

2023

**PDI**

Professional Development Institute

**November 30-  
December 1**  
Washington, DC  
The Conrad Hotel

# 2023 Professional Development Institute

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

## **\*\*Fabulous and central location in 2023 – The Conrad Hotel Washington, DC!**

We are excited to launch registration for the 2023 Professional Development Institute, which will be held in-person at the Conrad Hotel in Washington, DC on November 30 – December 1, 2023. 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.

### **PD Management Foundations Course**

The acclaimed PD Management Foundations course will be offered as a pre-conference workshop on November 29 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!

### **Foundational Coaching Skills Series**

We are proud to offer the NALP Foundational Coaching Skills Series as part of this year's PDI. The first course is Coaching 101, which will be offered on Tuesday, November 28. The second course, Coaching 201, will be offered on Wednesday, November 29. Coaching 101, which was also offered at prior NALP conferences, is a prerequisite to Coaching 201. **Space will be limited.** Sign up early to learn more about how to use coaching skills in your job!

### **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 **\$850** for NALP, ALI CLE, and PDC members

Non-member rate is **\$975**

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

Registration for the Pre-Conference Workshop:

PD Management Foundations Workshop on November 29 is \$175 per person for attendees of PDI or \$275 per person for attendees of the pre-conference workshop only.

Foundational Coaching Programs at \$450 per course.

### **Cancellation Policy**

Full refund for cancellation received by October 21, 2023, with a \$100 cancellation fee.

No refunds after October 22, 2023.

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

### **Hotel Reservation Procedure**

The Conrad Washington, DC

950 New York Avenue, NW Washington, DC 20001

202-844-5933

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 attendee, including non-members, program speakers, vendors, and members of the press, will not be tolerated and a violation of this policy may result in, but is not limited to, termination of an individual's right to attend the conference. NALP opens registration to non-members, including program speakers, vendors, and members of the press.

Awareness of Antitrust and Competition Laws: 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, including the sharing of competitively sensitive information with competitors. 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 and to participate in NALP's benchmarking studies.

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.

# SCHEDULE

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## Wednesday, November 29

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.

*Shannon R. Burke, Director of Talent Development and Diversity, Chapman and Cutler LLP*  
*Jeanette S Lee, Director of Attorney Training & Development, Akin*

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.

***This program requires advanced registration and a separate registration fee.***

This program will take place at The Conrad Hotel.

## Tuesday, November 28

8:30 AM-5:00 PM

### **Pre-Conference Workshop | Foundational Coaching Skills Series: Coaching 101**

This session requires advanced registration. Continental breakfast will start at 8:30 am and the session will begin promptly at 9:00 am. Lunch will be provided.

This introductory program is geared toward legal talent, DEI, and law school career services professionals who seek to develop a coaching toolkit to use in individual and team settings. Designed as a guide through the coaching process, participants will learn a framework, principles, and competencies to help others identify professional and/or personal goals and to develop action plans to achieve those goals. During the interactive portion of the workshop, participants will practice and hone their coaching techniques and skills. The program curriculum is aligned with the International Coaching Federation (ICF) Code of Ethics and uses the ICF Core Coaching Competencies.

***This program requires advanced registration and a separate registration fee.***

\*\* This program will take place at Hogan Lovells, 555 13th Street, NW, Washington, DC

## Wednesday, November 29

8:30 AM-5:00 PM

### **Pre-Conference Workshop | Foundational Coaching Skills Series: Coaching 201**

This session requires advanced registration. Coaching 101 is a pre-requisite for this course. (Note: Coaching 101 will be offered Tuesday, November 28, and was also offered at prior NALP conferences. Participants who have completed Coaching 101 are eligible to register for this program.)

Continental breakfast will start at 8:30 am and the session will begin promptly at 9:00 am. Lunch will be provided.

Coaching 201 is a “next level” highly interactive workshop for legal talent, DEI, and law school career services professionals, who want to build on the coaching skills and principles learned in the 101 program. Program faculty will share their insights on moving from an advisor to coach mindset and tips for empowering coachees to face their challenges, develop an action plan, and own their decisions. Participants will learn advanced skills from faculty coaches, and, using their own real-life situations, will practice and polish techniques through a combination of information sharing and small group coaching exercises.

***This program requires advanced registration and a separate registration fee.***

\*\* This program will take place at Hogan Lovells, 555 13th Street, NW, Washington, DC

## Thursday, November 30

### Registration and Breakfast

8:00 – 9:30am

### Opening plenary

9:30 am – 10:45 am

#### **Embracing Generational Diversity and the Arrival of Gen Z**

The workforce has evolved to include four distinct generational groups and now along comes Gen Z. Therein lies the challenge and the opportunity. Each generational cohort comes of age during distinct environmental circumstances; we are all products of our respective times. These circumstances shape our motivations, expectations, and workplace behaviors.

Chris DeSantis has scoured the literature on parenting, generational research, implications of a hybrid workplace and the ever-evolving American worker. He has developed a framework for understanding generational perspectives, clarifying the distinctions between actual and perceptual differences, when it makes sense to talk about these differences and when it doesn't. During this exciting and educational plenary, you will learn what organizations need to do to embrace a new generation of workers, Gen Z, and how they can best be engaged and retained in a hybrid workplace.

*Chris DeSantis, Principal, C.P. DeSantis LLC*

## Concurrent Sessions

### 11:00 AM - 12:15 PM ET

#### **Addressing the Elephant in the Room: Work Allocation in Firms**

We will review the various work allocation systems that currently exist in law firms and discuss why many of these traditional systems have exacerbated the challenges law firms continue to grapple with today (i.e., DEI, retention and advancement, attrition, implicit/similarity bias, managing a hybrid workforce, improving culture, and law firm profitability). We will present case studies that will show why a more centralized work allocation system supported by work allocation/resource management professionals equipped with advanced data points and the right technology can significantly move the needle on many of the challenges law firms face today.

*Nk Udogwu, Director of Legal Resources & Integration, Mayer Brown LLP*  
*Jayson Levine, Resource Manager, Bryan Cave Leighton Paisner LLP*  
*William Dougherty, Founder & CEO, Capacity*  
*Alice Hickling, Neuroscience Researcher University College of London*

#### **Beyond Accommodations: Building Better Professional Development for ADHD Lawyers**

You know what skills lawyers and law students need in order to advance their careers. But how do you keep them engaged with building those skills when they have ADHD or another executive function challenge? In this fast-paced and practical workshop, we explore what makes these unique lawyers and law students tick. Through a guided case study, you will learn about the hidden barriers they face, how best practices in adult education can be used to keep them engaged, how simple executive function supports can empower them to pursue individual growth opportunities, and how building an ADHD friendly professional development path helps all lawyers.

*Emily Whelden, Team Coach, Dixon Life Coaching*

#### **Connection as the Key to Engagement**

It's no secret that engagement is a significant challenge for legal organizations right now. True connection seems fleeting, and engagement is elusive. Yet, the key to building a culture where engagement is the norm is within our reach. This session will explain pathways for building connections that encourage growth and explore strategies to help cultivate a culture of engagement. Focusing on practical short interactions, attendees will learn techniques that bring out the best in people and can transform the culture of legal organizations into more open, collaborative environments.

*Laurie Lyte, Director, Professional Development & Planning, Maryland Office of the lawyer General*  
*Jessie Spessart, Managing Director, Optia Consulting*

#### **Sponsor Shift: Seven Reasons Your Firm Sponsorship Program Needs Restructuring**

Tired of subpar outcomes from your firm's sponsorship program? Discover valuable insights and lessons learned from an expert in mentoring and sponsorship programs for law firms and legal organizations. This session delves into seven critical reasons why your firm's sponsorship program may require relaunching or restructuring, offering practical tips and best practices for fostering meaningful relationships among sponsors, sponsees, and firm administrators. Learn how to set clear objectives and measure success. If you're grappling with poor ROI, limited engagement, or diminished participation, these insights will guide you in revamping your sponsorship program for improved results.

*Paula Edgar, CEO, PGE Consulting Group LLC*

### **Supporting Lawyers through Successful Parental Leave and Beyond**

New parents sometimes think of parental leave as an event that will disrupt or stall their careers, but it doesn't have to be. This session will discuss best practices (e.g., preparation of parental leave templates, managing interactions with partners and supervisors before, during and after leave, getting back to billable work, providing "return-to-work" transition resources, balancing networking with family obligations, etc.) in guiding parent employees – including both new parents and parents going on leave for the second or third time – through the transition to working parenthood. Participants will leave this session with tools for coaching new parents on successful leave transition strategies, advising on the founding of and support for parent affinity groups, and integrating parental leave programming into a professional development curriculum. Parenthood can provide parents (new and established) with skills and tools to make them amazing leaders, and PD professionals can help them to grow their careers post-baby.

*Lori Mihalich-Levin, CEO & Founder, Mindful Return  
Janell Mallard, Director of Legal Talent, Wiley Rein LLP  
Abigail Lauer Litow, Partner, Kirkland & Ellis LLP  
Benjamin Reyes, Associate Blank Rome LLP*

### **Ten Easy Tools to Promote Wellness and Well- Being at the Office**

There is a widespread perception that fostering a culture of wellness and well- being at law firms comes at the cost of performance and productivity. What if this wasn't so? In fact, what if fostering wellness and well-being actually enhanced workplace productivity and performance? Three decades of research in neuroscience demonstrates this inextricable link. This interactive session will inform participants about this research and give them an embodied experience of ten tools they can incorporate in their workplaces to foster wellness and well-being at no cost. In small and large group discussions, we will also troubleshoot challenges and pushback participants face in prioritizing wellness at their firms. This is an advanced session because participants are required to leave their inhibitions at the door and be open to practicing and participating in a range of body and brain based exercises in a group setting.

*Anu Gupta, Founder & CEO, BE MORE with Anu*

## **Lunch**

12:15 pm – 1:15 pm

## **Concurrent Sessions**

**1:30 PM - 2:45 PM ET**

### **Affinity-Based Business Development Learning Programs**

While business development learning programs have become commonplace in many law firms, most of these programs do not address the unique opportunities and challenges women and lawyers from underrepresented backgrounds encounter in building books of business. This program will use Blank Rome's successful Women's Business Development Academy as a case study for the benefits of affinity-based business development learning programs. Such programs have the potential to help firms meet the critical challenge of retaining, developing, and advancing women and lawyers from underrepresented backgrounds by supporting them in building and managing books of business of their own.

*Tasneem Khokha, Managing Director, GrowthPlay*  
*Krystal Studavent Ramsey, Director of Diversity & Inclusion, Blank Rome*  
*Josh Troy, Director, Talent Management, Kilpatrick Townsend & Stockton LLP*

### **Developing Lawyers Through Team Training: Lessons from Athletes, Astronauts, and Rock Bands**

Many law firms focus on individual training as a default to develop their talent. However, top performing organizations outside our industry use team-based training to allow their performers to unleash their potential. Holistic team-based training methods such as peer-to-peer training academies, team coaching, and simulation-based training drives skill retention, adoption, and continuous improvement. This highly interactive and entertaining session reveals best practices through case studies of world-class athletes, astronaut crews, and even unconventional teams such as successful rock bands! These same approaches can enhance the effectiveness of your professional development team and programs at your firm.

*Brett Dengate, Manager, Learning & Development, Norton Rose Fulbright*  
*Darryl Cross, US Executive Sales Coach, Norton Rose Fulbright*

### **How to Lead When You're Not In Charge**

True leaders, like Rosa Parks, don't require titles or formal authority to convince people to do what is right for themselves or their organizations. She became "the mother of the civil rights movement" by recognizing the agency that all of us possess and understanding what truly motivates people. Come to this dynamic, hands-on program to discover practical ways to "take the lead" and effect change at your firm regardless of your pay grade. You'll walk away inspired and empowered to take your lawyers and law students to new heights.

*Steve Hughes, President, Hit Your Stride, LLC*  
*David Henderson, Partner, Ellwanger Henderson LLP*

### **Maximizing Your Law Firm's Outplacement / Transition Coaching Program**

Reevaluating lawyer staffing needs in 2023 continues to be a trend and law firms continue to find solutions to support exiting lawyers. This program will examine the key stakeholders in this transition: the firm, the affected lawyer(s), and the staff managing the transition. Join this interactive and action-oriented session where we will address: the value of outplacement to a law firm, how exit messages are communicated to lawyers, the decision-making criteria used to bring in an external outplacement resources, and how internal career coaches and alumni relations professionals facilitate relationship building in this transition.

*Jeanna Beck, Director of Career Development & Advancement, Arnold & Porter*  
*Jason Levin, Speaker, Trainer and Coach, Ready Set Launch LLC*  
*Natasha Zech, Director of lawyer Recruiting, Diversity & Development, Williams & Connolly LLP*  
*Jennifer Gewertz, Director of Lawyer Alumni Relations Arnold & Porter*

### **Providing a Roadmap to Success for Junior lawyers**

As PD professionals, we are often the people junior lawyers come to looking for direction and a roadmap to success at a law firm. In our new post-pandemic world, it is more challenging than ever for new lawyers to integrate and become effective practitioners. We often hear grumblings from senior lawyers about junior lawyers' lack of professionalism and client service mentality. This session will focus on helping our newest talent acquire the skills and mindset for a successful and fulfilling career. We will provide a roadmap for success, including the how-to's for taking ownership of projects, displaying a client service mentality, exercising time management habits, and seeking out feedback between formal

reviews. Participants will leave this session with career planning handouts and specific advice on how to help guide junior lawyers onto a successful career path.

*Eva Wisnik, President, Wisnik Career Enterprises*

*Shannon Burke, Director of Talent and Diversity, Chapman and Cutler LLP*

*Marlon Lutfiyya, Director of Talent & Diversity, Neal, Gerber & Eisenberg LLP*

### **Should We "Cancel" That Word?**

This panel will explore words and phrases that have long been embedded into our national and legal lexicon as normal and non-controversial, but that are now being revealed as potentially racist, bigoted, historically arising from racism/bigotry, or etymologically innocuous yet unintentionally demeaning to marginalized and traditionally underrepresented groups. Words and phrases such as "blacklisted," "seminal," "masterful," "grandfathered in," "brainstorming," "long time, no see," "crippled their argument," "uppity," "Hip Hip Hooray," "off the reservation," and many others will be analyzed, both in terms of their historical etymology and their modern-day impacts on members of diverse groups. Several different frameworks for assessing the moral and equitable consequences of the words will be shared, allowing each participant to determine which framework (or frameworks) should govern their word choices going forward. For example, if a word arose from a clearly non-racist and non-oppressive historical context but can potentially be interpreted now as insensitive, degrading, or marginalizing to a particular group, should it be "cancelled," or should it be preserved in our everyday lexicon, particularly within the law firm context? In addition to evaluating particular words and phrases, the panel will provide insights on the relative priority of language concerns compared to other core DEI objectives at law firms, such as when objectionable language is important enough to raise and when it could lead to loss of support on other higher-stakes objectives and therefore should be withheld. Finally, the panel will explore how, assuming a particular language objection is worth raising in a particular situation, the objection should be raised to the speaker in the most sensitive way possible so as to alert the person to the issue without alienating them from the DEI mission or losing their support on other critical DEI objectives.

*Jarrett Green, Well-Being, Stress Resiliency and Peak Performance Consultant and Lecturer in Law, USC Law School & Jarrett-Green.com LLC*

*Ann Jenrette-Thomas, Chief Diversity and Inclusion Officer, Stinson LLP*

*Doneene Damon, Chief Diversity Partner, Richards, Layton & Finger LLP*

## **Concurrent Sessions**

**3:00 – 4:15 PM ET**

### **Charting Your Own Path – How to Develop and Propose a New Role for Yourself or Your Team**

If you find yourself daydreaming about a new role for yourself, your team, or your organization, then this presentation is for you! Instead of calling it quits, learn how to stay put and make a pitch. You will hear from panelists with experience and advice to help you develop, propose, and advocate for ways to make your career more fulfilling or your team more successful without having to start over from scratch at a new employer. Learn how to think through the benefits, challenges, and practicalities of proposing a new position for a more fulfilling career in this interactive session.

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

*Melissa Berry, Director of lawyer Development, Perkins Coie LLP*

*Fairuz Abdullah, Deputy Director, University of California Law, San Francisco*

### **Disability Confidence for Legal Professionals**

Today, 1 in 4 adults (26%) in the United States live with a disability, translating to 61 million Americans. In Canada, 22%, or 6.2 million, live with a disability. How disability confident are you in your interactions with people with disabilities? What does “disability confidence” even mean? It begins with interacting and working with those with disabilities to improve positive attitudes, social inclusion, and empathy. And it starts with you – we all play a leading role in changing attitudes for the better. This session provides actionable tips for becoming a disability ally and increasing confidence.

*Lorin MacDonald, Founder & Principal, HearVue Inc.*

### **Great Expectations: Innovating at Every Level to Create Clarity**

Trainings are often designed and delivered based on preconceived notions and assumptions about the needs of individual lawyers at a particular level, resulting in missed opportunities and diminished impact. Having clearly defined expectations around lawyer development and using relevant data to identify priorities can ensure that trainings are targeted to support the individual’s unique needs and ultimately advance the firm’s goals. In this panel, we will discuss how to leverage assessments, benchmarks, and data to personalize trainings and optimize effectiveness and ROI.

*Sang Lee, Chief Growth & Strategy Officer, Volta Talent Strategies*

*Kay Nash, Chief Talent Officer, Wiley Rein*

*Kiley Bostick, Chief Talent Officer, Selendy Gay Elsberg*

*Lois Durant, Chief Diversity & Inclusion Officer Sheppard Mullin*

### **Teaching the Business of Law (and Why Lawyer Salaries Vary So Greatly)**

Many law students (and practicing lawyers) don’t understand the economics of how law firms make money and how lawyers get paid. As such, they don’t always understand why BigLaw associates have high starting salaries while smaller firms, government, and non-profit lawyers (and even most in-house lawyers) typically make much less. Our team has surveyed law schools and law firms to determine what’s being taught and developed a ready-to-use curriculum to teach students and lawyers the business of law. The curriculum can be used (and edited) to allow PD and Career Services professionals to teach the business of law.

*Sarah Hadjimarkos, Director of Legal Training and Development, Fenwick & West LLP*

*Susanne Aronowitz, Senior Consultant, Beard Strategies, Inc.*

*Diana Mercer, Director, Loyola University New Orleans College of Law*

### **The Language of Exclusion: How Coded Feedback Shapes Access**

The language we often use to describe performance and provide feedback can be loaded and coded in ways we do not recognize. Words and phrases such as "Professionalism" and "Executive Presence" bring to mind very narrow – and typically white and masculine – ways of doing and being at work. In this panel, an expert panel representing a variety of perspectives and experiences will surface frequently used terms that can present hurdles to advancement and flourishing for frequently marginalized groups, and will provide concrete suggestions for language shifts to promote inclusion.

*Juliet Aiken, Consultant, Volta Talent Strategies*

*Kori Carew, Founder and Chief Catalyst Officer, Bridge 68 LLC*

*Chris Gardephe, Chief Professional Resources Officer, Proskauer Rose LLP*

*Darwin Conner, Chief Diversity, Equity & Inclusion Officer Eversheds Sutherland*

## Networking Reception

4:15 – 5:30 PM

## Friday, December 1

### Registration and Breakfast

8:00 – 9:00am

### 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

#### **AI and Legal: Transforming the Practice of Law and the Way We Train Lawyers**

Artificial Intelligence (AI) is revolutionizing industries, with legal services being most susceptible, according to research from top universities. AI will reshape every facet of law - from research to litigation strategies - aiming to boost precision, productivity, and client service. As AI progresses, law firms and schools need to revamp strategies, policies, and training to use this technology ethically and responsibly. This shift demands a fresh educational model to equip future lawyers for an AI-dominated legal world. In this informative plenary, we'll discuss:

1. How will the role of junior associates change going forward?
2. What will the billing and training models for our newest lawyers look like?
3. What kind of policies do firms and law schools need to adopt?
4. How can training programs leverage AI to offer personalized learning, skills assessment, and predict performance efficiently?

Our objective in this exciting plenary is to provide an understanding of the influence of AI in the legal industry, emphasizing the required adaptations, implications for legal jobs, use cases, potential benefits, and the profound impact on the way we train lawyers. You won't want to miss it!

Steve Gluckman, Founder and CEO, Skillburst Interactive

Anusia Gillespie, Chief Strategy & Growth Officer, Skillburst Interactive

### Concurrent Sessions

**10:30 - 11:45 AM ET**

#### **Ambition, Achievement and Anxiety: Examining Perfectionism and Legal Development**

The legal industry is brimming with high achievers, who's ambition, and achievements often go hand-in-hand with experiences of profound anxiety, deep insecurity and debilitating perfectionism. Drawing on both theory and practice, this session equips talent development professionals with the language,

framework and practices necessary to create a culture at work where people are able to strive meaningfully for excellence without feeling existentially insecure, unsafe, and inadequate.

*Kara Hardin, Founder & CEO, The Practice Lab*  
*Suzanne Thomas, Director, Talent (Learning), Dentons Canada LLP*

### **Closing the Gap: Partnering on the Transition from Student to Practitioner**

The successful transition from law school to practice involves an evolution from a passive student to a proactive professional who takes ownership of their brand, professional development and career trajectory. As law schools prepare students for this transition, in light of ABA Standard 303, they are placing increased focus on professional identity formation. However, when legal employers onboard new hires, they notice a gap between preparation and expectation. How can schools and employers work together to close this gap and set students and new hires up for success? This session will discuss opportunities for greater collaboration, create space for knowledge sharing, and provide strategies you can implement.

*Jennifer Henfey, Associate Dean for Professional Development and Leadership, Villanova University Charles Widger School of Law*  
*Traci Mundy Jenkins, Director of Career Development, Venable LLP*  
*Melissa Berry, Director of lawyer Development, Perkins Coie LLP*  
*Leanne Fuith, Professor of Law, Mitchell Hamline School of Law*

### **Context, Content and Change: PD as a (R)evolutionary Lever**

Drawing on the NALP Foundation's signature Alumni Employment and Satisfaction, Update on Associate Attrition, and forthcoming Why Associates Stay Studies, the session will provide concrete data not only the types and efficacy of law school and law firm professional development efforts, but information on their import to and impact on associates' careers, and how these may affect recruiting, retention and institutional loyalty.

*Fiona Hornblower, President & CEO, The NALP Foundation for Law Career Research and Education*  
*Jennifer Mandery, Vice President for Research, The NALP Foundation*

### **Flourishing or Weathering the Storm? Supporting the Well-Being of Racialized Lawyers**

DEI and well-being remain hot topics in the legal profession despite slow progress on both. Yet, too little is understood about the symbiotic relationship between them. In this session, we will discuss the intersection between DEI and well-being, with a particular focus on the impact of interpersonal and systemic bias on the careers and lives of racialized lawyers. The panel will feature the biopsychosocial construct of weathering, which describes the negative impact of social exclusion based on race and other social identities at a cellular level, as well as organizational and structural strategies to shift these impacts in a positive direction.

*Denise Robinson, Founding Principal, The Still Center LLC*  
*Marissa Alert, Founder & CEO, MDA Wellness*

### **Help Your Partners Deliver Effective Performance Evaluations**

Are your partners equipped to deliver effective annual evaluations for associates and counsel? Will they motivate your strongest performers? Will the tough messages they intend to deliver be the messages that are actually received? Are they ready to offer concrete suggestions about future development instead of "Keep doing what you're doing." And when they ask you for advice about how to handle a difficult situation, what will you say? This program offers practical tips that you can use to help partners

avoid common pitfalls, generate constructive dialogue, manage across differences confidently, deliver clear messages, and follow-up effectively.

*Tim Leishman, Principal, Firm Leader Inc.*

### **Ignite Ownership and Initiative through Skills Inventories & Benchmarks**

We keep hearing partners say, “Associates these days lack ownership and initiative.” But what if all they need is a little clarity and direction around what they should be pursuing within their practice area? While informal mentoring might have worked in the past, our hybrid work environment and need for inclusivity means we need to level up and establish easily accessible and public practice skills inventories. Associates can use these inventories and benchmarks to identify gaps in their skills and experiences, allowing them to be proactive and advance in their career. Likewise, firms can leverage them to develop substantive training programs and measure performance. Join us as we walk you through how to create Practice Group Skills Inventories and Benchmarks to help drive associate ownership and initiative and to enhance your firm’s training and evaluation processes.

*Elizabeth Brady Murillo, Director of Professional Development, Burns & Levinson LLP*  
*Darien Fleming, Owner, Coach and Trainer, Darien Fleming*

## **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. The session will be moderated by one of the Chairs of the NALP Law Student Professional Development Section.

## **Concurrent Sessions**

12:45 – 2:00 PM ET

### **Communicating Layoffs, Lower-than-Expected Bonuses, and Other Bad News to Employees**

If your law firm is facing financial challenges or if the firm's leadership has made a firm-wide decision that is unpopular with the employee base (including decisions that are covered by "Above The Law" and other legal media), how should members of the firm's professional development department navigate these issues and communicate to attorneys and staff members? So often in these situations, employees turn to PD professionals with their questions, concerns and anxieties, yet most PD professionals feel confused on how to best respond because they have received little direction from the firm in the midst of the challenge and no prior training from the firm on how to handle these sensitive issues. In this session, two PD leaders from Shearman & Sterling (one of whom is now at Milbank LLP) will share guidance and insights on how their team communicated with each other and with their employees during some of the highly-publicized challenges the firm faced in 2023. Moreover, two law firm well-being and culture consultants who work with Shearman will share their recommended best practices in such situations, and will highlight why the Shearman PD Team rose to the occasion and modeled how other PD professionals should communicate and behave during times of intense challenge.

*Rebecca Green, Well-Being, Stress Resiliency and Peak Performance Consultant and Lecturer in Law, NKB Consultancy and UC Irvine Law School*

*Erin Tasnady, Director of Professional Development, Milbank LLP*

*Emma Zaccarelli, Professional Development Manager, Shearman & Sterling LLP*

*Jarrett Green, Well-Being, Stress Resiliency and Peak Performance Consultant and Lecturer in Law NKB Consultancy and UC Irvine Law School*

### **Everyday Inclusion: Turning Theory into Action**

Organizations across the globe invest large amounts of time and money to support diversity and inclusion efforts. But if their population doesn't fully understand how to put theory into action, then there is a risk of the efforts plateauing. Using our interactive learning approach, we'll engage in research-based scenarios that explore the helpful, and not so helpful behaviors, that contribute to everyday inclusion. Join us for a lively conversation and for practical takeaways to support being more inclusive in your law school, law firm, or legal organization.

*Simon Thomson, Director, Steps Drama Learning Development*

*Allen Liedkie, Head of Business Development - US, Steps Drama Learning Development*

*Amanda Salazar, Steps Associate, Steps Drama Learning Development*

*Shane Taylor, Project & Design Manager Steps Drama Learning Development*

### **Looking for Your Next Big Move? Learn How These Experts Reinvented their Careers!**

Thinking about your next big career move? Did the Great Resignation or does job market uncertainty make you start thinking about your future? Or, are you striving for that seemingly elusive new role, but not sure how to get there? Join this panel of leaders and coaches to learn how they strategically stepped into new and interesting roles. Each panelist has reinvented her career several times over by leveraging transferable skills and relationships to achieve new heights of career satisfaction and responsibility. Learn how they continuously navigated through their careers to get to the next level.

*Sandra Bang, Founder & Principal, Sable Group*

*Amy Wegener, Executive Coach and Consultant,*

*Diana Ross, Director, Talent Management (lawyer Careers), Paul Hastings*

*Niteesha Gupte, Executive Coach and Director, Partner Practice Group Major, Lindsey & Africa*

### **Sponsorship Programs – The What, the Why, and the How**

Sponsorship programs are on the rise in the legal profession as firms strive to retain and create pathways to success for their professionals, especially those from diverse backgrounds. Come learn exactly what sponsorship programs entail, why you should consider if your organization should implement a sponsorship program, and how to implement an effective sponsorship program. We will also discuss diverse perspectives on ways you can make a sponsorship program most effective for your organization.

*Michelle Gomez, Sr. Director, Engagement and Development, Littler Mendelson, P.C.*

*Kelly Mixon Morgan, Chief Legal Performance Officer, Barnes & Thornburg*

*Nakimuli Davis-Primer, Shareholder, Baker Donelson Bearman Caldwell & Berkowitz, PC*

### **Tick, Tick, Boom! Ignite Your Team's Fire Using Intrinsic Motivation**

With burnout and attrition rates at all-time highs, it has never been more important for organizations to keep their lawyers, students, and staff engaged. Whether you're talking to an incoming student, mid-level associate, or the corner-office partner at a mega-firm, chronic misalignment of values and day-to-day tasks can lead to burnout and undermine well-being. In this interactive program, attendees will

explore their own values and motivations while learning strategies and techniques they can bring back to their organizations to help their lawyers, students, and staff identify what makes them tick and better align their work with their values.

*Jonathan Beitner, Certified Coach & Founder, De Novo Professional Development*  
*Kendra Brodin, Founder & CEO, EsquireWell*

## Concurrent Sessions

**2:15 – 3:30 PM ET**

### **Adopting a Coach Approach - Coaching Fundamentals Training for Law Firm Managers**

What's possible when everyday conversations are infused with coaching skills? Many firm managers in varying roles (talent, recruiting, HR, diversity, etc.) already have relationships of trust with associates and others at the firm. This panel discussion will focus on the experience of two firms that have used coach training to boost their managers' ability to support the growth and development of their lawyers and other key players. They will share what they did and the practical challenges and benefits involved in adopting a coach approach.

*Jennifer Rakstad, Americas Senior Learning & Development Manager, White & Case*  
*Whittney Beard, Founder and President, Whittney Beard Coaching LLC*  
*Julie Tran, Senior Director of Talent, Vinson & Elkins*  
*Nicholas Jelfs-Jelf, CEO Volta + Thine*

### **Creating a Successful Leadership Development Program: Our Journey**

A leadership development program is a critical investment for any organization that wants to remain competitive and succeed in today's fast-paced business environment. By developing leaders who are skilled, engaged, and adaptable, organizations can build a culture of continuous learning and improve their overall performance. The hardest part is knowing where to start! In this session, we will walk you through our journey of building and executing an internal leadership program. To help you build a successful leadership program for your organization, we will share the steps we took to create our program, including those steps that were revised in hindsight, to make our program a success.

*Amber Castelli, Director of Professional Development, Buchanan Ingersoll & Rooney*  
*Danielle Rosetti, Chief Talent Officer, Buchanan Ingersoll & Rooney*  
*Adam Wicks, Counsel, Buchanan Ingersoll & Rooney*

### **Empowering Every Mind: Neurodiversity's Role in Inclusion**

DEI efforts are crucial to creating a safe and engaging work environment. Building upon their successes in other areas, law firms and law schools are now asking how they can better support neurodivergent lawyers and law students. In this interactive session, panelists will explore the tools and approaches law firms can incorporate into their DEI playbooks to recruit, integrate, and engage neurodivergent talent. Drawing upon their personal insights and experiences in creating a welcoming workplace for neurodivergent colleagues, and lessons learned from supporting other diverse colleagues, panelists will offer actionable tips on how to implement these practices in your organization.

*Julie Remer, Owner / Executive & Neurodiversity Coach, Amicus Coaching, LLC*  
*Paula Edgar, Esq., CEO, PGE Consulting Group, LLC*  
*Patti Scott, Director of Professional Development, Lowenstein Sandler LLP*

### **I've Been Afraid of Changin': Lessons Learned From (& Tools for Capitalizing on) Change**

The times, they are a-changin', right? We have weathered a lot of change in the last few years, and frankly, many of us are over the "landslide." Wanted or unwanted, change is constant. Honing our ability to capitalize on change empowers us to make the most of it. Using tools from positive psychology and organizational scholarship (and a rockin' playlist), we will explore important questions like why we are so resistant to change, how to navigate it (whether wanted or unwanted), and how we can help ourselves, our teams, and our organizations find opportunities within the uncertainty that change creates.

*Jessie Spresart, Managing Director, Optia Consulting*

*Josh Troy, Director of Talent Management, Kilpatrick Townsend & Stockton LLP*

## Meeting Adjourned