

## **QIC-CT CORE COMPONENT: Judicial Leadership**

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### **Be yourself**

Know what type of leader you are. Find your voice. There is no one right way to lead, but we must be willing to reflect on our abilities and be open to improving and growing. There is no best leadership style, but there are common elements of effective leadership.

### **Key Characteristics of Effective Leaders**

Effective oral and written communication

Mission accomplishment

Delegation

Sensitivity

Influence

Judgment

Planning

Administrative control

Problem analysis

Technical competency

Decisiveness

Initiative

Followership

Practice what you preach

Co-create

Be prepared: know your facts

*The basis of effective leadership of other leaders is your relationship with the persons you lead. Each leader should understand and articulate their own interests. The leader should then communicate commitment, reliability, and respect in satisfying those interests.*

### **Tough Things about Leadership**

Part "Do", Part "Be"

Managers do things right. Leaders do the right thing

What is the right thing to do? Says who?

Build trust

Be credible in action

Create purpose through vision

Manage interdependencies and work beyond the boundaries

Create a high performance environment

### **What Causes Leadership Failure?**

A lack of shared vision for systems change  
A culture of blame or "Passing the buck"  
Lack of transition plan to survive changes in leadership  
Pet projects that don't survive a change of leadership  
Ego and turf issues  
Lack of mutual respect  
Absence of standard protocols  
Competition for resources or attention  
Lack of willingness to lead

### **Recipe for Success: Be an Enabler!**

Foster collaboration  
Build effective teams  
Create an atmosphere of mutual respect  
Strengthen others and empower them to act  
Don't pollute the soup! (If you lead with your own ideas, input from others may be diminished.)

### **Determine the Most Effective Collaborative Structure**

#### **Create a Shared Vision**

Not imposed on others from the top down  
Emerges through interactions and discussions over time  
Not a solution to a problem  
Where do you want to go and what will it look like when we get there?

#### **Building Principles / Shared Values**

How will you operate as you pursue your vision?  
How do you behave toward children? families? colleagues?  
Sacred cows: what lines will you NOT cross to accomplish your goals?

#### *QIC-CT Guiding Principles/Values:*

*All children deserve to grow up in strong families and healthy communities*  
*Respect and honor family and community strengths, vulnerabilities, and diversity*  
*Ensure equity for infants, toddlers, and families*  
*Commitment to social justice for all infants, toddlers, and families in their communities*  
*Demonstrate an attitude of self-awareness, respect, and humility toward diverse points of view*  
*Guild genuine relationships based on mutual trust and respect*  
*Practice openness in a dynamic learning system with an understanding that everyone has a contribution to make*  
*Maintain transparency in research and evaluation that is relevant and useful for the community*  
*Empower communities to improve programs and transform systems*

*Improve practice by bringing the science of early childhood development into the courtroom*

*Base our work on research related to evidence-based practices and interventions*

*Present results clearly so they may be used to guide replication and systems change*

*Disseminate project findings and other resources in a clear and relevant manner that supports project replication, program improvement, and sustainable systems change*

## **Purpose or Mission**

What are we here to do together?

*QIC-CT Mission: Support implementation and build knowledge of effective collaborative court team interventions that transform child welfare systems for infants, toddlers, and families.*

## **Goals**

Specific, measurable, attainable and time-bound

What we commit to do in order to achieve our vision

## **WHAT WORKS**

Create and model a problem-solving atmosphere

Developmentally appropriate parenting time: Each additional visit per week triples the odds of permanent reunification within one year.

Pre-removal conferences / Family Team Meetings

Parent Partners

Critical evaluation of reasonable efforts and overall sufficiency of case plan

Remain current on relevant issues, e.g., drug screens

Mine community for existing services; develop needed services

Effectively utilize evidence-based early interventions

Ensure access to and effectively deploy entitlements, e.g., Child Abuse and Treatment Act (CAPTA), Part C, Crime Victim's Assistance, etc.

Zealous, informed advocacy

Cross training of community

Seek non-traditional collaborators

Support kin care (Fostering Connections)

Attachment assessments

Child-Parent Psychotherapy / Dyadic Therapy / Parent-Child Interaction Therapy

Safety planning (I don't need you to be perfect; I need you to be honest.)

Expect children to attend hearings and create a comfortable atmosphere for them

Trauma informed care (This case is no longer about what happened, but what happened to you. What happened to you and how can we help? vs. What's wrong with you?)

Catch people doing something right

Post-permanency support

Judicial oversight and leadership

Direct calendaring (vs "cattle call")

Individualized roadmap for scheduling future hearings. Schedule the permanency hearing at adjudication "unless otherwise ordered"

Routinely inquire as to the sufficiency of services

Concurrent planning from the beginning of the case

Careful analysis of whether reasonable efforts requirements are satisfied

Avoid delays in decision making

Allow continuances only when due process requires

Tangibles: books, toothbrush kits, etc.

Bring science to justice

Plant seeds / Grow hope

How you are is often more important than what you say

***There is good in the worst of us and bad in the best of us. If I can't find the good, I ask myself, "What have I overlooked?"***