VERBAL FEEDBACK

* There is a leadership component, but how do u motivate people to change?
* Does Hertzberg provide a platform for growth?
* How do you motivate change in organizations and people?

Big question ideas

1. The inmates were repeat offenders because they were lacking a good role model and opportunities for growth.
2. The inmates were repeat offenders because they were lacking motivation from a good role model
3. The inmates were repeat offenders because they were lacking a good role model and opportunities for growth.

Your story can revolve around focusing on the prison as the organization. In other words, the prison can create a positive environment by reducing hygiene and incorporating motivators. You can contrast that with the environment that exists in gangs.

The argument can be that more prisons should use that model as an example for a positive environment.

I think that this interesting. Let me know if you want to chat further.

Frank

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1. Intro / Title Page
2. Abstract:
   1. The argument can be that more prisons should use that model as an example for a positive environment.
3. {Petra} [shorter] List the facts. Sometimes, it helps to list the facts chronologically or in relation to key characters, or in some systematic way to check for areas that are unclear, such as facts that are ambiguous or differences of opinion in the group. By listing the facts, you get a sense of the whole case (i.e. helps in the orientation).
   1. Plot (relating to problem)- gang environment
   2. Lots of inmates are stuck in the cycle of going back into jail
   3. No sports teams
   4. No growth opportunities
   5. Punished by isolations
   6. Verbal hostility
   7. Stuck in the cycle
   8. No family support (ie kids, mom and the GF)
4. {Petra} [medium] Make inferences about the facts. From the facts, what kinds of assumptions do you make? It is important to state your inferences so that others may evaluate whether they agree with you, based on their own interpretation of the facts. Please note that inferences are ‘tentative probability statements’ that might be a basis for deciding on a subsequent course of action.
   1. Lack self-confidence / self esteem
   2. Felt alone
   3. Need for “community” kept them in the gangs
   4. The coach recognized the inmates more as people and their potential rather than their negative attributes?????
   5. Prison institution was not recognizing them as individuals or their needs
   6. The culture of the prison was more punishment focused instead of growth oriented
5. {JJ} [second longest] What is the problem, and why? After identifying the problem(s), try to articulate why they exist. This may lead to an even more critical or basic problem. The obvious problem of the problem stated by the company, team, or character(s) in the case might not be the actual problem that needs solving; it may be a symptom. Also, bear in mind that every problem leads to some implication(s) (i.e. consequence(s)) if it is not solved. Finally, keep in mind that there might also be multiple causes for a problem.
   1. Lack of motivation
   2. Unmet hygiene factors
   3. Lack of opportunities for growth
   4. Lack of leadership/ good role model
   5. Inmates had a lack of motivation to improve their lifestyle due to missing opportunites for growth
   6. Structural problems in the org?
6. {Parker} [longest] Brainstorm possible solutions to the problem. Take some time to generate a sizeable quantity of solutions, and don’t evaluate them until you’ve generated a sizeable amount.
   1. Transformational Leadership (coach as a good role model)
   2. Increased resources
   3. Restructure the organization
   4. Growth opportunities
   5. (compare to outside resources and different prison systems)
   6. (other potential solutions)
      1. References to Norwegian Prisons
7. {Anthea} Make a decision and provide a rationale for it. Clearly articulate what your decision is, the possible consequences, and why you selected the decision. Do not forget to specify any assumptions made. List the positive consequences and possible negative consequences of your decision. Ask yourself what might happen if you implemented this solution.
   1. Transformational Leadership (role model)
   2. Growth Opportunities
   3. Need for affiliation
   4. Norwegian Prison Reference (for justification)
8. “Lessons learned” from the episode / movie. What course concepts were supported or refuted? Are there any new concepts that are suggested by your analysis? Does the way the characters behave follow what we have learned in this class?
   1. [To be decided]

Notes:

[To be finished our first parts by the end of Sunday evening]

* Try to focus more on the prison system itself rather than The Rock

I'm going to explore solutions at different "levels of perspectives":

- Individual

- Role models (referent power)

- The need of a leader, not more managers (T&Schmidt)

- Managerial

- Hygene factors & growth opportunities (Hertzberg)

- Cultural

- Team dynamics, org values, purpose

- Structural

-For structural,

- The creation of a network of interprofessional practices (Norway paper)

- Design elements of organizations (textbooks)

o Elements of organizational structure

 Formalization

• There needs to be a shift in the standards of behaviour as evidenced by the (Norway Paper)

o Further supported by concepts of cultural values and organizational purpose (textbook)

“We need a transformational leader to bring about structural changes in Formalization to produce a shift in standards of organization behaviour (culture, values), which allows for the provision of growth opportunities and social rehabilitation for inmates.”

* Why a transformational leader would make an impact on the inmates (connect to in the movie and outside the movie)
* {Anthea} Make a decision and provide a rationale for it. Clearly articulate what your decision is, the possible consequences, and why you selected the decision. Do not forget to specify any assumptions made. List the positive consequences and possible negative consequences of your decision. Ask yourself what might happen if you implemented this solution.
  + Transformational Leadership (role model)
  + Growth Opportunities
  + Need for affiliation
  + Norwegian Prison Reference (for justification)

(Disclaimer: this is far from done lol don’t judge yet)

**The Solution**

The movie addressed the issue by the coach stepping up and becoming a transformational leader. He initiated change by being a transformational leader throughout the prison. He noticed a problem and created a motivating environment by becoming the role model the inmates needed to provide opportunities for growth through formalization and structural changes. These changes allowed the inmates to form a supportive team which initiated a cultural identity shift from negative to constructive and optimistic. All these influences were used to directly affect the goal of the inmates not returning back to prison once released.

This decision was selected mainly because a transformational leader has the ability to generate movement for overall rehabilitation in the prison. To start off, the coach used formalization as a way to have all the boys be on the same page if they were to join the football team. He did this by stating everyone would be working together on the same things and spending time studying, eating, practicing together. Once rules and expectations were made clear, the boys had a more structured environment to properly form team dynamics. These team dynamics are essential to developing a sense of community among the inmates because it built trust among the inmates within the group. As addressed above, once the kids have been released, they often would end up back in jail because of gang associations. One argument for this is because the gang is a source of community for the teenagers. It is a well-known fact that teenagers all want to fit it and be associated with a social group. This could possibly explain why all the kids ended up being involved in gangs in the first place, since the movie briefly touches on the challenging homelife of some inmates. In order for the boys to properly fit in, we can assume gang pressures impacted the behaviours they engaged in, which most likely would be criminal. By removing the association with the gang circle and replacing it with the football team, the new environment will have a positive influence on the boys by providing growth opportunities.

Growth opportunities opened up when the coach found a high school league willing to let the prison team play against them. Going into the first game, we notice the football team is very confident in how they will perform and they believe they will win. However, the football team lost in the end. We can infer that this loss initiated a mindset change not only in the inmates, but also the coach, which further pushed the team to work harder. The coach did this by once again, being a transformation leader. He developed growth opportunities by giving the inmates meaning and motivation. We see growth develop when the coach shares the meaning behind the team. He explained how to team will support each other even though they come from different backgrounds and face challenges together. Working together despite differences strengthens the community, as a result, the inmates slowly started to shift their overall behaviour for the better. The motivation behind the team was inspired by the idea that the inmates do not want to be perceived as “losers” anymore and that they have the ability to be winners. This idea of becoming winners not only applies to each football game, but in their everyday life. Through working together and going up against challenges, the inmates built confidence in both themselves and in the team overall. This mindset change also contributes to the overall cultural identity, a strengthened community, and social rehabilitation to help them become better people.

We have to acknowledge the positive and negative consequences of the transformation leader. To start off, one negative consequence was that it was a lot of pressure for the transformational leader since he was only one person taking on a very large task. Because of this, we saw the coach snap at one of the games. This resulted in some backfire and loss in trust between the team and the coach. A positive consequence was that we could see clear growth and rehabilitation amongst the boys. By the end of the movie the biggest takeaway was that the team wanted to improve for themselves and not just because the coach told them to. With the help of a solid structure and a little push from the transformational leader, each individual began to develop motivation from within themselves. Each inmate built ended up having more confidence and were able to use this to want to better themselves.

Our decision is to have a transformational leader reevaluate the structure of the prison and be a good role model for the inmates.

We selected this decision because: a transformational leader will provide a sense of support and direction for the teenagers. This leader will also bring a sense of community to the kids. We can say that cuz the kids are in a community where gang activity is prominent they keep ending up in jail. Transformation leader can build a community through generating meaning and motivation. (we see the rock do this with the kids when they form the football team he gives them meaning - they are a team and support each other, and motivation – to not be “losers” anymore/winning the games.) transformation leader changes the cultural identity by creating a team and building their confidence. The rock also opens up opportunities for growth by finding schools to play against and teach the boy football and help them improve.

Transformational leader also creates structural change. Sets up an environment with clear expectations (rock says in beginning they are expected to study together, practice together, and like not suck) ADD MORE STUFF TO STRUCTURE

Consequences:

* + (negative)
    - this is a big job for one person and a single transformational leader may not be fit to fix all the problems since it’s so much to handle
  + (positive)
    - the boys will not end up back in jail
    - Gain self-confidence and a positive growth environment

From watching the movie we can see that the outcome of this solution was a positive however if the transformational leader was not as good as the rock then the oucome would be ~different~ the rock was a++ leader but is someone else came in and was not a good transformational leader the boys could have

As an organization, the correctional facility was not fulfilling it's purpose from a stakeholders perspective (stakeholders include the community) due to high rates of reoffending.  
  
The solution to that IS to provide growth opportunities.

My section: (Make sure to argue these and not just reference facts!)

1. Change the culture
   1. Shared values and assumptions
   2. References to Norwegian Prisons
   3. Restructure the organization’s formalization norms (higher formalization) / change culture
      1. Formalization norms
         1. Create a filter for staff selection
         2. Symptoms of structural deficiency
            1. Goals are not being met
      2. Organizational Change
         1. Radical Change / paradigm shift
2. Transformational Leadership (coach as a good role model)
   1. Zaleznik article on leaders
   2. Change the institutional reality
      1. Gibbons
      2. Institutional theory
         1. Normative Isomorphism
   3. Set a vison / core ideology
      1. Collins & Porras
3. Provide Growth opportunities
   1. (compare to outside resources and different prison systems)
   2. References to Norwegian Prisons
4. Construct a Team Identity
   1. Charles Handy & Sigmoid curve
      1. Reinvent yourselves
      2. What got you here won’t keep you where you are
   2. Innovation
      1. You cannot look to the past to innovate
      2. Always be reinventing yourself

Possible Solutions

Being upheld by tax-payer dollars, it is easy to argue that it is the responsibility of a correctional facility is defined within its name, and if it is failing to correct the behaviour of offending citizens then it must be prepared to adapt in order to meet with a desired reality. This is a tall order for a prison system however, as prison systems have been around for long time and are heavily departmentalized and vertical in structure, not allowing for much flexibility [Textbook Reference]. Still, it may be possible to create change through efforts designed to free up this rigidity and reduce what keeps it stuck in the past. For the [NAME OF PRISON IN MOVIE] this is precisely what happened when [COACH NAME] created a sports team with new behavioural norms inside the facility, but it was not the only potential solution. We will begin to explore a few other ideas that might have been effective.

**Change The Culture**

It may be possible to improve rates or rehabilitation through changing the organizational culture within the prison. If management were to clearly define a vision for what the organization was trying to achieve, and unify the staff on that focal point, it could naturally shift how the inmates are perceived and align the efforts of the organization toward that objective [Collins & Porras]. Organizational norms and formalization could be restructured by selecting staff based on new, well defined, cultural values. This could be difficult however as many sociologists consider organizations to be a product of their environment, and the environment that this organization exists in is one of poverty and gang violence where a member of its community is not seen as legitimate if they do not conform to the cultural norms of violence [Durkheim]. Others argue however, that the environment is a product of the organizations within it, so changing the culture within the prison may change the culture within the community [Weber].

**Elect a Transformational Leader**

The low rates of rehabilitation could be due to the absence of a clear role model in the lives of the inmates. A new leader could demonstrate acceptable behaviour instead of punishing undesired behaviour. This would be challenging though, due to the current perceptions of prison systems within the community and a transformational leader would need to shift this reality. Changing from the accepted norm that “offenders need to be punished” to the question “how can we help these young men maximize their potential?” is no small task. In the movie, we saw [THE ROCK] come up against some of these cultural and structural barriers, but with the right leader it may be accomplished. This type of change would be considered an organizational paradigm shift, where traditional ways of operating become contested and radical change is the result [Textbook reference]. The leader could set a new core ideology for the organization by emphasizing the need to let go of the past, including the inmates’ pasts, and illuminate the fact that the prison, and the inmates, have the capability to reinvent itself [Charles Handy & Sigmoid curve]. Solidifying this new reality could be done within a team dynamic where norms are established and older, ineffective methods or relating amongst prisoners is not reinforced.

**Provide Growth Opportunities**

It could be argued however that both these solutions would only effective because they create new opportunities for the inmates to grow. The prison could be looked at as a platform that provides for the basic needs of the individuals while at the same time providing them with options for their futures. Indeed, this is not a new concept as many prisons in Scandinavian countries have seen significant results with this model [Norway Prisons]. The responsibility of the inmates’ rehabilitation is placed on the individual’s shoulders, rather than the institution’s, by removing obstacles to improvement and giving the inmates free reign of their own development. It is believed that every individual is intrinsically motivated to pursue their own development once they are no longer concerned about basic survival, and so the problem of inspiring inmates to rehabilitate themselves could be resolved this way [Hertzberg Growth Opportunities]. The emphasis on providing stability and direction to the inmates is controversial however, as the previously mentioned cultural barriers still exist within the community: that violence is to be met with violence, and not understanding. Providing inmates with new resources would be challenging as the communities that those men came from were stricken with poverty, gang violence, and racial stigma. It would be difficult to justify the expense of improving the lives of inmates while so many within the communities still lack resources of their own.