

National Center for State Courts' Trial Court Leadership Academy

Leading Change—How to Stimulate and Manage New Directions—September 25, 2017

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:

- ▶ Selection from *The Moment You Can't Ignore: When Big Trouble Leads to a Great Future*. Mal O'Connor and Barry Dornfeld. New York: Public Affairs, 2014.

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

Time	Topic/Activities	Key Ideas/Takeaway Tools	Roles and Notes
8:45 - 9:00AM	<p>Welcome</p> <p>Purpose of the Program: Helping leaders get better at leading change in loosely-coupled organizations</p>	<p>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</p> <ul style="list-style-type: none"> ▶ Overview of program and agenda ▶ Build on last years' Leadership Academy 	<ul style="list-style-type: none"> ▶ Participants seated in their pairs ▶ Mary McQueen ▶ Barry Dornfeld
9:00 - 9:45AM	<p>Leading Change in Turbulent Times</p>	<ul style="list-style-type: none"> ▶ 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 ▶ <i>Tool— "From-To"—Setting direction for change and identifying barriers</i> 	<ul style="list-style-type: none"> ▶ Barry leads discussion
9:45 - 10:00AM	<p>Break</p>		
10:00 - 11:30AM	<p>Leading Change in Other Sectors:</p> <p>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</p>	<ul style="list-style-type: none"> ▶ Reflecting on change in related environments through the lens of other leaders 	<ul style="list-style-type: none"> ▶ Barry facilitates a Socratic discussion with panelists ▶ Panelists <ul style="list-style-type: none"> • 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

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			<ul style="list-style-type: none"> • Mary McQueen, President, NCSC • Hon. Janet Barton Presiding Judge, Arizona Judicial Branch in Maricopa County
11:30AM - 12:30PM	Finding the Future Inside: Culture and Change	<ul style="list-style-type: none"> ▶ Seeing your culture as an asset for change ▶ Share change challenges or the staff prepared challenge ▶ Introduces idea of found pilots ▶ <i>Tool—Identifying Found Pilots for Change</i> 	<ul style="list-style-type: none"> ▶ 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	<ul style="list-style-type: none"> ▶ Tapping into people’s energy ▶ Leading from the top, middle and bottom ▶ Working with stakeholders to build a coalition for change ▶ <i>Tool—Stakeholder Mapping</i> 	<ul style="list-style-type: none"> ▶ Barry—lecture/discussion
2:30 - 3:30PM	Return to Your Change Challenges	<ul style="list-style-type: none"> ▶ Deriving lessons learned 	<ul style="list-style-type: none"> ▶ Barry and Judge Costello facilitate case work and debrief
3:30 - 3:45PM	Break		
3:45 - 4:30PM	Action Plans and Reflections	<ul style="list-style-type: none"> ▶ Applying lessons learned to your organizational challenges ▶ Developing action plans ▶ Group reflections on key ideas, frameworks and tools ▶ <i>Tool—60-Day Action Plan</i> 	<ul style="list-style-type: none"> ▶ Develop 60-Day Action Plans using template and share in small groups ▶ Mary will make closing comments