm would indicate.'

(Sparks et al, 1995: 317-8)

Balancing Situational and Social Control

Example 2: Albany

‘At the time of our study, Albany operated a regime which was stringently controlled relative to other English long-term prisons: this involved, in particular, restrictions on association and movement within the prison. ... many [prisoners] felt aggrieved at having being located there. ... Albany regularly generated higher recorded of minor disciplinary problems ...

However, prisoners drew a rather sharp distinction between the regime as such and the staff who administered it, whom they considered to be reasonable, fair, just ‘doing their job’ ... staff took some pains to counter their own potential unpopularity by cultivate a rather discreet and amendable interpersonal style. They did this in the hope ... that good relationship would help them retain **a degree of legitimate authority**. Moreover, the regime at Albany was quite highly procedurally explicitly and relatively consistent in its operation.’ (Sparks et al, 1995: 316)

Balancing Situational and Social Control

- Taken together:
 - ‘Long Lartin may have strategically accepted a degree of risk that certain kinds of incidents or activities might occur without jeopardising the stability of the environment. Albany, on the other hand, seemed prepared to accept a degree of unpopularity amongst prisoners for the sake of a higher degree of supervision and opportunity reduction.’ (Sparks et al, 1995: 316)
- ‘At the end of the day, ... relations between staff and prisoners are at the heart of the whole prison system and that control and security flow from getting that relationship right. Prisons cannot be run by coercion; they depend on staff having a firm, confident and humane approach that enables them to maintain close contact with inmates without abrasive confrontation.’ (Home Office, 1984: 6)

Balancing Situational and Social Control

- ‘Operational grip’ can be too tight or too loose.
- ‘Operational grip’ requires both situational and social forms of ‘control’.
- But, to describe the importance of social relationships and legitimate authority solely in the context of ‘control’ is to limit their potential to instrumental purposes. In a rehabilitative environment, relationships are not just central (Liebling et al, 2011), they are the resource and mechanism for rehabilitative outcomes.
- Proportionate Security - “Screwing everything down” is a largely ineffective strategy – both short and long-term!
- “You can’t punish your way out of a problem!” - If the reasons why people are violent, non-compliant or engaging in the illicit economy relate to aspects of their treatment, punitive approaches contribute to a sense of injustice and illegitimacy.

Maxims that Matter

1. People matter more than performance.
2. Principles matter more than popularity or politics.
3. Presence (and engagement) matters more than policy.
4. People do what is rewarded.

Concluding Thoughts

- *“If one advances confidently in the direction of his dreams, and endeavours to live the life which he has imagined, he will meet with success unexpected in common hours.”* (Henry David Thoreau)
- Leadership is more than our own hopes, dreams and goals. The vision of a leader births vision in the lives of those they lead.
- Healthy prisons, hopeful prisons, rehabilitative prisons all start with leaders who dare to dream that there could be a better future and have the courage and conviction to put their dream to the test.

Any questions?

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