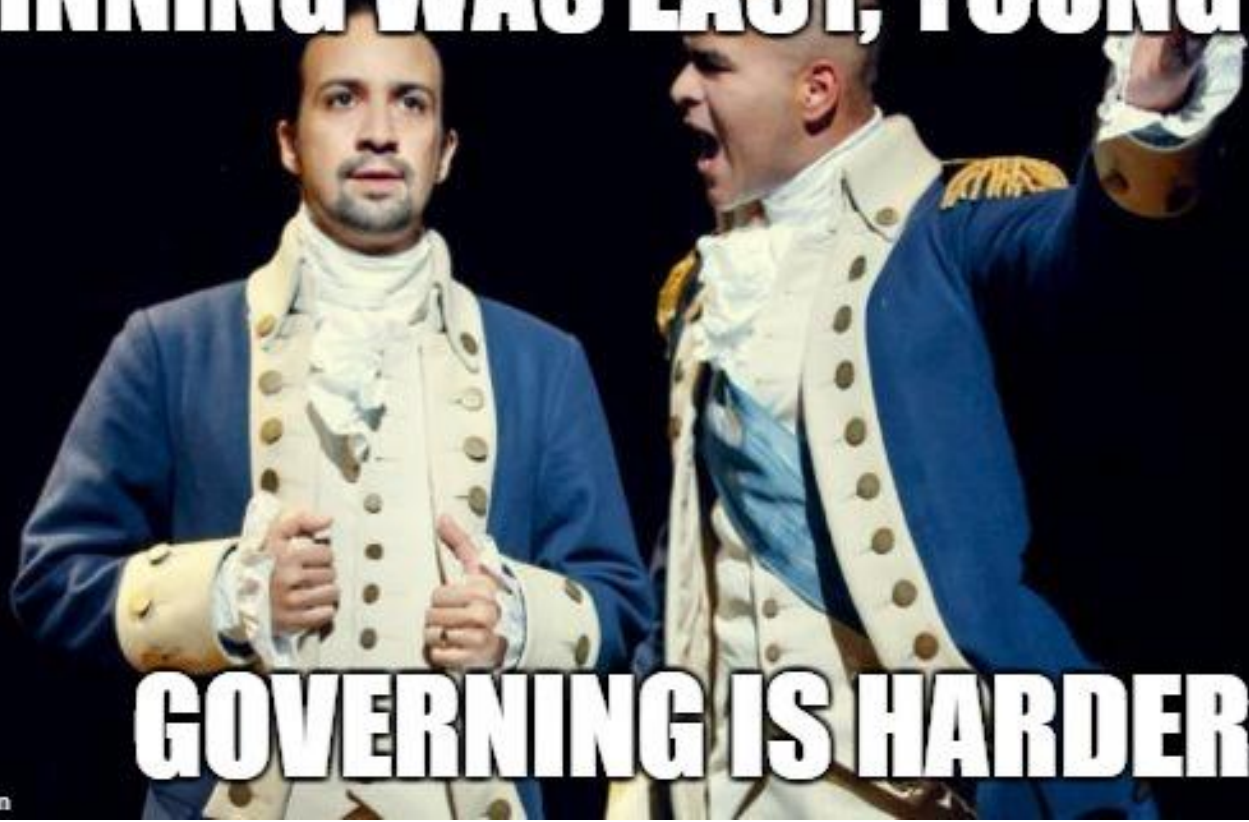


Culture Eats Strategy for Breakfast: *Building a Long-term Movement for Change*

March 2018

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WINNING WAS EASY, YOUNG MAN



GOVERNING IS HARDER

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This is the Hard Part

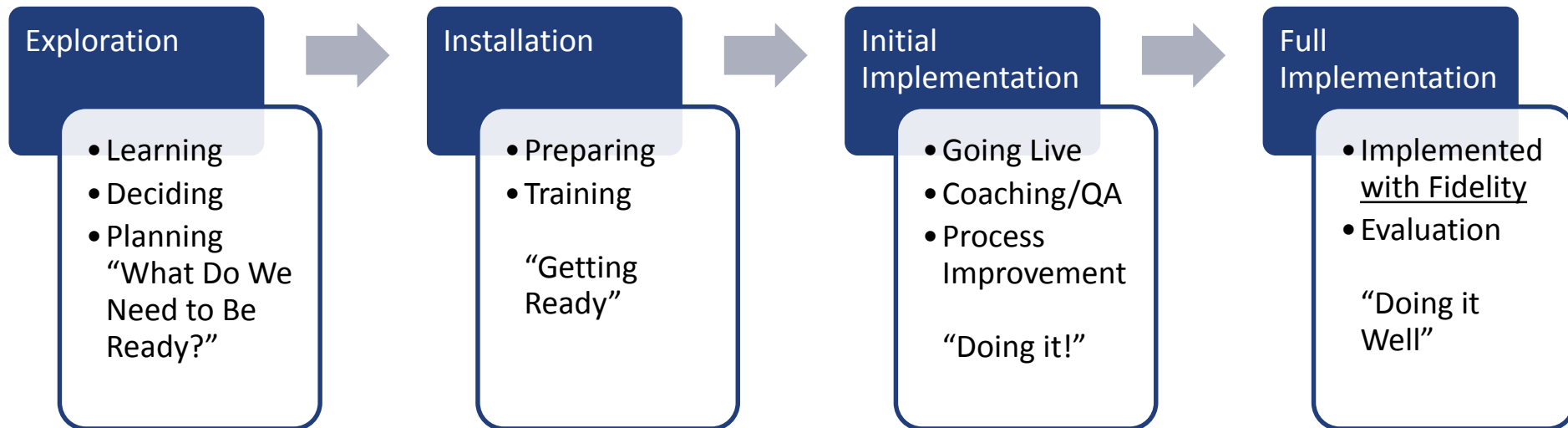
- Legislation = words on a page
- Implementation = turning vision into reality
- Waiting for the seeds to bear fruit



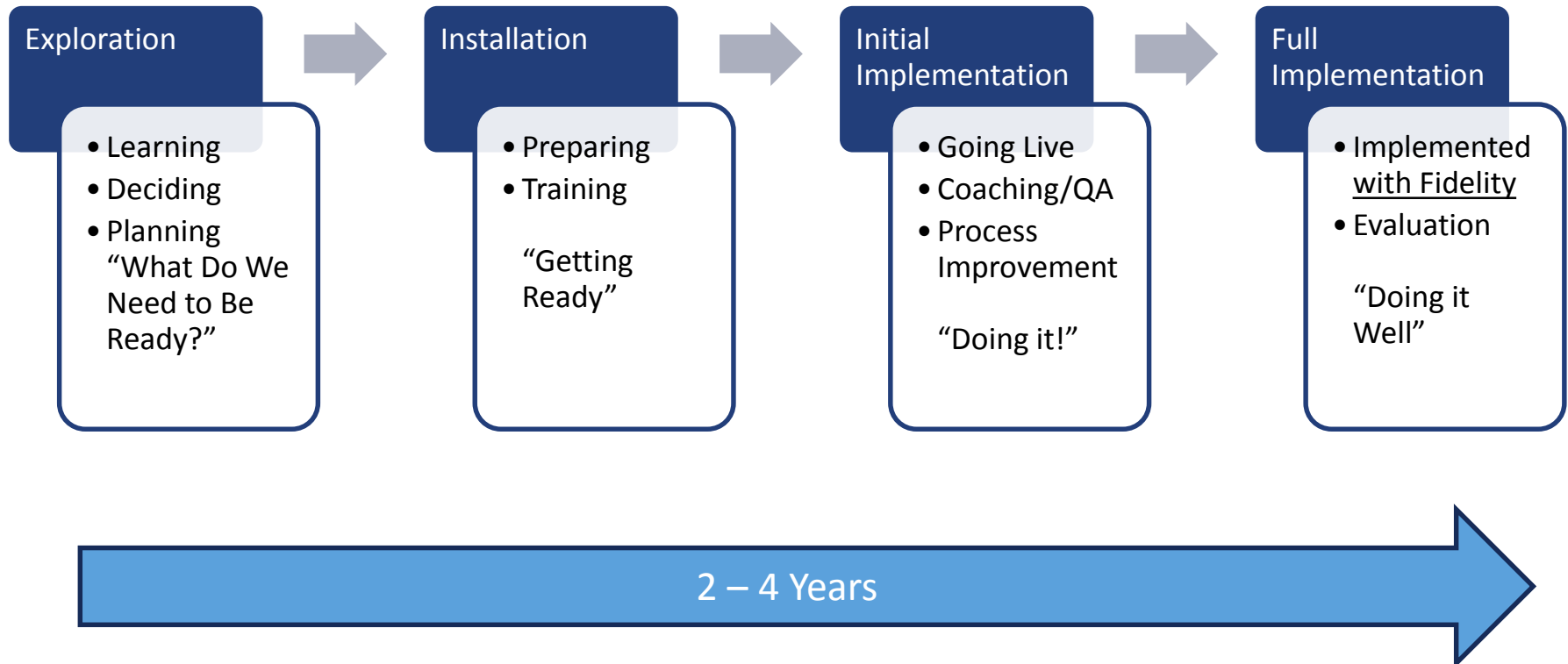
AK Reforms are Still New

- Alaska's justice reforms became law July 2016
- Community supervision policies went into effect January 2017
- Pretrial policies went into effect January 2018

Implementation Happens in Stages...



And Takes Time



Technical Problems, Technical Fixes

- Policies
- Processes
- Training
- Quality Assurance
- Performance Data

Why is Change So Hard?

- An organization or system's culture reflects its deepest values and beliefs
- The culture of a system is embedded in every part of the process
- Trying to change a process can call into question everything we hold dear
- Without changing the culture, technical fixes only get you so far

“Culture eats strategy for breakfast”
– Peter Drucker

How to Tackle Adaptive Problems

- Adaptive Problems: require new learning, new ways of being
- Need to identify the underlying values, attitudes, and beliefs that drive our behavior
- Overcoming adaptive problems requires letting go of old beliefs, old habits
- Can be painful: implies the old way was “bad” and “wrong”

What Do We Believe About Prison?

- What is the purpose of prison?
- Do we believe it is an effective deterrent?
- Do we believe increasing penalties changes behavior?
- Do we believe the experience of being in prison makes people more, or less, likely to commit more crimes?

What Do We Believe About Rehabilitation?

- Do we believe rehabilitation is possible?
- Do we believe people can change?
- Do we think it's worth all the effort?

How Do We Achieve Our Shared Goals?

- We all want a safer society
- We all have the goal of reducing victimization
- Fundamental question at the heart of criminal justice system reform: how do we get there?

Policy Choices Flow From Core Beliefs

- What we believe about crime, prisons and rehabilitation leads us to our beliefs about policy
- What's the best way to reduce crime?
- How do we determine the right sentence length?
- How do we prioritize prisons vs treatment?
- How do we reduce recidivism?

Culture Change Tools



Changing Hearts & Minds

- Vision alone isn't enough – technical fixes are vital
- And, yet, technical fixes on their own are insufficient
- Creating lasting change requires changing hearts and minds

How Change Efforts Fail

- We are unable to overcome technical barriers to implementation & lose momentum
- A horrendous crime weakens our resolve and makes us question our new approach
- Bad news travels fast; good news is hidden
- We fail to invest in alternatives to prison and so fall back into old habits

Building a Long-Term Movement

- We are overwhelmed by implementation challenges and lose momentum → **Overcome Technical Barriers**
- A horrendous crime weakens our resolve and makes us question our approaches → **Return to Purpose**
- Bad news travels fast; good news is hidden → **Communicate Success Often**
- We fail to invest in alternatives to prison and so fall back into old habits → **Develop Alternatives**

Overcome Technical Barriers

- Identify technical problems as such
- Be willing to change processes & procedures if they aren't producing desired results
- Maintain strong lines of communication
- Fix “hiccups” early before they snowball

Ditching the Prison Habit

- Prison has been our “go-to” solution for decades
- Too often, first response to a problem: increase use of prison
- Like any bad habit, this pattern is very hard to break

“I used to think truth was eternal, that once I knew, once I saw, it would be with me forever, a constant by which everything else could be measured.

I know now that this isn't so, that most truths are inherently unretainable, that we have to work hard all our lives to remember the most basic things”

-- Lucy Grealy

Return to Purpose

- Have to keep ourselves strong and centered on purpose
- What are we trying to accomplish?
- Will the things we are doing get us there?

Communicate Success Often

- Create sources of inspiration: make success visible & personal
- Data is great – but let's face it, personal anecdotes are what we remember (use them both)
- Share wins, big and small
- Reach out, build support

Develop Alternatives

- If all you have is a hammer....
- Develop strong community-based alternatives to incarceration
- Push for continued investment
- Budgets are how we demonstrate our values

Texas (2007)

- 25% drop in recidivism
- 26% drop in crime rate
- For the first time in its history, Texas is closing facilities rather than building them
 - 4 adult prisons closed
 - 4 more slated to be closed

South Carolina (2010)

- 13% decline in recidivism rate
- 46% decline in technical revocations
- 14% drop in prison population
- Canceled plans to build new prisons and closed six facilities
- 16% decrease in crime rate

Georgia (2012)

- 35% drop in parole revocations
- 17% drop in probation revocations
- 6% drop in prison population
- 16% decline in crime rate

Alaska Can Achieve Similar Results

- Success is NOT guaranteed, but it is possible
- Alaska is unique....but many of your challenges are not
- Play the long game: real change takes time
- What makes the difference: deep, strong commitment

Commitment

- Think about what you've learned over the past two days
- What ideas inspired you? What action steps appealed to you?
- Write down 1-3 things you can commit to doing coming out of this conference

Disclaimer

This project was supported by Grant No. 2015-ZB-BX-K002 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the SMART Office. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice