



# LEADERSHIP PHILOSOPHY & ATTRIBUTES

OREGON  
DEPARTMENT  
OF CORRECTIONS



In July 2016, the Oregon Department of Corrections (DOC) Executive Team chartered a **breakthrough initiative** on the **future of leadership development** within the department. The initiative was selected as a top priority from the Destination 2026, 10-year strategic list of organizational improvement targets. These targets, if reached within the defined period of time, will contribute towards DOC's overarching goal of becoming the **public safety employer of choice with innovative employees who transform lives.**

The primary factors contributing towards selection of this breakthrough initiative were the absence of any meaningful leadership development opportunities for current or new managers due to a decade of budget instability, and the potential for the department to turn over more than 50 percent of its staff (including managers) during the next five years due to retirement.

The breakthrough initiative team was charged with creating a consistent, research-based framework to shape and guide all development of current and future leaders. Through rigorous study, subject matter expert meetings, and stakeholder feedback, the team created the following Oregon Department of Corrections Leadership Philosophy and Leadership Attributes, which were then reviewed and approved by the Executive Team.

In addition to this Philosophy and set of Attributes, the team also crafted a department set of Leadership Opportunities and a set of Leadership Development Strategies that will be implemented at the individual and organizational levels in the future.



# LEADERSHIP PHILOSOPHY

**LEADERS** are **visionaries** who see possibilities, connections, and solutions. They continually **learn, grow, and improve themselves** and the organization.

**LEADERS** **embody integrity** in all interactions. They establish and **foster interdependence** among the many moving organizational parts, people, and competing interests.

**LEADERS** **bring passion & energy** to their roles in service to others and the mission. They drive **business innovation and transform lives.**

**LEADERS** are **adaptive** and **thrive in challenging environments.** They ensure conditions for success are present and **inspire greatness.**



# LEADERSHIP ATTRIBUTES





# LEADERSHIP ATTRIBUTES



## DEFINITION:

The ability to **consciously recognize, understand, and manage one's own emotions,** and to empathetically and judiciously recognize, understand, and influence the emotions of others.

# EMOTIONAL INTELLIGENCE

## WHY IT'S IMPORTANT

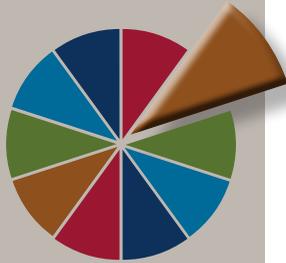
Emotional intelligence allows leaders to understand personal strengths and weaknesses and maintain composure in varied settings. Emotionally intelligent leaders put people at ease and are highly participatory managers who maximize the potential of diverse human resources, build relationships, and mend conflicts. Emotionally intelligent people have the internal clarity and relational capital to make informed decisions, confront challenges, and lead for change.

## EXPECTATIONS

- Takes steps to willingly learn about personal strengths and weaknesses in key emotional intelligence competencies and attributes, utilizing internal reflection, formal assessment, and informal feedback methods.
- Develops and implements a plan to practice improvements in areas of weakness and enhancements in areas of strength.
- Identifies a trusted coach, mentor, or "truth-teller" to ensure behavior is aligned to the department's mission, vision, core values, and goals.
- Identifies and works through positive and negative physiological, emotional, and psychological triggers for themselves and others to improve personal, team, and organizational outcomes.
- Accurately identifies the emotions of others and adjusts approach to enhance interactions, productivity, and mutual accomplishments.



# LEADERSHIP ATTRIBUTES



## ETHICS AND VALUES

### DEFINITION:

The ability to **behave with integrity, honesty, and transparency** in accordance with statute, administrative rule, DOC Code of Conduct, DOC Code of Ethics, the Criminal Justice Code of Ethics, and the department's stated values in all actions.

### WHY IT'S IMPORTANT

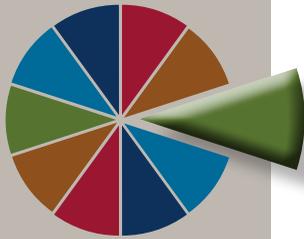
Ethical and values-driven behavior lies at the heart of good leadership. Our democratic society values excellence in performance and respect for individual human dignity; therefore, ethics based on trust, respect, competence, and accountability is critical in the correctional setting. As a state agency we are responsible for being good stewards of state resources. In addition, as public safety professionals we are held to the highest ethical standards because we have statutory authority over the welfare of other human lives. We have been granted the right to compel compliance by various means including the use of appropriate levels of force to meet our correctional objectives.

### EXPECTATIONS

- Role models high standards of ethical and professional excellence, continually upholding all guiding laws, rules, and policies that grant the department its operating authority and legitimacy; coaches and role models these standards with staff consistently.
- Listens and watches carefully to understand the informal cultural patterns and norms of behavior among peers and staff, ensuring they are in alignment with the department's shared values, ethical practices, and standards of humane treatment of adults in custody and those on supervision.
- Recognizes that mistakes in discretion can arise from good intent; uses sound judgment when applying rules. When there is room for interpretation, works with staff to clarify boundaries and acceptable behaviors; sets same expectations for employee interactions with adults in custody and those on supervision.
- Seeks outside assistance when uncertain about how to deal with ethical questions and holds staff accountable for clear legal and ethical violations at all times.



# LEADERSHIP ATTRIBUTES



## INSPIRING A UNITED VISION

### DEFINITION:

The ability to **imagine the future** with creativity, wisdom, and ingenuity. Leaders **illuminate the path** toward continuous transformation, **sparking shared commitment**, and action in others to reach a common goal.

### WHY IT'S IMPORTANT

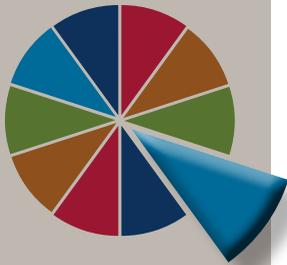
Unified vision is critical in the corrections and public safety professions, as the public entrusts us to take all steps necessary to continuously improve outcomes on their behalf, ultimately improving safety in our communities. A leader cannot achieve a vision alone and must engage and inspire ownership in the workforce.

### EXPECTATIONS

- Identifies and speaks about future trends that influence how organizational work could be accomplished.
- Invites the perspective of others and incorporates their view into a compelling image of the future.
- Helps others to see how their individual long-term interests can be realized by enlisting in a common vision.
- Speaks with personal conviction about the meaning and purpose of their work as it relates to the mission and shared vision.
- Ensures employees understand their connection and contribution to the department's shared vision and mission, and are rewarded for activities and services that move the organization toward its long-term goals.



# LEADERSHIP ATTRIBUTES



## DEFINITION:

The ability to **forecast** a broad range of alternatives, **anticipate likely outcomes** of individual or group actions, and **consider all potential risks and impacts** to stakeholders and systems. Strategic thinkers recognize the relationships, complexities, and implications of a situation. They **anticipate possibilities** and plan for the future.

## STRATEGIC THINKING

### WHY IT'S IMPORTANT

Strategic thinking enables leaders to maximize available resources and opportunities and achieve goals, while minimizing unintended consequences.

### EXPECTATIONS

- Engages in continual learning to support a broad perspective about the corrections environment, potential improvement ideas, and trends in the industry.
- Makes decisions based on understanding of, and predicted impact to, all moving parts of the organization (systems thinking).
- Takes advantage of opportunities and obstacles for the improvement of organizational outcomes.
- Moves with ease between strategic thinking and the tactics needed to achieve organizational outcomes.



# LEADERSHIP ATTRIBUTES



## DEFINITION:

The ability to look outside the department and **understand the totality of the environment** within which leaders operate, engage pro-actively with all stakeholders, and forecast the impact of actions taken inside and outside the department to **promote public trust** and understanding, and ensure conditions are in place to meet the mission.

# MANAGING THE EXTERNAL ENVIRONMENT

## WHY IT'S IMPORTANT

It is crucial for a leader to be able to understand the unique and relevant perspectives of multiple groups including victims, families, citizens, partners, the legislature, the media, and other interest groups. Leaders identify and collaborate on common goals and educate on issues of differing perspective in order to maintain a productive place for the department within the larger state government and criminal justice systems.

## EXPECTATIONS

- Proactively engages with affected external stakeholders in an ongoing effort to ensure mutual understanding of needs, interests, and perceptions.
- Maintains awareness of changing business and political climates that could impact external stakeholder partnerships.
- Develops a positive and collaborative relationship with external stakeholders, ensuring all interactions are timely, professional, and effective.
- Models a willingness to adjust practices and systems when appropriate in response to identified needs or concerns of external stakeholders.



# LEADERSHIP ATTRIBUTES



## DEFINITION:

The ability to **shape opinions**, change hearts and minds, and **motivate others** to carry out the goals of the organization by relating their personal motivations to the desired future state.

# INFLUENCE

## WHY IT'S IMPORTANT

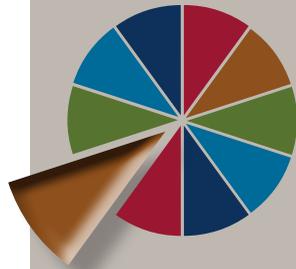
Influence with others is a critical component of leadership, regardless of an individual's positional authority. Having positive influence garners trust and enhances the ability to affect authentic change, growth, and organizational alignment to the mission.

## EXPECTATIONS

- Builds trust with others by engaging in authentic, personable work relationships intended to produce positive results.
- Demonstrates reliability through consistent, mission-aligned actions.
- Listens to others and flexibly incorporates their ideas into day-to-day operations and change initiatives.
- Acts assertively, without aggression, focusing on action instead of argument.
- Understands the motivations and talents of individuals within the organization and stakeholders outside of the organization and sparks desired actions based on that understanding.
- Values each individual's role and contribution, publicly and privately.



# LEADERSHIP ATTRIBUTES



## DEFINITION:

The ability to **develop** comprehensive **plans**, provide direction, prioritize resources, establish measures of success, **inspire action**, and **ensure continuous improvement** in service of the organizational mission, shared vision, and goals.

# PLANNING AND PERFORMANCE MEASUREMENT

## WHY IT'S IMPORTANT

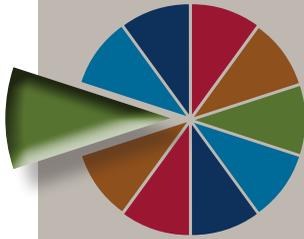
Planning and performance measurement enables leaders to actively set direction and priorities, manage the pace of change, make data-driven decisions, and effectively communicate results to stakeholders.

## EXPECTATIONS

- Builds understanding of, and utilizes, existing planning tools and systems to achieve and sustain mission accomplishment.
- Assesses the current state of business in relation to desired outcomes. Sets a course of action, inventories resources, and measures organizational outcomes to quantify if organization is on or off target.
- Takes corrective actions as dictated by data.
- Strives to continually improve technical, organizational, and professional expertise in one's own field and the practical application within the corrections field.
- Integrates strategic planning into daily work and connects all actions to the mission, vision, and goals of the department.
- Illustrates how strategic planning is important and relevant to the daily work of others. Creates buy-in from employees.



# LEADERSHIP ATTRIBUTES



## DEFINITION:

The ability to **intentionally work together** with peers, staff, and stakeholders towards shared goals. Collaborative leaders are **non-hierarchical** and share responsibility, authority, and accountability equitably with others.

## WHY IT'S IMPORTANT

In a profession intended to positively impact the lives of thousands of adults in custody and on supervision, it is imperative for leaders to generate new solutions to our longstanding industry challenges. Collaboration encourages innovation by honoring a diversity of ideas, stimulating fresh thinking, and re-energizing people through hopeful engagement.

## EXPECTATIONS

- Understands and actively role models inclusive, facilitative behaviors that support successful collaboration.
- Builds a diverse (in experience and thought), team-oriented workforce that emphasizes creativity and innovation, while honoring past organizational practices.
- Develops and maintains an enterprise-wide perspective, recognizing when decisions will impact others and reaching out to brainstorm additional ideas before taking action.
- Demonstrates trust in others by delegating decision-making authority, along with the responsibility of those decisions.
- Encourages, coaches, and holds peers and direct-reports accountable for using a collaborative approach to conducting business.
- Recognizes others' content expertise and actively solicits contributions.



# LEADERSHIP ATTRIBUTES



## DEFINITION:

The ability to **bring people** of diverse thought, experience, and skill sets **together** as a team, identify purpose and goals, and manage stages of development to **ensure collaboration** and overall performance is successful.

## TEAM BUILDING

### WHY IT'S IMPORTANT

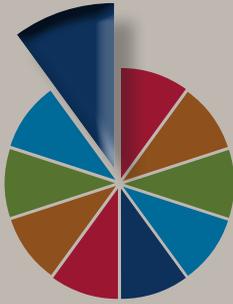
Organizations bring teams together to accomplish high-priority goals. This is an investment of time and resources that cannot be left to chance. With excellent attention and direction from leadership, teams not only have a higher potential of reaching their stated goals, but also enhancing team members' sense of connection to the mission and their sense of accomplishment.

### EXPECTATIONS

- Understands team dynamics and stages of team development and maintenance.
- Knows how to build a team, lead a team, and create conditions of success for the team by capitalizing on available resources and eliminating barriers.
- Creates clarity of purpose, scope, expectations, outcomes, and decision-making methodology.
- Establishes a trusting and collaborative climate in which members can take on responsibilities and share information openly.
- Respects the skills, knowledge, and needs of the team by giving helpful feedback and acknowledgment, privately and publicly.
- Assesses team strengths and weaknesses and provides formal development opportunities to ensure full member participation.
- Identifies, raises, and resolves team conflicts.



# LEADERSHIP ATTRIBUTES



## DEFINITION:

The ability to **overcome adversity**, opposition, or failure and **maintain** steady, thoughtful **progress towards a goal**. (Mental toughness, grit, tenacity.)

## RESILIENCE

### WHY IT'S IMPORTANT

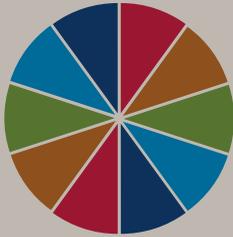
Corrections leaders are faced with making high-stakes decisions every day, some with life and death consequences, in a setting of strong opinion, reactivity, and general public cynicism. The challenges to physical well-being, mental stamina, interpersonal/work relationships, and sometimes even personal principles, are serious threats to resilience. Our physical and emotional bodies work in a constant, heightened state of alert, making it essential that leaders give and seek support and encourage the workforce to follow suit.

### EXPECTATIONS

- Continually assesses emotional, mental, physical, and spiritual well-being while effectively managing pressures and changes at work and home.
- Role models appropriate self-improvement, wellness, and work-life balance.
- Recognizes and honors personal limitations.
- Knows the importance of maintaining a healthy support system and asks for support when needed; is open to receiving caring feedback about observed well-being.
- Ensures those around them have a sense of relational and physical safety, and a sense of belonging.
- Cultivates an optimistic outlook.



# LEADERSHIP PLEDGE



## LEADERSHIP ATTRIBUTES:

EMOTIONAL INTELLIGENCE

ETHICS AND VALUES

INSPIRING A UNITED VISION

STRATEGIC THINKING

MANAGING THE EXTERNAL ENVIRONMENT

INFLUENCE

PLANNING & PERFORMANCE MEASUREMENT

COLLABORATION

TEAM BUILDING

RESILIENCE

As a leader within the Oregon Department of Corrections, I pledge to myself, my peers, and my staff that I will place the highest value upon, and unwaveringly embody, the DOC Leadership Philosophy and Leadership Attributes in every aspect of my work and every interaction I am a party to on behalf of the department.

## LEADERSHIP PHILOSOPHY

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- LEADERS** embody **integrity** in all interactions. They establish and foster interdependence among the many moving organizational parts, people, and competing interests.
- LEADERS** bring **passion and energy** to their roles in service to others and the mission. They drive business innovation and transform lives.
- LEADERS** are adaptive and **thrive in challenging environments**. They ensure conditions for success are present and inspire greatness.

Signature \_\_\_\_\_

Print Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_



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