

**PCCD CJAB CONFERENCE**  
**October 29, 2013**  
**Building Capacity and Creating Culture Through Focused Leadership**  
**Case Study #1**

A particular county CJAB Board meeting has been underway for an hour. The coordinator and twelve other professionals are sitting around a conference room table in the late afternoon, already tired after a demanding day. Despite a full agenda requiring steady attention and input, three people text nonstop on their phones. A few make timid attempts to participate but appear bored. One influential member scowls constantly. Another frequently interrupts the coordinator as he poses ideas for relevant projects, and she is not shy about telling others their views are wrong. Side bar conversations seem to be the norm. And the two people brand new to the group? They feel totally lost, their faces covered in perplexed expression.

An above average reader of body language, the coordinator senses a lack of responsible engagement among the group. Privately, he acknowledges his disappointment mixed with frustration. At the time he accepted this leadership role, he was motivated to drive this train. He believed in its mission—and still does. But now he questions his ability to succeed. People are scattered, time crunched, and overloaded with work. The CJAB seems like one more “to do” on everybody’s list. Although a number of meetings have taken place over the last year, there is little to show for them. Overcome with doubts, the coordinator wonders where all of this is headed.

Discussion Questions:

1. What do you believe is the primary problem in this county’s CJAB Board meetings?
2. Why does this problem exist?
3. Identify 2 or 3 ways the coordinator could demonstrate more focused leadership that builds capacity, creates a high functioning culture, and yields desired results.
4. What responsibility do the regular CJAB Board members have in assisting the coordinator to achieve meaningful results? Describe both the level of responsibility and the type of responsibility.

