Jikonsahseh, Mother of Nations
Skywoman, Legends of the Iroquois by Joanne Shenandoah and Douglas M. George, Illustrated by John Fadden & David Fadden
Mother of Nations’ Leadership Traits

- Powerful
- Feared
- Respect
- Smart/strategic
- Active
- Listened
- Learned something new
- Shared new thinking
- Consistent
- Informed
Professional Training – Learns new skills

- What kind of training?
  - Whatever you need – but especially evidence-based practices in substance abuse, mental health treatment, and community supervision
- Set the example for your team
Length of Term – Consistent

- At least two consecutive years
  - Greater cost savings and significantly lower recidivism
  - Evidence suggests that Drug Court judges are significantly less effective at reducing crime during their first year than during ensuring years
- Know your policies and procedures
Consistent Docket

- Participants benefit from having the same judge.
- Courts that rotate judicial assignments or require participants to appear before alternative judges had the poorest outcomes.
- Structure is important to change participants' maladaptive behaviors.
Participation in Pre-Court Staff Meetings - Active

- Outcomes significantly better - regularly attend pre-court staff meetings
- Judge ensures that each team member’s perspective is taken into consideration
- Studies suggest that when judges do not attend – less likely to be adequately informed or prepared when interact with participants
Frequency of Status Hearings – Active/Listens

- No less than every two weeks during first phase – significantly better outcomes
- Structure
- Accountability
- Opportunity for praise
Length of Court Interactions - Active/Listens

- At least three minutes and as much as seven minutes
- Gauge participant’s performance in program
- Discuss importance of compliance with treatment
- Communicate participant’s efforts are recognized and valued
Judicial Demeanor
Influential Factor for Success

Better outcomes for judges who were perceived to be:
- Respectful
- Fair
- Attentive
- Enthusiastic
- Consistent
- Caring
- Supportive comments

Outcomes poorer for judges who were perceived to be:
- Arbitrary
- Jumping to conclusion
- Did not give participants an opportunity to explain their side
- Comments were stigmatizing, hostile, or shaming
Due process and judicial ethics require independent discretion – but judges are allowed to consider probative evidence or relevant information.

Need your team of experts.

Make an informed decision.
Top Down Leadership – It Ain’t All That

- Cynicism about ‘new program’
- Difference between compliance and commitment
  - A value is only a value if it is voluntarily chosen
  - You want new behaviors for the right reasons
  - Top down leadership evokes compliance, not commitment
- It can backfire and move you backwards
  - Increasing fear and distrust
Three Essential Types of Leaders

- Local line leaders – actually do the experimenting or change
- Executive leaders – provide support for line leaders, develop learning infrastructures, and lead by example
- Internal networkers or community builders – Seed carriers who move freely to find those predisposed to change, help out with change, aid in spreading the word
Local Line Leaders

- Team members
- Play a key role in design and implementation
- Become teachers
- Knowledge and practical experience gives them unique credibility
- They are role models with which other front-line people identify
- No better way to learn than teach – deepens their own understanding and credibility
- Skepticism can be a good thing
Executive/Admin Leaders

- Protectors/Mentors/Thinking partners
- Connects team members with like-minded people
- Mentors team members to understand political crosscurrents and to communicate ideas
- Understands learning and change is not based on a singular decision
- Lead as teachers, stewards, and designers and fulfills more subtle and long term roles
Internal Networkers/Community Builders

- No formal delegation of power
- Internal networkers free to move about unnoticed, receives honest responses
- Authority comes because of their convictions and clarity of ideas
- Able to move around freely, understand informal networks
- Work on different levels
Homework

- Use your stories to define leadership – work on those skills
- Identify your local line leaders, other executive leaders and internal networkers – make sure they are part of your Healing to Wellness Court strategy