



Cultivating Growth: The Coaching Model for Groundbreaking Probation Practices

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WHAT'S THE JOB TO BE DONE?

Understanding the “job” for which people hire a product or service helps innovators more accurately develop products that align with what people want accomplished. Among others, this applies to students, teachers, parents, patients, and physicians, as well as underserved and underprivileged populations for whom solutions are often misaligned with their true priorities.








What is the Wall of Change?



It's a wall in the lobby of the Adult Probation Division. We display framed photos and stories of people who made big, positive changes to their lives while on probation.

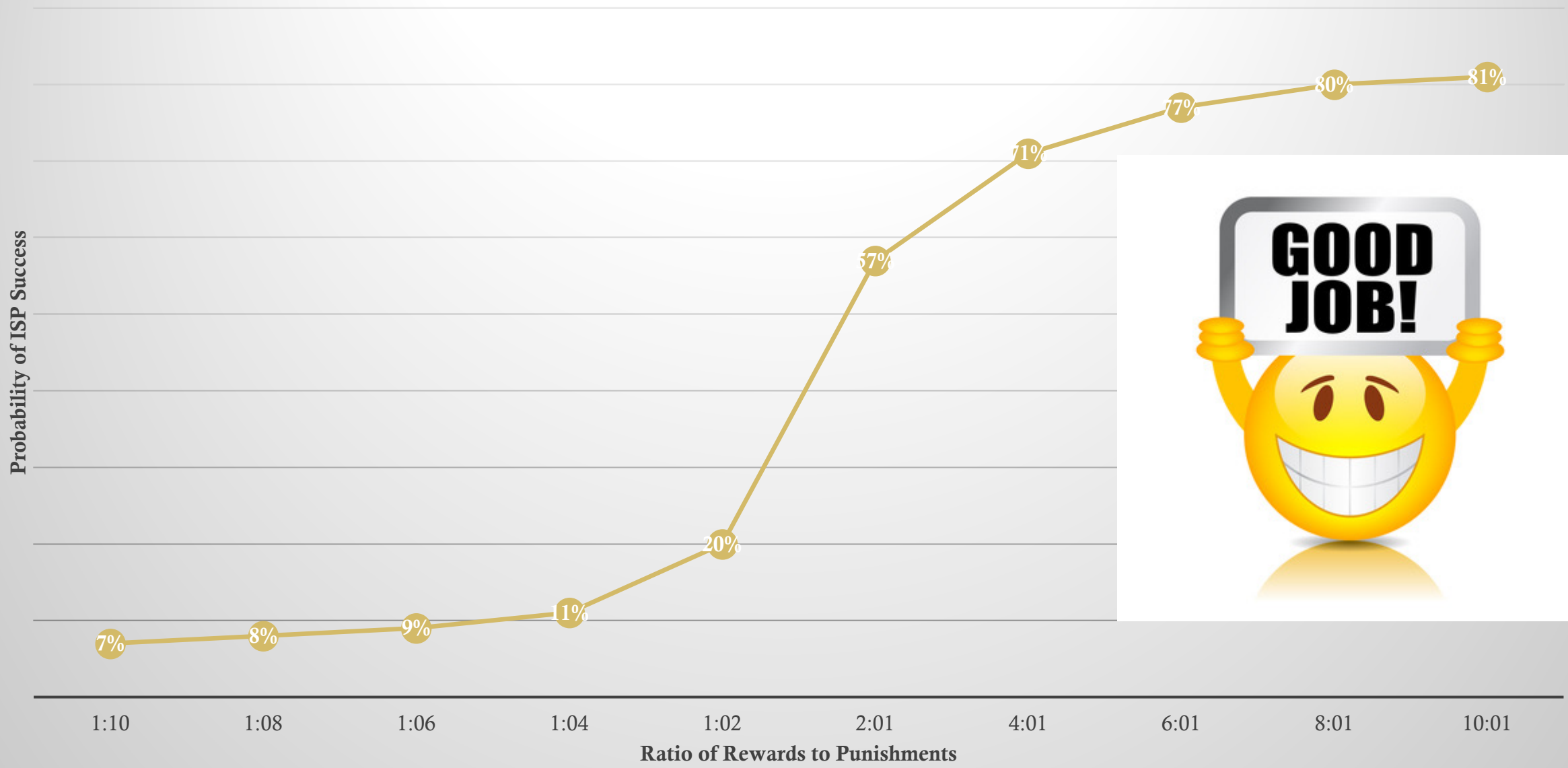
It's our way of honoring them - and inspiring other people on parole to make changes in their own lives.

A black and white photograph showing a pair of hands held open, palms up, against a dark background. In the center of the hands is a small, rectangular white card with the word "HOPE" written on it in large, bold, black, sans-serif capital letters. The hands are positioned symmetrically, with fingers slightly curled, framing the card. The lighting is soft, highlighting the texture of the skin and the lines on the palms.

HOPE

SKILLS

The image features the word "SKILLS" in a large, bold, 3D-style font. The letters are a reddish-brown color with a slight gradient and a dark outline. A white checkmark graphic is positioned above the lowercase 'i', extending from the top of the 'i' and curving upwards and to the right. The background is a dark, textured grey.



Widahl, E. J., Garland, B. Culhane, S. E., and McCarty, W.P. (2011). Utilizing Behavioral Interventions to Improve Supervision Outcomes in Community-Based Corrections. *Criminal Justice and Behavior*, 38 (4).

OUTCOME



SUCCESS



SERVICEABLE

RELIABLE

QUALITY

CONFORM

DURABLE

FEATURES

**PERCEPTED
QUALITY**

ESTHETIC

HIGH



... Coaches?

THE JOB WE
ARE DOING

A photograph of a prison cell, viewed through dark metal bars. The cell is dimly lit, with a warm, yellowish light source visible through the bars. On the left, a white sink is mounted on a wall. In the center, a toilet is visible. On the right, a bed with a white sheet and a folded blanket is seen. The walls are made of light-colored wood or paneling. The overall atmosphere is stark and institutional.

PUNISHMENT BASED INTERVENTIONS

Not a single reviewer of studies of the effects of official punishment alone (custody, mandatory arrests, increased surveillance, etc.) has found consistent evidence of reduced recidivism.

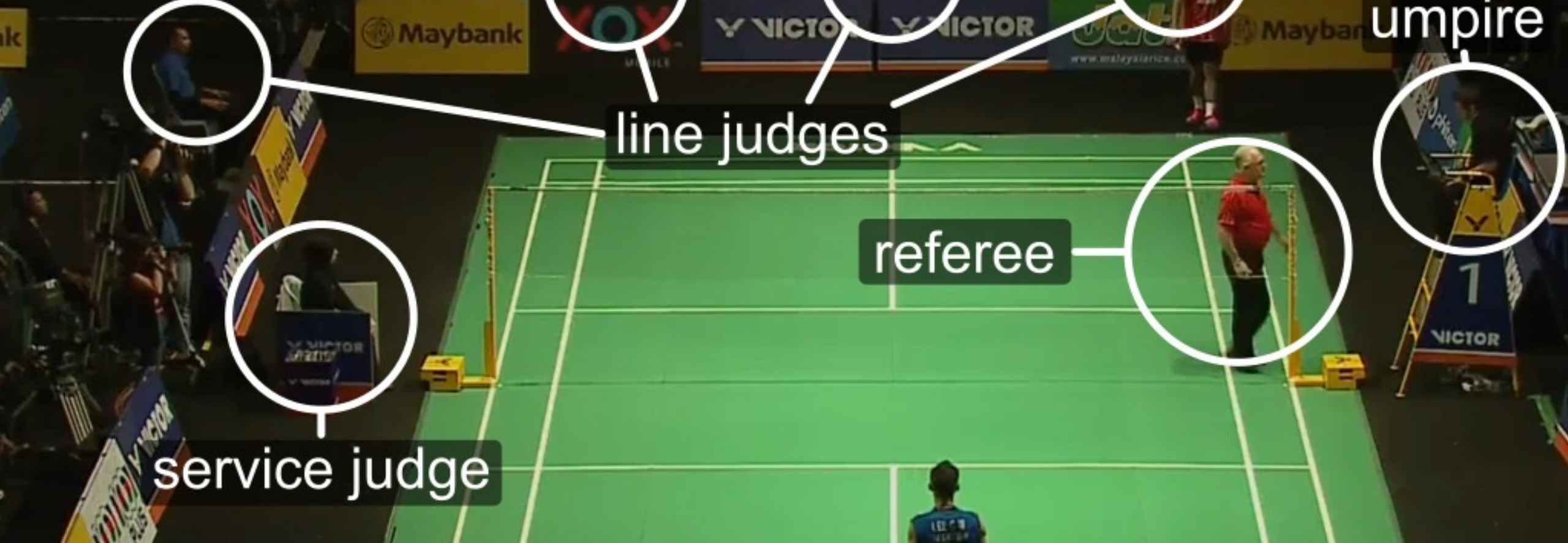


HOW WE HAVE
BEEN TRAINED
TO THINK

For a referee to be effective:

- A) Rules
- B) Set of penalties
- C) Players/coaches give power
- D) Consistent
- E) Clear
- F) Fair
- G) Impartial





umpire

line judges

referee

service judge

WATCH FOR VIOLATIONS

AUTHORITY

WHAT IF WE DON'T SEE A VIOLATION?



AUTHORITY



But what happens when players....

- ❖ Don't know the rules?
- ❖ Don't understand the rules?
- ❖ Don't have the skill to stay within the rules and win?
- ❖ Don't care about the rules or the penalties, only care about winning?
Don't care about winning?
- ❖ Not motivated to play the game?
- ❖ Don't care about the game?
- ❖ Don't follow the referee's direction?

WHAT IF I WANTED TO LOSE WEIGHT?

311 LBS
~~281 LBS~~



255 LBS

CONDITIONS OF SUPERVISION

1. You shall weigh 255 lbs or less.
2. You shall weigh yourself at the request of the probation department.
3. You shall allow the probation officer to visit your house and search your refrigerator.
4. You shall only eat 2,500 calories a day.
5. You shall attend Weight Watchers.
6. You shall stay away from buffets.

By Order of the Court:

1. It is a violation of probation for you to violate any federal, tribal, state, county or municipal criminal law or ordinance during the period of probation.

2. It is a violation of probation for you to own, purchase, borrow, possess, use or carry any type of firearm, destructive device or dangerous weapon while on probation.

3. It is a violation of probation for you to willfully defraud a urine test administered as a condition of probation.

4. You shall continue your present employment or seek and maintain suitable employment; you may pursue a vocational or educational course of study that will lead to future or better employment.

5. It is a violation of probation for you to use or possess any alcoholic beverage, or to enter any liquor, beer or wine establishment during the period of time you are under probation supervision, unless otherwise authorized by your parole/probation officer.

6. You shall refrain from excessive use of alcohol. You understand that any excessive use of alcohol or controlled substances will give your parole/probation officer the right to require you to undergo an outpatient evaluation and abide by the recommendations of the evaluator. Excessive use of alcohol is presumed if you have an alcohol concentration of ___ percent or higher.

7. It is a violation of probation for you to use or possess any non-prescribed controlled substance while on probation supervision. It is a violation of probation to knowingly associate with users or traffickers in narcotics, marijuana, or other controlled substances.

8. You are not to associate with any known felons without prior permission from your parole/probation officer.

9. It is a violation of your probation for you to possess or use any type of surveillance equipment such as audio, video, and motion detectors, scanners or any type of surveillance or counter surveillance equipment without prior written permission from your parole/probation officer.

10. You shall inform your parole/probation officer in the manner that they direct of any changes in your place of residence and employment, and other pertinent activities. You shall answer truthfully all reasonable inquiries by the parole/probation officer and report to them as directed. This information must be furnished to the parole/probation officer by written report, telephone, or a personal visit to their office. Your parole/probation officer may visit your residence or place of employment at reasonable hours. You shall report within twenty-four hours to: _____.

11. You shall submit your person, place of residence and vehicle, or any other property to which you may have access, to search and seizure at any time of day or night by a parole/probation officer, with or without a search warrant.

CONDITIONS OF SUPERVISION

12. You shall waive extradition to the State of North Dakota from any jurisdiction in or outside the United States where you may be found, and you also agree not to contest any effort by any jurisdiction to return you to the State of North Dakota while this probation is in effect.

13. You shall support your dependents.

14. You shall regularly attend weekly self-help groups such as Alcoholic Anonymous/Narcotics Anonymous, Gamblers Anonymous, Sex Addicts Anonymous, Sexaholics Anonymous.

15. You shall submit to a medical examination or other reasonable testing to include breath, blood, saliva or urine samples for the purpose of determining the use of alcohol or controlled substances whenever requested by any parole/probation officer. It is a violation of probation for you to use any adulterants that may affect the results of a breath, blood, saliva, or urine test.

16. You shall receive a chemical dependency/addiction evaluation and comply with all treatment recommendations, subject to your right to a hearing before the court if you disagree with any treatment recommendation.

17. You shall pay the following monetary obligations to the clerk of court in the total amount of \$___. The total amount of the obligation shall be paid prior to the end of probation:

a. Fines in the amount of \$___;

b. Court appointed attorney fees in the amount of \$___;

c. Court administration fees and facility improvement fee in the amount of \$___;

d. Restitution in the amount of \$___;

e. Victim assistance fees in the amount of \$___;

f. Other in the amount of \$___.

18. You shall pay a supervision fee in the amount of \$36.00 each month to the North Dakota Division of Parole and Probation, also known as the Division of Field Services, as required by N.D.C.C. § 12.1-32-07 (2).

19. You shall pay the amount of \$50.00 to the North Dakota Division of Parole and Probation, also known as the Division of Field Services, as required by N.D.C.C. § 12.1-32-02 (10) and (11), for preparation of the presentence investigation report.

20. You shall undergo various agreed-to community constraints as intermediate measures of the Department of Corrections and Rehabilitation to avoid revocation under N.D.C.C. § 12.1-32-07 (3).

21. You shall submit to fingerprinting at the direction of your parole/probation officer.

22. It is a violation of your probation for you to telephone or write to the victim(s), or contact the victim(s) through third parties or be within ___ yards of the victim(s) without written permission of your parole/probation officer.

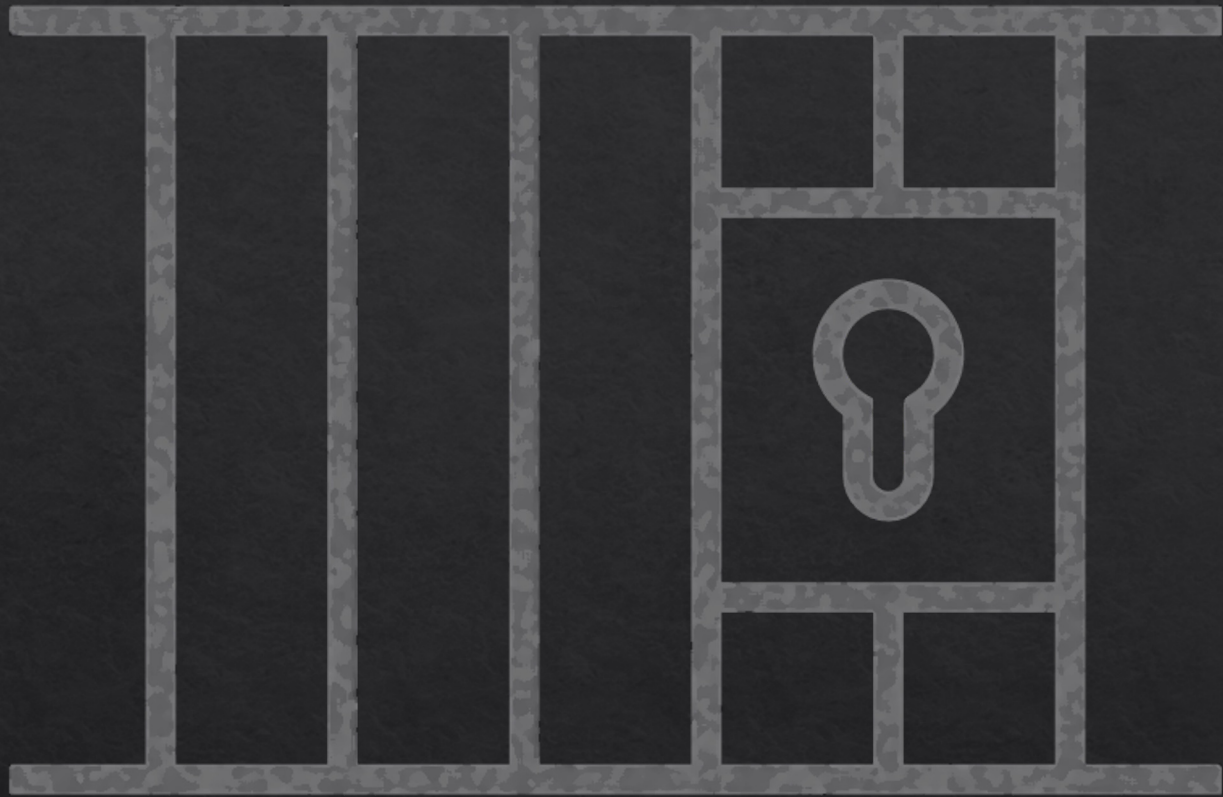
23. It is a violation of your probation for you to enter onto the premises, travel past, or loiter near where the victim(s) resides without written permission of your parole/probation officer.

24. You shall provide a sample of blood or other body fluid for DNA law enforcement identification purposes and inclusion in law enforcement identification databases as required by N.D.C.C. ch. 31-13. You shall pay the cost of the collection and processing of the DNA sample.

25. You shall attend, participate in, and successfully complete a cognitive restructuring program.

26. You shall submit to placement on an electronic surveillance system (GPS/EMS).

CONDITIONS OF SUPERVISION



The very next day,
a person placed on
supervision is
expected to be
compliant

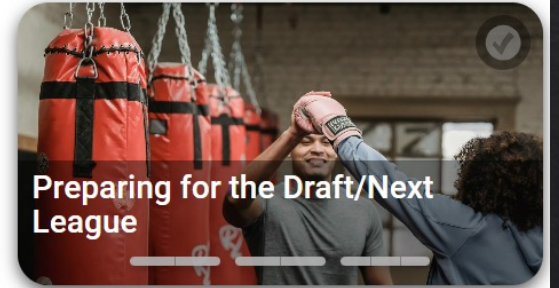
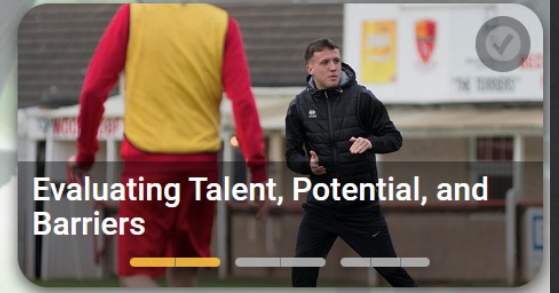
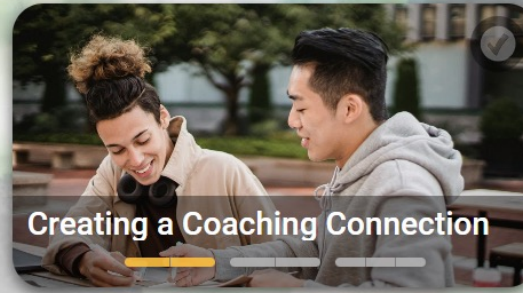




SUCCESS

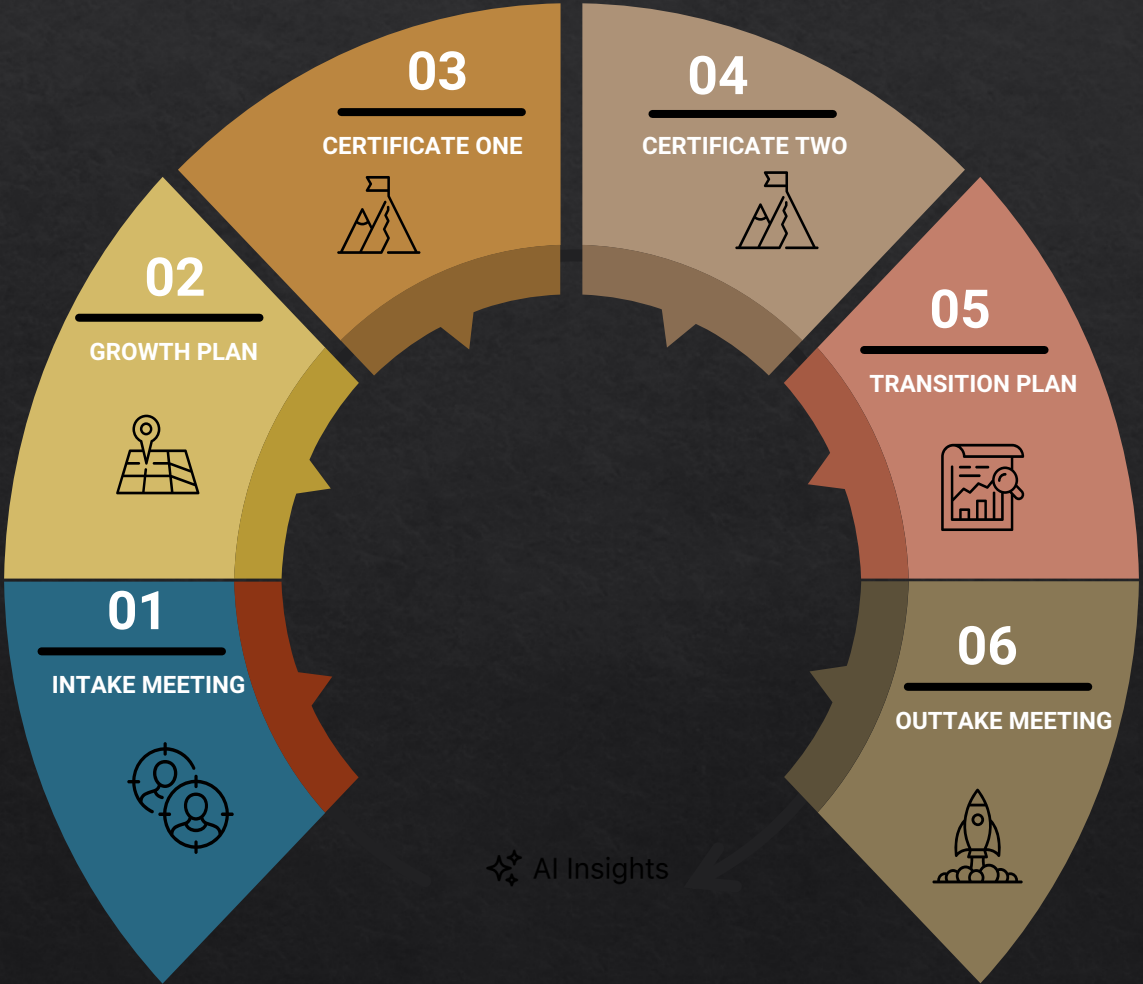
WHAT'S THE JOB TO BE DONE?

Professional Development for Officers



Navigating the Journey

FROM INTAKE TO OUTAKE



CONNECT



GROW



APPLY



INSPIRE

4-6 Hours Total, over 30-90 Days

Coaching Strategies

I guess when I started working as a probation officer, I didn't really think about what I was doing. I had a degree in criminal justice and wasn't sure what I wanted to do. I thought about being a cop but the police department wasn't hiring at the time and someone from the probation department had come to our class to talk about becoming a probation officer. To be honest, I didn't really know much about what they did. I figured I would apply and see what happened.

A couple months later I was hired as a probation officer. I was given a caseload of 79 people on supervision and was told to meet with them on a monthly basis and make sure they do what the court told them to do. Seemed easy enough. Looking back, I guess I would consider myself a referee. My job was to enforce the rules of probation and to let the court know when the person either broke the rules or got everything done. I tried to be helpful as much as I could, but ultimately it was the responsibility of the person on supervision to stay out of trouble. I remember saying "if the person goes to prison, it's on him--I'm just doing my job."

I actually think about that sometimes and realize that I missed some great opportunities to help people change their lives. Instead of being a referee, I now see myself as a coach for those who have great potential. A coach for those that have huge barriers in their way. A coach for those that can't make it on their own. I am a coach that helps people find ways to remain on the field, learning how to play and win.

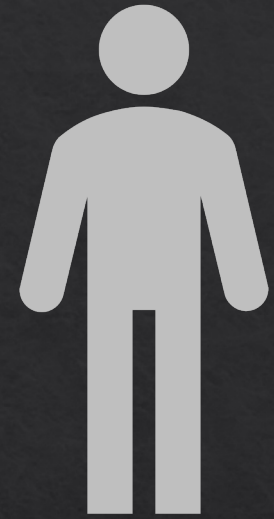
CREATING A COACHING CONNECTION

EVALUATING TALENT, POTENTIAL, AND CHALLENGES

Where is the youth
currently?



Where does the
youth want to be?



BUILDING A GAME PLAN AND DEVELOPING A SUCCESS PLAN

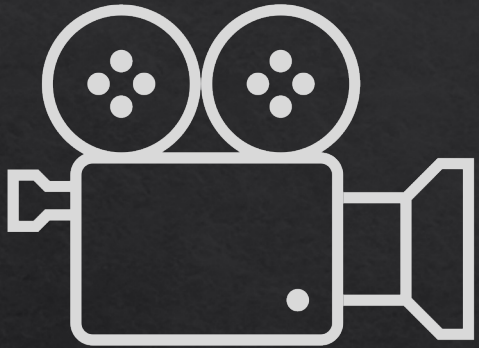
Where is the youth
currently?



Where does the
youth want to be?



What can I do to support
the youth getting closer
to their best self?



PRACTICE DAYS

GAME DAYS

REVIEW AND PLAN



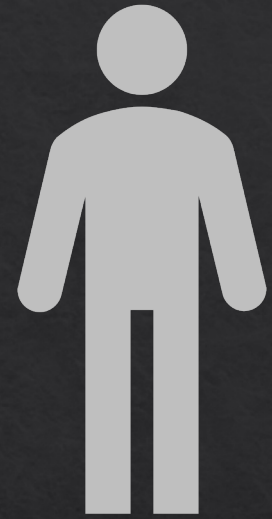
MANAGING ACCOUNTABILITY AND DISCIPLINE

CELEBRATING PROGRESS AND MILESTONES

Where is the individual currently?



Where does the individual want to be?



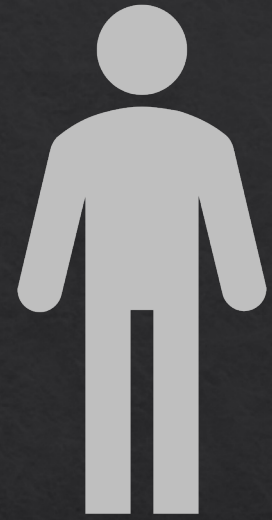
What can I do to support the individual getting closer to their best self?

CELEBRATING PROGRESS AND MILESTONES

Where is the individual currently?



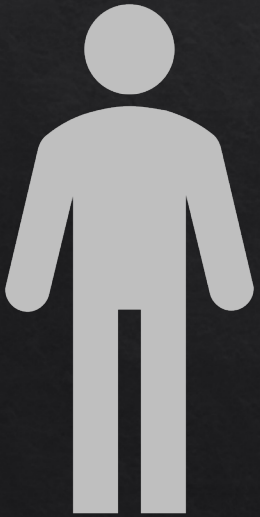
Where does the individual want to be?



What can I do to support the individual getting closer to their best self?

CELEBRATING PROGRESS AND MILESTONES

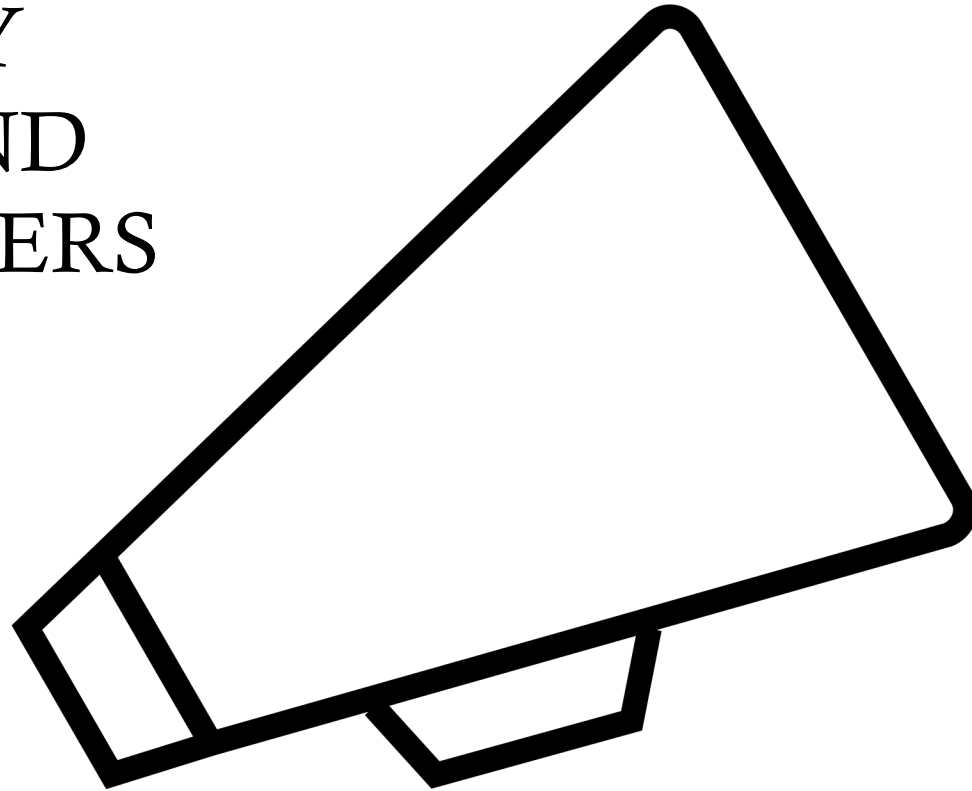
Where is the individual currently?



Where does the individual want to be?

What can I do to support the individual getting closer to their best self?

RECRUITING
COMMUNITY
COACHES AND
CHEERLEADERS



COACHING PHILOSOPHY

BELIEVE THAT ALL INDIVIDUALS CAN **LEARN & GROW**

DEVELOP A **PLAYBOOK** THAT IS DESIGNED TO HELP PLAYERS IMPROVE

RECOGNIZE THOSE WE WORK WITH ARE HUMAN BEINGS WITH STRENGTHS, BARRIERS, NEEDS, CULTURE AND SYSTEMS, WHO ARE **TRYING THEIR BEST**

FOCUS ON **PROGRESS**, NOT PERFECTION

INVEST **TIME AND RESOURCES** INTO THE PLAYER

CONNECT **PURPOSE** TO ACTIVITIES

WHAT IS YOUR COACHING PHILOSOPHY?

1.

2.

3.

4.

5.

6.

