

2025 NALP Professional Development Institute

Discover. Connect. Lead.

We are excited to open registration for the **2025 NALP Professional Development Institute**, taking place at the Conrad Hotel in Washington, DC, on **December 4–5, 2025**.

This premier educational event brings together leaders in lawyer and law student professional development for two days of **insight, innovation, and connection**. You will:

- **Gain fresh perspectives** on the most pressing issues shaping the legal profession.
- **Learn proven strategies** to give your lawyers and law students a competitive edge.
- **Explore emerging trends** in professional development and talent management.
- **Network with peers** from law firms, law schools, legal organizations, and government agencies.

The Professional Development Institute is a **must-attend gathering for those shaping the future of lawyer and law student talent and success**. If you're responsible for professional development, this program will equip you with the resources, ideas, and connections to **navigate today's challenges and lead with confidence**.

PD Management Foundations Course

Kick off your conference experience with the **highly regarded PD Management Foundations Course**, offered as a **pre-conference workshop on December 3, from 1:30–5:30 pm ET**.

Designed specifically for those **new to lawyer professional development or stepping into a new PD leadership role**, this interactive workshop delivers the **core knowledge, practical skills, and insider insights** you need to succeed.

Through comprehensive training led by experienced PD professionals, you'll learn how to:

- **Build a strong foundation** in the essentials of lawyer professional development.
- **Gain confidence and clarity** in your responsibilities.
- **Walk away with strategies** you can apply immediately in your role.

If you're ready to set yourself up for success in the PD profession, this workshop is your **essential first step**—and an opportunity you won't want to miss.

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 **\$925** for NALP, ALI CLE, and PDC members

Non-member rate is **\$1050**

Public Interest/Government rate is **\$650**

Registration for the Pre-Conference Workshop:

PD Management Foundations Workshop on December 3 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 November 7, 2025, with a \$100 cancellation fee.

No refunds after November 7, 2025.

For more information and to register, go to www.nalp.org/events

Hotel Reservation Procedure

The Conrad Hotel

950 New York Avenue, NW

Washington, DC 20001

Attendees will make hotel reservations during the registration process. Rooms will not be reserved without a credit card. You must book the hotel through the online system. The hotel will not accept reservations by phone.

- Register early. The room block tends to fill up quickly and once the block is full (or after the cutoff date of October 31, 2025 whichever comes first), rooms are subject to availability.
- The room rate at The Conrad is \$339 (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 attendees 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 into 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 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

Wednesday, December 3

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

Management Foundations for Law Firm 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
Andy Hales, Vice President of Professional Development and Training, Venable 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.

This program requires advanced registration and a separate registration fee.

Thursday, December 4

Registration and Breakfast

7:30 am – 9:00 am

9:00 am – 10:15 am

Opening plenary

The Death of the Apprenticeship Model: Reimagining Talent Development

For generations, law firm expertise was cultivated through apprenticeship—a time-intensive transfer of knowledge built on institutional memory and mentorship. It worked in an era when the pace of change was manageable and technology was an addendum, not a driving force. That era is over. Today's global world is evolving faster than ever. Generational shifts and the accelerating pace of change have pushed apprenticeship to its limit. Mastery is no longer the ultimate differentiator. The true advantage is the ability to learn, unlearn, and adapt—at scale. This moment demands a reimagined approach to growing talent—strategic, intentional, and future-focused. Join us for a plenary to dive into what the future holds!

*Marcie Borgal Shunk, President and Founder, The Tilt Institute
Sona Spencer, Chief Legal Talent Officer, Troutman Pepper Locke LLP*

Concurrent Sessions 10:45 AM - 12:00 PM ET

Create and Lead Successful Partner Development Programs

Partners play pivotal roles in managing their firms and leading teams. Providing them with leadership training and resources enhances their ability to manage effectively, act as good stewards of the firm, and create a culture of growth. The success of partners' practices directly impacts the firm's financial health. Investing in their leadership skills, knowledge of the firm, well-being and financial acumen leads to improved client service and bolsters the firm's reputation. Despite this, capturing the attention of this group and asking partners to devote time to non-billable work might feel challenging and intimidating. In this workshop, we will discuss successful approaches to creating, designing and structuring partner development programs, and maintaining firm management support to sustain them.

*Sabina Reinhardt, Senior Manager, Partner Development, White & Case LLP
Lauren Hakala, Senior Director of Global Learning & Development, Reed Smith LLP
Sang Lee, CEO Volta Talent Strategies, Volta Talent Strategies*

Disagreeing with Dominant Personalities: Conflict Skills for the Rest of Us

In high-pressure legal environments, dominant personalities tend to steer conversations, even when they're off track. This session offers practical tools for handling difficult disagreements with colleagues or supervisors through a blend of empathy and assertiveness. Using the assertiveness-cooperativeness model, participants will explore their own conflict style and practice how to adapt it. Participants will learn how to stay calm under pressure, strategically assess common ground and shared goals, and redirect unproductive conflict without escalating. This workshop is for anyone – and especially for those who identify as conflict avoidant – who want strategies to effectively advocate for their programs, teams, or themselves.

*Andrea Gilliam, Leadership Coach & Trainer, Andrea Gilliam Consulting
Melanie Rowen, Trainer, Coach & Mediator, Center for Understanding in Conflict*

Failing Forward: How Lawyers Can Embrace Mistakes and Still Succeed

Lawyers and their firms often equate mistakes with failure, perpetuating an environment where lawyers fear risk-taking and struggle with setbacks. But professional growth and innovation require resilience and adaptability. This session will explore how lawyers and other legal professionals can shift their mindset around so-called failure, use mistakes as learning opportunities, and continue advancing despite setbacks. It will provide practical tips for handling missteps in high-stakes environments without damaging credibility, how law firms and PD professionals can promote cultures where learning from failure is normalized, and strategies for developing resilience, emotional agility, and a growth mindset in a high-pressure profession.

Jennifer Greiner, President & Founder, Greiner Consulting Group
Douglas Ebeling, Attorney Development Manager, Cleary Gottlieb
James Moore, Director of Legal Talent, Coblenz Patch Duffy & Bass LLP
Melanie Heller, Career Advisor, Sullivan & Cromwell

Generational Harmony: Bridging the Gap by Leveraging Coaching Skills

This session addresses the critical challenge of intergenerational conflict in law firm environments through deepened perspective-taking and empathic understanding. Participants will explore how developing perspective-taking skills, active listening, and accessing empathy can transform conflict into collaboration. The program maps each generation's unique worldview before introducing cognitive empathy techniques that uncover underlying motivations behind different work styles. Through case studies specific to law firm contexts, attendees will practice perspective-shifting that builds genuine understanding across generational divides, including uncovering the unspoken and unwritten expectations that so often upend cross-generational working relationships. Participants will develop skills to recognize their own generational biases, temporarily adopt colleagues' perspectives, and create shared meaning from different experiential backgrounds—ultimately building a legal workplace where generational diversity becomes a strategic advantage rather than a source of tension.

Kara Dodson, Director of Learning & Development - Americas, Hogan Lovells
Jody Rosen Knowler, Chief Learning & Development Officer, Sidley Austin
Julia Mercier, Principal, Mercier Talent Solutions

Practice Makes Better Lawyers – Using AI to Teach Professional Skills

Athletes practice. Musicians practice. Why can't people practice their professional skills without fear of judgment? Training built on practice accelerates learning and encourages participants to take risks by exposing themselves to a range of scenarios. In this interactive program, Goodwin and Arnold & Porter will share how they partnered with Abilitie to use AI-powered conversations to develop feedback and upward management skills in their associates and tailored the training to their unique cultures. Participants will play through an AI-enabled simulated conversation using the Abilitie platform. Finally, participants will brainstorm ways to bring this new type of learning to other programs.

Rebecca Jackson, Senior Manager of Professional Development, Arnold & Porter
Caroline Cochenour, Senior Manager, Learning + Professional Development, Goodwin
Matthew Rubins, Managing Director - Law, Abilitie, Inc.

Supporting Neurodiversity in Law Firms: A Guide for PD Teams

Learn how your PD team can help create an organization where people with different thinking and working styles feel welcome and supported. We'll cover the basics of neurodiversity - which includes conditions like ADHD, autism, dyslexia, and others - and explore simple, practical ways to make your organization more inclusive. You will learn what neurodiversity means and why it matters in the legal

profession; how to help managers and team leaders better understand and work with neurodivergent lawyers; ways to make training programs and resources work better for everyone; ideas for mentorship programs that support different learning and working styles, and simple changes that can make a big difference in helping all lawyers succeed. Join us to learn how supporting neurodiversity can help create a stronger, more inclusive workplace for everyone. The strategies and techniques we will cover have the added benefit of making your development initiatives better for everyone at your organization.

Julie Caron Remer, Executive and Neurodiversity Coach, Amicus Coaching, LLC

Jennifer Rakstad, Senior Manager, Learning & Development - Americas, White & Case, LLP

Nicole Llorenz, Manager of Attorney Career Services, Latham & Watkins LLP

Carrie Marker, Director of Career Counseling and Planning, Akin

Lunch 12:00 – 1:15 pm

Concurrent Sessions 1:15 - 2:30 PM ET

Before All the Reading: Innovative 1L Pre-Orientation and Orientation PD Programs

Communication theory says that people need to hear information 9 times before they take action. How do we get 1Ls with hundreds of pages of reading each week to do what is needed to become a strong candidate for legal employment in the current job market? By planting seeds before they start classes! This program enables Career Services Offices to partner with Admissions and other departments to engage students before they are consumed by academics. By connecting with students during the summer, we introduce them to the CSO, provide essential career insights, and build early familiarity with available resources. Orientation then reinforces these early steps and ensures students know how to access the CSO and its support.

Suzanne Hard, Associate Dean, Career Development Office, GW Law

Tom Lee, Assistant Dean for Career Services, Penn State Dickinson Law

Julie Dietrich, Assistant Dean for Career and Professional Development, The Catholic University of America, Columbus School of Law

Beyond Comfort Zones: Cultivating Resilience and Agility in Legal Training

This panel explores how law firms can transform associate training by integrating deliberate practice principles and data-driven feedback methods used by elite athletes and musicians. Panelists will discuss creating realistic simulations that push associates beyond comfort zones, leveraging new technologies and AI-enhanced evaluations for objective, consistent feedback. Attendees will learn strategies for tracking performance, identifying skill gaps, and tailoring training to enhance associates' cognitive and professional capabilities, ensuring measurable growth and success within their firm's talent pipeline.

Abdi Shayesteh, Founder & CEO, AltaClaro

Aisha Greene, Chief Attorney Development and Inclusion Officer, Cadwalader, Wickersham & Taft

Michael Komo, Opportunity & Inclusion Senior Manager, K&L Gates

Nakia Humphrey, Senior Director Of Attorney Development, Gunderson Dettmer

Building Competent Leaders: Using ICF Coaching Competencies to Support Leadership Development

Firms are always looking for ways to better articulate the art and practice of leadership, but the topic can get overcomplicated and feel amorphous. What does a “good leader” actually do in practice? How can we help ourselves and the leaders within our firms build skill as leaders? This panel will explore how the

ICF Core Competencies provide an excellent starting point for conversations about leadership. Further, the competencies can be mined again and again for leadership gold. Use them as the basis of a single conversation about leadership, or build an entire leadership program using them as a guide.

Whittney Beard, Master Certified Coach, Whittney Beard Coaching
Katie DiMartino, Chief Legal Talent & Recruiting Officer, Potter Anderson
Gene Gilmore, Director of Professional Development, Cooley
Jennifer Jana, Senior Career Coaching & Planning Manager, Troutman Pepper Locke

From Attendance to Impact: Reimagining In-Person Professional Development Academies

Development academies and other in-person learning opportunities, which provide structured and intentional pathways to build essential skills and community at key stages of a lawyer's career, have evolved beyond the conventional conference-room model. They now function as gatherings that bridge offices, practices, and generations of lawyers. However, despite their potential, academies can miss the mark when it comes to sparking meaningful engagement and fostering connections outside formal learning experiences. This interactive session reimagines the potential for development academies and similar events to achieve and accelerate learning and engagement, helping firms retain top talent and cultivate long-term success by positioning them as hubs for connection and growth.

Jessie Spessart, Managing Director, Optia Consulting
Kristen Hulse, Chief Talent Officer, Snell & Wilmer
Melissa Berry, Director of Attorney Development, Perkins Coie LLP

Help Me, Help You: Strategies to Support Partners Deliver Effective Feedback

At law firms, feedback is essential for growth, retention, and excellence. Yet, many partners struggle to provide timely, constructive feedback to associates and peers. This presentation will explore practical strategies for professional development professionals to support partners in developing the confidence, skills, and mindset needed to deliver impactful feedback. We will examine proven feedback models, identify common barriers, and offer actionable solutions to foster a culture of continuous learning and development.

Mary Maher, Career Development Advisor, Winston & Strawn
Laura Hulce, Director of Professional Development, Jenner & Block
Alison Blackburn, Senior Manager, Professional Development, Jenner & Block

Running on Fumes—Helping Working Parents Prevent Burnout

The Surgeon General recently raised the alarm regarding the debilitating impact chronic stress and burnout have on parents in the US, noting that 40% of working parents report they are 'too stressed to function' and nearly half saying their stress is 'completely overwhelming.' In this interactive workshop, attendees will leave armed with a toolkit of evidence-based strategies for managing stress, preventing burnout, and supporting the working parents in your life and on your teams.

Jonathan Beitner, Founder, Beitner Coaching & Consulting

Concurrent Sessions 2:45 – 4:00 PM ET

CTRL+ALT+PD: A Hands-On AI Lab to Further Development Teams

Everyone's talking about AI, but who's actually using it? This session flips the script with a fast-paced, hands-on AI skills lab designed specifically for legal PD professionals. Through a team-based challenge, participants will prompt real AI tools to solve real-world PD problems, from creating job aids to reimagining feedback training. Along the way, we'll cut through the noise, bust common myths, and show how AI is reshaping the PD toolkit. Expect bold takes, concrete outputs, and a heavy dose of curiosity.

Rachael Bosch, CEO, Fringe PD

From Promotion to Performance: Helping Your New Partners Succeed

Promotion to partner is a career milestone, but what comes next is often unclear. New partners often find that their shiny new titles come with few or unclear rules for success. From managing people to building internal influence, from navigating the path to equity to growing a practice without burning out, new partners face complex challenges they're rarely prepared for. With insights from both small/mid-size and large firms, this panel explores what it really takes to help new partners thrive, not just survive, in the critical years following promotion. We'll examine how firms can clarify expectations, build scalable support systems, and equip new partners to lead with confidence. Whether you're launching a formal new partner program or refining your current approach, you'll walk away with practical strategies, real firm examples, and actionable tools to help your rising partners gain traction and deliver lasting impact.

Yuliya LaRoe, Law Firm Consultant & Coach, LeadWise Group

Kate deLima, Senior Talent Development and Equity Manager, Nutter, McClennen & Fish LLP

Jeanna Beck, Director of Career Development & Advancement, Arnold & Porter LLP

Simulating Success: Enhancing Critical Thinking in Legal Training

In today's complex legal environment, the ability to think critically is indispensable for lawyers and law students aiming to provide effective client solutions. But how does one teach critical thinking? We will explore innovative training approaches for law firm associates, focusing on realistic simulations that replicate real-world legal scenarios to teach and enhance critical thinking skills. We will also address the benefits of incorporating feedback that highlights the associates' strengths and pinpoints areas for improvement. This type of training not only sharpens analytical abilities but also provides law firms with valuable insights into their associates' skills.

Patricia Libby, Chief Learning Officer, AltaClaro

Kayla Broom, Director of Professional Development, Bass, Berry & Sims PLC

Amy T. Curren, Chief Talent Officer, BEVERIDGE & DIAMOND PC

Abdi Shayesteh, CEO and Founder, AltaClaro

Strengths-Based Cultures: Coaching, Wellbeing, and Purpose-Driven Performance

As the legal profession navigates continued uncertainty, changing generational needs, and growing concerns about burnout and disengagement, organizations must rethink how they develop talent and sustain performance. This session explores the transformative potential of a Strengths-based approach to talent development and organizational culture, grounded in Gallup's CliftonStrengths framework. Co-led by two Gallup CliftonStrengths certified coaches, this session will equip participants with practical strategies to build a strengths-based culture, and discuss how coaching mindsets, and a focus on holistic wellbeing can elevate engagement, performance, and retention—especially in high-demand environments. Whether you're building a new coaching initiative or evolving your PD strategy, this

session will help you integrate Strengths-based principles in ways that are inclusive, scalable, and aligned with your organization's goals.

Koriambanya (Kori) Carew, Chief Catalyst Officer & Founder, Bridge 68 LLC
Sheri Zachary, Director of Coaching and Wellbeing, Saul Ewing LLP

Training That Transforms: Incorporating Coaching and Overcoming Barriers to Real Learning

Firms devote time, effort and money towards the successful development of their lawyers. PD teams spend countless hours creating content, executing on training sessions and tracking attendance, all with the goal of improving their lawyers' performance. Was the training helpful? Are the lawyers using what they learned? Has it impacted performance? In this workshop, we will share best practices (and case studies) that bring practical coaching concepts into your training programs, equip attendees with real takeaways that help the learning stick, and provide concrete steps to measure the subsequent impact on attendee performance and even on firm culture.

Laura Dutt, Founder and Executive Coach, PathForward Executive Coaching LLC
Larry Brown, Coach and Strategist, Larry Brown Coaching & Consulting

4:00 – 5:00 pm

NALP Lawyer PD Section Meeting and Discussion

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

4:00 – 5:00 pm

NALP Law School Member Roundtable

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

Networking Reception

4:30 – 6:00 PM

Friday, December 5

Registration and Breakfast

7:30 – 9:00 am

9:00 am – 10:00 am

Plenary

Thinking on Your Feet: A Key to a PD Professional's Success

You get halfway through your presentation and the questions start. Some you anticipated, most are surprises, and one stumps you completely. Your preparation goes out the window: "Um, ah, well... can I get back to you on... everything?" Or maybe your boss just catches you in the hallway: "Hey, what do you

think about this...?” Maybe you get back to your desk after a meeting and think, “Oh! That’s what I should’ve said!” Thinking on your feet is a crucial skill for professional success. It’s also deeply challenging for professionals who communicate predominately in writing or struggle with perfectionism. This session unpacks the challenge of thinking on your feet and offers practical tools (and fun practice!) for giving thoughtful responses to unexpected questions.

Chris Graham, Principal, TellPeople, Inc

Concurrent Sessions 10:15 - 11:30 AM ET

Bridging the Gap: Transforming Law Students Into Lawyers

Let’s talk about how law schools can better prepare law students for legal practice! This session will identify the competencies law firms expect junior lawyers to demonstrate and explore the inadequacies, what law schools are doing to address them, and how – together – we can continue to close the professional development gap between law students and lawyers.

Greg Miarecki, Executive Assistant Dean for Career Planning and Professional Development, University of Illinois College of Law

Julie Dietrich, Asst. Dean for Career and Professional Development, The Catholic University of America, Columbus School of Law

Kelly Ryan, Sr. Manager of Professional Development, Venable LLP

Anna Hanzelka, Attorney Development Supervisor, Skadden

Partnering with the Partners: Designing Lawyer-Led, L&D-Enabled Learning Programs

Lawyers want to learn from other lawyers, and lawyer-led learning programs are becoming increasingly in demand. Given time constraints and the specialized nature of adult learning, these programs thrive when lawyers and firm L&D professionals partner closely. We have spent the past year building Momentum, a best-in-class associate career learning journey. Developed in close collaboration with a committee of partners, senior associates, and firm L&D professionals, the program offers a model for how lawyer-led initiatives—enabled by L&D—can thrive. In this session, they’ll share tips, tricks, do’s, and don’ts to help you build collaborative learning programs that are credible, effective, and truly lawyer-led.

Jennifer Rakstad, Senior Manager Learning & Development - Americas, White & Case

Donovan Baddley, Principal, Avion Consulting

Dr. Kathrin Schwesinger, Partner, White & Case

Rock 'n Roleplay: The Trainer's Ultimate Playlist for Fun and Active Learning Techniques

Hit PLAY. Learning is much more effective when participants are actively engaged. In this train-the-trainer workshop, we'll show you examples of hands-on training techniques playing with Lego mini figures, critical thinking cards, music and video, ice breakers, puzzles and games, and everyday household items to enhance professional skills building and learning retention. We'll bring the toys. You bring the experience. We'll also share our favorite free and low-cost resources for creating learning and will invite participants to share theirs.

Andy Hales, Vice President, Professional Development & Training, Venable LLP

Kelly Frager, Professional Development & Training Partner, Kelly Frager Professional Development

Seeing and Being Seen: Presence as a Pathway to Leadership

What communication tools help our lawyers, law students, and staff build executive presence, broaden their perspective, and meet others in a more equitable, authentic way? This interactive workshop draws from established performance studies scholarship to demonstrate actionable ways to foster inclusion, connection, and belonging through presence. We'll explore physical exercises and presence principles from top performance teachers, including leading voice and presence coach Patsy Rodenburg, legendary acting teacher Sanford Meisner, and improvisation pioneer Viola Spolin. You'll come away with practical, innovative tools to cultivate presence and human connection in your organization, supporting effective, respectful, and inclusive environments where everyone can thrive.

*Paul Marchegiani, Founder/CEO; Lecturer in Law, Vox Vera, LLC; Stanford Law School; Berkeley Law
Ashleigh Stochel, Founder and Owner-Perilous Mouths, LLC, Senior Counsel at Norton Rose Fulbright US, LLP*

The Science of Lawyer Development: Behavioral Economics and Neuroscience for Training, Feedback, and Leadership

Today's legal workplaces are navigating geopolitical volatility, AI disruption, and a talent pool shaped by vastly different formative experiences. PD professionals—whether in law firms or law schools—must design and deliver programming that resonates across difference, supports engagement, and drives measurable growth. This session offers practical, research-backed strategies for optimizing lawyer development using behavioral economics and neuroscience. Participants will explore how lawyers process information, respond to feedback, and engage with incentives—and how to make targeted adjustments that increase participation, impact, and leadership buy-in. Attendees will examine how cognitive biases such as loss aversion, status quo bias, and identity-protective cognition, along with stress-induced amygdala activation, contribute to resistance and disengagement. They'll also learn how to structure programs that support prefrontal activation and cognitive flexibility—key to better reflection, performance, and decision-making. This session equips PD leaders with strategies they can adapt immediately—without requiring wholesale change. It's designed to help attendees deepen program effectiveness and elevate their role as internal strategic partners.

*Marcia Narine Weldon, Professor and Founder/CEO Illuminating Wisdom, LLC, University of Miami School of Law
Tiffany Archer, Founder/President, Eunomia Risk Advisory*

Toward More Equitable Performance Management Systems: The Case for Bias Interruption, Metrics and Calibration

Designing, implementing, and managing the performance review process for lawyers must include consideration of effective tools to identify and remove unconscious bias that can pollute the results. Research has shown that straight white men tend to be judged on their potential, while women, BIPOC, and members of the LGBTQIA+ community are scrutinized on their performance. By putting consistent metrics in place, using calibration, and implementing bias interrupters this insidious problem can be better recognized and the effects blunted. Join us to learn more about both theory and practice, and discuss specific measures your organization can take to ensure better outcomes.

*Douglas Ebeling, Attorney Development Manager, Cleary Gottlieb
Courtney Carter, Chief Inclusion & Engagement Officer, Jenner & Block LLP*

Lunch 11:30 am – 12:45 pm

Concurrent Sessions 12:45 – 2:00 PM ET

Better Together: Collaborative PD & BD Strategies to Drive Lawyer Development

Join this session to explore how Professional Development and Business Development professionals can move beyond departmental silos to strategically collaborate in supporting the professional growth of lawyers. Through the lens of associate identity formation and core competency development, workplace culture, and shifting client expectations, we'll examine shared goals, aligned strategies, and collaborative opportunities. The session will use examples and audience interaction to explore how PD and BD can co-design initiatives around lawyer development, retention, and client service.

*Sophie Curdts Mohrmann, Director of Attorney Development & Engagement, Williams Mullen
Rebecca Edwards Hnatowski, Founder & President, Edwards Advisory*

Brainstorming with AI in Small Law: Brainstorming and Use Cases for PD

Small and mid-sized firms face distinct professional development challenges and opportunities—and GenAI is changing the game for both. This interactive session showcases how generative AI can both transform lawyer training programs and amplify PD professionals' impact. Developed in collaboration with NALP's Small and Mid-Sized Law Firm Group, this session will share real-world applications that work within your firm's context. Join our expert panel for practical demonstrations, collaborative problem-solving, and ready-to-implement strategies that harness AI's potential to elevate professional development and your own impact and capabilities in your unique environment.

*Ian Nelson, Co-Founder, Hotshot Inc.
Jennifer LucasRoss, Director of Attorney Recruiting & Professional Development, Morris James*

In the Room or on Zoom: Reigniting Engagement Across Generations

The workplace has changed—again. Whether your team is in the office one day a month or four days a week, the need for engagement, connection, and learning has never been greater. But how do you meet the needs of multiple generations and working styles when no one-size-fits-all solution exists? We'll unpack the root causes of low engagement in today's hybrid world—especially the impact on mid-level associates—and offer practical, inclusive tools to accelerate learning and deepen connection across your team. Participants will leave with clear strategies to increase engagement, boost retention, and foster a culture of learning—no matter where or how people work.

*Rudhir Krishtel, CEO/Facilitator/Executive Coach, Krishtel LLC
Stacie Collier, Chief Talent Officer, Nixon Peabody LLP
Yusuf Zakir, Chief Talent & Inclusion Officer, Davis Wright Tremain
Erika Drous, Director of Attorney Learning and Development, Morrison Foerster*

Persuasive Advocacy Beyond the Courtroom

The very best litigators know that the art of storytelling is the cornerstone of persuasive legal advocacy. But the same advanced skills can also be used by law professors and staff outside the courtroom. Building on the core concepts in his course on storytelling for lawyers at Loyola School of Law in Chicago as well as his persuasive story seminars in law firms nationwide, legal storytelling specialist David Mann will show you techniques you can use immediately to refine a law class, training seminar, or high-stakes presentation into a persuasive art.

David Mann, Legal Storytelling Specialist, Simple Message

The Perfectionist Paradox: Helping Lawyers Rethink Their “Badge of Honor”

Many lawyers and legal professionals would be surprised to learn that the perfectionism they view as their secret weapon is thwarting their wellbeing and professional performance. But it’s true, and the results of the 2024 Lawyer Perfectionism & Well-Being Survey prove it. In this program, we’ll break down the key findings from this groundbreaking study and the implications they hold for practicing lawyers, law firm leadership, and PD professionals. We’ll also share practical tips and strategies that participants can use to rein in their own perfectionistic tendencies and facilitate cultural reforms that support sustainable high-performance within their organizations.

Jordana Confino, Founder & CEO, JC Coaching & Consulting and Adjunct Professor, Fordham Law School

Concurrent Sessions 2:15 – 3:30 PM ET

New Tools for the CSO Toolbelt – Coaching Skills for Career Services Professionals

Expand your skills and the value you can bring to your students, alumni, and institutions by learning coaching techniques and how you can incorporate them into your career counseling sessions. In this interactive workshop, we’ll cover the most relevant coaching skills for CSO professionals and the ways you can seamlessly supplement your counseling sessions with them. Learn to spot the scenarios where they would be the most effective and get to practice them with your colleagues in real-time. You will leave this session feeling energized and empowered to try out your new tools!

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

Marcie Davis, Assistant Dean, Office of Career Services, SMU Dedman School of Law

Pitfall or Possibility – Chief Talent Officers Perspectives on the “Unprecedented”

Unprecedented. That is the word which defines 2025 for law firms. PD leaders found themselves at the center of it all – supporting not only their lawyers, practice groups and offices, but also supporting peers and staff. In this candid conversation (which you will be invited to join!), Chief Talent Officers reflect on how they have navigated uncertainty in their own careers and how those experiences shaped their perspective and approach to leadership. They will share some insights on how they evolved into the Chief Talent role, lessons learned and even provide YOU with some actionable strategies to grow, lead and advance – even in unpredictable times. Who knows, you might even leave with a little inspiration!

Jason Levin, Founder, Ready Set Launch LLC

Andy Colon, Chief Legal Talent Officer, Arnold & Porter

Milana Hogan, Chief Talent Officer, Sullivan & Cromwell LLP

Natasha Zech, Chief of Attorney Talent, Williams & Connolly LLP

Prepare Your Senior Associates for Their Next Level of Success

This session will highlight programming, coaching, and mentoring initiatives for senior associates. Attendees will learn specific ways to design and implement developmental opportunities for very experienced associates to help them achieve their career objectives.

Eva Wisnik, President, Wisnik Career Enterprises, Inc

Kara Dodson, Director, Learning & Development - Americas, Hogan Lovells LLP

Rebecca Jackson, Senior Manager of Professional Development, Arnold & Porter

What Can Bravo Teach Us About Law Firms?

We often turn to the reality shows on Bravo, like the Real Housewives, as a respite from our daily lives. But when viewed through the lens of interpersonal relationships and co-worker dynamics, there are surprising parallels between the world of Bravo and the dynamics of law firms. From navigating high-stakes drama to managing complex personalities, the drama on these shows can act as case studies, offering unique insights into self-awareness, teamwork, and trust-building in a law firm setting. By examining popular Bravo storylines, participants will uncover strategies for handling difficult conversations, navigating conflict, and building lasting relationships. This session blends humor and actionable advice, providing a fresh perspective on how the Real Housewives can teach us something about our workplace strategies.

*Katie Aldrich, Chief Strategy Officer, Fringe Professional Development
David Sarnoff, Director of Strategic Partnerships, Loeb Leadership*

Meeting Adjourned