

QUARTERLY

NEWSLETTER

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Annual Leadership Academy & Conference



SPOTLIGHT: ALEX AI

NAPCO is introducing Alex AI, a new product built to help leaders turn their behaviors into daily habits by tracking promises, prompting timely feedback, and keeping change communication consistent. Watch for more details soon.

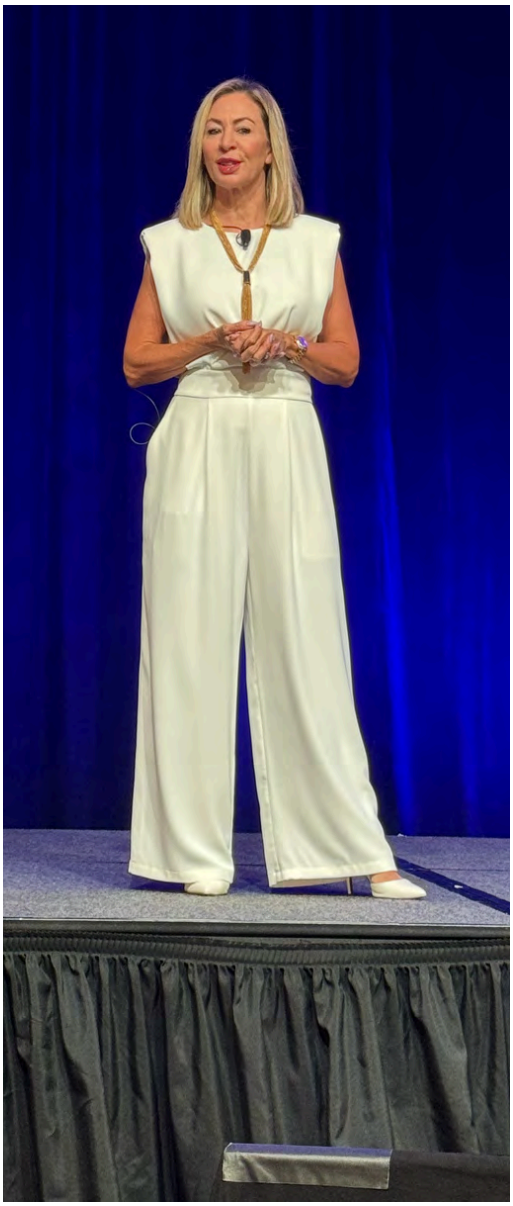
Annual Leadership Academy and Conference Recap

Leading with Intention

At this year's NAPCO Leadership Academy, Dr. Suzanne Peterson explored what separates effective leaders from truly admired ones. Her message: the best leaders drive superior performance and earn lasting loyalty, and they do both through simple, repeatable behaviors.

The Admired Leadership Framework: Peterson's framework rests on behaviors that are universal, simple, and actionable. Three drive credibility:

- Keep small promises. Trust is built through consistent follow-through.
- Be deeply available, not always available. Give people your full attention when it counts, even for two minutes.
- Talk last. Listening first signals respect and leads to better outcomes.



Peterson contrasted a power style, which creates distance and signals status, with an attractive style, which draws people in. When a situation is uncertain, start powerful, then shift toward attractive as trust builds. The guiding question: How do I need to be seen in this conversation?

Move from evaluative feedback to "feed-forward": developmental and focused on next time. Get the other person talking first by asking, "How are you going to approach this differently?" She also separated compliments (about character) from praise (about specific past behavior worth repeating), and urged leaders to spend roughly 80% of their time with their best people.

To diagnose a team, she offered a four-part model built on performance and attitude: Stars (high on both), Pains (high performers with a difficult attitude), Cheerleaders (great attitude, lower performance), and Snails (low on both). Each calls for a different response, and truly toxic influences should be isolated rather than allowed to drain the team.

Resistance is inevitable, so frame the change up front: what is changing, why, and that it will be hard, while reserving the right to get smarter along the way. Remind people what is not changing, and engage the five influencers who carry the message, because people follow the followers. Expect about ten repetitions over ten weeks before a change takes hold.

Admired leadership is not a personality trait. It is a set of deliberate behaviors any leader can practice: make small promises and keep them, listen before speaking, give specific, forward-looking feedback, and communicate change honestly and frequently.

Committee Corner

If you are interested in being a committee member, please click here!

STANDING COMMITTEES

Finance

Marketing & Membership

Program & Education

Strategic Planning

Website



NAPCO committees serve as the vehicles for conducting the work and activities of NAPCO.

The committees provide ways to learn about NAPCO, meet other bench officers and court professionals, learn about the court management profession at an executive level, and share expertise.

Consider this invitation to be a fully involved NAPCO member. This is a wonderful time to engage with NAPCO. There are a number of steps you can take to become involved, starting with thinking about what you might offer to NAPCO. A variety of committees, work groups, and projects await your involvement. Fill out this form if you are interested!

Strategic Plan Year One

The first year of NAPCO's current strategic plan, "Building the Future of Court Leadership," featured foundational discussions on our association's governance and committee structure. Galvanizing our leadership promotes our twin goals of growing the relevance of our committees and sustaining our focus on "productive pair" leadership of the courts. The new governance structure was approved in August at our Board of Directors meeting. Bylaw changes, board of directors, and committee memberships are slated for final consideration in January of 2027. Board members are also expected to vote on a list of metrics that are designed to ensure that we are meeting our strategic plan goals.

The Board, through the Finance Committee, has moved to strengthen the financial stability of NAPCO through the efforts of Ray Billotte and David Yamasaki. The Membership and Marketing Committee has been active in keeping members informed with the quarterly newsletter spearheaded by Judge Lawrence King. The newsletter is just one aspect of an overall effort to strengthen membership outreach, market our annual conference, and foster a better understanding of NAPCO as an association.

COMMUNICATION CORNER

Recent Webinars

- The Life and Legacy of Ernie Friesen
- The Importance of Character in Leading
- Humor: An Important Leadership Tool

Podcasts

- ABA releases final report of its Task Force for American Democracy
- ABA 2025 Survey of Civic Literacy

White Papers and Guides

- How to End Things Well
- Judicial Ethics and Immigration Issues in Today's Courts