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
<table>
<thead>
<tr>
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<th>Key Ideas</th>
<th>Roles and Notes</th>
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| 8:30 – 9:00  | **Welcome** **Purpose of the program:** 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  | Participants seated in their pairs  
Mary leads discussion                                                             |
| 9:00 – 9:30  | **Building productive pairs:** skills and tools to build working alliances | Characteristics of Productive Pairs  
How to foster Productive Pairs                                                  | Barry leads discussion  
Participants have the opportunity to share their leadership challenges in small groups |
| 9:30 – 10:15 | **Skill One: Role Negotiation**                                   | Negotiating roles in Productive Pairs                                      | Lecture/discussion  
Conversations between pairs about roles using the **Role Negotiation tool**  
Reflections on role pairs and how to improve them                                |
| 10:15 —10:30 | **Break**                                                          |                                                                           |                                                                                |
| 10:30 – 11:45| **Skill Two:** Clarifying decision rights in loosely coupled organizations | How organizations can get stuck around roles, decision-making and delegation  
Thinking systemically about decisions and authority to lead and govern more effectively  
Tools to clarify critical decisions in loosely coupled organizations | Lecture/discussion  
Introducing decision charting tool  
Application of Decision Charting tools to some key decisions in state courts using worksheet |
| 11:45 – 12:30| **Announcements and Lunch**                                      |                                                                           |                                                                                |
| 12:30 – 1:30 | **Skill Three:** Communication—direct communication, building trust, and leading through influence | Best practices  
Leading through influence as a core leadership skill  
The key dimensions of influence                                                  | Lecture/discussion  
Introducing influence framework and applying to organization challenges        |
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<tr>
<td></td>
<td></td>
<td>▶ Trust, interests, listening and being heard</td>
<td>▶ Application—communication best practices—assessing yourself and your organization using worksheet</td>
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<tr>
<td>1:30 – 2:30</td>
<td>Case work</td>
<td>▶ Working in pairs, complete the case</td>
<td>▶ Barry</td>
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<td>2:30 – 2:45</td>
<td>Break</td>
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| 2:45 – 3:00  | Application in role groups| ▶ How can you use the above skills and tools to strengthen leadership in your court?  
▶ What are the challenges doing this from the perspective of your role?  
▶ What are the advantages you have from the perspective of your role to use these skills? | ▶ Work in role groups at tables.  
▶ Then back in pairs |
| 3:00 – 3:30  | Final reflections and action plans | ▶ Return to pairs  
▶ Group reflections on key ideas and tools                                | ▶ Develop 60-day action plans using template and share in small groups          |