

To: Fred Thrasher, Deputy Director
Melanie Priddy, Board Liaison

From: Tamesha Keel, Section Chair

Date: October 24, 2019

Re: Lawyer PD Section Report

Below, please find the workgroup updates. Let me know if additional information is needed. Thanks!

- **Best Practices in Lawyer PD**

- The group's first webinar, *Take Charge of Change Before it Takes Charge of You*, will be held on October 31st at 2:00 p.m. EST. Rebecca Baumgartner, Diversity & Inclusion Manager at Ogletree Deakins, and Kristine McKinney, Chief Legal Talent and Inclusion Officer at Fish & Richardson will discuss how attendees can embrace change and lead others through not only big changes in their organizations and the industry, but those small everyday changes that we face in the workplace.

- **Education**

- There will be at least six articles written on the Section's behalf this year:
 - July 2019: Yuliya LaRoe wrote *Behavioral Blueprint: Helping Lawyers Effectively Manage Difficult Personalities*.
 - October 2019: Yuliya will write about developing practice group chairs into leaders lawyers actually want to follow.
 - January 2020: Chelsey Parrott-Sheffer will write about peer coaching.
 - February 2020: Hanna Fabrikant & Jenalea Cree will write about workplace happiness and the ways talent administrators can work together to improve firm culture.
 - March 2020: Melissa Berry will write about either leadership as a competency or professional formation.
 - April 2020: I will write about well-being tips.
- The Section will continue to solicit author(s) with the following deadlines in mind: November 29th, December 17th, and January 31st.
- These AC20 RFPs from the Section were selected:

- Molly Peckman & Jennifer Queen’s *Considering a Consulting Career?*
 - Fairuz Abdullah & Drew Amoroso’s *Take Control of Your Day: Streamlining Your Day with Systems and Workflows*
 - Jeanne Picht, Jessie Sprezzart & Kristen Uhl Hulse’s *Assessing Assessments: The Which, When, and How of Effective Use*
 - Molly Peckman, Chelsey Parrott-Sheffer, Kim Curry & Nirvana Dove’s *Creating a Culture for Feedback*
- **Lawyer/Law Student PD Collaboration**
 - The workgroup is planning an upcoming professional identity formation webinar.
- **Membership**
 - No updates for this quarter.
- **Professional Identity Formation**
 - The workgroup met with their Law School Section counterparts to discuss next steps. The two workgroups will follow up with Holloran Center leadership about developing a formal survey of junior associate competencies.
- **Strategic Planning**
 - The Section’s Strategic Planning Report addressed the Board’s six questions with responses from both law school and law firm colleagues. For easy reference, responses from the Report are as follows:

Law Firm Response

Question 1 - The biggest/most significant changes your Section expects to see in your area of expertise in the near to medium future.

One the most significant challenges is the divide between the goals and demands of the Millennial and Generation Z populations versus the current leadership at firms. The partnership track grows longer at a time when fewer associates are interested in becoming partners. Talent professionals will be expected to develop creative solutions to this issue, as well as the demands for increasing flexibility about where, when, and how attorneys perform work. Talent professionals also will continue to face the challenge of recruiting and retaining talent in their organizations while demands for vacation time be respected, for flexibility around family time, for better value alignment between employer and employee, etc., continue.

Question 2 - How your group believes NALP should focus its leadership, resources, and services – What programs, services, and resources should NALP be prioritizing (and which ones should be given a lower priority)? (law firm and law school responses combined)

The PD Section believes that leadership should focus additional time and resources to integrating new members into the overall organization and its section structure. We need a deep bench of motivated and involved members to engage more fully with the organization. In addition, the organization and its sections will need a greater portion of its membership groomed for future leadership opportunities.

Informational resources are highly valued by the PD section members. Both the Bulletin and the PD Quarterly are appreciated. NALPConnect also is a prized resource for current, crowd-sourced information. PD Section members would appreciate additional discussion or information about speaker and program recommendations. A confidential way to share information about various speakers and consultants would be of value.

Another recommendation is to conduct a critical review of the directives for several sections and work groups to eliminate duplication. For example, many in the professional development space focus on the best way to develop law students so they become effective lawyers. Along with the Developing the Professional Lawyer Workgroup, the specific Section workgroups that overlap are the Professional Identity Formation workgroup (with law school and lawyer PD liaisons) and the Lawyer/Law Student PD Collaboration workgroup (also with law school and lawyer PD liaisons).

Finally, additional guidance, aka tips and tricks, for getting both law students and attorneys to attend programs, would be extremely useful. Please where is that silver bullet?

Question 3 - Recommendations for new initiatives/areas of opportunity for NALP (relating to your Section's subject matter).

- Research and focus on the next generation of law students and attorneys, Generation Z.
- Increased focus on wellness for all in the legal industry!

Question 4 - The most significant/critical challenges your Section members' departments/organizations expect to face in the near to medium future.

- Designing and implementing well-being initiatives that are effective as demonstrated by data analysis.
- Creating inclusive well-being initiatives that support all in the legal industry
- Respecting and leveraging the value other legal professionals bring to their organizations and eliminating the “upstairs/downstairs” situation within firms.
- Innovative ways to get people to come to programs (same problem on law school side)
- Increased requests to collaborate across business functions within law firms - marketing, BD, recruiting, PD, and D&I working together
- Navigating intergenerational differences between partners and younger associates to effectively bring them together

Question 5 - The most significant/critical challenges your Section members expect to face in their own professional positions in the near to medium future. (law firm and law school responses combined)

Both law school and law firm talent professionals will continue to face increased demands on their time, as well as their expertise. Talent professionals will face the challenge of providing deep expertise in specialty areas, as well as broad expertise across a range of talent topics and skills sets.

Law firms will increasingly look to other industries for talent initiatives and solutions. They also will expand their hiring for talent professionals to other industries. Current legal talent professionals must continue to upskill in knowledge, abilities, and overall expertise.

Specifically, for law school members, they do not always see a clear path of progression in their own careers given the structures of many law school career services offices. NALP, therefore, becomes an important way for those members to enhance their own skills in various professional development and leadership areas.

Finally, legal talent professionals are subject to the same risks of burnout, stress, and overwork as their attorney and student populations. Talent professionals must address their own needs in this area to successfully support others over the long term. This will require advocacy with firm and school leadership.

Question 6 - Anything else your Section considers important to the strategic planning process that ought to be conveyed to the Board.

Law School Response

Question 1 - The biggest/most significant changes your Section expects to see in your area of expertise in the near to medium future.

Law school PD Section members are concerned about the new Generation Z and their almost exclusive reliance on mobile devices. This will affect how content is delivered so that students understand the messaging.

There also are implications for teaching the critical skill of networking, as well as, building and maintaining professional relationships. Both law school and law firm members recognize that students need to improve their interpersonal skills. Such skills, however, are unlikely to develop through more texting and more email. In addition, the new generation of students prefer smaller, intimate gatherings to connect with others rather than large, cocktail receptions, which may feel intimidating. This new dynamic must be considered when designing educational programs and networking opportunities.

Question 2 - See Law Firm Response

Question 3 - Recommendations for new initiatives/areas of opportunity for NALP (relating to your Section's subject matter).

Although the OCI process and large law firm practice still is an attractive option for many students, some view it as an avenue to pay off law school debt instead of a career path. An increasing number of students are considering non-traditional and JD Advantage positions (e.g., compliance, regulatory, general counsel, etc.) sooner rather than later. Recommendations:

- Expand the Summit on Emerging Legal Careers to include a networking component for participants that can help law students and alumni.
- Update the Emerging Legal Jobs work group report (published September 2015) and/or the Emergence of Nontraditional-Track Lawyer Career Paths resource guide (last published May 2014).

Question 4 - The most significant/critical challenges your Section members' departments/organizations expect to face in the near to medium future.

- Integrating and grooming new members into the Section/NALP for future leadership opportunities. We need volunteers who are committed to serving so there is expansion beyond the current, reliable pool.
- Enhancing the information sharing on NALPConnect.
- Increasing attendance at programs (see law firm section above).
- Facilitating discussions about speaker and programming recommendations on NALPConnect.

Question 5 - See Law Firm Response

Question 6 - Anything else your Section considers important to the strategic planning process that ought to be conveyed to the Board.

The fact that law school members are part of the Section indicates a willingness to learn more about how their students should be prepared to meet the challenges of being a practicing attorney. While the conversation is skewed to large firms given the organization's membership, professional development strategies start in law school and continue throughout a lawyer's career. The need to collaborate on this important topic cannot be overstated.

- **Additional Items:**

- No issues were discussed for the Board's attention during this quarter.
- The Section's remaining quarterly calls will be:
 - Friday, January 24, 2020
 - Friday, March 27, 2020

*All calls will be held at 3pm ET/2pm CT/Noon PT.