Program Outcomes:

- Participants will improve their planning and analytical skills in understanding major change dynamics by...
  - Developing evidence-based frameworks to help them lead change in loosely-coupled organizations;
  - Building a set of tools, techniques, and ideas for working through “turbulent change” using culture as a critical asset;
  - Mapping impacts on stakeholders and developing a guiding coalition to support desired changes; and
  - Applying ideas and suggestions on how to successfully apply change tools that work best in loosely-coupled organizations.

- Participants will gain greater insights about PJ/CEO team dysfunctions to avoid related to...
  - Role confusion; fuzzy or missing vision and strategies; and the failure to lead by example; and
  - Micromanagement and too much red tape; little focus on experimentation, collaboration, and innovation.

- Participants as "change leaders" will be able to recognize and effectively deal with dissidents by...
  - Fairly treating cynics, addressing passive-aggressive work units, and working with major league resisters; and
  - Generating visible, short-term wins that are clearly related to the change effort.

Tools and Applications from CFAR’s “Campaign Approach to Change” (handouts):

- “From-To”—Setting Direction for Change and Identifying Barriers
- Identifying Found Pilots for Change
- Stakeholder Mapping
- 60-Day Action Plan
Work in Advance:

Reading:

Assignment—Change Challenge:

Participants submit in advance a one-page write-up of a current challenge they face around leading change for their organization. Please include:

► A description of the change effort
► What challenges or constraints you face in advancing this change
► Key stakeholders involved in this change and need to be on board for it
► Areas where you feel stuck or need advice

Conference staff will distribute a hypothetical Change Challenge on Leadership Academy Day that can be used by conferees who have not prepared their own description of a change effort.
## Agenda for Leadership Academy Day – Monday, September 25, 2017

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic/Activities</th>
<th>Key Ideas/Takeaway Tools</th>
<th>Roles and Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:45 - 9:00AM</td>
<td>Welcome Purpose of the Program:</td>
<td>An overview of the challenges in working in the state courts, and how the kinds of change we are facing require a keener understanding of how leaders institute major change</td>
<td>Participants seated in their pairs</td>
</tr>
</tbody>
</table>
|               | Helping leaders get better at leading change in loosely-coupled organizations | ▶ Overview of program and agenda  
▶ Build on last years’ Leadership Academy | Mary McQueen                                       |
|               |                                                       |                                                                                        | Barry Dornfeld                                       |
| 9:00 - 9:45AM | Leading Change in Turbulent Times                     | ▶ The changing nature of work  
▶ Turbulence and overload—how to lead and manage change on multiple fronts  
▶ Table discussion—what changes are you seeing in your organizations and in the environment?  
▶ How to take up leadership in these moments  
▶ Tool— "From-To"—Setting direction for change and identifying barriers | Barry leads discussion                             |
<p>| 9:45 - 10:00AM | Break                                                 |                                                                                        | Barry facilitates a Socratic discussion with panelists |
| 10:00 - 11:30AM | Leading Change in Other Sectors:                       | ▶ Reflecting on change in related environments through the lens of other leaders       | Barry facilitates a Socratic discussion with panelists |
|               | Panel discussion with leaders from Mayo Clinic – Scottsdale, Sandra Day O’Connor College of Law at ASU, and the state courts as represented through NCSC and the Arizona Judicial Branch |                                                                                        | Panelists                                           |
|               |                                                       |                                                                                        | Dr. John Caviness, Chair, Personnel Committee—Mayo Clinic |
|               |                                                       |                                                                                        | Breeann Adelman, Senior Hospital Administrator—Mayo Clinic |
|               |                                                       |                                                                                        | Douglas Sylvester, Dean, SDO College of Law - ASU    |
|               |                                                       |                                                                                        | Melissa Harris Thirsk, Executive Director, SDO College of Law - ASU |</p>
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| 11:30AM - 12:30PM | Finding the Future Inside: Culture and Change         | Seeing your culture as an asset for change  
Share change challenges or the staff prepared challenge  
Introduces idea of found pilots  
*Tool—Identifying Found Pilots for Change* | Barry and Gordy Griller  
lead discussion  
Participants discuss challenges at their tables |
| 12:30 - 1:30PM  | Lunch                                                 | Buffet                                                                                 | Bouchon Ballroom                                                                |
| 1:30 - 2:30PM   | Leading Change: Creating Pull and Building a Coalition for Change | Tapping into people’s energy  
Leading from the top, middle and bottom  
Working with stakeholders to build a coalition for change  
*Tool—Stakeholder Mapping* | Barry—lecture/discussion |
| 2:30 - 3:30PM   | Return to Your Change Challenges                      | Deriving lessons learned                                                              | Barry and Judge Costello  
facilitate case work and debrief |
| 3:30 - 3:45PM   | Break                                                 |                                                                                        |                                                                                 |
| 3:45 - 4:30PM   | Action Plans and Reflections                          | Applying lessons learned to your organizational challenges  
Developing action plans  
Group reflections on key ideas, frameworks and tools  
*Tool—60-Day Action Plan* | Develop 60-Day Action Plans using template and share in small groups  
Mary will make closing comments |