

Court RX : Court Leaders As Turn-Around Managers

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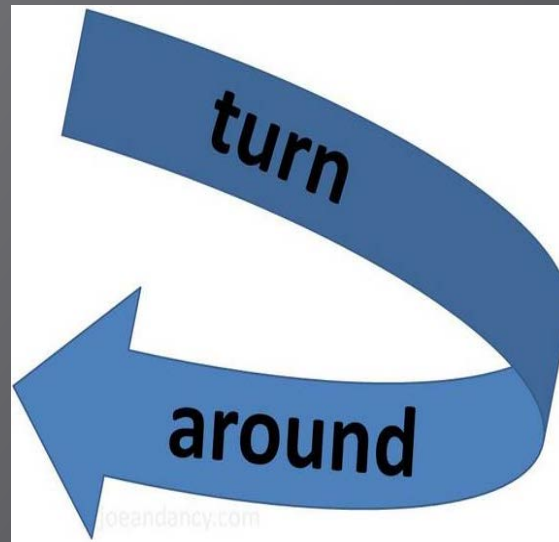
National Association for **Court Management**

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



Strengths



S

STRENGTH

W

WEAKNESS

O

OPPORTUNITY

T

THREAT

Weaknesses



Threats



Opportunities

S

STRENGTH

W

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THREAT

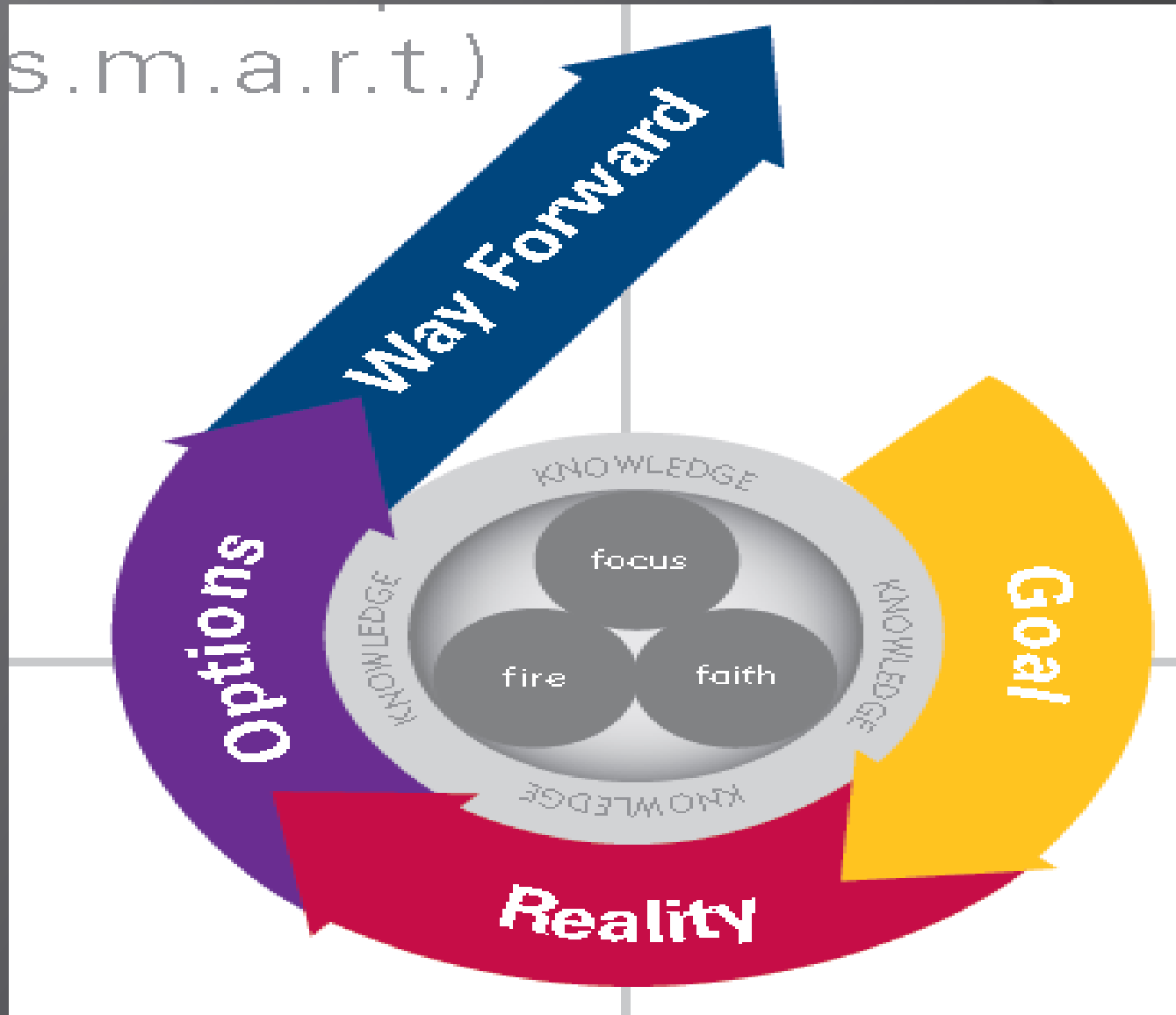


Court Leadership





GROW



https://en.wikipedia.org/wiki/GROW_model
Alan Fine, You Already Know How to be Great
<http://www.insideoutdev.com/>

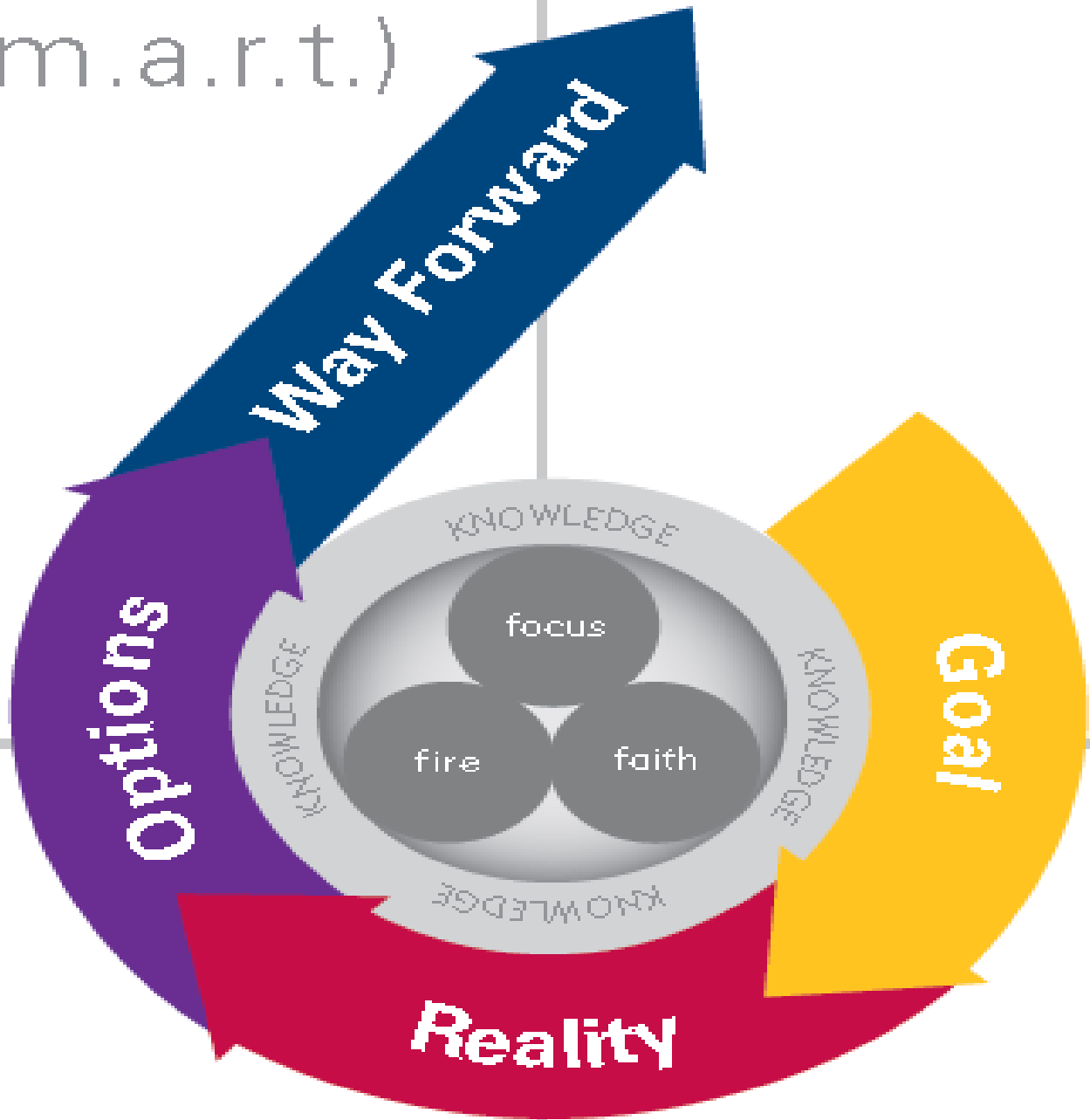
Your “Turn Around” List

A spiral-bound notebook with a white cover and silver spiral binding. The notebook is open to a page with a 'To Do List' section. The text 'To Do List:' is centered at the top of the page. Below it are seven numbered lines for writing. A yellow pencil with a pink eraser and a sharpened lead tip is positioned diagonally across the right side of the page, overlapping the lines.

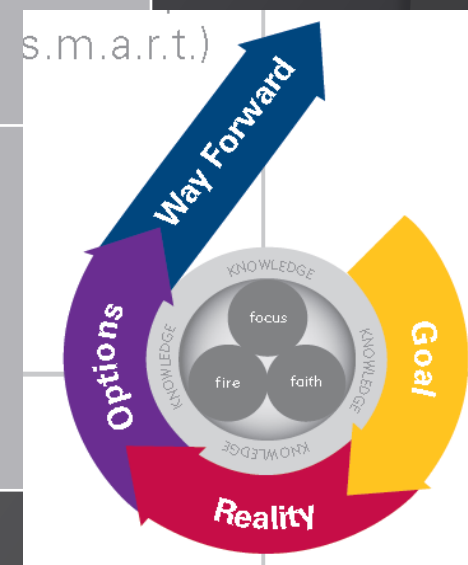
To Do List:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

s.m.a.r.t.)



Goal	<p>What do you want changed?</p> <p>What do you want improved?</p> <p>What's the issue to tackle?</p>
Reality	<p>What do you see?</p> <p>What do you notice?</p> <p>What do you experience?</p>
Options	<p>What options can you create? What can you investigate?</p> <p>Where are there possibilities?</p>
Way forward	<p>What can you do?</p> <p>When?</p> <p>With who?</p> <p>How can we get there?</p>



Technical or Adaptive Change?

Technical	Adaptive
<ul style="list-style-type: none">• Problem definition clear• Apply current know how• Work through authorities• Apply more of same	<ul style="list-style-type: none">• Challenge to identify problem• Learn & create new knowledge• Involve people close to problem• Apply 'new'

Heifetz and Linsky, Leadership on the Line, Staying Alive Through the Dangers of Leading, 2002.

Heifetz, Grashow, Linsky, The Practice of Adaptive Leadership, 2009.

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

Cornell, "The Organizational Immigrant," NACM Court Manager, Vol. 17, No. 1, 2002.

Turn-Around Take Aways

Clear goals

Face facts

Urgency

Risk assessment

Use information

Prioritize

Strategize

Turnaround mindset

Leadership

Partners

Collaborate

Walk around

Make change

Document gains

More gains

More change

Customer orientation

Performance measures

Griller and Talbot, "Reengineering Courts in Crisis-Lessons from Detroit," NACM Annual Conference, July 2015

Turn-Around Tips

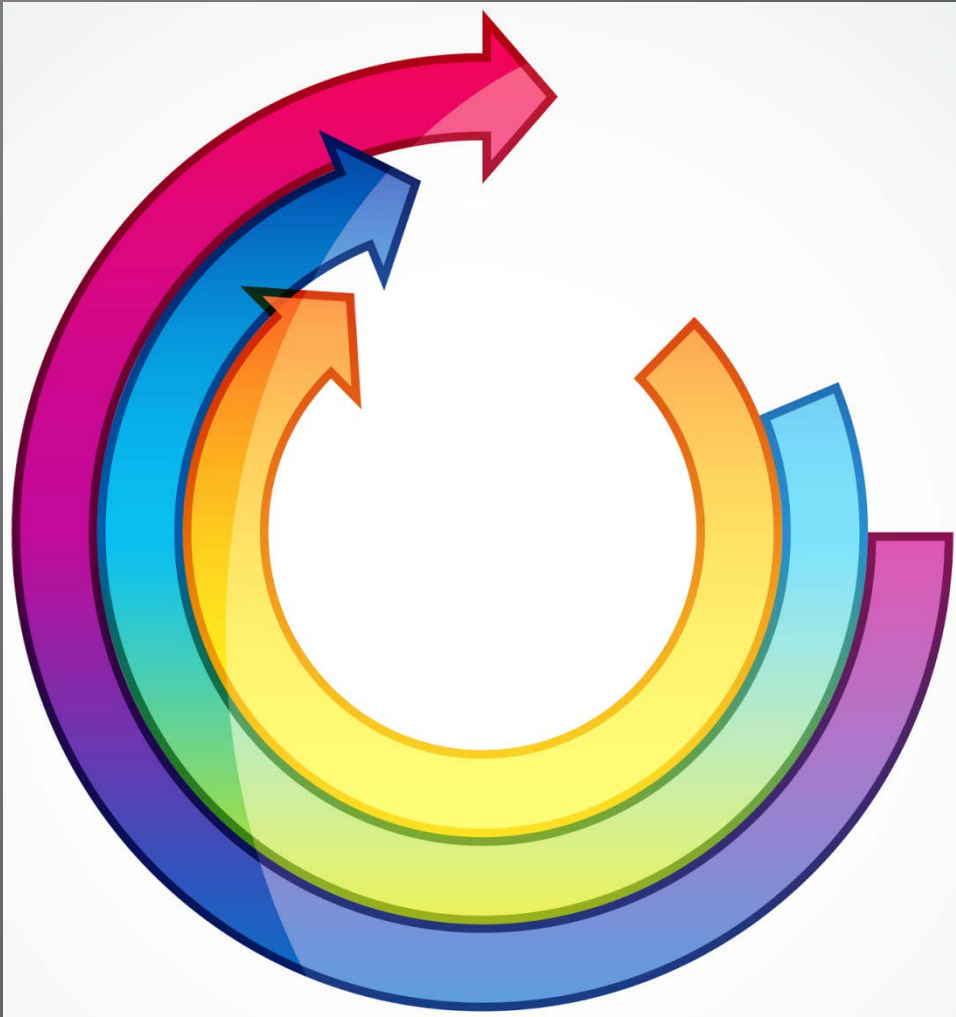
1. Know the goal
2. Have support
3. Communicate
4. Observe and absorb
5. Validate
6. Document and take stock
7. Report and celebrate
8. Use a lifeline
9. Create a team atmosphere
10. Use experience
11. Have 'can do' attitude
12. Know when to disengage

Cornell, "The Organizational Immigrant," NACM Court Manager, Vol. 17, No. 1, 2002.

“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 !