

## 2022 Professional Development Institute Sponsored by NALP in collaboration with American Law Institute Continuing Legal Education and the Professional Development Consortium

### **\*\*New Location in 2022 – The Conrad Hotel Washington, DC!**

We are excited to launch registration for the 2022 Professional Development Institute, which will be held in-person at the Conrad Hotel in Washington, DC on December 1-2, 2022. This year's event will be an opportunity to engage with each other and discuss issues of vital importance, learn best practices from each other, and continue the tradition of excellence that has been built by the programming at this conference.

The 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 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 meet the challenges of today's environment.

The acclaimed PD Management Foundations course will be offered as a pre-conference workshop on November 30 from 1:30 pm ET to 5:30 pm ET. This workshop 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!

Plan now to be part of an event that will target and refine your lawyer and law student 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 2022 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; and
- Build invaluable connections with colleagues.

This conference will follow health guidelines as mandated by the District of Columbia and the Conrad Hotel. NALP will continue to monitor these issues and will make changes as needed.

### **Sponsored by NALP in collaboration with ALI CLE and the PDC**

American Law Institute Continuing Legal Education (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 firm-based 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, law schools, government agencies, and corporations who are responsible for developing and administering training and professional development for lawyers and law students.

### **CLE Credit**

Almost all of the PDI sessions will be 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 jurisdictions that accredit live courses on law practice management.

### **Registration Information**

Registration for PDI is **\$825** for NALP, ALI CLE, and PDC members

Non-member rate is **\$950**

Public Interest/Government rate is **\$575**

Registration for the Pre-Conference Workshop: PD Management Foundations Workshop on November 30 is \$175 per person for attendees of PDI or \$275 per person for attendees of the pre-conference workshop only.

### **Cancellation Policy**

Full refund for cancellation received by October 21, 2022, with a \$100 cancellation fee.

No refunds after October 22, 2022.

For more information and to register, go to [www.nalp.org/events](http://www.nalp.org/events).

### **Hotel Reservation Procedure**

Conrad Washington, DC

950 New York Avenue, NW Washington, DC 20001

202-844-5933 | [www.conradhotels.com](http://www.conradhotels.com)

Attendees will make hotel reservations during the registration process. Confirmations will be sent directly from the Conrad. 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 October 28, whichever comes first), rooms are subject to availability.
- The room rate at the Conrad is \$305 (plus applicable tax) per night based on single or double occupancy.

**Meeting Policies:**

**Open Meetings:** NALP is committed to the free exchange of information and open meetings at its conferences, and we recognize that there may be differences of opinion during sessions. We rely on our members to respect each other and our invited guests and speakers, and to honor the conventions of civil discourse. Disrespect for any speaker will not be tolerated. NALP opens registration to non-members, including program speakers, vendors, and members of the press.

**Antitrust Awareness:** As members of a professional trade association, NALP members should always bring a heightened awareness of antitrust and anticompetitive risks and behaviors to professional gatherings. NALP's law school members compete with one another and NALP's employer members compete with one another. Accordingly, NALP's members should avoid entering any sort of agreement or understanding with competitors related to any aspect of competition. However, it is appropriate for NALP members to discuss information that is not competitively sensitive, such as industry trends, best practices, or general opportunities and challenges that arise in the legal careers profession.

**No Solicitations:** This conference is specially designed to be an open forum for NALP conference attendees. Solicitation is strictly prohibited unless you are an official conference sponsor or vendor. If you are interested in becoming a conference sponsor or vendor, please contact Jay Richards, Senior Director of Operations, Member Services, and Meetings, at [jrichards@nalp.org](mailto:jrichards@nalp.org) or 202-835-1001.

**Consent to Use of Photographic, Video, and/or Audio Materials:** Registration and attendance at, or participation in, NALP meetings and other activities constitutes an agreement by the registrant to allow NALP to use and distribute (both now and in the future) the registrant or attendee's image or voice in photographs, video recordings, electronic and print reproductions, and audio recordings of such events and activities.

## **Wednesday, November 30**

Pre-Conference Workshop 1:30 – 5:30 PM ET

### **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.

*Andrew Hales, Vice President of Professional Development and Training, Venable LLP  
Shannon Burke*

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.***

## **Thursday, December 1**

Registration & Breakfast

8:00 AM – 9:30 AM

Opening Plenary 9:30 AM – 10:45 AM

### **How Teams Can Help Address Burnout in Law**

Change, complexity, and the 24/7 “always on” pace of work have increased stress for lawyers and legal professionals, and burnout has become a real concern. Add to that a global pandemic causing work-from-home shifts and additional responsibilities for parents and many lawyers and legal professionals report that their stress is at an all-time high. Burnout affects the health and well-being of the entire organization, yet most attempts to help focus on quick-fix strategies aimed at individuals. Something is missing. In this program, you will learn why burnout prevention requires a systemic & holistic approach and why teams are best suited to help legal organizations create an environment that not only slows burnout, but also builds resilience, engagement, and motivation.

Paula Davis JD, MAPP, Founder and CEO of the Stress & Resilience Institute

Concurrent Sessions 11:00 AM - 12:15 PM

### **Having Difficult Conversations: How to Step Towards Rather than Avoid**

How often do we avoid the difficult conversations in the workplace? Which ones are the most challenging, why are they challenging, and what tools and frameworks can we use to support us and

others in approaching them? We will spend time reviewing the range of conversations we find complex and the impact of avoiding, we'll explore power imbalance, and also get a sense of what's possible. Participants ultimately practice various tools and frameworks in interactive breakout groups to consider when strategizing how to navigate these conversations. We also work to create a culture towards having more of these conversations in an effort to support collective growth.

*Rudhir Krishtel, CEO, Coach, Keynote Speaker, Krishtel*

### **Inspiring Leadership: Using Partner Feedback Programs to Sustain Associate Engagement**

We all benefit from feedback, including partners, but, in many firms, the more senior a partner becomes, the less feedback they receive. Associate engagement and retention have dominated the conversation among leadership teams over the last two years. As a result, law firms have been increasingly responsive to the call from associates for an opportunity to provide feedback to their senior colleagues. Implementing an upward review program demonstrates not only that firms are listening to their associates but also that they are willing to invest in the development of their partners. In this practical "lessons learned" session, hear about the experiences of two firms and discover what it took to launch their programs and what they got out of them.

*Nicholas Jelfs-Jelf, CEO, Volta Talent Strategies*

*Jessica Marinelli, Director of Employee Engagement, Morgan Lewis*

*Arna Zohlman, Director of Legal Personnel and Development, Akin Gump*

### **Leveraging Group Coaching for Maximum Impact**

During this interactive workshop, the facilitators will discuss key elements of group coaching theory, provide a practical framework for implementing group coaching programs tailored to a firm's specific needs, and facilitate a group coaching demonstration to cement learning objectives and help participants determine how group coaching can enhance internal professional development and talent management programs. Participants will leave the program with practical and actionable ideas for integrating group coaching with their talent strategy, including how group coaching can support sponsorship programs, lateral integration, career development, lawyer and professional staff training, and lawyer business development training and coaching.

*Khara Tusa Kelsch, Manager of Coaching and Career Development, Steptoe & Johnson*

*Kara Dodson, Consultant & Coach, Volta Talent Strategies*

*Julia Mercier, Principal, Mercier Talent Solutions LLC*

*Miriam Benor, Director of Attorney Coaching, Pillsbury Winthrop Shaw Pittman LLP*

### **Reimagining the Diversity Alphabet: Making Belonging Accessible**

DEI, DEIB, JEDI, D&I. There are almost as many acronyms for diversity and inclusion initiatives as there are ways to incorporate equity and belonging within on our workplaces. This program will discuss ways to make sure that DEI programming and initiatives is accessible and inclusive, not just of disabled individuals, but the most marginalized identities that are often overlooked by mainstream DEI that focuses on antiracism and gender equity. True equity and inclusion results in sincere feelings of belonging, this sense of belonging can only be achieved if an environment is (physically, mentally, emotionally, and sometimes financially) accessible. This session will look to challenge the current popular mindsets that dominate DEI work and expand the perspective of participants to reimagine the Diversity Alphabet.

*AJ Link, Founder, National Disabled Law Students Association (NDLSA) and the National Disabled Legal Professionals Association (NDLPA).  
Haley Moss, Attorney, Haley Moss LLC*

### **RISE to the Challenge: Leveraging Technology to Improve Legal Mentoring**

Maya Angelou said: “I can be changed by what happens to me. But I refuse to be reduced by it.” The Covid-19 pandemic changed the way we traditionally mentor and connect, but it did not diminish our mentoring relationships. Please join speakers Tammie Garner and Jennifer Hollenbeck Sarhaddi as they discuss how PD professionals can develop an algorithm and leverage technology to build equitable, inclusive, engaging, hybrid mentorship programs that allow lawyers to be accurately and effectively matched with a mentor or mentee and better connect across their firms. You will leave this session learning how to design a program that works for your firm and is tailored to associates at each stage of their career, no matter where and when they’ve joined the firm or how comfortable they are actively seeking mentorship.

*Tammie Garner, Chief Legal Performance Officer, Jackson Lewis  
Jennifer Sarhaddi, Professional Development Manager, Jackson Lewis*

Lunch 12:15 – 1:30 pm

Concurrent Sessions 1:30 PM - 2:45 PM

### **Building Back Belonging: Strategies For Fostering Associate Engagement**

Creating associate engagement, purpose and belonging in an era of hybrid work and talent mobility is absolutely possible. This session will teach you how to build transformative blended learning experiences—no matter the size of your firm—using micro-learning, small group coaching, and wellness principles that will help your lawyers set boundaries for self care. Drawing upon tools and strategies from Reed Smith’s 4-year experimentation (started before COVID-19) with DueCourse’s Foundations Course for new associate classes, learn how to change behaviors through mindset, well-being, intentionality, and reflection while associates forge deep bonds with each other and the firm through powerful shared experiences.

*Kelli Dunaway, VP of Coaching, DueCourse  
Joe Maguire, Assistant Director of CLE/Professional Development, Reed Smith LLP  
Adriana Santomero, Associate, Reed Smith LLP*

### **Creating Observational Learning Opportunities In a Hybrid World**

Over the past few years, we’ve all embraced virtual training opportunities in different ways – from pivoting to Zoom, incorporating interactive training elements like breakouts, polling and more, to reimagining virtual training events. While not without its challenges, it’s been largely successful in terms of being able to knowledge share with our associates. But what about those on-the-job, observational learning opportunities that we get when we’re near other lawyers? The kind of learning that happens when partners or senior associates can have you come into their offices to listen in on an impromptu call with opposing counsel? Those informal teaching moments have, in many ways, been harder to come by in a remote environment. In an increasingly hybrid environment, how can we ensure senior lawyers are creating such moments regardless of where folks are working? Join us for an interactive brainstorming

session to tackle these issues, and walk away with concrete, and importantly, actionable steps you can take to help your colleagues be successful.

*Johnna Story, Director of Professional Development, Finnegan*

*Deepa Selvam, Director of Professional Development, Morgan, Lewis & Bockius LLP*

*Christopher Lynn, Professional Development Specialist, Morgan, Lewis & Bockius LLP*

### **Let's Coach All the Partners: A Let's Coach All the Lawyers Deep Dive**

In their NALP book, *Let's Coach All the Lawyers: An Essential Primer for Professionals Developing Legal Talent*, expert coaches Jessica Natkin and Jessica Hernandez offer techniques from the coaching world to supervisors and talent management professionals that they have found to be most effective in the legal employment setting. In this program, the authors share insights into the best coaching approaches for talent professionals to use in coaching law firm partners to achieve their goals (and support their talent). Attendees will then have a chance to practice these techniques and will walk away with powerful new tools for working with partners on high-level firm issues.

*Jessica Hernandez, Principal, JLH Coaching and Consulting*

*Jessica Natkin, Principal, Total Talent Design*

### **Recruiting & Retaining Team Members in a Shifting Landscape**

The past few years have been challenging for PD professionals who need team members who are engaged and excited to tackle our changing workplace. This session will provide tips for building talent pipelines, integration, and retention strategies to help you keep your top talent. Attendees will learn best practices for managing hybrid teams, suggestions for retooling team members as your firm's needs change, and tools for understanding and communicating with different team members to keep them engaged and open to change.

*Eva Wisnik, President, Wisnik Career Enterprises*

*Morgan Smith, Chief Legal Talent Office, Frost Brown Todd*

*Josette Winograd, COO, Selendy Gay Elsborg LLP*

### **Whole Law School Approach to ABA Standard 303**

In February 2022, the ABA House of Delegates approved Standard 303 requiring law schools to provide law students with "substantial opportunities" for developing a professional identity and "education. . . on bias, cross-cultural competency, and racism." Simultaneous introduction of these requirements is no accident. They afford law school career service, student service, and DEI professionals, administrators, and faculty a unique opportunity to help students explore how their own values, culture, and racial and other identities shape their lawyering. In this program, we will define professional identity formation (PIF) and explain how it differs from "professionalism" and "professional development." We will explore the importance of PIF programs to students including those of historically underrepresented backgrounds and first-generation law students and we will examine PIF's potential blind spots around diversity. Finally, we will brainstorm ways in which the entire law school community from career and student services to faculty to administration can support the new PIF requirements through curricular and non-curricular innovations.

*Leanne Fuith, Professor of Law and Dean of Career and Professional Development, Mitchell Hamline School of Law*

*Erika Pont, Associate Professor and Interim Associate Director, The George Washington University Law School*

*Carmia Caesar, Assoc. Dean for Justice, Equity, & Inclusion, The George Washington University Law School*

## Concurrent Sessions 3:00 PM - 4:15 PM

### **Conscious Leadership and Beyond: Fresh Approaches to Leadership and Engagement**

Looking for a fresh approach to engage people, develop leaders, and build a healthy workplace culture? Join us to explore Conscious Leadership techniques and other promising approaches that will equip you to lead from a place of trust, openness, and curiosity. We will discuss how to create a shared vision, vocabulary, and energy that fosters well-being, enhances communication, drives growth, and generates positive impact. You will learn how to get unstuck and instead elevate and encourage yourself, your professional development team, and your firm's lawyers to become conscious leaders who feed engagement at every level.

*Larry Brown, Interim Director of Professional Development, Fisher Phillips LLP*  
*Melissa Berry, Director of Professional Development & Diversity, Lane Powell PC*  
*Mark Michels, Lecturer in Law, Santa Clara University School of Law*

### **From Buddy To Boss: Charting a New Role**

Congratulations, you have a new role! Maybe you have recently changed firms, or perhaps you have a new position in your current firm that sees you managing others. This shift can bring challenges, uncertainty and maybe a little awkwardness. Join us in this hands-on, tactical workshop that will help you navigate the complexities of creating a collaborative working environment while maintaining professional boundaries. We will offer practical tools to help you develop essential skills like expectation management and leading effective meetings. Whether you're one week or one year into the job, this session will help you chart your course towards success.

*Jessie Spessart, Managing Director, Optia Consulting*  
*Megan McNulty, Manager of Professional Development, Arnold & Porter Kaye Scholer LLP*

### **Level Up Your Internal Coaching Program: Emerging Trends in Law Firm Coaching**

Once seen as a (mostly outsourced) corrective intervention, today coaching at many Am Law 100 law firms has moved in-house, bringing high-impact results to large populations of lawyers in innovative ways. Industry leaders will discuss coaching trends, using examples from their work teaching coaching skills to managers, expanding coaching to non-lawyers, embedding coaching into training programs, providing individualized support to high-potential talent, and using coaching to explore next steps in lawyers' careers with firm clients. Participants will work in small groups to consider what's possible within their organizations, including how coaching fits into their firms' culture and talent management strategy.

*Stacey Schwartz, Professional Development and Recruiting Manager, Katten Muchin Rosenman LLP*  
*Carrie Marker, Director of Career Counseling & Planning, Akin Gump Straus Hauer and Feld LLP*  
*Jennifer Rakstad, Americas Senior Learning & Development Manager, White & Case LLP*  
*Lora Whitticker, Director of External Career Opportunities, Sidley Austin LLP*

### **Strategic Insight: Models for Understanding & Retaining Associates**

We spent the last two years trying to retain the talent we worked hard to recruit. But are we just throwing everything at retention to see what works without a method to the madness? In this session, you will hear from two law firms who have taken strategic approaches to their retention initiatives.

From making the case to firm management and understanding how associates feel and what they need to figuring out what to do with the information you learn, we will share our insights and lessons learned on how to strategically retain and support your talent.

*Carole Deeter, Professional Development Manager, Thompson Hine LLP  
Shannon Burke, Director of Talent Development and Diversity, Chapman and Cutler LLP*

### **Training Empathy: What Lawyers Can Learn From Doctors**

Declining civility and relatedness in the legal profession is increasingly a factor in low lawyer well-being, engagement, and job satisfaction. In this presentation we will discuss the way that empathy and compassion are connected to civility and positive relationships, as well as conflict resolution. We will look at research in the medical field showing that empathy and compassion can be trained and share strategies for fostering empathy and compassion inside organizations. In particular, studies show that skills associated with perception and action impact empathy and compassion and can be fostered with light touch training.

*Tara Antonipillai, Founder & Principal, Cultivate*

## **Networking Reception**

**4:15 – 5:30 PM**

## **Friday, December 2**

**8:00 AM – 9:00 AM**

**Registration & Breakfast**

### **PD Section Meeting and Discussion**

Join the Chairs of the Lawyer PD Section for a discussion of hot topics in lawyer PD.

**Plenary 9:00 AM – 10:15 AM**

### **Successful Lateral Acquisition and Integration Strategies: Five Evidence-Based Practices**

The market for law firm laterals today is super-heated. Firms are spending a fortune to hire the best and the brightest. And yet, by one estimate, 50% of lateral hires fail. Luckily firms can do something to significantly reduce the risk that your laterals will leave. In this program, Dr. Larry Richard, the leading expert in the psychology of lawyer behavior, along with Susan Parker and Tim Regan, experts in legal search, outline the practice and science behind acquiring and integrating laterals.

*Larry Richard, Dr., LawyerBrain LLC  
Susan Parker, Managing Director, ELR Search  
Tim Regan, Partner, ELR Search*

**Concurrent Sessions 10:30 AM - 11:45 AM**

### **(Are) The Partners Alright?**

With skyrocketing demand for talent over the last few years, focus has been placed on associate needs, wellness, and retention. But firms of all sizes may be overlooking the concomitant, though somewhat different, needs of the partnership. From complex management responsibilities, through escalating client service expectations, to ongoing client and expertise development, supporting partners and ensuring their sustainability becomes more critical than ever. Partner happiness directly impacts client 'stickiness,' profits, recruiting, reputation, and associate retention. Our session will examine how to best keep partners happy, engaged, and committed.

*Jennifer Greiner, President & Founder, Greiner Consulting Group*

*Charlotte Wager, Chief Talent and Strategy Officer, Jenner & Block*

*Milana Hogan, Chief Legal Recruiting and Professional Development Officer, Sullivan & Cromwell LLP*

### **Are You New Here? Successful Job Change in the Hybrid Workplace**

The pandemic has brought and continues to bring a staggering number of job changes in our field. Many of us are new to our firms and are welcoming new team members. Starting a new job is always difficult, and doing so in a hybrid environment is even trickier. Panelists will share their perspectives on successfully changing jobs and welcoming new team members (subordinates, peers, a new boss) who are virtual/hybrid. We will focus on building relationships, recovering from mistakes, coaching ourselves and others, and onboarding team members thoughtfully. Through polling, discussion pairs, and case study analysis, our panelists and our audience members will share strategies for having a successful integration at a new organization, whether it be for themselves or someone else who is new to their team. While we as PD professionals often focus on making integration better for lawyers or law students, this panels helps us turn a mirror on ourselves and our own thoughtful integration.

*Chelsey Parrott-Sheffer, Director of Professional Development, Saul, Ewing, Arnstein & Lehr*

*Carole Deeter, Professional Development Manager, Thompson Hine LLP*

*Reva Pollack, Director of Professional Development, Arnold & Porter Kaye Scholer LLP*

*Chandra Kilgriff, Chief Talent Officer, Saul, Ewing, Arnstein & Lehr*

### **Pack 'Em In! Maximizing Attendance for PD Programs**

Your training program can have the best content in the world — but what good is that if people don't show up? Marketing a program (virtual or in-person) to maximize attendance is a craft, with its own principles, practices, and tactics. In this program, we'll unpack a toolkit of simple, low-effort, high-return methods to grab your target audience's attention, get them excited to attend, inspire them to tell colleagues, and close that pesky gap between registrations and actual attendance.

*Jon Krop, Founder, Mindfulness for Lawyers*

*Nakia V. Humphrey, Director of Professional Development, Perkins Coie LLP*

*Paula A. Dixon, Director of Professional Development, Greenberg Traurig, LLP*

*Matthew J. Galando, Director of Professional Development, K&L Gates LLP*

### **Secrets of Great Speaking from 50 Years of Presentation Coaching**

Like a smartphone without a signal, a smart lawyer without the ability to communicate effectively is going to find limited success. Come to this interactive session to glean the wisdom of 50 years of presentation skills knowledge to discover the fixes for the most common speaking issues that lawyers have. Once addressed, your lawyers will be able to connect better with clients, speak with more

confidence, and be more influential. Best of all, you'll walk away with practical tips you can share with your lawyers and others in your organization.

*Christine Clapp, President, Spoken with Authority*

*Steve Hughes, President, Hit Your Stride, LLC*

*David Henderson, Presentation Skills Coach and Workshop Facilitator, Spoken with Authority*

### **Stop the Surveys! Getting Quality Feedback through Focus Groups and Interviews**

Gaining feedback from lawyers about their experiences at the firm can be a challenging task. Although they are efficient, surveys don't always gain broad participation or elicit nuanced feedback. Participants in this interactive session will learn how to use focus groups and interviews to gain a more robust picture of their lawyers' experiences. The presenters will share case studies and their involvement facilitating focus groups and interviews at law firms, offer considerations for third-party assistance, and tips on how to distill the feedback gained. Participants will leave the program empowered to use guided discussions to gain valuable insights at their organizations.

*Jordyn Pandolfo, Lateral Partner Onboarding Coordinator, Latham & Watkins LLP*

*Susanne Aronowitz, Senior Consultant, Naomi Beard & Associates, Inc.*

*Kelly Druten Green, Director of Attorney Development, Ogletree Deakins Nash Smoak & Stewart*

### **Lunch 11:45 AM – 12:45 PM**

#### **Law School Member Roundtable 11:45 AM–12:45 PM**

Join other law school members at a special luncheon to discuss new ideas and hot topics in law student PD.

### **Concurrent Sessions 12:45 PM - 2:00 PM**

#### **Five Things YOU Can Do to Add to Your Firm's Bottom Line**

As a PD leader, you have a real opportunity to elevate the value you add across the firm – and ultimately contribute to the firm's bottom line in ways that you might not have imagined. How? In this session, we'll explore a variety of real-world examples of how PD leaders are getting creative with adding real, unique, and tangible value to their firms and earning the respect and admiration of firm leaders in the process. We will provide at least five practical, actionable ways you can meaningfully increase your value to the firm, strengthen client relationships, and expand your PD role as a strategic business partner with firm leadership and ultimately add to the firm's bottom line.

*Tammie Garner, Chief Legal Performance Officer, Jackson Lewis*

*Steve Gluckman, Founder & CEO, SkillBurst Interactive*

#### **Helping Lawyers Manage [Severe] Anxiety**

Lawyer stress and anxiety were high pre-pandemic and have increased in the past two years. Nearly 20% of lawyers report having severe anxiety. This session will be led by both a clinical social worker who specializes in working with professionals with anxiety and a coach who works exclusively with lawyers. We will explore common anxiety triggers and symptoms, and explain the various anxiety disorders. Participants will learn how to utilize evidence-based best practices to support stressed and anxious

lawyers – helping them shift their relationship with causes of anxiety and move towards goals. Participants will engage with coaching tools and with the Matrix for Psychological Flexibility (a model and tool that can help clarify values) to recognize how stress and anxiety may be getting in the way of their goals and identify more effective approaches and behaviors.

*Rachel Phillips-Anderson, Clinical Social Worker/Therapist, LCSW-C, Private Practice  
Lane Vanderslice, Coach/Consultant, Volta Talent Strategies*

### **Learning from Tech Companies about Building High-Performance Teams**

Tech companies and other nonlegal organizations are increasingly competing with law firms for talent. The truth is, what makes these other organizations so successful at attracting and retaining talent has little to do with their compensation or technology. Instead, they have learned to employ more dynamic approaches to how they develop teams, regardless of whether those teams include engineers, marketers, or lawyers. In this session, panelists with experience across multiple industries will describe these innovative development strategies and share their experiences and lessons learned in adapting these principles to law firms, unlocking more productive, more engaged, and higher-retention legal teams.

*Ben Sachs, Professor, University of Virginia School of Law  
Lauren Hakala, Director of Learning & Professional Development, Milbank LLP  
Larry Brown, Interim Director of Professional Development, Fisher Phillips LLP*

### **Let's Stay Together: Fostering Retention through Stay Interviews**

We all know that the talent market is hot right now, but not everyone is leaving. What's keeping some associates put? The best way to learn the answer is to ask those associates directly and listen closely. Join us as we share the value of stay interviews and ideas for how to conduct them effectively. We will share two approaches: conducting them fully in-house and partnering with a trusted professional to collect the data. Together we will explore how information is power in keeping your keepers.

*Melissa Berry, Director of Professional Development & Diversity, Lane Powell PC  
Stephanie Felder, Director of Professional Development & Diversity, Groom Law Group, Chartered  
Darren Fleming, Coach and Trainer, Darren Fleming*

### **Supporting Business Development Success of Lawyers from Underrepresented Backgrounds**

A Chief Diversity Officer, a DEI consultant, and a business development consultant walk into a bar. Each of them brings with her decades of experience working alongside lawyers from underrepresented backgrounds. They assemble to answer some of the central questions at the intersection of DEI and BD: What is unique about the business development experience of lawyers from underrepresented backgrounds? How can more of these lawyers become successful rainmakers? How can firms actively support these lawyers in business development? Join us for a candid conversation that aims to equip participants with new insights, practical strategies, and renewed energy to seize one of law firms' greatest opportunities to attract, retain, and advance lawyers from underrepresented backgrounds.

*Tasneem Khokha, Managing Director, GrowthPlay  
Denise Robinson, Founding Principal, The Still Center  
Lia Dorsey, Chief Diversity, Equity, and Inclusion Officer, Ogletree, Deakins, Nash, Smoak & Stewart, P.C.*

## Concurrent Sessions 2:15 PM - 3:30 PM

### **Blunder No More: Key Attributes for Today's Effective Leader**

How do talent professionals help lawyers develop essential leadership skills, especially when some of those skills are at odds with their well-developed legal thinking? One-off leadership training teach the basics, but learning must extend beyond training programs. Ongoing leadership development is essential if our leaders are going to be effective in our ever-changing world. In this new perspective on the challenge of leadership development, we will consider five key skills that lawyer-leaders need to lead well through uncertainty and outline ways offer learning opportunities to your lawyers across experience levels. We will discuss how to introduce these skills into existing efforts and into new, easy-to implement initiatives. Join us for a new perspective on the age-old challenge of leadership development.

*Jeanne Picht, Director, Professional Development, Fried Frank Harris Shriver & Jacobson*  
*Jessie Spressart, Managing Director, Optia Consulting*

### **How To Re-Energize Your Firm's Mentorship Program**

Hear how an AmLaw 100 firm engaged their lawyers in their mentorship program by adding structure and providing clear direction for advisors and advisees to maximize their relationships. Session attendees will engage in discussion about what makes a strong mentor relationship and how to encourage proactive relationship-building across the firm. Speakers will provide proven strategies for strengthening relationships in a hybrid and intergenerational work environment.

*Rebecca Jackson, Attorney Professional Development Manager, Blank Rome*  
*Elise Gelwicks, Founder and CEO, Elevation Consulting*

### **Professional Identity Formation: Process, Paths and Pitfalls**

Professional identity formation is the throughline tying legal education to practice. This program focuses on early stage careers, emphasizing the nexus between law school and the critical first three years of practice. Using data from the NALP Foundation's Law School Alumni Employment & Satisfaction survey as the foundation, we will discuss how career goals, law school preparation for practice, experiential education, and mental health/well-being play vital roles in the formation and evolution of professional identity -- and how law schools and legal employers can use this robust data to support effective professional identity development via curricular planning and training/development programs.

*Fiona Trevelyan Hornblower, President and CEO, The NALP Foundation*  
*Jennifer Mandery, Vice President for Research, The NALP Foundation*  
*Melissa Berry, Director of Professional Development and Diversity, Lane Powell PC*

Meeting Adjourned