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# LEADERSHIP FOR A JUVENILE JUSTICE AGENCY



Leaders  
work  
everyday to  
establish  
**TRUST**



**1. AUTHENTIC**



**2. LOGICAL**



**3. EMPATHETIC**

Measure level of trust . . . .

- “How confident are you that you will not receive criticism if you admit an error or mistake, and how confident are you that you will not receive retaliation if you speak up and disagree with a superior?”

HBR: When trust is lost,  
one of the drivers is weak

- Do you **misrepresent yourself**?  
Authenticity problem.
- Do you **put your own interests** first?  
Empathy problem.
- Do you **second-guess your ability** to  
execute on an ambitious plan?  
Logic problem.

John Gottman's Research, University of WA

- **BLAME AND CRITICISM  
ESCALATE CONFLICT,  
LEADING TO  
DEFENSIVENESS AND  
DISENGAGEMENT**

# HBR ANTIDOTE: REPLACE BLAME WITH CURIOSITY

- “If you believe you already know what the other person is thinking, then you’re not ready to have a conversation. Recognize you do not have all the facts.”
  1. State problematic behavior as an observation.
  2. Explore, “There are multiple factors in play, let’s uncover together . . . . .”
  3. Ask for solutions, “What would be your ideal solution?”

HBR: Then ask for feedback on your delivery . .

1. How did it feel to hear this message?
2. How could I have presented it more effectively?

# **Psychological Safety as the Foundation of Resilience**

The belief that you will not be  
punished when you make a  
mistake





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Psychological Safety and Learning Behavior in Work Teams

Author(s): Amy Edmondson

Source: *Administrative Science Quarterly*, Vol. 44, No. 2 (Jun., 1999), pp. 350-383

Published by: Sage Publications, Inc. on behalf of the Johnson Graduate School of Management, Cornell University

Stable URL: <http://www.jstor.org/stable/2666999>

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Psychological Safety allows the team . . .

- To take reasonable risks
- Think outside of the box creatively
- Speaking up and out without fear

# DISCUSSION GUIDELINES

- “What happens in Vegas, stays in Vegas”
- No blaming, no shaming
- Speak from the “I” perspective
- **Everyone speaks once before anyone speaks twice**
- If you disagree, challenge the idea and not the person
- We agree to disagree

We dedicate ourselves to working in partnership to enhance the capacity of Pennsylvania's juvenile justice system to achieve its balanced and restorative justice mission by **employing evidence-based practices, with fidelity . . . . Evidence-based practices do not supplant BARJ**; rather, they bolster our ability to attain BARJ goals.

# COACH K'S CORE VALUES

1. COMMUNICATION

2. TRUST

3. CARE

4. COLLECTIVE  
RESPONSIBILITY

5. PRIDE



*New York Times* BESTSELLING AUTHOR

JOHN C.  
MAXWELL

25TH ANNIVERSARY EDITION

THE 21 IRREFUTABLE  
LAWS OF  
LEADERSHIP  
WORKBOOK

REVISED AND UPDATED

FOLLOW THEM AND PEOPLE WILL FOLLOW YOU

## Pennsylvania Judicial Canon 3

Judges should perform the duties of their office impartially and diligently

- A. Adjudicative responsibilities.

(3) Judges should be **patient, dignified, and courteous** to litigants, jurors, witnesses, lawyers, and others with whom they deal in their official capacity . . .

- (4) Judges should accord to all persons who are legally interested in a proceeding, or their lawyers, **full right to be heard** according to law . . .

# THE FIRST AMENDMENT

- The offensive things people say in the workplace that happen to be protected speech



# The four steps on how to deliver bad news by Amy Gallo

- **Prepare for the conversation** – make sure YOU understand why decision was made before sharing the news
- **Be direct and avoid mixed messages** – watch nonverbals – do not slouch, avoid eye contact, or fidget
- **Explain how the decision was made** – transparency
- **Allow for venting, not debate** – be careful NOT to overidentify with subordinates' displeasure

Never underestimate the  
power of your actions.

With one small gesture  
you can change a person's  
life: For the better, forever.