THE COURT’S EXECUTIVE COMPONENT – The Leadership Team

MSU – SEGMENT 3

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This workshop segment will identify and discuss issues related to trial court leadership with an emphasis on the relationship between leadership judges and court managers.
GOALS

- Clarify individual and shared roles and responsibilities within Court Leadership Teams
- Promote a broader understanding of the Court’s Leadership Team and its importance to organizational performance
- Explore the reasons for Court Leadership Team successes and failures
- Conduct a series of exercises to explore various aspects of the Court Leadership Team
WHY ARE COURTS COMPLEX INSTITUTIONS?

- The need to preserve autonomous judicial decision making as a function of branch independence while establishing a level of public accountability

- Ambiguous leadership and management relationships within the court

- Dichotomous professional orientations between judges and managers

- Institutional purposes are difficult to quantify for performance effectiveness
COURTS AND THE NATURE OF JUDGING HAVE CHANGED AND WILL CONTINUE TO CHANGE

CHANGING HISTORY—
COURT ADMINISTRATORS & JUDGES
The integration of professionals into an organization has always been problematic. Because professionals identify more with their occupations than with their organizations, because they often control their own certification and performance standards, and because they have separate sources of legitimacy within their organizations, they often have functioned somewhat autonomously from and at odds with administrators.

… Thomas A. Leitko
INTRODUCTION:

The success of any court is dependent to a large degree on its ability to integrate the contributions of judges and court managers. This integration, however, will not occur until the value systems of the two groups are clarified and understood. The purpose of this session is to initiate this important process.

PROCESS: In your group, discuss and try to reach a consensus on the following:

1. What are the most important values of the judicial culture (i.e., how would judges describe the organizational climate of an ideal court)?

2. What are the most important values of the managerial culture (i.e., how would court managers describe the organizational climate of an ideal court)?

3. Where and how do you believe these two value systems coincide? Collide?
THE ORGANIZATIONAL CULTURES OF THE COURT

THE PROFESSIONAL CULTURE:

- abstract goals
- diffuse authority
- low interdependence
- internal measures of performance

THE MANAGERIAL CULTURE:

- concrete goals
- formal authority
- task interdependence
- external measures of performance
THE BEST LEADERSHIP MODEL FOR THE COURT:

THE (INTERDEPENDENT) TEAM LEADERSHIP MODEL

- Joint Policy Formulation
- Collaborative Decision-Making
- Competency-Based Relationships
TEAM MANAGEMENT AS A FUNCTIONAL NECESSITY

- Most problems are relatively unstructured and/or multi-faceted
- Information and expertise for making quality decisions are usually dispersed throughout the organization or system
- The level of support needed for successful implementation of decisions is generally high
- Arbitrary decisions are likely to generate considerable conflict
The art of judicial leadership is balancing the needs of judges for autonomy with the needs of the court for organizational effectiveness.
TWO POTENTIAL PROBLEMS

- THE TWO-HEADED MONSTER
- THE TWO-POWER PRINCIPLE
WHO’S IN CHARGE?

AND OF WHAT?
EXERCISE   #2

If the leadership judge and court manager are to function as a leadership team, it will be important to clarify what responsibilities are shared between the leadership judge and the court manager. This clarification is important not only for this relationship, but also for the relationship between the court manager and the other judges, as well as the court staff.

List those responsibilities that are clearly the purview of the leadership judge. Next list those responsibilities that are clearly within the court manager’s purview. Finally, list those responsibilities that are shared between the leadership judge and the court manager.

<table>
<thead>
<tr>
<th>Leadership Judge</th>
<th>Court Mgr.</th>
<th>Leadership Judge/Court Mgr</th>
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<td>ADMINISTRATOR-CENTERED</td>
<td>SHARED-ROLE</td>
<td>JUDGE-CENTERED</td>
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<td>BUDGETING</td>
<td>LEGISLATION</td>
<td>CASE DECISIONS</td>
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<td>PROCUREMENT</td>
<td>PUBLIC INFORMATION</td>
<td>ASSIGNING JUDGES</td>
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<td>STATISTICS</td>
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<td>COURTROOM MANAGEMENT</td>
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<td>ACCOUNTING</td>
<td>POLICY DEVELOPMENT</td>
<td>SELECTING LAW-TRAINED STAFF</td>
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<td>INFORMATION TECHNOLOGY</td>
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<td>RECORD KEEPING</td>
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MANAGING COMPLEX ORGANIZATIONS IS THE WORK FOR A TEAM RATHER THAN ONE PERSON

(Drucker)
EFFECTIVE LEADERSHIP TEAMS—
JUDGE/COURT MANAGER RELATIONSHIPS

- Shared vision for the organization
- Collaborative model for policy development and execution
- Clear roles/responsibilities and delegated authority
- Frequent and candid communications
- Agreed upon method for decision-making
- Mutual trust and support
- Maximum access

--Lefever
WHY COURTS HAVE LEADERSHIP FAILURES

- Lack of leadership skills
- Lack of willingness to lead
- Frequent change of leadership
- Failure to communicate
JUDGES’ COMPOSITE

TOP 10 LIST ....

“Strategies For Success”
TOP 10

1. Regularize judge contact
2. Love the process
3. Treat no job as too demeaning
4. Form alliances with personal staffs
5. Stay informed (locally/nationally)
6. Don’t ignore the social aspect
7. Don’t avoid judge contact
8. Take strategic view / Look long-term
9. Assume nothing is confidential
10. Take care of yourself
JUDE’S HIT PARADE
“Characteristics of Exemplary Leadership Teams”

1. Catch Me If You Can — Eric Clapton
2. Communicate — B-52’s
3. Double Vision — Foreigner
4. The Challenger — Ham Stuart
   (Tied for 5th)
5. The Professional — DMX
5. Hearts On Fire — Bryan Adams
EXERCISE  #3

On an index card, write your best idea for improving the Leadership Judge / Manager Relationship

When instructed to do so, mutually discuss the proposals with someone near you. Rate the proposal using a scale from 1 – 20 for both in the pair. If one is great and the other terrible, the great proposal gets 20. If the proposals are equal, each gets a 10. Does everyone understand the task?

We will change partners 5 times. The scores must be written on the back of the cards. You will not have your card after the first exchange. You may not repeat with a previous partner.

■ Ready   ■ Set   ■ Exchange   ■ Discuss   ■ Move On

After the 5th exchange and score, total the numbers on the back of the card.

Ask for any between:

91 - 100  81 - 90  71 - 80  61 - 70

We will collect all cards. If you would like a copy of our results, please leave a business card or e-mail address.
COURT ADMINISTRATORS CANNOT MANAGE A COURT

JUDGES WILL NOT LEAD