

Wednesday, December 3, 3:30 - 6:30 pm

**PRE-CONFERENCE WORKSHOP:
Management Foundations for PD
Professionals – Hirshhorn**

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.

Presenters:

*Jessica Hoffman, Associate Director of Development,
Baker Botts L.L.P.*

*Molly Peckman, Global Director of Legal Talent,
Dechert LLP*

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.

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 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.

Thursday

December 4

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

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

9:30 - 10:45 am

PLENARY – Grand A/B

Don't Stop Thinking About Tomorrow: An Industry Perspective on the Class of 2017

The Class of 2017 started law school this fall. In the aggregate they number about 10,000 fewer than the Class of 2013, which was the largest class ever to come through the American legal education pipeline, representing an approximately 30% decrease over the past four years in the number of graduates coming out of ABA-accredited law schools. What will the world of legal employment and the delivery of legal services look like to them? What kind of job market will they face, and what are the jobs that are available to them likely to look like? What sorts of skills will they need to navigate the new terrain? In the face of dramatically shrinking enrollment, how will law schools need to change to produce “professionally ready” graduates? What professional development challenges will we face in providing support and training to these law students and new lawyers? A panel of industry leaders will share their perspectives as they look ahead to the world that will confront the Class of 2017 when they enter the legal services workforce.

Gillian Lester, Alexander F. and May T. Morrison Professor of Law and Werner and Mimi Wolfen Research Professor, University of California, Berkeley School of Law, and Dean Designate (January 2015), Columbia Law School
Aric Press, Senior Vice President, Editor in Chief, American Lawyer Media, Moderator

Daniel B. Rodriguez, Dean and Harold Washington Professor, Northwestern University School of Law

Emily Yinger, Regional Managing Partner, Hogan Lovells

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

11:00 am - 12:15 pm

CONCURRENT SESSIONS

An Effective Messaging Primer – Oriental A

Learn the importance of having a personal brand that is congruent with the values, messages, and perceptions you wish to project. This practical session will explain the components of what is sometimes referred to as a “Unique Value Proposition” and the relevance of having an “Elevator Speech,” as well as some basics around making a good first impression. During the session, each participant will have the chance to practice his or her speech and subsequently receive feedback from colleagues in order to make changes and enhancements as appropriate. Between each presentation, the facilitator will talk about how to minimize physical distractions, how to handle nervousness, and how to take command of both the message and the stage.

Chris De Santis, Principal, cpdesantis.com

Be the Guide! Help Your Diverse Associates Navigate the Rapids with Advice from Those in the Know – Hirshhorn

As a professional tasked with training and developing lawyers or law students, you may not be expected to know all the answers, but it certainly would help to have information readily available as situations arise. This session is for you if you are interested in maximizing your ability to counsel diverse, women, or LGBT lawyers on navigating their legal careers based on advice from those “in the know.” Speakers will present advice they gained from lawyers who have played the game and play(ed) it well.

Karen Hester, Executive Director, Center for Legal Inclusiveness

Misae Nishikura, Director of Recruitment & Professional Development, Holland & Hart LLC

No Matter How You Slice It – Professional Development Programming Is a Must for Law Schools – Oriental B

Professional development in law schools is here to stay. How do we begin to institutionalize a trend that continues to evolve in its definition and implementation? Panelists will provide an up-to-date overview of law school PD programs nationwide. This session will offer tools to evaluate, develop, and market law school programs using comparative models and highlighting potential pitfalls and positive outcomes. Recognizing the challenges of gaining buy-in at your law school and finding time to build programs, panelists will use survey data and qualitative information sliced several

ways to help you make the case and create your own strong programs, with insights from the law firm side to identify “must-have” content.

Rob Cacace, Assistant Director, Professional Development, Office of Career Services, Georgetown University Law Center
Christine Guard, Director of Career Services, Mercer University School of Law

Heather Karns, Assistant Dean for Career Services and Alumni Affairs, University of Toledo College of Law

Julie Mulhern, Director of Professional Development, Benesch Friedlander Coplan & Arnoff LLP

One Size Does Not Fit All: Leveraging Technology (or Not) to Cater to a Multi-Generational Workforce – Grand A/B

It is no secret that different people learn in different ways. But how do you cater to multiple learning styles, generational preferences, and expectations without breaking the bank? Is it even possible? Join us as we discuss and demonstrate how Goodwin Procter has been able to leverage its existing content and subject matter expertise to create multiple learning venues and resources for a diverse audience. Other firms’ systems will also be discussed as we consider learning styles, demonstrate solutions, and outline what works and what does not.

Steve Gluckman, Founder, Law Firm Elearning, LLC

David D. Simon, Manager of Professional Development & Training, Goodwin Procter LLP

What’s in Your Toolbox? Using Assessments to Maximize Performance Development – Oriental C

Amp up the performance development programs at your firm though psychological and behavioral instruments! This session will introduce you to MBTI®, DISC®, SDI®, and EQi®. These psychometric assessments are valuable and practical tools that can help you identify the skills and strengths of individuals while promoting a greater understanding for areas of potential growth. You will learn how to “sell” the use of assessments to your lawyers as well as when to use a particular assessment. Find out how to deliver workshops that, along with professional coaching, can help your lawyers achieve greater success through enhanced self-awareness. Success areas include business development, client relationships, leadership, working on teams, and workplace effectiveness.

Anne Collier, Founder, Arudia Executive Coaching & Development

Kathleen Dunn, Director, Learning & Professional Development, Squire Patton Boggs LLP

12:15 - 1:15 pm **Lunch — Grand A/B**

This networking lunch is included in the registration fee.

1:30 - 2:45 pm

CONCURRENT SESSIONS

Innovation Within Your Organization: Strategies for Making Big Leaps Forward — Grand A/B

Change and innovation can be difficult in a conservative profession. This session will explore how professional development leaders can use difficult situations and issues as a springboard for advancing new programs and strategies. Panelists will explore the research on change management and how to use these strategies to implement new initiatives in your organization, using as examples the Milbank@Harvard associate training program and the strengths-based leadership development program at Womble Carlyle.

Maria Alkiewicz, Director of Professional Development, Milbank

Vandana Allman, Chief of Leadership and Executive Development, Womble Carlyle

Lisa Rohrer, Executive Director of Executive Education, Harvard Law School

Scott Westfahl, Professor of Practice, Faculty Director of Executive Education, Harvard Law School

Non-Traditional Lawyer Paths Are Here to Stay — Now What? — Oriental B

Reacting to current economic pressures, many firms employ “professional track” lawyers without assessing their impact on strategic planning efforts. How can PD professionals integrate and develop these lawyers? How do non-traditional track lawyers impact existing talent management strategies? This session will summarize NALP’s May 2014 New Career Models Task Force Report and feature roundtable sessions examining the recruitment and development of professional track lawyers. Come prepared to share current experiences and create a checklist for future strategic planning.

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

Georgia Emery Gray, Director of Legal Personnel & Recruiting, Cleary Gottlieb Steen & Hamilton LLP

The Invisible Gorilla: How Cognitive Biases Cause Bad Behavior — Oriental A

We all distort, delete, and generalize. Cognitive biases can make life easier, but they can also get us into trouble, resulting in unwitting ethical violations, bad decision-making, unconscious favoritism, questioning of motives, and more. This session will explain the most common biases, discuss their impact on lawyers and law students, and offer several tips about how to avoid or repair the resulting damage in your organization.

Larry Richard, Founder & Principal Consultant, LawyerBrain LLC

Who’s Managing Your Career? A Take-Charge Approach to Career Success — Oriental C

Many of us are unaware that people at work are constantly making decisions about us, from how we are being perceived to what we are capable of. What happens if we don’t correct what isn’t true? Ultimately, we become dissatisfied. Managing our careers successfully is something that demands active participation, demonstrated accountability, ownership, and responsibility for our own career fulfillment. This introspective session allows participants to look closely at how they are managing their careers and, in turn, to leave equipped to help lawyers and law students become key players in their own career success.

Ellen Dunagan, Professional Coach & Career Strategist, Traverse Management Solutions, LLC

Women Partner Branding 201: Taking It to the Next Level — Hirshhorn

Most women partners have a good sense of their professional brand and an aptitude for marketing it. However, maintaining one’s brand is a dynamic endeavor, particularly given the nature of today’s law practice and evolving client demands. Even the most productive partners must periodically reassess their professional brand and brand-building efforts. This dynamic panel will discuss the advantages and obstacles women partners face in promoting their brand, how PD professionals can coach partners on maximizing and enhancing their brand, how technology and social networking have altered the landscape, and how to coach partners who are stalled in their branding efforts.

Joi Bourgeois, Vice President, Greiner Consulting

Mary Ellen Callahan, Partner, Jenner & Block

Grace Speights, Partner, Morgan Lewis & Bockius LLP

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

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

3:00 - 4:15 pm

CONCURRENT SESSIONS

Doing More for Less: How Law Firms and Law Schools Can Work Together to Create and Deliver Professional Development Programs — Oriental C

Whether you are on the law firm or law school side of preparing people for successful careers, you know that one way for your constituency to succeed is to engage them in a strong professional development program. While law firms have long had professional development structures in place, law schools are just beginning to incorporate teaching professional skills through individual programs, coursework, or centers for professional development. This interactive session will brainstorm the professional skills that we should be teaching, and how law firms and law schools can work together to develop a professional development curriculum and present it collaboratively as a way to build relationships, learn from each other, and save on the cost of presenting programs. We will describe how one law school and one law firm collaborated to develop a program that could be presented simultaneously or separately at each of their institutions.

Marcia Levy, Executive Director, Pro Bono Partnership

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

Emotional Intelligence and Your Legal Career: Building Resilience and Social Stamina — Oriental A

EQ (or emotional intelligence) has proven to be a better predictor of professional success than IQ. This is one reason for the burgeoning interest in EQ as a professional development focus in the legal professions. EQ is composed of many elements, from interpersonal skills to decision-making and more. This interactive session will focus in particular on the importance of EQ resilience and social stamina in our careers. Through a series of experiential exercises and discussions, we will explore and self-assess EQ levels of flexibility, stress tolerance, and optimism. Most importantly, we will learn how to build these crucial EQ behaviors and flex our own EQ strengths to improve our own resilience and social stamina.

Hile Rutledge, President, OKA

Instant Access: Making Great and Lasting First Impressions — Hirshhorn

In today's frenetic, 24/7 economy, it's more important than ever to make positive impressions on every person you meet — from partners to summer associates to career services professionals.

Once established, a good impression helps you foster deeper relationships and exert more influence. Come to this dynamic session and discover the rapport-building secrets that anyone (including an introvert) can employ to project confidence and authenticity. This unique program combines the latest psychological research with real-world insights that you can apply immediately. As an added benefit, the concepts taught in this session will help you with your volunteer efforts and your personal life, too.

Steve Hughes, President, Hit Your Stride, LLC

Mid-Levels Need Training Too — Grand A/B

Have we forgotten our mid-level associates? Recently our training focus has been on our entry-level associates to prepare them to be contributing members of our firms from day one and also on partner development to ensure the next generation of leaders in our firm. But what about our mid-levels? They need training to become more productive and profitable and to keep them on a path of success. Learn strategies for building a curriculum for mid-level associates, selecting the right trainers, and making sure that you are teaching the right skills for their continued development inside (and sometimes outside) the firm.

Michele Bendekovic, Director of Attorney Recruiting &

Professional Development, Steptoe & Johnson PLLC

Burt Lipshie, Managing Attorney, Litigation Practice Group, Stroock

Molly Peckman, Global Director of Legal Talent, Dechert LLP

Women's Initiatives: Hitting Your Stride — Oriental B

Why can't we move the needle? Are there new ways to engage and support our women lawyers regardless of tenure? Find out more about women's initiatives and how to make them work for your firm. We will begin with an overview of the research regarding the reasons why women can be inadvertently left behind. Then we will share some strategies and programming ideas that work to support them including an in-depth look at our business development program for women partners. Recognizing that success comes in many forms, we welcome audience participation to learn from other firms' accomplishments. Come join the discussion!

Carol Frohlinger, Co-Founder, Negotiating Women, Inc.

Deirdre Hykal, Partner, Willkie Farr & Gallagher LLP

Margot Schonholtz, Partner, Willkie Farr & Gallagher LLP

4:15 - 5:30 pm **Networking Reception — Grand C**
Sponsored by the Practising Law Institute (PLI)

Friday

December 5

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
— Oriental B/C**

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

Tapping into Mindfulness for a Sustainable Career — Grand A/B

Neuroscience research has shown that mindfulness practice can rewire the brain to improve wellness, resilience, emotional intelligence, and effectiveness. In a time when we are all experiencing an overwhelming bombardment of information and a rapidly changing law practice and legal education environment, mindfulness skills can enhance leadership and improve focus and strategic thinking. This plenary will offer a framework for practicing mindfulness with instructions suitable for beginners or experienced practitioners. It will suggest ways that you can bring mindfulness into your work life, making your own work more enjoyable and effective, while helping the lawyers and students whom you are advising to integrate mindfulness skills into their own professional lives.

Charles Halpern, Director of the Berkeley Initiative for Mindfulness in Law, University of California, Berkeley School of Law (Boalt Hall)

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

10:30 - 11:45 am

CONCURRENT SESSIONS

Designing E-Learning That Works — Oriental A

While most law firms offer online training, e-learning is often regarded as an inferior alternative to live training — which is true if your online library consists primarily of recordings of live training sessions. The science tells us that lawyers, like all learners, have diverse learning styles and require adaptable, customizable programming. Research also demonstrates what we each observe — that our training is more effective when it is engaging and provided “just in time” to each learner. E-learning offers us powerful tools to address the varied needs of our learners that would be impracticable to employ in the classroom. Join us for this engaging session and find out why the time has come to embrace e-learning as the headliner, rather than just the re-run.

Kathleen Dunn, Director, Learning & Professional Development, Patton Boggs LLP

Jessica Hoffman, Associate Director of Development, Baker Botts L.L.P.

Dianne Rosky, Founder and Principal, Rosky Legal Education LLC

In Search of the Catalyst for Change: Are Competencies the Answer to Innovating Legal Practice? — Grand A/B

Legal education in law schools and law firms is under growing pressure to change significantly. Change does not happen by accident; instead, it requires careful planning, communication, acceptance, and embedding in the culture of an organization, as well as within its teams and by individuals. While these concepts are well understood and widely accepted in law schools and law firms, the catalyst for change has not always been the same. In this session, panelists will examine whether the process of identifying, developing, and implementing lawyer competencies in law schools and law firms provides a catalyst and blueprint not just for change, but for more — for true innovation in the profession. This session will examine the meaning of innovation and disruption for PD; the emergence of global lawyer competencies; the role of TM/HR data in the development of lawyer competencies; the role of competencies in developing a talent management strategy in law firms; the link between competencies and innovation; and practical case studies from the U.S., U.K., and Australia on leading change through the use of competencies in law firms and

law schools. Participants will be encouraged to share their experiences and ask questions.

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

Sandee Magliozzi, Dean for Experiential Learning and Clinical Professor of Law, Santa Clara University School of Law

Terri Mottershead, Clinical Associate Professor and Director, Professional Legal Training, Bond University Faculty of Law

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

Lessons Learned from the OnRamp Fellowship: Integrating and Developing Experienced Women Lawyers Returning to the Profession — Oriental C

In early 2014, four major law firms piloted the OnRamp Fellowship, a new initiative to help experienced women lawyers who took a break from practicing integrate back into the profession. To facilitate the success of the Fellows, a variety of career development tools were used in their selection, integration, and development, including a skills assessment, personality inventory, and writing assessment. Each Fellow was also paired with a professional career counselor and was provided ongoing training from experts in negotiations, oral advocacy, and project management, among other skills. Join us to learn which of these career development tools and techniques have proven most beneficial to the returning lawyers — many of whom are reengineering their practice specialties — and to their employers. Also learn how these practices can benefit all of your lawyers, especially those transitioning to or from in-house, private practice, government agencies, or other organizations.

Ross Guberman, President, Legal Writing Pro

Jennifer Queen, Director of Recruiting & Professional Development, Baker Botts L.L.P.

Caren Ulrich Stacy, Founder, OnRamp Fellowship

Mental Illness: We Know It's a Problem — Now What? — Hirshhorn

Starting in law school and throughout practice, lawyers are very much at risk to suffer from mental illness. Increasing competition for clients and 24/7 accessibility exacerbate the risk and result in write-offs, damage to client relationships, increasing negligence claims, and loss of legal talent. Despite having made progress, law firm decision-makers are still resistant and skeptical. Having personally experienced depression and its consequences and understanding the unique cultural challenges in the legal profession, the speaker will take a pragmatic and business-minded approach to

finding alternate ways to engage our leaders and address mental illness meaningfully.

Joanne Schaefer, Coach, JSchaeferCoaching

Tactics and Techniques for Coaching Lawyers to Develop Business — Oriental B

We know that the ability to develop business is a key to a lawyer's success at a firm. Yet many lawyers are resistant to the concept of business development because they don't have time, they are uncomfortable, or they believe that doing good work is enough. So how do you convince lawyers that they need to develop these skills? And more importantly, how do you get them to act intentionally and proactively in productive ways that will leverage marketing efforts to develop new business? This session will discuss what to teach lawyers and how to coach lawyers to be more focused and productive in their business development efforts.

Kara Dodson, Director of Recruiting and Associate

Development, Young Conaway Stargatt & Taylor, LLP

Tracy LaLonde, Partner, Akina

11:45 am - 12:45 pm **Lunch — Grand A/B**

This networking lunch is included in the registration fee.

12:45 - 2:00 pm

CONCURRENT SESSIONS

Cracking the Code: Taking the Next Step in Developing Women and Diverse Associates — Oriental C

Despite our PD efforts to support the development of women and diverse associates, we continue to experience challenges in advancing these groups to partnership. Part of this issue is that law firms struggle to address the roots of the problem. In this session, we will "go there" in discussing these roots/challenges and identify the key research, strategies, and tools that PD professionals can use to develop women and diverse lawyers, including the "leadership fallacy" and its link to leadership presence, discomfort with differences in law firm culture, the Authenticity Principle, and barriers to building relationship capital.

Ritu Bhasin, Founder and Principal, bhasin consulting inc.

Measuring the Success of Your Firm's Alumni Program — Oriental A

Each of us is regularly tasked with capturing the tangible and intangible value of what we accomplish in the workplace. The field of alumni relations is relatively new to the legal profession and, as a result, has more to prove in terms of ROI than other endeavors. This session will address how to identify markers and define success of law firm alumni relations efforts. We will present methods for collecting and analyzing data useful in substantiating the value of our efforts as they pertain to attendance at events, clicks into sites, recruiting input, where our alumni land, business referrals, and how to tie alumni relations into business development. The panel will also tackle the amorphous aspects of added brand value and enhanced associate morale.

Norma Cirincione, Director of Alumni Relations and Associate Life, Cleary Gottlieb Steen & Hamilton LLP
Sharon Light, Marketing Manager, Alumni and Industry Networks, Sidley Austin LLP
Sheri (Askinazi) Mayerowitz, Manager, Global Alumni Program, Shearman & Sterling LLP
Chiara Wrocinski, Alumni Engagement Program Leader, Kirkland & Ellis LLP

Rome Wasn't Built in a Day and Neither Is a Training Curriculum — Grand A/B

Building a training curriculum certainly takes more than a day, but if you do it correctly, it may take you only a week (or two). A comprehensive training curriculum is one of the most effective ways to teach lawyers technical and professional skills, but is your programming actually promoting skill development? At this session you will learn how Dechert annually designs, develops, and delivers its internal core competency curriculum for its Critical Skills Institute. This session also will offer tips on how to develop a training curriculum at your firm that is aligned with a progression of core competencies and effectively advances skills.

Michael Beltrán, Director of Attorney Training & Development, Dechert LLP
Kaitlin Sullivan, Attorney Training and Development Specialist, Dechert LLP

Working in Harmony: Professional Development and Business Development — Oriental B

Firms are always looking for ways to maximize the impact of their training initiatives, and everyone wants to grow their business. A select group of firms have found ways to accomplish both objectives by coordinating efforts between their professional development and business development teams. This session's panel of experts will share examples of these initiatives that you can apply at your firm and help you develop your own outline for a persuasive talk to make the case for your initiatives during firm meetings.

Samara Abrams, Manager of Business Development and Communication Skills, Shearman & Sterling LLP
Sean Romanoff, Consultant, Exec|Comm, LLC
Jay Sullivan, Managing Partner, Exec|Comm, LLC

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

2:15 - 3:30 pm

CONCURRENT SESSIONS

Mentoring New and Future Leaders — Grand A/B

Most law firm mentoring programs focus on junior and mid-level associates, but mentoring also holds important benefits for lawyers at more senior levels of career development. This session will expand your understanding and inspire new ideas for high-level mentorship by examining three innovative programs: the International Bar Association's global leader-to-leader mentoring program; PipelineRS, a leadership development mentoring program for women approaching partnership at Reed Smith; and the use of mentoring by current leaders at Carr McClellan to groom their successors.

Ida Abbott, President, Ida Abbott Consulting LLC
Kit Chaskin, Partner, Reed Smith
Rebecca Normand-Hochman, Founder and Director, Institute of Mentoring

Enhancing Lawyers' Well-Being and Performance: Practical Lessons from Positive Psychology and Neuroscience — Oriental C

Lawyer job dissatisfaction and unhappiness are high. The incessant pressures on practicing lawyers often have corrosive consequences, both for the personal lives of lawyers and for the professional and business dynamics of their law practices. Law firm leaders confront these forces every day in the form of attrition risks, sub-optimal performance, interpersonal tensions, and uneven business results. Emerging research in the fields of positive psychology and neuroscience offers fresh insights into how lawyers can perform at their best

and flourish personally and professionally in the face of the unrelenting demands of law practice. This interactive session brings attendees to the intersection of science, professional performance, and lawyer well-being. We will highlight practical ways leaders and PD professionals, along with professional coaches, can help lawyers materially enhance their effectiveness, well-being, and career satisfaction.

Daniel Bowling, Senior Lecturing Fellow, Duke Law School

Greg Riggs, Principal and Senior Executive Coach, Novateur Partners LLC

Debby Stone, Founder and Principal, Novateur Partners

Kristy Weathers, Professional Development Partner, Sutherland

Training for Non-Cognitive Skills: Practice-In-Action at GW Law School – Oriental B

Developing lawyers exercise more than their legal skills in managing matters and teams. This interactive session will explain — and demonstrate — a collaboration of The George Washington University Law School's Inns of Court program and members of its Advisory Council. "Practice-In-Action" was designed to introduce students to a range of non-cognitive skills required for success in law practice. Participants will discuss true-to-life case studies on matter management in both the private and public sectors. Well-received by students and volunteer practitioners alike, this program could be replicated in other schools and offers legal employers an opportunity for substantive recruiting.

Susan Fine, Director of Professional Development, The George Washington University

Andy Hales, Director of Professional Development, Venable LLP

Nancy Rider, Training Coordinator, Division of Enforcement, U.S. Securities and Exchange Commission

Understanding Team Dynamics: Building Gritty People and Resilient Teams – Oriental A

Research has shown that the right team dynamics can significantly impact the quality of work produced within organizations and even improve the results achieved for clients. This program will explore the science behind some of the traits, including grit and resilience, and show participants how they can introduce and nurture them within their organizations. We will also explore how teams can be structured, supported, and led more effectively to improve team processes and outcomes in the face of significant, persistent obstacles. Participants will develop a plan for the launch of a team more capable of performing well under sustained pressure.

Milana Hogan, Director of Legal Recruiting & Professional Development, Sullivan & Cromwell LLP

Scott Westfahl, Professor of Practice, Faculty Director of Executive Education, Harvard Law School

Conference Sponsored by ALI CLE and NALP in collaboration with the Professional Development Consortium

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

