

## National Judicial Academy

**P-1243: Seminar for Principal District & Session Judges on Leadership Skills**  
6<sup>th</sup> – 7<sup>th</sup> March, 2021

**Programme Coordinator** : Ms. Paiker Nasir and Mr. Krishna Sisodia, Faculty

**No. of Participants** : 42

**No. of forms received** : 41

<b>I. OVERALL</b>				
<b>PROPOSITION</b>	<b>To a great extent</b>	<b>To some extent</b>	<b>Not at all</b>	<b>Remarks</b>
a. The objective of the Program was clear to me	<b>100.00</b>	-	-	12. Enriching and qualitative.
b. The subject matter of the program is useful and relevant to my work	<b>95.12</b>	<b>4.88</b>	-	12. Highly useful.
c. Overall, I got benefited from attending this program	<b>95.12</b>	<b>4.88</b>	-	12. Highly useful.
d. I will use the new learning, skills, ideas and knowledge in my work	<b>92.50</b>	<b>7.50</b>	-	-
e. Adequate time and opportunity was provided to participants to share experiences	<b>75.61</b>	<b>24.39</b>	-	-
<b>II. KNOWLEDGE</b>				
<b>PROPOSITION</b>	<b>To a great extent</b>	<b>To some extent</b>	<b>Not at all</b>	<b>Remarks</b>
The program provided knowledge (or provided links / references to knowledge) which is:				
a. Useful to my work	<b>90.24</b>	<b>9.76</b>	-	-
b. Comprehensive (relevant case laws, national laws, leading text / articles / comments by jurists)	<b>60.53</b>	<b>39.47</b>	-	-
c. Up to date	<b>72.50</b>	<b>27.50</b>	-	-

d. Related to Constitutional Vision of Justice	<b>81.58</b>	<b>18.42</b>	-	-
e. Related to international legal norms	<b>43.59</b>	<b>46.15</b>	<b>10.26</b>	-
<b>III. STRUCTURE OF THE PROGRAM</b>				
<b>PROPOSITION</b>	<b>Good</b>	<b>Satisfactory</b>	<b>Unsatisfactory</b>	<b>Remarks</b>
a. The structure and sequence of the program was logical	<b>90.24</b>	<b>9.76</b>	-	-
b. The program was an adequate combination of the following methodologies viz.				
(i) Case studies were relevant	<b>64.10</b>	<b>35.90</b>	-	-
(ii) Interactive sessions were fruitful	<b>65.85</b>	<b>34.15</b>	-	-
(iii) Audio Visual Aids were beneficial	<b>67.50</b>	<b>32.50</b>	-	-
<b>IV SESSIONS WISE VETTING</b>				
<b>Parameters</b>				
<b>Session</b>	<b>Discussions in individual sessions were effectively organized</b>		<b>The Session theme was adequately addressed by the Resource Persons</b>	
	Effective and Useful	Satisfactory	Effective and Useful	Satisfactory
1	<b>82.93</b>	<b>17.07</b>	<b>94.29</b>	<b>5.71</b>
2	<b>82.93</b>	<b>17.07</b>	<b>88.57</b>	<b>11.43</b>
3	<b>87.80</b>	<b>12.20</b>	<b>94.12</b>	<b>5.88</b>
4	<b>85.37</b>	<b>14.63</b>	<b>97.06</b>	<b>2.94</b>
<b>V. PROGRAM MATERIALS</b>				
<b>PROPOSITION</b>	<b>To a great extent</b>	<b>To some extent</b>	<b>Not at all</b>	<b>Remarks</b>
a. The Program material is useful and relevant	<b>85.37</b>	<b>14.63</b>	-	-
b. The content was updated. It reflected recent case laws/ current thinking/ research/ policy in the discussed area	<b>75.61</b>	<b>24.39</b>	-	-

c. The content was organized and easy to follow	92.68	7.32	-	-
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<b>VIII. GENERAL SUGGESTIONS</b>	
1. Three most important learning achievements of this Programme	<p>1. Imbibe work culture in all judges; 2. Not to make grievances about advocates not coming in time rather keep busy to himself by touching the file, reading file, prepare for judgement, deliver judgements; 3. To do strategic planning.</p> <p>2. None.</p> <p>3. Leadership skills; Case management; The strategy of disposal of case.</p> <p>4. The whole content of programme was excellent. The use of technology to make easier the work. A start from yourself be updated with technology.</p> <p>5. How to curb the delay &amp; pendency with reference to time management all the distinguished resource persons shared their vast experience &amp; sensitizes us in a very effective manner.</p> <p>6. Learned command on language as suggested by Hon'ble Justice Shri R.M. Reddy 2. Novel suggestion given by Hon'ble Justice Director NJA Shri Shahi Ji from their experience; 3. Novel experience given by Hon'ble Justice Smt. Phansalkar Joshi.</p> <p>7. We have learn trails of leadership, strategies and case load management which are most important and relevant to my work.</p> <p>8. This two days seminar 4 most useful for improvisation of skills my lords we will implement for outcome of this seminar in tree spirt.</p> <p>9. 1. It very greatly improved my perceptions on leadership skills; 2. It developed confidence and courage in my disposition; 3. It improved the thought process for dispensing qualitative justice.</p> <p>10. 1. Leadership skills; 2. How to handle intensive and complex cases; 3. Media criticism should not affect the decision of judge.</p> <p>11. 1. Leadership quality &amp; skill; 2. Effective case load management; 3. Handle intensive and complex cases.</p> <p>12. 1. Principle District Judge to be leader in real sense; 2. He/she must excellent leadership quality. But also home to be our excellent manager; 3. Develop communication skills and effectively use them.</p> <p>13. Leadership skills; Setting of goals, strategies to achieve goals; Case management, docket management.</p> <p>14. 1. Comprehensive 2. Confidence giving; 3. Useful in day to day practical work.</p> <p>15. Leadership quality, discipline and time management are the three most important learning achievement of this programme.</p> <p>16. 1. Needed qualities for effective leadership and administrative capacity of principal district and session judge; 2. Essentiality of quality and quantity</p>

	<p>performance; 3. Necessity of human resource management to achieve organizational goals.</p> <p>17. 1. Got inspiration to use CIS more effectively; 2. Got inspiration to do something extra ordinary; 3. Way to locate and dispose old pending case found.</p> <p>18. Sound case management practices, Use of e-court services, Time management &amp; discipline.</p> <p>19. Deploy talent to right place; Learn to talent management; Public management, develop talent.</p> <p>20. 1. Reorganizing courts to manage complex cases; 2. Balance in workload; 3. Different strategies to achieve goals.</p> <p>21. Who can be a good leader; The need for proper planning; The need for management skills.</p> <p>22. None.</p> <p>23. Administrative technique.</p> <p>24. Importance of innovative and creativity thoughts; Punctuality of officers; Time management.</p> <p>25. Skills, techniques, Motivation to advocates. Especially motivated advocates making good alternative for disposal of old matters.</p> <p>26. There is no substitute of hard work with organized plan; Don't Compromise with judicial work to do other activities; District judge must have a vision for better work to achieve the goal.</p> <p>27. I learnt the organizational leadership skill; and I also learnt strategies to achieve the goals; I learnt how to handle the complex cases.</p> <p>28. This type of programme may kindly to conducted periodically; To Learnt once in the months.</p> <p>29. 1. It focused on the role to be played by PDJ; 2. Leadership qualities made more clear; 3. It will help in game changing role.</p> <p>30. None.</p> <p>31. 1. Learnt about good leadership qualities of a PDJ; 2. Learnt about using these qualities in achieving the organizational goals; 3. Got valuable inputs regarding docket management?</p> <p>32. 1. All the topics are useful; 2. Personal experiences of resource persons are beneficial; 3. The programme has made be more confident to lead from court.</p> <p>33. 1. To make long time programme and mange to do that; 2. To have connectivity with judicial officers and staff; 3. The disciplined.</p> <p>34. 1. I learnt how to develop leadership skills in day to do work; 2. I learnt how to solve daily problem by using leadership skills; 3. I learnt with the help of examples how I can solve administrative problems.</p>
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	<p>35. 1. Leadership skill; 2. Management of court; 3. How to efficiently manage the court staff as well as junior officers.</p> <p>36. 1. To develop leadership quality; 2. To have supervision and control on judicial officers of district; 3. To share thought even of family affairs with them.</p> <p>37. 1. The seminars taught time to pan at both level i.e., macro level and micro level; 2. A leader leads from the front and inculcate some diplomatic ways to achieve the desired result; 3. Trust &amp; faith are the keys of independent judiciary.</p> <p>38. How leadership pay an important role in solving extensive and complex cases and bring up efficiency, better performance among sub ordinate officers and staff.</p> <p>39. 1. Time management &amp; promptness; 2. Motivation to leadership; 3. Re-organization of courts.</p> <p>40. None.</p> <p>41. Human Resource Management by district judges; district judge to be the epitome of honesty. Integrity being the face of the judiciary in the district and to innovate and use technology to manager caseload.</p>
<p>2. Which part of the Programme did you find most useful and why</p>	<p>1. <b>Session 1: Leadership Skills: Organizational Performance and Leadership Effectiveness; Session 2: Strategies to Achieve Organizational Goals; Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases-</b> while discharging duties as principal district judge, we have to act as leader and not merely as managers.</p> <p>2. None.</p> <p>3. Strategies to achieve organizational goals.</p> <p>4. Each and every part was useful. Hon'ble Director NJA and Hon'ble speakers shared their experiences, really invaluable.</p> <p>5. Sessions of Justice R. Basant &amp; Justice N. Kotiswar Singh enriching and of wide perspective. We fortunate that in Justice R.M. Reddy and Justice S.S. Phansalkar Joshi we got a mentor, Guide, visionary &amp; above all a great human beings.</p> <p>6. Suggestion given from experiences from Hon'ble Justice Director NJA Shri Shahi Ji and Justice R.M. Reddy as well as Justice S.S. P. Joshi.</p> <p>7. I think all the part of the programme are equal importance and useful.</p> <p>8. <b>Session 2: Strategies to Achieve Organizational Goals; Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases-</b>are the most useful because this two aspects are most be known by the principal district judge in dealing with day to day works being head of the units.</p> <p>9. <b>Session 2: Strategies to Achieve Organizational Goals; Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases-</b>they helped in realizing what leadership and management of men &amp; material mean.</p> <p>10. All the session are very illuminating and useful in day to day working of district judges.</p> <p>11. Leadership skill because how to best outcome to our subordinate staff &amp; judges.</p> <p>12. All session were useful and relevant to subject with of this programme.</p>

13. Most useful- Leadership skills, It is because of; Being district & sessions judge, overall performance of all courts under judgeship must deliver quality & qualitative judicial work, According to law; Effective control over case management infrastructure facilities for speedy justice delivery; Leadership effectiveness for achieving ORG, Goals.

14. **Session 1: Leadership Skills: Organizational Performance and Leadership Effectiveness; Session 2: Strategies to Achieve Organizational Goals.**

15. All the sessions what I find are most useful as we learn how to manage the court, officers, staffs, lawyers and case.

16. All the sessions of the programme are useful because they dealt with the way to conduct an effective court proceedings and to attend day today affairs of administration.

17. None.

18. **Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases.**

19. Entire programme is most useful; I learn to adopt pragmatic approach to the problems; I learn to think ahead, think across and think again.

20. First day's motivational speech of Hon'ble Dr. Shalini Mam was very heart touching.

21. All the sessions were equally good because it pertains to the practical issues which a principal District & Sessions Judge has to resolve.

22. Every part of programme is useful.

23. **Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases.**

24. The seminar taken by lordship Justice S.S. Phansalkar Joshi because it was very practical one.

25. None.

26. **Session 1: Leadership Skills: Organizational Performance and Leadership Effectiveness-** is most useful, as it will change entire atmosphere of work in the court for judicial and administrative function.

27. **Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases-** is most important for me. Because it is useful in handle complex cases.

28. All; All are useful to discharge judicial work effectively.

29. Every part.

30. None.

31. **Session 1: Leadership Skills: Organizational Performance and Leadership Effectiveness; Session 2: Strategies to Achieve Organizational Goals.**

32. **Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases-** This has made me to understand what role a principal district judge can perform in reorganizing the courts.

	<p>33. <b>Session 2: Strategies to Achieve Organizational Goals</b> – specially the lecture of Justice Ram Mohan Reddy- because we can learning. Victorious in achieving the goal if we allow the strategies as described by Hon’ble Justice.</p> <p>34. Programme based on personal experiences of the resource persons.</p> <p>35. <b>Session 1: Leadership Skills: Organizational Performance and Leadership Effectiveness; Session 2: Strategies to Achieve Organizational Goals.</b></p> <p>36. All programme were useful for subject matter.</p> <p>37. All four sessions were effective and full of useful tips as to how a judge would manage the docket, lowers and staff and how would improve his performance and set examples for others.</p> <p>38. <b>Session 2: Strategies to Achieve Organizational Goals</b> – It emphases on bringing more focus on core judicial work, which is more useful in long run.</p> <p>39. All part of the programme were most useful because the whole programme is quite helpful to me for judicial work and administrative work.</p> <p>40. None.</p> <p>41. The session on 7<sup>th</sup> March, 2021 with Justice R. Basant and Justice S. Joshi on improving performance in handling complex cases. The resource persons have given practical solutions based on their own experience.</p>
<p>3. Which part of the Programme did you find least useful and why</p>	<p>1. <b>Session 4: Organizing the Civil and the Criminal Docket for Effective Caseload Management-</b> as every judges are effectively using CIS and accordingly dockets and it can be subject of E court rather than subject of seminar. However practical hints given by Justice S.S. Phansalkar Joshi will be certainly useful in day to day work.</p> <p>2. Nil.</p> <p>3. Organizing the civil and criminal docket for effective caseload management.</p> <p>4. None.</p> <p>5. None.</p> <p>6. None.</p> <p>7. All part of the programme are useful. I do not find any programme which is not useful.</p> <p>8. All programme are useful.</p> <p>9. Everything is useful.</p> <p>10. All session were useful.</p> <p>11. None.</p> <p>12. None.</p> <p>13. All sessions were useful &amp; relevant.</p> <p>14. None</p> <p>15. Not arise.</p> <p>16. Nil.</p> <p>17. Programme as a whole was very useful.</p> <p>18. None.</p>

	<p>19. None.</p> <p>20. Do not found any thing least effective and least important.</p> <p>21. None.</p> <p>22. No such programme.</p> <p>23. Does not arise.</p> <p>24. “Turn on Captions” service incorporated in the virtual hearing was least useful during the poor audio- that facilities were played very pivotal role during virtual hearing though it is mentioned in the column of least useful.</p> <p>25. There is no thought of least useful.</p> <p>26. No part of programme is least useful in my consideration. However <b>Session 4: Organizing the Civil and the Criminal Docket for Effective Caseload Management</b> is the part of other sessions, and it will cover if session 1 to 3 complied properly.</p> <p>27. I did not find any least session. All programme schedule are useful for me pursuant to learning.</p> <p>28. None.</p> <p>29. None.</p> <p>30. Nothing as such.</p> <p>31. None.</p> <p>32. None.</p> <p>33. None.</p> <p>34. More time should be devoted to interaction.</p> <p>35. <b>Session 3: High Performance through Reorganizing Courts to Handle Intensive and Complex Cases.</b></p> <p>36. No.</p> <p>37. All sessions of the programme held in cordial and meaningful interaction. The expirations should by the Hon’ble Director and other Hon’ble speakers is very helpful in decreasing the case load.</p> <p>38. None.</p> <p>39. Nil.</p> <p>40. Not.</p> <p>41. All the sessions were useful.</p>
<p>4. Kindly make any suggestions you may have on how NJA may serve you better and make its programmes more effective</p>	<p>1. To arrange more seminars on leadership skills for Principal District Judges.</p> <p>2. Nil.</p> <p>3. Same programme may be organized as early as possible.</p> <p>4. I first time experienced the on live seminar. It was wonderful experience. The programme was effective and beneficial I expresses my gratitude to Hon’ble NJA with regards.</p> <p>5. How can information technology or artificial intelligence be used for court management &amp; case management.</p> <p>6. None.</p>



7. Every judge is the leader of his own court. The object of the programme is very relevant and useful. This type of seminar may be organized for every presiding officer of the court civil judge (Jr. Div.) to principal extend and session judge.
8. Required this type of seminars at frequent intervals.
9. Finely tuned programme.
10. These programmes should be hold frequently and more stress be laid on practical problems.
11. None.
12. 1. There management for have not sufficient time for interactive sessions; 2. For every session. There has got to be a critical perspective as well.
13. Programme must be conducted with regular intervals for more fruitful outcome & learning updated/latest information.
14. The programme was already good to a considerable apical It can be more practical scenario oriented.
15. NJA has made best efforts in order to organize such training programme online and this training has made great effect upon us.
16. Nil.
17. 1. Physical training should start easy; 2. NJA may organize programme zone wise; 3. The infrastructure of NJA Bhopal should be used fully, as easier.
18. Sharing of record materials the brief many help us to reference lets your deliberation of topics.
19. In an intensive and complex case, the advocates used to conduct lengthy cross-examination. A lecture may be arranged of experienced judge how to control such lengthy cross-examination.
20. Arranging such type of learning programmes which are really helpful for us in discharging our function effectively; Thank you for your endless efforts for making judiciary performance better even in this pandemic crisis.
21. The seminar was a well arranged one.
22. None.
23. Physical mode be adopted.
24. I feel this kind of seminar has to be imparted with periodical intervals to refresh and motivate the mind of judicial officers.
25. None.
26. Very effective and useful sessions and it will give impetus to judicial officers to perform judicial work more effectively. Thus such sessions should be organized in future and I will be grateful, if I may be selected to participate.
27. Looking the subject and Hon'ble resource persons, no suggestions required.
28. None.

	<p>29. None.</p> <p>30. Just by taking sessions in regular basis say for in monthly.</p> <p>31. Separate interactive session can be added.</p> <p>32. None.</p> <p>33. None.</p> <p>34. More focus is needed on the individual problems of the participants and suggestion be made to solve them.</p> <p>35. The problems faced by district judiciary be discussed and efforts to give solutions to the problems.</p> <p>36. After Covid-19 infection pandemic is over official time training may be started.</p> <p>37. None.</p> <p>38. None.</p> <p>39. By adding more topics special law &amp; acts.</p> <p>40. None.</p> <p>41. Judges with long experience in the trial courts are always better as resource persons for district judges as they give more practical and hands on solutions based on ground reality.</p>
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