

PCCD CJAB CONFERENCE
October 29, 2013
Building Capacity and Creating Culture Through Focused Leadership
Case Study #2

One county CJAB Board has been rather active for the past year. Attendance from regular members is improving, and the coordinator consistently demonstrates reasonable leadership. Lively discussion takes place during most meetings—discussion that generates many worthwhile ideas. After the last meeting several potential action plans now exist in writing. Although no consensus has been reached yet as to which action plans will get the most attention, participants feel good about the think-tank work they have done thus far.

But the Board recognizes how limited resources tend to get in the way of real progress. It's not unusual for members to celebrate their plans one minute and complain about lack of funds, time, and manpower the next. They talk openly about the fact that they don't know how to implement any of these action plans they just created once they return to their individual offices. Some say that their supervisors, colleagues, and/or staff are simply not as invested in the mission of CJAB as they are themselves. They admit to being clueless about how to break through the brick wall that obviously exists. As a result, people fear that, even if they as a Board eventually can agree on a top priority action plan, nothing will happen that truly makes a difference in their world or the community at large.

Discussion Questions:

1. What do you see as the REAL problem in this CJAB Board based upon the description above?
2. Why does this problem exist?
3. How can the coordinator exhibit more and different “focused leadership” to ensure that the Board a) reaches consensus around a priority action plan and b) moves implementation of that priority plan forward in demonstrated ways?
4. What must regular CJAB Board members do in their workplace to make progress around a Board selected priority action plan? What is their level of obligation to do so?

