

LEGAL MANAGEMENT

THE MAGAZINE OF THE ASSOCIATION OF LEGAL ADMINISTRATORS

JANUARY 2020
VOLUME 39 • ISSUE 1

SURVIVING YOUR OFFICE MOVE

Moving stress is unavoidable but having a plan in the place can help it run more smoothly.





FEATURES

HUMAN RESOURCES MANAGEMENT BY ERIN BRERETON

- GIVING BACK TO THE FUTURE** 17
Some industry members are trying to convince young adults to consider a legal career — and finding it can have an unexpected effect on fulfilling staffing and other needs.

LEGAL INDUSTRY/BUSINESS MANAGEMENT BY KYLIE ORA LOBELL

- SURVIVING YOUR OFFICE MOVE** 13
Moving stress is unavoidable, but having a plan in place can help it run more smoothly.

OPERATIONS MANAGEMENT BY MARK BREWER

- HR AUTOMATION FOR MORE TIME, LESS HEADACHES** 9
Technology reshapes the way that HR interacts with employees.

COLUMNS

BIG IDEAS: ALA PRESIDENT'S LETTER BY JAMES L. CORNELL III

- GOOD THINGS IN STORE FOR 2020** 3
In 2020, for ALA we are moving onward and upward toward the Association we envision.

BP PERSPECTIVE BY BRIANNA LEUNG

- RESOLVE TO BALANCE THE SCALES IN 2020** 6
Realistic tips for managing your work-life balance.

DIVERSITY DIALOGUE BROADENING BUSINESS PERSPECTIVES BY MICHELLE SILVERTHORN

- 12 WAYS TO COMMIT TO DIVERSITY AND INCLUSION** 21
How storytelling and data approach can improve your diversity training.

TEST DRIVE GADGET REVIEWS WITH BILL AND PHIL BY WILLIAM RAMSEY AND PHIL HAMPTON

- GALAXY NOTE 10 PLUS: A PHABULOUSLY SMART PHABLET** 24
Phablets are back, baby — and we couldn't be more excited!

DEPARTMENTS

TIPS AND TRENDS INDUSTRY ADVICE AND DEVELOPMENTS BY TIM BORCHERS

- DEMONSTRATING VALUE TO GAIN BUY-IN FOR NEW TECHNOLOGY** 26
Technological innovation in the legal industry has steadily contributed toward improvement in processes.

ALA NOW

ALA FACES MEMBER AND CHAPTER NEWS

- ANNIVERSARIES, AWARDS AND APPOINTMENTS** 29

NEWS ABOUT ALA

- WHAT'S HAPPENING AT HEADQUARTERS** 30
Member and Chapter News

LEGAL MANAGEMENT STAFF

PUBLISHER

Oliver Yandle, JD, CAE
oyandle@alanet.org

EDITOR-IN-CHIEF

Theresa Wojtalewicz
twojtalewicz@alanet.org

SENIOR MANAGING EDITOR

Valerie A. Danner
vdanner@alanet.org

ASSOCIATE EDITOR

Kate Raftery
kraftery@alanet.org

ADVERTISING OPPORTUNITIES

Robert Leighton
advertising@alanet.org

USER INTERFACE WEB DEVELOPER

Bert R. Saper
bsaper@alanet.org

GRAPHIC DESIGNER

Andrea Fitzpatrick
afitzpatrick@alanet.org



**JAMES L. CORNELL III**

2019–2020 ALA President
Office Administrator –
Washington, D.C. and Philadelphia
Shook Hardy & Bacon, LLP

Good Things in Store for 2020

Oliver Wendell Holmes Sr. said, “The great thing in the world is not so much where we stand as in what direction we are moving.” In 2020, ALA is moving onward and upward toward the Association we envision!

This year will be one of opportunity, transition and evolution for ALA. This month, we say thank you and good luck to Executive Director Oliver Yandle, JD, CAE, who after seven years with ALA will be embarking on new opportunities and challenges in the association world. Oliver and the staff at ALA headquarters have worked tirelessly during his tenure to position ALA as the premier professional association of over 8,500 leaders and managers within the legal industry. As a result, we are in an excellent position to hire our next executive director, who will lead us into our 50th year and beyond while focusing on innovation, professional development and the priceless value of the ALA membership experience.

The Board of Directors is beginning the search process for our Association’s next leader. We’ll keep you informed on the progress, so stay tuned for updates. If you would like, please send Oliver a note of well wishes and good luck as he begins a new adventure: oyandle@alanet.org.

ALA’s mission is to provide extensive professional development, collaborative peer communities, strategic operational solutions, and business partner connections that empower our members to lead the business of law. This is what we as an Association are about and what we have been providing to our members over the course of our 49-year history.

In the meantime, here's a snapshot of the exciting things we've got on deck for 2020:

- We will be test-driving our prototype for the **Organizational Pricing Model** with more than 70 firms, which range in size from 5 attorneys to over 4,000. We'll apply the experience and knowledge we gain from this pilot program to the model that we'll roll out to the entire membership in 2021. With this program, we anticipate an influx of new members that will further strengthen our depth and breadth of legal industry knowledge, leadership and expertise, while also invigorating our membership with new perspectives. But this is just the tip of the iceberg for membership enhancements! We'll be unveiling a member dashboard experience that will deliver enhanced content, services and opportunities that have been curated specifically to the persona of each member.
- The Board of Directors is also beginning to develop the next iteration of our **Strategic Plan** for 2021 through 2023. We're just in the early planning phase, but we'll be seeking input from members, business partners and others in the legal industry over the course of the year. Our aim is to create a plan focused on member experience and career success at the organizations where we work by providing unsurpassed value in knowledge and resources in the business of law.
- At our **2020 Annual Conference & Expo** — May 3–6 in Salt Lake City, Utah — you'll see a completely reimagined educational format and business partner/Exhibit Hall experience. Annual Conference is one of my favorite events each year, as it allows attendees to create lasting connections with like-minded professionals, collaborate on solutions by tapping into shared experiences, and investigate new products and services for a competitive edge.
- In the fall, ALA will build on the success of our Master Class conference series that began last year. The September conference in Nashville, Tennessee, will focus on critical skills for legal management professionals; the October conference in San Diego, California, will examine pricing and profitability for law firms. That's two great topics in two great cities, so mark your calendars and plan on attending one — or both!
- Lastly, I am excited about the new **Share My Expertise** tab on each member's Account Profile on *alanet.org*. This tool will allow members to make updates to their interests and expertise at any time, will help populate the Peer Consulting Directory and will serve as ALA's "volunteer application" going forward. We believe this process will allow ALA to more easily engage members in opportunities to serve the Association and to assist fellow members in both their day-to-day work and strategy. Visit *alanet.org/volunteer* for all the details.

ALA's mission is to provide extensive professional development, collaborative peer communities, strategic operational solutions, and business partner connections that empower our members to lead the business of law. This is what we as an Association are about and what we have been providing to our members over the course of our 49-year history. But in the words of C.S. Lewis, "There are far, far better things ahead than we leave behind." I am truly excited about what lies ahead and look forward to discovering it with each of you. May 2020 be your best year yet in all ways and in all things!



jcornell@shb.com



twitter.com/jamescornell3



linkedin.com/in/jameslucornell

Agenda Preview Available!

Download Now



- **New strategies** to stay ahead of the curve
- **Actionable information** from industry leaders
- **Exceptional networking** with colleagues and business partners
- **Certification and accreditation** hours

2020 ALA Annual Conference & Expo

MAY 3-6

SALT PALACE CONVENTION CENTER
SALT LAKE CITY, UTAH



REGISTER TODAY TO SCORE THE EARLY BIRD REGISTRATION RATE

📞 1-888-593-7243

✉ info@alaannualconf.org

🌐 ALAannualconf.org



Quote registration code: **B00-690-690AX10**

**BRIANNA LEUNG***Principal Consultant
GrowthPlay*

Resolve to Balance the Scales in 2020

We talk about work-life balance as though it is something that we can achieve, and when we don't find that magical balance between "work" and "life," we must be doing something wrong.

I find the more I have conversations with professional women (and men) that the term "work-life balance" may be a misnomer. Most of the high-performing, hard-working career women I meet view their work as being central to their lives and self-defining — not the opposite side to a scale where life is on the other side.

Many of my peers, clients, mentors and friends struggle with balancing their time, focus and energy across multiple interests and devotions. I hear common themes and examples about the stress and pressure of having it all — excelling at one's career, while also excelling in the role of mom, spouse, daughter, sister and friend. The reality is that we will never have enough hours in the day or human capacity to give everyone in our world what we would like to give them.

I consider the people in my life to be stakeholders in my time, focus and energy. Each deserves and demands a piece of me, and as a people-pleaser and high-achiever, I want to give them my all. I can't help but feel that for one stakeholder to win another must lose. And that self-induced pressure adds up to a lot of guilt and added stress, often resulting in depression and anxiety for women. The final stakeholder — the one who is almost always last in line when the time, energy and focus are getting dished out — is ourselves. When was the last time you learned something new, spent meaningful time in a hobby, took stock of your own well-being and did something to improve it? For me, it was in April 2019.

“I consider the people in my life to be stakeholders in my time, focus and energy. Each deserves and demands a piece of me, and as a people-pleaser and high-achiever, I want to give them my all.”

Deciding I had to get things under control, I took hold of the reins, beginning with taking care of myself. I started with small adjustments — resolving to check my smartwatch in the morning to really see how many hours of sleep I got the night before and taking advantage of online grocery services to take the time-consuming task of weekly food shopping off my plate. From there, my journey went to joining a weight loss and health program to get myself back in shape physically. And now, as I write this column in October 2019, I can say that the differences are significant. My stress and guilt are lower, my self-esteem and confidence higher, and my energy and focus more heightened than ever before. And I'm not done.

This past August, I had the great privilege of sitting on a panel of women leaders for the Women Who Lead session at the annual ILTACON (International Legal Technology Association Conference). We were asked to speak from a leadership perspective on how to “Turn It Off in an Always On Environment.”

As I prepared for the discussion, I found that I had very few answers and far more questions. How do you turn it off? So I set out to get some answers through the stories and examples submitted by dozens of women on LinkedIn and through personal conversations. My conclusion? Nobody has the one answer to solve this issue. But there are many examples of things women are doing to balance the scales each day.

And so, here are my New Year's Resolutions for Balancing the Scales in 2020.

GIVE MY MASK AND CAPE THEIR DAYS OFF

Women often are guilty of having Superhero Syndrome — the belief that we can do it all, and solve it all, better. Whether it's driven by the desire to please people, perfection or martyrdom, we often perceive and treat situations as crises when they really aren't. And so I resolve to put away my mask and cape and entrust others to handle situations that don't really require my involvement or immediate attention.

PERFECT MY JERRY MAGUIRE IMPRESSION

“Help me help you.” Women are great at saying “yes,” but sometimes we really need to say “yes, and ...” And so I resolve to set and manage expectations with my stakeholders. I will allow myself to not respond to that email tonight or over the weekend — without guilt! It means I will tell my first-grader that I would love to make unicorn slime, but I need 45 minutes to finish a work assignment so she can have my full focus. It means telling my colleague that I would be happy to help him with that project and that my next opportunity to give it the full attention it warrants is Tuesday afternoon. And I will know in my heart that this is the right answer.

HAVE THE COURAGE TO CALL IT

Sometimes the answer is “not right now.” Sure, I would love to join that board or be a troop leader, but not right now. When we say “yes” to one thing, we have to recognize that it means we are saying “no” to something or someone we have already committed to. So I resolve to have the courage to call it and say, “not right now,” not in this horizon but perhaps in the next. I will examine and prioritize opportunities and responsibilities based on horizons, rather than days or weeks. I will resolve to balance the scales in each horizon.

I have a newfound strength and optimism thanks to the many experiences and wisdom of other women leaders who are finding the small wins day by day. The scales between stakeholders may never be fully balanced, but by setting boundaries, taking care of ourselves in order to take care of others, and thinking in terms of horizons of opportunities, there will be many more moments of parity and more wins more often. Some days the scales tip one way and some days the other, and that is OK!

Tune In To Hear More Tips

Want to hear more from Brianna regarding balancing the scales in 2020? Check out ALA's *Legal Management Talk* podcast.

ABOUT THE AUTHOR

Brianna Leung is a Principal Consultant with GrowthPlay, where she leverages talent analytics to help legal professionals drive innovation and change within their organizations.



bleung@growthplay.com



linkedin.com/in/briannaleung

Listen to Learn

ALA's *Legal Management Talk* podcast features exclusive interviews with industry thought leaders, conference speakers and Association members who are doing great things.

Recent episodes include:



The Changing Role of
Law Firm Leadership
with Jennifer Hill



The State of ALA with
Oliver Yandle, JD, CAE



Resolving to Balance
the Scales in 2020 with
Brianna Leung

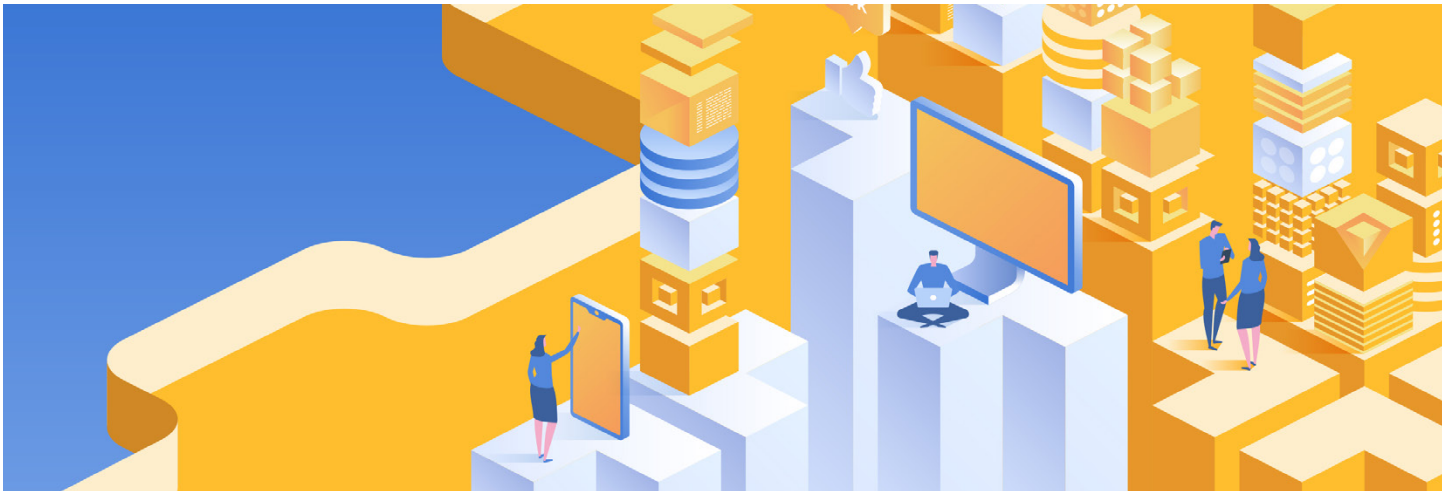


C4 The Legal Industry[™]
Conference with Dan Lear



Each episode is **free** and usually
fewer than 15 minutes long!

alanet.org/podcast



MARK BREWER
Freelance Writer

“By streamlining repetitive tasks and cumbersome processes, technology helps HR pros spend less time with pen and paper and more time developing human capital and adding thoughtful, personal touches to their work.”

HR Automation for More Time, Less Headaches

Technology reshapes the way that HR interacts with employees.

Law firm human resources departments have a lot of ground to cover without enough hours in the day to cover it. HR professionals juggle multiple processes, shifting requirements and demands from above and below, as well as the need to nurture employee growth and satisfaction, keep positions staffed, retain good employees, handle issues and serve as the firm’s Chief Happiness Officers.

Thinly stretched HR professionals can fall behind in delivering the goods, and gaps in service can become apparent. Meanwhile, employee expectations for HR services are heightened by their daily contact with streamlined, user-friendly online experiences.

Something’s got to give somewhere, and thankfully, software business partners have heard the call. Many now provide automated platforms and applications to streamline HR processes to save time, reduce errors and improve compliance while delivering the better, smoother service that employees are coming to expect.

AUTOMATION: THE GIFT THAT KEEPS ON GIVING

HR automation’s biggest boon is the gift of time. Centralizing documents, reducing errors and eliminating paper come close behind.

“Technology allows law firms to streamline processes and reduce hours needed to manage benefits, payroll, compliance” and other HR functions, says Michael Migdol, a Director of Sales for iSolved HCM, a comprehensive human capital management solution and an ALA VIP business partner. “[It] helps law firms have a single center for record and get rid of paper files.”

Migdol also says technology allows harried HR pros to stay ahead of changing laws and regulations, fill gaps in service delivery and provide an uptick in the user experience when delivering HR services.

By streamlining repetitive tasks and cumbersome processes, technology helps HR pros spend less time with pen and paper and more time developing human capital and adding thoughtful, personal touches to their work. And relatively inexpensive cloud-based solutions make technology more accessible for firms of all sizes without compromising security.

À LA CARTE OR PRIX FIXE

Firms can go a couple directions when investigating HR automation. You can pick and choose from several à la carte solutions targeted to specific needs. Or you can opt for a comprehensive prix fixe solution such as iSolved HCM or ADP TotalSource, which bundle several services into one portal, including payroll, benefits, time and billing. They also include other HR functions, such as features to track training, continuing education, paid time off and more.

Midgol says that comprehensive portals provide a single source of record that centralizes data entry as well as data and document access to save time, improve accuracy and provide better compliance. Fines, penalties or other headaches associated with compliance gaps can be nearly eliminated.

Whether you go all in for one big solution or piece together a suite of solutions, the benefits of automation are similar.

AUTOMATED PAYROLL

Manually keeping up with changing labor laws and tax codes can be stressful, time-consuming and — if mistakes are made — costly. Tiffany Ho, Director of Operations at Rogoway Law Group, a California-based law firm with 3 offices, 7 attorneys and 15 employees, says California labor laws are updated about every six months. “There are always new requirements, from the local level to the state level,” she says.

Ho uses ADP TotalSource for payroll and benefits administration. As a cloud-based solution, the platform is automatically updated with current tax and labor data to help keep the firm compliant. “As a department of one, the automation helps me tremendously,” she says.

There’s no need for cumbersome forms because everything is done online. Important documents are visible, easily accessible and stored in one place. Automated tax payments help eliminate mistakes, late filings or gaps in compliance. Automated reports can be sent to your accountant.

From the employee perspective, automated payroll allows workers to access and update their information online. Self-service options can include — depending on firm policy — editing personal information, changing direct deposit information, viewing benefit statements and deductions, and printing pay stubs and W-2 forms.

REDUCE BENEFITS ADMINISTRATION TO HOURS, NOT WEEKS

Ho says that before automation, open enrollment would occupy an entire month. The process is now reduced to three hours for setup, she says, and it takes relatively little time to field employee questions, which they can ask through their business partner’s portal.

Automated benefit administration eliminates paper forms and helps fulfill reporting requirements. And there’s no need to continually bug employees to complete their enrollment. The nagging is automated, sending reminder emails to prod busy attorneys and staff to get on track. For those who continue to linger, Ho can send more personalized appeals.

Automating benefits administration doesn’t just improve workflow efficiency and save time; firms can also expect more accurate accounting, consistent compliance and reduced benefits costs.

LESS TIME FOR RECRUITMENT

Technology can also streamline recruitment by replacing piles of paper résumés with easily searchable online documents. “Ten years ago, it was all pen and paper,” says Ho. “I had piles of whom I’ve called, whom I’ve emailed, who’s a no-show or no-response.”

Ho now manages recruiting through Indeed, which she says makes her life a lot easier. Indeed sends an alert for each new online application and makes engaging the candidate easy. “Everything is template-based, so all I have to do is select preferences for next steps,” she says. She also uses LinkedIn for recruitment; it also has automated features.

The onboarding process for new hires has many moving parts. ... The complexities can lead to inconsistencies, with some new employees getting a great experience and others feeling overlooked or unprepared.

When it's time for an initial interview with a far-flung candidate, Ho uses Zoom, a videoconferencing platform that uses password protection to help ensure that the person signing on for the interview is who they say they are.

To extend offers, Ho uses HelloSign, a cloud-based paperless signature tool that allows new hires to sign, send, save and retrieve offer letters. Templates simplify the process, so she only needs to input the candidate's name, position and compensation. The platform tracks whether the candidate has viewed the offer letter and how long the offer has been open, and it sends automatic reminders to candidates.

"It's saved me so much time," she says. "There's no scanning, rescanning and sending things back and forth. When it's completed, all signers receive a digital copy."

ONBOARDING FOR SUCCESS

The onboarding process for new hires has many moving parts. Badges, computer system access, forms, training and more can make the process overwhelming for new hires. The complexities can lead to inconsistencies, with some new employees getting a great experience and others feeling overlooked or unprepared.



Automated onboarding software coordinates the process so new employees can hit the ground running. HR professionals can easily organize activities prior to the new hire's arrival, automate repetitive processes on the first day, and drip information and reminders throughout the first weeks of employment.

Some software platforms also automate offboarding, immediately revoking system and facilities access once the individual is no longer employed by the organization.

These are just a few of the many areas that can be automated. As more firms go paperless and regulations change and grow, technology is nearly essential to preserve accuracy and sanity. Automation not only saves time but also adds precision to the process, replacing human error with simplicity. What's holding you back? Technology may be the answer, and it may cost a lot less than you might expect.

ABOUT THE AUTHOR

Mark Brewer is a freelance writer who helps decision makers understand technology, trends and ideas to make them more effective in their work.

 mark@markbrewerwriter.com
 markbrewerwriter.com



Listen to Learn

ALA's Legal Management Talk podcast features exclusive interviews with industry thought leaders, conference speakers and Association members who are doing great things.

Recent episodes include:



Resolving to Balance the Scales in 2020 with Brianna Leung
The Changing Role of Law Firm Leadership with Jennifer Hill
The State of ALA with Oliver Yandle, JD, CAE
C4: The Legal Industry Conference with Dan Lear



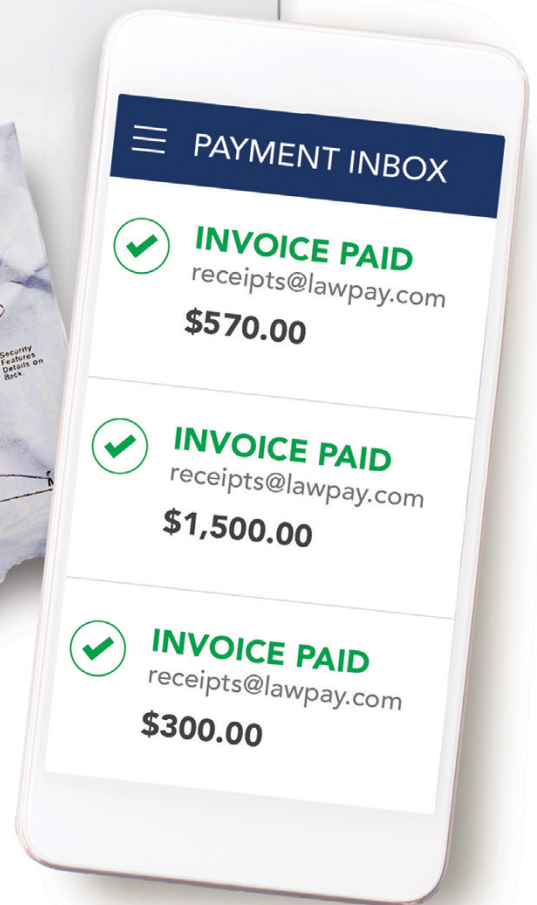
Each episode is **free** and usually **fewer than 15 minutes long!**

alanet.org/podcast

Kiss paper checks goodbye

You deserve a payment solution that doesn't leave you waiting and wondering.

xoxo LawPay



Paper checks are notoriously unreliable. They get lost in the mail, they get tossed in the laundry, and they carry a lot of sensitive information around with them wherever they go.

LawPay changes all of that. Give your firm's clients the flexibility to pay from anywhere, anytime. Most importantly, we ensure your firm stays in compliance with ABA and IOLTA guidelines.



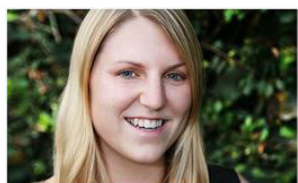
Proud VIP Business Partner

It's easy to get started

866-921-0115 or visit lawpay.com/ala

LAWPAY[®]

AN AFFINIPAY SOLUTION



KYLIE ORA LOBELL
Freelance Writer

“Another early priority should be about transitioning your IT services. Without IT, your office cannot function, so be on top of any internet or server needs as early as possible in the process.”

Surviving Your Office Move

Moving stress is unavoidable, but having a plan in place can help it run more smoothly.

Moving is one of those life experiences that elicits a collective sigh from most. It's even more daunting if you're overseeing an entire office move, which can take several months of planning and involves herding an entire staff through the process — all while ensuring as little disruption to day-to-day business as possible.

Before you begin the moving process, you need a proper plan in place as well as leaders in your office to see it through. Otherwise, you could easily waste time, resources and energy that could have been spent on more important firm matters.

Diana Stangl, Firm Administrator at Walsh Gallegos Trevino Russo & Kyle PC, has done 15 office moves. But it was the recent remodel of her firm's Austin, Texas, office that was the stuff of nightmares. What was supposed to take three months took nearly four times as long, as the landlord had hired a nonresponsive general contractor. “I think we went through three general contractors and the entire project ended up taking almost a year to complete,” she says.

To avoid a similar fate and ensure your office move is a success, take the following tips from other legal managers into consideration.

START EARLY AND START WITH A PLAN

The first thing you'll want to do when you prepare for your move, according to Stangl, is to negotiate the lease for your new office and try to get as much as you can out of it.

At her firm, they built in a very expansive definition of moving expenses. “[That meant we were] able to get much of the new furniture that we bought for the office paid for out of our move allowance, in addition to our actual move costs, cabling costs and security system,” says Stangl.

A move is no small task, so once you have the lease details worked out, make sure you give yourself and your colleagues ample time.

"Start early and put together a list of things that will need to be addressed," says Jenny Ding, Law Firm Administrator at Oakwood Legal Group, LLP, in Los Angeles, California. "You'll probably end up adding things along the way that you didn't even realize had to be addressed."

For example, you'll need to figure out what to do with your furniture and other belongings. Clare Chachere, Chief Operating Officer of Slack Davis Sanger LLP in Austin, posted furniture for sale more than a month before the office moved. She made a spreadsheet with a list of all the furniture and brief descriptions, photos and prices. "This made it easy to send to anyone interested in furniture, including consignment and used furniture stores or nonprofits, and gave them an idea of the breadth of items we had available."

Something else Chachere did to prepare was get the crates and boxes about three weeks ahead of time. "That allowed us more time to pack up storage rooms and other areas that we didn't need to access on a daily basis and gave our people more time to pack up their offices. It made move week much less stressful and drastically decreased the disruption to workflow."

Once the planning for the move has started, Stangl recommends providing regular updates to the attorneys and staff about the progress of the space, as well as reminders for what they need to do to prepare for the move. Then, once the walls are up in the new office, hold tours so staff can check out the new space.

It's also a good idea to appoint a few people from your office to oversee the move. While larger firms have a facilities management team or operations department that handles moves, smaller firms don't have that luxury.

"For us smaller firms, I would make sure that you enlist at least two other people to help," says Jessica L. Mazzeo, Chief Operating Officer at Griesing Law, LLC, in Philadelphia, Pennsylvania. "Coordinating downtime for servers [and] packing up and then unpacking in the new space takes time. It also takes a lot organization to minimize potential setbacks or issues."

While only a few people should be in charge of the move, it's important to get feedback from the attorneys and staff on the design of the new space. "They live in it and have great ideas on how it can be more efficient," says Stangl. "You just have to be clear up front about who the ultimate decider is and let people know that you did consider all of the feedback that was provided."

It's also a good idea to appoint a few people from your office to oversee the move. While larger firms have a facilities management team or operations department that handles moves, smaller firms don't have that luxury.

Another early priority should be about transitioning your IT services. Without IT, your office cannot function, so be on top of any internet or server needs as early as possible in the process.

According to Stangl, internet cabling can take up to 90 days to be provisioned, so it's important to have a backup plan in case it's not ready by move-in day. For her firm, the backup was a satellite uplink, which allowed the office to be fully functional for many months before the cabling was completed.

Mazzeo notes that you also need to consider how long it will take to break down and set up new servers. "Make sure to inform your entire firm so that everyone knows the downtime," she says. "Attorneys will need to prepare in advance to make sure during the time the servers are down they have access to client documents or files that they would otherwise find on the system."

HANDLE WITH CARE

Build in enough time to research who you need to help make the move happen. It can be a cost (and headache) savings. Get several bids from the companies you want to hire, says Chachere.

"We ended up going with three different furniture vendors because each had items that met our needs that the other vendors couldn't supply. And it also showed us which vendors truly were superior and which ones we would never work with again," says Chachere. "This is also true for movers. We got bids from four different movers. The highest bid and lowest bid were almost \$20,000 apart."

Even though the moving process is long and tough, when it's finally complete, you'll realize the extra effort was all worth it.

Also take inventory of any items that require gentle handling, such as artwork. You'll want to ask movers upfront about those items.

For example, in Mazzeo's office, they had several pieces of fine art to pack up. While it ended up being somewhat costly, she says, the artwork was protected because the movers built custom crates for it. "The last thing you need is to have it being damaged in transition because you didn't properly prepare it for the move," she says.

And if your office move includes a remodel, a good contractor is going to make all the difference. Stangl learned that lesson the hard way when she had to find contractors through the landlord.

"Make sure that you have a say in who the contractor is for your build-out and develop a good rapport with the contractor and subs," she says. "Attend the weekly meetings of the contractor and architect and subs and make sure that the plans are being followed. Ask questions! If something doesn't look right, don't assume that someone else has noticed it also."

MAKING IT ALL WORK

Unless your office has the resources to pay employees specifically for helping with the move, you'll still need to balance your regular tasks with the planning process.

"The challenge is continuing to do your regular job while planning for the move," says Stangl. "All of that other stuff doesn't just go away. So doing a move forces you to learn how to delegate. And it's rewarding to see folks rise to the challenge."

Once you've finished with the move and the attorneys and staff transfer to the new space, Stangl recommends putting a gift bag and flowers on every desk and providing lunch for the office on that day as a special treat.

Even though the moving process is long and tough, when it's finally complete, you'll realize the extra effort was all worth it.

"It's great seeing the reaction of people as they come in to the new office that first day," says Stangl. "The new space really lifts an office up and brings it together. Don't get discouraged about all the things that will still need to be done — instead, be thankful for all the things that did get done."

THE CHECKLISTS YOU DIDN'T KNOW YOU NEEDED

ALA members have a plethora of additional tips and checklists to help you get survive your office move. From timelines to checklists, download items that have helped other legal managers make their office move go as smoothly as possible. Visit the discussion in our *Online Community* for more great moving tips. (Note: You'll need to be logged in to the ALA website view these.) Stay organized and on task with this moving checklist.

ABOUT THE AUTHOR

Kylie Ora Lobell is a freelance writer living in Los Angeles. She covers legal issues, blogs about content marketing, and reports on Jewish topics. She's been published in *Tablet Magazine*, *NewsCred*, *The Jewish Journal of Los Angeles* and *CMO.com*.



kylieoralobell@gmail.com



twitter.com/kylieoralobell



linkedin.com/in/kylieoralobell



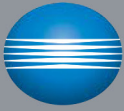
Benefits and Savings – ALA's VIP Program

ALA teamed up with an elite group of trusted partners in business. Through these relationships, ALA members, along with their employers and families, are able to enjoy special benefits and tremendous savings.

For more information on ALA's VIPSM participating organizations and the services they offer, visit alanet.org/vip or contact ALA's Headquarters at 847-267-1252.

**Get the VIP treatment with ALA's
VIP business partners!**

▶ alanet.org/vip



KONICA MINOLTA

All Covered 

IT SERVICES FROM KONICA MINOLTA / LEGAL

HERE'S TO THE LAW FIRM OF THE FUTURE



© 2019 KONICA MINOLTA BUSINESS SOLUTIONS U.S.A., INC. All rights reserved.

The Law Firm of the Future is Here. Now. Konica Minolta and All Covered have the products, solutions, and services that will redefine the future of your organization.



MANAGED VoIP
SERVICES



SECURITY AND
COMPLIANCE



INTEGRATION OF LEGAL
TECHNOLOGIES



PRINT MANAGEMENT
& COST RECOVERY



MANAGED IT &
CLOUD SERVICES



WORKFLOW AUTOMATION
& DOCUMENT MANAGEMENT



LAWYER'S
HELP DESK



MOBILE MANAGEMENT
SOLUTIONS

For more information visit kmbs.konicaminolta.us/legal

**ERIN BRERETON**

Owner
Chicago Journalist Media

“Connecting with other industry members can also help potential law school students understand some of the emotional- and identity-related career challenges they may face.”

Giving Back to the Future

Some industry members are trying to convince young adults to consider a legal career — and finding it can have an unexpected effect on fulfilling staffing and other needs.

After 14 years of approximately 40,000 to 44,000 new students enrolling each year, the number of prospective industry members entering U.S. law schools spiked to more than 52,000 in 2010 — and then promptly declined by more than 4,000 in 2011 and kept falling until 2016, when enrollment marginally increased by just nine students, according to the nonprofit Law School Transparency organization’s analysis of ABA data.

Although the numbers have continued to rise incrementally since, in 2018, 38,392 first-year students started law school, which is still fewer than a decade ago.

In addition to a reduced overall interest in joining the field — which some industry members attribute to concerns that the post-Recession job market is oversaturated, while others say may be due to tuition costs — the number of minority students who have been admitted to law schools has also fluctuated over the years.

Between 2016 and 2017, admission rates declined across nearly all racial and ethnic categories, according to data from research provider AccessLex Institute.

Earlier decreases also occurred. With the exception of 2004, Law School Admission Council research found the number of Black/African American students who were admitted declined between 2002 and 2005. Fewer students of Asian/Pacific Islander descent were admitted to law schools in 2005 and 2006 than in prior years, and a decreased number of Mexican American law school applicants were accepted each year between 2001 and 2005.

GUIDING THE NEXT GENERATION

As a result of recent declines, there's currently an emphasis on increasing diversity within the profession, according to Chris Batz, Owner and Recruiting Manager at the Lion Group LLC legal recruiting firm.

"Six years ago, there definitely was a concern and a real drop in enrollment in law schools," Batz says. "It's behooves the law schools to [recruit more industry members]. They're hearing from firms, 'We need more women, more diversity and multicultural JDs coming from law school.'"

Declining diversity in the industry inspired Morris, Manning & Martin, LLP, Partner Clyde E. Mize Jr., who'd participated in an academic prep program from 7th to 12th grade, to create an initiative at his AmLaw 200 firm — with buy-in from leadership, other attorneys and staff members — that he hopes will interest students in a legal career.

The two-week program, which accepts roughly a dozen or so Atlanta high school students a year, includes writing assignments, opportunities to get participants comfortable with public speaking, a mock trial, and exposure to people from outside and within the firm. They speak about topics ranging from tax law to the business of running a law firm.

"I feel it's my responsibility; people opened doors for me," Mize says. "Fast-forward to 2004-2005, the numbers for minority students going into law school were on a downward trajectory. People weren't applying or being accepted. My idea was to capture people as early as we can — don't wait until someone is in college."

To date, several program participants have entered law school, including one who summered last year with Mize's firm.

"My goal is to [eventually hire] as many of them as we can," Mize says. "What better way to fill the pipeline than with people who already have been in your office [and] have a proven track record?"

ASSISTING WITH ASSIMILATION

While a number of programs are intended to support talent pipeline efforts — AccessLex identified 274 that have been designed to help college students or grads matriculate into law school and the legal profession — filling future recruiting needs at Munger, Tolles & Olson LLP hasn't necessarily been a goal for the 200-attorney firm's MTO Fellows Program, according to Partner and Program Co-Chair Anjan Choudhury.

"Much to the chagrin of folks in the firm, I advise fellows to go elsewhere when they have summer internships because we want them to see other places," Choudhury says. "That is invaluable when it comes to thinking about diversity critically, rather than just counting bodies."

While Munger Tolles had previously offered a few college graduates each year a chance to work in a litigation clerk-type capacity, the firm decided to restructure its program about six years ago to include 25 to 40 diverse law school applicants.

Although heavy workloads and billable hour goals can make finding the time to set up and maintain a firm-sponsored outreach program challenging, a number of organizations encourage individual staff members or groups to autonomously foster interest in the industry.

Over the course of 10 months, program participants now attend workshops, hear attorneys and clients speak, and take a firm-sponsored course to help them prepare for the LSAT.

"We know it's important to business and performance and to be able to be competitive, but we wanted to be doing something to increase [the scope]," says Partner and MTO Fellows Program Co-Chair Misty Sanford. "We thought it made sense to have a broader impact."

The firm has found its program helps supply participants with contacts who can offer support and advice.

"Feeling isolated or not really fitting in absolutely affects performance," Sanford says. "As they disperse across the country to law schools, [they] have that network to tap back into if they're feeling isolated or not sure what their next step will be."

Connecting with other industry members can also help potential law school students understand some of the emotional- and identity-related career challenges they may face.

"We bring in clients and other attorneys to cover not just applying, but how to succeed in law school and as a lawyer," Choudhury says. "And issues like impostor syndrome are frankly at the core of a lot of discussions. We try to address that up front so they're prepared for those feelings, which are very common when diverse attorneys go to law school and into the profession."

UNEARTHING FUTURE ATTORNEYS

Because students with the highest grades and scores are often the most likely to be selected for internships, Munger Tolles expanded the qualifications it was looking for in candidates, according to Choudhury.

“Our program focuses on trying to look at someone who may not have the highest GPA,” he says. “They may have great reasons why — maybe they had to work full-time while in school. We reached deeper into the pipeline and found amazing folks.”

Mize’s firm has found contacting school counselors and asking former participants to spread the word — to groups such as friends or their church network — can help it locate younger candidates that a law school or other traditional recruiting resource wouldn’t be able to reach.

Firms could ... try to pique the younger generation’s interest in the industry — and their workplace — by establishing a brand known for offering unique forms of training, for example.

“Career day participation is a great way to expose students to what we do and who we are. Every community has an elementary or high school holding [one],” Mize says. “We don’t just send lawyers; we send paralegals and other professional folks, as well.”

Mize’s firm, MMM, also invites potential program participants to receptions it sponsors, which he says helps students see that lawyers who share a similar background exist.

“In addition to going to schools, we open our doors to let people come in,” he says. “Host a workshop or an open house of some kind, where you provide students with something they can take away with them.”

OTHER PROGRAM BENEFITS

Although heavy workloads and billable hour goals can make finding the time to set up and maintain a firm-sponsored outreach program challenging, a number of organizations encourage individual staff members or groups to autonomously foster interest in the industry, according to Batz.

“In a way, it gives a morale boost, out of [showing] respect for the industry and profession,” he says. “One general counsel [I’ve worked with] personally takes time to talk to interested individuals; another legal executive supports individual attorney actions, like mentoring students through a local bar association or high school.”

Firms could, Batz says, try to pique the younger generation’s interest in the industry — and their workplace — by establishing a brand known for offering unique forms of training, for example.

“A couple of the largest law firms are starting to become consumer-like brands with name power like EY, PwC or KPMG,” he says. “There will be others, trying to one-up the game with the competition in the minds of candidates and students, who may start working earlier [than usual as a result] at a law firm as an intern or summer associate.”

With more women, minority and LGBTQ decision-makers now determining how their organization will outsource work, firms could potentially also experience a subtle business boost because of their ongoing efforts to nurture interest in the legal industry, Mize says — even if that isn’t the program’s intent.

“When [companies] are looking to retain law firms, they want to make sure we understand the impact of diversity and inclusion,” he says. “There will continue to be a need for outreach as long as there are young people; it’s the same reason you have Boy Scouts and Girl Scouts and T-ball — because you’re trying to help them be good citizens and contribute to society. If we work on bringing students into our space, imagine how the community will be impacted.”

ABOUT THE AUTHOR

Erin Brereton is a freelance writer, editor and content strategist who has written about the legal industry, business, technology and other topics for 20 years.

 breretonerin@gmail.com

 twitter.com/erbrer09

 chicagojournalist.com



Empower employees to become part of the change



CURATED CONTENT TO CREATE SELF-AWARENESS & AN INCLUSIVE WORKPLACE

- *Sexual Harassment*
- *Diversity*
- *Emotional Intelligence*
- *Stress Management*



FOCUSED ON EMPLOYEE ENGAGEMENT



DESIGNED TO COMPLY WITH NATIONAL & STATE REQUIREMENTS

BUNDLING OPTIONS AVAILABLE >>



LegalMind®



nGuard



**traveling
coaches**

LET'S TALK!

info@travelingcoaches.com

travelingcoaches.com/contact-us





MICHELLE SILVERTHORN

Founder and CEO
Inclusion Nation

12 Ways to Commit to Diversity and Inclusion

I love to travel, for work and pleasure. By my rough estimate, my husband and I have been to around 60 countries in the past 12 years. And whenever I travel with my husband, we usually end up at the bottom of a mountain, or ruins, or a pyramid, or a village up a staircase carved into the side of a cliff already 10,000 feet above sea level — and I’m certain that I will collapse before I make it up there.

I start, knowing it’s going to be hard work, but I commit to it. I’m breathing harder and faster — and it’s scary and thrilling — and I am terrified that I might fall down. I am so exhausted that I don’t want to keep going, and I just want to go back to the bottom where it was nice and easy. But I keep going, and I’m always glad I do. In all my travels, the view has never not been worth the work to reach there.

I often think about those climbs when I travel around the country delivering inclusive leadership programs that are different than what you might typically see. I do the C-suite, executive and management trainings, but I also do them for entire organizations because I believe everyone is a leader. Everyone has the power to transform cultures, to change outcomes and to ensure that everyone in their spaces feels included and capable of success.

STORYTELLING + DATA

These leadership trainings go deeper and explore where your bias came from. Thinking about your childhood, your professional life, the culture that you work in today, how did your biases — race, religion, gender, among many others — start? Why do they stay? It’s only when we dive into those uncomfortable conversations that we transform real outcomes for real people. So we share our stories, our truths and our fears even though it might feel uncomfortable.

One of my clients called my approach “storytelling + data.” I’m going to give you the data + here’s where decades of just saying “We care about diversity” and billions of dollars spent on diversity have left us. But I’m also going to give you the stories.

Let me tell you what it’s like to be the lesbian executive who gets asked where her husband works. Or the Hispanic designer who gets admonished, “Where are you really from?” Or the African American lawyer who gets told, “Defendants check in over there.” Or the millions of minorities who are the isolated and lonely “only” in every space they’re in. Data is powerful. Stories are powerful. You combine them both, and you can change the world. And honestly, for many of the leaders I work with, it’s easier to talk about themselves but so much harder to hear the stories of the people who are left out and left behind — because those stories are truth.

From here, we are able to work on figuring out solutions. Recognize that a problem exists, and then commit to solving it. If the challenge of inclusion and equity in the workplace is that mountain, then you need to commit to climbing it. Every one of my program attendees writes a letter to themselves. They date it, seal it, put it in an envelope with their name on it, and then hand it to a program coordinator who will give it back to them in three months. And in that letter, they pick three new rules of inclusion that they will commit to following for the next three months.

SET GOALS

Here’s your challenge: These rules are the short versions of some that I share with my clients. Don’t just read them — commit to them. Write two or three down and check back in a few weeks to see how your commitment is going. Solving diversity and inclusion is both deeply institutional and deeply personal, and for the latter, no one can hold you truly accountable except for you.

1. Commit to being more mindful in your observations of others, recognizing what stereotypical boxes you’re putting them into.
2. Commit to checking your language in your evaluations of direct reports. What words did you use to describe this man when he did this action. What words did you use to describe this woman for doing the exact same thing?
3. Commit to checking who you’re mentoring. Challenge yourself if all the people who have mentoring you — and those you’re currently mentoring — look a lot like you.
4. Commit yourself to being brave enough to walk into a new employee’s office — someone outside your identity group — and see if they’re free for coffee.

5. Commit to listening when someone questions a statement you made or an action you took, rather than giving the defensive response.
6. Commit to hosting new events in neighborhoods that you may not have ventured into, but where, as it turns out, a lot of people who work in your company do live.
7. Commit to writing more than “She wasn’t the ‘right fit’” on your interview summary and actually dive into what the “right fit” really means.
8. Commit to speaking up when someone says the wrong thing and supporting that person if they themselves are committed to making a real change.
9. Commit to finding out what it takes for someone to succeed in your department and making it clear to everyone what the real rules of success are.
10. Commit to intentional succession planning.
11. Commit to diverse interview panels; commit to diverse boards.
12. Commit to change.

You are going to climb this mountain. And it’s hard — we are facing centuries of inequity. Why would it be easy to change?

But I see you. I see you breathing harder and faster and it’s scary and it’s thrilling and you are terrified that you might fall down. You’re so exhausted that you don’t want to keep going and you just want to go back to the bottom where it was nice and easy. But you committed to it and you keep going — and you’re glad you do. You keep working and it’s worth it when you get to the top. It’s not just you up there. It’s also the people you brought with you. It’s the lives you have transformed. It’s the legacy of inclusion you are leaving behind.

Let’s go. I’ll see you at the top!

ABOUT THE AUTHOR

Michelle Silverthorn is the Founder and Chief Executive Officer of Inclusion Nation, a diversity consulting firm that partners with forward-thinking organizations to design authentic, inclusive workplaces built for success. A graduate of Princeton University and the University of Michigan Law School, she lives in Chicago with her husband and two daughters.

 michelle@inclusionnation.org

 inclusionnation.org

 twitter.com/INwithMichelle

 linkedin.com/in/michellesilverthorn

Experience Webinars Live and On-Demand

For the best value in online education, look no further than ALA's webinars — dozens of sessions spanning functional specialties and topics for every legal management professional. You can view them live or at your leisure; the continually updating on-demand catalog goes back to 2013.

Check out these upcoming webinars:

**JAN.
14**



Turning Retreats into Revenue

David H. Freeman, JD, *David Freeman Consulting Group*

**JAN.
23**



Connected Leadership: Fostering and Retaining an Engaged Team

Michelle Tillis Lederman, CSP, *Executive Essentials*

**JAN.
29**



Clients Rule: Emerging Risks for Law Firms

Jody A. Harris, ARM, RPLU and **Laura Zaroski, Esq., RPLU**,
Gallagher Law Firm Solutions

**FEB.
4**



Shaping Hearts, Minds, and Firm Cultures: Effective Prevention Training in the #MeToo Era

Glen Kraemer, JD, *Hirschfeld Kraemer LLP*

**FEB.
13**



Are You Ready for It? The Law Firm Office of the Future

Jessica Mazzeo, *Griesing Law*

**FEB.
18**



Writing as a Thought Leadership Strategy

Cathy Fyock, CSP, SPHR, *Innovative Management Concepts*

**FEB.
27**



We Don't Need No Stinkin' Server (or Do We?)

Morris Tabush, *Tabush Group*

Learn more at
alanet.org/webinars



**BILL & PHIL**

William Ramsey, Partner,
Neal & Harwell

Phil Hampton, Consulting President,
LogicForce

“With this app installed, you can link the smartphone to your Windows PC. With the app linked, you can access content from your phone directly on your PC.”

Galaxy Note 10 Plus: A Phabulously Smart Phablet

Extra-large smartphones, dubbed phablets, have gone in and out of favor over the past several years ever since Samsung debuted its 5.3-inch (huge for that time) Galaxy Note device in 2012. Back then, we were incredulous. Who would carry such a monster phone, much less use it? Little did we know that the 5.3-inch form factor would be smallish by today’s standards.

Since then, many phone makers have jumped on the phablet bandwagon. Even Apple now carries a 6.5-inch phablet known as the iPhone 11 Pro Max (the “Max” means it’s big). But nobody does a phablet like the original phablet-maker, Samsung. So we were tingling with anticipation as Samsung recently unwrapped its latest creation, the Galaxy Note 10 Plus (the “Plus” means it’s huge). The Note 10 Plus breaks the size record, coming in at 6.8 inches. We are on the Galaxy renewal program, so we readily traded in our Galaxy S9 for this new monstrosity. And we’ve been incredibly impressed — not just because of the size, but because of everything else in this phone.

We really love the 6.8-inch edge-to-edge infinity screen. Maybe it’s because of our aging eyes, but we find the larger screen much more accommodating as we compose, browse, text and read content on our phone. We also love that Samsung has moved the fingerprint reader — used to unlock the screen as well as to log in to many of our apps — to the front of the device, which is not only more convenient but also but keeps us from accidentally smudging the camera lens on the back of the phone.

Like the latest iPhone and Galaxy S models, the Note 10 Plus has three rear cameras: a main camera, a telephoto lens and an ultra-wide lens camera. Extra options for photos and videos, like live focus and steady mode, help us appear to know how to take professional photos and videos even though we have no clue about photography. The live mic feature, which allows you to zoom in on an audio source as you zoom the video camera, is quite nice. We have experimented somewhat with the cameras and all the various settings, and we are impressed with the photos we have been able to create. However, we still have not found a setting to make us look as cool as we think we should look.

Of course, the Note still has its signature S Pen, which has been redesigned from previous models but is still a very convenient way to take notes on the phone. New air gestures allow you to use the S Pen for browsing photos or skipping to the next audio track. Despite all the new cool features, we still use it mostly for jotting down handwritten notes on our phone using our favorite note-taking app, OneNote. The S Pen is one unique feature of the Note family of devices that really sets them apart.

We especially love the new app called “Your Phone” that works in tandem with the Note 10 Plus. With this app installed, you can link the smartphone to your Windows PC. With the app linked, you can access content from your phone, such as text messages and photos, directly on your PC and get notifications from your phone on your PC. This linkage with Microsoft Windows is incredibly convenient, allowing you to work continuously on your PC in the office and still respond to notifications and texts from your phone without having to pick it up.

Of course, the battery life is improved on the Note 10 Plus, and the recharging time is incredibly speedy. We have not even begun to run out of battery in a normal workday. Samsung has even added the ability to charge other accessories (like a Galaxy smartwatch or earbuds) just by touching them to the Note 10 Plus.

Now, the significant downside to the Note 10 Plus is the hefty price. It starts out at a little over \$1,000 if you purchase it outright. Carriers, of course, offer incentives to ease the pain somewhat. However, there is no doubt that the Galaxy Note 10 Plus is a premium phone for power users.

If you just need a smartphone to get by, there are certainly better, more economical options for you. But if you are like us and want a smartphone that is a contender for the top phone in the market, we think the Note 10 Plus is a solid competitor.

ABOUT THE AUTHORS

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

 twitter.com/BillandPhil

Knowledge. Networking. Innovation.

Register Today!

2020 ALA
Annual Conference
& Expo

MAY 3-6
SALT PALACE CONVENTION CENTER
SALT LAKE CITY, UTAH

[Learn More](#)



**TIM BORCHERS**

Senior Corporate Legal Account
Executive
HighQ

Demonstrating Value to Gain Buy-In for New Technology

Technological innovation in the legal industry has steadily contributed toward improvement in processes and the delivery of legal services to law firm clients. As new legal technology emerges, however, a new challenge has also cropped up: demonstrating enough value to garner buy-in from a firm's leadership team.

There is no shortage of hype surrounding new legal technology. But firms looking to adopt these new technologies are realizing that converting hype into meaningful integration of new tools can be more difficult than expected.

“A helpful exercise is to compile client feedback, case studies, and intel from your attorneys and staff to use in identifying solutions that satisfy as many stakeholders' needs as possible.”

Considering legal is such a competitive industry, you'd think firms would be racing to embrace more efficient and effective approaches made possible by new tech. Yet, according to the 2017 *Thomson Reuters Peer Monitor Dynamic Law Firms Study*, “dynamic” law firms — those within the top quartile of firms analyzed for compound annual growth, revenue per lawyer and total profit — grew their investment in technology by 3.2%. In the same period, “static” law firms invested a mere 1.2% in technology. Overcoming internal barriers and challenges around investing in technology often centers on buy-in.

To convince stakeholders that investment is worth it, firms must quantifiably demonstrate how legal technology will make processes more cost effective, enhance client services and outcomes, create opportunities to bring in new business, or solve well-known problems.

Ideally, a proposed solution would improve operations in all these areas. And your case for such a solution must be strong enough to get past the “If it's not broke, why fix it?” mentality that can plague leadership.

IDENTIFYING PAIN POINTS

In articulating an argument for new technology, start by identifying pain points new tools could solve at your firm. While “nice to haves” can be compelling, stakeholders are more likely to dedicate resources to addressing issues that cause actual friction, such as:

- **Efficiency:** Firms are under constant pressure to be cost-effective and deliver more value to their clients. Whether by improving communications, enhancing transparency or completing routine legal tasks more quickly, technology can alleviate this pain.
- **Workload:** Supporting your team with tools to help them manage their workload — and improving their sense of work-life balance — can pay dividends with your talent.
- **Value:** Law firms and lawyers must demonstrate their value to clients not only through legal work, but also their ability to strategically help their client’s business succeed.
- **Lack of knowledge:** Firms frequently manage based on intuition and soft feedback from staff rather than actual metrics. They understand the bottom line and who billed the most hours at the end of the year, but not which group or person is efficient, overloaded or capable of taking on more work.
- **Competition:** The Dynamic Law Firms Study found that the largest law firms in the nation are separating from the rest of the pack when it comes to technology. Midsize firms can catch up by evaluating technology that is built specifically for their needs, which can level the playing field with clients.

UNDERSTANDING THE MARKET

Finding a solution that solves an actual problem within your firm requires an understanding of the legal technology marketplace. To start, map out your priorities — the “must haves,” the “should haves” and the features or technologies where “good enough” is acceptable.

You will then be able to properly sift through the abundance of legal technology tools to identify the ones that meet your needs. The goal is to check as many boxes as you can. A helpful exercise is to compile client feedback, case studies, and intel from your attorneys and staff to use in identifying solutions that satisfy as many stakeholders’ needs as possible.

BUILDING A BUSINESS CASE

To get the green light on your preferred solution, you must build a business case that shows why your requested spend is legitimate.

Start by mapping out the challenges your firm wants to solve and show how the technology will deliver value through reduced cost, increased efficiency, risk mitigation and value delivered to clients. Compare your return on investment (ROI) to current benchmark metrics and engage your key stakeholders early to understand what they are looking for and how this integrates into your plan.

MAKING NEW TECHNOLOGY A SUCCESS

You’ve spent the time identifying your firm’s pain points and finding a technology solution that will help relieve them. Even after your budget has been authorized, continuing to show value to your stakeholders is critical.

Your ability to invest in technology in the future will be dependent, in part, on the precedent set with previous endeavors. To increase and measure the success of implementing technology in your firm, consider these best practices:

1. **Measure and demonstrate ROI.** When you developed your business case, you demonstrated the value the new technology tool would create. It is important to continue showing that value to prove that the firm’s investment was a good one.
2. **Invest in new roles.** Managing integration of your new technology, maintaining the tool and training your firm’s lawyers can be a daunting task. You should have someone in a legal operations role to manage the deployment and integration with your current processes, documents and technology.
3. **Train your team and business.** Work with your business partner to create a training program and schedule sessions so that everyone knows how to use the new technology and the ways that it will benefit them.
4. **Take feedback and iterate.** Deploying your new technology will inevitably uncover issues. Be sure to develop channels of communication where users can submit questions, feedback and suggestions. Taking user input and exploring how the tool can be improved encourages engagement and may lead to even stronger tools for your firm.

Convincing key stakeholders to buy in to legal technology can seem overwhelming. It is important to identify your firm's requirements and put together a business case that demonstrates the value a new technology will provide to your firm and its clients. Remember that gaining buy-in is only half the battle; continuing to demonstrate ROI to your decision-makers encourages future investment and eases the process moving forward.

ABOUT THE AUTHOR


Tim Borchers is a Senior Corporate Legal Account Executive at HighQ, an industry leader in legal technology solutions. He works with general counsel and legal operations leaders to manage their business units, have visibility into workflows and processes, and deliver services to internal clients.

 highq.com/en-us




Online Learning Hub

You may know webinars well — but did you know ALA offers other avenues for dynamic, digital education? Choose the learning style that best suits you and your goals:



E-learning is self-paced instruction that can help you complete education and training objectives with greater ease and flexibility than traditional classroom-based or web-based learning. Content is delivered via text and graphics, animation, audio and video, quizzes, surveys, and games.

Law firm management essentials topics include leadership and human resources.



Traditional web-based courses are led by an expert instructor and meet online once a week for six weeks. All content becomes available on-demand after the digital classroom session. They provide thorough, in-depth legal management education in a flexible, convenient format.

The courses cover human resources and financial management.



alanet.org/elearning

alanet.org/web-based-courses

Anniversaries, Awards and Appointments January 2020

Members on the Move



Jenni Elliott, a member of the Oregon Chapter, is now Firm Administrator at Kivel & Howard in Portland, Oregon.



Louise Spinelli, a member of the Western and Central New York Chapter, is now Professional Development Specialist at Harter Secrest & Emery, LLP, in Rochester, New York.



Lisa Myers, a member of the Metropolitan Detroit Chapter, is now Human Resources/Office Manager at Foster Swift Collins & Smith, PC, in Southfield, Michigan.



Julie Stevenson, CLM, a member of the Houston Chapter, is now Director of Human Resources at Diamond McCarthy LLP in Houston, Texas.



Taryn Scott, a member of the Greater Chicago Chapter, is now Firm Administrator at Kovitz Shifrin & Nesbit, PC, in Mundelein, Illinois.



Amy Walkowiak, a member of the Capital Chapter, is now Practice Group Business Administrator at Perkins Coie LLP in Washington, D.C.



Trisha Spiller, a member of the South Florida Chapter, is now Office Administrator at Lewis Brisbois Bisgaard & Smith LLP in Fort Lauderdale, Florida.



Browse the Digital Stacks

Don't go searching through Amazon — ALA's Legal Management e-Store gathers the best resources all in one place!

- How-to technology guides
- Future-looking titles
- ALA publications like the Compensation and Benefits Survey
- Best practices for marketing, accounting and more

alanet.org/bookstore



What's Happening at Headquarters January 2020

There's always a lot going on at ALA headquarters. Here's a snapshot of what's in store for the coming weeks.

Oliver Yandle Announces Departure from ALA



After his seven-and-a-half-year tenure with ALA, Oliver P. Yandle, JD, CAE, announced he is resigning as Executive Director. The ALA Board of Directors accepted Yandle's resignation effective January 31, 2020, and the Board will commence discussions to appoint new leadership.

"Over the span of seven years, Oliver has successfully led ALA in the achievement of numerous strategic goals by establishing organizational and membership support structures and helping focus the Association's efforts on enhancing member benefits and value. He has assembled and developed a quality staff that is well positioned to continue ALA's work," says Board President James L. Cornell, III.

"As we work through this transition, we are confident that the combination of our volunteer leaders, professional staff and business partners will continue delivering the exceptional knowledge, networking and resources that ALA is known for and that the entire legal management community expects," adds Cornell. "On behalf of the Board and the entire ALA community, we thank Oliver for his dedication, strategy and creativity he brought to his role. We are a better Association for it."

Yandle joined the organization as Executive Director in July 2012. He will remain at the Association through the end of January 2020 to ensure an efficient and effective transition of duties.

"It has been an honor to lead this Association with such a rich history and bright future," says Yandle. "Working with a passionate and dedicated membership, an expert staff of association professionals, an outstanding Board of Directors and an engaged community of business partners has been an absolute privilege."

Get the Early Bird Rate

The early bird registration deadline for the **2020 Annual Conference & Expo** is February 14. Don't miss your chance to save as much as \$400 on four days' worth of education and networking.

This year's big event will be held in Salt Lake City, Utah, from May 3 to 6. The following featured speakers have already been announced:

- **Catherine Sanderson, PhD**, speaking on the science of happiness and positive psychology
- **Danelle Umstead**, a blind professional skier who "lived the impossible" and won three Paralympic Games medals
- **Kevin Hines**, a brain health advocate and suicide prevention activist with advice for building a mental wellness toolkit



Review the Web-Based Course Schedule

ALA's web-based courses are available through the internet using the WebEx/ live interaction platform, and they present the latest content in two topic areas in a framework that combines a live instructor with self-directed learning. These include:

HR1: Employee Selection and Promotion

Registration is open for the course running January 16–February 20
Registration opens May 11 for the course running July 16–August 20

HR2: Performance Management and Compensation

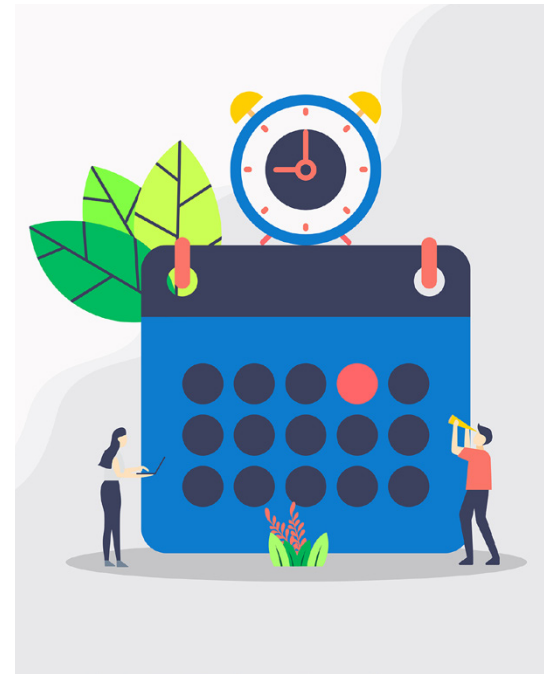
Registration opens March 9 for the course running May 14–June 18
Registration opens July 13 for the course running September 17–October 22

FM1: Law Firm Accounting

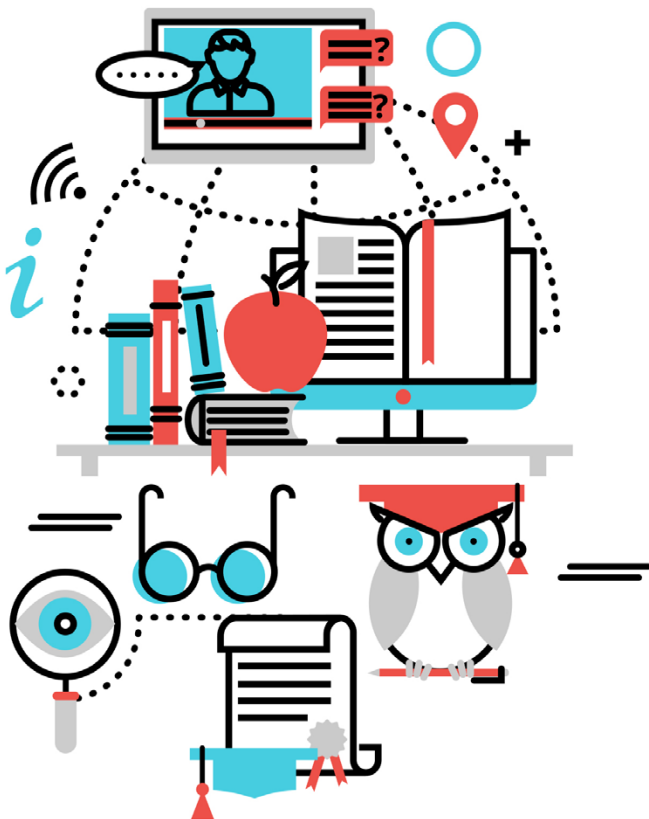
Registration opens May 11 for the course running July 14–August 18

FM2: Financial Information and Analysis

Registration opens July 13 for the course running September 15–October 20



All-New E-Learning



ALA is offering e-learning opportunities through a new online learning management system (LMS). The content is delivered via text and graphics, animation, audio and video, quizzes, surveys and games. Participants learn at their own pace, completing education and training objectives with greater ease and flexibility.

The first topic covered by the system, Law Firm Management Essentials: Leadership Overview, is open and live. The objectives include:

- Explain levels of leadership and management and ways you can work with others most effectively.
- Recognize Goleman's leadership styles and emotional intelligence elements.
- Apply knowledge of self to improve relationships and business outcomes in the law firm you manage.