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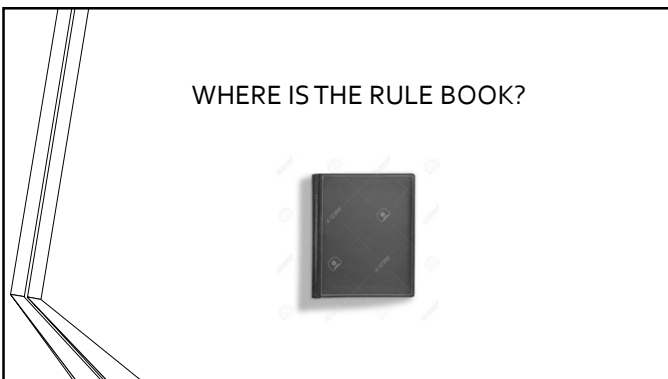
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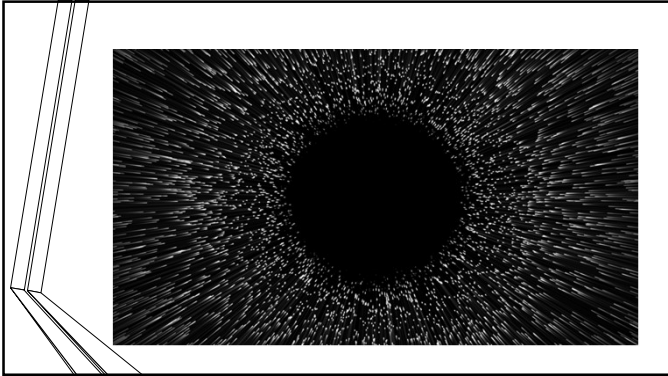
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**KNOW YOUR OBJECTIVES:**

- Do you need change
- Do you need to stay the same
- Understand what type of organization you want to have
- Have a model for implementing change
- Understand and plan for why organizational changes may work or fail
- **BE PREPARED!!!!**

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**BEST PLACE TO START-  
KNOW YOUR HISTORY**

- The history of past sheriffs can be the key to your future
- Learn all you can from the past to help you for the future
- **KNOW WHAT YOU HAVE TO WORK WITH....**

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**KNOW WHAT ASSETS YOU HAVE:  
PEOPLE**

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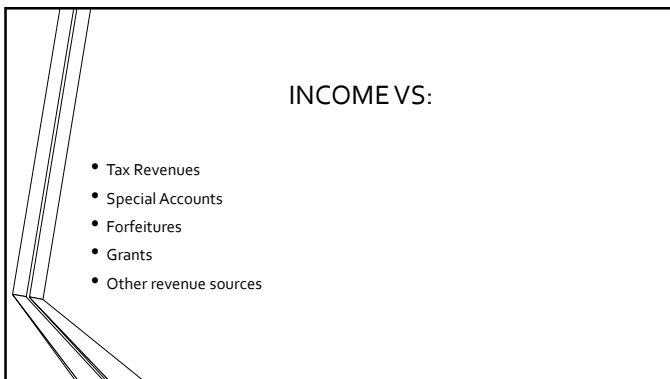
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**EXPENSES:**

- Personnel – payroll
- Utilities
- Jail
- Maintenance
- Contracts (MULES-phones-MiFi-Internet-Food-Medical)
- Daily Operations

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**FIRST THINGS FIRST:**

**FINANCIAL:**

- o Checking
- o Savings
- o Credit Cards (Business) - Who has authorization to use/manage
- o Fuel Cards - Who has authorization to use/manage
- o Inmate Accounts - Who manages - has rights

**RESPONSIBILITIES:**

- o Passwords
- o Servers - in-house/off-site/virtual
- o Computers
- o Software/Programs - who manages
- o Phone (office and cell)
- o Evidence (on-site and off-site)

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- Computers (what's on them - who has access)
- Lockers - both personal and evidence
- Doors/locks/keys/access cards, etc.
- Property - Seized property on-site/off-site
- Incident Reports - Status - open/closed
- Civil - served and pending
- Vendors - what accounts do you have/who is responsible contract - start/expiration
- Maintenance - contracts - start/expiration
- POST Reports - Compliant - Add/Remove Employees Commissions - Certificates/ID Cards
- MULES - Authorization - TAC Live Scan
- Racial Profiling Reports/UCR or NIBRS
- PEOPLE - who are they are where are they at

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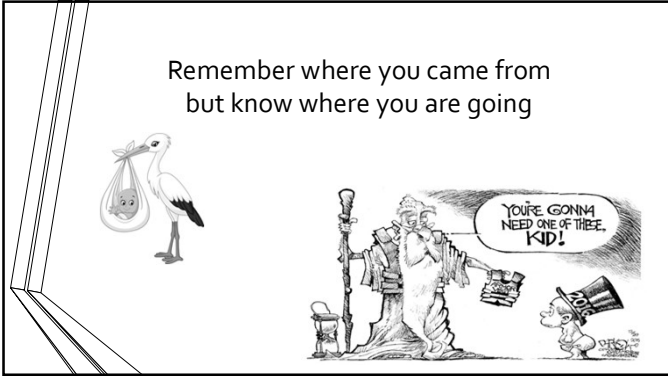
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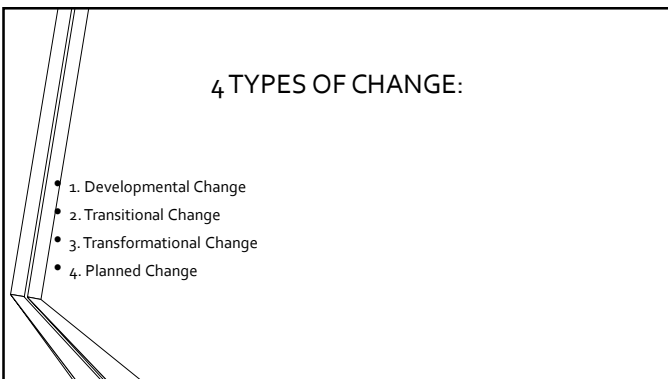
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**DEVELOPMENTAL**

- Can be planned, unplanned or continual
- Corrects failures or short comings in existing procedures
- Continual change could be things like staff turnover

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**TRANSITIONAL CHANGE**

- Planned/Episodic/Radical
- Aim is to achieve a set goal or target
- Replaces existing processes or procedures with something new

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**TRANSFORMATIONAL CHANGE**

- Planning that will lead to the organization to a very different place or standing
- Radically changes views, strategy and assumptions
- Can alter the organizations culture, ethos, and systems
- Sweeping and Radical modifications are needed to existing systems of policies and procedures
- New skills, abilities and ways of THINKING are required here

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**PLANNED CHANGE**

- Moving from one fixed state to another
- Involves a series of predictable pre-planned steps

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**WHO IS ON YOUR TEAM**

- It takes leadership to make the change a reality
- Involving all aspects of the agency/divisions even the community
- Who are our allies
- Getting the nay sayers on board (at least as well as you can)

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**HAVE YOU BEEN IN TRAINING  
OR WALKING IN NEW**

- Have you been there
- Have you never done any of this before
- Surround yourself with the best team
- Surround yourself with people you trust – Invest the time to find this out

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**SOME CHANGES ARE ALL ABOUT THE MONEY:**

- Will the change cost money
- Can you afford the change
- When can you make the change
- How will you make the change
- No matter what, when, where or how – surround yourself with team players, know your strengths and where to turn for help

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**YOU ARE IN CHARGE:**

- You will feel like this.....



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- And this.....



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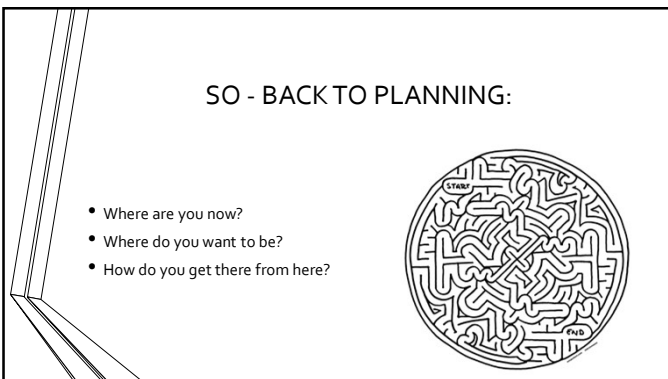
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**HOW DID YOU DO?**

**BRAIN GAMES**

**Quick Crossword:**  
 Easy Cucurbits—better known as gourds—are one big happy plant family of nearly 1,000 different species. Fit these ten in the grid.

T	A	S	Q	E	O
I	O	A	U	L	H
N	O	F	C	H	A
D	F	C	S	I	N
C	A	L	A	B	A
H	J	F	N	P	A
P	L	A	I	N	K
H	J	F	N	P	A
P	L	A	I	N	K
H	J	F	N	P	A

**PUMPKIN**    **TINDA**  
**SQUASH**    **MELON**  
**BROOKLYN**    **CHAYOTE**  
**LOOFAH**    **ZUCCHINI**  
**GHERKIN**    **CALABASH**

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**DON'T RE-INVENT THE WHEEL:**  
 Look for Resources

- **Kotter's Eight Steps for Leading Organizational Change**
- John Kotter, an expert in leadership and change management, believes that organizational change typically fails because senior management commits one or more of the following errors:

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**Kotter's Eight Steps for Leading Organizational Change**

- Failure to establish a sense of urgency about the need for change.
- Failure to create a powerful-enough guiding coalition that is responsible for leading and managing the change process.
- Failure to establish a vision that guides the change process.
- Failure to effectively communicate the new vision.

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Kotter's.....cont.

- Failure to remove obstacles that impede the accomplishments of the new vision
- Failure to systematically plan for and create short-term wins.
- Declaration of victory too soon.
- Failure to anchor the changes into the organization's culture.

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SUPPORT:

- Your employees
  - Who is on board
  - Who is not happy with your win
  - Who carries a chip
  - Who is ready to reach for the future
- Other elected officials
  - Do you know what they do – what their responsibilities are
  - How that will help or hurt what you need to do
  - Do you know Who they are
  - What help can they be
- Outside resources
  - Other Law Enforcement Agencies
  - Other Sheriffs
  - Associations
  - Consulting Firms
  - Training Institutes

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QUESTIONS:



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