



So You Want to Be Promoted?

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Do You Really? Some Recent Headlines:

“Former U.S. Probation Officer charged with Obstruction of Investigation”

“Probation Officers’ Association wants Chief investigated”

“Probation officers clash with Chief over monitoring ex-inmates”

“Probation Unions Express 'No Confidence' in Probation Chief”

“US Probation Office sued over New York child rape”



What is your purpose?

- The Purpose Economy (Aaron Hurst)
- Purpose is not a cause
 - Relationships
 - Doing something greater than yourself
 - Personal growth and challenge
- Who we serve, how we serve them, and why we serve



What position best matches your purpose?

- Follow your interests, not the position title or money
 - What will inspire you every day?
- Spend time thinking about what will be satisfying for you
 - Specialist?
 - SUSPO?
 - Deputy Chief?
 - Chief?



Four Essential Skills

- Technical Skills
 - The workings of your field/organization
- Human Skills
 - Develop/maintain trust, resolve conflict, work with/understand/motivate others
- Political Skills
 - Build power base/establish connections
- Conceptual
 - Imagine what could be instead of what currently is



Know your strengths and weaknesses

- Personality assessments
- Strengths finder
- Honest feedback from others



It's Not a Straight Line from Here to There

- Be willing to go backwards, sideways, any which way
- Look at each task/duty/position as a way to enhance your skills
 - Be purposeful about what you are learning
 - Look for ways to develop the 4 skills in everything you do



Get Ready for Disappointment

- Some luck lies in not getting what you thought you wanted but getting what you have, which once you have got it you may be smart enough to see is what you would have wanted had you known.

Garrison Keillor

- You won't always get what you want, and that's a good thing
- Sometimes, it's not about you
- How you handle disappointment will say a lot about you (especially to the boss)



Three Tasks to Move You Forward

- Start Building/Learning
 - Emotional
 - Maturity
 - Resiliency
 - Intelligence
 - Relationships
 - Specific skills based on position
- Find Mentors
- Build a Network

Start Learning

- What has made you good in your current job is often not what will make you good in your next job!
- Specialist:
 - Technical
 - Coaching others
- SUSPO
 - Policy
 - Coaching
- Deputy Chief
 - Coaching of individuals and teams
 - Operations (policy, internal controls, etc.)
 - Conceptual (locally and nationally)
- Chief:
 - Big picture (locally and nationally)
 - Personnel (EEOC, Unions, Hiring/Firing)
 - Money
 - Basic budgeting principles
 - Your budget (it's complicated!)



Find Mentors

- Clarify your needs
- Look inward
- Identify a diverse group
- Use small projects to engage/test compatibility
- Ask
- Make it work

Network

- Beyond community corrections (state or federal)
- Beyond the field, but still related
 - Substance abuse/mental health/psychiatry
 - Implementation
 - Leadership/management

Network

- **Six secrets to winning at office politics:**
 - Relationship first. Build real relationships with people of influence before you need them.
 - Check your motives. Always work for the good of your organization.
 - Involve people with divergent perspectives. Include HR, finance, and marketing, for example.
 - Help others win. Don't expect others to keep helping you if you aren't helping them.
 - Be transparent and vulnerable with the right people.

(Adapted from Dan Rockwell with Karin Hurt)



When it's time for the interview

- Be prepared!
 - Know what the process will be
 - Be ready to talk about the position you are interviewing for, not the one you are in
 - Practice – mock interview, difficult questions
 - If you're going to ask a question, make it a good one



ABL!

(Always Be Learning)

- Develop leadership skills
 - Leadership Freak, Harvard Business Review, Government Executive, Eblin group
 - <https://eblingroup.com/blog/the-ten-behaviors-of-strong-personal-leadership/>
 - FJC: leadership competencies
 - http://fjc.dcn/sites/default/files/Competencies_Supervisors_Managers.pdf
 - Formal education: graduate/executive programs
- Get feedback on your style
 - Consider an executive coach
- Contribute to the field
 - Articles, presentations
- Remain open to new education/opportunities