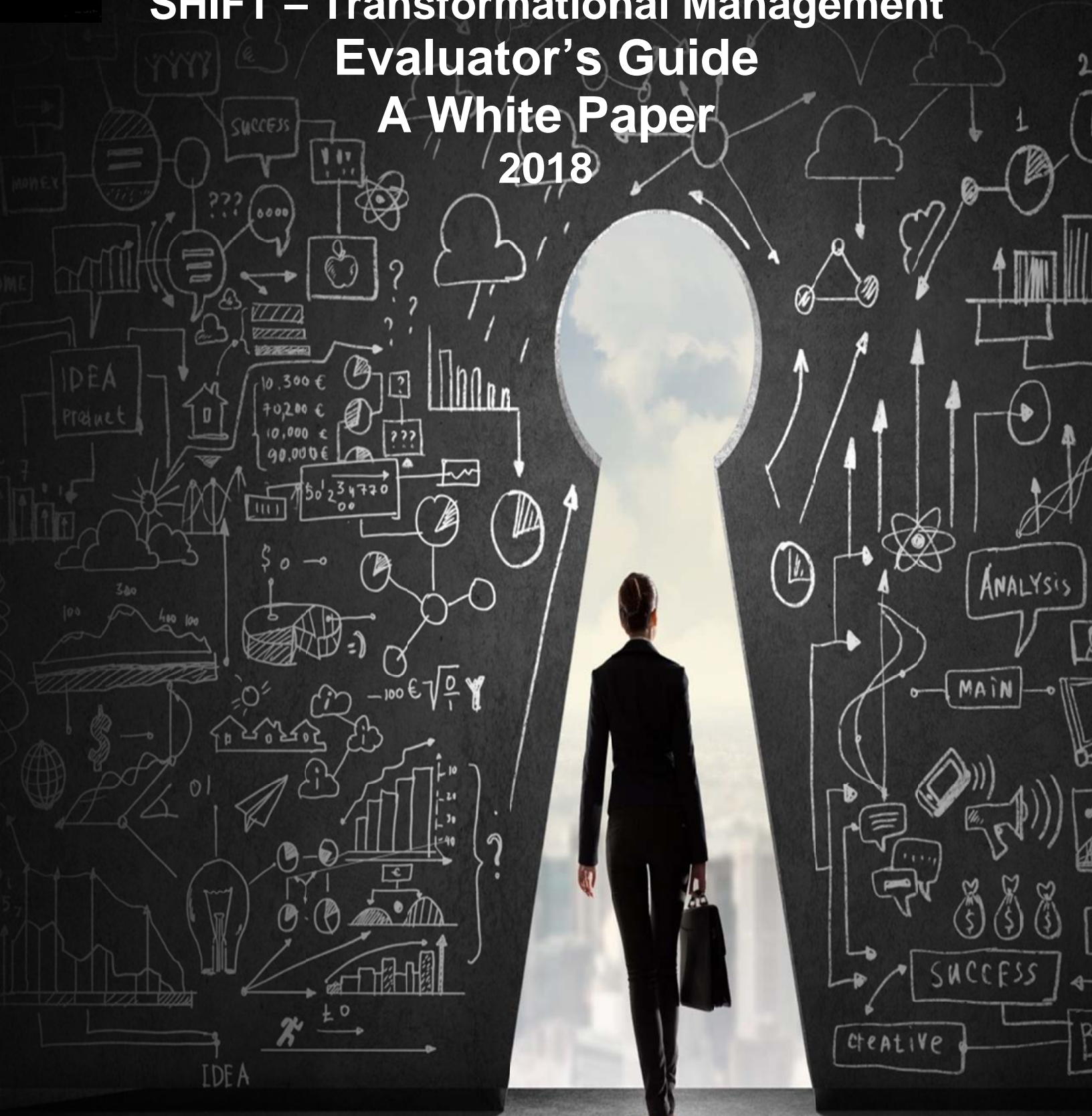


SHIFT – Transformational Management Evaluator's Guide A White Paper 2018



EXECUTIVE BRIEF

The Springfield Police Department has garnered a reputation as a leader in professional and effective law enforcement. However, due to a focus on officer training, the civilian side of the organization was overlooked and lacked the skills needed to manage effectively. In keeping with Commissioner Barbieri's vision and direction, the Transformational Management mentoring model, known as "Shift", was implemented. The mentoring model, comprised of two parts, provides the following capabilities:

1. Live group mentoring
2. One-on-One access outside of meetings

The weekly live mentoring time is used to discuss challenges posted by group members. Within the group, each individual is given their own mentoring time including a plan to address specific challenges. One-on-one access is utilized outside of the group time if a team member comes across an issue requiring additional support. A video or voice call is scheduled and the immediate issue addressed.

The primary purpose of this support is to increase efficiency, cost savings, and production, for managers, by accessing live mentoring as challenges come up. The effect of having a mentor available can quickly and accurately provide important strategies to implement resulting in real time results.

The increase in efficiency, cost savings, and production cannot be overstated. Managers will now have the ability to access real time support as they are faced with adversities. This system will allow managers to properly triage issues, increase efficiency of coordinating resources and improve team morale.

This white paper exemplifies the mentor/mentee partnerships, when established, providing innovative solutions in order to create efficiencies and cost savings for organizations.

SCENARIO EXAMPLE

A typical scenario when the Transformational Management mentoring model is utilized happens when a manager is promoted from an individual contributor to a management position with little or no formalized training or support. For example, if a network analyst is promoted to Director of IT, he/she would be able to transition into this role with one-on-one support as they become acclimated with managing human resources instead of managing themselves. If the Director does not have support during this transition, studies have shown new managers typically 'burn out' by doing their old job as an individual contributor along with their new management duties. If the IT Director is successful at delegating duties, studies have shown they may still have trouble with project management, budgeting, handling employee challenges and a host of other issues that arise during the first few years of management. The goal is to compress this learning curve down from years to months, decreasing employee turnover, increasing production and most importantly quality of life for new managers.

PROOF OF CONCEPT

The Shift project was instituted as a "proof of concept." The primary purpose of this project is to increase efficiency, cost savings, and production, for managers, by accessing live mentoring as challenges arise. The effect of having a mentor available can quickly and accurately provide important strategies to implement, resulting in real time results.

SPD EXPERIENCE AND PUBLIC PERCEPTION

The Springfield Police Department civilian managers have developed extensive experience in utilizing effective strategies to promote production. \$65,000 was saved in one area as resources were reallocated and a budgeted vacancy not filled. Production was increased 100% in another area where one worker was initially performing at a 50% error rate. Once this model was implemented that employee started operating at a 1% error rate and is no longer on probation. Commissioner Barbieri supported the Transformational Management mentoring concept to address the need for strengthening management's talent. The Springfield Police Department has experienced positive responses from public entities, corporations, private citizens and personnel. This positive response has led to increases in production and a decrease in employee turnover and budgeted cost savings.

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