



JUDICIAL
COLLEGE

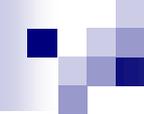
**The National School of Judges - Thessaloniki (Greece)
Leadership Conference
June 30th 2015
Dr. Kay Evans**



Presentation outline:

- **The What:** The development of our Leadership and Management Development Programme
- **The How:** Our approach, methodology and curriculum
- **The Who:** Our participants

.... **And the So What:** Lessons learned



The story of our Programme. Once upon a time ...

- A group of senior judges were invited to a Leadership Forum, hosted by the Judicial College, to agree the skills and abilities required for judicial leaders.
- Following which the Judicial College was invited by the Judicial Executive Board to develop a programme of leadership development for those leaders.
- The Judicial College worked closely with a group of senior judges to design the programme which has just completed its third run.

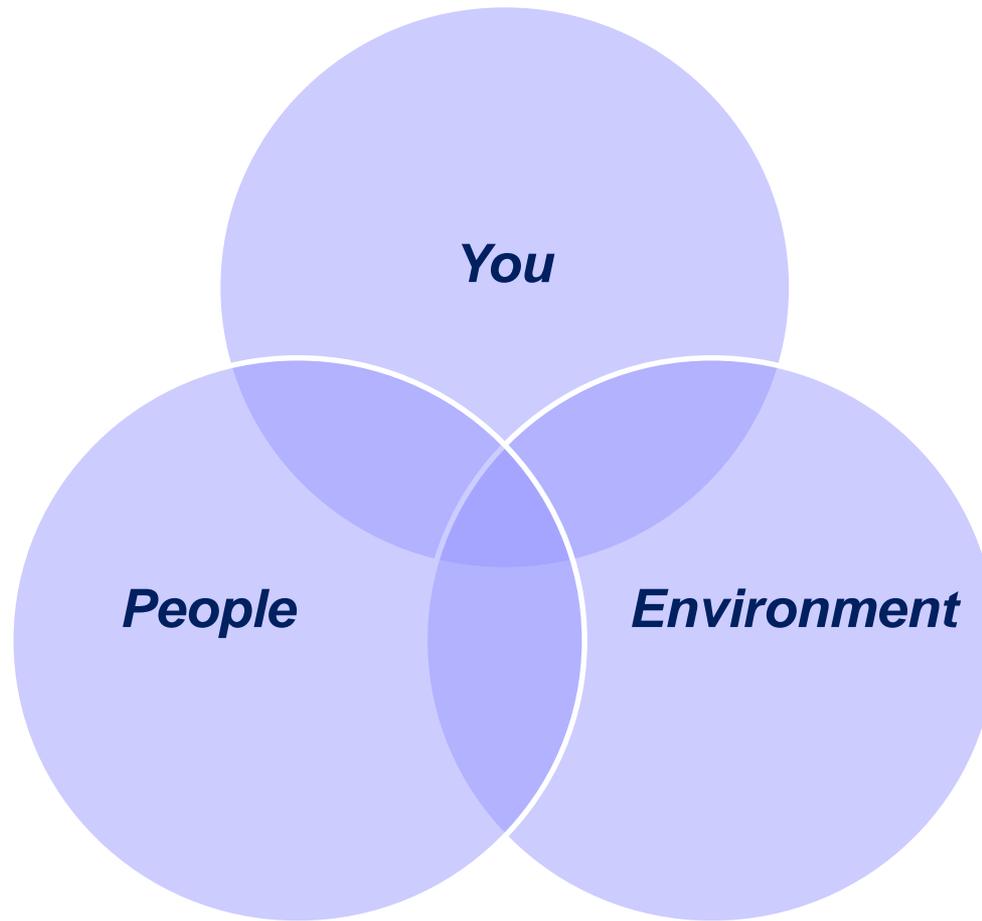


The aims of the Programme

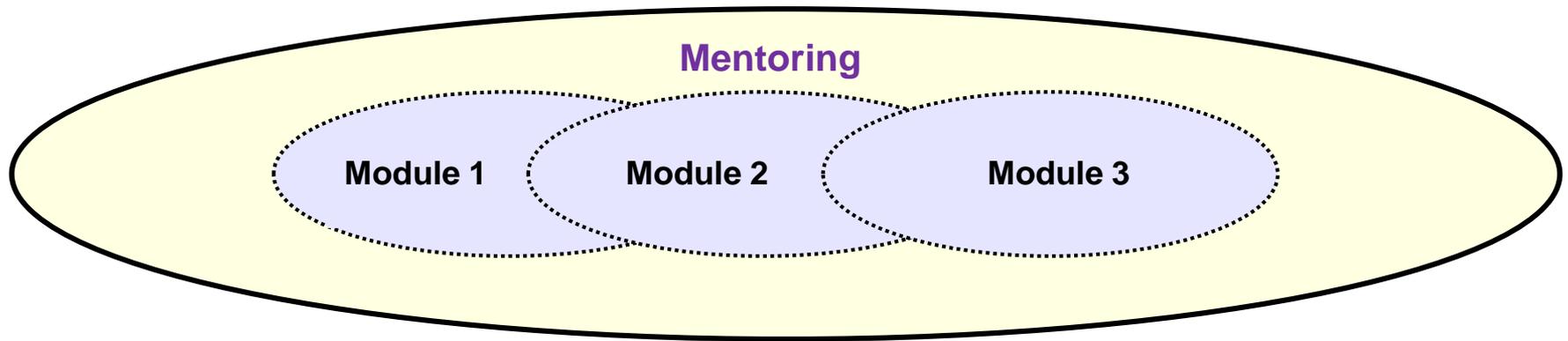
To provide Leadership and Management Judges with an opportunity to explore their leadership roles and responsibilities:

1. In the context of the wider environment in which they work.
2. In the context of their leadership and management of others.
3. In the context of their personal leadership development.

The three topic areas for the Programme:



Programme Overview

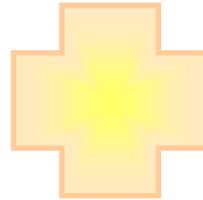


Workshop

Activities and discussions

Input from senior leaders

Action planning



Work based Application

'Doing' leadership and management

Delivering the changes and strategy

Personal reflection



How we work together

- Share experiences and expertise
- Participate fully to support the learning of others
- Respect personal information
- Confidentiality

An example: The theory of Leadership ...

... began with the '*great man*' and '*the heroic*' theories including the common assumption that leaders were born, not trained.

As late as the First World War two criteria for becoming an officer in the British Army were the abilities to use the correct wine glass at dinner and to ride a horse.

The devastation of WW1 brought about a change in theory ...



Classical leadership models

Trait

- leaders' personal qualities

- 'Great Man' theory

Behavioural

- how the leader acts

- 'Action-centred' – John Adair
- 'Leadership Grid' – Blake & Mouton

Situational

- repertoire of approaches

- 'Continuum' – Tannenbaum & Schmidt
- 'Contingency' – Fred Fiedler
- 'Situational' – Hersey & Blanchard

Process

- understanding the system

- 'Expectancy' – Porter & Lawler
- 'Path-Goal' – Robert House

Style

- theories about other people

- 'Theory X & Theory Y' – Douglas McGregor
 - 'Transformational' – James M. Burn
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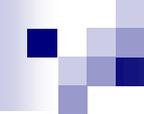
Six Principles of Leadership and Management

1. Leaders get things done through others
2. Leaders define the future for the organisation
3. Leaders inspire others through their commitment and enthusiasm
4. Leaders act as a role model
5. Judicial leaders manage the process but not all the people
6. ***The skills that have made you successful so far may not be all that is needed for the future***

Action planning ...

Identify one important thing you have learned and will take from this event to apply to your leadership role.





Our Participants:

1. The programme is designed for judges who are newly appointed to a leadership and management role, at all levels in the judicial hierarchy.
2. The programme is designed to be delivered cross-jurisdictionally; to all types of judge.
3. Judges with experience are also encouraged to join one or more of the workshops, as appropriate, to develop their skills and abilities.
4. We run the programme twice a year, initially with a cohort of 20 judges. In September we will run Programme 4 with 35 judges.

Lessons learned:

1. The most effective delivery method has been a mix of academic theory and judicial context. I deliver the workshops together with two senior judicial colleagues, plus additional speakers.
2. The importance of providing support for judges to contextualise their learning; moving from the theory to the practice.
3. The value of a cross-jurisdictional programme, providing opportunities to learn from a wide range of experiences.

And finally ...

.... that one programme is not sufficient.

Therefore we are developing a One Year On event and a series of Leadership Master-classes for delivery later this year.

