



Bulletin

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The Judicial Education Reference, Information and Technical Transfer Project

Mental Health and the Missouri Courts

by Patricia Crocket

“If the court can recognize defendants with mental illness, the court can structure alternative sentencing that reflects imposition of sentence based on the realistic treatment needs of the defendant.”

*Judge James E. Sullivan
during a Mental Health Coalition meeting March 2001*

Judge James E. Sullivan operates a municipal mental health court for the City of St. Louis. This court was the first mental health court in Missouri. Three others have since been established—a municipal mental health court in St. Louis County and two circuit mental health courts: one in Jackson County and one in Greene County. Mental health courts have as their goal appropriate treatment and appropriately-designed alternative sentencing for mentally ill defendants.

Judge Sullivan began the first mental health court because individuals from the inner city appeared in his court, and, in a very short time, they reappeared. This revolving door of court consumers caught Judge Sullivan’s attention. His concern that the individuals appearing before him were not only mentally dysfunctional, but apparently

were not receiving appropriate treatment, prompted him to seek advice from local mental health professionals. Working with the National Alliance for the Mentally Ill, the Probation and Parole Departments of the City of St. Louis, Legal Services for Eastern Missouri, and the Missouri Department of Mental Health, Judge Sullivan created a coalition to gather information about mental illness, how it manifests, and treatment options.

Through review and research, the coalition determined that mentally ill individuals could be successfully managed in society if they were properly diagnosed and properly treated, usually with medication. Unfortunately, the mentally ill defendants appearing in Judge Sullivan’s court did not have the proper medication to manage their mental illness.

Without medication, people with brain disorders (i.e. mentally ill) are like anyone with an untreated illness. The illness runs rampant. One result of being mentally ill and not having the proper medication in the proper

continued on page 4

Mental Health Education Programs Reported to JERITT

From 1999 to the present, 63 judicial branch education programs addressing mental health topics were held across the United States and New Zealand. For more information about those programs contact the JERITT Project at 517-353-8603, or visit the JERITT judicial branch education programs database at <http://jeritt.msu.edu>.

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Developing Leaders: Have We Been Doing the Right Thing?

By Maureen E. Conner

A contemporary societal icon is the mythical leader who comes into our organizations and delivers us to our destiny of greatness. We, in the education and training business, have been charged with, or have taken it upon ourselves to facilitate the arrival, discovery, and/or sustainability of this leader. We offer course after course on leadership. We establish mentoring programs in the hopes of identifying and grooming future leaders. We even tell judges and other court leaders that by simply attaining their positions they have become the leaders to take us to organizational salvation. More often than not, it doesn't happen. Why is this? We will explore that question through the results of Jim Collins' research reported in his latest book *Good to Great* (2001).

Exploding the Leader Myth

We have a hero fixation. Because of that, we don't look deeper and harder at what we really need in a leader. Perhaps even worse, we believe that one person can make our world change. With this as our orientation, we develop and deliver educational experiences intended to produce more hero leaders of mythic proportions.

Jim Collins discovered, when he and his research team looked at what makes good companies great companies, that leaders of great companies had no mythical qualities and did not see themselves as heroes. Rather, they were humble and filled with the will and ego strength to make their companies become great. They focused their tremendous ambition on

the company and not on promoting themselves. Leaders of great companies wanted future success for their companies and for those who come after them. They work with that goal in mind. They are content in the knowledge that future success will not necessarily be attributed to them. This stands in stark contrast to self-promoting leaders who strive to be recognized for their personal greatness. In fact, if a company falls apart after a self-promoting leader leaves, they believe it reinforces their worth and image.

Leaders of great companies have tremendous resolve to do whatever it takes to move their organizations from what they perceive as mediocrity to greatness, even if that mediocrity had allowed the company to pass as a good company. They are driven to produce results. If the results are stellar, leaders of great companies give all of the credit to others. If the results are dismal or less than expected, leaders of great companies take the blame. This is quite different from those leaders who see themselves as larger-than-life. If the company did not meet the mark under their tenure, they usually blamed others. Leaders of great companies often times cite luck as a factor in their success, rather than their own performance. Perhaps the most fascinating finding from Collins' study was that leaders of great companies almost always came from *within* the organization, even though the propensity of corporate boards is to bring in a big-gun from the outside. It is not surprising that corporate boards reflect the societal belief in hero leaders.

continued on page 3

Developing Leaders (continued from page 2)

The Truth About What *Human Leaders Do*

Collins' research unequivocally lays to rest the notion of mythical leaders and resurrects flesh and blood humans as the real leaders. So what do human leaders do that is different from what we might expect?

Collins found that leaders in great companies did not start with the usual vision, goals, and strategies followed by a campaign to get others to buy-in and do the work. Rather, they moved the right people into the right places before determining *what* to do. The leaders of great companies did not rely on lay-offs, terminations, and the like to empty the halls so that they could be replaced with more desirable employees. Instead, they were rigorous in their people decisions—such as: do not hire if you have doubts; if you know you need to make a change, do it, but be sure that you just do not have the wrong person in the wrong job; and put your best people on your best opportunities and not on your biggest problems.

The result of making people decisions first is that the right people in the right jobs will not need to be motivated or heavily managed. They will be driven to create great results.

Confronting even brutal facts about current realities is essential if a company is going to go from good to great. When situations are addressed honestly, the solutions usually become glaringly evident. Thus, the leader must create a climate where the truth is heard and welcomed. There should be no negative ramifications flowing from the truth no matter how hard it is to hear.

Leaders in good-to-great companies were able to determine what their companies could be the best in the world at doing, and that is what they had their companies do. With this understanding, they stayed focused on that one thing and did not waver.

Good-to-great companies have people who are disciplined in thought and action. Creating a disciplined environment is different than dispensing discipline. The kinds of leaders we have been talking about do not engage in

dispensing discipline, they create environments in which the right people in the right positions can adhere to a consistent system that provides a great deal of freedom and responsibility.

Good-to-great companies use technology to accelerate the momentum they have already achieved. It was

not used as a panacea to deliver impossible results. Leaders in these companies did not pioneer leading-edge technology, rather, they used technology in cutting-edge ways after they had the right people in the right positions, confronted the realities of their situations, determined what they were the best at, and applied discipline to all they thought and did.

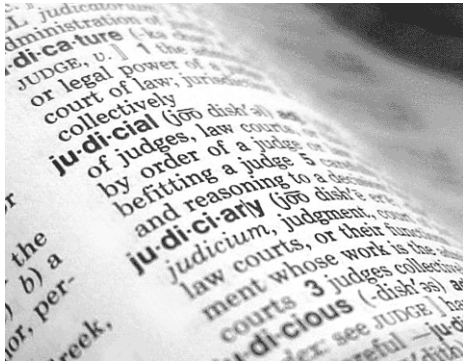
In short, Collins found that leaders who took their companies from good to great did not spend time on things that we often attribute to leadership—big visions and even bigger change initiatives. He found the following: “The good-to-great leaders spent essentially no energy trying to ‘create alignment,’ ‘motivate the troops,’ or ‘manage change.’ Under the right conditions, the problems of commitment, alignment, motivation, and change largely take care of themselves. Alignment principally follows from results and momentum, not the other way around” (187).

Anchoring Leadership Development in Reality and Not Myth

As we contemplate the characteristics and activities of leaders of great companies, we also need to reflect on how we recruit and develop leaders in the courts. Do we look within for our leaders? How many leaders pass us by everyday unnoticed? How many people have we placed in leadership positions, who, we know, cannot set aside their egos for the good of the courts; will never acknowledge the contributions of others, but readily blame them for shortcomings; will not develop successors; have no resolve to achieve results; and will accept mediocrity because it is good enough? This happens more times than we care to admit.

continued on page 4





Are We Using the Same Definitions?

by Maureen E. Conner

When determining the roles and responsibilities attributed to leaders and managers, we sometimes fail to step back and define what is meant by the words leader and manager or leadership and management.

Mental Health and Missouri Courts (continued from page 1)

dosage is that individuals tend to self-medicate with drugs and/or alcohol. This behavior creates an individual with a dual diagnosis—mental illness and drug and/or alcohol abuse. Without treatment, the person with mental illness may present an unusual affect (facial expression or body language) leading the observer to think he or she is “just plain crazy.” Frequently, mentally ill defendants present themselves as completely disrespectful of formality and all traditional institutions—occasions such as appearing in court fit that pattern exactly.

Judge Sullivan and the coalition concluded that many of the defendants appearing in the City of St. Louis municipal courts were suffering from mental illness and they were not properly medicated.

When the courts respond to persons with untreated mental illness by locking them up rather than seeking treatment, the revolving door

Consulting *The American Heritage Dictionary of the English Language: Fourth Edition* (2000) provides a concise view of these terms, free of any overtones these words may carry in contemporary organizational culture.

Leader...one that leads or guides...one who is in charge or in command of others...one who has influence or power...

Leadership...the position or office of a leader...capacity or ability to lead...

Manager...one who handles, controls, or directs...one who controls resources and expenditures...

Management...the act, manner, or practice of managing; handling, supervision, or control...a person or persons who control...

is kept open. Judge Sullivan and the coalition wanted to close the revolving door. Together they created the first municipal mental health court in Missouri—a venue for defendants with mental illness to receive therapeutic jurisprudence.

The Municipal Judge Education Committee sponsored by the Coordinating Commission for Judicial Branch Education under the auspices of the Supreme Court of Missouri presented “Mental Health and the Courts” at statewide seminars. Topics included in the seminars were: recognizing the mentally ill defendant, medications and treatment plans, issuing an order, partnering for mental health services, community resources and using the Web to locate mental health services.

For more information please contact Patricia Crockett at 573-522-1392 or via e-mail patricia_crockett@osca.state.mo.us.

Through these definitions, we can determine that managers often exercise leadership qualities when managing and leaders often times manage. For assistance in developing leaders and managers, look for the upcoming JERITT monograph, *Developing a Court Leadership and Management Curriculum*. This monograph will be available in early 2003.

Developing Leaders

(continued from page 3)

If the vast majority of leaders from great companies came from within their organizations, can we, through judicial branch education, develop the same leadership characteristics in our judges and court employees? To do so, we would have to abandon our hero-leader programs and replace the parts of our leadership programs that focus on developing charisma, rugged individualism, and take-no-prisoners strategies with program elements that acquaint the participants with humility, resolve, dedication, selflessness, and generativity.

That done, we could concentrate on developing the skills leaders from great companies use to function—finding and placing the right people in the right positions; facilitating discussions about the courts that are brutally honest; determining what the courts are the best in the world at; being disciplined in thought and action; and using technology to accelerate the rate at which the courts do what they do best.

Reference:

Collins, Jim. 2001. *Good to Great*. New York, NY: HarperCollins.