



## National Center for State Courts' Trial Court Leadership Academy

Monday, September 26

---

### Program Objectives:

- ▶ Help judges and senior administrators strengthen the skills needed to lead and govern state court systems effectively
- ▶ Provide frameworks for leaders to take forward and apply to their leadership challenges
- ▶ Focus on three core skills to develop productive leadership pairs across the judicial-administrative boundary:
  - Building trust through role negotiation
  - Clarifying decision rights in loosely coupled organizations
  - Communication—direct conversations, building trust, and using influence

### Work in Advance:

Readings on relevant topics to prepare for the session:

- ▶ Mary McQueen, "Governance: The Final Frontier"
- ▶ CFAR Briefing Note: Productive Pairs

Participants submit in advance a two- to three-paragraph write-up of challenges they face around leadership and role relationships in their organizations

## Program

Time	Topic/Activities	Key Ideas	Roles and Notes
8:30 – 9:00	<b>Welcome</b> <b>Purpose of the program:</b> Helping leaders develop their capabilities to lead and improve governance in state courts	An overview of the challenges in working in the state courts, and how leadership and governance can help us strengthen the courts <ul style="list-style-type: none"> <li>▶ Overview of program and agenda</li> <li>▶ Differences in leading in the courts vs. other loosely coupled systems</li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Participants seated in their pairs</b></li> <li>▶ <b>Mary</b> leads discussion</li> </ul>
9:00 – 9:30	<b>Building productive pairs:</b> skills and tools to build working alliances	<ul style="list-style-type: none"> <li>▶ Characteristics of Productive Pairs</li> <li>▶ How to foster Productive Pairs</li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Barry</b> leads discussion</li> <li>▶ Participants have the opportunity to share their leadership challenges in small groups</li> </ul>
9:30 – 10:15	<b>Skill One: Role Negotiation</b>	<ul style="list-style-type: none"> <li>▶ Negotiating roles in Productive Pairs</li> </ul>	<ul style="list-style-type: none"> <li>▶ Lecture/discussion</li> <li>▶ Conversations between pairs about roles using the <b>Role Negotiation tool</b></li> <li>▶ Reflections on role pairs and how to improve them</li> </ul>
10:15 – 10:30	<b>Break</b>	<ul style="list-style-type: none"> <li>▶</li> </ul>	<ul style="list-style-type: none"> <li>▶</li> </ul>
10:30 – 11:45	<b>Skill Two:</b> Clarifying decision rights in loosely coupled organizations	<ul style="list-style-type: none"> <li>▶ How organizations can get stuck around roles, decision-making and delegation</li> <li>▶ Thinking systemically about decisions and authority to lead and govern more effectively</li> <li>▶ Tools to clarify critical decisions in loosely coupled organizations</li> </ul>	<ul style="list-style-type: none"> <li>▶ Lecture/discussion</li> <li>▶ Introducing decision charting tool</li> <li>▶ Application of Decision Charting tools to some key decisions in state courts <b>using worksheet</b></li> </ul>
11:45 – 12:30	<b>Announcements and Lunch</b>	<ul style="list-style-type: none"> <li>▶</li> </ul>	<ul style="list-style-type: none"> <li>▶</li> </ul>
12:30 – 1:30	<b>Skill Three:</b> Communication—direct communication, building trust, and leading through influence	<ul style="list-style-type: none"> <li>▶ Best practices</li> <li>▶ Leading through influence as a core leadership skill</li> <li>▶ The key dimensions of influence</li> </ul>	<ul style="list-style-type: none"> <li>▶ Lecture/discussion</li> <li>▶ Introducing influence framework and applying to organization challenges</li> </ul>

Time	Topic/Activities	Key Ideas	Roles and Notes
		<ul style="list-style-type: none"> <li>▶ Trust, interests, listening and being heard</li> </ul>	<ul style="list-style-type: none"> <li>▶ Application—communication best practices—assessing yourself and your organization <b>using worksheet</b></li> </ul>
1:30 – 2:30	<b>Case work</b>	<ul style="list-style-type: none"> <li>▶ Working in pairs, complete the case</li> </ul>	<ul style="list-style-type: none"> <li>▶ Barry</li> </ul>
2:30 – 2:45	<b>Break</b>	<ul style="list-style-type: none"> <li>▶</li> </ul>	<ul style="list-style-type: none"> <li>▶</li> </ul>
2:45 – 3:00	<b>Application in role groups</b>	<ul style="list-style-type: none"> <li>▶ How can you use the above skills and tools to strengthen leadership in your court?</li> <li>▶ What are the challenges doing this from the perspective of your role?</li> <li>▶ What are the advantages you have from the perspective of your role to use these skills?</li> </ul>	<ul style="list-style-type: none"> <li>▶ Work in role groups at tables.</li> <li>▶ Then back in pairs</li> </ul>
3:00 – 3:30	<b>Final reflections and action plans</b>	<ul style="list-style-type: none"> <li>▶ Return to pairs</li> <li>▶ Group reflections on key ideas and tools</li> </ul>	<ul style="list-style-type: none"> <li>▶ Develop 60-day action plans using <b>template and share in small groups</b></li> </ul>