



## **Leading Change**

Eight Proven Steps for Sustainable Change

- 1. Establish a Sense of Urgency**
- 2. Create a Guiding Coalition**
- 3. Develop a Vision & Strategies**
- 4. Communicate the Vision Extensively**
- 5. Empower Judges & Staff; Remove Barriers**
- 6. Generate Short-term Wins**
- 7. Consolidate Gains; Push for More Change**
- 8. Anchor New Approaches in the Culture**

Here are the 8 steps Kotter advocates leaders use to develop lasting change

He cautions that you must go through these eight stages sequentially in the order outlined, or risk greater failure in lasting change. Why? Because you need enough time to prove to the skeptics (fence sitters, uncommitted, the complacent) that implemented changes will be beneficial to them, the health of the organization, and the customers and constituents the organization serves over the long run.

It takes time for people to internalize the value of doing things differently... to realize and experience the advantages and merits of new and better ways of operating and serving court users. Changes also must be underscored by the principles and purposes of trial courts in a democratic society, namely to uphold the rule of law, strengthen access to justice, uphold truth-finding and ensure fair impartial decisionmaking

Now, I'm sure as you look over this formula for major change and learn more about its usefulness, it may occur to you that it could be put in motion for either upright or nefarious purposes.

**1. Establish  
a Sense  
of Urgency**



**2. Create a  
Guiding  
Coalition**



Without a sense of urgency, people won't give the extra effort necessary to change. They won't make needed sacrifices. They'll cling to the status quo

How do you create a sense of urgency? Create a crisis; Use consultants, Employ cold, hard facts (push with trends / pull with a vision of a better future)

Key leaders must believe the status quo is unacceptable

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A strong team with the right people, expertise, credibility and support from PJ/CEO

Mistakes to avoid

- Going it alone: the isolated leader

- Running on empty: low-credibility committee

Trust among team members is essential

- Diversity is important – results are better

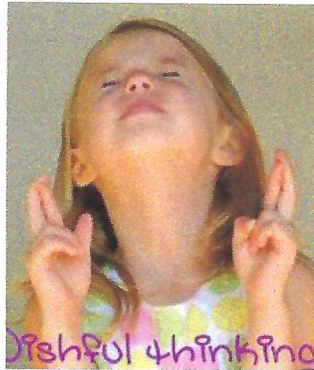
- Off-site team retreat – a useful technique

Common goal is crucial

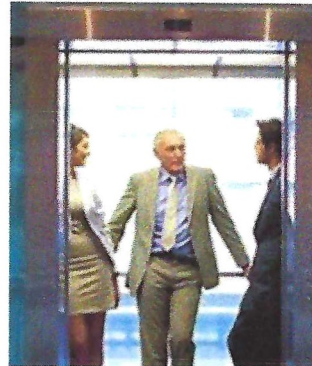
- Sensible to the head

- Appealing to the heart





### **3. Develop a Vision & Strategies**



### **4. Communicate the Vision Extensively**

#### A VISION Does Three Things:

1. PAINTS an inspiring, compelling picture of the future. general direction for change (Brings Focus to the Future)
2. PROVIDES FOCUS to motivate and encourage people to take action, by...
  - a) Pointing to areas of change,
  - b) Identifying clear targets
  - c) Taking advantage of fundamental trends
3. HELPS COORDINATE the actions of different people throughout the organization

A VISION WITHOUT THE COURAGE, DISCIPLINE AND KNOW-HOW  
TO GET THERE - THE STRATEGIES - IS MERELY WISHFUL THINKING

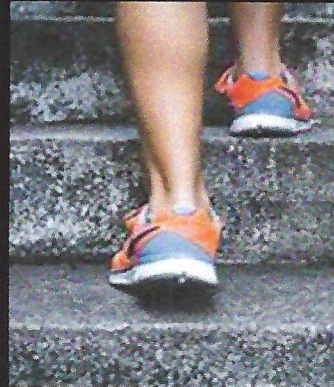
Communicate in simple and direct terms  
Use the power of metaphor, analogy, example or just plain, colorful language.

Use many different forums  
Repeat, Repeat, Repeat  
PJ/CA must walk the talk; lead by example



## 5. Empower Judges and Staff; Remove Barriers

## 6. Generate Short-term Wins



To make change happen, as many people as possible in the court need to be onboard. They won't or can't help if they feel powerless. Upskilling people to become more capable and accountable is good management and wise leadership.

### Four Obstacles Need to be Attacked

1. Silos or departments, divisions, work groups can frustrate or undermine new initiatives. Is your organization structure a problem?
2. Some managers or judges may be "foot draggers". They need to be involved, especially the influence leaders.
3. Often new skills, behaviors and attitudes are needed and staff needs to be trained and nurtured since more will be delegated to them.
4. Internal court systems – HR, IT, facilities management, etc. – need to be aligned with the new changes to support agreed upon directions

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People want to see clear, early data that changes are working  
 Short-term wins must be visible; clearly related to the change effort  
 Why are they important?

Show people that sacrifices are paying off  
 Allow people to celebrate; relieve tension  
 Test vision against concrete results  
 Quiet cynics and major league resisters  
 Help retain essential support of bosses  
 Help build momentum



## **7. Consolidate Gains; Push for More Change**



## **8. Anchor New Approaches in the Culture**

When things go well, there is a tendency for a lot of “back slapping” and many think the difficult work is behind them. Many want to declare victory and move on to something else. Major change takes a long time. Sustainability is a major problem in courts. Look at the backsliding in case processing efforts across the country.

Critical momentum can be lost and regression may follow if you let up before the job is done (Resistance is always waiting to reassert itself)  
Unique problem with trial courts where PJ has a short leadership tenure

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Culture is not something you manipulate easily.

Cultural change only comes after you have successfully altered peoples’ actions. New approaches sink into behavior patterns after it’s clear they work and are superior to the old methods

Whenever you hear of a major restructuring, reengineering, or strategic redirection where the first step is “changing the culture”, you should be wary.

Only at the end of the change cycle does new behavior and changed attitudes, beliefs and values become anchored in the culture.