

2013 Professional Development Institute Planning Committee

Kristin Blank, Director of Professional Development, Fox Rothschild LLP

Kristine Bridges, Associate Dean and Director of Professional Development, University of Tulsa College of Law

Kara Dodson, Director of Recruiting and Associate Development, Young Conaway Stargatt & Taylor LLP

Andrew Hales, Director of Professional Development, Venable LLP

Stacey Kielbasa, Director of Professional Development, Attorney Recruitment and Diversity, Chapman and Cutler LLP

Gillian Murray, Senior Manager, Firmwide Professional Development, Bryan Cave LLP

Mara Nickerson, Chief Knowledge Officer, Osler, Hoskin & Harcourt LLP

Ann Rainhart, Chief Talent Officer, Faegre Baker Daniels LLP

Don Smith, Director of Attorney Development, Fried, Frank, Harris, Shriver & Jacobson LLP

NALP & ALI CLE thank **Practical Law Company**, **West LegalEdcenter**, and **viDesktop** for their educational support of the Professional Development Institute.

2013 Professional Development Institute from NALP and ALI CLE

In collaboration with the Professional Development Consortium

Now more than ever, PD professionals need to stay on top of current trends and best practices, as well as understand and advance their firm priorities. The **2013 Professional Development Institute** will equip you to help your organization and your lawyers succeed in today's challenging environment. Through intensive educational programming and formal and informal networking opportunities, this annual two-day program sponsored by NALP and ALI CLE provides comprehensive, timely, cutting-edge information for all involved in lawyer training and professional development.

Attendees will:

- ★ Explore successful practices with experts and leaders in the field of professional development;
- ★ Participate in interactive sessions;
- ★ Share creative ideas to strengthen and advance their careers in professional development;
- ★ Receive resource materials for the entire conference, including samples, checklists, biographies, bibliographies, and more;
- ★ Build invaluable connections with colleagues; and
- ★ Discover professional development opportunities for their lawyers and law students.

The **2013 Professional Development Institute** is a program you can't afford to miss if:

- ★ You are responsible for any aspect of lawyer or law student training and professional development, regardless of your level of experience and regardless of whether lawyer professional development is a full-time or part-time role for you; and
- ★ You want to increase your knowledge and skills in lawyer training and development, learn what others are successfully doing in this area, and markedly improve your organization's professional development programs.

Mandatory CLE Credit

Virtually all ALI CLE programs are accredited in mandatory continuing legal education (MCLE) jurisdictions for varying numbers of credit hours. This program is expected to qualify for CLE credit in MCLE jurisdictions that accredit live courses on law practice management. For specific information on MCLE accreditation of this program in a particular jurisdiction, please contact Crystal Finch at cfinch@ali-cle.org.

Wednesday, December 11
3:30 - 6:30 PM

PRE-CONFERENCE WORKSHOP:
Management Foundations for PD Professionals

This hands-on workshop gives newer PD professionals the fundamental skills and knowledge they need to keep pace with the daily demands of 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.

Presenters:

Kay Nash, Chief Professional Development and Attorney Recruiting Officer, Wiley Rein LLP

Jennifer Queen, Chief Recruiting & Development Officer, McKenna Long & Aldridge LLP

Pillsbury Winthrop Shaw Pittman LLP (2300 N Street, NW) will be the location for this workshop only!

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: Only \$75 for those attending the entire PDI and/or the PDC meeting, or \$150 for those wishing to attend the pre-conference workshop only.

Thursday

December 12

8:00 - 9:30 am **Registration**

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

9:30 - 10:45 am

PLENARY

Navigating Change Amid Competing Demands: What Law Firms Can Learn from Business

Create an inclusive culture. Use compensation to promote teamwork. Create opportunities for flexibility. Lean in. Increasingly, the media are focusing on the changing workplace norms and leadership styles of corporate leaders. In the legal profession, even as client demands and workloads grow, lawyers are increasingly expected to meet the same challenges posed by rapidly changing workplaces and evolving demographics. Lawyers, however, are slower to address these issues than their counterparts in the corporate sector. This plenary session will share the latest research about employee engagement, describe what progressive companies are doing to position themselves for a stronger future, and offer ideas for adapting these innovations to the law firm setting.

Jennifer Fraone, Associate Director, Marketing and Communication, Boston College Center for Work & Family, Carroll School of Management

Lauren Rikleen, Executive-in-Residence, Boston College Center for Work & Family, Carroll School of Management

10:45 - 11:00 am **Break**

11:00 am - 12:15 pm

CONCURRENT SESSIONS

Creating Better “Career Marriages”: The Intersection of the Carnegie Report, Law School Curricula, and Student Decision-Making

Law students, law schools, and legal employers all in their own way continue to struggle with matching new lawyers with employers for the best “fit” for all involved. This session brings together the research and the perspectives of two law schools that share useful approaches in the ongoing quest to create better “career marriages.” We will discuss the elements of the co-op program at

Northeastern University School of Law and what the law school is learning about student development through its ongoing research project, the Outcome Assessment Project. We also will review the positive impact of the Indiana University Mauer School of Law's modified 1L curriculum and how the law faculty and Office of Career and Professional Development are working together to provide programming that builds a better foundation upon which students can make career choices. Learn how to translate this information into your own environment as you coach law students, build summer programs, and recruit new lawyers. The manner in which key educational recommendations from the Carnegie Foundation report are working at Northeastern and Indiana University also will be incorporated throughout the program.

Luke Bierman, Associate Dean for Experiential Education and Distinguished Professor of the Practice of Law, Northeastern University School of Law

William Henderson, Professor of Law and Val Nolan Faculty Fellow; Director, Center on the Global Legal Profession, Indiana University Mauer School of Law

Jeanne Picht, Director of Strategic Talent Management, Lawyer Metrics

Diversity and Inclusion: How Individual and Organizational Competencies Can Take Your Firm's Efforts to the Next Level

PD professionals are on the front lines in reducing high attrition rates for female and diverse lawyers. Attend this interactive workshop to learn more about diversity and inclusion and how law firms are creating inclusive environments designed to retain and advance female and diverse lawyers. Specifically, this session will show you how to design D&I competencies for your firm, benchmark your firm against an organizational D&I framework to track progress and identify improvement areas, empower female and diverse lawyers to successfully navigate hidden barriers while the firm creates systemic change to remove the barriers, and increase your personal diversity competency.

Kristine McKinney, Director of Diversity & Inclusion, Faegre Baker Daniels LLP

Kathleen Nalty, President, Kathleen Nalty Consulting LLC

Leading Your Firm's Business Development Training Initiatives: Key Lessons from Successful Approaches

Business development skills are becoming increasingly important, and PD professionals can enable business development success. Join two seasoned PD professionals and an outside expert to learn more about how PD professionals can lead their firms in developing and executing an effective business development training program. Learn methods to align business development training with firm strategy, build a business case, target specific

and unique populations, design and launch the training, coordinate with firm leaders, follow up after training, integrate the training into firm processes (like partner plans and compensation), and measure results. This session will go beyond helping PD professionals get a seat at the table — it will help them lead the conversation.

Mo Bunnell, Managing Partner, Bunnell Idea Group

Lisa Keyes, Professional Development Partner, King & Spalding

Susan Manch, Firmwide Director of Learning & Development, Bingham McCutchen LLP

Selling Leadership to Your Firm's Leaders

The legal industry and our macroeconomy are experiencing unprecedented change. Navigating and successfully leading a law firm during times of professional and economic upheaval requires leaders who are ready and able to lead well. Although leadership initiatives can be some of the most difficult to sell to those whose buy-in is the most critical — firm management — the good news is that proactive strategies do exist to ensure that current and next-generation law firm leaders are up to the task. This session will showcase successful strategies for engaging lawyers in developing the skills they need to lead their firms into the future.

Michael Colacchio, Principal, Clear Impact

Lisa Muñoz Fell, Principal, LMF Consulting

Ann Rainhart, Chief Talent Officer, Faegre Baker Daniels LLP

Setting the Stage for a Successful Project Management Curriculum

The success of a project management curriculum depends upon both its design and the foundation on which it rests: a supportive financial and technological infrastructure, a clear understanding of its benefits for specific practice groups, and credible champions. On that foundation, a firm can then design a curriculum that provides appropriate learning at each stage of seniority, from junior associates to senior partners managing client relationships. This program explores how to integrate a project management curriculum into a firm's overall LPM change management initiative, discusses the curriculum's design, and engages the participants in thinking through their firms' next steps.

Steve Armstrong, Principal, Firm Leader, Inc.

Mara Nickerson, Chief Knowledge Officer, Osler, Hoskin & Harcourt LLP

12:15 - 1:15 pm **Lunch**

Lunch is included in the registration fee.

1:30 - 2:45 pm

CONCURRENT SESSIONS

Inside and Outside: The Upside to Coaching

An increasing number of law firms are recognizing the power of coaching to drive transformational change in individual and organizational performance. As a result, PD professionals are often called upon to determine whether coaching — be it internal or external, stand-alone or with training, instructive or remedial — will be the most effective, high-return vehicle for the circumstances at hand. This session will give attendees the framework for making that determination, as well as demonstrate how coaching can bring about transformational change for themselves, their teams, and their organizations. Attendees will also have an opportunity for free 30-minute coaching sessions offered during the conference.

Donna Branca, Leadership and Performance Coach, Donna Branca Leadership and Performance Coaching

Natalie Loeb, Founder and Lead Coach, Loeb Consulting Group LLC

Lane Vanderslice, Managing Director - Talent Development, SJL Shannon

Sheri Zachary, Director of Career Development, Saul Ewing LLP

No More “Second Class” Citizens! Strategies for Breaking Down the Barriers

This session will present new research on the high cost of treating staff and alternative track lawyers within law firms as “second class citizens,” and what real-world interventions firms can undertake to address and break down the great divide between partners/partner-track lawyers and almost everyone else. The study also reveals some surprising contrasts between firms and findings about the unintended consequences of this distinction. The panelists have analyzed new data on employee engagement and will lead an interactive session to help participants explore new strategies to address this increasingly critical problem.

Heidi Gardner, Assistant Professor, Harvard Business School

Chad Losee, Fellow, Dean’s Office, Harvard Business School

Scott Westfahl, Faculty Leader of Executive Education, Harvard Law School

Origami and the Three Bears: “Just Right” Training for Transactional Associates

Getting experienced transactional lawyers to provide effective training is especially difficult. Because they tend to overestimate the knowledge level of the associates, their audience is often left without a clear understanding of the big picture. And, being lawyers, these internal instructors can be stubborn and resistant to changing their teaching styles. This program offers concrete steps for achieving change in the way your lawyer/instructors approach

and provide transactional training, using the principles described in *Switch: How to Change Things When Change Is Hard*, by Chip Heath and Dan Heath.

Charles Fox, President, Fox Professional Development LLC

Virginia Melvin, Counsel – Training and Knowledge Management, Mayer Brown LLP

Professional Development Can’t Start at the Office: Developing a Required PD Curriculum at Suffolk Law

Suffolk University Law School in Boston is developing a replicable three-year PD curriculum for its students with input from firm, corporate, and outside consultative partners. This session will explore the Suffolk curriculum as one example of what law schools and law firms can do together to meet the bar’s need for practice-ready lawyers. Law school PD professionals will learn about the process for creating this curriculum, including hybrid modular courses and upper-level course and experiential requirements. Law firm PD professionals will learn about what one law school is doing to help train its students for 21st century practice, as well as the potential for PD professionals and their firms to provide input into the design and content of this and other such curricula.

Gerald Slater, Assistant Dean for Professional & Career Development, Suffolk University Law School

Kathleen Elliott Vinson, Professor of Legal Writing & Director of Legal Writing, Research, and Written Advocacy, Suffolk University Law School

Work Assignment Systems at Law Firms: What Works and How to Get Started

Work assignment systems are not a new concept. While their value is widely recognized, they have not been widely adopted. Many firms would like to implement a work assignment system, but struggle with how and where to start. Join us for this session and hear from two firms of different sizes and cultures about their structured work assignment systems. Presenters will share their experiences with system startup and implementation, and will provide ideas for bringing a more structured assignment process to your firm. Participants will also get to try their hand at tackling some of the challenges during the session, before returning to the office.

Deborah Atlas, Manager of Staffing and Professional Development, Goodwin Procter LLP

Heather Edes, Director of Professional Development, Sullivan & Worcester LLP

2:45 - 3:00 pm **Break**

3:00 - 4:15 pm

CONCURRENT SESSIONS

Assess ROI through Design: Applying Randomized Clinical Trial Concepts to the Design of PD Programs and Initiatives

Demonstrating the value of the dollars and resources invested in developing and implementing PD initiatives and programs remains one of the PD professional's greatest challenges. If it were easy, everyone would be doing it! Taking a page from other disciplines, this session will share and apply knowledge and a design methodology that will help PD professionals build programming with that end in mind, i.e., effective assessment and accurate and meaningful evaluation of effectiveness. This session will review and teach PD professionals how to apply the concepts of randomized clinical trials to initiative and program design in the law firm environment.

*Jeanne Picht, Director of Strategic Talent Management,
Lawyer Metrics*

*Chris Zorn, Professor of Political Science, Penn State, and
Principal, Lawyer Metrics*

Grit, Mindset, and Negotiation Skills: The Secret Ingredients Your Firm's Women Need to Successfully Develop Business

Building and managing a book of business is critically important to career success in most law firms today, yet women partners are credited with only 50% of the originations that men report. Although your firm may already offer business development training for women partners, the results have probably been underwhelming. Why hasn't there been more traction? This interactive session will share new research about the connection between the characteristics of grit and growth mindsets with success for women lawyers and discuss how the women at your firm can leverage those traits in order to develop the critical negotiation skills required to increase revenue. PD professionals will take away practical advice for evaluating and implementing business development training programs for women lawyers.

*Carol Frohlinger, Managing Director, Negotiating
Women, Inc.*

*Milana Hogan, Director of Associate Development &
Deputy Director of Recruiting, Sullivan & Cromwell LLP*

Is Anyone Else Worried About Partner Morale and Retention?

Much time and emphasis has been given to associate morale and retention — and rightly so. But shouldn't we be at least equally concerned about partners and their morale as well? The pressure to deliver business — plus increased demands for firm involve-

ment — means that partners are working harder and longer than ever before. The partner exodus that preceded the recent collapses of several large law firms demonstrated that partner morale can significantly affect the business bottom line. Similarly, its effects on associate morale and retention cannot be discounted. This session will explore the dynamic of partner morale and its impact on productivity and morale at all levels in the firm. Participants will learn strategies for evaluating partner morale and for starting, expanding, and/or deepening programs targeted at increasing partner morale.

Diane Costigan, Managing Director, SJL Shannon

Sang J. Lee, Chief Executive Officer, SJL Shannon

*Michelle Nash, Senior Vice President, The NALP Foundation
for Law Career Research and Education*

Making the Pitch for a Professional Development Curriculum at Your Law School

Professional development curricular and co-curricular endeavors are springing up at law schools across the country. If you are in the process of developing a similar endeavor at your school, or would like to do so, this session will provide tools to help you make "the pitch" to your administration and faculty. The speakers will provide a comparative perspective of various models for a professional development curriculum, including course structure and teaching methods, and will highlight potential pitfalls as well as positive outcomes. Participants will also hear strategies about how to obtain key player buy-in for such programs at your institution.

*Kristine Bridges, Associate Dean and Director of Professional
Development, The University of Tulsa College of Law*

*Jennifer McGarr, Director of Professional Development,
University of Missouri School of Law*

Virtual Magic: Equipping Your Lawyers to Get the Most Out of Their Remote Presentations and Training

Multiple offices, shrinking budgets, and technological advances are making virtual presentations and webinars an increasingly popular way to communicate. However, if you approach distance learning the same way you approach a live presentation, your chances of success are limited. The good news is that great virtual presentations are relatively easy to create and deliver if you understand the dynamics and needs of remote learners. This cutting-edge program will give you the tools you need to present effectively over the phone or web. Best of all, you will be able to teach others these same principles back at your organization.

Steve Hughes, President, Hit Your Stride, LLC

4:15 - 5:30 pm **Reception**

Sponsored by Practical Law Company.

Friday December 13

8:00 - 9:00 am **Registration**

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

8:00 - 9:00 am **Law School Member Roundtable**

Join other law school members at a special roundtable session 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.

9:00 - 10:15 am

PLENARY

Learning from YOUR Law Firm Leaders

Demands placed on law firm leaders have never been greater or more complex. Emerging and current leaders alike need and want support defining and refining leadership skills. In the book *Learning from Law Firm Leaders*, 31 leaders share insights on how they approach leadership challenges. In this session, one of those leaders — Kim Koopersmith, Chairperson of Akin Gump — and the authors will guide participants in a discussion of how firms can define their own leadership competencies, build a leadership development program that will prepare and motivate partners to lead effectively, and create pathways for fielding a diverse leadership team.

Kim Koopersmith, Chairperson, Akin Gump Strauss Hauer & Feld LLP

Susan Manch, Firmwide Director of Learning & Development, Bingham McCutchen LLP

Michelle Nash, Senior Vice President, The NALP Foundation for Law Career Research and Education

10:15 - 10:30 am **Break**

10:30 - 11:45 am

CONCURRENT SESSIONS

Closing the Gap: Coaching Partners on Leading Cross-Generational Teams

Leading and managing teams of lawyers can present challenges for any partner, particularly when the teams are cross-generational. Many PD professionals find themselves coaching partners, whether formally or informally, on issues related to the management of their teams, issues that often stem from different generational values and expectations. This session will explore how PD professionals can coach and counsel partners on how to lead their Generation X and Y teams most effectively, with a particular focus

on incorporating and aligning the associates' needs with both the partners' and the firms' business goals.

Whittney Fruin, Career Coach, Orrick Herrington & Sutcliffe LLP

Jennifer Greiner, President, Greiner Consulting

Erika Schreiber, Senior Career Consultant, Greiner Consulting

Essential Elements of a Business Development Curriculum

All firms know they should be providing business development training to their lawyers and why. The hard part is how. This session will start with the minimum that firms could be doing, and progress to a more customized approach. Presenters will provide examples of general training programs that firms are hosting on a large scale and of coaching programs that target smaller groups. Law firm presenters will share how they started and lessons learned through trial and error. They will share what they have done in-house, as well as what has been enhanced through partnering with outside consultants.

Julia Borginis, Attorney Development Manager, Fox Rothschild LLP

Tracy LaLonde, Partner, Akina

Gillian Murray, Senior Manager, Firmwide Professional Development, Bryan Cave LLP

How Legal Educators Are Shaping the Future of the Profession: Challenges, Triumphs, and Reflections from Around the World

Legal education is undergoing significant change. In this session, panelists from the U.S. and Australia will profile the characteristics of a 21st century lawyer and discuss how this continues to drive legal educators (in law schools and law firms/departments) to innovate to produce and support practice-ready graduates. Topics to be covered include: advances in global legal education for a global profession; new and innovative working relationships between law firms and law schools that create a seamless transition from law student to legal practitioner; and two practical case studies from a U.S. and an Australian law school on integrating legal skills and work experience into a law school curriculum. Participants will be encouraged to share their experiences, ask questions, and hone their skills as the emerging leaders of and champions for change in education in the legal profession.

Michele Bendekovic, Director Attorney Recruiting and Professional Development, Steptoe & Johnson PLLC

Sandra "Sandee" Magliozzi, Associate Clinical Professor of Law and Director, Professional Development and Externships, Santa Clara University, School of Law

Terri Mottershead, Principal, Mottershead Consulting

Libby Taylor, Clinical Associate Professor, Bond University, Faculty of Law

Using the AALL Principles and Standards for Legal Research Competencies in Law Schools and Law Firms

This session will introduce the *Principles and Standards for Legal Research Competencies*, developed by the American Association of Law Libraries to guide the evaluation and training of law students and junior associates in the skills of legal research. The panelists will discuss the critical importance of accurate, efficient, and cost-effective legal research for the law firm's bottom line and reputation, different approaches to using the *Principles and Standards* as training and competency standards in law firm and law school environments, and practical strategies for implementing them in both settings.

Gail Partin, Associate Director of the Law Library & Law Librarian, Penn State Dickinson School of Law

Sally Wise, Director of the Law Library & Professor of Law, University of Miami School of Law

The Future of Law Firm Training Is ... Video: Using DIY Video Effectively in Training and Development

Video is here to stay. The good news is that it's easier to make and use than ever. Learn how your organization can leverage do-it-yourself video effectively. See examples of law firm video that have been used to engage audiences, to tee up hard-to-discuss scenarios, to engage participants via videoconference, to jazz up on-demand training, and more. Speakers from three firms will show examples and discuss their video processes, benefits, and goals. Trainer and former TV reporter/lawyer Marsha Redmon will teach a step-by-step process that organizations can use to quickly shoot, edit, and use DIY video without any help from consultants or professionals.

Diane Downs, Director of Professional Development, Akin Gump Strauss Hauer & Feld LLP

Rebecca Killion, Director of Professional Development, McKenna Long & Aldridge LLP

Lillian Raben, Director of Legal Training, Cleary Gottlieb Steen & Hamilton LLP

Marsha Redmon, Communications Consultant to Law Firms, Marsha Redmon Communications

11:45 am - 12:45 pm **Lunch**

Lunch is included in the registration fee.

12:45 - 2:00 pm

CONCURRENT SESSIONS

Driving Innovative Learning in the Law Firm: Lessons from Law Without Walls

Law Without Walls is an entirely new approach to learning, involving students from 18 law and business schools, as well as advisors from the legal and business communities, around the world. The course combines in-person and distance learning, virtual teamwork, and a variety of resources to enhance students' learning and thinking about law and business. In this session, we will explain and demonstrate how the innovative learning techniques used in Law Without Walls can be applied in a law firm setting to drive innovation, build lawyers' practice skills, increase lawyers' understanding of business, empower them to think more creatively, and improve client service.

Ida Abbott, President, Ida Abbott Consulting LLC

James Batham, Partner, Head of Innovation, Eversheds LLP

Michele DeStefano, Associate Professor of Law, University of Miami School of Law

Scott Westfahl, Faculty Leader of Executive Education, Harvard Law School

How Associate Evaluations Measure Up: What Research Teaches Us About Using Evaluations to Improve Associate Development, Management, and Motivation

Findings from the NALP Foundation's 2006 research report, *How Associate Evaluations Measure Up*, had a major impact on the associate performance evaluation process in law firms throughout the country. Feedback from associates on the value of performance reviews caused many firms to reassess their evaluation processes and goals. In recent years, firms have also established core competencies and benchmarks and have integrated these imperatives into their evaluation system. But how much progress have we made? Do today's associates think performance reviews are more beneficial than associates revealed in 2006? This point-counterpoint discussion will highlight the findings from the NALP Foundation's 2013 survey on associate evaluations, as well as provide best practices for structuring evaluations to maximize the effectiveness of all involved in the process.

Michelle Nash, Senior Vice President, The NALP Foundation for Law Career Research and Education

Tammy Patterson, CEO and President, The NALP Foundation for Law Career Research and Education

Moving Beyond “Kiss, Bow, and Shake Hands”: Leveraging Cultural Competence as a Key Leadership Skill in a Diverse and Global Legal World

As legal business becomes more diverse, global, and competitive, we need to develop lawyers’ cultural competencies to enhance their abilities to work more effectively across differences. As PD professionals, we must not only heighten our own cultural competence to better support lawyers, but also deliver PD training using culturally competent approaches. In this session, we will explore: What is cultural competence? Why it is important for PD work? How do you develop cultural competence to enhance your own relationships as a PD professional? And, how do you deliver PD programming in culturally competent ways?

Ritu Bhasin, People Strategist & Diversity Specialist, bhasin consulting inc.

Partner Business Planning: Opportunity Knocks

Most firms ask their partners — especially newer partners — to prepare annual business plans, but few are happy with the results. Individual plans are often vague and unfocused, and are only rarely reviewed, discussed, monitored, or updated. What are the characteristics of an effective partner planning process? Drawing on individual case studies, this program will show participants how to help partners define business goals strategically instead of creating ad hoc to-do lists. In addition, presenters will discuss designing the firm’s processes to support partners and implement plans by incorporating the latest research on effective goal-setting and making use of different types of goals, with examples of each provided. Finally, participants will learn how these techniques can be applied to mid-level and senior associates at their firms.

Tim Leishman, Principal, Firm Leader Inc.

*Kay Nash, Chief Professional Development and Attorney
Recruiting Officer, Wiley Rein LLP*

Using Technology to Build the Modern Apprenticeship

Experiential learning is the buzz in both law firm training and law school education. But in a world of constrained resources, how do we provide more opportunities for hands-on learning? In 2011, the National Science Foundation awarded Professor Karl Okamoto a grant to build LawMeets. LawMeets is an online platform that asks junior lawyers to practice skills via video and then asks senior lawyers to share their expertise by providing feedback and video demonstration. Thousands of law students

have successfully piloted LawMeets. Now, several law firms are piloting the platform. Join us for this session to learn about an interactive approach to online learning, hear its results, and share your feedback.

*Karl Okamoto, Founder and CEO of ApprenNet; Creator of
LawMeets; Professor of Law and Director of Business and
Entrepreneurship Law Program, Earle Mack School of Law
at Drexel University
Additional Speaker TBA*

2:00 - 2:15 pm **Break**

2:15 am - 3:30 pm

CONCURRENT SESSIONS

Fixing Dysfunctional Law Firm Behavior: Improving Morale, Restoring Collegiality, and Resolving Conflict

The qualities that make good lawyers can also make it harder for them to work together harmoniously. Unfortunately, today’s backdrop of market competition, economic volatility, and growing client cost pressures creates the perfect formula for a dramatic growth in dysfunctional behavior. Law firms are seeing heightened anxiety and turnover in the associate ranks, turf battles among practice groups, declining psychological engagement, and worsening morale and collegiality at all levels. The good news is that all of these issues are well known in other organizations and have been studied for many years. Practical solutions exist, both preventive and remedial. This presentation will describe the six warning signs of dysfunctional behavior and provide field-tested tips for preventing or repairing these vexing problems, including the latest science behind “stress-proofing.”

*Larry Richard, Founder & Principal Consultant,
LawyerBrain LLC*

Identify, Integrate, Innovate: The Importance of a Cohesive Recruiting, Professional Development, and Marketing Strategy

When a firm’s recruiting, professional development and marketing departments combine forces, the result is a lateral hiring process that not only works well, but also allows laterals to really prosper and bring value to the firm. This session will focus on ways the three departments can collaborate to identify lateral candidates, successfully integrate them into the firm’s culture, and leverage their joining the firm in ways that benefit the laterals personally while benefitting the firm as a whole. Join us for an interactive discussion

on the lateral recruiting process — and learn how teaming up is key to growing your team.

Courtney Kall, Director of Marketing and Business

Development, Benesch Fridlander Coplan & Aronoff LLP

Julie Mulhern, Director of Professional Development, Benesch

Friedlander Coplan & Aronoff LLP

Moving on Up: Training Women to be Future Law Firm Leaders

As the number of women entering the legal profession continues to increase, much attention is being paid to the broad social, political, and institutional issues involving the advancement of women in the workplace. Law firms must stem the exodus of talented female lawyers and invigorate the talent pipeline. A prime solution is training specifically geared toward developing women and preparing them for future leadership roles. Firms can also better prepare male lawyers to advance women as leaders in their firms. In this session, participants will gain ideas on how to develop a leadership-focused training curriculum, acquire techniques to create and implement communications and business development training critical to success, and learn approaches to effectively introduce gender-specific training in their firms.

Rebecca Diaz-Bonilla, Consultant, Lumen8 Advisors

Vickie Kobak, Consultant

Jane Pigott, Managing Director, R3 Group LLC

Say What?!! Teaching Law Students and New Lawyers to Manage Difficult Conversations

New law graduates often have to have difficult conversations. Many times those conversations don't go well because the new graduates aren't prepared. This interactive presentation will provide insights and tips for helping law students and new lawyers navigate sticky situations, such as fessing up to a mistake, discussing a negative review, working to set boundaries, and more. Using concrete examples, the session will cover a variety of strategies for managing conversations, including verbal and nonverbal communications skills. And for the times conversations still don't go well, this presentation will also cover damage control: building positive relationships despite a negative interaction.

Grover Cleveland, Attorney and Author, Swimming Lessons for Baby Sharks: The Essential Guide to Thriving as a New Lawyer

Sheila Nielsen, President, Nielsen Career Consulting and Author, Job Quest for Lawyers: the Essential Guide to Finding and Landing the Job You Want

Charlotte Wager, Partner and Chief Talent Officer, Jenner & Block LLP

Conference Sponsored by ALI CLE and NALP

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 customized 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, government agencies, and corporations who are responsible for developing and administering training and continuing professional development for lawyers.

Educational support provided by

PRACTICAL LAW COMPANY®



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Fees

- **\$675** per person for NALP, ALI CLE, and PDC members
- **\$795** per person for non-members
- **\$450** per person for registrants from public interest organizations
- **\$75/\$150** per person for pre-conference PD Management Foundations workshop

How to Register

To register for the 2013 Professional Development Institute, go to www.nalp.org/events and select **2013 Professional Development Institute**. The system allows online registration and payment with a credit card or “bill me” options (select the latter if you plan to pay by check).

The Fairmont Washington, DC

**2401 M Street, NW
Washington, DC 20037
202-429-2400 / 800-441-1414
Fax 202-457-5089**

Hotel Reservation Procedure

After completing your conference registration, a confirmation email will be sent to the email address specified in your registration. Attendees will be making their hotel reservation directly through the hotel with a link provided in the confirmation email. Hotel reservation confirmations will be sent directly from the Fairmont Hotel. 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 10) hotel rooms are subject to availability.
- ★ The sleeping room rate at the Fairmont Hotel is \$269.00 (plus 14.5% tax) per night based on single or double occupancy.

Cancellation Policy

Your registration fee will be refunded, less a \$100 processing fee, if cancellation is received in writing by December 3. Hotel room cancellations must be made 72 hours prior to arrival or a charge equal to the first night's room and tax will result.

All programs and times are subject to change. Please check www.nalp.org/events for the most up to date conference schedule.

Travel Discounts

For your convenience, Professional Service Firm Travel, LLC (PSFT) has been selected as the official event 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**
475 Park Avenue South, 34th Floor
New York, NY 10016
Phone: 212-592-1370 or 1-888-773-8728
Fax: 212-532-5776
www.psftravel.com
Email: lmelendez@psftravel.com or
jduberry@psftravel.com

PSFT reservation hours are Monday - Friday, 8:30 am - 6:00 pm Eastern Time. Make your reservations with Professional Service Firm Travel, LLC 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.

New to lawyer professional development?

The **Professional Development Management Foundations** program will be offered as a pre-conference workshop in conjunction with the PDI on Wednesday, December 11, 2013 from 3:30 to 6:30 pm at Pillsbury Winthrop Shaw Pittman (2300 N Street, NW). Newer PD professionals attending this optional workshop will learn how to keep pace with the daily demands of their PD roles and get the fundamental skills required for all those responsible for lawyer PD. Those attending PDI and/or the PDC meeting can register for this workshop for just \$75, or attend the Management Foundations course as a stand-alone program for only \$150.

Sponsored by NALP and ALI CLE

In collaboration with the Professional Development Consortium —

2013 Professional Development Institute

December 12-13, 2013, Fairmont Hotel, Washington, DC

Plan now to be part of an event that will target and refine your lawyer professional development efforts. If you are responsible for any aspect of lawyer or law student training and professional development — whether for a law firm, corporation, government agency, or law school — attend the **2013 Professional Development Institute** to —

- ★ Learn how to help your lawyers and law students thrive in the current environment.
- ★ Explore successful practices with experts and leaders in the field.
- ★ Build invaluable connections with colleagues.

Training for you means greater professional development opportunities for your lawyers and law students. Get the latest information and practical skills to keep your professional development program one step ahead.

The acclaimed **PD Management Foundations** program from NALP's Newer Professionals' Forum will be offered as a pre-conference workshop in conjunction with the PDI. This intensive, three-hour program features comprehensive training specifically geared toward those newer to lawyer professional development. If you are new to the PD profession, or transitioning to a new role in your organization, you can't afford to miss the PD Management Foundations workshop!

Special Discount on NALP/ALI CLE Online Programs for PDI 2013 Registrants

Register for the 2013 Professional Development Institute and receive a special discount of 25% on all NALP/ALI CLE archived online programs. These on-demand versions of our substantive video webcasts address a range of important PD topics, all available 24/7 from the convenience of your office. Program offerings include:

- From Off-Boarding to Onward-Boarding: Maximizing the Start of the Law Firm Alumni Relationship
- Developing High-Performing Associates: Critical Skills for Success
- Coaching Your Lawyers in Business Development
- Leadership in Practice: How Firms Can Help Partners Develop Leadership Skills
- LPM Update: Lessons Learned in Implementing Legal Project Management
- Partners in Transition: Best Practices for Recruiting, Integrating, and Retaining Lateral Partners
- Strategic Outplacement for Associates and Partners
- Meeting the Challenges of Lateral Integration
- Professional Development 101-102

To access these and other NALP/ALI CLE on-demand programs, go to www.nalp.org/webcasts.

Plan to be in Washington, DC, on December 12-13 to learn about the latest trends and best practices in lawyer professional development

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