

Cite your response in 200 words. Select one reference from the Week 6 Reading List.

Week 6 Reading List

1. Management/Leadership

http://ezproxy.umuc.edu/login?url=http://go.galegroup.com/ps/i.do?p=GVRL&sw=w&u=umd_umuc&v=2.1&it=r&id=GALE%7CCX1552100206&asid=6cefab7053c19fef589d52b2f5385fea

2. Leadership Styles and Bases of Power

http://ezproxy.umuc.edu/login?url=http://go.galegroup.com/ps/i.do?p=GVRL&sw=w&u=umd_umuc&v=2.1&it=r&id=GALE%7CCX3273100154&asid=79236579103d9dff221761816dc8c415

3. Behavioral Approaches to Leadership

https://saylordotorg.github.io/text_organizational-behavior-v1.1/s16-03-what-do-leaders-do-behavioral-.html5

4. Contemporary Approaches to Leadership

https://saylordotorg.github.io/text_organizational-behavior-v1.1/s16-05-what-s-new-contemporary-approa.html

Class,

In this thread, we see how an organization has reoriented its approach to its goals and effectiveness by revising its expectations of its staff: *Employees are now tasked to implement more of an evidenced based approach (behavioral interventions and community based-services)...*

While it's not stated, I would infer that this also likely meant a change in job descriptions, training and onboarding, and performance evaluations in order to achieve the new orientation. The Standard Dispositional Matrix is also intended to overcome the problem of bias. All of these are formal aspects of organizational structure that impact the cultural expectations for a different set of values to take hold.

Based on this week's lesson/readings, what are other or related potential management actions that an organization like this might take to deal with the trend of the increase in cases and the bias that appears to have plagued sentencing in the past?

Dr. Shelleman

Note: Be sure to cite course materials in all your replies.

<<< Replied to post below >>>

Authored by: Niasha John

Authored on: Oct 11, 2019 1:00 AM

Subject: Global trends

So interesting you say that Quarry!

So there was not much of a culture shock with respect to the population. We have always had a diverse population for a number of years. But the system as a whole has had a prejudice way of how they deal minority groups. The department of juvenile justice has been trying to find a way to rectify this by switching how they have treated youth differently based on their race and geographic location. They are rolling out what is called the Standard Dispositional Matrix. This assessment calls for "consistency, equity, and reliability in the decision making process". The expectation is that this will eliminate the bias from sentencing outcomes. So this would be a good example of ethnocentrism. The system recognizes and is aware of culture diversity but views it as lower than their own (Nielsen, T. & Hrivnak, G., 2008)

<http://www.djj.virginia.gov/pdf/admin/Transformation%20Update%202018%20FINAL.pdf>

<http://www.djj.virginia.gov/pdf/community/CSUnity%20September%202016.pdf>

Nielsen, T. & Hrivnak, G. (2008). Cross-cultural management. In S. R. Clegg & J. R. Bailey (Eds.), *International encyclopedia of organization studies* (Vol. 1, pp. 336-339). Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781412956246.n112

<<< Replied to post below >>>

Authored on: Oct 9, 2019 9:38 PM

Subject: Global trends

Good evening Niasha

I find it interesting that your organization is applying alternate methods to combat juvenile delinquency. Have you observed improvements in behavior or any downward trends in substance abuse? While implementing the new changes, are there any cultural differences that help or hinder the process?

In our readings of Cross-Cultural Management, it mentions ethnocentrism, cultural diversity, and culture shock. While focusing on culture shock, it is how managers, individuals, or employees have to deal with cultures different from their own (Nielsen & Hrivnak, 2008, p. 5). Have you dealt with this or observed any of the other two issues in the workplace?

Nielsen, T. & Hrivnak, G. (2008). Cross-cultural management. In S. R. Clegg & J. R. Bailey (Eds.), *International encyclopedia of organization studies* (Vol. 1, pp. 336-339). Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781412956246.n112