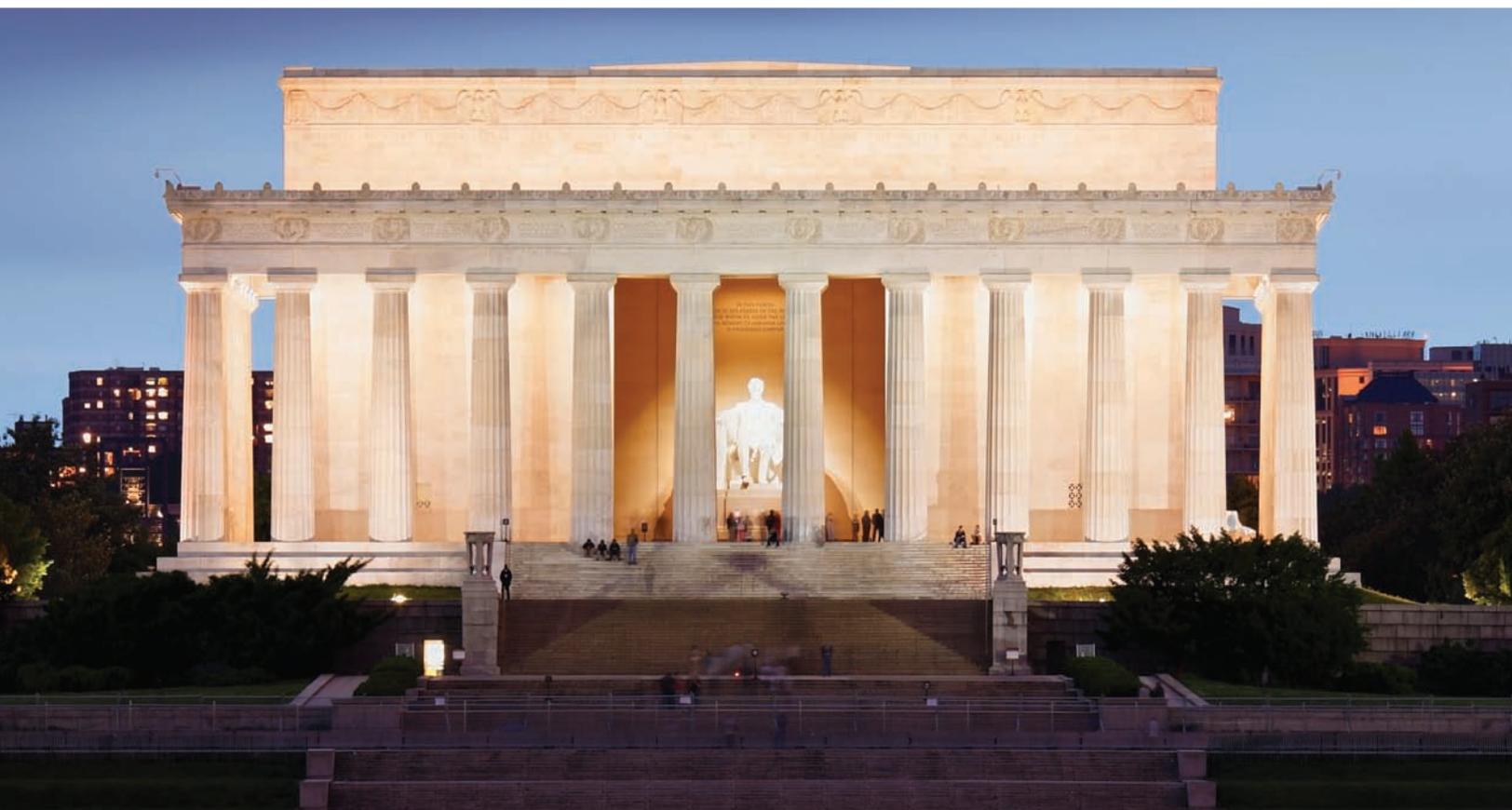


# 2015 Professional Development Institute



December 3 - 4, 2015  
Mandarin Oriental  
Washington, DC

Co-Sponsored by



In Collaboration with



Professional Development Consortium

## 2015 Professional Development Institute Planning Committee

**Ruth Alexandor**, Assistant Director, Lawyer and Client Education, Miller Thomson LLP

**Julia Borginis**, Attorney Development Manager, Fox Rothschild LLP

**Leanne Cherry**, Director of Professional Recruitment and Development, Borden Ladner Gervais LLP

**Jean Durling**, Chief Talent Officer, Fox Rothschild LLP

**Sabrina Franconeri**, Professional Development Manager, Sterne, Kessler, Goldstein & Fox

**Jennifer Gallinson**, Director of Attorney Recruitment & Professional Development, Much Shelist PC

**Christine Guard**, Director of Career Services, Mercer University School of Law

**Supria Kuppuswamy**, Manager of Career Development & Diversity, Chadbourne & Parke LLP

**Jeanette Lee**, Manager of Professional Development, Sullivan & Cromwell LLP

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NALP & ALI CLE thank **BARBRI, Micron Systems, Practising Law Institute, West LegalEdcenter, and viDesktop** for their educational support of the Professional Development Institute.

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## 2015 Professional Development Institute from NALP and American Law Institute CLE In collaboration with the Professional Development Consortium

The **2015 Professional Development Institute** is the must-attend conference for learning about current trends in lawyer professional development, exploring key issues facing the legal industry, hearing about proven programs to give your lawyers and law students the competitive edge they need, and networking with over 300 law firm and law school PD contacts. If you are responsible for professional development in a law firm, law school, corporation, or government agency, the Professional Development Institute will equip you and your organization to stay ahead in today's challenging environment.

*“The opportunity to learn about professional development ideas, challenges, and best practices is critically important. I learned a lot and am excited to put the new ideas to work at my organization.” — Past PDI attendee*

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

Today's law firm PD professionals have more varied responsibilities than ever before. The demands for increased professional development and training, combined with industry trends and fiscal realities, have added to the challenges faced by PD professionals. Whether it's developing bite-sized learning, designing effective shadowing programs, or implementing business development training, the **2015 Professional Development Institute** will help you stay on top of the latest PD trends and techniques and give you access to a network of law firm PD professionals who are facing the same challenges.

*“Having so many PD professionals at one event provides access to a vast network of knowledge. Networking with peers and learning from what they are doing in their organizations is invaluable.” — Past PDI attendee*

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

Law school career professionals must constantly look for ways to help make law students more employable in today's competitive job market. The **2015 Professional Development Institute** is an opportunity for you to hear directly from law firm professionals about the skills they are looking for in first-year associates and to learn about proven programs at other law schools. Law school attendees will also find significant value in sharing best practices, new ideas, and hot topics with other law student PD professionals.

*“The programming provided an inside look at the PD programs at law firms, and the law school member roundtable discussion was a great opportunity for sharing ideas with my peers.” — Past PDI attendee*

### What can I expect if I attend?

Hear from industry leaders, experienced colleagues, and other experts; explore new approaches to lawyer and law student professional development; get practical answers to your most pressing questions; and gain access to an unparalleled network of peers and panelists. You can count on the PDI to bring you a new level of knowledge that will help you and your organization succeed.

**Wednesday, December 2, 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 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, Director of Professional 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.

**Professional Development Consortium (PDC) Winter Meeting  
Wednesday, December 2, 9:00 am to 5:00 pm  
See [www.pdclegal.org](http://www.pdclegal.org) for details.**

**CLE Credit**

Virtually all ALI CLE programs are accredited in mandatory continuing legal education (MCLE) jurisdictions for varying numbers of credit hours. For specific information on accreditation of PDI programs in jurisdictions that accredit live courses on law practice management, contact Crystal Finch at [cfinch@ali-cle.org](mailto:cfinch@ali-cle.org).

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# Thursday

## December 3

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

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

9:30 - 10:45 am

**PLENARY**

**Bite-Size Is the Right Size: The Move Toward Brief, Targeted Learning**

The shift to modular, targeted learning is on. Bite-size is the right size for delivering useful online content to today's learners — think Khan Academy, TED Talks, and so on. Bite-size content is short and focused — thus easier to absorb, understand, and make time for. But how do you get these resources in place? How do you make bite-size learning easy to access? How are organizations using this approach to offer learning at the exact point of need? This plenary will discuss and demonstrate how organizations of all sizes have been able to leverage their existing content to create targeted, just-in-time learning. We'll look at different approaches, demonstrate actual solutions, and outline what works and what doesn't, providing the information you need to make your organization's transition to bite-size learning successful.

*Steve Gluckman, Managing Partner, Law Firm ELearning*

*Heather Bock, Executive Director, Center for the Study of the Legal Profession, Visiting Professor of Law, Georgetown University Law Center*

*Kristin Heryford, Senior Professional Development Coordinator, Fenwick & West LLP*

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

11:00 am - 12:15 pm

## CONCURRENT SESSIONS

### Business Development Coaching for Partners Is More Than Just Business Development — A Whole Lot More

When investing in business development coaching for partners, the scope of approach must be broader than marketing and sales tactics. Most partners already understand what they “should” do from a business development perspective, but the common challenges that block success — such as lack of confidence; poor time management; unexamined prioritization, delegation, and project management skills; and undeveloped personal brands — are hurdles that can be jumped quickly and effectively with the support of coaching. Unhelpful behavioral patterns and ineffective mindsets underlie all of these limited beliefs. This session will show you how powerful business development coaching can help your partners experience a welcome and much needed shift.

*Carolyn Older Bortner, Director of Lawyer Development, Orrick, Herrington & Sutcliffe LLP*

*JeanMarie Campbell, Client Relationship Executive, Ropes & Gray LLP*

*Diane Costigan, Partner, SJL Shannon*

*Sang Lee, CEO, SJL Shannon*

### Change Their Understanding, Change Their Behavior

Are you frustrated by lawyers who, no matter how often they say they will behave differently, don't? Learn how you can use assessment tools such as the Myers-Briggs Type Indicator® to change your lawyers' understanding of themselves and others — and, as a consequence, to change their own behavior. Learn from one firm's positive experience and lessons learned with MBTI and other assessment tools. This interactive session relies on case studies to demonstrate how you can help your lawyers more effectively develop business, collaborate with teams, and mentor more junior lawyers.

*Sharon Meit Abrahams, Director, Professional Development/Diversity & Inclusion, Foley & Lardner LLP*  
*Anne Collier, Founder, Arudia*

### Fostering Law Student Self-Investment: Whose Line (of Work) Is it Anyway?

(Hint: We already have jobs.) All kidding aside, professional development programs that involve students in designing their own learning underscore the meta-skill of self-investment. This session will explore how law schools can partner with students to teach professional skills for which traditional instruction is less effective, including incorporating feedback, leadership, organization, goal-setting, and problem-solving. Examples will include a stu-

dent-led public speaking series and a leadership symposium for incoming and outgoing journal editors. By creating a safe, student-centered environment for risk-taking — and maybe a little improv — such programs can conserve resources, increase student buy-in, and deepen connections between students and administration.

*Susan Fine, Director of Professional Development, The George Washington University Law School*

*Jennifer Leonard, Director, Center on Professionalism, University of Pennsylvania Law School*

*Karen Thornton, Associate Professor of Legal Writing, The George Washington University Law School*

### How Lawyers Really Learn: The Secret to Making It Stick

Storytelling is the oldest educational technique. Our minds are wired to remember stories. You can measurably improve educational results by using a strong narrative along with a few key techniques, including audience participation, repetition, and practice. In this interactive session, we will explore ways to create well-designed hypotheticals and practice-based instruction. These approaches will lead to greater engagement and positive training results. We will also show you how to plan your program to incorporate these techniques and will demonstrate with examples. Join us and create your own story!

*JC Kinnamon, Director, R & D, Practising Law Institute*

*Christopher Rousseau, Chief Information Officer, Practising Law Institute*

*Laura Shields, Executive Director, Programs, Practising Law Institute*

### Shadowing 2.0

Junior lawyers learn best when they can “shadow” more senior lawyers before trying to do something themselves. For example, while hearing about depositions and practicing them in simulations is useful, there is no substitute for watching partners take real depositions. The same is true for other high-stakes legal tasks. The challenge is that cost pressures and billable hour requirements discourage associates from shadowing. Learn how shadowing programs can address this challenge and help associates develop faster at relatively low cost. Three firms will present their shadowing programs, including origins, structure, and results. Come learn about shadowing that is working!

*Larry Brown, Senior Manager, Training & Professional Development, Wilson Sonsini Goodrich & Rosati*

*Christopher Gardephe, Director of Professional Development & Knowledge Management, Proskauer Rose LLP*

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

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

This networking lunch is included in the registration fee.

1:30 - 2:45 pm

## CONCURRENT SESSIONS

### Integrated Associate Learning: A Cross-Firm Collaboration

Associate learning today is often done in silos: practice skills training, professional development programs, core competencies, diversity sessions, business development training, and many others. Without even knowing it, programs have crept into our organizations and taken over the lunch hour! Are you finding the volume of programs at your firm has grown in number, but not necessarily in effectiveness or impact? This interactive session will explore a structure and process by which firms can identify learning priorities and achieve collaboration across departments to integrate associate training and development programs in a way that better uses lawyer time, focuses on learning outcomes, and streamlines processes.

*Dana Gray, Manager of Professional Development, Faegre Baker Daniels*

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

### Making the Most of 2016: Strategic Planning for Yourself and Your Team

When 2016 comes to a close, what do you hope you will have achieved? What will be your team's great successes? How will you get from here to there? This hands-on session will help you answer those questions and provide a structure and tools for effective strategic planning, enabling you to start — and end — 2016 with confidence and enthusiasm. Participants from the same organization will have the option of working together during the session to begin, continue, or enhance strategic planning for their team.

*Jody Rosen Knower, Chief Training & Professional Development Officer, Sidley Austin LLP*

*Lane Winter Vanderslice, Partner, SJL Shannon*

### Mindfulness Meditation: The Not-So-Secret Weapon for Productivity and Stress Management

For lawyers and law firms to remain competitive, delivering the highest quality work product is a must. The key to this strategy is the capacity to maintain a laser-like focus in the face of numerous, powerful distractions and to manage stress. This workshop will capitalize on the current momentum in the legal profession around the benefits of mindfulness as it applies to both increased productivity and decreased stress. The session will help attendees understand the strategic advantage meditation offers, experience the benefits of mindfulness meditation, and develop a strong business case for training the lawyers and law students they support to achieve peak performance through mindfulness.

*Donna Branca, Director, SJL Shannon*

*Diane Costigan, Partner SJL Shannon*

*Lauren Dubin, Director of Public Interest Careers,*

*Georgetown University Law Center, Office of Public Interest & Community Service*

*Jacqui Fiske Lazo, Managing Shareholder for Strategic Development for the DC Office, Buchanan Ingersoll & Rooney PC*

*Sheri Zachary, Director of Career Development, Saul Ewing LLP*

### No Matter How You Slice It, Part II: Law Schools and Employer Expectations in Professional Development Programming

This session will build upon information shared in a session last year, but you don't need to have attended that session to learn from this year's presentation. Are schools and employers working together or in tension on PD efforts? Analyzing survey findings of private and public employers' PD initiatives, panelists will uncover trends in lawyer training, highlight areas for strengthening student training, address the value employers assign to school programming, and compare PD priorities in school and practice. Representatives from schools and employers will discuss expectations, pitfalls, and challenges so that PD professionals can focus their efforts, build successful programs, and provide coherent training. New survey data will be sliced to help you make the case for your initiatives and spot areas ripe for collaboration across the aisle.

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

*Rob Cacace, Associate Director, Professional Development, Georgetown University Law Center*

*Trisha Fillbach, Assistant Director, Office of Attorney Recruitment and Management, U.S. Department of Justice*

*Christine Guard, Director of Career Services, Mercer University School of Law*

### Pillars of Influence: Law Firm Economics and Establishing Executive Presence

This session will teach development professionals to think like owners. We will begin with an introduction to factors that impact law firm profitability and discuss how you can enhance the long-term financial sustainability of your firm. That knowledge will enable you to contribute more effectively and build strategic influence. We will then focus on helping you leverage that influence by honing your executive presence. Professionals with strong executive presence project more confidence and quickly establish rapport, build trust, and gain better insight into working relationships — all keys to leadership development. Although adapted for the PDI audience, this session is part of a leadership skills curriculum for lawyers at all experience levels.

*Serena Miller, Founder, Best Development by Serena Miller*

*Precious Williams Owodunni, President, Mountaintop Consulting*

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

3:00 - 4:15 pm

## CONCURRENT SESSIONS

### Bridging the Skills Gap: Leverage Your In-House Talent to Bring All of Your Lawyers Up to Speed

Has your firm invested vast amounts of time and resources in recruiting and training lawyers only to find that law firm leaders still complain that junior lawyers simply “don’t get it”? Are you tired of paying a fortune for “experts” to train your lawyers on critical substantive skills when their message simply doesn’t resonate with your firm’s structure, client base, or culture? If so, then join us for an interactive workshop where you will learn how to add concrete value to your firm by delivering your own custom legal skills training workshops. “But wait — I’m not a lawyer!” you cry. Don’t fear! This session will show you how to engage senior lawyers to give you what you need to create hands-on training programs — without making them do a lot of work. To help you understand the benefits of these programs, the session itself will be a workshop — so come prepared to work with and learn from your colleagues.

*Jessica Salvaterra Grondine, Attorney Training and Development Manager, Arent Fox LLP*

*Michelle Richards, Lawyer Coach, MCR Strategies*

*Stephanie Sanders, IP Training Manager, Finnegan, Henderson, Farabow, Garrett & Dunner, LLP*

### Disruptive Legal Education: Are You Ready?

Legal education has changed. The “new normal” has created demand for lawyers with different skills and non-lawyers with different jobs. Can this type of legal knowledge be delivered in the same way, by the same people, using the same tools as we have always used? If not, what does “new normal” legal education look like in law schools and law firms? This session will explore the drivers for change in legal education (from law school to law firm); discuss the significant changes taking place in the approach and delivery of learning for lawyers and non-lawyers; review the consequent new and emerging programs in law schools, business schools, and law firms; and analyze the new marketplace for non-university providers of choice, as well as the consequent emerging partnership models in legal education in the United States, the United Kingdom, and Australia.

*Ann-Maree David, Executive Director, College of Law Queensland*

*Elizabeth Foster-Nolan, Director of Professional Development, Goulston & Storrs*

*Terri Mottershead, Principal, Mottershead Consulting*

### It Takes the Partnership: Engaging Partners in Placing Lawyers In-House

Each firm’s business development plan includes leveraging relationships with alumni who have moved in-house. One of the most effective ways to transition lawyers into these roles is through the firm’s partners and their client contacts, yet partners experience greatly varied success in facilitating these transitions. Our panel of PD professionals will share their advice and perspectives on how to effectively engage partners in the process of helping lawyers move in-house, with particular focus on the benefits of assisting lawyers who fall along different points of the law firm performance spectrum, as well as on the prospect of losing “superstars.”

*Amanda Ferriso, Managing Director, Coaching & Transition Services, Greiner Consulting*

*Jim Moore, Firmwide Career Development Advisor, O’Melveny & Myers LLP*

*Susan Osnato, Director of Legal Personnel & Professional Development, Simpson Thacher & Bartlett LLP*

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

### Mastering Feedback: Can’t Live with It, Can’t Grow without It

Everyone in professional development knows that feedback is essential to improving a lawyer’s skills. But how many people truly feel comfortable with the process? We’re all human, and telling other people they face career challenges, especially people we like and respect, can be very uncomfortable. Strong learning professionals develop their ability to give feedback, even when it has the potential to be unpleasant. Join us for this session to understand the skill of feedback and how it can help you become essential to the growth of the lawyers and law students at your organization.

*Sean Romanoff, Consultant, Exec|Comm, LLC*

## Putting Skills into Practice: How Marketing and Professional Development Can Collaborate to Deliver Training That Drives Revenue

The legal marketplace has undergone significant changes, with more focus being placed on business development and revenue generation. Historically, hierarchical structures dominated strategy when it came to building an effective client development team. In the current climate, however, many firms recognize that collaboration across legal practices and professional departments is far more valuable than groups functioning in silos. This session will focus specifically on two seemingly disparate departments — professional development and business development — to demonstrate the impact that collaboration can have on your organization's individual business development efforts and overall business growth.

*Karen Febeo, Managing Director of Professional Development & Training, Goodwin Procter LLP*  
*Sabrina Rose-Smith, Partner, Goodwin Procter LLP*  
*Annie Westover, Director of Business Development, Goodwin Procter LLP*

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

Sponsored by the Practising Law Institute



# Friday

## December 4

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

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

9:00 - 10:15 am

## PLENARY

### The Career Arc of Law Firm Partners: The Role of Professional Development in Supporting the Stages

During a partner's decades-long career, he or she will go through a series of stages: building a practice, developing lasting high-level client relationships, "expanding the pie" by collaborating with

other partners, taking on internal leadership roles, and transitioning his or her practice before retiring. In a competitive environment where firms rely on their partners to generate business, providing support at each stage is crucial. This session will focus on the role of PD in this area of law firm talent management, drawing on examples from law firms and other professional services firms around the world.

*Steve Armstrong, Principal, Firm Leader, Inc.*  
*Ellen M. Dwyer, Managing Partner, Crowell & Moring LLP*  
*Tony King, Law Firm Training Consultant, LK Law Limited; formerly Director, Clifford Chance Academy; formerly Chair, Training Committee, City of London Law Society*  
*Norm Letalik, General Counsel and Corporate Secretary, Volkswagen Group Canada; formerly Partner and Managing Director, Professional Excellence, Borden Ladner Gervais LLP*

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

10:30 - 11:45 am

## CONCURRENT SESSIONS

### All Boats Rise: Guiding Your First-Year Associates to Long-Term Success

The first year of practice for newly minted JDs has become more complex than ever — partners and senior associates have less time to mentor, and firms are increasingly encountering prohibitions from cost-conscious clients against "training" new associates on their matters. Add to this a first-year demographic largely composed of high-achieving millennials accustomed to significant levels of personal attention and praise, and you have a gap between what partners and senior lawyers can provide versus what incoming first-years need to find their footing and develop into strong, profitable, and long-term associates. In this session, learn how three firms confront this challenge head-on with coaching programs and by dedicating a professional development manager to serve as the first-year class's "integration guide." We will discuss the high impact of first-year coaching on associate retention, the similarities and differences among the first-year coaching models used by each firm, and the successes and challenges encountered thus far.

*Christa Deeringer, Manager of Professional Development, Fenwick & West LLP*  
*Linda Lee, Corporate Associate Staffing Manager, Wilson Sonsini Goodrich & Rosati*  
*Jim Moore, Firmwide Career Development Advisor, O'Melveny & Myers*  
*Jeanne Picht, Director of Professional Development, Fenwick & West LLP*

## Brave New World: Managing the Impact of Law Firm Mergers

Is the legal profession heading down the same path as accounting firms where someday only a handful of firms will remain? When dealing with mergers, challenges and opportunities exist at every corner — from the people and cultures to the systems and processes. How can PD professionals support their firms and their talent in managing this kind of monumental change? Join us to hear a panel of senior administrators and lawyers share their experiences of managing in the wake of a merger.

**Benjamin S. Boyd**, *National Hiring Partner, Co-Managing Partner, Washington, DC Office, DLA Piper LLP*  
**Mike Short**, *Principal, LawVision Group LLC*  
**Orest Szot**, *Chief Operating Officer, Miller Thomson LLP*

## Get a Grip on Leadership! Better People Management (Up, Down, and All Around)

Delegation skills, delivering feedback, team building, handling difficult conversations — many of these management skills might be found in our competency models or curricula, but they need to be in our own individual tool chests as we manage our teams in order to get the best and most out of them. This session will give you practical advice from the panelists and fellow participants on how to better manage the people who work for us, with us and, yes, even those to whom we report.

**Michele Bendekovic**, *Director of Attorney Recruiting and Professional Development, Steptoe & Johnson PLLC*  
**Kay Nash**, *Chief Legal Talent Officer, Wiley Rein LLP*  
**Molly Peckman**, *Global Director of Legal Talent, Dechert LLP*

## How Up-and-Coming Litigators Can Use Written Advocacy to Reach the Next Level of Success and Fulfillment

Up-and-coming litigators often aspire to try cases, argue appeals, and take depositions. Instead, many of them spend most of their time doing written work that they experience as dry, solitary, technical, and unsatisfying. As a result, they become disillusioned and miss their earliest and best opportunity to contribute enormous value to their firms and advance their careers. This session will introduce an alternative approach that enables up-and-coming litigators to turn the written advocacy they do every day into a powerful vehicle to provide more value to their clients, maximize their professional success, and increase their fulfillment.

**Robert Holland**, *Principal, Praetium Law, PC*  
**Jody Rosen Knower**, *Chief Training & Professional Development Officer, Sidley Austin LLP*

## What to Say and How to Say It: Gender Issues in Professional Speech

Do people interrupt you? Are you too polite to interrupt others? Do you talk fast in order to get a word in edgewise? This session will present tactics for speaking up comfortably, then holding the floor. But as you lean in, others will need to lean out. Learn why achieving conversational balance is challenging, and collect prescriptive ideas for comfortable, assertive professional speech. Professor Paula A. Monopoli of the University of Maryland School of Law will provide an entertaining history of the empirical data, and legal speech coach Marsha Hunter will lead the exercises.

**Marsha Hunter**, *Consultant, Johnson & Hunter, Inc.*  
**Paula A. Monopoli**, *Professor of Law, Founding Director, Women Leadership & Equality Program, University of Maryland College of Law*

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

This networking lunch is included in the registration fee.

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11:45 am - 12:45 pm

## Law School Member Roundtable

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

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12:45 - 2:00 pm

## CONCURRENT SESSIONS

### Collaborating to Create an Alumni-Friendly Culture

Alumni engagement doesn't just happen. Even firms (and schools) with established alumni programs, regular alumni events, and flashy communications can't expect to have strong alumni relationships without the accompaniment of an alumni-friendly culture internally. Such a culture can be hard to achieve without the support of the organization's leadership and integration with PD efforts. This session will look at ways to embed value around alumni relationships, capitalize on existing opportunities to do so within the lawyer life-cycle, and identify opportunities for lawyers to leverage their existing alumni networks as a business tool.

**Nancy Berry**, *Director of Attorney Recruiting and Development, Kirkland & Ellis LLP*  
**Audrey S. Burns**, *Professional Development Manager, Drinker Biddle & Reath LLP*  
**Abby Raanan**, *National Alumni Relations Manager, Drinker Biddle & Reath LLP*  
**Chiara Wrocinski**, *Firmwide Director of Alumni Engagement, Kirkland & Ellis LLP*

## Designing Interactive Digital Learning Tools

Professor Michael Bloom has developed interactive digital tools for teaching practical contracts and transactional skills to lawyers and students. He has piloted these tools in the Transactional Lab & Clinic at the University of Michigan Law School, where students work with him as outside transactional counsel for Fortune 500 companies (e.g., Pepsi and Aon), and he has now begun to pilot these tools with law firms and lawyers. In this session, Professor Bloom will share the methodology and content of these tools, the approach he has taken to developing them, and the lessons learned regarding designing, developing, and implementing digital training for a practice environment.

*Michael Bloom, Clinical Assistant Professor and Director of the Transactional Lab & Clinic, University of Michigan Law School*

## How to Confront a Performance Problem without Being a “Quiet Herd-Cutter”

Using an interactive, scenario-based approach, this session will address the common traps lawyers fall into when giving (or withholding) feedback to other lawyers and staff. This session will highlight tools that will dramatically improve the interactions between lawyers. Learn how to help lawyers choose behaviors to effectively handle situations such as the displeased partner who ceases to give the associate work, thus “quietly cutting the associate from the herd,” or the partner who enthusiastically explains the assignment without making sure there is no confusion, while the associate is left hoping she got the instructions right. The session leaders will engage and challenge you as you learn how to help lawyers to overcome the reluctance to confront, convert criticism into growth opportunities, and create a shared sense of purpose that will keep lawyers and staff aligned and engaged.

*Marc S. Friedman, Partner, Dentons US LLP*  
*Natalie Loeb, Founder and Leadership Coach, Loeb Consulting Group*

## Legal Project Management: Choosing Training Modalities That Meet Your Objectives

Legal Project Management (LPM) is no longer a new concept. Law firms, law schools, and clients are continuing to recognize that LPM tools and techniques must be incorporated into the delivery of legal services. Different learning modalities and training approaches have an impact on whether lawyers and other legal professionals acquire the skills and adopt the practices required to successfully implement LPM in their work. This practical session will present alternative approaches and explain the strengths and limitations of each so you can assess the best way to train your lawyers in the critical skills of LPM.

*Carla Landry, Senior Consultant, LawVision Group*  
*Aileen Leventon, President, QLex Consulting Inc.*

## Taking Diversity and Inclusion Efforts to the Next Level: New Assessment Tools and Competencies

Are your diversity and inclusion activities resulting in meaningful outcomes or a revolving door for diverse talent? Attend this interactive session to receive ground-breaking new tools that can help you: assess your organization’s D&I efforts, as well as identify and prioritize hidden barriers that need to be addressed; set out a clear strategy for leadership buy-in and support; and establish D&I competencies to encourage behaviors and culture changes needed to move the needle on D&I. Learn from the experiences of one law firm that implemented these practical tools to help it take concrete steps to advance its diversity efforts.

*Kathleen Nalty, President, Kathleen Nalty Consulting LLC*  
*Paula Schauwecker, Principal/Shareholder, Beveridge & Diamond PC*

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

2:15 - 3:30 pm

## CONCURRENT SESSIONS

### Client-Centric Advocates: Transforming Lawyers into Trusted Business Advisors

For law firms, the stakes couldn’t be higher. General counsel are reviewing the costs and value of their outside legal counsel with increased scrutiny. In today’s competitive legal market, law firms must demonstrate that they add unique business value and offer more than just legal advice. This business-focused, interactive session seeks to deepen PD professionals’ understanding of what GCs find most important when seeking legal counsel. Participants will walk away with practical examples of how to use this enhanced understanding of client business needs when creating new training so that they can position their attorneys to become trusted business advisors.

*Simon Colley, Strategy Consultant & Business Skills Coach*  
*Carrie J. Fletcher, Executive Director, Harvard Law School Executive Education*  
*Deborah Grabein, Business Development Director, Andrews Kurth LLP*  
*Amy Sladyck Hancock, Director of Professional Development, Andrews Kurth LLP*

## Emotional Intelligence and Its Relevance to Managing Change

It's a mistake to think that people resist change. How can that be if the only constant is that things will change? The reality is that people don't necessarily resist change — rather, they aren't given sufficient reason as to why the change is happening, and therefore never fully embrace it. This session will explore change from two perspectives: what the individual experiences when confronting a change and what the organization needs to do to successfully implement change. We will talk about the role of a leader in helping people successfully navigate the change process while at the same time minimizing the disruption change creates, and share the traits (many related to emotional intelligence) a leader must possess to move people from compliance to commitment.

*Chris De Santis, Principal, CPDeSantis.com*

## How to Cultivate Success: Producing Accomplished, Happy, and Healthy Lawyers

In a changing profession and business environment, what skills and attributes do lawyers need to flourish — and what guidance and training should law firms provide to help them succeed and thrive? Are there particular success factors for women and minority lawyers? Who gets the most out of mentoring relationships? This session will answer these questions and more. It will also present a new book based on research conducted on lawyers across Am Law 200 firms in conjunction with Georgetown University Law Center. The authors' findings and recommendations can help talent development professionals set the right priorities and help lawyers make the right choices.

*Ida Abbott, President, Ida Abbott Consulting LLC*

*Juliet Aiken, Deputy Director, Center for the Study of the Legal Profession, Georgetown University Law Center*

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

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

## Strengths-Based Feedback and Empowering Associates: Lessons from McKinsey

Moving from evaluation systems focused on “weaknesses” and competency models that set basic expectations requires a strengths-based approach and a new way of looking at talent development. This session will explore how organizations like McKinsey have adapted their evaluation processes, language, structure, and culture to leverage and develop talent more effectively. In an interactive format, participants will brainstorm and discuss how these lessons can be applied in the law firm world.

*Orly Nhaissi, Professional Development Manager, McKinsey & Company*

*Scott Westfahl, Professor of Practice and 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.

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- **\$685** per person for NALP, ALI CLE, and PDC members
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- **\$460** per person for registrants from public interest or government organizations
- **\$75/\$150** per person for pre-conference PD Management Foundations workshop

## How to Register

To register for the 2015 Professional Development Institute, go to [www.nalp.org/events](http://www.nalp.org/events) and select **2015 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).

### Mandarin Oriental Hotel

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[www.mandarinoriental.com/washington](http://www.mandarinoriental.com/washington)

## Hotel Reservation Procedure

After you complete 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 Mandarin Oriental 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 9) hotel rooms are subject to availability.
- ★ The sleeping room rate at the Mandarin Oriental Hotel is \$269.00 (plus 14.5% tax) per night based on single or double occupancy.

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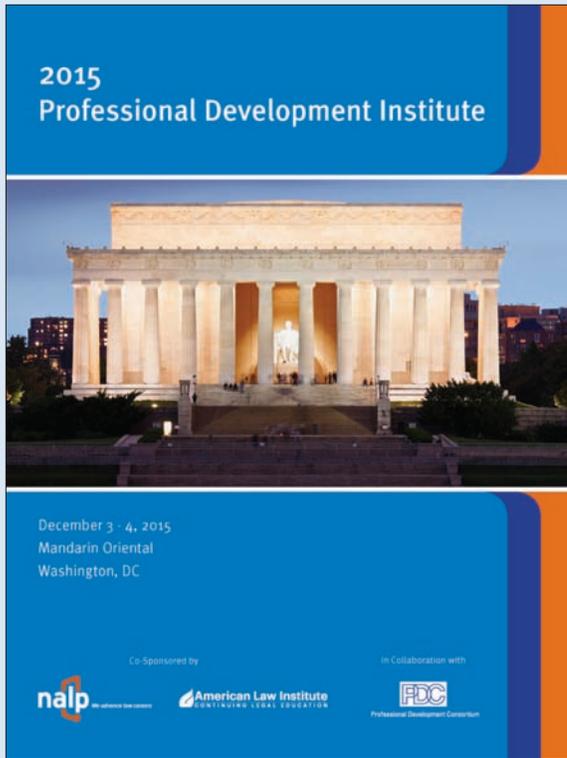
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# 2015 Professional Development Institute

December 3-4, 2015, Mandarin Oriental Hotel, Washington, DC

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