

2019  
**PDI**  
Professional Development Institute



December 5 – 6, 2019 | Washington, DC | Mandarin Oriental Hotel | #NALPPDI



Co-Sponsored by



In Collaboration with



Professional Development Consortium



## 2019 Professional Development Institute Co-Sponsored by NALP and ALI CLE

In collaboration with the Professional Development Consortium

The **2019 Professional Development Institute** is the must-attend conference for learning about current trends in lawyer professional development, exploring key issues facing the legal industry, hearing about proven programs to give your lawyers and law students the competitive edge they need, and networking with over 300 law firm and law school PD contacts. If you are responsible for professional development in a law firm, law school, corporation, or government agency, the **Professional Development Institute** will equip you and your organization to stay ahead in today's challenging environment.

### How can PDI benefit law firm PD professionals?

Today's law firm PD professionals have more varied responsibilities than ever before. The demands for increased professional development and training, combined with industry trends and business realities, have added to the challenges faced by PD professionals. Whether it's engaging your associates, implementing project management training, or developing your law firm leaders, the **2019 Professional Development Institute** will help you stay on top of the latest PD trends and techniques and give you access to a network of law firm PD professionals who are facing the same challenges.

### How can PDI benefit law school career professionals?

Law school career professionals must constantly look for ways to help make law students more employable in today's competitive job market. The **2019 Professional Development Institute** is an opportunity for you to hear directly from law firm professionals about the skills they are looking for in first-year associates and to learn about proven programs at other law schools. Law school attendees will also find significant value in sharing best practices, new ideas, and hot topics with other law student PD professionals.

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NALP & ALI CLE thank the following sponsors for their educational support of the 2019 Professional Development Institute



## How to Register

To register for the 2019 Professional Development Institute, go to [www.nalp.org/pdi2019](http://www.nalp.org/pdi2019). The system allows online registration and payment with a credit card or pay by check (select the latter if you wish to receive an invoice).

## Registration Rates

Professional Development Institute	
\$745 per person	Members of NALP, ALI CLE, and PDC
\$870 per person	Non-Members
\$520 per person	Registrants from public interest and government organizations

  

Pre-Conference Workshop: Management Foundations for PD Professionals	
\$250 per person	Attendees of PDI and/or the PDC meeting
\$300 per person	Attendees of the workshop only

### Professional Development Consortium (PDC) Winter Meeting

Wednesday, December 4  
9:00 AM - 5:00 PM

Go to [www.pdclegal.org](http://www.pdclegal.org) for details.

### Hotel Reservation Procedure

Mandarin Oriental Hotel  
1330 Maryland Avenue, SW, Washington, DC 20024  
202-554-8588 | [www.mandarinoriental.com/washington](http://www.mandarinoriental.com/washington)

Attendees will make hotel reservations during the registration process. Confirmations will be sent directly from the Mandarin Oriental Hotel. Rooms will not be reserved without a credit card.

- Register early. The room block tends to fill up quickly and once the block is full (or after the cutoff date of November 11, whichever comes first), rooms are subject to availability.
- The room rate at the Mandarin Oriental Hotel is \$285 (plus 14.5% tax) per night based on single or double occupancy.

### Travel Discounts

Professional Service Firm Travel, LLC (PSFT) is the official travel service for this event. PSFT will research the most economical route, airline, and flight times to help get you the lowest possible fare. PSFT has special contract airfares that are available to attendees of this meeting.

#### *Professional Service Firm Travel, LLC*

[www.psftravel.com](http://www.psftravel.com)

Phone: 212-592-1370 or 1-888-773-8728 | Fax: 212-532-5776

Email: [melendez@psftravel.com](mailto:melendez@psftravel.com) or [jduberry@psftravel.com](mailto:jduberry@psftravel.com)

PSFT reservation hours are Monday – Friday, 8:30 am – 6:00 pm ET. Make your reservations by calling 1-888-773-8728 and asking for Lissette or Jacqueline (please identify yourself as attending a NALP conference). A \$35 transaction fee will be applied to all tickets purchased.

### Cancellation Policy

- Full refund for cancellations received by November 8 minus a \$100 cancellation fee.
- 50% refund for cancellations received November 11-15.
- No refunds after November 15.
- Hotel cancellations must be made 72 hours prior to arrival or a charge equal to the first night's room and tax will result.

Programs and times are subject to change. Please check [www.nalp.org/events](http://www.nalp.org/events) for the most up-to-date schedule.

## Conference Co-Sponsored by NALP and ALI CLE in collaboration with the PDC

### American Law Institute Continuing Legal Education (ALI CLE)

is the premier national provider of continuing legal education in the United States, offering a comprehensive national curriculum of live courses, distance learning, and electronic and print publications. ALI CLE also assists law offices from coast to coast in providing professional development to their lawyers, including firm-based PD solutions, national conferences, online CLE content and materials, and other resources for advancing lawyer professional development.

**NALP** is an association of over 2,500 legal career professionals who advise law students, lawyers, law offices, and law schools in North America and beyond. NALP believes in fairness, facts, and the power of a diverse community. We work every day to be the best career services, recruitment, and professional development organization in the world because we want the lawyers and law students we serve to have an ethical recruiting system, employment data they can trust, and expert advisers to guide and support them in every stage of their careers.

The **Professional Development Consortium (PDC)** is a group of individuals working at law firms, law schools, government agencies, and corporations who are responsible for developing and administering training and professional development for lawyers and law students.

### CLE Credit

Virtually all ALI CLE programs are accredited in mandatory continuing legal education (MCLE) jurisdictions for varying numbers of credit hours. The Professional Development Institute is expected to qualify for CLE credit in jurisdictions that accredit live courses on law practice management. For specific information on CLE accreditation in your state, email [TeamMCLE@ali-cle.org](mailto:TeamMCLE@ali-cle.org).

## NALP Meeting Policies

**Open Meeting:** NALP is committed to the free exchange of information and open meetings at its conferences, and we recognize that there may be differences of opinion during sessions. We rely on our members to respect each other and our invited guests and speakers, and to honor the conventions of civil discourse. Disrespect for any speaker will not be tolerated. In addition to member participants, NALP opens registration to non-members, including program speakers, vendors, and members of the press.

**Antitrust Awareness:** As members of a professional trade association, NALP members should always bring a heightened awareness of antitrust and anticompetitive risks and behaviors to professional gatherings. NALP's law school members compete with one another and NALP's law firm members compete with one another. Accordingly, NALP's members should avoid entering any sort of agreement or understanding with competitors related to any aspect of competition. However, it is always appropriate for NALP members to discuss information that is not competitively sensitive, such as industry trends, best practices, or the general types of opportunities and challenges that arise in legal recruiting.

**No solicitations:** This conference is specially designed to be an open forum for NALP conference attendees. Solicitation is strictly prohibited unless you are an official conference sponsor or vendor. If you are interested in being a conference sponsor or vendor, please contact Jay Richards, Senior Director of Operations, Member Services, and Meetings, at [jrichards@nalp.org](mailto:jrichards@nalp.org) or 202-835-1001.

**Consent to Use of Photographic, Video, and/or Audio Materials:** Registration and attendance at, or participation in, NALP meetings and other activities constitutes an agreement by the registrant to allow NALP to use and distribute (both now and in the future) the registrant or attendee's image or voice in photographs, video recordings, electronic and print reproductions, and audio recordings of such events and activities.

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# Schedule

## Wednesday, December 4

### PRE-CONFERENCE WORKSHOP

3:30–6:30 PM

#### Management Foundations for PD Professionals

This hands-on workshop gives newer PD professionals the fundamental skills and knowledge they need to get off to a great start and grow into their PD roles. Participants in this pre-conference workshop get valuable insights into the responsibilities of PD professionals, as well as helpful forms, templates, and resource lists. Topics covered include associate orientation and integration, training, MCLE compliance, core competencies, benchmarks, evaluations, and mentoring programs. Participants also have the opportunity to discuss current projects, successes, and challenges.

*Andrew Hales, Sr. Director of Professional Development and Training,  
Venable LLP*

*Molly Peckman, CEO/Founder, Molly Peckman Training & Development*

Whether you are newer to the PD field, assuming new PD responsibilities, or have a staff member in your office who could benefit from training, this optional workshop offers a wonderful opportunity to learn and build a network within the field.

*Separate registration fee required.*

# Thursday, December 5

## Registration

8:00–9:30 AM

Prepaid breakfast service available. Coffee service will be provided to all participants.

## PLENARY

9:30–10:45 AM

### Supporting Law Students With Disabilities in Their Transition to the Workplace

NALP research shows that in 2018, law firms represented in the NALP Directory of Legal Employers reported that only 0.53% of their lawyers identified as having a disability, and a 2019 Law360 article reported that “People with disabilities, both inside and outside of the legal industry, say they haven’t received the kind of enthusiastic embrace that women, racial and ethnic minorities and LGBTQ people have in recent years. Diversity surveys have shown growth in these categories, but the number of attorneys with disabilities has long stagnated.”

In this opening plenary program, ABA President Judy Perry Martinez, who is committed to the full and equal participation of lawyers and law students with disabilities in the legal profession, will talk about how law firms can create welcoming and inclusive environments that empower lawyers with disabilities to disclose their disabilities and request any accommodations they may need to succeed, and Dean and Professor of Law at American University Washington College of Law, Camille Nelson, will talk about how law school professionals can work with students with disabilities to prepare them for the workplace, in particular build and strengthen their skills to advocate for the reasonable accommodations they need in the workplace to succeed.

*Judy Perry Martinez, ABA President*

*Camille Nelson, Dean and Professor of Law at American University Washington College of Law*

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## CONCURRENT SESSIONS

11:00 AM–12:15 PM

### Building More Resilient Talent: Helping Lawyers and Law Students Think Their Way into Feeling Better

Drawing from cognitive behavioural theory, attendees at this session will learn about the relationship between thoughts, behaviours, feelings, and the body, and how to improve resilience by supporting legal talent to intervene at the level of thinking. Presenters will discuss concrete interventions to help cultivate healthy and resilient thoughts, including strategies to notice automatic negative thoughts (ANTs), ABCDE intervention, and compassion based reflection. Discussion will move from the theoretical to the practical, offering interactive activities, tools, and techniques that PD professionals can employ to support and teach resilience.

*Kara Hardin, Principal, Kara Hardin Mental Health Consulting and Clinical Counselling*

*Shannon Leo, Director Professional Resources, Cassels Brock*

### Law School PD: Designing a Curriculum for Future Lawyers

Law schools are responding to the market place, and many schools (30+) now teach professional development in their curriculum. This session shows you what professional development looks like at the law school level. We will discuss new ABA Standards for competency and experiential courses, and how law schools are responding to these requirements. We will also present Santa Clara Law’s first-year, mandatory Critical Lawyering Skills class, discussing design and delivery. We will also share what we’ve learned along the way, including reasonable PD expectations for graduating law students and where law firms can expect to meet them on the professional development continuum.

*Rupa Bhandari, Assistant Dean, Office of Career Management & Adjunct Professor, Santa Clara Law*

*Sandra “Sandee” Magliozzi, Associate Dean for Experiential and Competency-based Learning, Santa Clara Law*

*Thiadora Pina, Associate Clinical Professor and Director, Externship Program, Santa Clara University School of Law*

### One-Hour Masters in Training Design and Development

For PD professionals with a formal education in the law, not organizational development, this session will explore the foundational principles of training design and development theory. We’ll cover the highlights of developing a learning culture; the 70-20-10 Principle in how people learn; conducting needs assessments; thoughtful instructional design; training delivery techniques; the differences between training versus facilitation; facilitation techniques; and various methods for measurement and evaluation. Attend this session for a condensed version of what-you-need-to-know on the training side of organizational development.

*Andy Hales, Sr. Director of Professional Development and Training, Venable LLP*

### Reframing Parental Leave as a Professional Development Opportunity

New parents often think of parental leave as a career-ender, or at least as an event that will stall their careers. This session will discuss best practices (including preparing parental leave templates, managing interactions with partners and supervisors before, during, and after leave, getting back to billable work, providing “return-to-work” transition resources, and balancing networking with family obligations) in guiding new parent employees through the transition to working parenthood. Parenthood can provide parents (new and established) with skills and tools to make them amazing leaders, and PD professionals can help them to grow their careers even after the baby arrives.

*Janell Mallard, Senior Recruiting and Diversity Manager, Wiley Rein LLP*

*Lori Mihalich-Levin, Partner, Dentons US LLP; Founder, Mindful Return LLC; and COO, Women’s Leadership Forum*

*Anjali Patel, Staff Counsel - Antitrust & Strategic Projects, Verizon Communications*

### The Power of Leadership and Business Training Simulations

Custom-tailored training simulations provide lawyers with opportunities to experience the real-time impact of their critical thinking, problem solving, and business decision-making skills.

Experiential learning through industry-specific simulations can also increase engagement, encourage creativity, promote team building, and aid in the retention of skill development. This session will give you tools to design a framework for relevant, realistic, and long-term applied learning for your lawyers. Learn how to develop and implement live interactive and computer-based simulation programs. See how one firm created an innovative blended learning experience incorporating a custom computer-based law firm business simulation with real-life leadership challenges to grow applicable skills and shorten the learning curve for new equity partners.

*Heather Bock, Global Chief Learning Officer, Hogan Lovells*

*Bill Hall, President, Simulation Studios*

*Michelle Nash, Director of Learning and Development, Hogan Lovells*

*Dena Smulow, Independent Consultant*

## Up or Out? Helping Senior Associates Navigate the World Beyond Partnership

The news that a senior associate is not on track to be promoted to partner or counsel - that they are “out” - can be devastating, and is sometimes unexpected. The emotional impact often has a strong effect on the lawyer’s ability to take the next steps for his/her career, to continue to show up and be present for work, and to maintain his/her overall well-being. Our program will focus on strategies for counseling and coaching associates to process this news in a productive way, to help them move “towards” their next career step rather than run “from” a challenging situation.

*Jeanna Beck, Director of Career Counseling, Arnold & Porter*

*Gene Gilmore, Director of Professional Development, Cooley LLP*

*Jessica Hernandez, Principal, JLH Coaching and Consulting*

*Jennifer Rakstad, Career Development Advisor (US), Mayer Brown, LLP*

## Lunch

12:15–1:15 PM

This networking lunch is included in the registration fee.

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PROFESSIONAL DEVELOPMENT

## CONCURRENT SESSIONS

1:30–2:45 PM

### Coaching with Credibility: Coaching Lawyers to Maximize Trust and Impact

Lawyers are a tough audience—they are smart, they like to argue, and they are very skeptical of claims that cannot be proven. Developmental coaching (coaching based on adult developmental theory, as opposed to coaching on specific behavioral or performance issues) can be a difficult sell. Attend this session and learn not only the neuroscience “proof” behind developmental coaching, but also proven practices that enable your lawyers to trust and become open to transformational change with you.

*Jeff Munn, Executive Leadership Coach, Jeff Munn LLC*

### Keeping Your Lawyers Relevant: New Skills for a Changing World

As clients demand innovation, collaboration and value from law firms, the skills that lawyers need to advance and succeed continue to change and expand. In this environment, it can

be very challenging to define and develop training curricula and performance measures around core competencies. This session will discuss the top skills needed in 2020 with a focus on the shift from the practice of law to the business of law and from legal practitioner and expert to trusted adviser, innovator, and collaborator. Participants will participate in a small group brainstorming to envision ways to introduce both training and experiential models to their organizations.

*Susan Saltonstall Duncan, President, RainMaking Oasis*

*Sue Manch, Chief Talent Officer, Winston & Strawn*

## Lawyer Well-Being as an Ethical Obligation

The University of Pennsylvania Law School recently piloted a program to integrate lawyer well-being in all of its upper-level professional responsibility courses. The program’s design centers on a one-class module embedded into the broader curriculum for each class. The module educates students about well-being challenges that pervade the profession, reasons underlying those trends, why they impact lawyers’ ability to ethically serve their clients, and responsive behaviors that law students can practice to respond healthfully to stressors. Penn Law will be converting this module into an online version so that any law school in the country can incorporate the module if it so chooses. This presentation will demonstrate the module in the format delivered to the upper-level law students to educate attendees about the issues, to show attendees what such a session looks like in a law school classroom, and to raise awareness among attendees about its availability for their school.

*John Hollway, Associate Dean/Exec. Director Quattrone Center for Fair Administration of Criminal Justice, University of Pennsylvania Law School*

*Jennifer Leonard, Associate Dean for Professional Engagement, University of Pennsylvania Law School*

## Socrates’ Briefcase: The Three BD Conversations Every Associate Needs to Master

Socrates is famous for turning casual conversations into meaningful discussions. Today his insights are needed more than ever in the world of business development. This leading-edge BD program explores the three conversations your associates need to do well: the meet, the bridge, and the ask. When done correctly, your lawyers will have a “tell me more” statement that winsomely describes what they do, a natural bridge line to transition smoothly from small talk to business, and a confident ask that is non-threatening and leads to new business. Come to this dynamic session and ignite a renaissance in person-to-person marketing back at your firm.

*Steve Hughes, President, Hit Your Stride, LLC*

## The Essence of Leadership

What is “the essence of leadership?” If we knew the correct answer, we would implement “best practices,” spending our careers as exemplary leaders. Unfortunately, there is no single route to becoming an admired leader. But there ARE proven pathways. There are helpful hints. There are tested paradigms. During this fast-paced presentation, the presenter will share a lifetime of leadership wisdom, boiling his own learning down to its essence. You will leave this session with a greater appreciation of the character and skills required of leaders and the realization that we can be leaders in all areas of our lives.

*Lawrence Center, Leadership Coach, Center Leadership Coaching, LLC*

## The Impact of Unconscious Bias in Performance Evaluations

Get the tools you need to give and receive feedback effectively. This session will first focus on raising awareness of the implicit biases that we all hold and how they impact the feedback process. It will then share best practices when preparing for feedback conversations that take into account these biases to create a more inclusive legal industry. By the end of the session, participants will have a heightened awareness of these challenges and be empowered to better receive and give unbiased feedback.

*Courtney Carter, Associate Director of Diversity & Inclusion, Jenner & Block LLP*

*Shuhana Khan, Associate Director of Talent Development, Jenner & Block LLP*

## CONCURRENT SESSIONS

3:00–4:15 PM

### Big Little Advice: Best Practices for Mentorship and Sponsorship Programs

Help create or refine your organization's mentoring and sponsorship programs by learning best practices from this experienced panel. Panelists will share their organizations' approaches to mentoring and sponsoring as well as lessons learned — whether it is “big” advice like creating or re-creating a mentoring program or little steps, such as identifying resources for your mentors.

*Andy Colón, Chief Talent Officer, Thompson Hine*

*Molly Peckman, CEO, Molly Peckman Training & Development*

*Joshua Troy, Associate Director of Professional Development, Blank Rome*

### Communication, Programming and Outplacement Strategies to Minimize the Impact of a Potential Recession

During the 2008 recession, law firms and law schools rallied to come up with creative solutions for assisting their lawyers and law students navigate their career paths in a bleak financial climate. With murmurs of a potential upcoming recession, law firms and law schools may consider preparing their lawyers and students for a downturn through communication and programming aimed at managing a legal career through such an event. Law firms might also think about establishing an outplacement strategy now to assist with potential large scale lay offs in the future. This session will give you ideas and possible roadmaps to prepare yourself and your organization for a more difficult economy that may lie ahead.

*Kathleen Brady, Director of Coaching, Preferred Transition Resources*

*Abdi Shayesteh, Founder and CEO, AltaClaro*

*Carlynn Magliano Sweeney, Managing Director, Preferred Transition Resources*

### Fearless Feedback: Master This Critical Skill of Effective Leaders

As a leader, sharing developmental feedback is an obligation, not a luxury. But far too many people avoid feedback conversations. Join us for this session and learn how to overcome the three barriers to feedback, including the threat perception, and how to handle any inaccurate recollection for the recipient. Master feedback

conversations using eight proven success principles, and discover ways to build feedback loops into your day-to-day operations, normalize feedback across your culture, and use feedback as a powerful driver of leading people to thrive across your organization.

*Lenora Ausbon-Odom, Director of Professional Development, DLA Piper LLP*

*Ann Gomez, Productivity & Leadership Consultant, Founding President, Clear Concept Inc.*

### PD 2.0: Partnering with Legal Writing Faculty

The next generation of law school professional development programs might look something like “Fundamentals of Lawyering” at The George Washington University Law School. In this case study session, legal writing faculty discuss the design, implementation, and challenges of a new first-year course that builds on the law school's culture of professional development and reinforces existing voluntary programming. See how “Fundamentals of Lawyering” augments the traditional 1L research and writing curriculum by teaching the professional competencies employers desire and expect from law school graduates, such as fact development, time management, teamwork, project management, problem-solving, and strategic thinking.

*Christy DeSanctis, Professor and Director, Fundamentals of Lawyering, The George Washington University Law School*

*Susan Fine, Associate Dean for Professional Development and Career Strategy, The George Washington University Law School*

*Michael Levine, Visiting Associate Professor, Fundamentals of Lawyering, The George Washington University Law School*

*Erika Pont, Visiting Associate Professor, Fundamentals of Lawyering, The George Washington University Law School*

### Peak Performance Under Pressure: Helping Lawyers Excel in the Spotlight

Law firms work hard to train their lawyers for oral argument, depositions, client pitches, and other high-stakes occasions when they need to step into the spotlight. Unfortunately, this training doesn't prepare lawyers for the intense performance anxiety that often arises, potentially derailing a lawyer's performance and throwing hours of that training out the window. Luckily, this result is preventable. Join us to explore simple, effective ways you can help your lawyers prepare psychologically for a high-stakes performance, remain calm under pressure, and execute at the highest level. This session draws on mindfulness, positive psychology, and third-wave cognitive therapy, with that techniques can be applied to lawyers and others in the profession who work in stressful environments.

*Jon Krop, Founder, Mindfulness for Lawyers*

*Johnna Story, Senior Professional Development Manager, Finnegan Henderson Farabow Garrett & Dunner LLP*

### Stand-Out Programs: Using Blended Learning to Design Exceptional Training

In the age of highly distracted lawyers and law students, applying blended learning methods to development programs can capture attention, generate engagement and maximize impact. Programs that blend “bursts” of learning in the form of videos, audio, small-group work, and one-to-one instruction invite learners to engage through multiple media at a billablehour-friendly pace. Attend this

session and leave with a roadmap for designing and implementing dynamic courses that apply multi-method learning to any content, including legal, business development, and leadership skills. Topics include course structure, materials, and practical strategies to build your first course.

*Drew Amoroso, CEO, DueCourse*

*Joe Maguire, Professional Development and Continuing Legal Education Manager, Reed Smith LLP*

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## Networking Reception

4:15–5:30 PM

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## Friday, December 6

### Registration

8:00–9:00 AM

Prepaid breakfast service available. Coffee service will be provided to all participants.

### PLENARY

9:00–10:15 AM

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## Change the Rules, Change the World: How the Legal Profession Can Make Diversity Matter for Good

By 2044, we will live in a majority-minority nation. As our demographics transform, how can we continue to effectively deliver our best services to our clients, students, colleagues, and co-workers, while recognizing the multiple cultural lenses we all operate within? How do we shift our perspectives and adapt our behaviors to both commonality and difference? And finally, how do we create spaces focused on inclusion, equity, and belonging for all? We need to do more than listen to another talk on diversity. We need to change the old rules of diversity and inclusion and become leaders who make diversity count.

In this plenary session, diversity expert and Inclusion Nation Founder & CEO, Michelle Silverthorn, explains how the new rules of diversity and inclusion will transform diversity and inclusion from mere lip service into the very heart of how we work. She focuses on the ten rules every inclusive leader must follow to include not just diverse people into teams and organizations, but also their diverse perspectives, their diverse lives, their diverse values, and their diverse work, and lead spaces of authenticity where everyone is welcome to rise, thrive, and succeed. We change the rules; we change the world. That's how we make diversity matter for good.

*Michelle Silverthorn, Founder and CEO, Inclusion Nation*

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## CONCURRENT SESSIONS

10:30–11:45 AM

### How to Create Bite-Sized Training Videos

Organizations are embracing short videos as a way to make live training programs more effective and to deliver just-in-time learning resources to lawyers who grew up with YouTube and Khan Academy. In this interactive session, the presenters will discuss how to create

engaging, short videos, including picking the topic, creating a script, using graphics, storyboarding, and filming. Participants will even be given the opportunity to create a course together!

*Emily Gottheimer, Director of Content, Hotshot*

*Chris Wedgeworth, Co-Founder, Hotshot*

### Is Your Organization Ready for Real-Time Feedback?

The trend toward real-time feedback continues to gain traction. Several law firms have implemented formalized real-time feedback processes, and many others say they plan to move in this direction. But what does it take to implement a successful real-time feedback program? In this session, two PD professionals who surveyed and interviewed law firms on this topic in 2018 will discuss the factors to consider in assessing your firm's readiness for real-time feedback. Based on the experiences of early adopters, they will also offer practical ideas for improving your firm's readiness and laying the groundwork for a successful roll-out of real-time feedback.

*Marian Lee, Lawyer Development Consultant and Coach, Career Reinvention, LLC*

*Misae Nishikura, Director of Recruiting and Professional Development, Holland & Hart, LLP*

### It Takes a Village: Community Collaboration in Law School PD Programs

Maximizing the impact of your professional development program requires collaborating with stakeholders both inside and outside the law school. Through discussion and workshopping, this session will present considerations and outline methods for developing a holistic approach to PD programming that leverages the broader law school and legal community, including faculty, student services, alumni, law firms, bar associations, and students. Panelists will address the key constituencies, strategies for engaging each of them, how to optimize their contributions, pitfalls to avoid, and the value propositions that make collaboration attractive for all.

*Elisabeth Beal, Assistant Dean for Career Services, William & Mary Law School*

*Korey Henson, Associate Director of Career & Professional Development, Stetson University College of Law*

*Patricia Lopez, Director of Professional Development and Career Counseling, Case Western Reserve University School of Law*

*George Podolin, Assistant Dean for Career Services, William & Mary Law School*

### No One Knows How Toilets Work: How to Change Minds and Win Support for Your Ideas

This session combines engaging storytelling and relevant research to help participants understand why people say “no” to good ideas and decline to follow sensible advice. The presentation is like an hour-long TedTalk: useful, funny, and thought-provoking. Discover why understanding how people think about toilets tells you a lot about their worldview; all the different places we store knowledge about the world; and how people on teams divide-up cognitive labour. Using interactions, relevant examples and discussion, this session will give you simple strategies for building support for ideas within your team and organization.

*Chris Graham, Principal, TellPeople, Inc.*

## Reflecting on Imposture Syndrome: Empowering Your Clients To See Their True Value

First generation law students, junior lawyers, and newly minted partners and leaders often share a challenge: they are new to their roles and aren't yet comfortable in their skin or conveying confidence. Helping them find – and effectively use – their voices and take their seats at the table promotes their success. In this hands-on, interactive session, you will learn language and techniques that will help you coach law students and lawyers to tell their stories and convey their messages with confidence and conviction. The same skills will apply to how you develop your own voice and how you coach members of your team to convey your and their own value confidently and effectively.

*Angelique Magliulo Hager, Senior Manager, Lawyer Development, Orrick, Herrington & Sutcliffe*

*Dr. Arin Reeves, President and Managing Director, Nextions*

*Jay Sullivan, Managing Partner, Exec|Comm*

## Roles for the PD Function in Lawyer Health and Wellness

The issue of lawyer wellness is now front-and-center. EAPs and HR professionals have clear roles to improve lawyer wellness; but what roles can PD initiatives play? This session will discuss research on personality and environmental impacts on lawyer wellness, as well as some new initiatives from PD departments -- from providing wellness breaks at training programs to encouraging bigger shifts in mindset and resiliency and giving attention to other elements that can impact health, creativity and productivity, such as leadership styles and autonomy/control at work. Perspectives are from research, the bar, and law firms. Bring your ideas, challenges, and achievements to share.

*Lori Berman, Director of Professional Development, Hogan Lovells*

*Heather Bock, Global Chief Learning Officer, Hogan Lovells*

*Diane Costigan, Director of Coaching and Well-Being, Winston & Strawn LLP*

*Denise Perme, Manager, Lawyer Assistance Program, District of Columbia Bar*

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## Lunch

11:45 AM–12:45 PM

This networking lunch is included in the registration fee.

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## Law School Member Roundtable

11:45 AM–12:45 PM

Join other law school members at a special luncheon to discuss new ideas and hot topics in law student PD. The session will be moderated by the Chair of the NALP Law Student Professional Development Section.

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## CONCURRENT SESSIONS

12:45–2:00 PM

### “Don’t Be Stupid:” Identifying and Interrupting Uncivil Behavior

After engaging in a landmark study on incivility in the legal industry, it is time to review and reflect on the data and take steps within our organizations to identify and disrupt this costly communication style. Now that we have a better understanding of the civility landscape, we are well positioned to become change

agents. This session will arm you with data and provide you with tips for interrupting incivility so that you can begin to shift the outcomes for your law students and lawyers in a tangible and effective way.

*Rachael Bosch, Managing Director, Fringe Professional Development*

## Great Expectations: Designing Successful PD Initiatives for Millennials

When it comes to career development, it seems that today's associates want it all – coaching, customization, transparency, mobility, and mentoring. The days of telling associates what to do and how to do it in their career progression are over. Millennials are deliberate and thoughtful about their career paths; they want options and the opportunities to explore them. Attend this session and get a bird's eye view of what millennials expect -- and why -- when it comes to career development and training. Presenters will provide detailed examples of programs and initiatives designed to engage and retain millennials and to provide them with opportunities to take greater control of their own careers. Take away the tools to evaluate your own organization's approach to professional development and learn how to create programs to meet your associates' great expectations.

*Jennifer Caggiano, Director, Professional Development, Shearman & Sterling LLP*

*Lindsey Pollak, Author and Multigenerational Work Expert, Lindsey Pollak LLC*

## Knocking It Out of the Park: Using a Coaching Approach to Support Your PD Team

One-size leadership does not fit all. Sometimes leaders are required to give direction, sometimes they need to delegate, and sometimes they need to collaborate to achieve results. Recent research shows that using a coaching approach is one of the most powerful tools to increase engagement, strengthen relationships, generate ownership, and support team members. At its core, coaching is about building productive and enduring relationships, helping your team understand what they want and what stands in their way, and supporting them to be maximally effective. This session will introduce you to the core skills of a coaching approach, starting with self-awareness and attention on what to listen for, good questions to ask, and when and what to say.

*Ruth Alexander, Leadership Coach and Learning Consultant*

## Sponsorship for Diversity: Meeting Client Expectations

Sponsorship is a critical process for retaining and advancing diverse talent. Clients increasingly expect their outside firms to use sponsorship to expand diversity, but sponsorship programs are difficult to maintain successfully in law firms. This session will describe the sponsorship challenge MetLife presented to its outside counsel and how Steptoe & Johnson responded by creating a sponsorship program that MetLife selected as one of the best among the 60 received. Come learn more and get practical tips for building a successful program of your own!

*Ida Abbott, President, Ida Abbott Consulting LLC*

*Jasmine Cooper, Diversity & Inclusion Manager, Steptoe and Johnson*

*Markham Erickson, Partner, Steptoe and Johnson*

*Representative from MetLife*

## The Competency Continuum: Aligning Law School Training with Law Firm Needs

Law firm competency models are trickling down to law schools in the wake of the ABA-driven shift toward competency-based legal education. Yet the success of competency-based legal education depends on law schools knowing and providing training for the competencies that legal employers want. This session will analyze both the competencies law firms need and the concept of a competency continuum where law school training aligns with firm needs in a series of developmental stages from beginning learner toward beginning lawyer on each competency. Presenters will also outline the steps needed to achieve this type of critical alignment.

*Susan Fine, Associate Dean for Professional Development and Career Strategy, George Washington Univ. School of Law*

*Neil Hamilton, Holloran Professor of Law and Co-Director of the Holloran Center, Univ. of St. Thomas*

*Susan Manch, Chief Talent Officer, Winston and Strawn*

*Jerry Organ, Professor of Law and Co-Director of the Holloran Center, Univ. of St. Thomas*

### CONCURRENT SESSIONS

2:15–3:30 PM

#### Beyond the Well-Being Pledge: From Compliance to Commitment Without Breaking the Bank

The ABA Well-Being Pledge has had a tremendously positive impact on the legal industry and Big Law, as over 80 firms have already signed the Pledge and implemented well-being programming. While “compliance” is the first step in any culture shift, in order to truly transform the deeply-ingrained cultural norms in Big Law and break the industry’s long-standing history of depression, anxiety, suicide, and substance abuse, Big Law firms must ultimately do more than merely “comply” with the minimum standards of the Pledge. In this session, two well-being consultants will provide a summary of how AmLaw 100 firms are currently falling into one of five “buckets” in their well-being commitment, with descriptions of and examples from each bucket: (1) non-pledged; (2) pledged but minimally active; (3) pledged and fully compliant; (4) pledged and beyond compliant; and (5) well-being super stars. They will then provide guidance on how firms can move into buckets (4) and (5) without investing enormous financial resources, and will highlight Reed Smith’s “Wellness Works” program as a model comprehensive well-being program. Hear how “Wellness Works” was developed, the widespread positive effects it has had on lawyer well-being and law firm culture, and how you can build a similar comprehensive well-being program at your firm.

*Jarrett Green, Owner, Jarrett-Green.com*

*Rebecca Simon, Lecturer in Law, USC Gould School of Law*

*Kristen Snyderman, Senior Manager of Human Resources, Reed Smith LLP*

## EQ Meets BD: Cultivating Your Inner Rainmaker

Relationships are everything. Interpersonal skills and emotional intelligence (EQ) -- the ability to identify and manage your emotions and also the ability to recognize and influence the emotions of others -- impacts a person’s ability to succeed in a profound way. These skills also play a critical role in client relations and business development, as building authentic personal connections is a crucial component of creating professional relationships. The panel will address best practices for cultivating EQ in lawyers and law students, and how those skills can be utilized to gain trust, win new business, and lead client teams.

*Jennifer Greiner, President & Founder, Greiner Consulting Group*

*Martin Menski, Partner, White and Case LLP*

*James Moore, Director of Career Development, O’Melveny & Myers*

*Leah Quadrino, Partner, Steptoe & Johnson LLP*

## The Next Generation of Career Development Meetings

Would you like to support your associates by developing or reinvigorating a career development meetings process? If so, attend this session to hear an overview of one firm’s lessons learned, and the best practices they have gleaned, over the last 10 years of reworking the process. The session will provide a forum for you to strategize with colleagues on steps you can take to reinvigorate your existing process or develop one from scratch. Speakers will discuss the key questions you need to consider when reinvigorating or building the process, explore options for creating process protocols, examine how best to (re)launch the process, and finally, discuss ways in which to evaluate the effectiveness of the process.

*Jeanna Beck, Director of Career Counseling, Arnold & Porter*

*Jennifer Cook Johnson, Director of Professional Development, Arnold & Porter*

## Training Baby Sharks So They Don’t Get Eaten

When associates falter early, it can be hard for them to recover. In this engaging session, the authors of two leading books on new associate success team up to show you how you can help your associates start strong. Gain new tools to help associates thrive. Using technology, skits, and real-life examples, the session will offer actionable strategies to prevent problems and provide course corrections that stick. Interactive segments will allow you to share your knowledge and learn from others. When associates thrive, everyone wins.

*Jennifer Bluestein, Chief Talent Officer, Perkins Coie LLP*

*Grover Cleveland, Principal, Swimming Lessons for Baby Sharks*

## Meeting Adjourns

3:30 PM



1220 19th Street NW, Suite 401  
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