

# LEADERSHIP

## KSA Ranking Survey: State Perspective

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### 1. BE CREDIBLE IN ACTION

Effective court executives are action and results oriented. They understand themselves and demonstrate personal integrity. Judicial insiders and outsiders know what successful court leaders believe in and what they will do. They are transparent. Clearly court leaders without technical skills are not credible. Just as clearly, however, character, trustworthiness, honesty, accountability, and ethics create credibility, regardless of the court leaders brainpower or technical skills.

*From the perspective of your state association which of these Knowledge, Skills and Abilities should be developed first?*

Highest ranking = 1	<i>Your</i>	<i>Group</i>
Lowest ranking = 8	<i>Score</i>	<i>Score</i>
	<b>1-8</b>	<b>1-8</b>

#### Knowledge, Skills and Abilities

<b>A</b>	Ability to demonstrate integrity, trustworthiness, honesty, accountability, ethics, and integrity in one's actions;		
<b>B</b>	Knowledge of one's strengths and limitations;		
<b>C</b>	Knowledge of codes of conduct including judicial and court manager codes in relevant federal, state, and local jurisdictions; the <b>National Association for Court Management Model Code of Conduct</b> ; the model code for court managers developed by the American Judicature Society; the ABA <b>Canons of Judicial Ethics</b> for judges; and the ABA <b>Code of Professional Conduct</b> for lawyers;		
<b>D</b>	Knowledge of ethical issues and legal regulations when dealing with legal, personnel, and human resource issues, contracting, purchasing, and the management of court funds;		
<b>E</b>	Skill in projecting competence and professionalism;		
<b>F</b>	Ability to maintain objectivity, neutrality, and freedom from bias of any type toward any group or individual;		
<b>G</b>	Skill in clear, direct, and consistent communication;		
<b>H</b>	Ability to model desired behaviors; and		

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### 2. CREATE FOCUS THROUGH VISION AND PURPOSE

Without vision, people and organizations stagnate. More courts fail from a disconnect from fundamental court purposes than from a lack of resources, technical knowledge, or even effort. Effective court leaders understand that vision and purpose are critical and practical. Strategic plans and initiatives are created, communicated, understood, and implemented. Resources are concentrated on critical priorities. Leaders use the power of their office to motivate and to focus individual and departmental contributions to courts and court systems. They allow, require, and inspire individuals to contribute to the judiciary's enduring missions and values.

*From the perspective of your state association which of nine Knowledge, Skills and Abilities should be developed first?*

Highest ranking = 1	<i>Your</i>	<i>Group</i>
Lowest ranking = 9	<i>Score</i>	<i>Score</i>
	<b>1-9</b>	<b>1-9</b>

#### Knowledge, Skills and Abilities

<b>A</b>	Knowledge of the Purposes and Responsibilities of Courts;		
<b>B</b>	Ability to work with others to create a clear vision and sense of purpose for the court, its departments, and employees;		
<b>C</b>	Ability to communicate strategic intent, vision, and sense of purpose for the court and establish and execute action plans that reflect that vision;		
<b>D</b>	Ability to forecast future needs and conditions of the court and to think in the long term;		
<b>E</b>	Ability to analyze political and social trends and to anticipate their impact on court resource needs and operations;		
<b>F</b>	Knowledge of how to integrate short-term objectives into longer-term strategic plans;		
<b>G</b>	Ability to prioritize and to focus and concentrate individuals and resources on the most critical court needs;		
<b>H</b>	Skill in recognizing, communicating with, and motivating judges, administrative staff, attorneys, and others on whom the court depends to achieve its objectives; and		
<b>I</b>	Ability to communicate court mission, goals, and vision and to build deserved public trust and confidence in the judiciary.		

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### 3. MANAGE INTERDEPENDENCIES: WORK BEYOND THE BOUNDARIES

Judicial independence requires effective management and coordination of the courts interdependencies with the executive and legislative branches and myriad public and private organizations in the interest of court performance and effective justice. While judicial independence is essential to liberty and justice and while impartiality on a case- by- case basis must be absolute, active leadership of and collaboration with others, both inside and outside the court, is a central court management task.

*From the perspective of your state association which of these Knowledge, Skills and Abilities should be developed first?*

Highest ranking = 1	<i>Your</i>	<i>Group</i>
Lowest ranking = 8	<i>Score</i>	<i>Score</i>
	<b>1-8</b>	<b>1-8</b>

#### Knowledge, Skills and Abilities

<b>A</b>	Knowledge of the basis for the judiciary's assertions of judicial independence and inherent powers and their relationship to the ends of liberty, social order, due process, equal protection, and justice under law;		
<b>B</b>	Ability to create coalitions for effective routines and needed change;		
<b>C</b>	Ability to develop and foster system-wide cooperation including strong affirmative relationships between elected and appointed court leaders, the public and private bar, law enforcement agencies, and other private, local, and state based social service and justice providers;		
<b>D</b>	Knowledge of the roles and resulting motives of actors in various subsystems inside and outside the court;		
<b>E</b>	Skill in effective communication of court requirements and accomplishments to external authorities;		
<b>F</b>	Skill and political awareness when working with executive and legislative funding authorities;		
<b>G</b>	Ability to minimize turf battles without losing turf;		
<b>H</b>	Knowledge of political and interpersonal skills relevant to the court's negotiations and lobbying;		

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### 4. CREATE A HIGH PERFORMANCE WORK ENVIRONMENT

Leadership differs from management, yet they go hand-in-hand in high-performance courts. Leadership is necessary to vision and to promote needed change and growth. Management is required to pace it, to deal with complexity, and to coordinate disparate work processes. Effective courts and court executive teams stand out both in maintaining routines and bringing about needed change. Power is used, but it is a team and court-wide effort. Successful courts have leaders who inspire trust and teamwork and who understand group process and use groups well. Initiative is encouraged. Innovation is pushed. Excellence is demanded, recognized, and rewarded. Leaders understand other's needs and talents. They excel in "servant" leadership. They both lead and serve others.

*From the perspective of your state association which of these Knowledge, Skills and Abilities should be developed first?*

<b>Knowledge, Skills and Abilities</b>		Highest ranking = 1 Lowest ranking = 13	Your Score <b>1-13</b>	Group Score <b>1-13</b>
<b>A</b>	Knowledge of the judicial executive team concept and its practical importance for acceptable court performance;			
<b>B</b>	Ability to forge an effective court executive team and to model effective judge and court manager partnerships;			
<b>C</b>	Ability to work effectively with management and technical staff and teams to develop effective caseflow and other work processes;			
<b>D</b>	Knowledge of the classic and current management and leadership literature;			
<b>E</b>	Ability to inspire trust, teamwork, and high court performance;			
<b>F</b>	Ability to use power, to make decisions, and to act decisively;			
<b>G</b>	Knowledge of motivational principles and methods and how to provide timely and constructive feedback;			
<b>H</b>	Ability to motivate justice partners and staff contributions to the court's mission;			
<b>I</b>	Ability to delegate and to avoid getting bogged down in details and micro management;			
<b>J</b>	Ability to lead and to manage change;			
<b>K</b>	Skill in listening, coaching, and mentoring, and developing effective court teams;			
<b>L</b>	Skill in balancing professional, family, and personal needs and in helping others see the value in achieving balance between their work and personal lives; and			
<b>M</b>	Ability to support and to advance innovation and improved court performance.			

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### 5. DO SKILLFUL AND CONTINUAL DIAGNOSIS

Because there is no one best way to manage courts, court managers must use hard and soft data to analyze unique court management circumstances and conditions. Reliable data and informed analysis produce the basis for accountability and continual improvement.

*From the perspective of your state association which of these Knowledge, Skills and Abilities should be developed first?*

Highest ranking = 1	<i>Your</i>	<i>Group</i>
Lowest ranking = 9	<i>Score</i>	<i>Score</i>
	<b>1-9</b>	<b>1-9</b>

#### Knowledge, Skills and Abilities

<b>A</b>	Knowledge of information and data needs; national, state, and local databases; how to acquire needed information; how to analyze necessary data; and how to use statistics, analytic staff, and reports;		
<b>B</b>	Ability to be inquisitive about and to scrutinize court performance openly, honestly, and continually;		
<b>C</b>	Skill in problem recognition and definition, diagnosis, analysis, and in finding alternative solutions;		
<b>D</b>	Ability to use objective data and anecdotal information when considering or conducting performance assessments;		
<b>E</b>	Skill in thinking logically and outside the box;		
<b>F</b>	Knowledge of the Trial Court Performance Standards and the accompanying assessment and measurement system;		
<b>G</b>	Skill in using performance measurement, resource allocation tools, and benchmarking to measure program costs, court performance, and outcomes;		
<b>H</b>	Knowledge of strategies, techniques, and skills such as total quality management and current management tools; and		
<b>I</b>	Skill in making adjustments based on assessments of how well the court is doing.		