

# LEGAL MANAGEMENT

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# Increase Your Leadership Acumen by Continuously Developing New Skills

*“Cultivate a deep understanding of yourself — not only what your strengths and weaknesses are but also how you learn, how you work with others, what your values are, and where you can make the greatest contribution. Because only when you operate from strengths can you achieve true excellence.” – Peter Drucker*

“

Because our focus is on empowering our members to lead and manage the business of law, ALA is the perfect place to learn, develop and try out leadership.”

Hey ALA! I hope your summer is going great and you’ve found some time to rest, relax and perhaps reflect on the first half of the year and the impact you have made on those you lead and manage in your organization. Management innovator Peter Drucker believed that “knowledge has to be improved, challenged, and increased constantly, or it vanishes.” As legal management professionals, we have the greatest impact when we lead and manage effectively, but leadership is not a skill that grows or improves without exercising it by trying new approaches, perhaps failing, learning from those shortcomings and trying again.

That’s where ALA can assist you and add value to your role by helping you further develop your skills, regardless of whether you’re new to the industry or to a role in management or you’re an experienced leader focused on implementing change through innovation. This month’s *Legal Management* includes a continuing education course on leadership. Read the article, apply the knowledge concepts and then take an exam to receive credit toward a number of professional designations, including CLM, CLE, SHRM and HCI. If continuing education credit isn’t your motivation, the article alone can enhance your leadership toolkit.

Our cover story focuses on the trend of organizations moving toward a data-driven approach when it comes to everything from time allotments and budgeting to business development and analyzing competition. It’s just another example of how firms are aiming to be more

innovative when it comes to managing business. This trend follows a broader shift we are seeing with how employees learn and grow their professional skills. For example, there is now a focus on developing our workforce instead of simply training them to do the jobs they were hired for. This approach targets nurturing the growth of people over time instead of training them to follow a standard way of doing things.

Training creates compliance to a set of standards and can increase production, which in some industries is the measure of success. However, in today's evolving professional services environment, success is becoming more reliant on creativity, process improvement and innovation. Learning is also favored over educating, as the process of learning is something that people choose to do instead of something that is directed at them. Empathy, trust-building, creativity and leadership are skills that can be taught to people who are willing to learn, but these are not skills that can be developed, practiced and mastered in an onboarding or training session. These soft skills must be tried out, modified and adopted over time.

Because our focus is on empowering our members to lead and manage the business of law, ALA is the perfect place to learn, develop and try out leadership. Come be a part of this community, or get more involved by learning a new skill, attending a conference, contributing your knowledge and good practices to our Online Community, or simply sharing resources like *Legal Management* with those you work with. Our greatest strength is our members; when we help one another be our best, we are able to achieve true excellence as an association.

I hope to see many of you this fall at one of our new conferences ([alanet.org/events](http://alanet.org/events)) or hear from you if you have a thought, idea or perspective you would like to share, so please stay in touch. Until next time! ■



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**KENNY LECKIE**  
Senior Technology and  
Change Management Consultant,  
Traveling Coaches

## Collaboration Tools in Legal: Myth or Reality?

**Collaboration technology has been around for a long time. Legal, however, has been a bit slow to embrace it, leaving many to ask whether their use is myth or reality.**

“

While these platforms are necessary to keep up with the expectations of clients, it's the ethical responsibility of law firms to provide secure solutions to handle any client's matter.”

In the eyes of today's technology-savvy clients, the need for collaborating in real time with their lawyers is paramount to staying lean and having the kind of counsel they can rely on and trust. But can law firms provide collaboration and incorporate real-time interactions into their processes, while still protecting the fidelity of documents and staying within the ethical guidelines, regulatory mandates and security demands of today's world? I say yes, it is a reality.

### WHAT'S THE BUSINESS STORY?

The pace of change and responsiveness is very fast these days. Efficiency in providing quick turnarounds and competent representation to our clients is a differentiator. Clients are demanding it, so we need to provide it. This is reason enough to challenge our mindset toward collaboration options.

### SECURITY AND ETHICAL CONSIDERATIONS

Security concerns are paramount with clients. It's the lawyers' ethical responsibility to make sure clients know the best solutions to use when dealing with confidential matters. On top of that, there are regulatory requirements for handling certain types of information and new legal requirements for protecting the data privacy of all involved. This raises the standard of what tools to use when representing a client on any matter. These standards should be the new filter for law firms when deciding which technology solutions are used for communicating and collaborating with clients. In short, do your due diligence when establishing the "rules of engagement" for each client.

## TOOLS FOR ENTERPRISES VS. CONSUMERS

You use consumer collaboration tools — such as Dropbox, Slack and Google Docs — on a daily basis, and they have changed the way people think about business transactions. There's an expectation of real-time interaction. However, consumer platforms have very different terms of service from enterprise platforms.

No one likes to read the terms of service and data privacy policies for these tools, but we have an obligation — an ethical obligation — to do so. Enterprise platforms are designed for business and have different terms of service that protect the assets of the business. It is important to stick to using firm-sanctioned solutions to ensure you aren't putting client data at risk.

For the record, there is nothing wrong with consumer platforms. They are amazing, innovative, easy to use and highly adopted by the general public, and some have versions made for enterprises. But consumer collaboration tools do not rise to the higher standards to which law firms must adhere.

## TYPES OF COLLABORATION TOOLS

Listed below are various types of tools available for you to communicate and collaborate with clients. Keep in mind that law firms must perform due diligence to make sure the platforms conform to the ethical obligations of the lawyers to provide competent representation (ABA Model Rule 1.1) and meet the lawyers' ethical obligation to keep the information confidential (ABA Model Rule 1.6).

- 1. Virtual Deal Rooms (VDR).** VDRs give clients a "shared place" to handle all documents and decisions about a transactional matter. These have been around and used by firms for a long time, but clients now expect to have an option for this for any type of matter.
- 2. Communication Platforms.** There is a need for both inside and outside teams to communicate from anywhere, anytime, on any device. Email is not enough. Platforms such as Microsoft Office 365 Teams, Slack or other communication tools are changing the way teams work together. Law firms need to decide on the right solution for them and establish the proper way of communicating in real time with clients.

- 3. Document Co-Authoring/Concurrent Editing.** The ability to work concurrently on a document is now the norm. Kids even do this in school to complete their homework. Clients are accustomed to it as a normal way to agree on the final language of a document. The lawyer must protect the information and ensure that it is handled properly.

Microsoft Office 365 has enterprise platforms available to handle this. Document management systems (e.g., iManage and NetDocuments) have integration capabilities with these platforms that make document co-authoring and collaboration safe, secure and within your firm's information governance policies and regulatory compliance. Research the best solution for your firm.

## BOTTOM LINE: MYTH NO MORE

The use of sophisticated collaboration tools in law firms is a myth no more — many have already made it a reality. While these platforms are necessary to keep up with the expectations of clients, it's the ethical responsibility of law firms to provide secure solutions to handle any client's matter. Using the excuse of "My client requires me to use [fill in the blank]" is not enough to dismiss the obligations of the legal community to do what is right. The *ABA Cybersecurity Handbook* also states that if a lawyer is unsure which technology to use, it is their ethical obligation to ask an expert for help. If your firm isn't already using these types of tools, it's time to start securely and safely elevating real-time collaboration with clients. ■

## ABOUT THE AUTHOR

**Kenny Leckie**, Senior Technology and Change Management Consultant with Traveling Coaches, provides thought leadership and consulting to the legal community in areas of security awareness, change management, user adoption, adult learning, employee engagement, professional development and business strategy. With over 20 years of combined experience working in and with the legal industry, he has a unique point of view that allows him to understand the challenges of introducing change in law firms.



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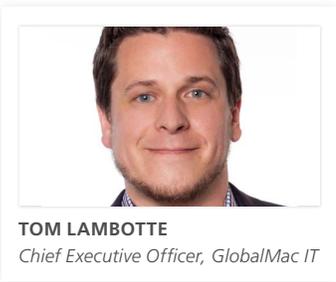
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# 6 Steps for Increased Technology Leverage

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Having a proactive approach with a roadmap to better leverage technology can lead to significant benefits.”

**I believe there is a tremendous amount of dormant potential all around us. It's in me. It's in you. Oodles of it lies in the technology your firm operates on. And as long as it's dormant, the practice you are working so hard to build continues to have needless waste — waste in lost productivity; waste in an endless cycle of dealing with technology reactively.**

The heavy load of responsibilities for a legal management professional makes it difficult for technology management and strategy to become proactive. The norm is to keep things running, then shift focus to the next urgent responsibility. Having a proactive approach with a roadmap to better leverage technology can lead to significant benefits — higher productivity, lower stress levels and more peace of mind. The more comfortable and confident the firm's attorneys and support staff become in their use of technology, the more profitable the firm grows.

Here is a six-step process to help shift from a reactive to a proactive approach with technology. The core focus of this approach is optimization and it can be applied to any law firm.

## 1. OPTIMIZE YOUR VISION

First, define a clear roadmap for the practice. Imagine you're looking back three years from today. What are the benefits of leveraging technology in the law firm? Define the biggest dangers, obstacles and strengths. Determine whether the current mindsets toward technology empower or hurt the firm. Work toward a clear vision of the use of technology that everyone agrees to in the firm.

## 2. OPTIMIZE YOUR PROTECTION

Before getting to the fun technology tools, you need to be secure. Whether on a Mac or PC, the firm needs appropriate security and backup measures in place. The outcome is

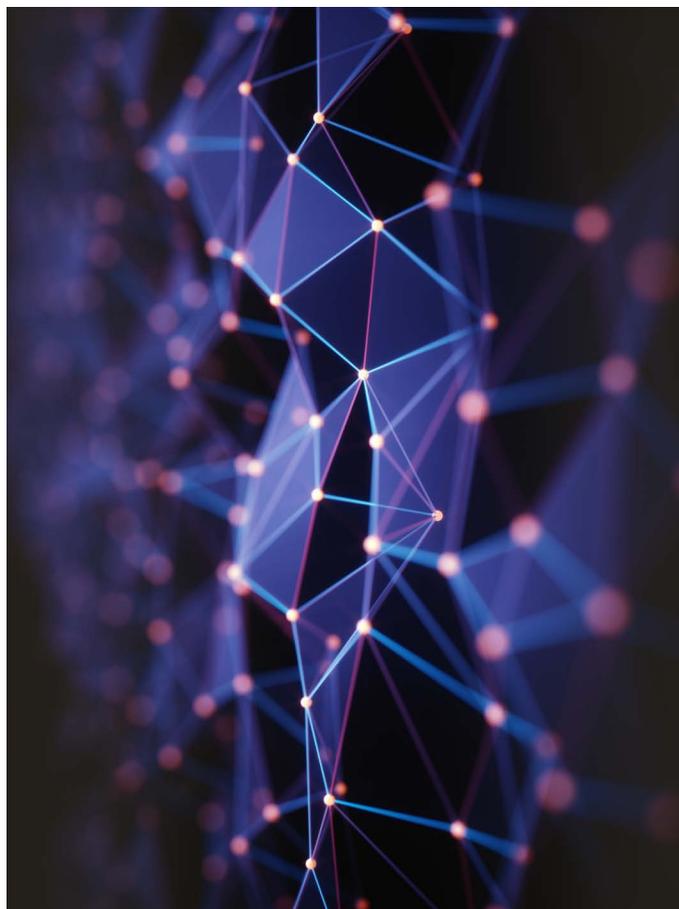
peace of mind. If/when something happens, the response should be, “Well, that stinks. The device is lost/stolen/damaged; however I have no concern that recent files/work will be lost or that any data is at risk.” And no, Mac users do not get a free pass with security measures because “being on a Mac is all the security I need.”

**3. OPTIMIZE YOUR FOUNDATION**

Complete a full audit of your hardware. Does Suzy have an 8-year-old PC running Windows 7? Is the network so slow it takes 20 minutes to print? Is your firewall even adequate and up-to-date? What about your printers, scanners, computers and monitors? Take it all in and get clear on what should be replaced or is missing altogether. The firm needs a solid foundation to minimize unplanned outages.

**4. OPTIMIZE YOUR CORE TOOLSET**

List all software the firm uses and rank them in terms of the impact on productivity. Don’t overthink it; just keep sorting until you define your top three. These are the most important for the firms’ attorneys and support staff to develop skill and confidence in.



**5. OPTIMIZE YOUR LEVERAGE**

Starting with just the top three items in your core toolset, choose the three most impactful features that are either not being used at all or not being used or implemented well. There is likely a feature that may be a close tie — add it to the list to make it an even 10. These are the 10 training sessions on high-impact topics to offer your staff. Stick to one to two lessons per month and do your best to get everyone to attend. Be sure to record the trainings for anyone who couldn’t make it, and to start building your content for future onboarding.

**6. OPTIMIZE YOUR AUTOMATION**

The last step is to leverage automation. Automation can be threatening and complex at the surface, so start small. This could be document automation, making use of application programming interfaces (APIs) that are already built into the tools you use. Or you can look for more advanced solutions, where you can streamline tedious, manual tasks. Using the previous approach, pick three possible automations for each of the top three, highest-impact software applications on your list and throw in a 10th to round out the list. Start with the easiest ones in order to build confidence.

Steps four to six are ongoing and with every additional pass, the firm becomes more optimized and efficient. As the staff develops their skills in these features, they will be happier with their technology. Involve them in sorting the top 10 software list with a survey so they’ll feel involved and buy into the process. Over time, you’ll tap into more of the dormant potential of the technology in the law practice than you ever have. ■

**ABOUT THE AUTHORS**

**Tom Lambotte** is an author, speaker, IT adviser, security expert and the Chief Executive Officer of GlobalMac IT. Their services range from comprehensive managed services, courses on topics such as how to optimize a Mac-based law practice, and a private membership community.

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# Beat the Clock Following a Data Breach

There are legal requirements your firm must meet after a breach — do you know what to do?



**MARK BREWER**  
Freelance Writer

**Cyberattacks are commonplace — every law firm has experienced an attack in one form or another. While most attacks don't result in the exposure of information, those that do present a risk to law firms.**

All attorneys and firms are privy to sensitive client data, so they are ripe targets for hackers. “Law firms are a treasure trove of personally identifiable information,” says Kris Wasserman, Regional Vice President at Special Counsel, a provider of legal technology and e-discovery solutions. And hackers mine that personal data to steal identities.

If you feel a sense of security being a smaller firm, you shouldn't. While a recent ABA study revealed that one in four law firms with 100 attorneys or more reported cyberbreaches that resulted in the exposure of data, 52% of firms with 10 to 50 attorneys experienced similar breaches — more than twice the rate of larger firms. It's an eye-opener for small firms and solo practices.

In the event of a data breach where personally identifiable information is exposed, all law firms are required by law to notify affected individuals in a timely manner.

## **A PATCHWORK OF LEGAL REQUIREMENTS**

Nearly every business or law firm must conform to breach notification laws. However, the

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legal requirements for notification are complicated. Each state has its own rules on when and how to notify.

"The state where the affected people live will determine what triggers the duty to notify, the form of notice and how much time you have," says Wasserman. "Each state defines personally identifiable information differently. Each state defines what constitutes a breach a little bit differently. Each state has their own exemptions and rules about the form of the notification and the types of businesses that must comply."

In addition to state laws, legislation like the Health Insurance Portability and Accountability Act (HIPAA — the federal law restricting the release of health information) and the Gramm-Leach-Bliley Act (the federal law requiring financial institutions to explain how they share and protect their customers' private information) may apply if your firm handles the type of data covered by these laws. The European Union's General Data Protection Regulation (GDPR) applies if personally identifiable information of EU citizens is exposed. And client service agreements may also have provisions — something that is increasingly becoming more popular, according to James Harrison, Chief Executive Officer of INVISUS, a cybersecurity company with law firm experience.

### THE CLOCK IS TICKING

The common theme among all legislation is that the notification clock starts when a breach is discovered. At that point, you have somewhere between 30 and 60 days to have notifications in the mail to each affected person. Failure to notify on time will get your firm into hot water, including the possibility of significant financial liability or reputational damage.

Uber and Equifax waited months to report their highly publicized breaches and, as a result, both company's management teams were dismantled and both suffered stock devaluations. Due to the gravity of some notification laws, law firms that don't act quickly on the requirements can fail within months following a breach, according to Harrison.

### BE DEFENSIBLE: HAVE A PLAN

The tricky part is, how do you meet all the individual state obligations in 30 to 60 days when you have 50 sets of rules?

"Be prepared to be defensible with a response plan that's documented, thorough and practiced," says Harrison. With such a plan in place, "responding to a breach becomes much simpler and offers much more protection for the reputation and the financial risk to the firm," he says.

Being prepared involves understanding what kind of data you store, which states or countries you do business in, and which states or countries your clients do business in. You'll need to know the rules for each state or country.

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Being prepared involves understanding what kind of data you store, which states or countries you do business in, and which states or countries your clients do business in.

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Firms can do this work on their own or hire a specialist to sort this out. But the most convenient path is to carry cyber insurance. Insurance carriers are experts in the notification process and have quick access to response experts, including forensic teams that determine if a breach requires notification and legal experts to sort out when and how to notify.

### HOW TO RESPOND TO A DATA BREACH

Regardless of the path you choose, there are several steps in the process.

- 1. Preserve the evidence:** Don't overwrite or delete anything. Secure it for investigation.
- 2. Initial discovery:** Do a quick investigation into suspicious activity and validate that a breach has occurred. In general, potential exposure or theft of information qualifies as a breach.
- 3. Containment:** Take steps to contain the problem and prevent more loss. If necessary, isolate affected computers from the network.

If Uber and Equifax are valid lessons, then the health of your law firm post-breach will depend less on the fact that you were breached and more on your ability to meet the legal requirements to respond.

#### 4. Contact your cyber insurance carrier or an expert:

If you have cyber insurance, your insurance company has response teams in place and ready to go, including experts in computer forensics and state law. They will guide you through the process.

**5. Deeper discovery:** Dig deeper to determine the full scope of the breach and whether personally identifiable information was exposed. If so, the next step for your firm, expert or insurance carrier is to sort out whether the breach requires notification based on state laws or federal regulations.

**6. Take corrective action:** Once a breach is confirmed and the scope of the breach is determined, you can clean and restore affected computers and devices, apply security updates and patches, or implement other safeguards.

**7. Notify individuals:** If the breach meets a legal standard for notification, you must mail notifications by the deadline, and it must follow the form required by the applicable laws. Notifications are generally specific as to the type of data exposed — such as Social Security number, date of birth or credit card numbers — and the type of remediation required by law, such as credit monitoring for a specific period of time. Your firm, expert or insurance carrier writes the notification based on applicable laws and produces and mails the notifications.

**8. Notify government authorities:** Typically, if data for 500 or more individuals is exposed, you're required to contact the state attorney general or other authority.

Be aware that some states require this for a breach that exposes any number of individuals.

**9. Control the message:** For large breaches, some states and regulations require public notification through the press. But it's a good practice for firms to control the message in order to preserve the firm's reputation.

#### FOLLOW BEST PRACTICES

Attacks are constant and mistakes happen, even in the most secure environments. The best defense against the legal fallout following a breach of personal data is to follow best practices in securing your environment, which includes having a plan in place to respond to a possible future attack.

If Uber and Equifax are valid lessons, then the health of your law firm post-breach will depend less on the fact that you were breached and more on your ability to meet the legal requirements to respond. ■

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# From Instinct to Analysis

Law firms are finding a data-driven approach may help them make decisions about budgeting, work distribution and a number of other factors.



**ERIN BRERETON**  
Owner, Chicago Journalist Media

**Historically, attorney experience and intuition may have fueled matter, business management and other law firm decisions. However, firms are now increasingly blending their institutional knowledge with hard data culled from time tracking, customer relationship management (CRM) and other systems.**

The practice — frequently referred to as data or legal analytics — can identify patterns, inconsistencies and other elements in informational records to help law firms determine how to more accurately estimate matter cost, increase productivity and improve various other operational aspects.

The growth of e-billing systems, which automatically create data sets on an ongoing basis, coupled with post-recession changes to how legal services were purchased, which placed increased pressure on in-house and external lawyers to manage risk and cost, helped influence the trend, according to Bill Garcia, Chief Practice Innovation Officer at national law firm Thompson Hine. The firm uses data to inform staffing and other decisions.

“When I started practicing in 1983, we extrapolated from experience,” Garcia says. “Now it’s informed by data that describes the experience in a granular way. Tools to analyze data are

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Law firms are embracing analytics use to help with a number of functions — determining the success rate of certain claims before certain judges, for example. This can help shape their litigation strategy or with identifying connections between specific clients and the common issues they might face.

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becoming more readily available, and outside of the office, lawyers see data use becoming more sophisticated — they have every reason to expect that to get pulled into their professional life.”

### WHAT DATA ANALYTICS CAN DO

Research indicates a significant number of industry members feel examining data can be beneficial. Ninety percent of the litigators, trial attorneys and librarians who had used data analytics practices between 2014 and 2017 said it had been a valuable experience, according to a 2017 LexisNexis survey. Nearly one-third described analytics as invaluable.

Law firms are embracing analytics to help with a number of functions — determining the success rate of certain claims before certain judges, for example. This can help shape their litigation strategy or with identifying connections between specific clients and the common issues they might face, according to Juliet Kostritsky, a contract law professor and Director of the Center for Business Law at Case Western Reserve University School of Law in Cleveland, Ohio.

Kostritsky plans to include information about how firms are using data analytics in business development in her business and law colloquium course next spring, including a panel discussion featuring lawyers from the area, so students will understand how analytics are being used in client development.

“We have the ability to extract data in a way that wasn’t that common previously,” she says. “There is a whole field of data experts who aggregate information, separate it out and make it useful to people. Lawyers and other professionals saw the value for their business.”

At a previous firm she worked at, Michelle Murray worked to help partners on the corporate side of a firm better understand what types of deals the competition was doing. So Murray, who currently serves as Global Director of Business Development at litigation and arbitration firm Boies Schiller Flexner LLP, located two database resources to extract information from.

“The firm could then pull together tables and data to get a better picture of what all the deals going on in the market were — how many were sponsored, what law firms were working with a sponsor and/or the bank that was doing the lending,” she says. “It was a great way to understand the types of deals the firm was working on versus [what] one’s competitors were working on. You were also able to monitor the market share in a quarter-over-quarter basis.”

Firms may also be able to use competitive intelligence data to retain clients — and determine whether the investment involved in trying to gain a potential new client would be worth it.

“To convert a client is an 18-month process most of the time, so you want to know from the get-go if you are wasting your time,” Murray says. “If the data shows that every matter a client has is on the West Coast, they are far less likely to hire your firm if you have no experience in that jurisdiction. If they have a ton of employment work and you haven’t [done much of that type], don’t even bother pitching for that work.”

Some firms are using data analysis techniques to help with time allotment and budgeting — such as Thompson Hine, which several years ago developed a set of proprietary task codes for the various types of work each practice group does. Attorneys enter the codes when they log their time.

As part of its approach to legal project management, Thompson Hine also created software that pulls data from its system and helps organize it, which allows the firm to derive budgetary and workplan-related conclusions from the information.

“When you look at the practice group level, you can draw insights into staffing requirements or time,” Garcia says. “For example, if a combination of your budget and work plans across practice groups indicate that in November you have 47 different kinds of massive deposition programs, all within a month, what are the implications for staffing? Do you

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Firms may also be able to use competitive intelligence data to retain clients — and determine whether the investment involved in trying to gain a potential new client would be worth it.

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have the right number of bodies to be able to handle all that in one month?”

Although a number of firms are performing in-depth assessments of data to obtain various insights, using artificial intelligence (AI) to review data sets and suggest process improvements or other adjustments doesn't appear to be a widespread practice quite yet.

However, aside from AI-related document review, Kostritsky hasn't seen firms using data for too much predictive or quantitative decision-making. She says that may eventually become a trend as AI technological tools become more commonplace.

“Artificial intelligence is developing, and maybe in the future some aspects of that will be useful for firms,” she says. “The pressure will be to use it in a way that helps and provides value to the client.”

### EFFECTIVELY EMPLOYING ANALYTICS

Legal industry data analytics usage appears to be poised to grow; 82% of AmLaw 200 leaders reported their firm would likely increase its data analytics-related efforts to obtain new clients, according to LexisNexis' research. Ninety-two percent of the survey respondents who viewed analytics as very or somewhat important for cost savings also indicated their firm's analytics use would increase in the future.

Legal departments seem to be following suit. In 2018, 26% said they were planning to implement legal spend analytics in the next one to two years, according to a survey from HBR Consulting, up from 24% in 2016 and 2017.

While many firms may benefit from gathering and analyzing different types of information, a data-driven approach to decision-making may not be a perfect fit for everyone. For instance, firms that don't have technological tools in place to record pertinent data, such as time spent on matters, would need to first invest in relevant functionality.

In addition, due to their size and the scope of their work, smaller firms may have a hard time justifying the investment

involved in incorporating data analytics tools, according to Kostritsky.

Even if firms are eager to add analytics capabilities, before they can begin crunching any numbers, they need to first clearly identify what type of information would be helpful to track based on the issues or areas they hope to address.

“[That] would be overseen by the partnership — management — because what you collect requires judgment about why you're collecting it, what [insights] you hope to gather and the implementation that [will be] done,” Kostritsky says. “The decision about what information to collect and why is [typically made] by someone who is sensitive to how the information will help create value and help the firm serve clients better.”

For unstructured data to be gathered in a format that makes it more usable, employees need to actively participate in the data collection procedure — which can be a change management issue, according to Garcia.

“Having the lawyers and timekeepers understand why we're doing it and how to operate in a system is really a continuing educational effort,” he says. “Because the way we use data is becoming increasingly more sophisticated, the need to capture additional data in a different way becomes increasingly important.”

When Thompson Hine began using its task code system, it was easy to notice any less-than-stellar participation, Garcia says. The firm handled this by trying to get attorneys to understand what benefits they could reap from taking the time to properly code matters.

“If an attorney is only using one task code, it will stick out like a sore thumb,” he says. “That's a training issue — having lawyers appreciate why you use the data helps with that. We'd go to practice group meetings and say, ‘There are X number of codes, you only used three; we're giving an award to the one who used the most’ — [and tell them,] ‘If you give me good data, I can help you manage matters and price.’”

For the resulting outcomes to be positive, law firms will also likely need some employees to play a role in the data analysis procedure.

Firms Murray previously worked at, which housed the client research function in the business development department, would have researchers work on projects, including analyzing the type of legal work done for the members of the organization.

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Even if firms are eager to add analytics capabilities, before they can begin crunching any numbers, they need to first clearly identify what type of information would be helpful to track based on the issues or areas they hope to address.

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“Firms need human capital,” she says. “You can ask a computer to generate a number of things, but you need someone to cull the information and create an actionable client report.”

The same principle can generally be applied to implementation.

“As with any tool, you want to make sure you’re not using the data to drive decisions that also require a judgment or qualitative component,” Kostritsky says. “You still want

to make sure the people making decisions are using it in a thoughtful way that dovetails with the mission of the law firm and its treatment of clients.”

The key to successfully using data analytics may be to treat the insight that’s obtained as a beneficial supplement to all the skills and acumen the firm brings to the table — something that’s presented to clients as part, yet not all of the value the firm provides.

“Lawyers first must have the legal skills to be able to secure a new client,” Murray says. “But you also have to have a relationship with the client. Ideally, you achieve the trusted adviser status. It’s a combination of your experience, knowledge and understanding of their business needs — then you’re the whole package. These technology resources help you understand their needs.” ■

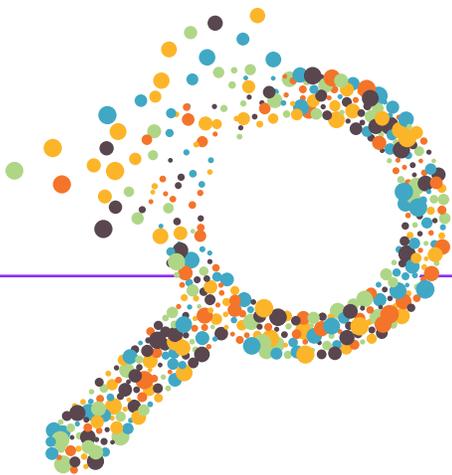
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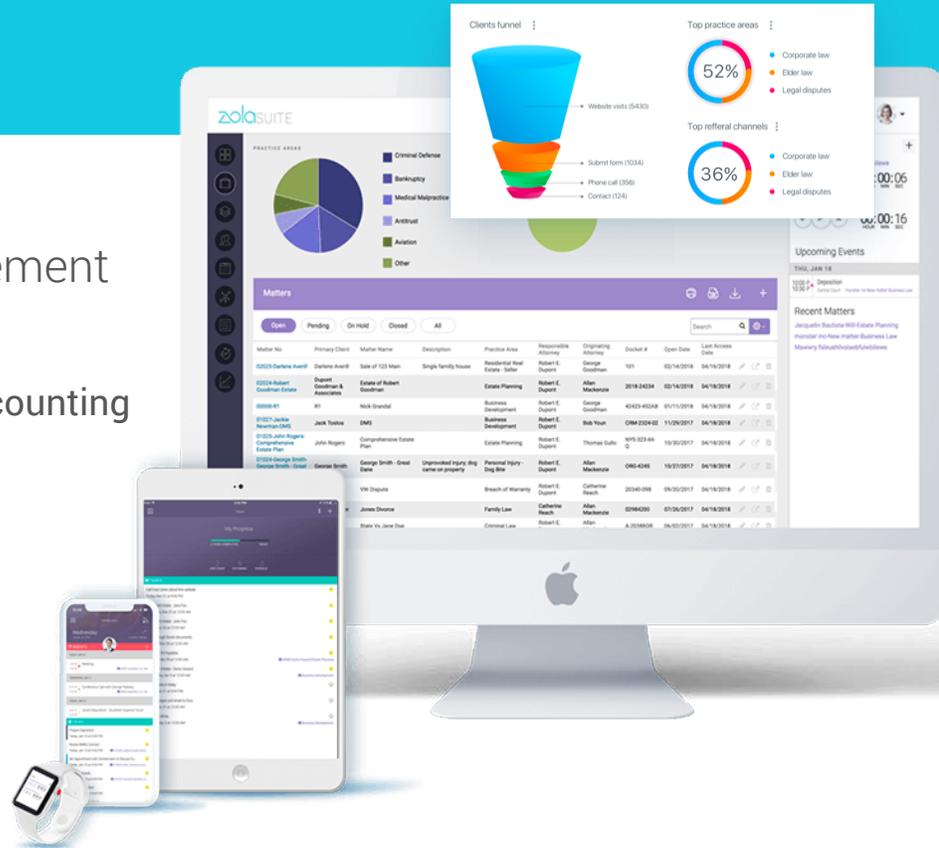
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# A Lesson in Leadership for Legal Management Professionals

Extraordinary things can happen when legal managers increase self-awareness by seeking feedback.



**NATALIE LOEB** (left)  
Founder and CEO, Loeb Leadership

**SARAH JANOSIK, LCSW**  
Founder, Cowgirl Ventures

## COURSE DESCRIPTION

More than ever, today's legal management professionals are expected to have leadership capabilities. Deciding on which skills and behaviors to build into each firm's environment can only be truly effective if the leader is willing to seek feedback about their own strengths and weaknesses from those they serve. The downside of this practice is that it can sting. The upside is that the legal manager is modeling a very powerful leadership behavior that will have long-term benefits to both themselves and the firm.

This CE course will encourage the reader to consider modeling the foundational practice of leadership development, thereby increasing self-awareness through seeking feedback. It will challenge the reader to push themselves outside their comfort zone and consider an action plan to increase self-awareness, seek feedback and commit to applying new learnings.

1. Recognize the fundamentals of leadership development.
2. Discover how proper leadership skills can affect the long-term strength of your firm.

3. Summarize the role self-awareness plays in leadership strength.
4. Describe techniques for soliciting feedback.
5. Identify the most effective ways to demonstrate leadership strength.

### COURSE OBJECTIVES

It should be no surprise to any reader that today's law firms are being run like businesses because, in fact, they are businesses. Law firms provide a service to their clients, and to do this, they must hire great lawyers to do great lawyering. They also need high-performing business services staff to be sure the infrastructure supports the lawyers in such a way that the lawyers can spend their time building relationships with clients, earning more business and providing excellent legal services.

For lawyers to be 100% focused on their work, the business services team needs to be 100% focused on supporting the legal services being developed and delivered to clients. They must operate as a highly functional and cohesive work team. This doesn't happen magically. It requires solid, effective leadership from the legal management professionals.

One question legal management professionals often ask is, "What's changed — what do I need to know today that I may not have learned yesterday? I've been in a leadership role for over a decade (or two) and I've made it this far. What is there to learn?"

There are two answers. The first answer is "nothing," because for some law firms, little or nothing has changed internally. The second answer is "everything," because some firms are embracing change initiated by external factors more quickly. It will be no surprise to any reader of this CE course that many law firms are slow to change. Firms are filled with brilliant but risk-averse people; as a result, internal change happens slowly.

Outside of law firms, change is happening rapidly. In fact, the description for change often used today is the acronym VUCA: "Coined in the late 1990s, the military-derived acronym stands for the volatility, uncertainty, complexity and ambiguity — terms that reflect an increasingly unstable and rapidly changing business world. This new VUCA environment will require HR and talent management professionals to change the focus and methods of leadership development."<sup>1</sup>

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This VUCA environment has caught many law firm leaders off-guard — and it's human nature to protect oneself against threats. As a result, the "stick your head in the sand and wait until it passes" approach has been a leadership strategy for many law firm leaders for years. While this approach may have been successful in the past, today it puts leaders and the firm at a disadvantage. Too much is changing externally, and leaders need to have the courage to look within and around in order to add value in their roles at today's law firms.

Fortunately, the field of leadership development is keeping pace with the VUCA environment. In fact, Bob Johansen, Distinguished Fellow at the Institute for the Future and the author of *Leaders Make the Future: Ten New Leadership Skills for an Uncertain World*, proposes that the best VUCA leaders are characterized by vision, understanding, clarity and agility — the "flips" to the VUCA model.<sup>1</sup>

Contemporary lawyers are also experiencing VUCA. They are being asked to guide and execute for their clients in a landscape that is changing every day. They are experiencing new technology and having to adopt new ways of working with Millennial associates. The practice of law is different today than it was in the past, which is affecting the health and well-being of our lawyers and those around them. This is all the more reason that administrative leaders of today's firms must be at their best and continuously add value to their firms.

In his book *Leadershift*, John C. Maxwell describes 11 shifts that today's leaders need to be successful. Maxwell recognizes that change is so rapid that more is needed today than in the past to lead successfully. Each shift sets the

leader up for new and exciting possibilities, strengthening their leadership abilities.

As with all leadership success, the first shift required is a mindset shift.<sup>2</sup> Maxwell describes this as when leaders are open to change and willing to look within and start asking themselves questions. Additionally, they have a willingness to look up and around and become better listeners and observers. Maxwell also challenges leaders to think about to what extent they are willing to rely more on their intuition and creativity rather than just facts. Leadershifting requires leaders to let go of some old habits and be dedicated to building new ones to become more effective leaders.

As more and more lawyers are expecting their administrative leaders to look up and around to see what is on the horizon, they recognize they can't lead their firms into the future on their own. They need to have administrative leaders with courage, resilience, foresight and self-awareness to help drive the firm forward. For this reason, our administrative leaders must be introspective, continuously seek feedback, consider how that feedback can be helpful and use it to strengthen their leadership performance.

### BEING AN EXEMPLARY LEADER STARTS WITH SELF-AWARENESS

Self-awareness is the foundation of leadership development. In Daniel Goleman's article "What Makes a Leader?"<sup>3</sup> he stunned the business world by providing research stating "that the most effective leaders are alike in one crucial way: They all have a high degree of what has come to be known as *emotional intelligence*."

Emotional intelligence was coined by researchers Peter Salovey and John Mayer. In practical terms, emotional intelligence combines the awareness that emotions can drive our behavior and impact people (positively and negatively) and the need to learn how to manage those emotions — both our own and others' — especially when we are under pressure.

In the article, Goleman states: "It's not that IQ and technical skills are irrelevant; they do matter, but mainly as 'threshold capabilities;' that is, they are the entry-level requirements for executive positions. But my research, along with other studies, clearly shows that emotional intelligence is the sine qua non of leadership. Without it, a person can have the best training in the world, an incisive analytical mind, and an

endless supply of smart ideas, but he or she still won't make a great leader."<sup>3</sup>

Goleman goes on to explain that self-awareness is the first component of emotional intelligence. In Goleman's terms, self-awareness means having a deep understanding of one's emotions, strengths, weaknesses, needs and drives. People with strong self-awareness are neither overly critical nor unrealistically hopeful. Rather, they are honest — with themselves and others.

### ENHANCED SELF-AWARENESS REQUIRES SEEKING FEEDBACK

I have often heard from partners, chief executive officers and administrative leaders, "Why do I want to know what others think of me?" For some, the idea of seeking feedback is just too overwhelming. To some, seeking feedback means something must be wrong or broken with them.

But in the field of leadership development, seeking feedback is exactly the opposite. It is a sign of strength with a demonstrated desire to perform at one's best. Nothing is broken. In fact, the leader is modeling a powerful leadership behavior — it shows others that in today's VUCA world, one can never know everything all the time; seeking feedback from trusted colleagues will help a leader shift in a way to perform at their best.

Seeking feedback helps leaders use time their wisely by focusing on developing the behaviors that will bring the most value to them and the firm. Feedback provides the data for how leaders can perform at their best. By drawing on that feedback, leaders can choose new behaviors, habits or competencies to focus on. Working on those new behaviors provides continuous challenge, growth and satisfaction for the leader.

### HOW TO SEEK FEEDBACK

In Joseph R. Folkman's classic book, *The Power of Feedback: 35 Principles for Turning Feedback from Others into Personal and Professional Change*, he suggests that those who look for and accept feedback position themselves to be more competent and capable. However, in an assessment looking at more than 1,000 managers, direct reports were asked if their managers actively looked for opportunities to get feedback. Only 16% of managers had consensus from their teams that they were "actively looking for feedback."

In their research study “Bringing the Rigor of Research to the Art of Leadership,” authors and leadership development thought leaders Jim Kouzes and Barry Posner provide the data to support the Five Exemplary Practices of Leadership® that they have identified as gamechangers for effective leadership:

1. Model the way.
2. Inspire a shared vision.
3. Challenge the process.
4. Enable others to act.
5. Encourage the heart.

Each of these five practices have six behaviors associated with them, and the research shows that if leaders do these behaviors more frequently, they will be more effective in their roles.

Under the Model the Way practice, one of the six behaviors centers around the question of how often leaders ask for feedback on how their actions affect other people’s performance. This behavior is intentionally placed under the Model the Way practice, confirming that this behavior is very powerful when leaders model it.

### SEEKING FEEDBACK TAKES COURAGE AND ASSUMES RESILIENCE

Though not an exhaustive list, the following are some techniques to get you started on seeking feedback.

**Find people you trust to help you.** Identify a list of trusted colleagues and friends and ask for their insights on how they would describe you. Ask about how they would describe your strengths and what they notice about your behavior when you are under pressure. What behaviors do they notice that are helpful to them as they perform their duties? What behaviors or habits do you display that may get in the way? Be prepared to actively listen, suspend judgment and let them finish. Thank them for providing the feedback and let them know you will think about the feedback and what you can do with it.

**Use a research-based assessment instrument.** For example, a Myers-Briggs Type Instrument® (MBTI), Emotional Intelligence Assessment (EQi 2.0®), Leadership Profile Inventory® (LPI) or Everything DiSC® assessment will help leaders gain insight on how they are perceived by others. Look for research-based and statistically valid and reliable instruments. This will help leaders feel comfortable about the feedback the instrument is providing. Even with statistically valid and reliable instruments, the leader must be honest when completing the assessment to get an accurate picture of what their behaviors look like.

**Consider a 360.** The 360-degree feedback model is a process in which not just the boss but also peers, colleagues, direct reports and sometimes even clients provide feedback on the leader. Leaders receive an analysis of how others perceive their leadership skills, aptitude and behaviors. The purpose is to increase the leader’s self-awareness. These can be done using an online instrument or by an executive coach hired to meet personally with the leader’s chosen participants.

In Folkman’s book *The Power of Feedback*, he points out for the reader, “Asking others for input increases their expectations that you will change in a positive way.” Of course, it is then up to the leader to embrace the idea of changing behavior based on the feedback, or the 360 process will have been for nothing and will only frustrate the leader and the participants. As Folkman says, “The quality of the feedback isn’t the problem; it’s what we do with it that counts.”

**Try experiential learning.** In the article “Experiential Learning: Past and Present,” authors Linda H. Lewis and Carol J. Williams defined this concept as “learning from experience or learning by doing. Experiential education first immerses learners in an experience and then encourages reflection about the experience to develop new skills, new attitudes, or new ways of thinking.”

There are characteristics that should be present in order to define an activity or method as experiential. These include providing exercises that assist participants to become self-aware and an opportunity to receive feedback in a nonthreatening manner.<sup>4</sup>

Combining the aforementioned elements in leadership training can enhance learning by providing the somatic and behavioral exercises that increase a person’s confidence.

### AN ONGOING COMMITMENT

As mentioned earlier in this article, increasing self-awareness by seeking feedback is a powerful way of demonstrating leadership strength. However, seeking an assessment is the first step. Holding yourself accountable for synthesizing what you hear and learn, pulling out what is useful, thanking those who gave it to you, asking to be held accountable and building the new behavior takes work and commitment.

Throughout our years working with leaders in law firms, we have seen significant growth and change in leaders’ ability to be effective and create highly functional teams. Those



leaders have always made a commitment to being the best leader they can be.

It is an intentional choice to be a leader — if you take the position to lead at a law firm, it is now up to you to choose to be a leader. If you choose to be a leader, you must be willing to increase your self-awareness. This is not a one-and-done effort. Due to today's VUCA environment, we must be committed to internalizing seeking feedback on an ongoing basis. It takes courage and resilience to bounce back up when we hear something that knocks us down a bit.

Our lawyers need, want and deserve exemplary leaders. Go out and find out how you can be the best leader you can be. ■

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William Ramsey, Partner, Neal & Harwell  
Phil Hampton, Consulting President,  
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“Participants can freely move around the room and interact much more naturally than is possible with a camera that has a fixed 180-degree view”

## The Meeting Owl: A Wise Choice for Videoconferences?

We are always on the hunt for new, innovative and inexpensive videoconferencing and teleconferencing solutions. In fact, it has become an obsession for Bill ever since he advised his firm some years ago to buy a \$30,000 videoconferencing system on wheels (which became obsolete in two years).

Now, all you need is a webcam, microphone, laptop computer and a widescreen television, along with one of the widely available teleconference solutions such as LoopUp, GoToMeeting, Zoom, Skype, RingCentral for Business or ClickMeeting. With these components, anyone can set up a complete videoconferencing system for a few thousand dollars. However, the problems with these solutions can include:

- Poor audio quality
- Poorly aimed video cameras with limited fields of vision — resulting in only a partial or no image of the speaker
- Complicated setup and implementation

The folks at Owl Labs have developed the Meeting Owl, which they say solves many of these problems with “plug and play simplicity.”

### HOW IT WORKS

You connect the Meeting Owl with a single USB cable to your computer and point your browser to almost any major videoconferencing web platform. Then, you are ready to go. The idea sounded great to Bill, so he, with a big hootie-hoot call, spent \$800 of his hard-earned money to buy a Meeting Owl.

We set it up in a conference room to test it out. We used it with Skype, Zoom and LoopUp. It was simple. And we like the design. It is a matte black device that looks like a smart speaker

with a 360-degree camera placed on top. When it boots up, there are a pair status lights that blink on and off, and then become solid when the device is streaming video. It really does look like an owl — it is a little freaky when the room is dark. We eagerly set up videoconferences between the two of us.

### HOW IT'S DIFFERENT

We were very impressed. One of our major problems with many videoconferencing setups is the limitation of the microphones. In particular, with other devices, when the person speaking on a call is several feet away from the microphone, the quality of the audio suffers. In our experience with the Meeting Owl, the highly sensitive microphones have a range of approximately 12 feet all the way around the device. It also does a good job of canceling those annoying echoes. All of this is accomplished by an eight-microphone array around the circumference of the device, along with software that helps cancel echo and enhances the audio by using a 45-kHz sampling rate. So, the microphone array in the Meeting Owl remedied one of our videoconferencing concerns. But, we were most eager to test out the Owl's video performance.

It has a 360-degree camera to go along with the 360-degree microphone setup. The native video resolution of the device is only 720p at 30 frames per second, but we found it to be more than adequate for a videoconference. What we really liked was the ability to see the entire room in which the Meeting Owl was placed. In the computer image for the videoconference, the 360-degree camera "stitches together" the entire image, so that you have a panorama of the room across the top of the display.

### WHAT WE LEARNED

We were a bit disappointed, however, in the performance of one of the major features of the device. The device is designed to automatically focus upon and highlight each person speaking in a separate image below the panorama. Supposedly, it can highlight three speakers in the room at a time if they are all talking at once. We found this feature to be a bit erratic. Sometimes it focused on the speaker, and sometimes it did not. We are hoping that an update in the Meeting Owl's software will remedy that problem. (It automatically updates when it connects to Wi-Fi.)

The bottom line is that we were impressed with the performance of the Meeting Owl, and we believe it is well worth the \$799 price tag. It is certainly much cheaper than several other 360-degree conferencing cameras. It works as well as any other similar device that we have seen. In the meeting room, participants can freely move around the room and interact much more naturally than is possible with a camera that has a fixed 180-degree view. So, if you are looking for a high-quality videoconferencing solution that has all of the bells and whistles (or hootie-hoots) you should need, you should wise up and get a Meeting Owl. ■

### ABOUT THE AUTHOR

**William Ramsey**, Partner at Neal & Harwell, and **Phil Hampton**, Consulting President of LogicForce, are best known for *The Bill and Phil Show*.

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# Outside Counsel Guidelines, Operational Changes and Diversity

By Gabriela Isturiz



**One of the top three goals of all legal department officers across all industries is to be socially responsible in considering ethical behaviors surrounding ethical sourcing, including proactively enforcing the diversity agenda and pro bono efforts. So it shouldn't come as a surprise that 2019 started off with a letter signed by 170 general counsels (GCs) articulating their expectations of outside counsel when it comes to issues of diversity.**

The letter was in response to the announcement of Paul, Weiss' partner class specifically, but only as a signifier of an industrywide problem. As the *New York Law Journal* pointed out, "Several other elite firms promoted few, if any, women this year."

The key point — underscored in the GC letter — is not the lack of diversity of all attorneys across all law firms, but the shocking difference between associate class demographics and partners: "We are disappointed to see that many law firms continue to promote a partner class that in no way reflects the demographic composition of entering associate classes."

This is true and, unfortunately, not new. GCs have hailed upon their law firms to increase diversity in some way or another for over 15 years, which happens to be when the Minority Corporate Counsel Association (MCCA) was formed in order to track such diversity data. Their first survey in 2004 was produced to support a previous call to action from chief legal officers to advance diversity in the legal profession.

Since that time 15 years ago, the annual Vault/MCCA Law Firm Diversity Survey has become an industry-acknowledged tool for the measurement of diversity progress in law firms. More than 220 law firms nationwide participate in the survey each year, representing more than 90% of the AmLaw 100 and a majority of the NLJ 250.

What the Vault/MCCA Law Firm Diversity Survey found at the end of 2018 was that while law firms are bringing in more people of color and women in the associate ranks, demographic changes have been slow to trickle upward as law firm partners remain overwhelmingly white and male. Specifically, 90% of equity partners are white, 70% male and white.

Thus, the 2019 letter cosigned by the 170 GCs concluded with this: "It is not enough to commit your firm to diversity during the recruiting process or to hire a diversity and inclusion officer and expect that person can effect change without the full commitment of each member of the firm."

## 2019: CLIENTS PUT DIVERSITY INTO ACTION

While we tend to think of compliance with outside counsel guidelines as a matter of adhering to billing requirements

Clients have a variety of tactics, in fact, to influence outside counsel — from financial penalties and rewards to stipulating diversity in outside counsel guidelines.

and other compliance terms, they are about so much more. GCs' renewed commitment to diversity now means that a firm's hiring practices have a direct impact on the firm getting paid or winning clients.

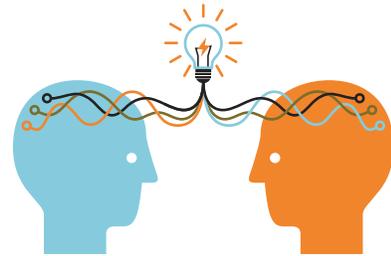
Clients have a variety of tactics, in fact, to influence outside counsel — from financial penalties and rewards to stipulating diversity in outside counsel guidelines. The GCs of Facebook Inc., Hewlett-Packard and Metropolitan Life Insurance Co. have all announced in recent months initiatives that will require more diversity among their outside counsel — or put those firms at risk of losing fees.

PD Villareal of pharmaceutical juggernaut GlaxoSmithKline has a multitier approach to diversity for outside counsel that includes 10% of a matter RFP, including a diversity score. He then follows this with diversity stipulations in the outside counsel guidelines that are tracked for compliance.

### BUILDING OPERATIONAL PROCESSES THAT ENABLE DEEP DIVERSITY

Building the processes that enable deep diversity across the entire spectrum of talent in law firms will require operational change. The evolution of the Mansfield Rule is an example of one, simple operational change. The Mansfield Rule was named for the first woman admitted to the practice of law in the United States and was the output of a 2016 Women in Law Hackathon produced by Diversity Lab. It measures whether law firms have affirmatively considered women and attorneys of color — at least 30% of the candidate pool — for leadership and governance roles, equity partner promotions, and lateral positions. For example, if firm management has identified a short list of five candidates for an opening on the executive committee, under the Mansfield Rule Certification guidelines, two of the candidates would need to be women or attorneys of color.

The Mansfield Rule was inspired by the NFL's Rooney Rule, which was created by the late Dan Rooney in 2003 and is now supported by his son, Art Rooney II, President of the Pittsburgh Steelers. The Rooney Rule requires every NFL



team to interview at least one minority candidate for head coach vacancies. In the years following its implementation, the number of minorities hired to fill head coach positions doubled as a result of this simple change to the operational challenge of interviewing candidates. New research shows that a diverse candidate is about 20% more likely to fill an NFL head coaching vacancy during the Rooney era than before the rule was introduced.

Diversity Lab is tracking data outcomes and has already launched the next iteration, Mansfield Rule 2.0, to include LGBTQ+ lawyers in addition to women and attorneys of color.

Change in law firms need to go deeper, and it needs to trickle up. Clients know it and are hitting firms where it counts — in their wallets and in their contractual guidelines. Law firms are very stable structures, so operational change is slow, but the lack of workplace diversity has existed for far too long. In a world where there are fewer female CEOs than those named David, I hope to see the operational changes that lead us all to #BalanceForBetter. ■

#### ABOUT THE AUTHOR



**Gabriela Isturiz** is Founder and President of Bellefield Systems, a technology company that helps law firms manage outside counsel guidelines, recover more billable time and enable firms to achieve their revenue goals.



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# Anniversaries, Awards and Appointments

## MEMBERS ON THE MOVE >>>>



**Maria T. Black**



**Dennis R. Clark**



**Melissa M. Clark**



**India N. Hall, MSAC**



**Jennifer Javaheri**



**Nikki Korson**



**Craig Swain**

**Maria T. Black**, a member of the Greater Chicago Chapter, is now Office Administrator at Ogletree Deakins Nash Smoak & Stewart, PC, in Chicago, Illinois.

**Dennis R. Clark**, a member of the Golden Gate Chapter, is now Office Manager at Kirschenbaum Law, PC, in Walnut Creek, California.

**Melissa M. Clark**, a member of the Metropolitan Detroit Chapter, is now Administrator at McKeen & Associates, PC, in Detroit, Michigan.

**Lindsey C. Goldberg** (not pictured), a member of the Philadelphia Chapter, is now Practice Group Manager at Drinker Biddle & Reath, LLP, in Philadelphia, Pennsylvania.

**India N. Hall, MSAC**, a member of the Capital Chapter, is now Chief Executive Officer and Director of Administration at Linowes and Blocher, LLP, in Bethesda, Maryland.

**Jennifer Javaheri**, a member of the Greater Los Angeles Chapter, is now Human Resources and Operations Manager at Pircher Nichols & Meeks in Los Angeles, California.

**Nikki Korson**, a member of the Capital Chapter, is now Office Manager at White & Case, LLP, in Washington, D.C.

**Craig Swain**, an independent member, is now Chief Operating Officer at Serpe Jones Andrews Callender & Bell, PLLC, in Houston, Texas.



## CONGRATULATIONS TO THE 2019 SUSAN L. FRENCH EMERGING LEADERS!

The Foundation of the Association of Legal Administrators revamped the Susan L. French Emerging Leader Fellowship Program earlier this year, and the Trustees recently announced the recipients. Congratulations to Jessica A. Beyer, CLM, Office Manager at DeWitt LLP in Brookfield, Wisconsin; and Emily C. Spehar, Office Manager at Fox Galvin, LLC, in St. Louis, Missouri.

Jessica and Emily will receive registration and travel to ALA's 2019 Chapter Leadership Institute and enrollment in the interactive online series Elevate Your Professional Presence — plus a bonus presentation module presented by Judy Hissong, CLM, PCC. If all program requirements are met throughout the yearlong program, a complimentary registration and travel stipend for the 2020 Annual Conference & Expo may be extended to them.



## WEBCASTS: Informed by the Experts

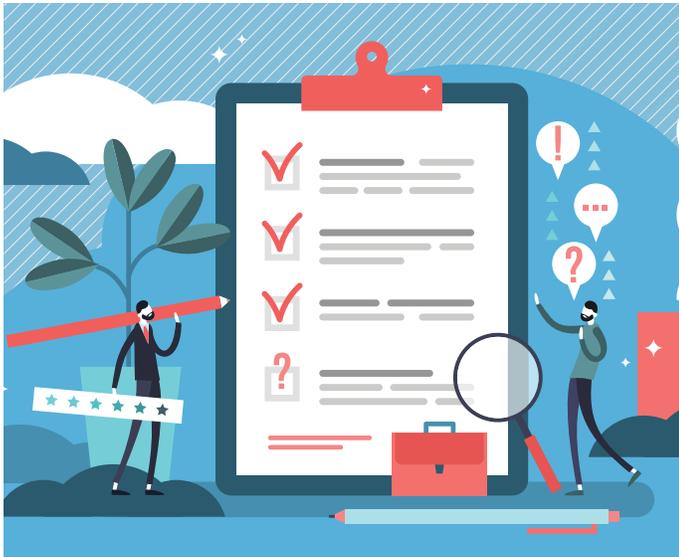


 **The Summit Series** of webcasts features conversations with authors offering critical insights about legal industry trends and developments.

 **The Solutions Series** of webcasts, sponsored by ALA business partners, offer solutions for ongoing challenges like efficiency and profitability.

[alanet.org/summit](http://alanet.org/summit)  [legalmarketplace.alanet.org/events](http://legalmarketplace.alanet.org/events)

# What's Happening at Headquarters?



## ALA NEEDS YOUR RESPONSE: COMPLETE OUR SURVEY ABOUT ORGANIZATIONAL PRICING

The Association is exploring an Organizational Pricing Model for membership in ALA. It is meant to encourage organizations to extend membership to all legal management professionals who can benefit from our offerings and is based on the number of attorneys within an entire organization (i.e., all office locations, including international, of an organization = "entire organization"). Employees of an organization are eligible to become ALA members, at no additional cost to the organization. ALA is currently gauging interest and investigating potential adoption rates for a phased rollout.

Visit [alanet.org/membership/MECA/organizational-membership](http://alanet.org/membership/MECA/organizational-membership) to take the survey.

## BOOKMARK THE RESOURCE HUB

The Legal Management Resource Hub ([alanet.org/resource-hub](http://alanet.org/resource-hub)) provides a centralized location for all the recent education ALA has produced. Here, you'll find the following types of content, ideal for gaining continuing education (CE) credits, certificates and the knowledge that will help you do your job better:

- Video recordings of past conference sessions
- Relevant upcoming ALA events
- Upcoming e-learning courses
- Upcoming webinars
- *Legal Management* articles and CE courses
- *Legal Management Talk* podcast episodes
- Other resources and tools

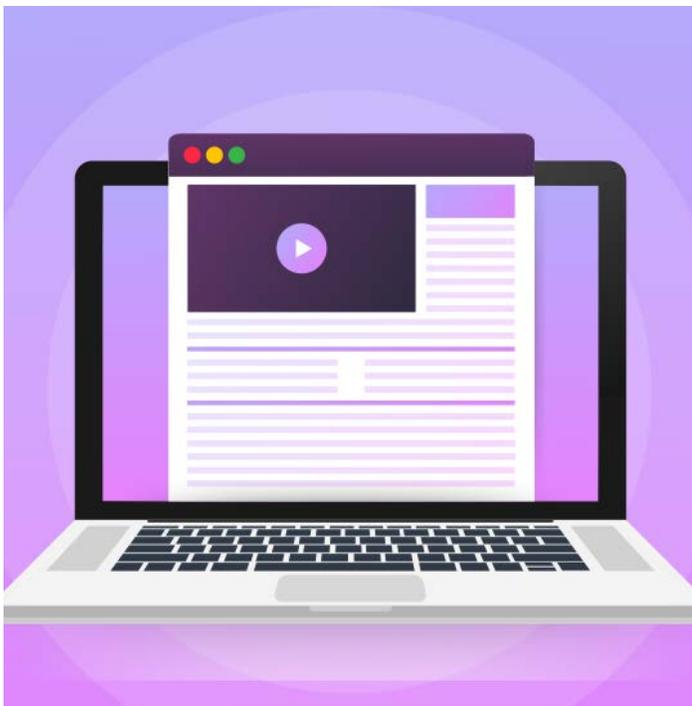
The hub features portals for the following disciplines: human resources, financial management, C-suite and law firm management essentials. They are continually updated as new content becomes available.

## THE LEGAL MANAGEMENT TALK PODCAST IS BACK

Visit [alanet.org/podcasts](http://alanet.org/podcasts) to discover a few new episodes for your listening pleasure, each of which provides a satisfying morsel of knowledge from the legal management universe. They are free to access and less than 20 minutes long. Subscribe through Apple Podcasts or Blog Talk Radio to get episodes as they're published.

- Discussing *No Stone Unturned* with Nadean Stone, CLM, MBA
- The 2019 Large Firm Principal Administrators Retreat with Three of the Planners
- C4: The Legal Industry™ Conference with Dan Lear





## NEW SUMMIT SERIES WEBCASTS

The third run of Summit Series webcasts is happening this July. Legal industry analyst Ari Kaplan is back to interview one author per episode. The webcasts are free for members; nonmembers can purchase them individually for \$19 or as a package for \$49. Here's what is on tap:

- Stewart Levine, the Founder of the consulting and training organization ResolutionWorks, will be on hand to discuss his book, *The Best Lawyer You Can Be: A Guide to Physical, Mental, Emotional, and Spiritual Wellness*.
- Michelle Tillis Lederman, Chief Executive Officer of Executive Essentials, will share networking acumen from her book, *The Connector's Advantage: 7 Mindsets to Grow Your Influence and Impact*.
- James Robbins is a management consultant who proved to be a popular speaker at the 2019 Annual Conference & Expo. He'll talk about his book, *Nine Minutes on Monday: The Quick and Easy Way to Go from Manager to Leader*.

Register now at [alanet.org/summit](http://alanet.org/summit)! If you can't make the live broadcast, the webcasts will be available on-demand shortly afterward. You can already view six Summit Series webcasts at your convenience — three from a previous round of author interviews and three from a series on information assets management.

## SALI RELEASES NEW STANDARD

ALA is a founding member of the Standards Advancement for the Legal Industry (SALI) Alliance. Recently, the group announced the release of the Legal Matter Specification Standard (LMSS) 1.0, Revision 2.

An open, free standard, the LMSS provides a common language for describing legal matters in a party-neutral, extensible manner. This release includes the publication of an overall structure as well as eight code sets for area of law, U.S. courts, U.S. governmental bodies, industries, legal entities, locations, player roles and processes. The LMSS represents an important milestone in providing interoperability of legal matter data that can aid in improving the efficiency of the legal industry, while creating a community for the exchange of ideas around standards. Revision 2 sets the stage for reference implementations and initial use of the standard.

## The Road to CLM Certification

Earning your Certified Legal Manager (CLM)<sup>®</sup> designation takes time and dedication, and ALA is here to help. Here are four great tools to get you started:

- ✓ *The Study Guide for the CLM Exam: Practice Questions, Preparation and Reviews*
- ✓ The CLM Bundle – an ALA webinar package
- ✓ CLM Study Groups – check your local chapters
- ✓ CLM: A Good Start – a book bundle available in the Legal Management e-Store

Get started at [alanet.org/clm](http://alanet.org/clm)



# Association of Legal Administrators & Affiliate Consolidated Statements of Activities & Changes in Net Assets

At ALA, we continue to work to make the most efficient and impactful use of our financial and human resources. ALA’s Board of Directors and staff are continuously exploring and identifying opportunities to improve efficiencies and optimize results.

Overall, revenue for 2018 was \$7.82 million, and expenses were \$7.77 million, resulting in a net gain of \$51,755.

As we head into the second half of 2019, we remain focused on elevating your membership experience. We invite you to check out the ALA 2017–2020 Strategic Plan to see the goals we are working to in the next few years. We look forward to working with the entire ALA community — members, business partners, chapters and other leaders in the business of law — to achieve these goals.

For the Years Ended December 31	2018	2017
<b>REVENUES AND GAINS (LOSSES)</b>		
Dues	\$ 3,242,839	\$ 3,320,265
Annual Conference	2,108,118	2,100,165
Advertising	219,694	213,202
Education	755,554	825,653
Publications and Other Materials	295,234	244,556
Business of Law Conferences Revenue	691,092	535,447
Contributions	37,903	41,204
Other	414,185	365,055
Interest and Dividend Income	54,777	34,433
Realized Loss on Investments	(1,783)	(501)
Unrealized Gain (Loss) on Investments	1,363	(717)
Loss on Disposal of Property	—	(1,382)
Total Revenues and Gains	<b>7,818,976</b>	<b>7,677,380</b>
<b>EXPENSES</b>		
Program Expenses	5,295,407	5,434,317
Management and General	2,457,322	2,131,779
Fundraising	14,492	5,559
Total Expenses	<b>7,767,221</b>	<b>7,571,655</b>
<b>CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS</b>	<b>51,755</b>	<b>105,725</b>
Net Assets without Donor Restrictions, Beginning of Year	1,241,535	1,135,810
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS, END OF YEAR</b>	<b>\$ 1,293,290</b>	<b>\$ 1,241,535</b>