PROFESSIONAL DEVELOPMENT QUARTERLY

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In This Issue:

Telling YOUR Diversity Story: Building a Diversity Business Case Step by Step

Sue Trigg

When I first stepped into Gap Headquarters in San Francisco in the summer of 2004, I felt as if I had crossed over into a different dimension! Youthful employees, swathed in a sea of denim, filed into the building's stark white lobby, and almost every set of ears was firmly attached to an iPod or cell phone. What was I doing here – a shade under 48 and in my conservative interview-appropriate suit? Should I run right out of the building now – or quickly get (another more visible) tattoo or piercing to fit in?

Well, I did neither. Happily I stayed and became Gap Inc.'s (Gap, Banana Republic, Old Navy, Outlet and Forth & Towne) Project Manager for Diversity and Inclusion – a new role in a newly formed department. A small yet mighty team of four passionate people tasked with making diversity and inclusion at Gap a vibrant, vital, blended element of the business landscape.

My hope is that this article will give you some ideas on how to tell your Firm's diversity story with a human touch, as you build or rethink your business case. Every organization has a unique history and identity, and when inclusion efforts are built authentically around them, diversity ceases to be an "issue" and becomes a natural part of the workplace, not a behemoth to be addressed with formal training and endless measurement.

What is diversity really?

At its core, diversity is simply about getting talented people from diverse cultures and backgrounds to work together, thereby

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maximizing the performance and profitability of the organization. It sounds simple enough. Diverse teams breed creativity and are valuable in a global marketplace. They can help avoid marketing debacles, such as General Motors' launch of the *Nova* in Latin America. (*Nova* means "it doesn't go" in Spanish!) This misstep could have been avoided and money saved if an Hispanic or Latino had been asked to be on the team.

However, leaders seem attached to seeing proof that diversity "works". Presto! Showing evidence of the magical Diversity ROI. This can be a hard sell, and measuring ROI is tough. Yes, we may be able to recruit non-traditional candidates – but more importantly, can we retain them? Does our workplace truly reflect that we value inclusion, or are we engaged in a strange bait and switch if we hire diversity for diversity's sake?

Retention issues, often due to a lack of internal infrastructure (organizational resistance, weak orientation programs, lack of mentoring, absence of affinity groups, etc.) mar progress and skew diversity efforts on the front end. Measurement may be important, but to really honor diversity it must be woven into the very fabric of the organization before we begin to layer on education, diversity goals, and financial incentives. Start to separate "diversity issues" from everything else, and we've defeated creating true inclusion.

We are reaching a point where traditional concepts of what race is and what gender means are crumbling. In 2000 the US Census Bureau asked (for the very first time) questions that gathered data on those who considered themselves of mixed race. The results: 7.4% of the nation's population identifies as such. It will be interesting to see the numbers in 2010. I would guess that we have all felt "diverse" at some point in our lives, and Caucasians will be feeling very diverse in 40 years when they will make up just 50% of the population! Yes, diversity is just a word, not to be admired and polished like a trophy, but embraced with realism as just a plain fact resulting from natural shifts and changes in population.

Why a business case?

As professionals working in the Corporate America of 2006, we've heard why organizations need to build a business case for diversity. It's to convince leaders that "diversity" is more than a "warm fuzzy" and that it ties directly to the bottom line. Books are published on it, classes are offered on it, and it is always a hot topic at the myriad of diversity conferences around the country. However, a well-regarded study found that "The simplistic 'business case' for diversity of the past does not work. There is no strong evidence to support that race or gender diversity will automatically create better – or worse – effects." ("The Paradoxical Effects of Diversity," *MIT Sloan Management Review*, Spring 2003.[1])

So how do those of us who value inclusion in the workforce tackle this "show me the money" challenge?

[1] The article was based a study published in November 2002 by Thomas Kochran, Katerina Bezrukova, Robin Ely, Susan Jackson, Aparna Joshi, Karen Jehn, Jonathan Leonard, David Levine, and David Thomas, entitled "The Effects of Diversity on Business Performance: Report of the Diversity Research Network."

In a quote from PDQ's February 2005 Diversity Issue, one executive shared that *"Leadership commitment must be real, not ceremonial."* How true. In general we put too much emphasis on training programs, numbers and measurement. It's as though we need permission to acknowledge the facts that surround us. The world is changing. According to the Selig Center for Economic Growth, by 2010 minority spending will be at $1.7 trillion annually, triple the amount for 1990. Moreover, minority wealth is growing much faster than that of Caucasians. (For more information go www.selig.uga.edu.) So these facts coupled with your firms' diversity goals, philosophies, and positive actions can certainly serve as the foundation for a powerful business case.

At Gap we took the meaningful work we completed in the workforce and workplace and developed a business case that blended our philosophy, actions, and the financial rationale with the reality of a dramatically changing world. It was designed as an enduring (3-5 year) document for leaders, recruiters, shareholders and the public that provides a framework for a conversation about diversity and inclusion with an emphasis on business turnaround. I prefer to call it our diversity story. It is available on-line, downloadable in PDF format and can be chunked for use for specific occasions, training, college recruiting, shareholder meetings, and in our stores for employees and customers alike. Here is the link to view our business case: http://gap.desktopdiversity.com/filemanager/clients/gap/Diversity_Makes_Us_Stronger.pdf.

Why bother to tell your story?

My passion for diversity work began during my three-year tenure at Brobeck as firm-wide training manager. I enjoyed turning obligatory CLE sessions on *Elimination of Bias* into challenging discussions around the power of diversity, and also developed coaching materials to help white male partners feel more comfortable opening up conversations with minority students during OCI's.

But my diversity epiphany came when I worked for Kaiser Permanente as a consultant in their diversity arena. This is an organization that is literally a warehouse of diversity and inclusion best practices. Then I realized that the reason for their extraordinary commitment to diversity and cultural competence is that they treat an increasingly diverse population of patients. This means HAVING to be culturally competent: For them, cultural missteps can mean losing a patient both literally and figuratively.

So every organization **must** have a compelling reason to broadcast their dedication to diversity and inclusion, because truly managing diversity takes organizational readiness and commitment. Few organizations manage diversity well, and done poorly it backfires. In fact, according to Harvard Business School professor David Thomas, "If you were to draw a bell curve of performance, you'd find the more diverse teams at the two tails of distribution: either the very high end, where well-managed diversity efforts are in place, or the low end, where diversity is mis-managed. Homogeneous groups occupy the middle." (Art Kleiner, "Diversity and Its Discontents," *Strategy+Business*, Issue 34 Spring 2004)

When diversity is admired but mismanaged, mainly in instances where organizational readiness is poor and the internal infrastructure weak, it often results in diverse employees being less engaged, and leaving.

So the answer to the question "Why is diversity important to us?" must be crystal clear, can be shouted from the rooftops by each Managing Partner, and serves as a vital "diversity check" before arbitrarily offering mandatory Diversity Training or hopping off to recruit at HBU's (Historically Black Universities). I believe that this "why" can be translated into an authentic philosophy, one that can be communicated easily in any medium, on an elevator, in a meeting, during on-campus interviews, at orientations, conferences, retreats and workshops and woven into Practice Group Leaders' speeches and as value added in RFP's.

A compelling philosophy

Of course, the philosophy must reflect the culture and be authentic to fully support diversity efforts. Gap culture is female dominated (70% of employees are women, including all but one of our five brand Presidents) and youthful (the average age of a hiring manager is between 26 and 32), and Gen X'ers and Y'ers want their information in bite size pieces with immediate relevance. They are hard workers and passionate about what their organization does to help serve the communities that they do business in.

In a law firm this may not be too different. New associates are after all Gen X'ers and Y'ers, albeit with JD's. They've grown up in a far more diverse world than boomers and veterans, and because their classrooms reflected increased diversity (sadly, perhaps only until law school) they are quite sophisticated around differences of race, sexual orientation, gender, and communication styles.

At Gap, we knew that we needed to leverage this sophistication and treat diversity and inclusion as holistically as possible – connecting it from the inside out and back again. After all, our customers often become our employees at every level, and ex-employees remain loyal customers. Plus, our diversity initiatives couldn't look like we were just doing the "right" thing – it had to be rooted in the business of designing and selling clothes and accessories. So for the first chapter in our story, we crafted a *Diversity Philosophy* that would resonate in the Field and at HQ as well as on a global level.

We knew that we wanted to be certain that diversity at Gap was much more than about race and gender, that it was also recognizing differences in communication styles, culture, backgrounds, and points of view. To brand our diversity message, we decided that we would view diversity in 3D, three distinct dimensions, yet inexorably connected: *Employees, Workplace,* and *Customers.* We tied it to our clothes and our customers. Diversity means creativity, which means we can design great products and deliver amazing customer service.

Then we published it in the form of a tiny desk friendly booklet as well as on *GapWeb.* The booklet asked open-ended questions designed to start conversations about differences that managers could use at team meetings. For example: *Are we open or shut? Where do great ideas come from? Do we know how to leverage the diversity around us?* This was the first piece of unique organization-wide collateral that we developed. A small step, but now we had a launching pad for our long-term strategy.

Diversity as a part of the whole, not an accessory

With this holistic approach to building a truly inclusive environment, we needed to touch most parts of the organization by weaving diversity messaging across brands and function groups. This required taking an in-depth inventory of programs and processes (orientation programs, executive on-boarding, training modules, business plans, company literature etc.) where diversity already existed or needed to be integrated and/or enhanced. For a law firm this should also include any programs designed for support staff: Focusing diversity efforts only on attorneys diminishes inclusiveness; like attorneys, support staff are also your diversity ambassadors inside and outside the workplace.

We also made certain that any diversity messages or information that we added had value, and tied to the bottom line. For example, our store *Loss Prevention Agents* have to be aware of, and avoid, racial profiling, so we wove diversity awareness into new agent orientation by sharing industry statistics, cultural differences in shopping habits, and the damage that a lawsuit can cost in money and reputation. In our *Orientation Programs*, *Executive-On Boarding*, and *Sexual Harassment Prevention* e-learning modules, we embedded information about the changing world, workforce demographics, the increased spending power of minorities, etc.

We made sure that we leveraged any new executives' experiences and/or affiliations with external organizations who are advocates for non-traditional groups; for example, current board memberships and volunteer work. For law firms, that could mean asking lateral partners the same questions. We also featured articles on diverse employees in brand newsletters and developed talking points and articles to be aired on *GapWeb* TV, a prominent part of our internal cafés' landscapes.

Slowly we were building our story, utilizing a blend of venues and mediums to share what an inclusive workplace looks like – and, moreover, feels like.

Corporate philanthropy: Another part of your business case

An important part of any diversity story is sharing what the organization does well, especially within the communities where it does business, another Kaiser lesson learned. Oftentimes organizations fail to leverage the great work they do and focus on just their challenges. Gap, like most organizations, has a robust philanthropy arm: Gap Foundation. For years Gap made charitable contributions to organizations who are advocates for minority groups. We gave money for black tie events, sponsored art shows and the like, yet we had never really leveraged those relationships into long-term strategic sustainable partnerships that would impact the organization in the long-term.

In March of 2005, the Diversity & Inclusion Department in partnership with the Foundation began exploring a more strategic approach to giving. We researched an equitable range of non-profit organizations that supported our Diversity & Inclusion Strategy – as well as our People, Growth, and Operating Strategies. This new approach would help us with our diversity challenges – people of color in our Leadership Pipeline, mature workers and the disabled – and help support and herald our diversity strengths as an employer of choice for females, especially at the executive level, and for employees who are Gay, Lesbian, Bisexual and Transgender. We researched over 30 non-profit 501(c)3 organizations. The criterion was that they offer us reciprocal resources in all three of our diversity dimensions: In the workforce, choice internships; in the workplace, education, training, and awareness building; in the marketplace, expertise on diverse consumers. We partnered with nine organizations:

- *INROADS*, *United Negro College Fund* and the *Hispanic Association of Colleges and Universities* to provide us interns as we build diversity in our leadership pipeline.

- *The National Council on Aging* and the *National Business Disability Council*. We are posting open positions on their websites as well as sourcing diverse candidates. Both organizations are also developing customized training for our managers in the Field and at HQ and are helping us market to their specific demographic.

- *Catalyst* - a research organization, dedicated as advocates for women in the workplace and offering extensive speaking opportunities for executives.

- *Out & Equal* - GLBT workplace advocates who are helping us build our Employee Resource Groups and be part of their newly formed Institute on research into the future of gay rights in the workplace.

- The *National Association of Asian American Professionals*, who are co-hosting events around the country during May, which is Asian American Pacific Islander Heritage Month, and lastly, the *NAACP*.

Developing these partnerships demonstrated that we aren't an organization that merely admires diversity, but one that invests in people and resources strategically, while openly acknowledging where our strengths and challenges around inclusion lie. Of course, these relationships need to be managed carefully and our successes broadly communicated to spread best practices. As an unexpected, but welcome, secondary benefit, as we communicated these partnerships, we discovered diversity champions throughout the organization who then became mentors, advocates, and informal spokespersons. [If you would like more information on these organizations I have listed their website addresses in the Appendix].

What else should you include?

Today's diversity business case should be short (no more than four pages), visually appealing and colorful (diversity isn't a stodgy subject, it's a living condition), and inclusive. Include images of real people who work at your firm - doing something else!

Once you have created your diversity philosophy with a compelling authentic story – one that you feel certain resonates with attorneys, staff, vendors, clients, and the public alike – you can add **relevant** demographics and trends. Are you an international law firm? What are the diversity and cultural challenges you might face in Japan, France, or the UK? They may be very different from our unique US-centric view of diversity, but still need to be acknowledged. Does that mean having your business case translated?

Make certain that you ask readers to take actions so as to make the business case real for them. Talk about, and give examples of, expected behaviors; outline diversity goals; share information on mentoring programs, diversity giving, the changing world, your changing clients. Make it portable and easy to read: Inclusion is not for the scholarly, it's for the Everyman; and every man and woman no matter her race, gender, background, culture or point of view should feel included in your vision.

In closing, being away from the law firm world for a little over three years, I will share that after reading the results of Gaye's PDQ Winter Diversity Survey, I'm impressed with the strides that many law firms have made in the diversity arena and the resources they continue to invest in time, human capital, and money. As you continue to battle client pressure to "be diverse" despite recruitment and geographic challenges, cultural resistance and the never-ending ROI debate, know that a law firm is just a microcosm of a changing world. Perhaps by taking firm hold of the ears of the large and worshiped diversity elephant in the living room (or Boardroom) and viewing him as just another element of doing business, the "D" word will fall off the radar and diversity professionals around the world will find themselves blissfully unemployed!

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Appendix

Gap Foundation's Giving Partners

CATALYST	www.catalyst.org
HACU	www.hacu.org
INROADS	www.inroads.org
NAAAP	www.naaap.org
NAACP	www.naacp.org
NBDC	www.nbdc.org
NCOA	www.ncoa.org
Out & Equal	www.outandequal.org
UNCF	www.uncf.org

Money's Not Enough: Positive Psychology and the Practice of Law

Charles J. Fogelman, Ph.D.

> "At work do you have the opportunity to do what you do best every day?"
>
> "Is your work satisfying?"
>
> "Now that you have all that money, are you happy?"

Most lawyers, indeed most people, answer, "No. No. No." The new-old field of Positive Psychology aims to change this. I believe it can. This article intends to introduce its major principles to those in the Professional Development community, as well as to indicate some ways those principles can be employed to improve the lives and job satisfaction, and thus the effectiveness, of lawyers. Since many of the ideas here run counter to the way many professional development and training activities are cast, I hope also to begin a vibrant conversation about the future.

The driving force behind theory, practice, and research in Positive Psychology is a focus on what's right and what works – for individuals, organizations, and cultures. By looking at healthy functioning and success, Positive Psychology's practitioners are trying to move away from fault-finding and towards strengths-finding. Marcus Buckingham and Donald Clifton start their influential book, Now, Discover Your Strengths, this way:

> Guided by the belief that good is the opposite of bad, mankind has for centuries pursued its fixation with fault and failing. Doctors have studied disease in order to learn about health. Psychologists have investigated sadness in order to learn about joy. Therapists have looked into the causes of divorce in order to learn about happy marriage.

Martin Seligmann dedicated his presidency of the American Psychological Association several years ago to bringing psychology away from a negative focus and back to what he viewed as the field's beginnings in a search for how to lead The Good Life – not one of gratification, but one characterized by the happiness which results from the exercise of virtues and strengths. His book, *Authentic Happiness*, strives to chart this course:

> For every one hundred journal articles on sadness, there is just one on happiness...

> My most basic concern, however, is measuring happiness's constituents – the positive emotions and strengths – and then telling you what science has discovered about how you can increase them.

There are many commonalities between these two books, and this article relies heavily on both. Because Clifton (the late head of the Gallup Organization) and Buckingham (a senior Gallup executive) are more focused on individuals at work and in organizations, though, their influence is greater here. As I cannot present all their ideas, arguments, and evidence in this space, I urge you to read both in order to gain a fuller understanding of what the field is about and what its implications might be for you in your work.

Strengths

Some puzzles

Each of these hypothetical, but quite realistic, situations can be understood, and then maximized to the individuals' and their firms advantages, by viewing them in light of their strengths and the outcome expected of them. I'll revisit them later to show how.

- *Oliver W.* is a new Associate. At his firm, attorneys are hired into practice groups and assigned to a Partner whose work load is increasing, regardless of the content of that work. The expectation is that Oliver will spend most of his time his first year in the library, doing the research that supports the Partner's activities. This is fine if Oliver is of an analytic bent and prefers being by himself; in fact, this work may be especially engaging and energizing for him. But what if Oliver does not have those strengths? Will the mismatch leave him happy and productive or will he become a statistic waiting to happen?

- *Sandra D.* is a new partner. She's gotten to this level by using her strengths as someone who thrives on recognition and who intuitively understands and responds to each client's unique needs and interests. These won't get in the way now that she has to start thinking like an owner, but where can her skills best be used now that she's expected to take on firm-wide responsibilities?

- *Earl W.*, because he's done such good work behind the scenes, is now expected to go to lunch with clients and to help make pitches. The problem is, he's been good at that behind-the-scenes work because he is systematic and deliberate and learns about things in depth. This was fine with him, as interpersonal relationships are not his long suit. How can he work around this problem?

- *Ruth G.* was asked to chair a social event for her fellow Associates, primarily because her workload had temporarily gotten lighter and people see her as a "born leader." Arranging things – attending to organizational details and coordination – causes her to break out in a cold sweat, is draining to her, and is something at which she usually fails. What can she do?

The anatomy of a strength.

Positive Psychology asserts that our talents are recognizable early in life and are enduring. We develop them into strengths by learning more about them and about how to apply them. Using our strengths is inherently rewarding, and so we're motivated to develop them further. You can identify your own in a number of ways:

- How do you characteristically react to unexpected situations? That is, what's your first inclination – what Malcolm Gladwell identifies, in his book Blink, as your thinking in the minute slice of time when you first perceive a situation – and what's your first action (or inaction)?

This first blush probably indicates a strength.

- What's easy for you to learn about quickly?
- What do you do that seems so natural that you can't believe that everyone doesn't do it or see the world in the same way (Doesn't everyone intuitively understand someone else's emotional state – I always seem to know what people are feeling)? What is it that you can't help doing and seems to be its own reward?
- What are you doing, how are you behaving, what are you thinking, at those moments when time seems to stand still, you lose yourself in the moment, and you seem to have limitless energy?

Buckingham and Clifton say that a true strength is used consistently and nearly perfectly most of the time.

You can also take a strengths inventory, some of which are available on the internet. For example, Seligmann and his colleagues have set up www.AuthenticHappiness.org and Gallup has www.Strengthsfinder.com . These, and others, have sought to identify and categorize strengths, and both are based on extensive research. Gallup (Buckingham and Clifton), for example, used data from nearly 200,000 interviews to derive thirty-four themes, each of which represents a talent which can be developed into a strength. Two examples are *Activator* and *Strategic*. They say that an Activator is someone who gets things done, and is always eager to start doing so. Someone who has the Strategic strength "enables you to sort through the clutter and find the best route."

Why do strengths matter? Because when you use your strengths, when you build on them, you gain energy, you enjoy what you're doing, and you have good results because you're doing what you're good at. Think about it for a second. You know, intuitively, some things you're good at, what some of your strengths are – how does it feel when you're using them? If you're someone who's better at acting than reflecting, doesn't it feel better when you're moving around, and not at your desk? If you're someone to whom it comes easily to meet and connect with new people, don't you enjoy networking (and aren't you good at it?) more than reviewing a piece of prose? If you're better at analysis, wouldn't you rather be at your desk and improving that piece of prose than at lunch with a client – and wouldn't it be less tiring?

For some people, just giving their strengths a name makes all the difference in the world, and makes it easier to be true to yourself. Once you know your strengths, it becomes much easier to be who you are, rather than what someone, or an organization, expects you to be. And then it becomes much easier to do your best work – in fact, it would be impossible not to, once you had the chance to use them every day.

Further, Buckingham and Clifton, and many others, make a persuasive case that strengths, or more accurately the talents which can be developed into strengths, are inborn. Your own unique array and interweaving of talents become part of your personal signature as you move through childhood. Didn't you naturally gravitate toward certain activities and challenges when you were in elementary school, and away from some others? And aren't those which captivate you now pretty much the same?

What about weaknesses? Shouldn't professional development be concerned with "filling in the gaps," so that people have more skills? Well, no. Given that most talents are set early on, training efforts which seek to add new ones are doomed to failure. You can make a difference at the margins, of course, but you can't, for example, teach someone how to develop others naturally and enthusiastically if they're not fundamentally wired to do so. Think about this – how often do people come in to a training session designed to fill in their gaps with the bright-eyed enthusiasm that guarantees learning?

How much more effort does it take to learn in an area where you're weak? How often have you faced the question of how many times you're going to have to teach someone something before you give up? And – and here's the kicker – how often do people really learn *and keep applying* what you've tried to teach them in an effort to fill in their gaps?

In the end, using your strengths, what you're set up to do, is easy, and trying to do something or do it in a way which is alien to you is draining. Your body, your mind, your personality, has developed some strengths out of your potential, and has left others by the wayside as you've grown. Which makes more sense to employ?

Some general implications of Positive Psychology for professional development

The question at the top of this article, "At work do you have the opportunity to do what you do best every day?," is at the heart of what Positive Psychology has to offer, and is the touchstone for what Buckingham and Clifton describe as their call for a revolution in the way organizations operate and in how individuals can be helped to develop into happy and productive members of those organizations. Their central finding was that only 20% of employees answered "Yes" to this question, meaning that four-fifths don't use themselves to their, or their organization's, best advantage. It also means that a major way of enhancing job satisfaction is largely ignored; since the relationship between job satisfaction and productivity (not to mention retention) is well known, the finding shows the way to vast opportunity. That is, *an organization which invests in identifying its employees' strengths and then gives them settings and responsibilities which allow them to use and further develop those strengths will be assured greater productivity.*

The Strengths view also means that aiming your development dollars at people's weaknesses is, to put it mildly, a generally poor investment. (Bear in mind that this is not about teaching particular content areas which might be necessary, though understanding someone's strengths could certainly help you make a match with the best way to convey that content). This is, in Clifton's words, "damage control," and is based on the twin erroneous ideas that:

> Each person can learn to be competent in almost anything, and
> Each person's greatest room for growth is in his or her areas of greatest weakness.

Rather, you should know that:

> Each person's talents are enduring and unique, and
> Each person's greatest room for growth is in the areas of his or her greatest strength.

Therefore, much more of your resources should go to identifying persons' strengths and selecting them for and matching them to jobs and responsibilities based on those strengths. You should also, to the extent possible, invest in ways to help those whose responsibilities can't easily change, and whose jobs play to their weaknesses, use their strengths to work around those weaknesses.

The power of words of strength

Applying Positive Psychology also encourages a shift in language, away from an emphasis on why something's not working and toward an emphasis on what does. This is the central message of a case study I often cite (and which is on the web site www.PaladinCoaching.net) in which a coaching client describes as "a revelation" that his habitual manner of preparing fully at the last minute was not procrastination but rather an expression of how he works at his best. It's also the basis for one of the self-defining exercises I do with my coaching. I happen to call it 'Profit From Paradox', but it's hardly unique to me.

I ask folks to generate adjective lists, good and bad, thinking about what friend or foe might say, group the adjectives, reduce them in number, and pair off opposite sets of descriptors. I then ask them to pick one pair which represents an essential conflict, perhaps the essential conflict, for them – in my case I'm an ‘Abrasive Healer'. Others' essential paradoxes are things like Selfish Helper, Reflective Rusher, and Tradition-bound Changer.

Next, I plant each pole of the paradox in the middle of a dimension and explore the opposite ends. So abrasive can be coarse on the one hand and cleansing on the other; and healer can suggest focusing on what's wrong as well as creating change for the better. Meshing seemingly contradictory words or ideas so as to help turn potential into accomplishment is the objective of the ‘profit from paradox' exercise.

In the end we come up with statements of someone functioning at their best and at their worst. For instance, when I'm at my best I'm a unique, caring, creative, option-seeker who aspires to make the world a better place; at my worst, a hurtful, arbitrary, arrogant fault-finder who can't see beyond himself.

Positive Psychology and lawyers' professional development

It's hard to pick up a legal trade journal, to attend a professional meeting, or to open an internet legal news summary nowadays without reading or hearing about turnover and attrition at law firms. I think Positive Psychology can help us understand this phenomenon and can help point the way to changing it.

Seligmann quotes many studies which underline the truth of “Money can't buy happiness.” In fact, once the basics of life are taken care, of there is almost no correlation between increased income and increased job satisfaction or happiness generally. He cites research showing that lawyers are the highest-paid profession, that more than half are dissatisfied, and that they have an extremely high incidence of depression. It is beyond the scope of this article to address the depression issue directly, but please be aware that Positive Psychology has much to offer here, much more fully explained in *Authentic Happiness*. What is relevant, here, though, is his finding that using your signature strengths on a daily basis contributes to your happiness.

I don't know what portion of the respondents to Gallup's question about the use of one's greatest strength on a daily basis were lawyers, but I'll bet the proportion of attorneys who answered “No” was at least as high as in the general population. I'd also guess that the number was even higher among those who've changed firms frequently or left the practice of law altogether. I intend to pursue this and related research questions in the near future.

For now, though, let me offer the following: Much of the dissatisfaction, and consequent turnover, in law firms, and among Associates especially, is due to a poor match of strengths to responsibilities; this is compounded by their perception of the unlikelihood that their firms will, or even can, correct the situation.

An Associate's life is quite similar from one firm to another, and as a career progresses many of the increasing demands will be the same. Common sense, as well as experience, will tell you that not everyone learns the same skills along the way and not everyone can succeed at the variety of tasks attorneys are faced with as they move toward and into partnership.

Now back to our earlier examples.

- *Oliver W*. The outcome required of him is to present useful research to a partner in a field which may or may not interest him; what does he do? He must approach this challenge according to his strengths; he doesn't necessarily have to do it exactly the way everyone else has always gotten it done. Let's say his two greatest strengths are moving quickly to get things done (what others might term impatience) and ingratiating himself quickly with others (what others might term glibness). He'll be much happier and more engaged, and thus successful, if his first day in the library he goes around making connections with other researchers. Perhaps he can even go to other locations to do the research, meeting new people along the way. Or, instead of only using books he can call someone else with first-hand knowledge of the matters he's investigating. He'll still be responsible for the same work product, but will have used his strengths to get to it, in part, in new ways. Maybe later in his career he'll find a position that fully capitalizes on his strengths, say as a firm's marketing, public relations, and networking director.

- *Sandra D.* needs to find a way to apply her strengths so that she's even more of an asset to the enterprise of which she's now an owner. Easy – she's the one who should take on the most difficult clients. Her ability to see them as separate and distinct, and to understand their individual needs, makes her most likely to serve them well, and thus to earn her loyalty. And as someone who'll be succeeding where others have not, she'll surely get acknowledgment from her peers, energizing her to do an even better job. Her goal is to add value to the firm, and she will achieve that outcome.

- *Earl W.* has to figure out how to meet the new, and inevitably increasing, demand to "sell" to current and prospective clients. His relative absence of strengths in the interpersonal realm doesn't prevent him from going along or being useful, but it does represent something he needs to work around. He'd probably benefit from learning everything there is to know about the client beforehand (using his diligence and thoroughness), at his pace, and then focusing his conversation on asking questions about and learning what's involved in one particular aspect of the client's enterprise which interests him (using his strength at wanting to learn everything there is to know about a topic). Schmoozing's not his thing, but respectful inquiry is; this may even be a better way, in the long run, to build client relationships. He's meeting the goal set for him, not necessarily in the way most people do, but in a way which maximizes his strengths and creates, or exceeds, the outcome desired.

- *Ruth G.* was asked to arrange a social event for her fellow Associates. If you think of her goal as creating a successful event – the outcome asked of her is that the event be seen as worthwhile by those around her – rather than just as the lead organizer, it becomes easier to see how she can apply her strengths. Perhaps she can get out of this pickle by identifying people who are good at the necessary component tasks and recruiting them as lieutenants to her captain – she'll be free to do what she does best, and so will the others.

Consider, in each of these examples, if the person didn't recognize his or her strengths, or worse, was simply forced to continue the task for which he or she was ill-suited. Consider also if they were required to do them as originally described, rather than with an outcome in mind. Do you think it unlikely, or likely, that each would become a departure statistic?

These examples, and the many you are thinking of on your own, point to a few guidelines:

- Teach people in the firm the language of strengths.

- Stop acting like anyone can learn anything, and stop putting resources into filling holes. Don't stop, though, teaching the fundamental things which are necessary to succeed at the law.

- Figure out which strengths are most likely to be useful in which roles. This requires clarity about roles in the firm, which generally follows from having a coherent strategic plan and an aligned human resources function. Remember that strengths don't define roles, and some roles and responsibilities will inevitably require poorly-matched people to use their strengths to work around talents they don't have.

- Commit to helping everyone recognize their talents and to help develop them into strengths – if they haven't already. This also means that, in the long run, you should make a substantial investment in picking the right people in the first place.

- You don't have to tell people how to do things. Rather, let them use their own package of strengths – everyone's array is different, remember – to accomplish goals and reach outcomes which are set for them (there's more than one way to develop clients, but nearly everyone should find a way to do it) or which they set on their own in consonance with the firm's strategic plan. This also points the way to an evaluation system – judge, and reward, people based on the goals they've accomplished and on the development and application of their strengths, not on the completion of training courses.

If you take the principles of Positive Psychology to heart, and if you apply them, you will be developing a set of professionals who will say "Yes, I have an opportunity every day to do what I do best," "Yes, my work is satisfying," and "Now I'm happy." Then you'll also have a firm performing at its best every day, and leading the way into the future.

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Seligmann, M. E. P. *Authentic Happiness.* New York: The Free Press, 2002.

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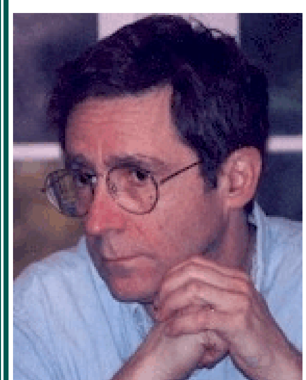

coaching and leadership organization and professional development enterprise. His central purpose is to use the best of himself to help others use the best of themselves. The majority of his clients are lawyers, law firms, and their staffs, from the most senior to the most junior. You can reach him at 301/587-0005 or Cfogelman@PaladinCoaching.net.

Business Plans in the New Legal Environment: Setting Unified Goals

Stephen Nelson

Six years ago, I wrote an article about drafting lawyers' business plans ("Building a Better Mousetrap: A Model for a Lawyer's Business Plan," *Professional Development Quarterly*, May 2000). I outlined this five-step approach:

- Why will they buy?
- Who will buy?
- What will they buy?
- Why will they buy it from you?
- How do you get them to buy it from you?

While this is still a valuable outline in terms of articulating how one's expertise can be marketable, recent developments mandate that lawyers go well beyond this in developing a business plan. Over the last six years, the legal market has become increasingly competitive, and firms have both increased their expectations for lawyer business development and shortened the time frame to produce results. In many firms, business development plans play an important role in compensation, and in some firms such plans are required of partners, of counsel, and even senior associates. As a result, firms are requiring that business development plans include general levels of activities and specific targets.

The 14-point approach to developing a business plan

In recent projects working with attorneys putting together a short-term business plan, our firm has developed a 14-point approach. Success is based on commitment to specific activities and execution of those activities, rather than on making vague references to speaking and writing and general networking.

1. The plan should first describe the lawyer's **expertise** and its relevance, following the process outlined in my previous article. The rest of the plan should include the following topics:

2. **Clients/Targets.** In this section, the attorney should

   a. List the current clients, the services that are expected to be provided by the attorney in the next year, and what additional business could be sought.

   b. List the leading targets for new business, based on contacts, leads, or opportunities. This section should also indicate the help that might be needed to land new business, such as the fact that other firm lawyers might have to accompany him/her on the pitch. For certain types of practitioners, such as white-collar litigators, a key constituency is other lawyers, so there needs to be attention paid to whether there are certain lawyer contacts that need to be mined.

3. **Challenges.** Indicate the hurdles presented in obtaining these or other business opportunities. For example, clients may be migrating to providers with lower billing rates. Perhaps clients or their investment bankers are insisting on a "brand-name" firm to provide sophisticated corporate services. This is a great opportunity for attorneys to begin a dialogue with others at the firm to address institutional issues that affect business development.

4. **Maximizing Leads and Networking Contacts.** This should cover everything

from what publications attorneys read to keep up with legal, business and industry trends, to what to do with business cards that one picks up at networking events. Attorneys tend to concentrate on the legal publications to stay current with recent cases and other developments. But attorneys need to do more – they need to decide what business publications to read, and then read them, regularly. In addition to following the trends in industry, staying current could help them pick up leads about new companies, or even consider new lines of business. Attorneys should think of it this way: If you were to sit next to your top prospect at a meeting or industry lunch, what would you talk to them about? (Hint: It's not your expertise.)

Attorneys also need a good system to organize the data they receive, and need a regular time period each week that they are entering that data. Too often, business people just throw the business cards they receive in a drawer, with the idea that they'll organize it someday. If attorneys don't follow up on leads within at least a week, they're missing the boat – and that boat will really never come back.

5. **Business Associations.** This should indicate not only the associations in which lawyers are involved, but also their commitment to a particular level of involvement. Just going to meetings isn't enough. To get the most out of these organizations, deeper involvement is needed, whether it is in a membership committee (always a good idea since it requires one to contact everyone in the group on a regular basis), program work, or writing for an association newsletter. At the same time, one has to consider the value of particular organizations. If the lawyer isn't making the right kind of contacts, he or she is better off devoting time elsewhere rather than keeping a half-hearted tie to the group.

6. **Networking Groups.** These can be formal or informal breakfast or lunch meeting clubs designed to keep up with developments in a particular industry, trade leads, or otherwise help each other with business. Effective groups can consist of anywhere from five to 20 people, each of whom provide a different service. Thus, many groups might have---in addition to a lawyer---an accountant, an investment banker, a real estate broker, a marketing consultant, a journalist, etc. If one can't find or join a particular group, we recommend starting his or her own.

7. **Civic Associations or Philanthropic Organizations.** I wouldn't recommend anyone to get involved in these organizations solely for the purpose of business development. However, that said, those who have a sincere interest in the vision and objectives of particular organizations can also benefit by meeting people with similar interests, some of whom may become strong networking contacts.

8. **Personal Relationships (Schools, Sports, etc.).** People, including this writer, often find it difficult or awkward to talk about business to fellow parents on the soccer field or friends at a block party. But one should at least know (which means find out) what everyone does for a living. Then, when it's appropriate, one can always follow up with them at their office. And always bring business cards.

9. **Media Opportunities.** Depending on whether your firm has internal media people or an external media consultant or PR firm, or you're on your own, lawyers can benefit by being in the press. If there's no one to help, find the top reporters for publications that one's clients read, and contact them. While it is easier to use a network to get a referral, one shouldn't be afraid to cold-call them.

When I was a legal journalist, I was always looking for sources to keep me informed on what was going on in the profession, and I welcomed the few people who cold-called me offering me either a story idea or a even a lunch. Ultimately, having direct contact with the press is a lot more effective than going through the firm's public relations people after the initial contact is made, although the PR people, if any, should be involved; and one needs to be sure that the message is consistent with any message the firm wants to give.

10. **Writing Opportunities.** With the information explosion, there are infinitely more outlets than ever before for publishing opportunities. And as one public relations expert once told me, "It's not about the circulation, but about the reprint rights." So while it's nice to get an article on the hidden perils of Sarbanes-Oxley, for example, published in *Forbes*, even if one can't find a publisher and has to settle for publication in a firm newsletter or on a website, it can be quite useful because clients and prospects can be alerted by e-mail. One other tip: while lawyers might automatically send the article to existing clients, they might want to merely alert longer-term prospects to the article by e-mail or by phone. That way, they can find out who's really interested in the topic, and open up a person-to-person dialogue about the issue.

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11. **Speaking Opportunities.** This is a tried-and-true business development opportunity. Sometimes, however, for those just beginning to establish a reputation, it's tough to break in. As an initial step, one might offer to help find other speakers or work on the conference materials. Also, lawyers should address whether they need some public speaking training or coaching. A speaking engagement is not very productive if people come away thinking that the speaker is boring or verbose.

12. **Methodology for Communication with Clients, Prospects, or Sources of Referral.** As discussed earlier, serious consideration must be given to (1) making sure that there's a good database of contacts, and (2) how best to communicate with them. This is one area where the firm's marketing department should be of great help.

13. **Internal Marketing.** This is often ignored by both new laterals and long-time lawyers at firms. Given the rapid increase in the size of law firms today (isn't it ironic that a 500- lawyer firm is now regarded as midsized?), relatively few lawyers in a firm will know that many of their colleagues' backgrounds. So it's incumbent that lawyers plan to attend as many interoffice functions as possible, to

get involved in relevant practice groups and industry-focused groups, and to illustrate their interest in helping other lawyers within the firm. Remember that this is a two-way street.

14. **Goals.** No business plan is worth its salt unless there are measurable goals. These should include practice goals, financial goals and specific activity goals. Some of the activity goals will be incorporated in the topics above (e.g., I will write 3 articles, I will form a networking group, I will call two business reporters). Lawyers should be realistic, *and* set goals that will make them stretch.

☯ The Learning Lab: Tips & Tools for Creative Lawyer Training

(**Editor's Note:** *This column highlights best practices and new approaches to common challenges of in-house training managers. We invite your comments and your suggestions for future articles. You can reach us at (703) 719-7030 or maraeg@profdev.com.)*

SPIF Up Performance with Feedback

A model I've developed for use in feedback training for supervisors is the "SPIF" model:

- **S**ituation: Give the situation or other context for the performance on which you are giving feedback.
- **P**erformance: Describe the performance or behavior on which you are giving feedback.
- **I**mpact: Describe the consequences of the performance or behavior.
- **F**uture: Suggest what the person should do in similar situations in the future: Keep doing the same thing, stop doing it, or do something new or different – and if so, what?

Examples of the SPIF model in use:

Reinforcing (positive) feedback: "In your report on the Cummins case [Situation], the way you summed up the financial data in a pie chart [Performance] really lets the reader see the allocation at a glance [Impact]. I would be glad to have more graphics like this to illustrate appropriate points in all your reports [Future]."

Corrective (negative) feedback: "In this morning's meeting [Situation], you may not realize it but you interrupted Rita several times [Performance]. As a result she looked frustrated and had trouble getting her points out [Impact]. It's important for our communication and relationships [Impact again] that we all listen respectfully to each other's views and hear them out [Future]."[2]

Advantages of the SPIF model:

- It is objective rather than subjective.
- It is clear and descriptive.
- It focuses on the performance and not the person.
- It gives guidance for future performance.
- As shown in the two examples, it can be used equally well for either reinforcing or corrective feedback.

– Gaye Mara

[2] Note the use of phrasing like "you may not realize it but" and of "It's important .. that *we* all listen respectfully" to soften the description of the negative behavior and the suggestion for future behavior. When giving negative feedback on an issue for the first time, especially to someone who is new to the group or very junior to the person giving the feedback, such "softeners" can make the feedback easier to accept without the person becoming alarmed or defensive.

Professional Developments

Events

Upcoming spring/summer conferences, seminars, and workshops:

May

- 5/1-3/06, Chicago, IL. *The Effective Facilitator: Maximizing Involvement and Results.* $1795/1995. American Management Association, www.amanet.org, 1-800-262-9699. (Repeated 6/5-7 New York, 6/28-30 Myrtle Beach)
- 5/2-5/06, Washington, DC. *How to Plan, Design, and Evaluate e-Learning.* $1995. Clark Training & Consulting, (602) 230-9190, www.clarktraining.com. (Repeated San Francisco 10/3-6)
- 5/3-5/06, Chicago, IL. *Coaching and Counseling for Outstanding Job Performance.* $1695/1895. American Management Association, www.amanet.org, 1-800-262-9699. (Repeated New York 6/19-21)
- 5/3-5/06, New York, NY. *The 2005 Leadership Development Conference.* 5/3 pre-conference seminar on Succession Management, $1350/1550; 5/4-5 conference, $1995-2495. The Conference Board, www.conference-board.org, (212) 339-0345. (Repeated 5/23-25 in San Diego.)
- 5/4-6/06, Dallas, TX. ***HPI Certificate Program Series:*** *Analyzing Human Performance.* $1395/1595 each course; $6095/6995 full program. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org. (Prerequisite. Repeated 6/5-7 Atlanta, 6/28-30 San Francisco, 10/18-20 Alexandria.)
- 5/4-6/06, Dallas, TX. *Designing Learning Certificate Program.* $1195/1395. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org. (Repeated 7/19-21 Chicago, 8/7-9 Las Vegas, 10/30-11/1 Austin, 11/29-12/1 Alexandria.)
- 5/4-6/06, Dallas, TX. ***HPI Certificate Program Series:*** *Human Performance Improvement in the Workplace.* $1395/1595 each course; $6095/6995 full program. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org. (Repeated 7/19-21 Chicago, 10/4-6 Alexandria, 12/6-8 Chicago.)
- 5/4-6/06, Dallas, TX. *Managing the Learning Function Certificate Program.* $1395/1595. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org. (Repeated 10/23-25 Chicago)
- 5/4-6/06, Dallas, TX. *Measuring and Evaluating Learning Certificate Program.* $1295/1495. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org. (Repeated 6/5-7 Atlanta, 6/28-30 San Francisco, 8/23-25 Alexandria, 9/27-29 Las Vegas, 10/30-11/1 Austin)
- 5/4-6/06, Dallas, TX. *Training Certificate Program.* $1195/1395. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org. (Repeated 6/21-23 Alexandria, 7/12-14 Irvine, 8/23-25 Chicago, 9/11-13 Atlanta, 10/23-25 Chicago, 10/30-11/1 Austin, 12/6-8 Chicago)
- 5/4-6/06, Dallas, TX. ***HPI Certificate Program Series:*** *Transitioning to Human Performance Improvement.* $1395/1595 each course; $6095/6995 full program. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org. (Prerequisite. Repeated 10/23-25 Chicago, 11/6-8 Atlanta, 12/13-15 Alexandria.)
- 5/4-10/06, Dallas, TX. *ASTD 2006 International Conference & Exposition.* 5/4-6 certificate programs $895-1595; 5/6 Pre-conference workshops, $425/625; 5/7-10 conference $750-1375. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org.
- 5/5-6/06, Dallas, TX. *E-Learning Instructional Design Certificate Program.* $895/1095. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org. (Repeated 6/6-7 Minneapolis, 6/22-23 Chicago, 7/10-11 Washington, 7/16-17 Seattle, 9/12-13 Charlotte, 9/27-28 Kansas City, 10/19-20 San Francisco, 11/1-2 Minneapolis, 11/14-15 Dallas, 12/5-6 Phoenix)
- 5/5-6/06, Dallas, TX. *Facilitating Organizational Change Certificate Program.* $895/1095. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org.
- 5/5-6/06, Dallas, TX. *ROI Skill-Building Certificate Program.* $895/1095. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org. (Repeated 6/12-13 Alexandria, 7/19-20 Chicago, 9/11-12 Atlanta, 10/23-24 Chicago, 11/16-17 Alexandria)

- 5/8-10/06, Atlanta, GA. *AMA's Myers-Briggs Type Indicator (MBTI) Qualification Program.* $1395/1595. American Management Association, www.amanet.org, 1-800-262-9699. (Repeated 7/17-19 New York)
- 5/8-10/06, Washington, DC. *Accelerated Learning Training Methods Workshop.* $1095. Center for Accelerated Learning, (262) 248-7070, www.alcenter.com. (Repeated 6/12-14 Denver, 6/19-21 Lake Geneva, 7/10-12 Toronto, 8/28-30 Chicago, 9/25-27 Dallas, 10/9-11 Lake Geneva, 11/13-15 Seattle, 12/4-6 Phoenix.)
- 5/10-12/06, Boston, MA. *Leadership-Level Facilitation II: Facilitating Greater Focus During Meetings.* $2195. Linkage, Inc., (781) 402-5555 or www.linkageinc.com. (Repeated 6/26-28 Chicago, 9/20-22 Washington, DC.)
- 5/10-13/06, The Norwegian Dawn sailing from New York, NY. *The Human Resources Forum: HR Business Strategies: Driving Corporate Objectives and Leadership.* Cindy Edghill, Project Manager, (212) 651-8724, www.hrforum.com.
- 5/11/06, Atlanta, GA. *Creating High Performing Teams Using the MBTI Instrument.* $795/995. American Management Association, www.amanet.org, 1-800-262-9699. (Repeated 7/20 New York)
- 5/11/06, Atlanta, GA. *Successful Meeting Planning.* $1295/1445. American Management Association, www.amanet.org, 1-800-262-9699. (Repeated 6/16-17 New York, 7/24-25 San Francisco)
- 5/17-19/06, Atlanta, GA. *Training the Trainer.* $1795/1995. American Management Association, www.amanet.org, 1-800-262-9699. (Repeated 6/5-7 Dallas, 6/26-28 New York, 7/10-12 San Francisco, 7/26-28 New York)
- 5/17-19/06, Orlando, FL. *Instructional Design for Trainers.* $1795/1995. American Management Association, www.amanet.org, 1-800-262-9699. (Repeated 6/26-28 San Francisco, 7/26-28 New York)
- 5/18-19/06, online. *The eLearning Guild's Online Forums.* $395/495. eLearning Guild, (707) 566-8990, www.eLearningGuild.com.
- 5/18-19/06, Washington, DC. *The Second National Forum on Recruitment, Retention and Professional Development.* Hildebrandt Institute, http://www.hildebrandt.com.
- 5/18-19/06, Chicago, IL. *The 2006 Employee Engagement Seminars.* One day $1350/1550; both days $2430/2790. The Conference Board, (212) 339-0345, www.conference-board.org/retention.htm.
- 5/18-19/06, Washington, DC. *Successful Meeting Planning.* $1295/1445. American Management Association, www.amanet.org, 1-800-262-9699. (Repeated 6/16-17 New York, 7/24-25 San Francisco)
- 5/22-23/06, Chicago, IL. *Action Oriented Learning: Increasing the Application of Training.* $1595/1795. American Management Association, www.amanet.org, 1-800-262-9699. (Repeated 6/15-16 San Francisco)
- 5/23-24/06, Chicago, IL. *Designing and Implementing Leadership Development Programs.* $1395. Linkage, Inc., (781) 402-5555 or www.linkageinc.com. (Repeated 6/22-23 San Francisco, 8/15-16 Atlanta.)
- 5/22-26/06, online. *Building Expertise: How to Apply Learning Psychology to Instructional Design.* $1195. Clark Training & Consulting, (602) 230-9190, www.clarktraining.com. (Repeated 11/13-17)
- 5/31 - 6/1/06, Falls Church, VA. *Measuring and Improving Processes: How to Move Toward Six Sigma Performance.* $995. University of Virginia, (434) 982-2779, bkessler@virginia.edu.

June

- 6/1-2/06, Scottsdale, AZ. *Building Expertise: How to Apply Learning Psychology to Instructional Design.* $1195. Clark Training & Consulting, (602) 230-9190, www.clarktraining.com..
- 6/6-7/06, Chicago, IL. *Developing a Sustainable Mentoring System.* $1395. Linkage, Inc., (781) 402-5555 or www.linkageinc.com.
- 6/7-9/06, Fort Worth, TX. ***HPI Certificate Program Series:*** *Evaluating Performance Improvement Interventions.* $1395/1595 each course; $6095/6995 full program. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org. (Prerequisite. Repeated 8/7-9 Las Vegas, 9/11-13 Atlanta, 9/27-29 Alexandria)
- 6/9-14/06, Palm Springs, CA. *Training Directors' Forum.* 6/9-11, certificate programs, $1995; 6/12-14, conference, $1495. vnulearning.com, www.trainingdirectorsforum.com.
- 6/12-14/06, San Diego, CA. *The 2006 Executive Coaching Forum.* Conference 6/12-13, $2150/2450;

Post-conference seminar, 6/14, $1350/1550. The Conference Board, (212) 339-0345, www.conference-board.org/execcoaching.htm.

- 6/13-14/06, New York, NY. *The 2006 Work Life Conference.* $1950/2200. The Conference Board, (212) 339-0345, www.conference-board.org/worklife.htm.
- 6/20-21/06, Virginia Beach, VA. *Process Mapping and Analysis: How to Streamline and Reengineer Business Processes.* $995. University of Virginia, (434) 982-2779, bkessler@virginia.edu.
- 6/15-16/06, San Francisco, CA. *2006 Lawyer Development Institute: Improving Lawyer Performance Through Competencies, Benchmarks, and Lawyer Development Plans.* $325-525. National Association for Law Placement/ALI-ABA, (202) 835-1001, www.nalp.org.
- 6/20-22/06, Monterey, CA. *The Learning and Performance Strategies Conference 2006.* The Thiagi Group/Darryl Sink & Associates, (800) 650-7465, www.learningandperformance.com.
- 6/21-23/06, New York, NY. *Leadership-Level Facilitation I: Delivering Dynamic Leadership Training.* $2195. Linkage, Inc., (781) 402-5555 or www.linkageinc.com. (Repeated 9/13-15 Chicago.)
- 6/23/06, Alexandria, VA. *Bottomline on ROI Certificate Program.* $450/650. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org. (Repeated 9/7 Alexandria)
- 6/24-30/06, Chicago, IL. *52nd Annual International Creative Problem Solving Institute: The Architecture of Creativity, Balancing Imagination and Implementation.* 6/24, pre-conference workshops, $250; 6/25-30, full conference, $975-1275; one-day program $300; half-week program $750. Creative Education Foundation, (800) 447-2774 or (413) 559-6614, www.cpsiconference.com.
- 6/27 - 8/29/06 or 6/29 - 8/31/06, online. *Assessment 101 Online Certificate Program.* Tuesdays or Thursdays at 12-1 pm ET. $1195/1395. American Society for Training and Development, (800) 628-2783. (703) 683-8100, or www.astd.org.

July

- 7/12-14/06, Irvine, CA. ***HPI Certificate Program Series:*** *Selecting and Managing Interventions.* $1395/1595 each course; $6095/6995 full program. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org. (Prerequisite. Repeated 7/26-28 Alexandria, 8/23-25 Chicago, 9/27-29 Las Vegas.)
- 7/27-29/06, Toronto, ON. *PDC Summer Conference.* 7/27, pre-conference workshops; 7/28-29, conference. $232 US/$275 Canadian; members only. Professional Development Consortium, www.pdclegal.net.
- 7/29-8/1/06, Kohala Coast, HI. 42nd Annual Meeting, "Riding the Waves to Greater Success." ACLEA, (512) 453-4340 or www.aclea.org.

August

- 8/7-9/06, Las Vegas, NV. ***HPI Certificate Program Series:*** *Evaluating Performance Improvement Interventions.* $1395/1595 each course; $6095/6995 full program. American Society for Training and Development, (800) 628-2783, (703) 683-8100, or www.astd.org. (Prerequisite. Repeated 9/11-13 Atlanta, 9/27-29 Alexandria.)

News

Caveat Emptor. We learned recently that we are obligated to check the Treasury Department's list of "Specially Designated Nationals and Blocked Persons" (the "SDN List") before accepting a subscription to PDQ. Federal law prohibits all U.S. citizens from doing business in any amount with anyone named on the list. (We are pleased to report that none of our subscribers are on it.) See www.ustreas.gov/offices/enforcement/ofac for a current copy of the list.

The **D.C. Bar's mandatory professionalism course** in March garnered special attention with the attendance of John Ashcroft and his wife Janet Ashcroft, both new admittees. Every newly admitted lawyer is required to take the course, regardless of their years of practice in another jurisdiction. According to the March 9 *Washington Post*, "Everyone kept turning to stare at the former attorney general" to check his reactions to some ethics questions posed to the class, and "Each time … he turned 'red as a beet.'"

Resources

Bersin & Associates has published a study of online training at 526 North American companies, *The Four Stages of E-learning: A Maturity Model for*

*Online Corporate Training (*October 2005, 56 pages). The study describes the stages of program development, and places most organizations' programs between Stage 2 (Expansion) and Stage 3 (Integration and Alignment). It shows that in general the larger the organization, the more mature its program is likely to be. Fully eighty percent of the study participants expected their e-learning programs to expand further in 2006; the participants included professional service firms (6% of the total). A copy of the study is available at no charge at www.bersin.com/stages.

The **National Association for Law Placement** has researched and compiled a *Diversity Best Practices Guide*, which lists suggested law firm best practices under four topic headings:

1. Leadership
2. Retention, Culture, and Inclusion
3. Professional Development
4. Recruitment

Sidebars describing particular firms' initiatives are featured in each area. The Guide ends with a "Diversity Resources" section listing recommended articles, books, and web sites, and with a directory of minority bar associations. Available free at www.nalp.org (click on Resource Center > Diversity > Diversity Best Practices Guide).

The **National Association of Securities Dealers** has unveiled an online learning curriculum of 25-to-30-minute e-learning courses and free 10-minute, streaming video webcasts on regulatory issues in the industry. Find out more at www.nasd.com/onlinelearning.

According to the April issue of ASTD's *T+D*, online course provider **SkillSoft** "is making free courses available to help employees tackle bullying, harassment, and aggression at work" through July 2006. Three courses are listed at www.skillsoft.com/bullying: "Working with Aggressive People" (3 hours), "Harassment at Work" (4.5 hours), and "Difficult People in the Workplace" (3.5 hours). Unfortunately we were unable to launch the courses, and our April 19 e-mail query to the company about the problem has yet to be answered.

MCLE Watch

In April the **Illinois Supreme Court** appointed the first Director of the new MCLE Board, Karen L. Johnson. Ms. Johnson is a former practicing attorney and former National Director of Professional Development at DLA Piper Rudnick Gray Cary in Chicago.

This is good news for law firm PD Directors, many of whom had concerns about the lack of large-firm representation on the Board. It may also bode well for the prospect of law firms becoming eligible for approved provider status.

More information about Ms. Johnson's back-ground is posted on the Court's web site at http://www.state.il.us/court/PressRel/2006/041106.pdf.

The Capital CL*e*-Calendar

Distance Course Schedule and Provider Directory

Volume 12, No. 7 ▪ May 1, 2006

How to Read This Schedule: The following course schedules list, first by topic and then by date, live continuing legal education (CLE) courses offered on and after the date of this issue. The course provider code in all caps at the end of each course listing keys to a provider listing in the provider directory which follows the course schedules. (If a program has multiple sponsors, the provider listed first is the suggested contact for registration.)

All course listings indicate the delivery medium, such as telephone conference, online seminar, satellite broadcast, etc. Each course listing also includes, if available, the beginning and ending times, tuition fee, and total CLE credit hours approved or pending for the course (credits appear in brackets at the end of the listing). Please note that CLE credit requirements vary by state and credit arrangements vary by course and provider. If credit is important to you, be sure to confirm in advance with the course provider or appropriate CLE Board whether and how the needed credits are obtainable.

Course Providers. A directory of contact information for the sponsoring organizations follows the course schedules.

More detailed information on the courses in this schedule is available from the course providers.

Registration and Fees. Most course providers will fax brochures and registration forms on request and will accept credit card registrations by phone, fax, or on the Internet. Many discount registration fees for members (in the case of membership organizations), for government and public interest lawyers, or for early registration, multiple registrants, or multiple courses for the same registrant. Some permit registration at the door for an additional charge. For some courses, however, especially those noted as "limited enrollment," advance registration and payment may be required.

Materials. Most providers sell their course materials separately. These may offer the most comprehensive and up-to-date survey of the law on a given topic that is currently available.

Additional Courses. Visit our website at www.profdev.com/courses.htm for a listing of current, local CLE courses announced after this issue went to press.

Distance Course Schedule

ADMINISTRATIVE/GOVERNMENT/REGULATORY LAW, GENERAL AND MISCELLANEOUS

5/12/06. *Critical Issues in State and Local IT Contracting.* 2-3 pm ET live audio-only webcast. $50. WLEC/IT Assn. of America.

6/1/06. *Public Officials' Training.* 1-2:30 pm ET live teleconference. $179/199. LES.

6/1/06. ***Systematic Statutory Interpretation*** *(Part 1).* 9:30 am-1 pm ET live webcast. $165. WLEC/U.Minn. Law School.

6/1/06. ***Systematic Statutory Interpretation*** *(Part 2).* 2-5:30 pm ET live webcast. $165. WLEC/U.Minn. Law School.

6/7/06. ***Indian Gaming Law 101 and Recent Developments*** *- Part 1.* 9:30 am-1 pm ET live webcast. $165. WLEC/U.Minn. Law School.

6/7/06. ***Indian Gaming Law 101 and Recent Developments*** - *Part 2.* 2-5:30 pm ET live webcast. $165. WLEC/U.Minn. Law School.

7/12/06. *Sixth Annual Municipal Law Institute.* Live webcast. $749. PLI.

11/8/06. *Doing Business with the Government.* 11 am-1 pm ET live webcast. TXBAR.

ALTERNATIVE DISPUTE RESOLUTION/ ARBITRATION

5/18/06. ***Arbitration - the Series:*** *Conducting Arbitration Proceedings.* 12-1 pm ET live webcast. $60. WLEC/Celesq(R) AttorneysEd Center. [1.0]

5/25/06. *ADR State of the Union: The Changing Role of the Lawyer and the Use of ADR in Practice.* 3-5:30 pm ET live webcast. $150. WLEC/Chicago Bar Assn.

5/25/06. *Effective Use of ADR in IP Disputes.* Live audio-only webcast. $299. PLI.

5/25/06. *Major Issues in Arbitration.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 6/22, 7/19, 8/16, 9/21, 10/26, 11/9, 12/7)

6/20/06. ***Arbitration - the Series:*** *Review and Implementation of Arbitration Awards.* 12-1 pm ET live webcast. $60. WLEC/Celesq(R) AttorneysEd Center. [1.0]

ANTITRUST/UNFAIR COMPETITION LAW

5/15/06. *State Antitrust Enforcement Update.* Live audio-only webcast. $299. PLI/WLEC.

5/22-23/06. *47th Annual Antitrust Law Institute.* 12-8 pm ET live webcast. $1295. PLI. (Full program)

5/22-23/06. *47th Annual Antitrust Law Institute.* 12-8 pm ET live webcast. $305-360 each half-day segment; $1300 all 4 segments. WLEC/PLI.

6/1/06. *Antitrust in Emerging Markets: Dealing with Very Real Risks.* 2-3 pm ET American Law Network live webcast. ALI-ABA/Deloitte Dbriefs. To register, go to www.deloitte.com/us/dbriefs.

ARTS, ENTERTAINMENT, AND SPORTS LAW

5/19/06. *Hot Topics in Art, Entertainment and Sports.* 9 am-12 noon ET live webcast. $140. WLEC/Boston Bar Assn.

BANKING/FINANCIAL SERVICES LAW

5/9/06. *The Fair and Accurate Credit Transactions Act.* 1-2:30 pm ET live teleconference. $199. LES. [1.5 Bankers/CPE]

5/17/06. *Complying with Federal Mortgage Lending Laws.* 1-2:30 pm ET live teleconference. $219. LES. [1.5]

5/23/06. *Drafting and Negotiating Senior Credit Agreements: Terms and Documentation.* 9 am-12 noon ET live webcast. $140. WLEC/Massachusetts CLE.

6/8/06. *Hot Topics in Banking Law .* 1-2:30 pm ET live teleconference. $179/199. LES. [1.5]

BANKRUPTCY LAW

5/4-6/06. *Fundamentals of Bankruptcy.* Live webcast. $995. ALI-ABA.

5/10/06. *A View from the Bench: Bankruptcy.* 1:30-2:30 pm ET live webcast. $60. WLEC/Milwaukee Bar Assn.

BUSINESS/CORPORATE LAW AND PRACTICE

5/4/06. *Sales and Divestitures: Tools for Unlocking Shareholder Value?* 2-3 pm ET American Law Network live webcast. ALI-ABA/Deloitte Dbriefs. To register, go to www.deloitte.com/us/dbriefs.

5/9/06. *IP Issues in M&A Transactions: An IP Lawyer's Inside Guide for the Non-Specialist.* Live audio-only webcast. $299. PLI.

5/9/06. *Private Equity and Venture Capital Financing: Critical deal terms and issues.* 9 am-1 pm ET live webcast. $190. WLEC/Massachusetts CLE.

5/10/06. *What All Business Lawyers and Litigators Must Know About Delaware Law Developments 2006.* 9 am-4:30 pm live webcast. $1295. PLI. (Full program)

5/10/06. *What All Business Lawyers and Litigators Must Know About Delaware Law Developments 2006.* 9 am-4:30 pm live webcast. $620-680 each half day segment; $1300 both segments. WLEC/PLI.

5/11-12/06. *Private Placements 2006.* 12-8 pm ET live webcast. $1395. PLI.

5/11-12/06. *Private Placements 2006.* 12-8 pm ET live webcast. $335/365 each half day segment; $1400 all four segments. WLEC/PLI.

5/16/06. *Equity and Equity-Related Compensation: Practical approaches and strategies.* 9 am-1 pm ET live webcast. $190. WLEC/Massachusetts CLE.

5/18/06. *Contract Remedies and Litigation Advice.* 12-2 pm ET telephone seminar. $99-279.25. VACLE. [2.0] (Replay 6/1)

5/18-20/06. *Electronic Records Management and Digital Discovery .* Live webcast. $1095. ALI-ABA.

5/24/06. *Get Ready for the New Rule on the Preservation of Records.* 12-2 pm ET American Law Network telephone seminar. $150. ALI-ABA.

6/6/06. ***Business Concepts for Lawyers** - Part 1.* 9:30 am-1 pm ET live webcast. $165. WLEC/U.Minn. Law School.

6/8-9/06. *Acquiring or Selling the Privately Held Company 2006.* Live webcast. $1395. PLI.

6/9/06. ***Negotiating a Business Acquisition Seminar** (Part 1).* 8:30 am-12:30 pm ET live webcast. $225. WLEC/Cleveland Bar Assn.

6/9/06. ***Negotiating a Business Acquisition Seminar** (Part 2).* 2-4:45 pm ET live webcast. $150. WLEC/Cleveland Bar Assn.

6/13/06. *Managing Information and Records in the Electronic Age: Corporate Best Practices .* 1-2 pm ET live audio-only webcast. $299. PLI.

6/15-16/06. *Corporate Compliance Institute 2006.* Live webcast. $1395. PLI.

6/22/06. *Electronic Discovery and Document Storage: Management and Litigation Issues.* 1-2:30 pm ET live teleconference. $179/199. LES. [1.5]

7/20-21/06. ***The Pocket MBA for Lawyers 2006:** Everything You Need to Know About Finance.* 9 am-5 pm ET live webcast. $1295. PLI.

7/31-8/1/06. ***The Pocket MBA for Lawyers 2006:** Crunching the Numbers: Exercises in Present Value, Capital Structure & Valuation.* 9 am-5 pm ET live webcast. $1295. PLI.

9/25-26/06. *Fourth Annual Director's Institute on Corporate Governance.* Live webcast. $1995. PLI.

9/28/06. *Advanced Corporate Compliance Workshop 2006.* Live webcast. $1595. PLI.

9/28-30/06. *Representing Professional & Closely Held Businesses.* Live webcast. $1095. ALI-ABA.

10/12-13/06. *Sarbanes-Oxley Institute.* Live webcast. $1095. ALI-ABA.

CIVIL RIGHTS/CONSTITUTIONAL LAW

5/10/06. *Civil Rights Review.* 1-3:30 pm ET telephone seminar. $100-165. MOBAR. [3.0]

5/31/06. ***A Primer on the First Amendment: Freedom of Speech, Press, and Religion** (Part 1).* 9:30 am-1 pm ET live webcast. $165. WLEC/U.Minn. Law School.

5/31/06. ***A Primer on the First Amendment: Freedom of Speech, Press, and Religion** (Part 2).* 2-5:30 pm ET live webcast. $165. WLEC/U.Minn. Law School.

6/5-6/06. *Seventh Annual Institute on Privacy Law: New Developments & Compliance Issues in a Security-Conscious World.* Live webcast. $1295. PLI.

6/9/06. ***The Constitution and the Rehnquist Court** - Part 1.* 9:30 am-1 pm ET live webcast. $165. WLEC/U.Minn. Law School.

6/9/06. ***The Constitution and the Rehnquist Court** - Part 2.* 2-5:30 pm ET live webcast. $165. WLEC/U.Minn. Law School.

CLIENT DEVELOPMENT/CLIENT RELATIONS

5/2/06. *How to Build Your Practice: Ethically and Effectively.* 4-7 pm ET live webcast. $165. WLEC/Chicago Bar Assn.

5/31/06. *Law Firm Marketing Best Practices: New Lessons from Top Firms.* 2-3:30 pm ET audio conference. $275. IOMA.

8/9/06. *How to Deal with the Difficult Client.* 11-1 pm ET live webcast. TXBAR. [2.0]

9/27/06. *Engagement Letters.* 3-5 pm ET live webcast. TXBAR.

COLLECTIONS

5/9/06. *Regulation of Debt Collection Activities.* 1-2 pm ET telephone seminar. $59/89. MOBAR. [1.2]

COMPUTER APPLICATIONS AND SKILLS/ COMPUTER AND INTERNET LAW

5/5/06. *Internet Sources and Resources.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 6/9, 7/10, 8/14, 9/11, 9/27, 10/5, 10/27, 11/6, 11/28, 12/15)

5/8/06. *Software Licenses Services: Emerging Principles, Regulatory Concerns, Ethics.* 6-9 pm ET live webcast. $180. WLEC/NY City Bar.

5/9/06. *Blogs and Intellectual Property.* 1:30-2:30 pm ET live webcast. $60. WLEC/Milwaukee Bar Assn.

5/10/06. *Using Technology to Your Best Advantage.* 11 am-1 pm ET live webcast. TXBAR. [2.0]

5/23/06. *The Uniform Computer Information Transaction Act.* 1-2:30 pm ET live teleconference. $199. LES. [1.5]

5/30/06. ***A Primer on and New Developments in Internet Law*** *(Part 1).* 9:30 am-1 pm ET live webcast. $165. WLEC/U.Minn. Law School.

5/30/06. ***A Primer on and New Developments in Internet Law*** *(Part 2).* 2-5:30 pm ET live webcast. $165. WLEC/U.Minn. Law School.

6/5/06. ***Digital Evidence and Related Issues in Cyberspace*** *- Part 1.* 9:30 am-1 pm ET live webcast. $165. WLEC/U.Minn. Law School.

6/5/06. ***Digital Evidence and Related Issues in Cyberspace*** *- Part 2.* 2-5:30 pm ET live webcast. $165. WLEC/U.Minn. Law School.

11/15/06. *Open Source Software Fall 2006: Critical Issues in Today's Corporate Environment.* Live webcast. $995. PLI.

CORPORATE COUNSEL PROGRAMMING

5/3/06. *Coercion & Waiver: Who's in Charge of Your Client's Privilege Rights?* 12 noon ET live webcast. ACC.

5/4/06. *Responding to EEO Agency Charges of Discrimination.*1 pm ET live webcast. ACC.

5/9/06. *A Primer on Chinese Environmental Law: Key Trends, Issues and Risk-Management Approaches for Corporate Counsel.* 10 am ET live webcast. ACC.

5/10/06. *Corporate Counsel: Caught in the Crossfire.* 1-3 pm ET telephone conference. $135. TRT. [2.0] (Repeated 5/23, 6/8, 7/28, 8/29, 10/2, 10/23)

5/11/06. *Corporate Compliance Risk Assessments -- Methodologies and Benchmarks from Leading Corporations.* 1 pm ET live webcast. ACC.

5/16/06. *Records Control Compliance and Risk-Resolution -- the 2006 Survey.* 1 pm ET live webcast. ACC.

5/23/06. *Pandemic Preparedness: Developing Your Company's Plan, Thinking Through the Legal Issues.* 1 pm ET live webcast. ACC.

5/24/06. *Pitfalls and Potholes for In House Counsel: Spotting and Avoiding Ethical Problems.* 3 pm ET live webcast. ACC.

6/9/06. *How to Strategically Build Your Patent Portfolio: Advice for Corporate Counsel.* Live audio-only webcast. $299. PLI.

6/15/06. *Are You Covered? What Every In-House Lawyer Needs to Know About Insurance.* 2 pm ET teleconference. MPI.

6/15/06. *Data Privacy in Europe -- The Essentials .* 12 pm ET live webcast. ACC.

6/21/06. *Managing to Motivate and Maximize Productivity .* 1 pm ET live webcast. ACC.

8/8/06. *Ethics for In-House Corporate Counsel.* Live webcast. $299. PLI.

9/28/06. *Advanced Corporate Compliance Workshop 2006.* Live webcast. $1595. PLI.

CRIMINAL LAW

6/8/06. *Nuts and Bolts of Criminal Practice in North Carolina.* 9 am ET live webcast. $315/365. NCBA. [6.5, 1.0 ethics]

6/9/06. *Federal Sentencing Guidelines Post Booker Part II.* 2-4:15 pm ET live webcast. TXBAR. [2.0]

DIVERSITY/ELIMINATION OF BIAS

5/12/06. *Elimination of Bias -- Diversity in the Workplace: A Legal Perspective.* 10 am-12 noon ET live webcast. $150. WLEC/Clarion Legal.

5/15/06. *Blacks in the Legal System: Personal Perspectives.* 2-4 pm ET live webcast. $150. WLEC/Clarion Legal.

5/17/06. *Turning the Tables -- Bias Directed at Attorneys.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 7/25, 8/22, 9/7, 10/11, 11/20, 12/26)

5/18/06. *Law Firm Diversity Initiatives: What Should Your Firm Be Doing?* Live audio-only webcast. $299. PLI.

6/3/06. *Dealing with Bias in the Courtroom .* 2-4 pm ET live webcast. $100. WLEC/U.Minn. Law School.

8/9/06. *The Changing Face of Discrimination.* 3-5 pm ET live webcast. TXBAR. [2.0]

EDUCATION LAW

6/23/06. *Attorney's Guide to College Funding.* 1:30-3:30 pm ET live webcast. $120. WLEC/Milwaukee Bar Assn.

ELDER LAW

5/9/06. *Elder Abuse and Neglect: The Nuts and Bolts for All Practitioners.* 4-7 pm ET live webcast. $165. WLEC/Chicago Bar Assn.

6/7/06. *A Day on Elder Law.* 10 am-3:45 pm ET live webcast. $180. MOBAR.

EMPLOYEE BENEFITS LAW/ERISA/PENSIONS AND PROFIT-SHARING/EXECUTIVE COMPENSATION

5/2/06. *New Deferred Compensation Rules Under IRC Section 409A: What Transactional Counsel and Estate Planners Should Know.* 1-2 pm ET telephone seminar. $59/89. MOBAR. [1.2]

5/9/06. *Wellness Programs: Legal Implications.* 1-2:30 pm ET live teleconference. $199. LES.

5/11-13/06. *ERISA Litigation .* Live webcast. $1095. ALI-ABA.

5/19/06. *Ethical Forms of Compensation.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 6/7, 7/6, 8/8, 9/1, 10/3, 10/25, 11/1, 12/5)

5/23/06. *Pension Plan Investments 2006: Confronting Today's Issues.* 9 am-5 pm live webcast. $1295. PLI.

5/23/06. *Pension Plan Investments 2006: Confronting Today's Issues.* 9 am-5 pm live webcast. $595/705 each half-day segment; $1300 both segments. WLEC/PLI.

6/8/06. *Executive Compensation.* 1-2:30 pm ET live teleconference. $179/199. LES. [1.5 CPE]

6/20/06. *ERISA and Bad Faith.* Teleseminar. ATLA.

6/22-23/06. *Executive Compensation: Strategy, Design.* Live webcast. $1095. ALI-ABA.

6/29/06. *Protecting ERISA Fiduciaries, Employers, and Administrators from Benefit Plan Risks and Liabilities: ERISA, Sarbanes-Oxley, Circular 230, and Other Hobgoblins.* 12 noon-4 pm ET American Law Network telecast and live webcast. $199. ALI-ABA.

7/3-7/06. *Current Pension & Employee Benefits Law and Practice.* Live webcast. $1195. ALI-ABA.

7/6-7/06. *Understanding ERISA 2006: An Introduction to Basic Employee Retirement Benefits .* Live webcast. $995. PLI.

9/6/06. *Hot Issues in Executive Compensation.* Live webcast. $1295. PLI.

9/7-9/06. *Retirement, Deferred Compensation & Welfare Plans.* Live webcast. $1095. ALI-ABA.

10/5-7/06. *Pension, Profit-Sharing, Welfare, & Other Compensation Plans.* Live webcast. $1095. ALI-ABA.

EMPLOYMENT AND LABOR LAW

5/16/06. *Preparing Your Employment Case, Part II: Trial and Appeal.* 4-7 pm ET live webcast. $165. WLEC/Chicago Bar Assn.

5/23/06. *Writing the Employee Handbook.* 1-2:30 pm ET live teleconference. $179/199. LES. [1.5 CPE]

6/26-27/06. *Litigating Employment Discrimination and Sexual Harassment Claims 2006.* Live webcast. $995. PLI.

6/28/06. *Regulatory Update on Employment Applications, the Internet and the New EEO-1's .* 12-2 pm ET American Law Network telephone seminar. $150. ALI-ABA.

7/19/06. *Supreme Court Roundup on Employment Law .* 12-2 pm ET American Law Network telephone seminar. $150. ALI-ABA.

7/27-29/06. *Current Developments in Employment Law.* Live webcast. $1095. ALI-ABA.

10/30-31/06. *35th Annual Institute on Employment Law .* Live webcast. $1295. PLI.

ENVIRONMENTAL LAW

5/25/06. *Environmental Resource Damage.* 2-3:45 pm ET teleconference. $99-299. MPI.

10/18-20/06. *Clean Water Act: Law and Regulation.* Live webcast. $1095. ALI-ABA.

ESTATES/TRUSTS/PROBATE LAW

5/4/06. *Hot Topics in Estate Planning 2006 with Jeffrey Pennell .* 3-4:30 pm ET teleconference and live audio webcast. $60-175. ABA. [1.5]

5/16/06. ***Estate Planning for the Non-Traditional Family,*** *Part I.* 1-2 pm ET telephone seminar. $59/89. MOBAR. [1.2]

5/17/06. ***Estate Planning for the Non-Traditional Family,*** *Part II.* 1-2 pm ET telephone seminar. $59/89. MOBAR. [1.2]

5/25/06. *Business-Related Issues for Estate Planners: Practical Advice from the Experts.* 8:30 am-12:30 pm ET live webcast. $190. WLEC/Massachusetts CLE.

6/1/06. *Advanced Estate Planning Practice Update -- Spring 2006.* 12 noon-3:15 pm ET American Law Network telecast and live webcast. $199. ALI-ABA.

7/13-14/06. *Representing Estate & Trust Beneficiaries.* Live webcast. $1095. ALI-ABA.

7/19-21/06. *Estate Planning for the Family Business Owner.* Live webcast. $1095. ALI-ABA.

8/16-18/06. *Basic Estate and Gift Taxation and Planning.* Live webcast. $995. ALI-ABA.

9/7-8/06. *Sophisticated Estate Planning Techniques.* Live webcast. $1095. ALI-ABA.

9/11/06. *37th Annual Estate Planning Institute.* Live webcast. $795. PLI.

9/14/06. *Advanced Estate Planning Practice Update -- Fall 2006.* 12 noon-3:15 pm ET American Law Network telecast and live webcast. ALI-ABA.

10/5-6/06. *International Trust and Estate Planning.* Live webcast. $1095. ALI-ABA.

ETHICS AND PROFESSIONALISM/SUBSTANCE ABUSE

5/4/06. *Federal Civil Practice: Civility and Professional Responsibility.* 3-6 pm ET live webcast. $165. WLEC/Chicago Bar Assn.

5/14/06. *Developments in Legal Ethics .* Live webcast. $125. ALI-ABA.

6/29/06. *Ethical Dilemmas -- How to Solve Them.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 7/31, 8/31, 10/19, 10/31, 11/7, 11/30, 12/22)

5/16/06. *Moral Character Test -- Its Effect on Admissions/Retention.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 6/14, 7/24, 8/21, 9/6, 10/10, 11/3, 12/18)

5/17/06. ***ABA Connection:*** *Strategies for Avoiding Conflicts of Interest.* 1-2 pm ET teleconference. $9.75/$110. ABA. [1.0] (Advance reading)

5/18/06. *Ethics Teleconference: Determining What Expenses May Be Charged to a Contingent Fee Client.* 2-3:30 pm ET teleconference. $99-299. MPI.

5/18/06. *Sarbanes-Oxley -- Does Privilege Still Exist?* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 6/13, 7/7, 8/9, 9/5, 10/4, 11/2, 12/6)

5/19/06. *Ethical Forms of Compensation.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 6/7, 7/6, 8/8, 9/1, 10/3, 10/25, 11/1, 12/5)

5/22/06. *Professionalism and Ethics Issues Regarding Addictive Behaviors.* 1-3 pm ET telephone conference. $135. TRT. [2.0] (Repeated 5/31, 6/30, 7/27, 8/28, 9/25, 10/16, 11/22, 12/28)

5/24/06. *Corporate, Business Litigation and Ethical Issues When Lawyers "Aid and Abet" Clients Behaving Badly.* 1:30-2:30 pm ET live webcast. $60. WLEC/Milwaukee Bar Assn.

6/3/06. *Recent Developments in the Regulation of Lawyers and Judges: Rules, Cases and Statutes.* 10 am-1 pm ET live webcast. $140. WLEC/U.Minn. Law School.

6/13/06. *Ethics in Class Actions.* 2 pm ET teleconference. MPI.

6/16/06. *Legal Ethics.* 1-2:30 pm ET live teleconference. $179/199. LES. [1.5]

7/18/06. *Malpractice Avoidance.* 3-5 pm ET live webcast. TXBAR. [2.0]

8/2/06. *Ethics and Electronic Discovery*. Live webcast. $299. PLI.

8/2/06. *Ethics for Transactional Lawyers.* Live webcast. $299. PLI.

8/8/06. *Ethics for Commercial Litigators.* Live webcast. $299. PLI.

8/8/06. *Ethics for In-House Corporate Counsel.* Live webcast. $299. PLI.

8/10/06. *The Inner Sanctum, Featuring Jack Marshall .* 12-2 pm ET telephone seminar. $129. VACLE. [2.0 ethics] (Replay 8/24)

10/17/06. *Compliance or Conscience? Featuring Jack Marshall and John T. May.* 12-2 pm ET telephone seminar. $129. VACLE. [2.0 ethics] (Replay 10/31)

11/15/06. *The Demise of Attorney/Client Privilege.* 3-5 pm ET live webcast. TXBAR.

12/7/06. ***Child Support Tele-Talk.*** *Third Annual Ethics for Attorneys.* 2-4 pm teleconference. $295. NCSEA.

FAMILY LAW

5/2/06. *An Analysis of Wisconsin's New Marital Property (and Probate and Trust Law) Trail Bill -- 2005 Wisconsin Act 216.* 1:30-2:30 pm ET live webcast. $60. WLEC/Milwaukee Bar Assn.

5/18/06. ***Child Support Tele-Talk.*** *Child Support Agencies Working with the Military: Enforcement of the Service Members Civil Relief Act.* 2-4 pm teleconference. $295. NCSEA.

5/24/06. *Parenting Plans.* 3-5 pm ET live webcast. TXBAR. [2.0]

6/1/06. ***Child Support Tele-Talk.*** *Removing the Barriers to Paying Child Support: NCP Issues.* 2-4 pm teleconference. $295. NCSEA.

6/22/06. ***Child Support Tele-Talk.*** *Disaster Planning: Lessons Learned.* 2-4 pm teleconference. $295. NCSEA.

9/14/06. ***Child Support Tele-Talk.*** *New Technologies.* 2-4 pm teleconference. $295. NCSEA.

9/28/06. ***Child Support Tele-Talk.*** *Tribal.* 2-4 pm teleconference. $295. NCSEA.

10/12/06. ***Child Support Tele-Talk.*** *Performance Measures.* 2-4 pm teleconference. $295. NCSEA.

10/26/06. ***Child Support Tele-Talk.*** *Employer Focus.* 2-4 pm teleconference. $295. NCSEA.

11/9/06. ***Child Support Tele-Talk.*** *Arrears Management II.* 2-4 pm teleconference. $295. NCSEA.

11/16/06. ***Child Support Tele-Talk.*** *Bankruptcy Update.* 2-4 pm teleconference. $295. NCSEA.

12/7/06. ***Child Support Tele-Talk.*** *Third Annual Ethics for Attorneys.* 2-4 pm teleconference. $295. NCSEA.

FOOD AND DRUG/MEDICAL DEVICE/BIOLOGICS LAW

6/6/06. *Preemption: The FDA & Pharmaceutical Drug Litigation.* 2 pm ET teleconference. MPI.

6/22/06. *Emerging Drug and Device Litigation.* 2 pm ET teleconference. MPI.

GENERAL LAW/MULTIPLE TOPICS

Monthly. See dozens of online seminars on various topics announced at the beginning of each month by CLEO.

HEALTH CARE/MEDICAL LAW/PROVIDER REPRESENTATION

5/12/06. *Medicare Part D.* 9 am-12 noon ET live webcast. $140. WLEC/Boston Bar Assn.

5/18/06. ***Health Law Fundamentals Series:*** *Ethics for Healthcare Attorneys*. 12-1:30 pm ET teleconference and live audio webcast. $60-150 each session; $480-960 series. ABA. [1.5]

5/19/06. *The Health Records Requirements of HIPAA -- The Final Enforcement Rule.* 2-3 pm ET live audio-only webcast. $50. WLEC/IT Assn. of America.

5/25/06. *Tax Considerations in Medicaid Planning.* 1:30-2:30 pm ET live webcast. $60. WLEC/Milwaukee Bar Assn.

6/8/06. *Litigating Assisted Living Facility Cases.* Teleseminar. ATLA.

6/15/06. ***Health Law Fundamentals Series:*** *Understanding the Role of Public Health Law in Your Practice*. 12-1:30 pm ET teleconference and live audio webcast. $60-150 each session; $480-960 series. ABA. [1.5]

7/27/06. *Lasik Surgery Update.* Teleseminar. ATLA.

9/28-30/06. *Litigating Medical Malpractice Claims.* Live webcast. $1095. ALI-ABA.

IMMIGRATION LAW

5/2/06. *Strategies for Filing an H-1B Visa.* 2-3:30 pm web conference. $95/125. AILA.

5/4/06. ***AILA's Occupation Series:*** *Hospitality Workers.* 2-3:30 pm teleconference. $95/125. AILA.

5/4-5/06. *Immigration Law: Basics and More.* Live webcast. $995. ALI-ABA.

5/9/06. *Update on VAWA & U Visas.* 2-3:30 pm teleconference. $95/125. AILA.

5/11/06. ***AILA's Occupation Series:*** *Nurses & Health Care Workers.* 2-3:30 pm teleconference. $95/125. AILA.

5/16/06. *Navigating Through the Nebraska Service Center (NSC) for Newer Practitioners.* 2-3:30 pm teleconference. $75/100. AILA.

5/23/06. *An Inside Look at PERM's Trends & Changes.* 2-3:30 pm web conference. $95/125. AILA.

5/25/06. ***AILA's Occupation Series:*** *Athletes & Entertainers.* 2-3:30 pm teleconference. $95/125. AILA.

6/6/06. *Options for Clients in Unlawful Status.* 2-3:30 pm web conference. $95/125. AILA.

6/8/06. *ABCs of Immigration Law for Newer Practitioners.* 2-3:30 pm teleconference. $75/100. AILA.

6/13/06. *I-9 Compliance -- Do Employers Still Need to Walk a Tightrope?* 2-3:30 pm web conference. $95/125. AILA.

8/23/06. *Immigration Update.* 3-5 pm ET live webcast. TXBAR. [2.0]

INJURY AND TORT LAW/CLASS ACTIONS

5/16/06. *Working with Experts in Toxic Tort Cases.* 2-4 pm ET teleconference. $99-299. MPI.

5/23/06. *Five Fundamental Skills for Jury Selection in Auto Cases.* 2-3:30 pm ET teleseminar or audio-only live webcast. $110-159. ATLA/WLEC/NY State Trial Lawyers Assn.

6/6/06. *Class Actions for Non-Class-Action Lawyers: Growing Your Business by Understanding the Basics and Recognizing Opportunities.* 9 am-12:15 pm ET live webcast. $180. WLEC/Cleveland Bar Assn.

6/13/06. *Ethics in Class Actions.* 2 pm ET teleconference. MPI.

7/13/06. *Teflon Litigation.* 2 pm ET teleconference. MPI.

7/27-28/06. *Class Action Litigation Prosecution and Defense Strategies Post-CAFA 2006.* Live webcast. $995. PLI.

9/13/06. *Toxic Tort Litigation and the Effects of Tort Reform .* 3-5 pm ET live webcast. TXBAR.

INSURANCE LAW

5/24/06. *Emerging Issues in Insurance Coverage.* 4-7 pm ET live webcast. $165. WLEC/Chicago Bar Assn.

6/5/06. *Preparing for Catastrophes: Legal and Insurance Issues.* Live audio-only webcast. $299. PLI.

6/6/06. *Reinsurance Law and Practice 2006: New Legal & Business Developments in a Changing Global Environment .* Live webcast. $995. PLI.

6/15/06. *Are You Covered? What Every In-House Lawyer Needs to Know About Insurance.* 2 pm ET teleconference. MPI.

6/20/06. *Finite Reinsurance.* 2 pm ET teleconference. MPI.

7/12/06. *Recurring Questions in CGL Coverage.* 1-2:30 pm ET live teleconference. $179/199. LES. [1.5]

10/25/06. *Insurance Law Update.* 11 am-1 pm ET live webcast. TXBAR.

INTELLECTUAL PROPERTY/PATENT/COPYRIGHT/ TRADEMARK LAW

5/1-2/06. *Handling Intellectual Property Issues in Business Transactions 2006.* 12-8 pm ET live webcast. $1295. PLI. (full program)

5/1-2/06. ***Handling Intellectual Property Issues in Business Transactions 2006***. 12-8 pm ET live webcast. $320-345 each half-day segment, $1305 all four segments. WLEC/PLI.

5/4/06. *Important Patent Decisions from the Supreme Court and the Federal Circuit.* 4-5 pm ET live audio-only webcast. $60. WLEC/Celesq(R) AttorneysEd Center.

5/8/06. *Software Licenses Services: Emerging Principles, Regulatory Concerns, Ethics.* 6-9 pm ET live webcast. $180. WLEC/NY City Bar.

5/9/06. *IP Issues in M&A Transactions: An IP Lawyer's Inside Guide for the Non-Specialist.* Live audio-only webcast. $299. PLI.

5/24/06. *Advanced Seminar on Copyright Law 2006.* 9 am-5 pm ET live webcast. $1195. PLI. (Full program)

5/24/06. *Advanced Seminar on Copyright Law 2006.* 9 am-5 pm ET live webcast. $575/625 each half-day segment; $1200 both segments. WLEC/PLI.

5/25/06. *Biotech Licensing: A View from Both Sides of the Trenches.* 4-7 pm ET live webcast. $140. WLEC/Boston Bar Assn.

5/25/06. *Effective Use of ADR in IP Disputes.* Live audio-only webcast. $299. PLI.

6/7/06. *Sweeping Changes for Software & Business Method Patenting & Litigation.* Live webcast. $1295. PLI.

6/8/06. ***Understanding the Current State of the Law in Trademarks, Copyright and Related Areas of Intellectual Property** - Part 1.* 9:30 am-1 pm ET live webcast. $165. WLEC/U.Minn. Law School.

6/8/06. ***Understanding the Current State of the Law in Trademarks, Copyright and Related Areas of Intellectual Property** - Part 2.* 2-5:30 pm ET live webcast. $165. WLEC/U.Minn. Law School.

6/9/06. *How to Strategically Build Your Patent Portfolio: Advice for Corporate Counsel.* Live audio-only webcast. $299. PLI.

6/9/06. *A Practical Approach to Inventorship Determination: Strategies for New Patent Practitioners.* 12:30-2 pm ET live online seminar. $125/150. AIPLA. [1.5]

6/13/06. *Intellectual Property Law.* 1-2:30 pm ET teleconference. $179/199. LES. [1.5]

6/14/06. *Advanced Patent Licensing 2006.* Live webcast. $1295. PLI.

6/20/06. *Parallel Patent Litigation and Re-examination Proceedings: Keeping Your Case on Track.* Live webcast. $495. PLI.

6/23/06. *IP Asset Management.* 12:30-2 pm ET live online seminar. AIPLA. [1.5]

6/28/06. *Advanced Seminar on Trademark Law 2006.* Live webcast. $1195. PLI.

7/17/06. *Understanding Basic Copyright Law 2006.* Live webcast. $995 ($1495 with 7/18 Trademark Law webcast). PLI.

7/18/06. *Understanding Basic Trademark Law 2006.* Live webcast. $995 ($1495 with 7/17 Copyright Law webcast). PLI.

7/19/06. *Prior Art 2006: Understanding Patent Law Section 102.* Live webcast. $1295. PLI.

7/21/06. *Due Diligence.* 12:30-2 pm ET live online seminar. AIPLA. [1.5]

7/26/06. *How to Prepare and Conduct Markman Hearings 2006.* Live webcast. $1295. PLI.

9/13-29/06. *Trial of a Patent Case.* Live webcast. $995. ALI-ABA.

9/25-26/06. *Patent Litigation 2006.* Live webcast. $1295. PLI.

12/11-12/06. *Understanding the Intellectual Property License 2006.* Live webcast. $1395. PLI.

INTERNATIONAL LAW AND TRADE

5/11/06. *International Business Update.* 3-7 pm ET live webcast. $225. WLEC/Chicago Bar Assn.

5/24/06. *International Treaties -- A Threat to All Practice Areas?* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 6/21, 7/26, 8/24, 9/8, 10/13, 11/21, 12/27)

JUVENILE/CHILDREN'S RIGHTS LAW

6/23/06. *Special Education Issues and the Juvenile Justice System.* 8:45 am-6:15 pm ET live webcast. TXBAR.

LAW OFFICE/LAW PRACTICE MANAGEMENT

5/10/06. *Using Technology to Your Best Advantage.* 11 am-1 pm ET live webcast. TXBAR. [2.0]

5/10/06. *Identity Theft: How to Protect Your Practice and Your Clients.* 3-5 pm ET live webcast. TXBAR. [2.0]

5/18/06. *Law Firm Diversity Initiatives: What Should Your Firm Be Doing?* Live audio-only webcast. $299. PLI.

5/24/06. *Avoiding Disaster: How a Law Firm Can Successfully Plan for Business Continuity Before Disaster Strikes.* 11 am-1 pm ET live webcast. $80. TXBAR. [2.0, 0.25 ethics]

6/9/06. *Planning for Shareholder and Partner Retirement Presented by CLE Options.* 10 am-1:15 pm ET live webcast. TXBAR. [3.0]

6/15/06. *Should Your Law Firm Appoint a General Counsel?* 1-2 pm ET live audio-only webcast. $299. PLI/WLEC.

6/21/06. ***ABA Connection:*** *Practicing Law the Collaborative Way*. 1-2 pm ET teleconference. $9.75/$110. ABA. [1.0] (Advance reading)

6/21/06. *Rise to the Top with a Top Notch Legal Team.* 11-1 pm ET live webcast. TXBAR. [2.0]

7/12/06. *General Practice: Solo and Small Firm Section.* 11-1 pm ET live webcast. TXBAR. [2.0]

7/12/06. *Overcoming the Fear of Financial Statements.* 3-5 pm ET live webcast. TXBAR. [2.0]

7/18/06. *Malpractice Avoidance.* 3-5 pm ET live webcast. TXBAR. [2.0]

9/13/06. *Closing the File: Tying Up the Loose Ends.* 11 am-1 pm ET live webcast. TXBAR. [2.0]

9/27/06. *Managing Risk in Your Law Practice.* 11 am-1 pm ET live webcast. TXBAR. [2.0]

10/11/06. *Taking Care of Yourself to Better Serve Your Clients.* 11 am-1 pm ET live webcast. TXBAR. [2.0]

10/25/06. *Contingency Planning.* 3-5 pm ET live webcast. TXBAR.

11/8/06. *Managing the Back Office of Your Law Practice.* 3-5 pm ET live webcast. TXBAR.

12/6/06. ***Closing Down Your Law Practice,*** *Part I.* 11 am-1 pm ET live webcast. TXBAR.

12/6/06. ***Closing Down Your Law Practice,*** *Part II.* 3-5 pm ET live webcast. TXBAR.

LITIGATION/TRIAL AND APPELLATE ADVOCACY/ CASE LAW [See also various substantive law topics for specialized litigation courses.]

5/3/06. *Capturing the E-Monster: Practical strategies to control and manage the disocvery of electronic information.* 1-5 pm ET live webcast. $190. WLEC/Massachusetts CLE.

5/4/06. *Federal Civil Practice: Civility and Professional Responsibility.* 3-6 pm ET live webcast. $165. WLEC/Chicago Bar Assn.

5/4/06. *Tough Cases in Tough Places: Strategies in Plaintiff-Friendly Jurisdictions.* 2-4 pm ET teleconference. $99-299. MPI.

5/8/06. *Discovery Pitfalls and Issues.* 4-7 pm ET live webcast. $165. WLEC/Chicago Bar Assn.

5/8/06. *Experts: Work Product and Discovery.* 1-3 pm ET telephone conference. $135. TRT. [2.0] (Repeated 6/28, 7/13, 8/10, 9/15, 9/28, 10/30)

5/9/06. *Do You Really Want This Case?* 1-3 pm ET telephone conference. $135. TRT. [2.0] (Repeated 6/27, 7/11, 8/25, 9/20, 10/6)

5/10/06. *Strategic Drafting: Requests to Admit, Motions in Limine and Jury Instructions.* 4-7 pm ET live webcast. $165. WLEC/Chicago Bar Assn.

5/11/06. *The State of the Milwaukee County Circuit Court: An Address by Chief Judge Kitty Brennan.* 1:30-2:30 pm ET live webcast. $60. WLEC/Milwaukee Bar Assn.

5/12/06. *Rx for ED: Prescriptions for Electronic Discovery.* 1-3 pm ET telephone conference. $135. TRT. [2.0] (Repeated 6/12, 8/18, 9/18, 10/9)

5/15/06. *Scientific Evidence: Constitutional Issues.* 1-3 pm ET telephone conference. $135. TRT. [2.0] (Repeated 6/16, 7/21, 8/15, 9/22, 10/20)

5/18/06. *Contract Remedies and Litigation Advice.* 12-2 pm ET telephone seminar. $99-279.25. VACLE. [2.0] (Replay 6/1)

5/18/06. *Surviving the Texas Judicial System.* 1-2:30 pm ET live teleconference. $199. LES. [1.5]

5/19/06. *Jim Perdue: Winning with Stories.* 10 am-1 pm ET live webcast. TXBAR. [2.75]

5/23/06. *Appellate Courts Seminar: Federal and State Appellate Practice.* 1-3:45 pm ET live webcast. $150. WLEC/Cleveland Bar Assn.

5/23/06. *Deconstructing the Oral Argument: The Sequel.* 1:30-3:30 pm ET live webcast. $120. WLEC/Milwaukee Bar Assn.

5/23/06. *Emerging Trends in Bad Faith Litigation.* 2-3:45 pm ET teleconference. $99-299. MPI.

5/30/06. *Effective Jury Persuasion.* 1-3 pm ET telephone conference. $135. TRT. [2.0] (Repeated 6/23, 7/17, 8/17, 9/26, 10/12,

5/31-6/2/06. *Civil Practice and Litigation Techniques .* Live webcast. $1095. ALI-ABA.

6/6/06. *New Federal eDiscovery Rules: What You Need to Know Now.* 1-2 pm ET live audio-only webcast. $299. PLI.

6/22/06. *Electronic Discovery and Document Storage: Management and Litigation Issues.* 1-2:30 pm ET live teleconference. $179/199. LES. [1.5]

6/23/06. *The Rules of Evidence: Seeing the Forest from the Trees.* 9 am-12:15 pm ET live webcast. $180. WLEC/Cleveland Bar Assn.

7/19/06. *Strategies for Mastering the Challenges of Today's Civil Litigation.* 1-2:30 pm ET live teleconference. $179/199. LES. [1.5]

MEDIATION SKILLS AND PRACTICE

5/11/06. *Current Issues in Mediation.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 6/15, 7/12, 8/30, 9/14, 10/18, 11/16, 12/14)

MILITARY LAW/VETERANS ADVOCACY

5/18/06. ***Child Support Tele-Talk.*** *Child Support Agencies Working with the Military: Enforcement of the Service Members Civil Relief Act.* 2-4 pm teleconference. $295. NCSEA.

5/18/06. *When the Military Comes Home: USERRA, VEVRRA, FMLA, COBRA, HIPAA & More.* 1-2:30 pm ET live teleconference. $199. LES.

NOT-FOR-PROFIT ORGANIZATIONS

5/2/06. *What You or Your Client Must Know Before Joining a Nonprofit Board.* 1-2 pm ET live audio-only webcast. $299. PLI/WLEC.

6/8-9/06. *Charitable Giving Techniques.* Live webcast. $995. ALI-ABA.

6/20/06. *Board Governance [for Tax-Exempt Organizations] .* 1-2:30 pm ET teleconference. $149/169. LES. [1.5 CPE]

10/18/06. *Advising Nonprofit Organizations 2006.* Live webcast. $299. PLI.

REAL ESTATE/LAND USE/HOUSING/REAL PROPERTY LAW

5/1/06. *Retail Leasing Shopping Centers, Strip Centers, Restaurant Leases & More!* 6-9 pm ET live webcast. $120/180. WLEC/NY City Bar. [3.0]

5/3/06. *Redevelopment of Contaminated Property.* 1-2:30 pm ET live teleconference. $199. LES.

5/3/06. *Residential Real Estate Closings: The Basics and Beyond.* 3-7 pm ET live webcast. $225. WLEC/Chicago Bar Assn.

5/4-5/06. *Negotiating the Sophisticated Real Estate Deal 2006: High-Stakes Strategies in Uncertain Times.* 9 am-5 pm live webcast. $1395. PLI. (Full program)

5/4-5/06. ***Negotiating the Sophisticated Real Estate Deal 2006: High-Stakes Strategies in Uncertain Times.*** 9 am-5 pm live webcast. $335-380 each half-day segment, $1385 all four segments. WLEC/PLI.

5/11/06. *Real Estate Financing Topics We All Avoid: Insurance, Title Insurance, Bankruptcy and Mechanics Liens.* 4-7 pm ET live webcast. $140. WLEC/Boston Bar Assn.

5/16/06. *Redeveloping Brownfields.* 3:30-6:30 pm ET live webcast. $140. WLEC/Boston Bar Assn.

5/22/06. *Conflict Resolution and Claims Against Condominium Developers in Wisconsin.* 1:30-2:30 pm ET live webcast. $60. WLEC/Milwaukee Bar Assn.

5/25/06. *The Newest Developments in Real Estate Practice -- A Concise Update of Case Law and Legislative Law.* 12-2:30 pm ET telephone seminar. $139. VACLE. [2.5] (Replay 6/6)

6/1-2/06. *Commercial Real Estate Leases .* Live webcast. $1095. ALI-ABA.

6/7-9/06. *Wetlands Law and Regulation.* Live webcast. $995. ALI-ABA.

7/26-29/06. *Modern Real Estate Transactions.* Live webcast. $1195. ALI-ABA.

8/17-18/06. *Resort Real Estate and Clubs.* Live webcast. $1095. ALI-ABA.

9/13-15/06. *Creative Tax Planning for Real Estate Transactions.* Live webcast. $1095. ALI-ABA.

11/6-7/06. *Commercial Real Estate Institute.* Live webcast. $1395. PLI.

SECURITIES LAW

5/11/06. *Foreign Issuers and the U.S. Securities Laws 2006: Strategies for the Changing Regulatory Environment.* 9 am-5 pm live webcast. $1495. PLI.

5/11/06. *Foreign Issuers and the U.S. Securities Laws 2006: Strategies for the Changing Regulatory Environment.* 9 am-5 pm live webcast. $635/865 each half day segment; $1500 both segments. WLEC/PLI.

6/14/06. *Audit Committee Workshop 2006: What Audit Committees and Lawyers Who Advise Them Need to Know.* Live webcast. $1495. PLI.

6/16/06. *SEC/NASD Compliance.* Live webcast. $995. ALI-ABA.

7/10-11/06. *Seventh Annual Private Equity Forum 2006* . Live webcast. $1595. PLI.

8/16/06. *Securities Arbitration 2006: Taking Responsibility.* Live webcast. $795. PLI.

8/17-18/06. *Fundamentals of Securities Law.* Live webcast. $995. ALI-ABA.

8/17-19/06. *Land Use Institute.* Live webcast. $1095. ALI-ABA.

9/11/06. *Securities Litigation and Enforcement.* Live webcast. $1395. PLI.

9/14/06. *SWAPs & Other Derivatives in 2006.* Live webcast. $2095. PLI.

9/14-15/06. *Understanding the Securities Laws 2006.* Live webcast. $1295. PLI.

9/27/06. *Hedge Funds 2006: The Changing Regulatory Landscape.* Live webcast. $1295. PLI.

10/30/06. *How to Prepare an Initial Public Offering 2006.* Live webcast. $1295. PLI.

11/8/06. *Pre-Conference Briefing to the 38th Annual Institute on Securities Regulation.* Live webcast. $795. PLI.

11/9-11/06. *38th Annual Institute on Securities Regulation* . Live webcast. $1795. PLI.

12/7/06. *Securities Filings 2006.* Live webcast. $1395. PLI.

TAX LAW

5/10/06. *Streamlined Manufacturing & Sales & Use Tax.* 1-2:30 pm ET live teleconference. $289. LES.

5/19/06. *The Essential Partnership Tax Update Presented by CLE Options.* 9:30 am-1:10 pm ET (Session A) OR 2-5:30 pm ET (Session B) live webcast. TXBAR. [3.25]

5/25/06. ***Engel on Asset Protection:** Select Advanced Issues in Asset Protection.* 12-1 pm ET live webcast. $60. WLEC/Celesq(R) AttorneysEd Center.

5/25/06. *Tax Considerations in Medicaid Planning.* 1:30-2:30 pm ET live webcast. $60. WLEC/Milwaukee Bar Assn.

6/2/06. ***Recent Developments in Tax Procedure** (Part 1).* 9:30 am-1 pm ET live webcast. $165. WLEC/U.Minn. Law School.

6/2/06. ***Recent Developments in Tax Procedure** (Part 2).* 2-5:30 pm ET live webcast. $165. WLEC/U.Minn. Law School.

6/8-9/06. *Charitable Giving Techniques.* Live webcast. $995. ALI-ABA.

9/13-15/06. *Creative Tax Planning for Real Estate Transactions.* Live webcast. $1095. ALI-ABA.

WRITING/DRAFTING SKILLS

5/10/06. *The Art of Legal Writing.* 1-2:30 pm ET live teleconference. $199. LES. [1.5]

5/10/06. *Strategic Drafting: Requests to Admit, Motions in Limine and Jury Instructions.* 4-7 pm ET live webcast. $165. WLEC/Chicago Bar Assn.

Distance Course Providers

(Providers which also offer on-demand, pre-recorded courses available 24/7 are marked with a double red asterisk (**))

ABA.** American Bar Association, Center for Continuing Legal Education, 321 N. Clark Street, Chicago, IL 60610, (312) 988-6210, Web http://www.abanet.org/cle.

ACC.** Association of Corporate Counsel, 1025 Connecticut Avenue, N.W., Suite 200, Washington, DC 20036-5425, (202) 293-4103,Web http://www.acca.com.

AHLA. American Health Lawyers Association, 1025 Connecticut Avenue, N.W., Suite 600, Washington, DC 20036-5405, (202) 833-1100, Fax (202) 833-1105, Web http://www.healthlawyers.org.

AILA. American Immigration Lawyers Association, 918 F Street, N.W., Washington, DC 20004-1400, (202) 216-2400, Fax (202) 371-9449, Web http://www.aila.org.

AIPLA.** American Intellectual Property Law Association, 2001 Jefferson Davis Highway, Suite 203, Arlington, VA 22202-3694, (703) 415-0780, Web http://www.aipla.org.

ALI-ABA.** American Law Institute-American Bar Association Committee on Continuing Professional Education, ALI-ABA, 4025 Chestnut Street, Philadelphia, PA 19104-3099, (800) CLE-NEWS (253-6397) or (215) 243-1630; Fax (215) 243-1664; Web http://www.ali-aba.org.

ATLA.** Association of Trial Lawyers of America, 1050 31st Street, N.W., Washington, D.C. 20007, (202) 965-3500, ext. 612, or (800) 622-1791; E-mail clehelp@atlahq.org, Web http://www.atla.org.

CITE. Council for International Tax Education, One Barker Avenue, P.O. Box 1012, White Plains, NY 10602, (914) 328-5656, Fax (914) 328-5757, E-mail info@fdta-cite.org, Web http://www.fdta-cite.org.

CLEO.** CLE Online, P.O. Box 80947, Austin, TX 78708, (512) 778-5665, Fax (512) 223-0562, E-mail info@cleonline.com, Web http://www.cleonline.com.

FDLI. FDLI, Inc., 1000 Vermont Avenue, N.W., Suite 200, Washington, DC 20005, (202) 371-1420, Fax (202) 371-0649, E-mail comments@fdli.org, Web http://www.fdli.org.

IFEBP. International Foundation of Employee Benefit Plans, Corporate Benefits Institute, P.O. Box 69, Brookfield, WI 53008-0069, (888) 33-IFEBP or (262) 786-6700, Fax (262) 786-8670, Faxback service (888) 217-5960, E-mail edreg@ifebp.org, Web http://www.ifebp.org.

IOMA. Institute of Management & Administration, Inc., 3 Park Avenue, 30th Floor, New York, NY 10016-5902, (800) 401-5937, Web http://www.ioma.com.

LES. Lorman Education Services, 2510 Alpine Road, Eau Claire, WI 54703, (888) 678-5565 or (715) 833-3940, Fax (715) 833-3953, E-mail ceinfo@lorman.com, Web http://www.lorman.com.

LS.** LegalSpan, 1325 North Fiesta Blvd., Suite 4, Gilbert, AZ 85233, (480) 497-8803 or (888) 892-7676, Fax (480) 497-8596, Web http://www.legalspan.com.

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