

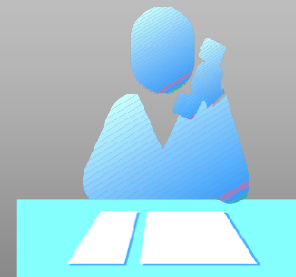
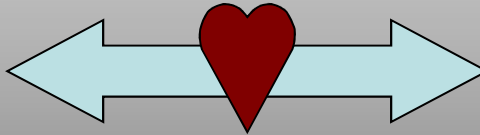
THE COURT'S EXECUTIVE COMPONENT – The Leadership Team

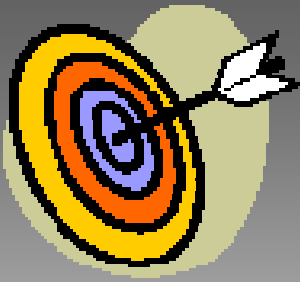
MSU – SEGMENT 3

Jude Del Preore
NACM Past President
Court Administrator, Burlington County, NJ



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**



MANAGING IN PROFESSIONAL ORGANIZATIONS

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

STRENGTHENING THE EXECUTIVE COMPONENT OF THE COURT

EXERCISE #1 “Comparing and Contrasting the Professional and Managerial Cultures”

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:

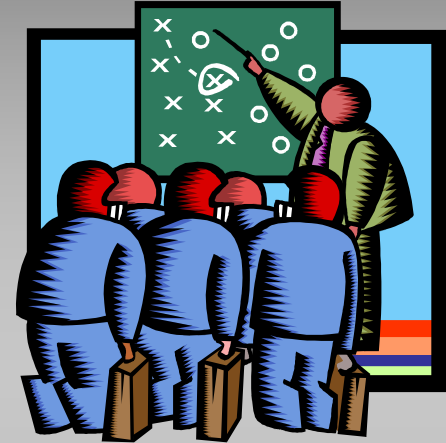
- ◆ abstract goals
- ◆ diffuse authority
- ◆ low interdependence
- ◆ internal measures of performance

● 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

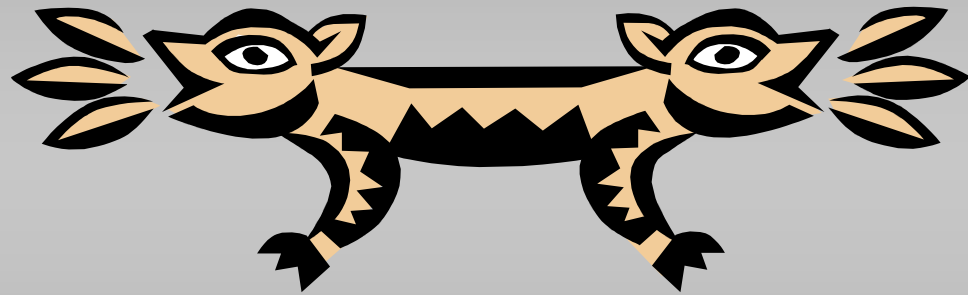
- **Most problems are relatively unstructured and/or multi-faceted**
- **Information and expertise for making quality decisions are usually dispersed throughout the organization or system**
- **The level of support needed for successful implementation of decisions is generally high**
- **Arbitrary decisions 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.

Leadership Judge



■
■

Court Mgr.

■
■

Leadership Judge/Court Mgr

■
■

ADMINISTRATOR-CENTERED 	SHARED-ROLE	JUDGE-CENTERED 
BUDGETING	LEGISLATION	CASE DECISIONS
PROCUREMENT	PUBLIC INFORMATION	ASSIGNING JUDGES
STATISTICS	CASE PROCESSING	COURTROOM MANAGEMENT
ACCOUNTING	POLICY DEVELOPMENT	SELECTING LAW-TRAINED STAFF
INFORMATION TECHNOLOGY	PLANNING	
RECORD KEEPING		

**MANAGING COMPLEX
ORGANIZATIONS IS THE WORK
FOR A TEAM
RATHER THAN ONE PERSON**

(Drucker)



EFFECTIVE LEADERSHIP TEAMS— JUDGE/COURT MANAGER RELATIONSHIPS

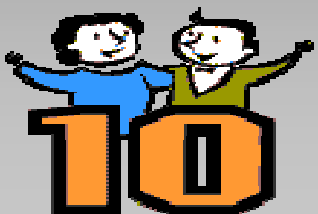
- Shared vision for the organization
- Collaborative model for policy development and execution
- Clear roles/responsibilities and delegated authority
- Frequent and candid communications
- Agreed upon method for decision-making
- Mutual trust and support
- Maximum access

--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  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:

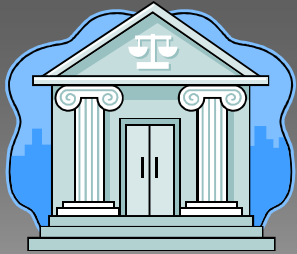
91 - 100

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

