Court RX: Court Leaders As Turn-Around Managers

NACM Mid Year Conference, Mobile, AL
Monday, February 15, 2016

Janet G. Cornell
Former Court Administrator
Consultant

National Association for Court Management
Established 1985
Why This Topic
What is Management?

Problem
Crisis
Broken
Failure
Chaos
Change
“Leadership during a turnaround is very different from “business as usual.”

From “Critical Care for Companies 12-Step Turnaround Program”
www.criticalc4c.com
During Turn-Around

- Communication
- Structure
- Processes
- Control
- Leadership
- Relationships
- Decision making
The Court World Puzzle
Environmental Assessment

http://managementstudyguide.com/swot-analysis.htm
Strengths
Weaknesses
Opportunities
Court Leadership
Alan Fine, You Already Know How to be Great

https://www.insideoutdev.com/


s.m.a.r.t.
Your “Turn Around” List

To Do List:

1. ______________________
2. ______________________
3. ______________________
4. ______________________
5. ______________________
6. ______________________
7. _______________________
| Goal                      | What do you want changed?  
|                          | What do you want improved?  
|                          | What’s the issue to tackle? |
| Reality                  | What do you see?            
|                          | What do you notice?         
|                          | What do you experience?     |
| Options                  | What options can you create?  
|                          | What can you investigate?   
|                          | Where are there possibilities? |
| Way forward              | What can you do?            
|                          | When?                       
|                          | With who?                   
|                          | How can we get there?       |
### Technical or Adaptive Change?

<table>
<thead>
<tr>
<th>Technical</th>
<th>Adaptive</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Problem definition clear</td>
<td>• Challenge to identify problem</td>
</tr>
<tr>
<td>• Apply current know how</td>
<td>• Learn &amp; create new knowledge</td>
</tr>
<tr>
<td>• Work through authorities</td>
<td>• Involve people close to problem</td>
</tr>
<tr>
<td>• Apply more of same</td>
<td>• Apply ‘new’</td>
</tr>
</tbody>
</table>


Why Be A Turn-Around Manager?

- Learn about yourself & the organization
- Test self-image, motivations, endurance
- Share expertise and skills
- Experience change
- Enjoy the challenge
- Gain new perspectives
- Make a difference, contribute

## Turn-Around Take Aways

<table>
<thead>
<tr>
<th>Clear goals</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face facts</td>
<td>Collaborate</td>
</tr>
<tr>
<td>Urgency</td>
<td>Walk around</td>
</tr>
<tr>
<td>Risk assessment</td>
<td>Make change</td>
</tr>
<tr>
<td>Use information</td>
<td>Document gains</td>
</tr>
<tr>
<td>Prioritize</td>
<td>More gains</td>
</tr>
<tr>
<td>Strategize</td>
<td>More change</td>
</tr>
<tr>
<td>Turnaround mindset</td>
<td>Customer orientation</td>
</tr>
<tr>
<td>Leadership</td>
<td>Performance measures</td>
</tr>
</tbody>
</table>

Turn-Around Tips

1. Know the goal
2. Have support
3. Communicate
4. Observe and absorb
5. Validate
6. Document and take stock
7. Report and celebrate
8. Use a lifeline
9. Create a team atmosphere
10. Use experience
11. Have ‘can do’ attitude
12. Know when to disengage

“Listen to the mustn'ts, child. Listen to the don'ts. Listen to the shouldn'ts, the impossibles, the won'ts.

Listen to the never haves, then listen close to me... Anything can happen, child. Anything can be.”

Shel Silverstein, Author-Poet
Goal
Reality
Options
Way Forward
=Success!