

## NALP Lawyer Professional Development Section Report

TO: Kay Nash, NALP Board Liaison to Lawyer Professional Development Section

CC: Fred Thrasher, Deputy Director

FROM: Molly Peckman, NALP Lawyer Professional Development (PD) Section Chair

DATE: June 25, 2012

It is my privilege on behalf of the Lawyer PD Section to submit our first Board report of the year.

### I. Lawyer PD Section Leaders:

Chair	Molly Peckman - molly.peckman@dechert.com
NALP Board Liaison	Kay Nash - knash@wileyrein.com
NALPconnect	Diane Downs - ddowns@akingump.com Cynthia F. Jordan - cynthia.jordan@dechert.com
Education Working Group	Kara P. Dodson - kdodson@ycst.com Jean M. Hadley - jhadley@cblh.com
Professional Development for the PD Professionals	Andrew B. Hales - abhales@venable.com Susan Manch - susan.manch@bingham.com
Lawyer/Law Student Professional Development Collaboration	Michele Bendekovic - michele.bendekovic@steptoe-johnson.com
Liaison to the Diversity Section	Alexandra Mai - alexandra.mai@dlapiper.com
Liaison to the Professional Development Consortium	Michele Bendekovic - michele.bendekovic@steptoe-johnson.com
Liaison to the Law Student PD Section	Kristine Bridges - kristine-bridges@utulsa.edu

### II. Reports of Lawyer PD Section Working Groups:

#### A. Education Working Group

Vice Chairs Kara Dodson and Jean Hadley (with great support from Kay Nash and Michele Bendekovic) shepherded this year's RFP process.

1. The following program proposals were submitted on behalf of the Section for the Professional Development Institute:

- **Can You Really Teach Old Partners New Tricks?**
- **The ABCs of Effective Evaluations**
- **Ch, Ch, Ch, Changes: Navigating the Leadership Transitions in Your Organization**
- **Lawyers, Fun and Money: Law Firm Economics for Law Firm Administrators**
- **Teach Your Associates Well**
- **Professional Development for Diverse Attorneys: Pitfalls and Perspectives**
- **Assessing the Assessors**
- **Sponsorship programs: An effective advancement strategy for women or a waste of time**

2. The following program proposals were submitted on behalf of the Section for the annual conference:

**Never Can Say Goodbye...No, No No! Creating and Maintaining an Effective Law Firm Alumni Program**

You never should say goodbye to your associates and partners. Some may end up as clients and all will always be representatives of (and even spokespeople about) your firm. So, instead of saying goodbye, keep them part of the firm family with a strong alumni program and services. The presenters are veteran recruiting and PD professionals who will share their own and other firms' best practices in creating and maintaining a successful alumni program.

Carol Sprague, Amy Hancock

- **Don't Let the Door Hit them on the Way Out! Counseling your alumni before and after they leave your firm/school**

Real alumni relations start before they leave your firm or school. No matter where -- or how -- they go, your alumni will always be representatives of your institutions. Don't let the door hit them on the way out and don't forget about them after they leave.

Norma Cirincione, Julie Anna Alvarez

- **3 Takes on Experiential Learning**

Does experiential learning contribute to the success of law students and lawyers? During this session, you will hear three unique views on experiential learning and the professional development of attorneys. How does a career advisor guide students to take advantage of these opportunities? What does a field placement director endeavor to teach students through these placements? What does a law firm recruiting and professional development director find out after polling her own lawyers on the value on experiential learning? Come hear a variety of insights and determine for yourself experiential learning leads to skills development and ultimately success for attorneys!

Michele Bendekovic, Kristine Bridges, Susan Schechter

- **Everything You Wanted to Know About Antitrust Law . . . But Were Afraid to Ask . . . Another Firm**

Just what are we allowed to ask our peers at other firms without evoking a warning that we may be violating the antitrust laws? As professionals working in law firms, we ought to have a basic understanding of antitrust law. Experienced antitrust lawyers will provide an overview of antitrust law and tell us just what we are permitted to ask and how.

Molly Peckman, Paul Friedman, David Stanoch

- **Lawyers, Fun and Money: Law Firm Economics for Law Firm Administrators**

Successful law firm administrators need to understand the business of law. This informative program will provide law firm administrators with a better understanding of law firm economics including: The Alphabet Soup of Law Firms (PPP, RPL, TVR and other terminology) An overview of Law Firm Accounting and Budgeting including how a timesheet becomes a bill, an understanding of what drives revenue and profits and the different charts which measure them Trends in law firm economics from procurement to and how those

Molly Peckman, Anthony Licata

- **Communicating with Associates in the Age of Immediate Uploads**

Law firms can better connect associates to the business of the firm through effective communications, and professional development staff often plays a key role in communications. Join a panel of professional development leaders for a discussion of communication challenges in global and multi-office firms. Hear how their firms and others have addressed those challenges and developed communications strategies to determine “what, why, who, how, and when” -- what they communicate about, their goals in doing so, who is in the best position to carry the message (e.g., firm management, practice group management), and how and when it should be delivered. We will also discuss drafting tips for communications you know will hit the web.

Lisa Keyes, J.D. Neary, Susan Manch

- **Don't Hit the Snooze Button: How to Deliver Exceptional CLE Programs to Your Attorneys**

Lawyer professional development programs are anchored by the need to deliver effective training programs to attorneys across a broad spectrum of experience levels and skills. In addition, your law firm wants the professional development department to provide sufficient attorney training programs to meet minimum CLE credit requirements. How do you accomplish these goals and deliver smart, effective, and educational all attorney programming at your organization? This program will provide practical solutions and best practices for delivering exceptional all attorney CLE programs! A team of experts will discuss best practices for designing all attorney programming including: leveraging associates to enhance their own professional development by delivering CLE programs in-house, incorporating the best of adult learning ideas, the use of video, on-demand learning and other delivery methods, and a round up of the best “winners” for CLE programming within their organizations. Panelists will also discuss ways to leverage your CLE programming for business development.

JeanMarie Campbell, Colleen O'Hara, Heather Edes

- **Hot Topics in PD – The Times They Are A Still Changin'**

For those in PD, the legal marketplace changed dramatically during the recession. These changes played out on both the law firm and

law school side of the PD table. The effect on how law firm PD professionals think about educating the next generation of lawyers and how to keep every generation of lawyers engaged and energized became the hot topic of conversation in law firms. Skills development and producing law school graduates ready to hit the ground running in a client centric world became the task of PD professionals in law schools. The new legal marketplace is more demanding than ever and is continually changing. This open forum will provide an opportunity to discuss the positive and negative aspects of the changes in PD we are witnessing. Be a part of an honest conversation about what is working in the world of PD from both a law firm and law school perspective and what will continue to present challenges and opportunities in our industry. Topics will include the need to have entry level associates hit the ground running, law firm expectations of entry level associates, the challenge of curriculum changes in law schools, providing 3Ls with hands on experience and collaboration efforts between law schools and law firm.

Michele Bendekovic, Stacey Kielbasa, Emmy Berning

- **Unique Training Needs for International Offices**

Now that you've developed a comprehensive professional development program for your US associates, it is time to turn your attention to the global needs of your law firm. Associates in international offices need the attention and focus of your professional development efforts, but how do you discover their unique needs, develop a suitable professional development program, and deliver something to meet the firm's goals? Three experts on this topic will discuss how to implement training and other initiatives to build skills, increase retention, and enhance firm culture.

Ross Guberman, Mary Schaus, Tony King

- **Building Better Women's Initiatives: Strategies, Tools, and Information to Move Your Firm Forward**

Many firms are analyzing their practices and business models to respond to the changing marketplace and client demands, including a renewed focus on structured women's initiatives. Many PD professionals are asked to create these programs and generate support. Come learn from the hard won experience of others in converting theory into practice. Whether you are charged with building a women's initiative from scratch or revitalizing an existing program that has not delivered the desired results, this discussion

will help you develop a fresh, more effective approach and learn from what has not worked well in various settings.

Jeanne Picht, Karen Kahn, Jane Pigott, Sonia Menon

- **Zen Master: Making the Case for Wellness Topics in PD Programming**

Stress has a tremendous impact on our lives and can negatively affect the productivity and well-being of our law students and attorneys. Stress can lead to poor decision-making and costly mistakes. During this interactive, experiential learning program we will: explore the intersection of professional development and wellness topics, including yoga, mindfulness, coaching and beyond; and discuss strategies for making the case for wellness topics in your PD programming, and the pros and cons of utilizing metrics to support your efforts. Come and experience an open discussion about wellness as a catalyst for positive change and promoting Zen in your organization.

Jeff Becherer, Luevenia Sterling, Arthur Fama, Cheri A. Vaillancour

- **Knowledge is Power: Understanding Law Firm Economics and Profitability in this Changing Market**

In this changing market, law firms are increasingly searching for ways to teach lawyers the economics and business of law firms. Whether you love numbers or get confused by them, join us for this practical session where you will learn about the different law firm business models and how a firm's partnership and compensation structures impact the practice and associate life. Attendees will learn about common financial metrics such as profits per partner, realization, utilization and net margins. We will also discuss profit drivers and how these have been altered in this changing landscape.

Sonia Menon

- **Knowledge is Power: Using Recruiting and Professional Development Data to Raise Your Profile at the Firm**

Recruiting and PD efforts increase the value of the firm's most important asset – its human capital – but how do you demonstrate this return on investment in an organized and compelling way? This program will address the importance of compiling recruiting, attrition, training and other statistics and apply it in a way that your firm's management values. Presenters will demonstrate what data

to keep, how to keep it, and how to use this data to gain a “seat at the table.” “

Jennifer Queen, Kay Nash

These proposals include several collaborations with the Law School, Diversity and Alumni Sections. In addition, the Education Working group will be looking for other educational opportunities for our members throughout the year, including collaborating with the PD for PD Professionals Working Group.

### **B. PD for the PD Professionals Working Group**

Vice Chairs Sue Manch and Andy Hales already have great plans for development programs for us including:

- Creation of a program/opportunity for us to share favorite “free” resources, websites, and other tips, especially with budget constraints;
- A webinar on how to make an effective presentation to our firm’s management committee leadership which would focus on techniques for gathering your thoughts, preparing materials, presenting and responding to questions, and follow up; and
- Working with the NALPConnect Working Group to encourage better utilization of NALP connect as a forum to share ideas and resources, such as posts for information about issues, vendors and resources

### **C. Collaboration with Law School PD Section:**

Michele Bendekovic reported on our collaboration with the school PD Section including the three-part series of articles in the NALP Bulletin.

Michele also reported that she and Kristine Bridges, our liaison to the Law School PD Section, will be meeting soon with me and Beth McManus (my law school counterpart) to develop a strategic plan for our sections’ collaboration this year.

### **D. NALPConnect**

Vice Chairs, Diane Downs and Cynthia Jordan, are working to promote better utilization of NALPConnect for our section’s 186 (so far) members.

## **III. NALP Bulletin Articles**

The following topics were submitted on behalf of the Section:

- Recap of the Professional Development Consortium Conference in July - Michele Bendekovic (our liaison to the PDC)
- A collaboration of law firms and a law school on the path to competencies – Sue Manch with Susan Fine from George Washington Law School
- Best practices in structured women’s initiatives – Kara Dodson and Karen Kahn
- Identifying and helping lawyers at risk – Cindy Pladziewicz

This is in addition to the three-part series collaboration with the Law School PD Section.

#### **IV. “Environmental scanning”/Additional Business:**

At our first Section meeting in June, I raised a concern regarding the timing of the RFPs for the conferences. The deadlines are not long after the annual conference and at the beginning of summer programs for those with summer associate responsibilities. The PDI and NALP annual conference deadlines are back-to-back, although the PDI conference deadline was extended. Everyone on the call agreed that the timing was very tight and that we might get better participation, better collaboration with other sections, more diversity of the types of programs and even higher quality proposals if we could separate the two conference deadlines. One section member said she could not submit her program because of the timing. The consensus of the group was that as a section taxed with submitting proposals for these two conferences, we felt very stretched by the timing. No one on the call disagreed. The suggestions included having PDI RFPs due sometime before the annual conference such as in February or March (a relatively quieter time on most of our calendars) so we would know what was accepted for PDI before coming up with proposals for the annual conference. Our board liaison Kay Nash said she would raise this concern and our suggestions to the NALP board but reminded us that the timing also depends on NALP staff resources. She also suggested that Michele discuss with the PDC their conference RFP timing which is also at the same time.

As our liaison to the Professional Development Consortium (PDC), Michele Bendekovic will represent us at the PDC’s conference in July and report back.

One of my personal goals this year is to get more members involved in the section and to work to provide them with resources for their own professional development.

Please let me know if you have any questions and thank you again for this opportunity.