



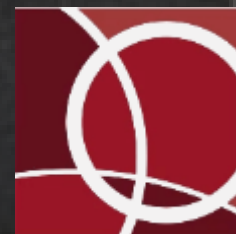
**National Association
for Court Management**
Strengthening Court Professionals

Strategic Change: Capacities, Culture & Leadership

Kenneth G. Pankey, Jr.

Stacey L. Fields

April 30, 2026



CORE

Welcome and Introductions

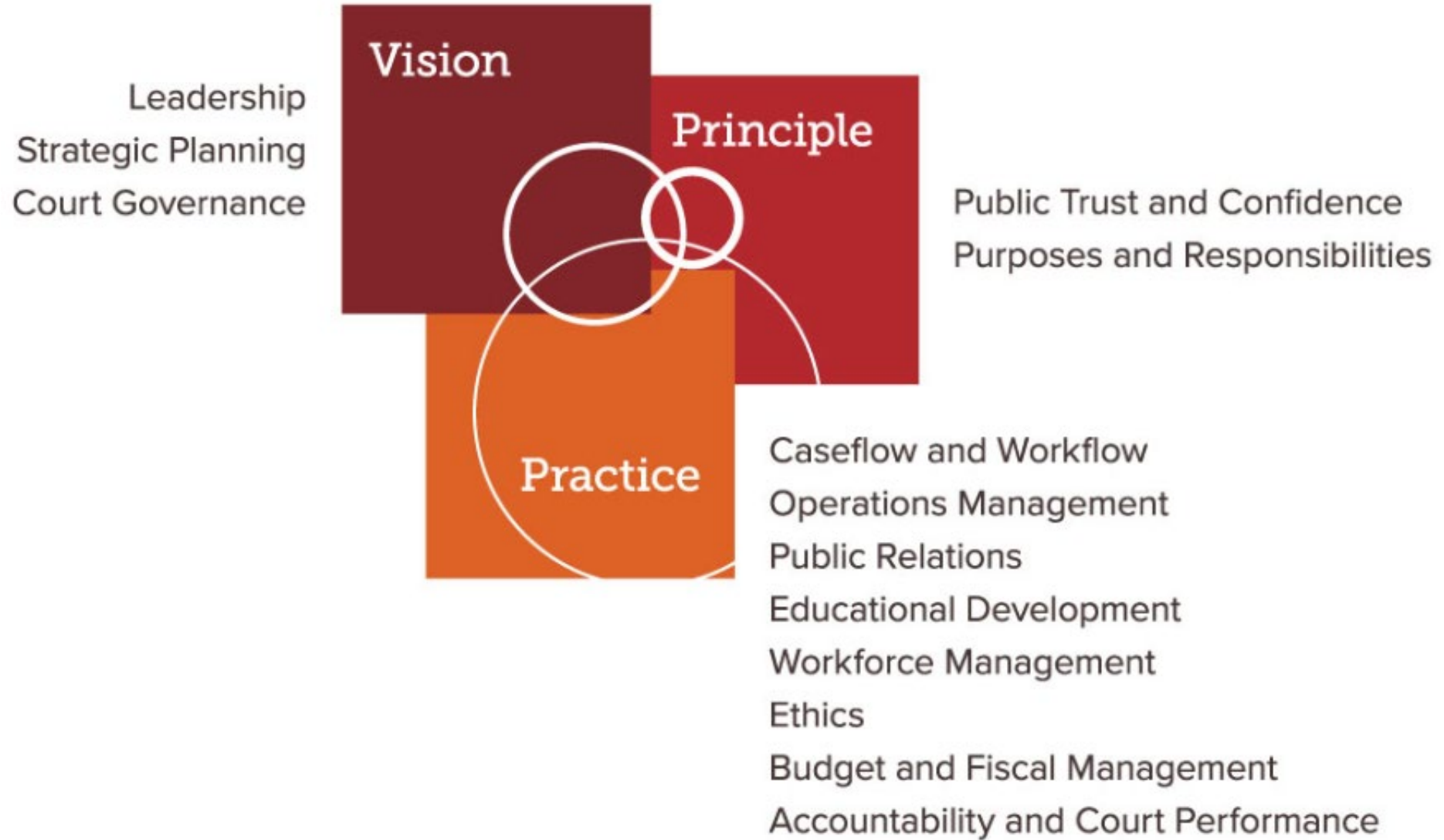


**Kenneth G.
Pankey, Jr.**



Stacey L. Fields

What is the CORE[®]?



Purpose of CORE[®] Champion Program:



Strengthen court professionals



Provide greater exposure to the CORE[®]



Recognize attendance at qualified CORE[®] sessions



Allow participants to demonstrate basic understanding on the 13 CORE[®] Competencies

How a course is approved for the program:

Application submitted
by program/presenter
and reviewed by the
CORE[®] Committee

OR

Program/presenter
referred by
Conference
Development

Obtaining Credit:

1

Participant attends a CORE® Champion qualified session (online or conference session).

2

Participant obtains the assigned structured response form (SRT) from NACM website.

3

Participant completes structured response test form and returns completed form electronically to CORE@nacmnet.org.

4

CORE® Champion Workgroup Reviews completed structured response test.

5

Certificate issued if participant qualifies (meets certificate level and is a NACM member or paid the SRT fees).

Participation in the program:

Webinar:

Individual attends a live NACM CORE[®] webinar

Conference:

Individual attends a NACM conference or CORE[®] Unleashed Workshop

Recorded Video:

Individual watches a recorded webinar or conference session that has qualified for the program.

What is a Structured Response Test (SRT)?

NACM's system to track completion/attendance



Requires the participant to answer a question to demonstrate exposure to/ understanding of the CORE[®] competency.



Each SRT question is tailored to its specific session.

The screenshot shows the NACM Structured Response Test form. At the top is the NACM logo and the text "National Association for Court Management". Below this is the title "Structured Response Test" and a subtitle "For the CORE[®] Competency Achievement Program (CORE[®] Champion)".

The form contains several sections:

- Name (Required):** Three input fields for First, Middle, and Last names.
- Job Description (Required):** A single-line text input field.
- Email (Required):** A single-line text input field.
- Court (Required):** A dropdown menu.
- City (Required):** A single-line text input field.
- State (Required):** A dropdown menu.
- International State/Province/Region and Country Name:** A dropdown menu.
- When Completed (Required):** A date input field with the format "mm/dd/yyyy".
- Where Completed (Required):** Radio button options: In Person, Conference, Recorded Session, Webinar, and Other.
- Are you a NACM Member? (Required):** Radio button options: Yes and No. Below this is a note: "If you are not a NACM member and would like to obtain credit towards the CORE Champion Program, you will need to make arrangements to pay the \$10 for submission/credit. (core@nacmnet.org)".
- Select the Qualified Session You Participated In (Required):** A dropdown menu with the selected option "Leadership: The Leadership Competency - Being a Resilient Leader".
- Describe one characteristic of a resilient leader. How has your role as a leader been (re)defined over the last two years? How have you exhibited the characteristics of a resilient leader? (Required):** A large text area with a placeholder "(Please ensure that you answer the question(s) completely. Responses should be no less than six (6) complete sentences and should provide application of the content in the session viewed.)".
- Affirmation of Observation/Participation (Required):** Radio button options: "As a member or interested member of NACM, I affirm that I observed the presentation selected above."
- Submit:** A black button with white text.

Achievement Levels for Various Completed SRTs:

CORE[®] Explorer:

One competency from each module

CORE[®] Principle Specialist:

All competencies with the Principle module (2)

CORE[®] Practice Specialist:

All competencies within the Practice module (8)

CORE[®] Vision Specialist:

All competencies within the Vision module (3)

CORE[®] Champion:

All thirteen competencies of the CORE[®]

CORE® Champion Achievement Award

Application

- Participant will complete the Short Article and Application Form and submit to CORE@nacmnet.org.

Review/Award

- CORE® Champion Workgroup will review submission and determine if CORE® Champion Achievement Award should be issued.

Possible Publication

- Members will have an opportunity for their article to be published in NACM's *Court Express*.

Recognition

- CORE® Champions will be recognized at the annual conference.

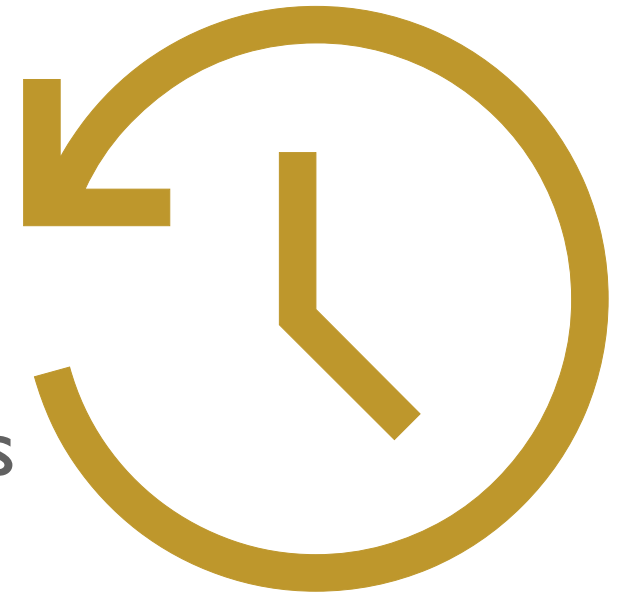


Before we begin...

What's really today's goal?

Learning Objectives

- I. Participants will gain an understanding of the purposes of planning.
- II. Participants will learn basic elements of change management processes.
- III. Participants will assess their organization's capacity for strategic planning.
- IV. Participants will gain insights into the roles of culture and leadership in achieving strategic change.





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WHY DO ORGANIZATIONS PLAN?



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Fundamental Understandings

- All management is change management.
- Not all change is transformational.
- Not all planning is strategic.





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WHAT IS STRATEGIC?



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What qualifies as “Strategy” or “Strategic”?

- Strategic thinking
- Strategic foresight
- Strategic planning
- Strategic agenda
- Strategic decision making
- Strategic “line of sight”
- Strategic hindsight
- Strategic alignment
- Strategic goals & objectives
- Strategic vision and values
- Strategic management



Purposes and Responsibilities of Courts

- To do individual justice in individual cases
- To appear to do justice in individual cases
- To provide a forum for resolving legal disputes and preserving order in society
- To protect individuals from abusive uses of power by government, individuals, corporations, etc.
- To provide a formal record of legal status
- To deter criminal behavior and reconcile relationships
- To rehabilitate persons convicted of crime
- To separate some convicted people from society





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CHANGE MANAGEMENT PROCESSES



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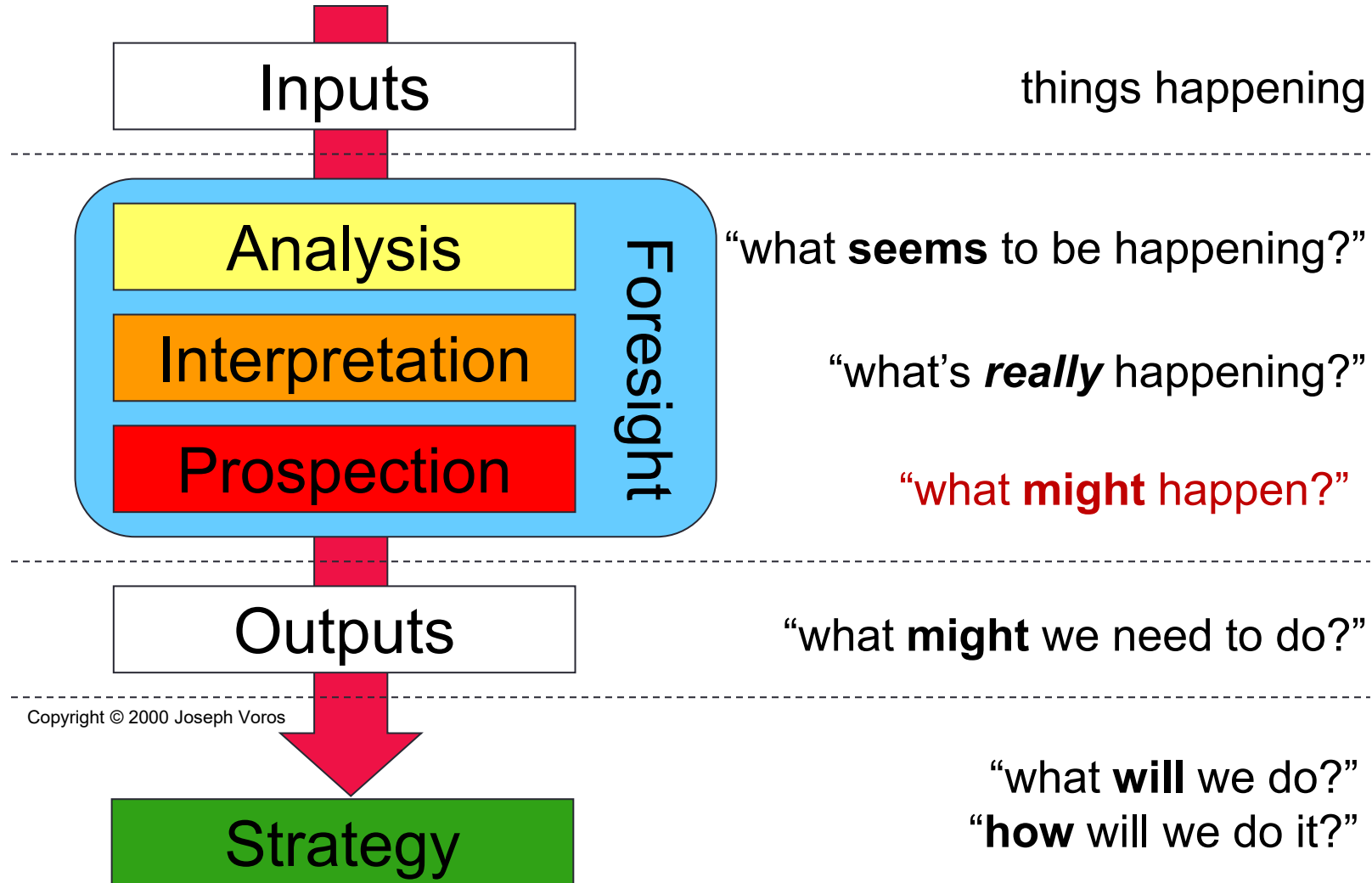
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Common Elements

1. A Challenge or Need → Motivation, Urgency
2. Inquiry / Assessment → Understanding
3. Prioritization, Goal-setting, and Strategy Choices
4. Implementation, Monitoring, and Adjustments (if needed)



GENERIC FORESIGHT MODEL



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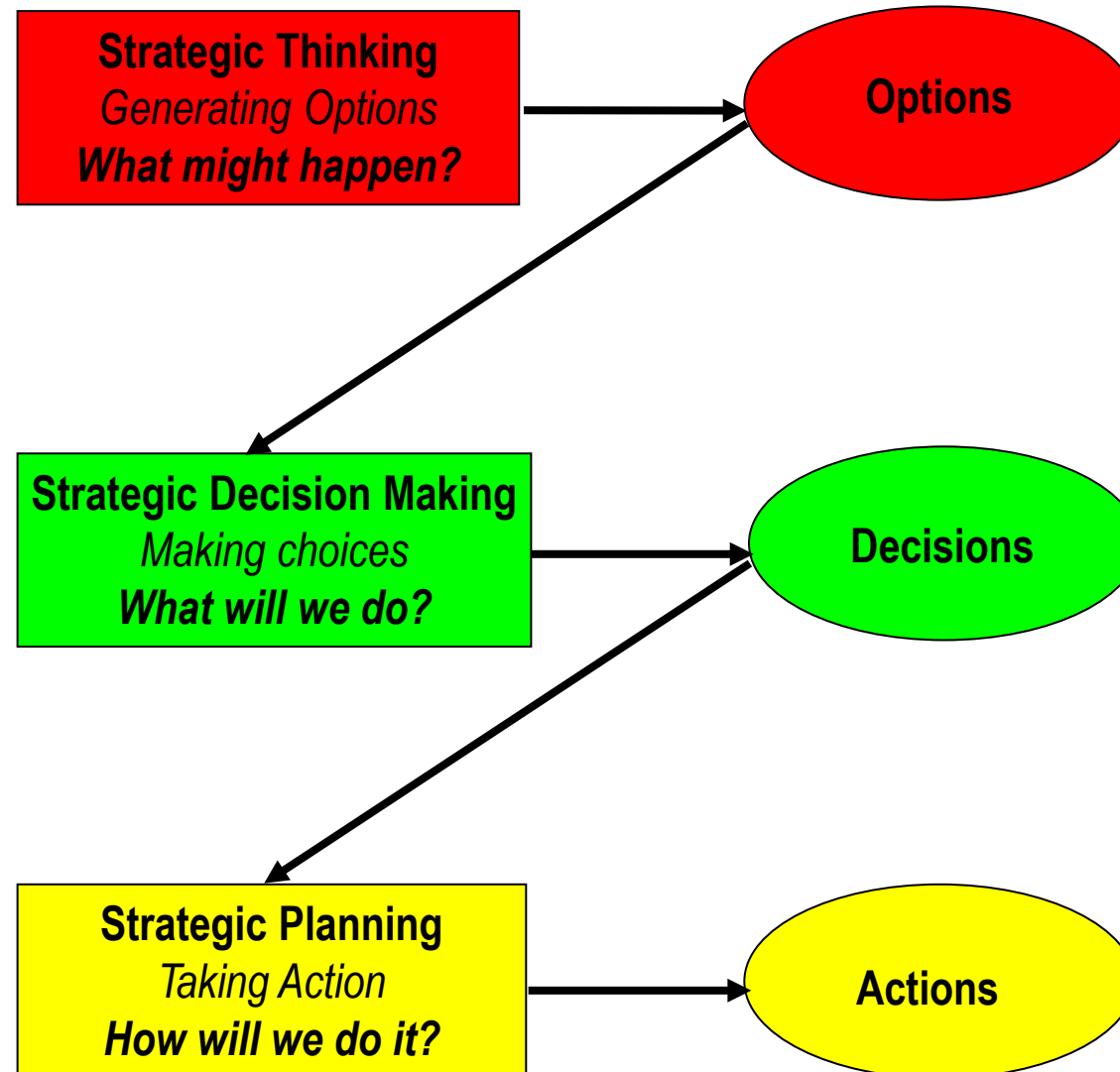


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STRATEGY DEVELOPMENT FRAMEWORK

Maree Conway (2007)



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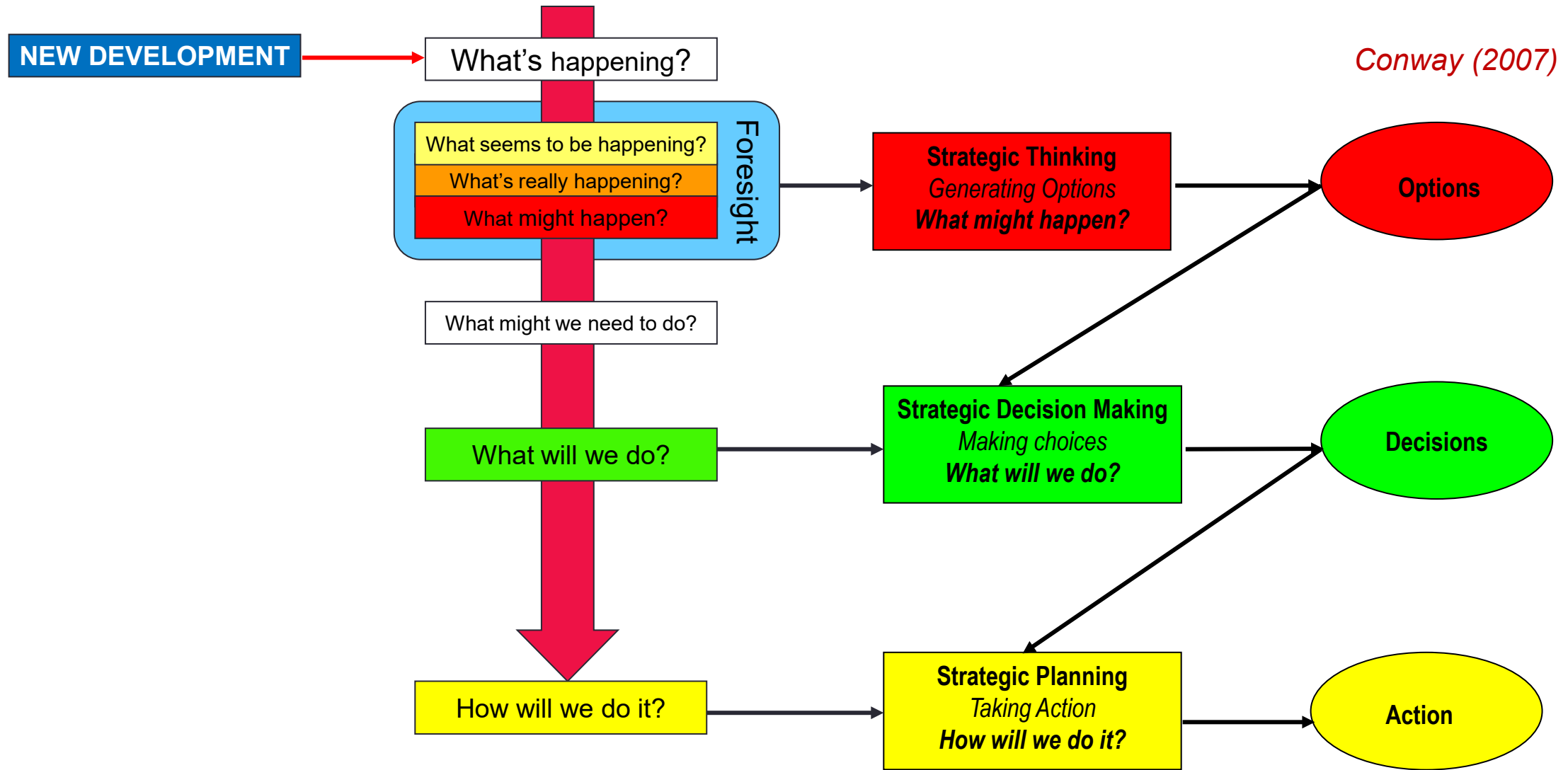
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STRATEGY DEVELOPMENT FRAMEWORK

Maree Conway (2007)

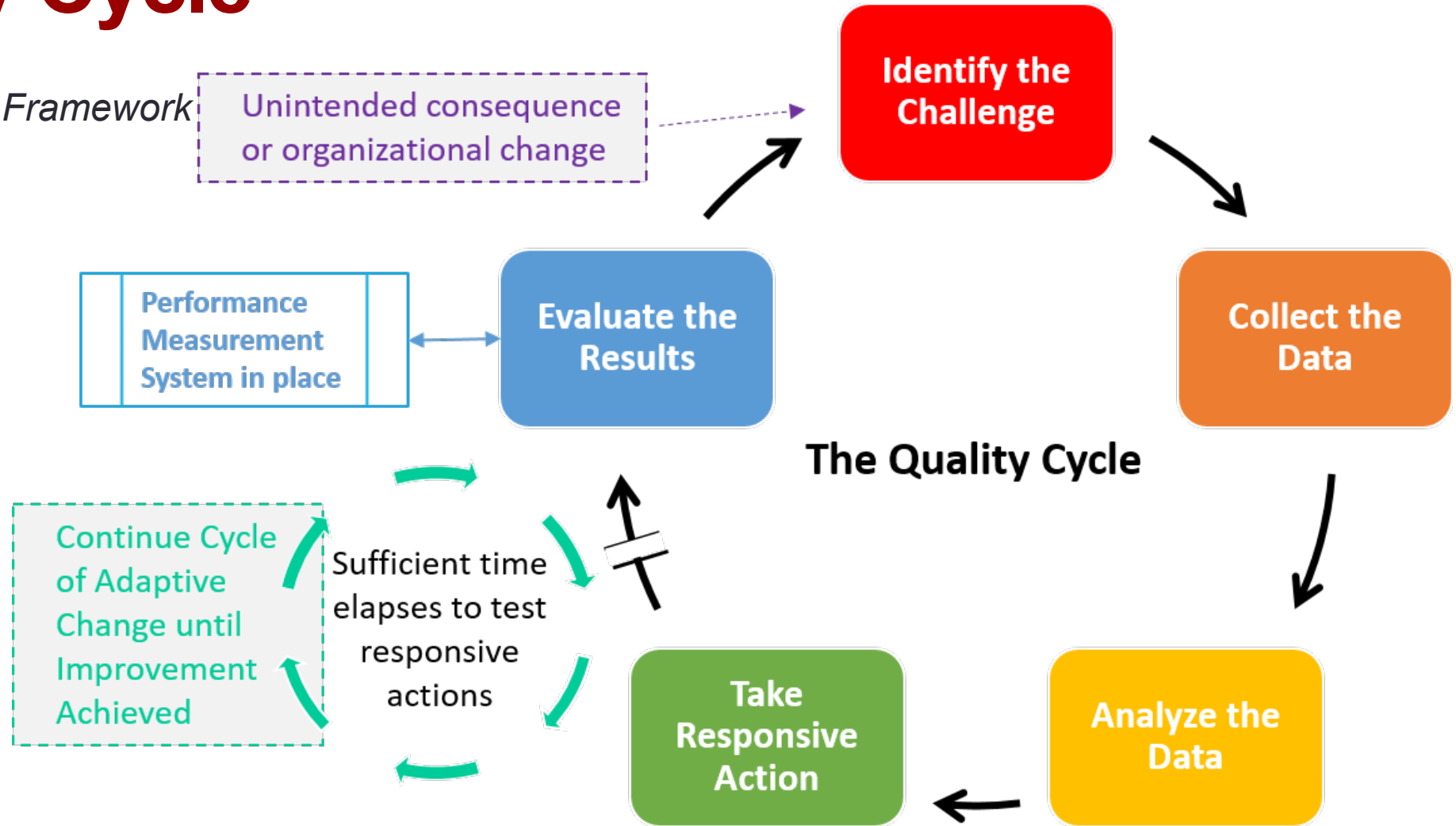


FORESIGHT AND STRATEGY: THE WHOLE PICTURE



The Quality Cycle

Adapted from the
High Performance Court Framework



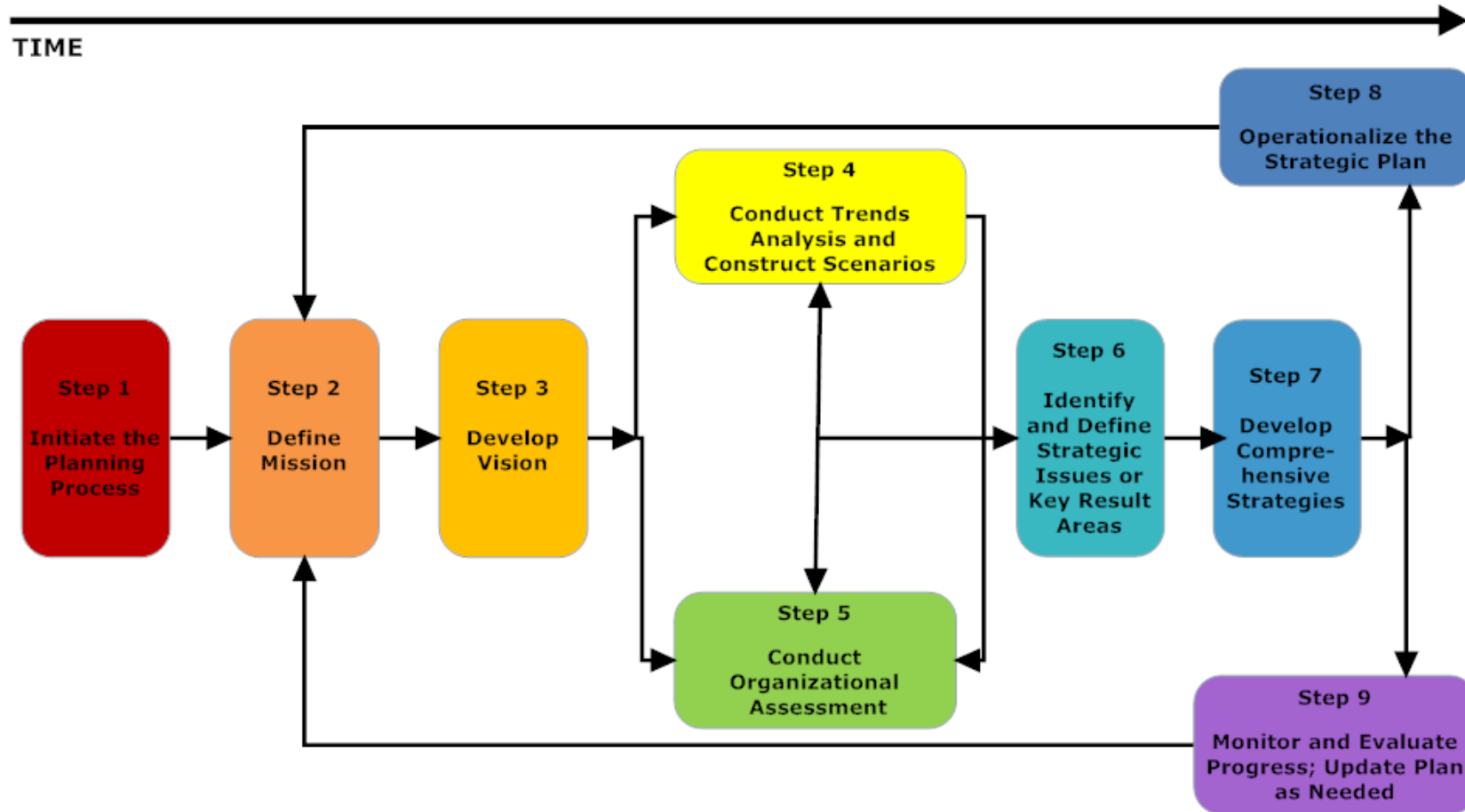
Strategic Planning: A Suggested Method

- Whether?/How? →
- Challenge/Need
(Ongoing here)
- Inquiry/
Assessment
- Prioritization/
Strategizing
- Implementation/
Adjustment
1. Initiate and Agree on Process
 2. Define court's Mission
 3. Develop a Vision of the Future
 4. Conduct Trends Analysis/Scenarios
 5. Organizational Assessment
 6. Identify Strategic Issues/Key Result Areas
 7. Develop Comprehensive Strategies
 8. Operationalize the Plan
 9. Monitor, Evaluate, Update



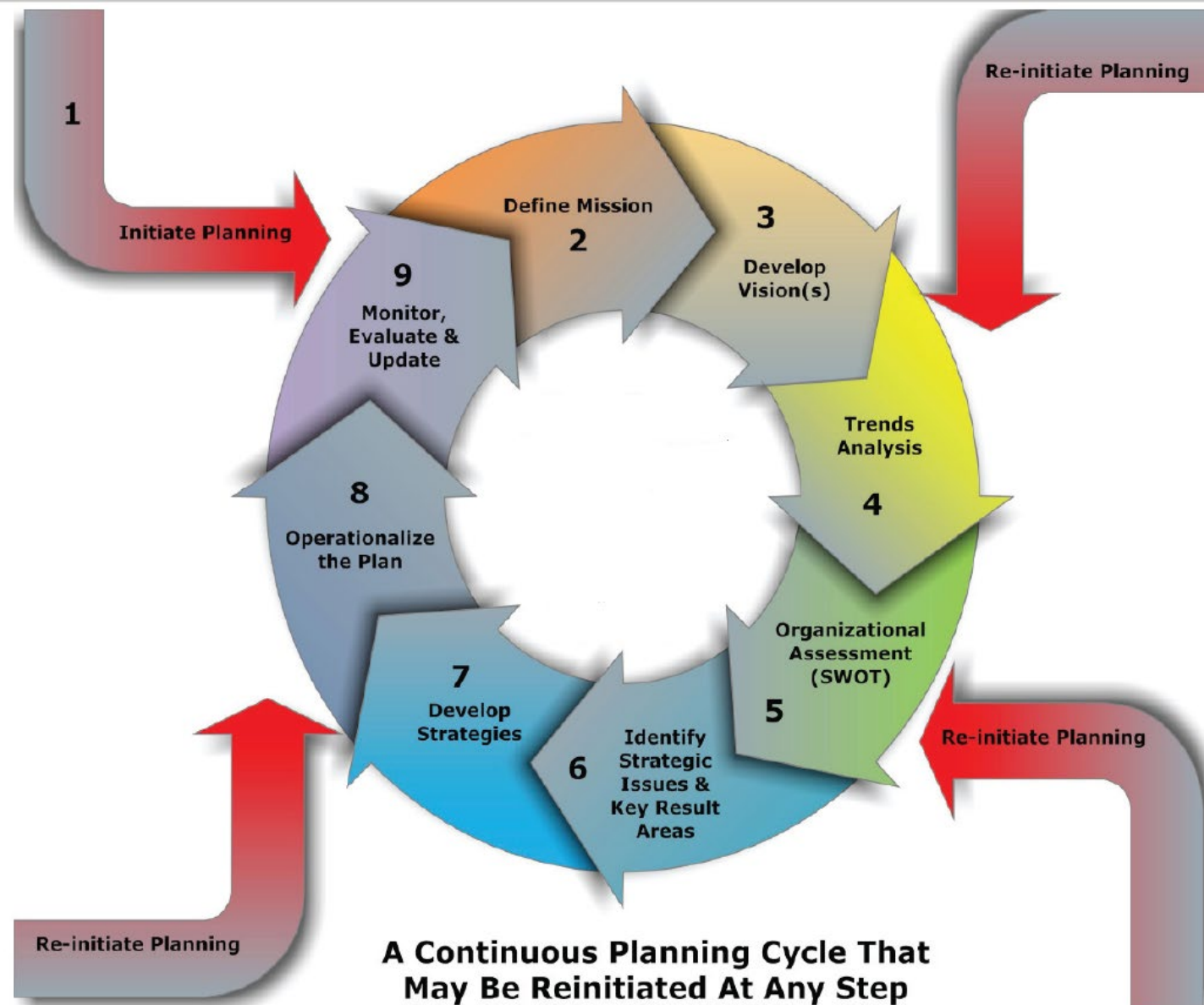
Teaching the Process vs. Reality

How the process is more likely to unfold:



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**A Continuous Planning Cycle That
May Be Reinitiated At Any Step**



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STEP ONE EVALUATION: COMMITMENT AND READINESS



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Hierarchy of Court Administration

in *International Journal of
Organization Theory & Behavior*

Alexander B. Aikman (2008)

Capability for Strategic Planning

Striving to meet minimum needs →



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POLL

**Evaluate Your Court's
Readiness for Planning**

POLL

Interpreting Your Results

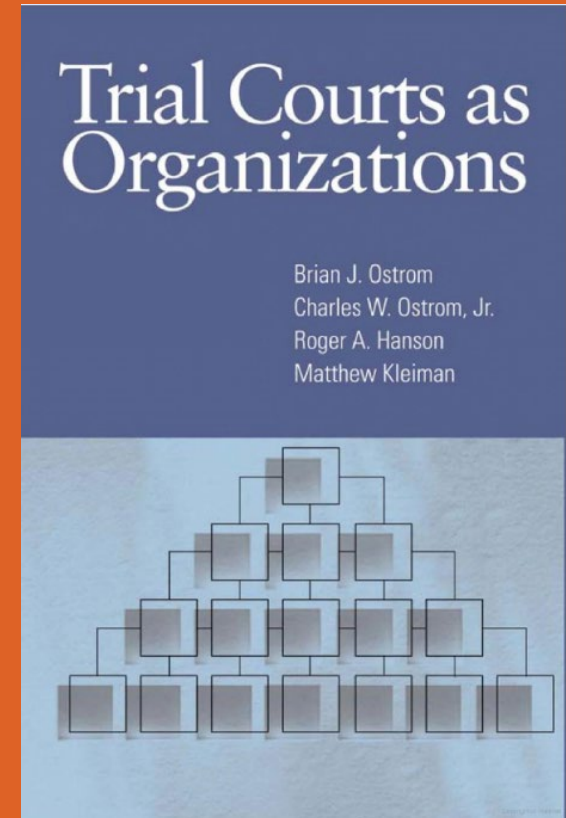
Total Score:

20 – 25	GREEN LIGHT Your organization has good conditions for a strategic planning effort.
13-19	CAUTION Identify the areas that need attention; take the necessary steps and time to improve in those areas, then reassess whether you are ready to proceed with strategic planning.
< 13	STOP Do not proceed with a strategic planning effort; assess the areas that need attention and determine what steps you can take to build capacities incrementally; periodically reassess your organization and proceed with strategic planning only once you have made sufficient improvements.



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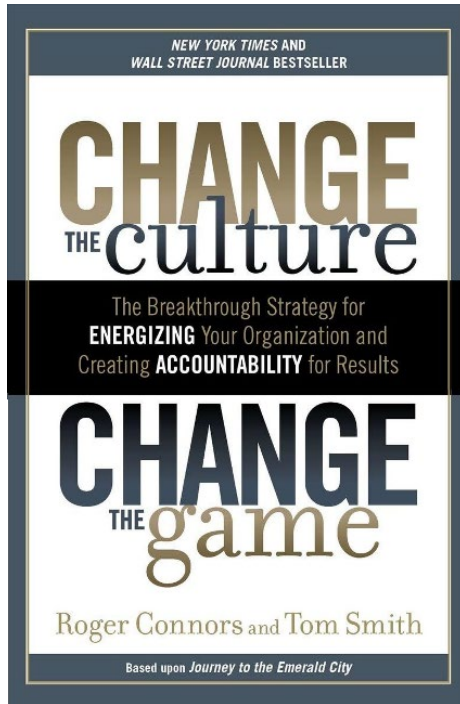
CULTURE AND STRATEGIC CHANGE



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Culture = Experiences + Beliefs + Actions



Change the Culture: Change the Game, by Roger Connors & Tom Smith

Culture



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Failure to Align Strategies with all aspects of Culture...



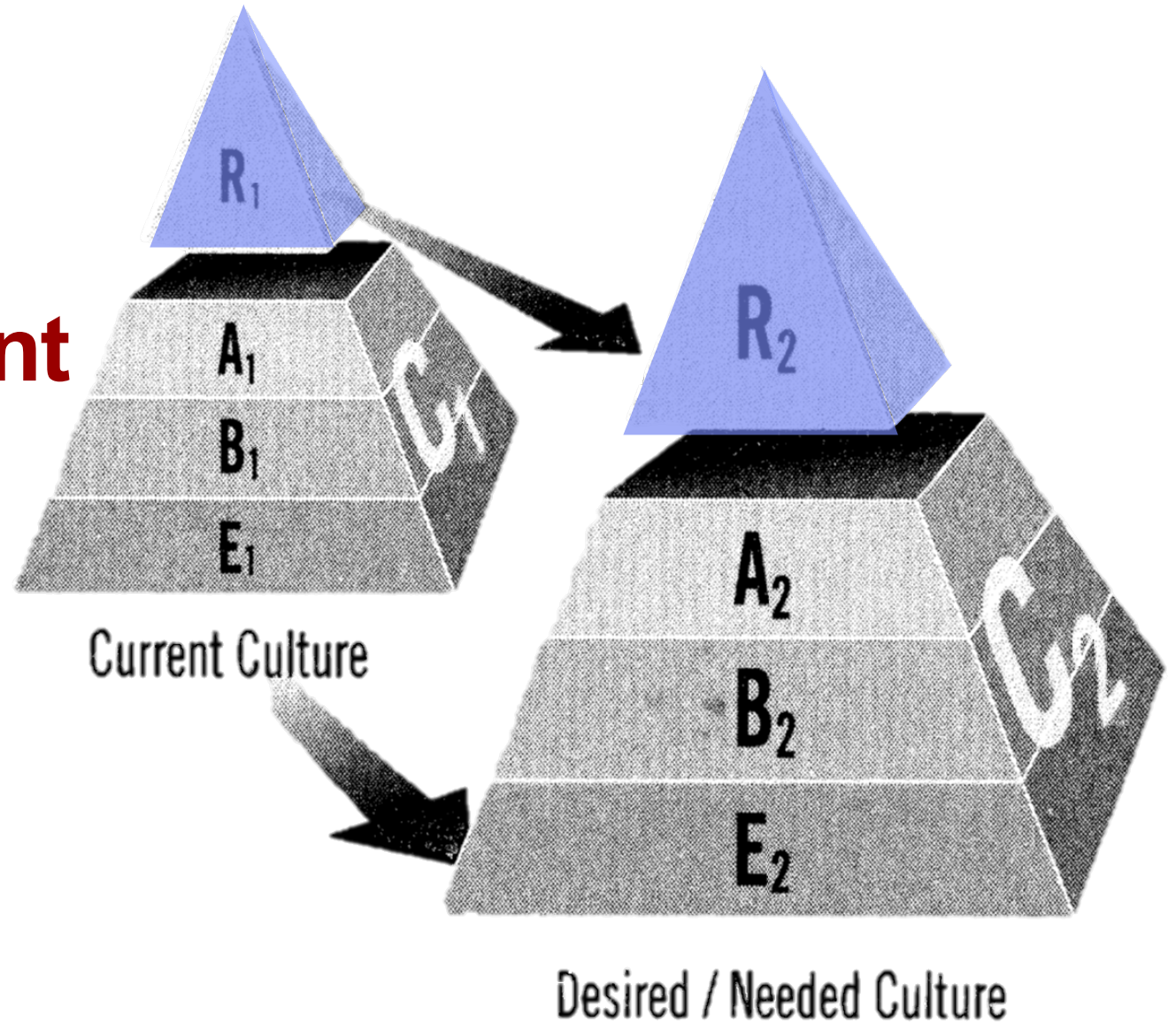
← Produces uncertain Results



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Usually, a different set of results / outcomes requires a new / different culture.



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LEADERSHIP'S ROLE IN CHANGE



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What is Leadership?

- Leadership ≠ Managerial Authority or Position
- Leadership is demonstrated by the communication of ideas that change others' underlying beliefs to bring about a new set of actions and results.
- Leadership status is morally neutral.
- A leader's effectiveness is measured in terms of the accuracy, breadth, and duration of his/her influence.



Leaders Help Their Organizations to:

1. Deconstruct the existing culture (C_1)
2. Reconstruct the culture (i.e., build C_2)
3. Integrate the culture to sustain the change



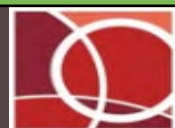
Leaders' Role in Cultural Change

- Identify:
 - B_1 beliefs that hinder targeted results (R_2)
 - B_2 beliefs that will support or enable progress
- Provide:
 - Experiences (E_2) that instill the right beliefs (B_2)

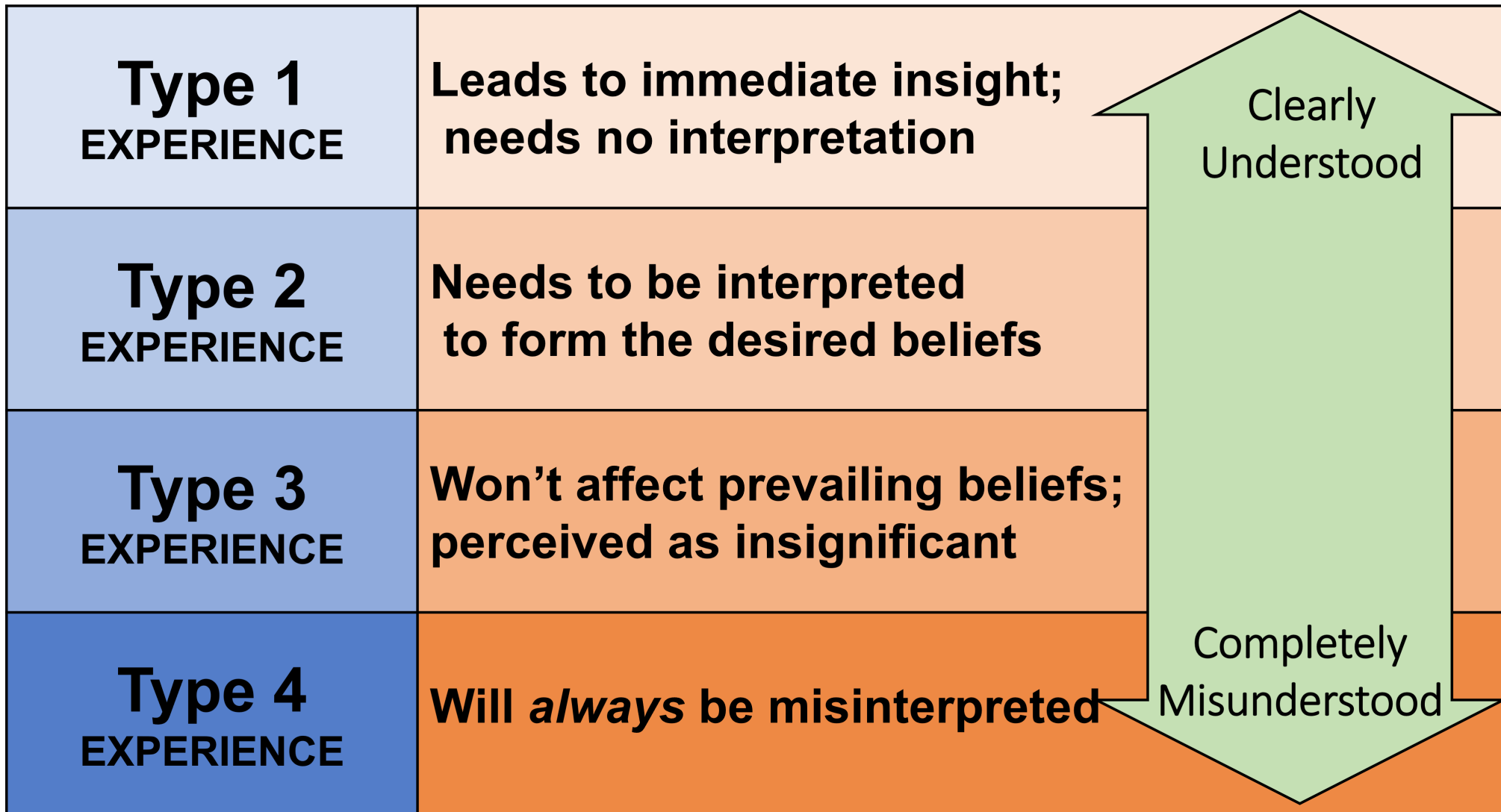


Categories of Beliefs

Tentatively held — doesn't inspire a high level of personal investment	Category 1 BELIEF	Relatively easy to change with better information
Strongly held —generally created by repeated experience over time	Category 2 BELIEF	Not easily changed and requires significant experience to shift
Deeply rooted —based on meaningful experience fostering a fundamental value about right & wrong	Category 3 BELIEF	Almost unchangeable, based on moral and ethical values



Types of Experiences



Communicating Vision ↔ Changing Culture

Creating and Interpreting Experiences

❖ Three Important Skills

1. To Lead the Change
2. To Respond to Feedback
3. To Be Facilitative

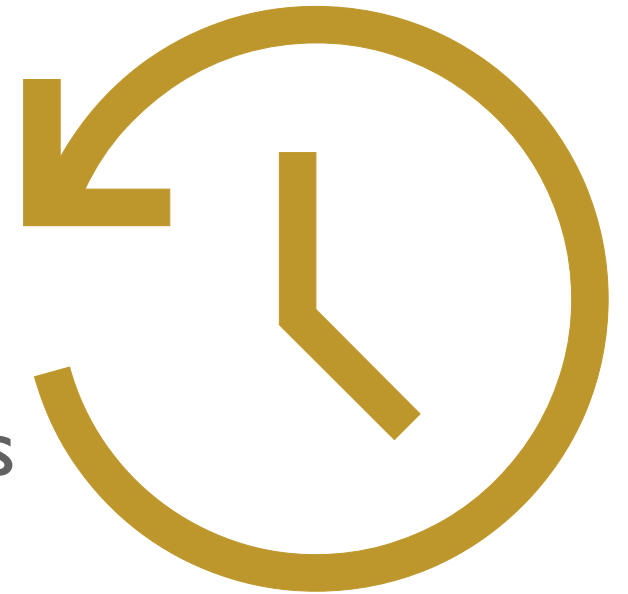


DISCUSSION TIME

Questions & Answers

Did we meet our Learning Objectives?

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CORE[®] Reminders

- Attendees may obtain the **CORE[®] Champion** structured response test form (SRT) for this webinar using the QR Code at right or this link: <https://nacmnet.org/nacm-core/structured-response-test/>.
- Responses must be a minimum of six complete sentences and demonstrate an understanding of how to apply the information to the participant's work.
- This webinar and other CORE[®] webinars and conference sessions have been recorded. This video will be posted to the website within a few weeks at <https://nacmnet.org/nacm-core/core-videos/>. Each video has a link to a webform from which one can use a dropdown menu to find the appropriate SRT.
- Those who wish to apply for the CORE[®] Champion Achievement Award or who have difficulty accessing the videos should email CORE@nacmnet.org.



SRT form



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Thank you!

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