

Leadership reflection

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Abstract

The purpose of this report is to assist my leadership reflection following a change management project created to successfully implement the national Neighbourhood Crime Integrated Offender Management Strategy (NCIOMS) within Dyfed-Powys area. This was my first large -scale national project which I took the lead on. This change project took place over a period of 6 months with a significant overhaul required in how police and probation prioritised and managed integrated offender management (IOM) cohorts.

This reflection will explore and identify how my leadership style assisted me in overcoming barriers and challenges and how motivation and drive for overall improvement in the way the force managed offenders ensured successful project outcomes. I will relate theory to my motivation and drive to succeed. When leading teams, we often don't make time for reflection of our own behaviours and leadership styles.

Greek philosopher, Aristotle (384- 322 BC) stated "*knowing yourself is the beginning of all wisdom*" (Leaderonomics,2017). Self-awareness gives me the ability to understand my own emotions, strengths, weaknesses, goals and motivation. Most importantly, I believe it will assist understand the impact I have on others that I am leading. Research states reflection should be purposeful by taking the time to question "*What have I done well?*" and "*What would I do differently next time?*" By doing this, it will lead to improvement in performance as well as strengthen emotional commitment to leadership (Leaderonomics,2017). Further personal reflection can be

sought to ensure alignment and consistency between who I am as an individual and that my true values are reflected in my leadership style. ✓

As part of my reflection, I will also include challenges I faced and how I responded to challenges. I will carry out an honest reflection on whether the chosen leadership style used to deal with complex situations at the time, is an approach I would use in the future.

Introduction

Leadership has evolved over many years since its initial discovery in the 6th century BC, by a Chinese general writing a book on the "*art of war*". In the early 1900's, the 'great man theory' emerged to suggest leaders are born to lead. This was challenged in the 1930's following the introduction of group theory, indicating that leadership can be taught. The Trait theory was introduced in the 1940's suggesting that traits were inherited and common amongst great leaders, supporting the great man theory. Behaviour theory was then introduced in the 1950's and shifted the focus on actions and not attributes. In the 1960's the contingency theory was created which focused on behaviours resulting in situational successes (Chege,2016). *Personal thought on these!*

Since this time, there has been extensive literature and research available on leadership and what traits, behaviours and situations encourage excellence in leadership. It can be observed in the most simplistic terms of 'getting others to follow' or 'to do things enthusiastically'. It can also be viewed as 'the use of authority in decision making'. Leadership has also been defined as a relationship of power and persuasion where the role of a leader can influence the behaviour and action of others (Mullins,2016). There are numerous interpretations of leadership and it

would be impossible to be content with one definition. To enable me to gain a greater understanding of leadership, I have explored various styles of leadership, the strengths and weaknesses that come with each style and used theory to identify what type of leader I am. Those leadership styles I have identified in myself and those who have led me are referenced throughout my reflection.

To support the successful implementation of the Neighbourhood Crime Integrated Offender Management strategy (NCIOMS) and management of the Dyfed- Powys Police "IOM Refresh" programme, a project team was set up. This followed the government publication of a new offender management strategy to put neighbourhood crime at the centre of Integrated Offender Management (IOM). This new scheme was nationally driven but would still utilise IOM schemes to address local needs. The aim of this strategy was to ensure prompt risk management actions, effective rehabilitation, and interventions to support desistence and create a framework to support offenders overcome complex issues such as substance misuse, housing, employment and poor mental health, often a contributor to criminal behaviour. By bringing together key provision and support of partner agencies across criminal justice, it is hopeful IOM will have the ability to better protect our communities and reduce crime. (HM Government, 2020).

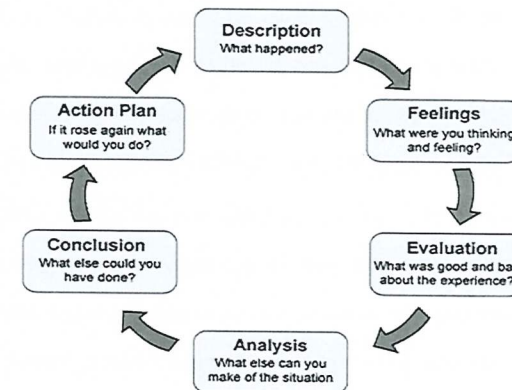
A key focus for IOM was the need for greater leadership and direction from the centre which would enable IOM to be brought back to the forefront and make lasting changes, resulting in safer communities.

As a Detective Sergeant in central Offender Management, I am familiar with all aspects of offender management but had never managed a project at such a large scale. I accepted the proposal to lead on this project as I considered this an

excellent opportunity to develop my leadership skills and provide me with an opportunity to gain an enhanced knowledge of Integrated Offender Management and wider project management skills.

To assist my reflection, I will utilise the framework of the Gibb's reflective cycle. This cycle will be used to break down my reflection into 6 areas.

Gibbs Reflective Cycle



Gibbs reflective cycle (1998) cited in Crowe associates, (2017)

Description - What happened?

At commencement of the project, I was provided with a copy of the Neighbourhood crime Integrated Offender Management strategy (NCIOMS) and asked by senior management to devise a project plan for implementation. I met with the strategic lead whose main role is a Detective Chief Inspector (DCI) in a criminal investigation unit and I report directly to him. The DCI explained he required an offender management supervisor to lead the project and ensure the force had successful integration of IOM by July 2021. The IOM co-ordinator had just been recruited into the post and had no previous knowledge of offender management. I felt uncertain how the project would pan out and I recall feeling quite daunted by the significant offender management overhaul that was required in such a short timescale. Both the senior management and the new member of staff were reliant on me to make decisions to ensure the force successfully implemented the new strategy.

I have always considered myself to have a high level of resilience and I knew that my sheer determination and drive would ensure the project was a success but at the project's infancy, I was unsure whether I had enough experience and knowledge to manage this project successfully.

Gleeson (2020) highlights that resilience is a beneficial trait especially when embracing change. Gleeson believes resilient people view difficulty as a challenge, are committed to their goals and have control to contribute to organisational and personal growth.

As the Integrated Offender Management schemes include the management of the most prolific and dangerous offenders, it was imperative that we had all stakeholders on board to ensure offenders are robustly managed. IOM is a multi-agency scheme

which includes the use of public and third sector agencies to provide interventions as well as specialist support. The long-term objective is to encourage desistance and break the cycle of re-offending, resulting in a reduction of crime in our communities.

There are extensive stakeholder agencies involved in IOM across the force area and my priority was to ensure they were cognisant on the new change, introduce the project management team and get all agencies on board on this journey of change in offender management. A scheme cannot be successful on its own and requires the support and commitment by other agencies.

I submitted a proposal to senior management that a "IOM Discovery day" should be held. The purpose of this day was to invite all stakeholders and partners so they could be introduced to the forecasted change and confirm project timescales and obtain their support and commitment. We also devised break out rooms for divisional discussions to take place including agency concerns of the ability to meet this new commitment. I was conscious consultation was key to getting agencies on board. Equally, I was not familiar with the dynamics and resource structure of partner organisations and would be reliant on their support and knowledge.

I wanted all agencies to feel their views and opinions mattered and all decisions made would be following careful consultation and review. This evidenced transparency in my decision making. I was solely responsible for the design of the discovery day and this project allowed my transformational leadership style to flourish.

I have always considered myself to be a transformational leader. I demonstrated this type of leadership style throughout the project as I engendered higher levels of

motivation and commitment amongst followers to encourage a shared vision.

(Mullins, 2016).

Ugochuku (2021) describes transformational leadership as the type of leadership that relies on the encouragement of the team's moral and self-confidence which can then assist the teams and partners to align itself to an overall vision and common purpose. I aimed to achieve this on the discovery day by getting all offender management and partner agencies onboard to share this same vision.

The 'Discovery day' was a success and by using breakout rooms we were able to seek the views of partners from each division to assist decision making. I was conscious with such a large amount of people attending the discovery day, we needed to capture views from all as each division may have its own issues and barriers to face.

Some people do not like speaking publicly, so I was innovative and utilised online survey tools to capture the views of all attendees as well as providing the option for a structured q & a session. This assisted our data collation, and I was able to feedback the views from other agencies to the strategic board in a report format.

This supported any proposals I was presenting about meeting structures and policy decisions.

IOM Cymru attended and asked permission to share our ideas with other forces as they felt this was a very effective consultation exercise which informed our decision making during the change programme.

Following on from this discovery day, we set up workshops and training sessions for all staff members who were to be involved in the IOM arena, such as offender management teams, probation, community mental health teams and other key

agencies. At the close of every workshop, we would conduct a survey and obtain snapshot feedback. This not only demonstrated clear evidence of consultation, but it also assisted with auditing responses.

I held weekly meetings with IOM Cymru, the central reporting body for Wales to ensure we were continually aligning with the implementation plan set for Wales. I also used this opportunity to ask questions and raise any concerns. By being transparent and opening this regular line of communication with IOM Cymru, this enhanced the working relationship between Dyfed-Powys Police and a national body. This effective working relationship ensured there was less opportunity for errors and misjudgements as we were consistently reviewing the process on a weekly basis. This also ensured colleagues and partners were provided with correct guidance and direction.

Following on from consultations a proposal for meeting structures was made which would increase the amount of time IOM meetings were taking place. This was to ensure we were compliant with national guidance but were able to realistically meet demand and keep partner-agencies on board. This proposal was presented to all multi-agencies with the support of previous research and feedback collated. I had considered all feedback before proposing the most suited framework for meetings to take place. All agreed to the new cohort meeting structure and commitments this would bring to their everyday role. This process implemented seamlessly as I believe agencies felt they contributed to the IOM journey from the start.

Once all agencies and practitioners agreed to this meeting structure, my next objective was to ensure we had sufficient administrative support in all four divisions to enable the IOM schemes to run. These multi-agency meetings are essential to

ensure agencies are effectively managing risk, identifying suitable safeguarding and risk management actions and ensure there is effective information sharing taking place.

I arranged a workshop to establish an agreement with probation and police admin and their managers. Probation voiced their concerns that although their practitioners could attend the weekly meetings previously, there was insufficient admin provision in probation to support every division and they initially refused to consider providing more resource to support the scheme. This was an unexpected challenge I did not expect to face and feel disgruntled by. We used a mind-mapping process to identify where the issues were and looked at solutions collectively, so we could still secure a 50% commitment from both agencies. I utilised my negotiation skills to emphasise the requirement for joint agency working to ensure the scheme worked. Staff were provided with options and selected the most suited meeting structure. By working together to problem solve, this also enhanced the working relationship between both agencies as now when police staff are on annual leave, probation cover duties and vice versa.

By the 5th July 2021, Dyfed-Powys fully implemented the new NCIOMS into offender management. It was noted by IOM Cymru that Dyfed-Powys were leading the way as we had met all deadlines and had highlighted some good working practices in how we captured agency support and established robust risk management strategies. I felt very proud that collectively as a policing area we had achieved so much and the process had implemented seamlessly with only a few issues to address.

*How did the team feel?
motivation?
Reward?*

Feelings

This section of the Gibbs cycle will reflect on how I felt throughout the time of managing a large- scale project. I am not a senior manager but felt a huge responsibility to make effective and informed decisions on behalf of the senior management team as they did not have detailed knowledge of IOM.

It surprised me that I felt more nervous presenting ideas to other agencies and key stakeholders than I did to my senior management team. I believe this was because my senior management team had instilled confidence in my decision-making ability and were supportive with any decisions I made. My confidence gained as the project progressed as senior management believed in me and my ability to succeed. This increased my motivation and drive to work hard and deliver results. This I have identified within the self-efficacy theory to motivation, developed by Albert Bandura in 1997. Four factors are used to determine our self-efficacy and link to high performance. Our experience and vicarious experience help contribute to our performance (EPM, 2018). *Can you take this lesson forward?*

As I previously led on an innovation project, I was confident that I would be able to cope with similar stresses and pressure in future. Upon reflection, it was clear that the senior management team have used "social persuasion" as I was encouraged and supported to lead on this project. My initial motivation came from senior managers believing in my ability to do a job well. The other aspect of Albert Bandura's model, 'psychological impact' is certainly key to drive my motivation to succeed (EPM, 2018). The sense of achievement and euphoria I felt when I achieved successful project outcomes in the past has instilled in me. Another benefit is the positive impact my work has had on improving offender management for the

force. This is the stimulus and drive to my motivation to succeed along with the recognition of doing a 'good job'.

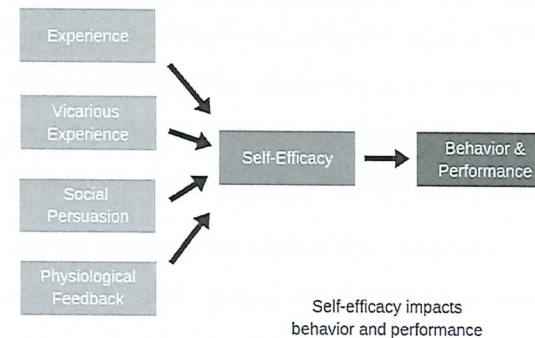
This mindset is echoed by the Hertzberg's motivation-hygiene theory both in my role as offender management supervisor and during project work. I felt a sense of satisfaction in my achievements and recognition of being given added responsibility. However, a criticism of Herzburg is that the theory assumes all employees want to work and achieve more (Klingel, 2021). When looking at the expectancy theory of motivation, I recognise behaviours which reflect in my leadership style. I wanted this change to come into IOM for a long time due lack of understanding across the force and inconsistencies with offender management. Klingel (2021) echoes that the more you want something, the more you have a high success rate at achieving it. ✓

When mentoring the new IOM Co-ordinator in her new role. I initially started by setting her simple tasks and watched her grow in confidence in her abilities. I continually provided support and positive feedback. As her confidence and abilities grew, I encouraged a level of autonomy and ownership in a specific part of IOM. I witnessed her motivation and enthusiasm grow to make the project a success and I found this very rewarding. Research suggests that if we can increase our self-efficacy and that of our teams, then performance and confidence will be enhanced (EPM, 2018).

great where did you learn this? leadership style?

How did make you feel?

Self-Efficacy Theory of Motivation



(EPM, 2018)

External to the police, I was unsure how resistant agencies would be to the new structures and processes to support the IOM schemes and did not have a full understanding of the dynamics of their respective organisations and levels of resource.

I have always considered myself to be a strong decision maker with a clear passion for public protection but as I had not managed a project on such a large scale, I did not want to make mistakes which would impact the force's reputation on a National scale.

How did you overcome?

I have always believed leadership is at every level and you do not have to be in a management role to be a leader. This ethos encompasses how inclusive and engaging I am as a leader now. Walsh & Vito (2019) describe leadership as a key contributor to effective organisations and can revitalise change.

I did experience feelings of frustration at times as I felt IOM was not a priority to the force despite national direction being given. My leaders appeared to only express an

interest when in strategic or national meetings. For example, I would contact the strategic lead for authorisation on a new process/ arrangement to support the scheme and would repeatedly have no response. I would have to keep chasing which increased the demand to my workload. I effectively made decisions but due to me not having budget management or not present at strategic boards, I had no option but to escalate when I was not getting a response from the strategic lead for management level decisions. This impacted on decisions being made very close to deadlines, which did not leave me in a comfortable place and brought a feeling of resentment as senior management did not appear to recognise the importance of getting things right especially being in such a high- risk area of policing. Equally, this would impact the force's reputation if we did not meet national deadlines.

I recognise that my senior management team utilised a 'Laissez- Faire' approach to leadership. This is where leaders demonstrated a "hands off" approach and gave full autonomy to staff to make decisions (Cherry, 2021). I was responsible solely for project planning and implementing measures to ensure the force met the deadlines and was expected to problem solve on my own with very little direction. Although I was grateful that senior management had trust in me, it did at times make me feel unsafe and unsupported should I have made any wrong decisions or if deadlines were not met. Cherry (2021) highlights that disadvantages of the Laissez-Faire style can lead to the leader seeming unconcerned with what was happening and demonstrates low accountability. This echoes how I felt during the project. This style is not advisable for situations that require oversight, precision and attention to detail.

I did not feel confident enough to express my concerns about the lack of direction from senior leadership. I often worked many hours past my duty time and on weekends for fear of not being able to fully implement by the deadline and the

✓
Did you
have the
skills?

} was this
a
confidence
or
skill
feeling?

responsibility fell fully on my shoulders. I reflect now that I responded this way as I felt accountable for the project success due to very little priority and support given to IOM by senior officers. Instead of addressing this concern professionally, I allowed it to happen and felt responsibility for the force's failure if I did not go over and above to ensure deadlines were met.

I certainly did not want to echo these leadership traits to others as I would not want anyone to feel the sense of unclear direction that I felt. I appropriately channelled any frustrations into determination for the force to succeed in a seamless implementation. I have a genuine interest in staff wellbeing, and I did not want my colleagues to feel the way I did. I ensured I supported my IOM colleague and the divisional teams, so they did not feel lost in the change process. My emotional intelligence contributes to the way I lead.

This happens often, leaders need to care for themselves too.

Pallas (2016) investigated the relationship between police supervisors' emotional intelligence, transformational leadership style, and effectiveness. Pallas believes that leaders who are able to recognise and express emotions in themselves and others will be able to communicate effectively. I believe my emotional intelligence assists me in being able to form strong relationships with colleagues and partner agencies and through these relationships can positively influence others and utilise referent power to encourage collaboration and cooperation.

By being true to myself, I continued to stay close to my values and support my colleagues completely through the transition. I recognised the importance of keeping staff informed and not to feel lost with all the changes. I sent out a fortnightly newsletter on updates to the IOM implementation programme and strategic decisions and kept them updated on upcoming workshops and training events. I also

provided my contact details to agencies and encouraged them to contact me should they have any concerns or queries. I am a transformational leader.

Transformational leadership, according to Bernard Bass, has four essential elements known as the four I's: Idealised influence, inspirational drive, individual consideration and intellectual stimulation (Bass and Avolio, 1993). I consider that I demonstrate these characteristics. I gave praise and thanks to all staff for their continued contribution to progress made and listened to any concerns and addressed them. I would consider myself professionally curious as I constantly look at ways to improve services, improve processes and find innovative solutions to problems. By arranging the discovery day and divisional workshops, I developed a sense of a 'community' in offender management by enhancing multi-agency working, which is an area of improvement the government want to see with all IOM schemes. Previously, there had been evidence of 'silo working' and agency conflict still in existence (Pycroft and Gough, 2019, p87). The government wanted the new IOM approach to remove all barriers. Bass stated that one of the traits of transformational leadership is the ability to transform and motivate others by increasing awareness of the importance of meeting objectives and organisational purpose. I was clear in my articulation of our vision, the project plan and portrayed confidence in achieving our aims (Mullins, 2016).

How did they react or feel?

I consulted with my colleagues regularly, especially where decisions would impact their line of work. This trait has been imbedded in me following experience as an offender management practitioner where decisions were being made with no consultation by senior management to the staff who do the job on a daily basis. This left the team feeling undervalued and unmotivated. It was imperative that my colleagues and partner agencies felt fully supported through the process. Feedback

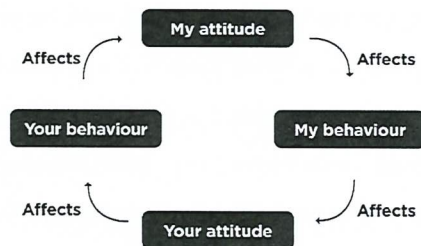
is invaluable and I encouraged feedback from stakeholders, partners and our divisional teams at all stages of the project. How?

Evaluation and analysis

My leadership evaluation and analysis will assist identifying what leadership traits supported the process and how these traits assisted overcoming any barriers. Due to me being a supportive supervisor, I considered it essential to drive this project forward and to include others on the journey. Prior to my introduction on the discovery day, I sensed the scepticism and negativity that change naturally brings and a lot of our partner agencies and our offender management teams were not in favour of change. They were of the view schemes were running efficiently. To secure staff 'buy in' it was important to engage and consult at the earliest opportunity and remain positive and transparent throughout my time leading on the project.

Upon reviewing Betari's box model, this assisted in understanding the impact that my own attitude and behaviour had on the attitude and behaviour of others. I am always conscious of this as I have previously spotted behaviour of other managers, which has impacted me negatively and I have refused to replicate this behaviour in my leadership.

Learning from others what not to do.



College of Policing, (2020)

On reflection, I believe my positive and motivated attitude assisted in enthusing others for the new IOM process to be successfully implemented in force and my support and secure engagement through the change process assisted in positive change. If I had appeared unmotivated or defeated at any stage, this would have a significant impact on my colleagues and partner agencies. I was the central point for reporting as the project manager and therefore the motivation and drive must come from the centre. ✓

I was transformational in my approach as I emphasised the needs and emotions of the followers ensuring agencies and staff were appropriately equipped with the right skills, training and knowledge of the new IOM programme.

Research has suggested that transformational leadership holds many ethical characteristics (Martinez-Hauge, 2021). I believe I have demonstrated this by always being transparent and honest in my decision making and communication. ✓

Brown and Trevino (2006 cited by Ramshaw et al, 2019) suggest that ethical leaders who portray high standards of integrity may provide particularly compelling and

motivational leaders. It is also suggested that this combined with social exchange theory, where it proposes that the leaders who care for followers is reciprocated by trust and loyalty. This is a leadership trait I hope reflects me.

Miller (2022) has highlighted 'burn out' as transformational leadership concern where people can be made to work long hours and obliged to go beyond their tasks to achieve the goals of the organisation. Towards the end of the project, although very happy with the project successes, I felt taken advantage of by senior management with no regard for my welfare. I felt I placed work priorities ahead of my own well-being. *will you change anything next time?*

The contingency model of leadership by House referred to as the 'path-goal theory', was demonstrated in my ability to use participative leadership throughout my time on the project (Mullins, 2016). I have identified through the Vroom and Yetton model of management decision styles; I used the group model. Concerns with subordinates were shared and I acted as a chairperson in most focus groups where collectively the leader and subordinates generate and evaluate alternatives and aim to reach consensus on solutions. This was particularly pertinent model to reflect upon.

However, there was an occasion I felt a transactional approach was required which was unnatural to me. I was faced with the administration resource cover challenge to meet the new IOM schemes meeting structure. The scheme would fail without admin supporting the meetings. Probation were reluctant to commit to the scheme, despite many workshops and negotiations taking place. I knew as project lead I had to exercise decision-making for our policing area and prioritise the IOM strategy requirements. My overall focus was to secure admin provision to complete the implementation programme and for our divisional IOM schemes to be fully supported *feeling about this?*

staff to support me or for me to be seconded to the project. I believe my resilience in leadership stems from my personal values, previous experiences and morally ethical behaviour in all aspects of life.

As time progressed and I could see seamless transition of new processes, I felt empowered and accountable to bring these changes to the force, it naturally increased confidence in my abilities.

Palsule and Guglielmo (2014) describe this as 'Discovery-based' leadership growth where leaders can learn to construct narrative based on their own discovery. During this process, they identify aspects of their own leadership approach that have increased production and then discard any previous behaviours/ actions which were non-productive. I consider cognitive learning will continue to assist me in the future. ✓

Action plan

This project has equipped me with the knowledge, experience and confidence in my ability to lead on another project in the future. If leading on another project, I would present to senior management a plan to include sufficient staffing resource as it was a lot of pressure to lead on the project especially with minimal support and guidance from senior management. This project has given me the strength to present my case without feeling intimidated in the future. I have now recognised that I am consistent in my values with a transformational approach to leadership, but it is acceptable at times to use a transactional approach.

This project impacted my well-being and quality of working life as I often worked over my required hours and worked on my days off to ensure the project plan deadlines were met. This is not a healthy example of how leadership should be. This reflection ✓

has reminded me of the importance of quality of work/ life balance and to not ignore my own wellbeing.

Going forward, I will focus on strategies to enhance my resilience in leadership. ACC Dave Thorne (2022) recommended allowing yourself space and energy to reflect and be more passionate about what you do. I plan on setting boundaries for finishing work and ensuring I get enough rest and take time for self-care and reflection. I acknowledge the more I reflect, it will not only increase my confidence and understanding of myself as an individual but also strengthen my confidence with my leadership abilities.

Word count: 5500

going forward. My decisions were evidenced-based on previous consultation activity and I set the criteria for what was required. I felt I was 'telling' probation that commitment was non-negotiable as this was a joint scheme and from the results, I provided a framework of probation and police commitments to be implemented. Transactional leaders often focus on short term goals, favours policy structure, thrive on following rules and doing things correctly, can appear inflexible and thrive on efficiency (STU, 2018). According to Bass, transactional leaders focus on improving performance, eliminating resistance to certain activities, making and implementing decisions and fulfilling objectives (Basar et al, 2020). Although I do like structure and following rules, this leadership style initially left me feeling uncomfortable. My preference is to engage and work with staff and agencies and to allow for creativity to meet goals and encourage a shared vision. In some situations, I am content that transactional leadership style needs to be adapted to meet operational need. Bass and Avolio (1994) argue that transformational leadership is far more effective than transactional (Efianda & Iswahyuni, 2021). I agree with this.

Did it work?
were you able to switch back to your preferred style?

Professor Victor Vroom, the creator of the expectation theory of motivation, claims that three elements influence motivational strength. These being valence, expectancy and instrumentality (Lee, 2018). This is also referred to as the motivational force (Mullins, 2016).

This theory reflects when I was able to recruit the support of other departments when I needed help to achieve the project goals. By including our divisional teams in the change programme and consulting them through the process, staff felt more valued and motivated to support change. For example, staff could see for themselves the benefits of briefing our neighbourhood policing teams (NPT) who

could assist operationally in the management and monitoring of offenders and happily delivered briefings to NPT. I did not have the capacity to do this extra piece of work across the force and was grateful for divisional support. This is a good example of intrinsic motivation as it was the psychological reward of achievement on making the implementation programme a success that motivated staff. OM's could see the long-term benefits of this new IOM management framework. This intrinsic motivation was shaped by positive reinforcement, providing gratitude and feedback. ✓

I also utilised social cognitive theory into my learning style for divisional team training and workshops and have encouraged a collaborative learning culture within Dyfed-Powys.

Do you think this will continue into the future?

Conclusion

This part of the Gibb's cycle allows me to identify if I would have a different approach or leadership style if faced with the same project work/ situation in the future.

This project has been an excellent learning curve for me and has certainly highlighted how imperative consultation and feedback is to assist in making effective and informed decisions. I will continue this style of leadership in future. I led this project solely with only one member of staff to support me in the implementation of change. I was also faced with the extra demand of this member of staff being new to offender management and having to coach and mentor them. It did put a lot of strain and demand on me personally and I still had the responsibilities of my current offender management supervisor role. On reflection I think I should have found the confidence to highlight these concerns. I should have asked for a second member of

good why?

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