



Training to leadership: leaders training needs

High Council for the Judiciary

Rome, 15-16 May 2017

TRAINING TO LEADERSHIP

How to train heads of courts and prosecution office to deal with moral leadership, leadership to performance, leadership of a team

Luca Verzelloni
verzelloni@ces.uc.pt



Centre for Social Studies
Associate Laboratory
University of Coimbra



Fundação para a Ciência e a Tecnologia
MINISTÉRIO DA EDUCAÇÃO E CIÊNCIA



UNIVERSIDADE DE COIMBRA

INTRODUCTION

- ❖ BEYOND A “TABOO”
- ❖ COGNITIVE DISSONANCE
- ❖ NOT ONLY “GUARDIANS”
- ❖ PROACTIVITY

WORD CLOUD



LEADERSHIP CAN BE LEARNED!

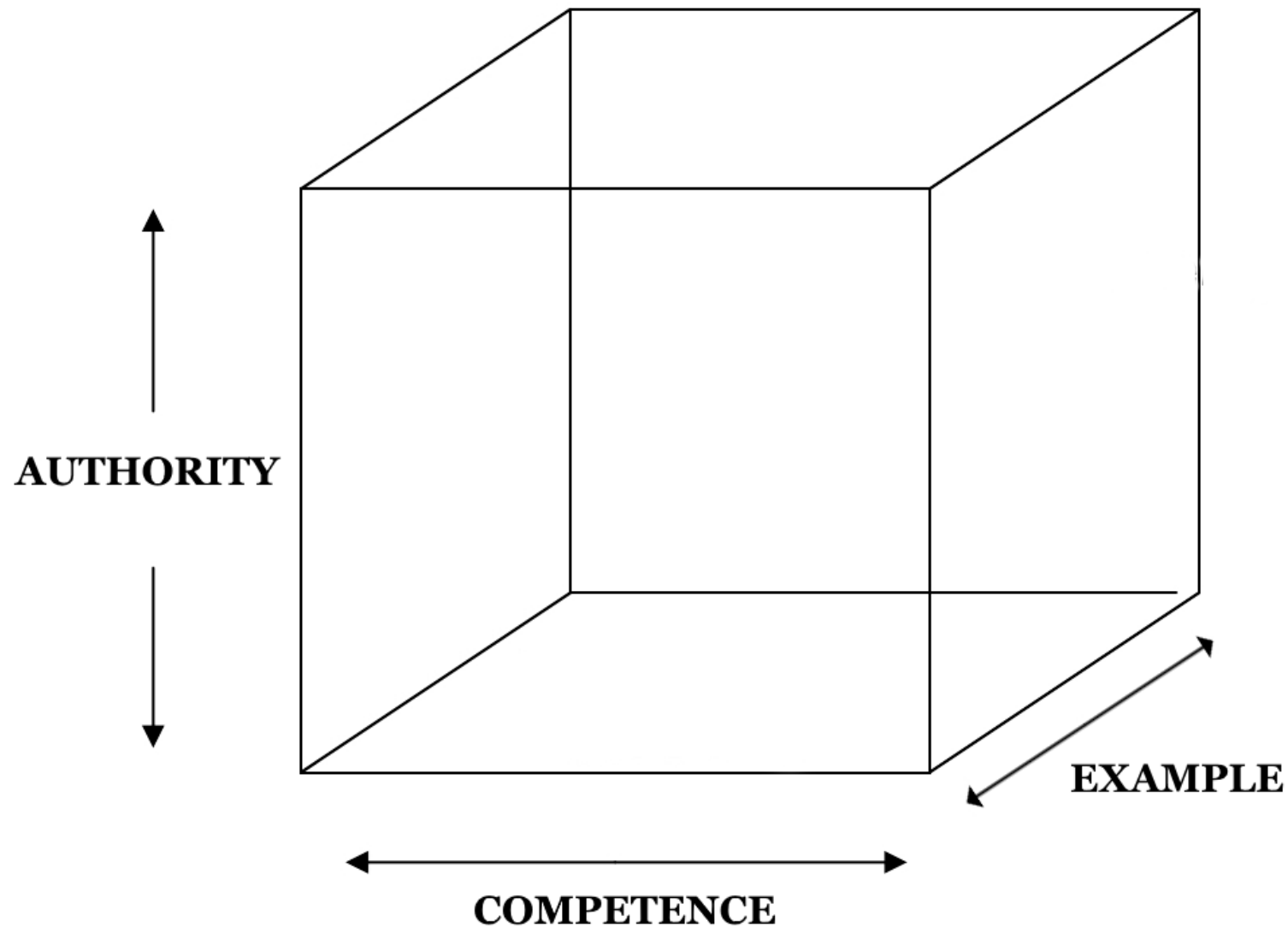
LEADERSHIP *vs* CHARISMA

COMPETENCE-TO-ACT

- ❖ KNOWLEDGE
- ❖ KNOWING HOW TO DO
- ❖ KNOWING HOW TO BE

Knowing and learning in practice

LEADERSHIP SPACE



CORE COMPETENCY CURRICULUM GUIDELINES

NACM (2003)



CORE COMPETENCY CURRICULUM GUIDELINES

NACM (2003)

- ❖ *Be Credible in Action*
- ❖ *Create Focus Through Vision and Purpose*
- ❖ *Manage Interdependencies: Work Beyond the Boundaries*
- ❖ *Produce a High-Performance Work Environment*
- ❖ *Do Skilful and Continual Diagnosis*

DECALOGUE OF THE HEAD OF JUDICIAL OFFICE

COMIUG (2012)

- 1) Guarantee the professional activity of judges and prosecutors
- 2) Management of the organization's structure and identity
- 3) Representation and (internal and external) communication
- 4) Management of the resources (knowledge, human, material, financial and technological resources)
- 5) Direction and planning
- 6) Management of the interdependencies
(especially with other judicial offices)
- 7) Development and empowerment of skills
- 8) Evaluation (of colleagues/office)
- 9) Monitoring and supervision
- 10) Justice as a public service and common good

DECALOGUE OF THE HEAD OF JUDICIAL OFFICE

COMIUG (2012)

*To provide all the conditions for
judges/public prosecutors to best carry
out their professional activity.*

*To support the full deployment of
judges'/ prosecutors' professionalism.*

*To safeguard autonomy and
independence of judges/prosecutors
from pressures and external influences*

TOWARDS A COMMUNITY OF PRACTICE (CoP)

Wenger (1998: 84)

*Groups of people who share
a concern or a passion for
something they do and learn
how to do it better as they
interact regularly*



Training to leadership: leaders training needs

High Council for the Judiciary

Rome, 15-16 May 2017

TRAINING TO LEADERSHIP

How to train heads of courts and prosecution office to deal with moral leadership, leadership to performance, leadership of a team

Luca Verzelloni
verzelloni@ces.uc.pt



Centre for Social Studies
Associate Laboratory
University of Coimbra



Fundação para a Ciência e a Tecnologia
MINISTÉRIO DA EDUCAÇÃO E CIÊNCIA



UNIVERSIDADE DE COIMBRA