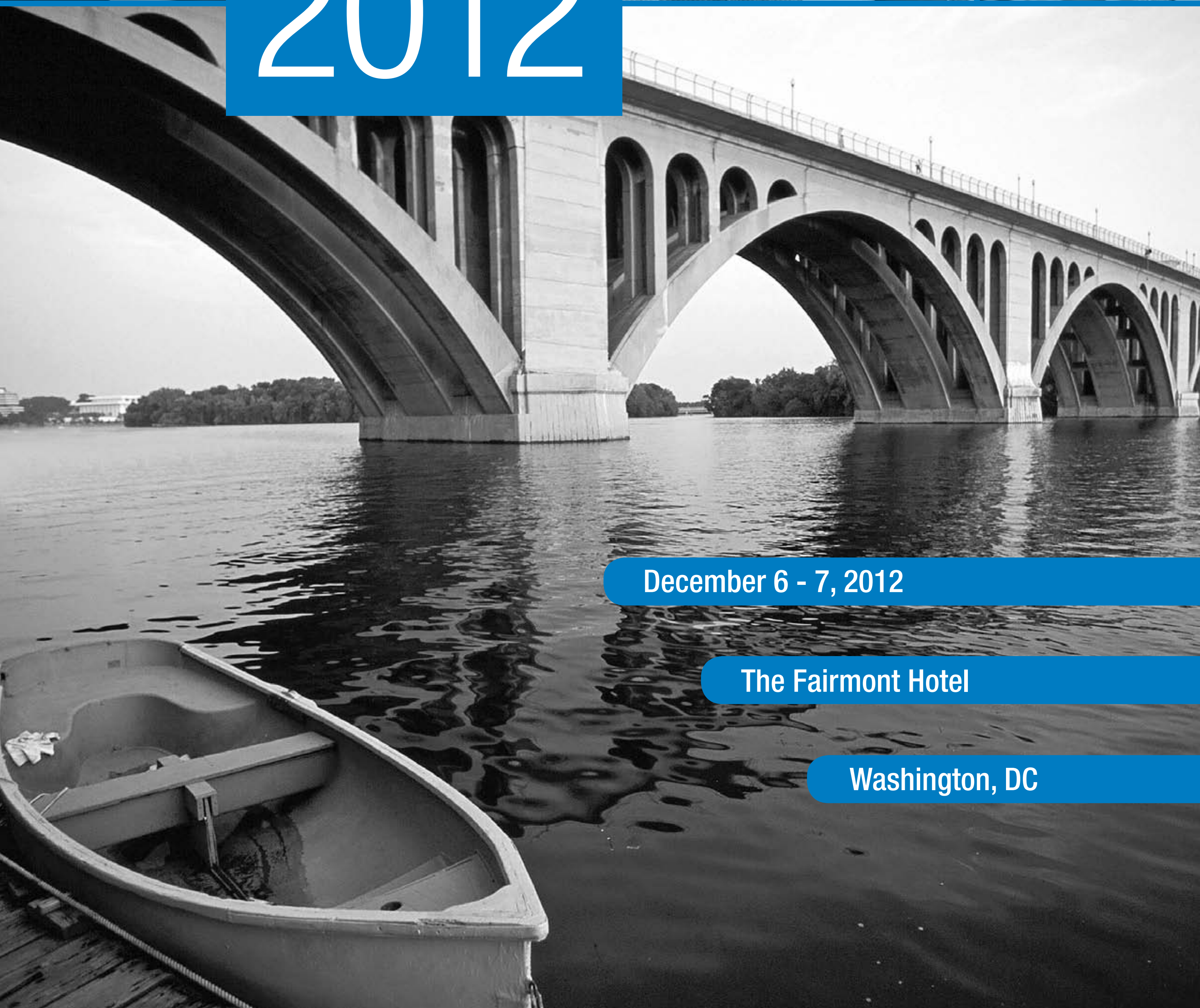
PROFESSIONAL DEVELOPMENT INSTITUTE 2012



December 6 - 7, 2012

The Fairmont Hotel

Washington, DC

Co-Sponsored by

NALP THE ASSOCIATION FOR LEGAL CAREER PROFESSIONALS®

ALI CLE THE AMERICAN LAW INSTITUTE Continuing Legal Education

In collaboration with

PDC Professional Development Consortium

2012 Professional Development Institute Planning Committee

Kevin Donovan, Senior Assistant Dean for Career Services, University of Virginia School of Law

Elizabeth Foster-Nolan, Director of Professional Development, Goulston & Storrs

Vickie Kobak, Director of Professional Development, Covington & Burling LLP

James Lovelace, Director of Attorney Training and Development, Pillsbury Winthrop Shaw Pittman LLP

Kay Nash, Chief Professional Development and Attorney Recruiting Officer, Wiley Rein LLP

Cynthia Pladziewicz, Principal, Cynthia Pladziewicz LLC

Kia N. Scipio, Manager of Professional Development, McKenna Long & Aldridge LLP

Morgan L. Smith, Professional Development Director, Dykema Gossett PLLC

Margaret Suender, Director of Associate Development, Pepper Hamilton LLP

NALP & ALI CLE thank **WestLegalEdcenter**, the **Practical Law Company**, and **viDesktop** for their educational support of the Professional Development Institute.

2012 Professional Development Institute from NALP and ALI CLE

In collaboration with the Professional Development Consortium

Now more than ever, PD professionals need to stay on top of current trends and best practices, as well as understand and advance their firm priorities. The **2012 Professional Development Institute** will equip you to help your organization and your lawyers succeed in today's challenging environment. Through intensive educational programing and formal and informal networking opportunities, this annual two-day program sponsored by NALP and ALI CLE provides comprehensive, timely, cutting-edge information for all involved in lawyer training and professional development.

Attendees will:

- ★ Explore successful practices with experts and leaders in the field of professional development;
- ★ Participate in interactive sessions;
- ★ Share creative ideas to strengthen and advance their careers in professional development;
- ★ Receive resource materials for the entire conference, including samples, checklists, biographies, bibliographies, and more;
- ★ Build invaluable connections with colleagues;
- ★ Bring back greater professional development opportunities for their lawyers and law students.

The **2012 Professional Development Institute** is a program you can't afford to miss if:

- ★ You are responsible for any aspect of lawyer or law student training and professional development, regardless of your level of experience and regardless of whether lawyer professional development is a full-time or part-time role for you;
- ★ You want to increase your knowledge and skills in lawyer training and development, learn what others are successfully doing in this area, and markedly improve your organization's professional development programs.

Mandatory CLE Credit

Virtually all ALI CLE programs are accredited in mandatory continuing legal education (MCLE) jurisdictions for varying numbers of credit hours. This program is expected to qualify for CLE credit in MCLE jurisdictions that accredit live courses on law practice management. For specific information on MCLE accreditation of this program in a particular state, please contact Crystal Finch at **cfinch@ali-cle.org**.

Wednesday, December 5
3:30 - 6:30 PM

PRE-CONFERENCE WORKSHOP: Management Foundations for PD Professionals

Now for the first time, the Professional Development Institute will offer as a pre-conference workshop the acclaimed **Professional Development Management Foundations** course from NALP's Newer Professionals' Forum. This hands-on workshop will give newer PD professionals the fundamental skills and knowledge they need to keep pace with the daily demands of their PD roles. Participants in this pre-conference workshop will get valuable insights into the responsibilities of PD professionals, as well as helpful forms, templates, and resource lists.

Topics to be covered include associate orientation and integration, training, MCLE compliance, core competencies, benchmarks, evaluations, and mentoring programs. Participants will also have the opportunity to discuss current projects, successes, and challenges.

Presenters:

Kay Nash, *Chief Professional Development and Attorney Recruiting Officer, Wiley Rein LLP*
Jennifer Queen, *Chief Recruiting & Development Officer, McKenna Long & Aldridge LLP*

Pillsbury Winthrop Shaw Pittman LLP (2300 N Street, NW) will be the location for this workshop only!

Separate registration fee required: Only $75 for those attending the entire PDI and/or the PDC meeting, or $150 for those wishing to attend the pre-conference workshop only.

Whether you are newer to the PD field, assuming new PD responsibilities, or have a staff member in your office who could benefit from training, this optional workshop offers a wonderful opportunity to learn and build a network within the field.

Thursday
December 6

8:00 - 9:30 am **Registration**

Prepaid breakfast service available. Coffee service will be provided to all participants.

9:30 - 10:45 am

PLENARY

Show Me the . . . Is it Really About the Money? Associate Attrition and Retention in the New Normal

The first *Keeping the Keepers* publication by the NALP Foundation was a groundbreaking study of associate retention during a robust economy. With the recession, voluntary attrition all but dried up. Now, with the lateral market red hot and poised for even more growth, law firms are facing another potential associate attrition crisis. The experts on this opening plenary panel will share best practices for tracking the characteristics of successful hires and explore how legal employers can retain top performers in the current legal economy, at a time when those "keepers" want more than the highest salaries.

Kelly Mixon Morgan, *National Director of Attorney Hiring, Fish & Richardson, P.C.*
J.D. Neary, *Director of Professional Development and Attorney Recruiting, McGuireWoods LLP*
Tammy Patterson, *CEO & President, NALP Foundation*
Peter D. Shields, *Managing Partner, Wiley Rein LLP*

10:45 - 11:00 am **Break**

11:00 am - 12:30 pm

CONCURRENT SESSIONS

Can You Really Teach "Old" Partners "New" Tricks?

Over the past year, we have heard quite a bit about partner development. In this still uncertain time in the legal market, partners more than ever need to be at the top of their game and succeed at all levels. PD professionals are being called to action to create training tailored to the specific needs of partners. How do you teach experienced and sometimes uncooperative partners new skills that are critical to their success? Learn from two industry thought leaders about their work in partner development, and bring back ideas that you can use to help your partners succeed. As an added bonus, hear from a seasoned partner who will share his views on partner development and whether you really can teach "old" partners "new" tricks.

***Michele Bendekovic**, Director Attorney Recruiting and Professional Development, Steptoe & Johnson PLLC*
***David Dick**, Member, Steptoe & Johnson PLLC*
***Tim Leishman**, Principal, Firm Leader*
***Terri Mottershead**, Principal, Mottershead Consulting*

Delivering Substance with Presence and Style: Enhancing Your (and Your Lawyers') Presentation Skills

Effective oral presentation skills are not only an essential component of lawyer development, but they are also an essential component of our own professional development. We use these skills daily: advising students or associates, presenting to partners and committees, persuading firm management to adopt new initiatives, and leading training programs. Through lecture, videos, demonstrations, and exercises, this program will employ well-established techniques to increase your presence in conversation and before an audience; enhance the connection to your audience through the use of voice, eye contact, and gestures; and organize your presentations to successfully instruct or persuade. This interactive program will also focus on strategies to develop programs and curricula for training lawyers in these same techniques.

***Rebecca Diaz-Bonilla**, Consultant*
***Vickie Germain Kobak**, Director of Professional Development, Covington & Burling LLP*

Maximizing Your Investment in Business Development Training and Coaching

PD professionals need to be able to tie their business development training efforts to the firm's bottom line. Designing a collaborative program can help increase the status and positioning of the professional development department within the firm. This session will provide a proven framework for making the case for business development training, using best practices and success stories. Participants will learn how to prepare, plan, and present a program to firm leadership; create and implement a program to minimize common roadblocks; and establish a tangible tracking and reporting method to demonstrate ROI.

***Emily Leeson**, Director of Attorney Professional Development, Alston & Bird LLP*
***Julie Savarino**, Managing Director, Business Development Inc.*

Effective Evaluations from Stem to Stern

Whether you've been through your organization's evaluation process more times than you care to count or whether this is a relatively new experience for you, this session will provide a fresh look, top to bottom, of the mechanics of firm evaluation processes. Get practical tips for increasing the overall effectiveness of evaluations by planning the logistics of the process, determining timing and timeliness, designing evaluation questions, selecting rating scales, delivering the feedback through actual forms or feedback summaries, and handling the follow-up and aftermath of the annual process.

***Stacey Kielbasa**, Director of Professional Development, Attorney Recruitment & Diversity, Chapman and Cutler, LLP*
***Jeanne M. Picht**, Director of Professional Development, Stites & Harbison, PLLC*

Women's Initiatives: Dead-End Street or Road to Advancement?

Women's initiatives have come under fire recently, as some influential commentators believe they divert energy and attention from the persistent gender disparity in law firm leadership. The panel for this thought-provoking session will explore the debate over women's initiatives and propose a framework for creating effective women's initiatives at firms of various sizes, addressing such questions as: What makes a women's initiative an effective means of advancing women? How can women's initiatives be integrated into the firm's broader strategic goals? What are men's roles, if any, in women's initiatives? How can initiatives engage women at all levels, in all generations, and in all firm offices? Can firms offer skills training without being perceived as trying to "fix the women?" What can we learn from the approach of non-legal organizations? Participants will assess their own firms' women's initiatives and create an action plan for advancing those initiatives.

***Supria Kuppuswamy**, Manager of Diversity Initiatives, Chadbourne & Parke LLP*
***Meredith Moore**, Director, Global Diversity & Social Responsibility, Weil, Gotshal & Manges LLP*
***Ellen Ostrow**, Founding Principal, Lawyers Life Coach, LLC*
***Dianne Rosky**, Principal, Rosky Legal Education LLC*

12:30 - 1:30 pm **Lunch**

Lunch is included in the registration fee.

1:30 - 1:45 pm **Break**

1:45 - 3:15 pm

CONCURRENT SESSIONS

Alternative Careers for Lawyers in Law Firms: Trends, Implications, and Adaptation

New models of law practice rely on flexible staffing, as law firms now employ new categories of lawyers such as counsel, career lawyers, project managers, e-discovery lawyers, and research specialists. While the number of traditional law firm associates and partners is declining, the number of these non-traditional lawyers is rising dramatically. This session will examine this trend and what these new positions mean for lawyers' careers, gender diversity, professional development departments, law firm profitability, and law firm culture.

Ida Abbott, *President, Ida Abbott Consulting LLC*
Lisa Rohrer, Ph.D., *Director of Executive Education and Research Fellow, Georgetown University Law Center*

24 Tricks for Regaining Command of Your Day

Get more done with less. That's been the mandate for lawyers, legal professionals, and law students for the last few years. It's very challenging to get things done while keeping costs down in the interruption-ridden modern workplace. The immediately actionable best practices outlined in this session will help you meet increased organizational expectations, retake command of your day, and enjoy greater personal and professional satisfaction.

Paul Burton, *Principal, QuietSpacing, LLC*

Supporting Our Lawyers' Development at Key Career Transitions

WilmerHale has a comprehensive approach to talent management. The firm has developed and incorporated competencies into performance evaluations, a merit-based compensation program, and training and development programs. In this session, we will share the firm's methodology for designing and delivering competency-based training programs for lawyers transitioning to associate, senior associate, and counsel. These programs were designed to facilitate an understanding of what lawyers need to do differently in their new roles and how to develop the requisite skills and competencies for success. Learn how one firm has focused on development in the broader, long-term context of its lawyers' careers, and take back some new ideas for your firm.

Sara Brooke Littauer, *Director, Professional Development and Training, WilmerHale*
Becky Sanderson, *Principal, Hay Group, Inc.*

Teach Your Associates Well!

As trainers and course planners, we should have "a code that we must live by" — that is, to teach effectively. So, don't just reserve the rooms, order some sandwiches, and hire a consultant or let the same partners present from the same PowerPoints. This session will help you reassess your current programs to make sure they are not just random acts of training but well developed, designed, and presented programs. Make your participants want to put away their smartphones and pay attention — and teach your associates well! Get strategies for building a curriculum, training your trainers including using your training programs as opportunities for senior associates to learn to teach, getting feedback about your programs, and making even the most "boring" topics interesting and interactive.

Michele Bendekovic, *Director Attorney Recruiting & Professional Development, Steptoe & Johnson PLLC*
Burt Lipshie, *Managing Attorney, Strook & Strook & Lavan*
Molly Peckman, *Director of Professional Development, Dechert LLP*

The Professional Development of Ethical Lawyers: Operationalizing Legal Ethics in Private Practice

Ethical failures can have serious consequences for individual lawyers, supervising lawyers, and firm management, and often are accompanied by malpractice claims, loss of clients, and significant reputational damage. Despite common frameworks (such as the ABA Model Rules and state ethics rules), the day-to-day implementation of ethical best practices varies considerably depending upon a law firm's size, client base, geographic composition, organizational structure, and strategic goals. This program will enable PD professionals to identify lawyer development needs in this area and provide them with a variety of practical options for integrating ethics training into their firms' development processes and training platforms.

David Nersessian, *Visiting Assistant Professor, Boston University School of Law*
David D. Simon, *Manager of Professional Development & Training, Goodwin Procter LLP*

3:15 - 3:45 pm **Networking Break**

3:45 - 5:00 pm

CONCURRENT SESSIONS

De-Fanging the Skeptics: Cialdini's Six Patterns of Influence

If you're in a professional development role, then you know that part of your job is to influence others, including the skeptics. This session will introduce you to six powerful behavioral tools, all based on decades of social science research, that can give you an upper hand and help you to convince others to say "yes." Best of all, these six tools have been used effectively in law firms! Attend this session and learn how to use the psychological principles behind the influencing process: Why "free" samples are never free; how a "foot in the door" can give you a leg up; how the "bandwagon effect" can be your most potent ally (plus the one situation in which you should never use it); and the critical role of "thought leaders" in accomplishing large-scale change in your firm.

***Larry Richard, J.D., Ph.D.**, Principal Consultant, LawyerBrain LLC*

Diversity and Professional Development: Strategies and Tactics That Really Work!

Retaining and developing our diverse talent is, without question, critical to the success of our law firms. Collectively, we have tried various programs with mixed results. It is time to re-examine our professional development efforts through a new lens. Learn how taking a customized approach to individual lawyers' development and implementing other concrete initiatives can make a difference in your development and retention of diverse legal talent.

***Sharon Jones**, President, The FundWell, and Co-Founder/Former President, Jones Diversity Group*

***Tyree P. Jones**, Partner and Director of Diversity, Reed Smith LLP*

***Kassem Lucas**, Partner in Charge of Diversity, Pepper Hamilton LLP*

***N. Nate Saint-Victor**, Vice-President, Legal and Compliance Division, Morgan Stanley Smith Barney and Chair, Legal and Compliance Division Diversity & Inclusion Committee*

Partner Leadership Training in Mid-Sized and Regional Firms

Partner leadership will distinguish firms that are moving up in their recruiting, reputation, and profitability. How do some firms develop leaders and get them to implement strategy without "big law" resources? Learn from two regional firms that have invested in training, using different leadership models, for formal leaders and high potential leaders. See how they connect leadership theory to practical project leadership and strategic goals, and learn how to overcome the challenges of getting buy-in for this kind of training in your firm.

***David Cruickshank**, Partner, Edge International*

***Andrea Nauf**, Director of Professional Development, McInnes Cooper*

***Susan Wagner**, Director of Professional Development and Of Counsel, Baker, Donelson, Bearman, Caldwell, and Berkowitz, PC*

Secrets of the Great Business Writers

Tailored to the professional development community, this workshop will impart practical techniques for finessing business email, internal correspondence, and persuasive proposals. Discuss proven ways to captivate the reader's attention at the outset of your document while setting the right tone and avoiding abrupt starts. Hear what recent research tells us about which business-related words strike the reader as "warm" and "cold." Discover ten helpful cuts to make your product shorter. Learn formatting techniques that help make the reader's job easier, and how to add new transition words and sentence patterns to your repertoire. Examples and models will be drawn from great business writers ranging from Warren Buffet and Steve Jobs to the feature writers of the *Wall Street Journal*. We will apply these models to challenges that PD professionals face in their day-to-day communications.

***Ross Guberman**, President, Legal Writing Pro*

Strategically Developing and Positioning Your Associates for Success at In-House Positions

Law students are no longer as interested in how many partners a firm makes. They want to know how many alumni go on to in-house positions. One major obstacle law firm associates face is their lack of previous corporate experience. With some strategic career planning and support from the firm, the process of moving in-house can be a win-win for all, including the firm whose alumni become clients or potential clients. This program will explore a range of tactics that firms can take (from transparent to behind-the-scenes, from skill development to financial planning) to help associates find and secure positions and excel in-house.

***Diane Costigan**, CEO & President, The Shannon Group*

***Meredith Post**, Director of Attorney Development, Cadwalader, Wickersham & Taft LLP*

5:00 - 6:30 pm **Reception**

Sponsored by Practical Law Company.

Friday December 7

7:30 - 8:30 am **Registration**

Prepaid breakfast service available. Coffee service will be provided to all participants.

8:30 - 9:45 am

PLENARY

Successful Client Succession Planning and the Implications for PD

Managing the transition of key client relationships is a top priority for most managing partners and practice group leaders. But few claim to do it well. An effective strategy must address the competing interests and development needs of the players involved: senior partners, the next generation, firm leaders, and, of course, clients. Firm culture also plays a fundamental part. For example, do partners in your firm regard clients as "clients of the firm" or "clients of individual lawyers"? How can PD professionals help to ensure that client succession works in their respective firms? Training for client teams? Training in client skills for the next generation? Work assignments? Coaching for senior partners? Design of the process? This plenary will provide an overview of the key challenges and lead a discussion about the strategies that work in different types of firms and the opportunities for PD professionals.

Tim Leishman, Principal, Firm Leader

9:45 - 10:00 am **Break**

10:00 - 11:15 am

CONCURRENT SESSIONS

Ch-, Ch-, Ch-, Changes: Navigating the Leadership Transitions in Your Organization

It's that time of year again, and the leadership changes begin once more. You've just convinced the current committee chair of the wisdom of your new initiative and now you'll have to start all over again getting support from the new committee chair. Or will you? What about more dramatic changes, the changes at the top levels of leadership in your organization? How do you establish credibility with the new managing partner or executive director? Do you have to earn your "stripes" all over again or can you leverage your past accomplishments? Yes and yes. In this practical session, three PD peers will share their candid advice and lessons learned, providing pragmatic tips and guidance you can put to use when the inevitable changes happen in your organization. Don't forget that the new leadership may be willing to say yes to ideas that were given the kibosh previously!

Jeanne M. Picht, *Director of Professional Development & Recruitment, Stites & Harbison, P.C.*
Ann Rainhart, *Director of Legal Personnel and Professional Development, Faegre Baker Daniels LLP*
Margaret Suender, *Director of Associate Development, Pepper Hamilton LLP*

Designing Dynamic Client CLE

Client CLE programs are used to help cement client relations and develop new business . Every time your firm presents a CLE course, its reputation and expertise are on the line. But how well do your lawyers prepare? Will your clients rank the program as one of their top 10 from all competing firms? This session will give you practical strategies for maximizing the success of your client CLE programs. Discuss how to collaborate, not compete, with marketing to deliver programs for "all comers" or for an individual client. Learn how to show your partners how to use audience interaction and planned panel discussions to liven up the most deadly topics. Hear how you can mine your course evaluation data to help your presenters define success in future programs. Discover how the right approach can help you use an event to leverage contacts with prospective clients.

Sharon Meit Abrahams, Ed.D., *National Director, Professional Development, Foley & Lardner LLP*
David Cruickshank, *Partner, Edge International*

Lawyers, Fun, and Money: Law Firm Economics for PD Professionals

Successful PD professionals need to understand the business of law. This informative program will provide a clearer understanding of law firm economics , including the alphabet soup of law practice metrics (PPP, RPL, TVR, and other terminology), an overview of law firm accounting and budgeting (including how a timesheet becomes a bill), an understanding of what drives revenue and profits (and the different charts that measure them), and trends in law firm economics from procurement and project management to cost management.

Anthony Licata, *Chief Financial Officer, Dechert LLP*
Molly Peckman, *Director of Professional Development, Dechert LLP*

Essentials of Coaching

Legal career professionals are increasingly using coaching as a way to help lawyers and law students toward career satisfaction. This session — through an actual coaching session and interactive exercises — will demonstrate what coaching is and explain several key techniques (such as listening and questioning skills) that attendees can use immediately in their current roles. The session will also distinguish between coaching and other disciplines, such as consulting, counseling, therapy, and mentoring.

James R. Lovelace, *Director of Attorney Training and Development, Pillsbury Winthrop Shaw Pittman LLP*
Marcia Pennington Shannon, *Assistant Dean for Career Services, Georgetown University Law Center*

The Rainmaking X Factor: What It Is and How To Teach It

Rainmaking is the key to success in most law firms, and yet fewer than 10% of rainmakers at major law firms are women. It is no surprise, then, that women also fill far fewer leadership, compensation, and power positions in their firms compared with men. Do women have, or can they develop, the ambition and other traits necessary to develop and retain high-revenue client relationships? The question is being explored in a groundbreaking study of the traits and behaviors of successful rainmakers. Legal industry experts will share the results of this study and recommend best practices for training and coaching to aid in your law firm's development of rainmakers.

Monique Drake*, Director of Lawyer Development, Lawyer Metrics LLC*

William Henderson*, Professor of Law, Indiana University Maurer School of Law*

Grover E. Cleveland*, Attorney and Author,* Swimming Lessons for Baby Sharks: The Essential Guide to Thriving as a New Lawyer

Donna Gerson*, Attorney and Author,* The Modern Rules of Business Etiquette *(ABA) and* Building Career Connections *(NALP)*

Gillian M. Murray*, Senior Manager, Firmwide Professional Development, Bryan Cave LLP*

Understanding the Current Legal Economy

The national and legal economies have experienced unprecedented upheaval, and the dramatic drop in demand for legal services has caused law firms to recalibrate their practices and their business models, often downsizing lawyer and staff headcounts in the process. And now we are in something like a recovery. Or are we? In this session, an experienced observer of the legal market will discuss the current state of the legal business and the rapidly changing market forces that are driving law firms to rethink their traditional strategies for success.

James W. Jones*, Principal, Legal Management Resources LLC and Senior Fellow, Center for the Study of the Legal Profession, Georgetown University Law Center*

11:15 - 11:30 am **Break**

11:30 am - 12:30 pm

CONCURRENT SESSIONS

A Skeptic's Guide for Mentors and Protégés

Some firms have formal mentoring programs and expend substantial resources on these programs. The frustration is that very few of these programs are as effective as anticipated, so both participants and the firm miss out on the return on investment they should be receiving from effective mentoring. This session will examine mentoring from the differing perspectives of the mentor and the protégé and the reasons why formal programs can fail to achieve the anticipated result. It will also address mentoring strategies from both an organizational and individual perspective and will make any skeptic a believer.

Chris De Santis*, Principal, CPDeSantis.com*

Teaching Networking Skills: Helping Lawyers and Law Students Keep Their Networks Up and Running

This interactive session will focus on best practices and creative ways to help lawyers and law students develop and use critical networking and relationship-building skills. The program will cover both traditional and new-media networking approaches. By providing real-life scenarios, the program will focus on overcoming challenges to teaching networking skills , as well as ways to help lawyers and students avoid mistakes as they work to develop their networks. Audience participation will be an important part of the session to ensure that the collective knowledge among participants is shared and discussed.

We Are Not Alone: How Professionals in Other Disciplines Are Reinventing Their Practices and What Lawyers Can Learn From Their Success

Members of the legal community often look to their peers and organizational counterparts for ideas related to or validation of their initiatives. This program will identify innovative considerations that members of other professions in medicine, banking, accounting, architecture, dentistry, and others are addressing to adjust their practices to thrive in a changing marketplace. These professions have very similar concerns about commoditization, reductions in fees, and efficient staffing models. Lawyers are members of a broader professional services community across the globe that is facing challenges and creating solutions to suit modern requirements.

Ari Kaplan*, Principal, Ari Kaplan Advisors*

Where Credit Is Due: Integrating Professional Development into a Law School Curriculum

This session will explore the development and benefits (both direct and indirect) of creating academic credit-bearing professional development offerings in a law school curriculum. In doing so, the panel will address the challenges of creating such programming and the alternatives when for-credit options are not possible.

Heather Frattone*, Associate Dean for Career Planning and Professionalism, Penn Law School*

Beth McManus*, Associate Director of Professional Development, Penn Law School*

12:30 - 1:30 pm **Lunch**

Lunch is included in the registration fee.

1:30 - 1:45 pm **Break**

1:45 - 3:00 pm

CONCURRENT SESSIONS

Assessing the Assessments

DISC, MBTI, HPI, PF 16 — this alphabet soup of assessments can be confusing to any legal career professional! This session will provide an expert overview of the various types of assessment tools in the marketplace, who is using them and, most importantly, how they are being used in professional development and recruitment. The panel will also address the benefits of using assessments and how to make a business case to firm management to use these tools. Costs and potential pitfalls of using assessments will be discussed, and assessment tools such as DISC, MBTI, and the Strengthsfinder diagnostic will be reviewed. Go from confused PD professional to assessment expert after learning the inside scoop from those who have implemented assessments in their organizations.

***Jennifer Queen**, Chief Professional Development and Recruitment Officer, McKenna Long & Aldridge LLP*

***Cynthia Pladziewicz**, Principal, Cynthia Pladziewicz LLC*

***Caren Stacy**, President, Lawyer Metrics*

Balanced Hours 101 and the New Business Case: Easy Steps to Managing an Effective Flexible Work Program, Retaining Your Top Talent, and Satisfying Your Clients

Most legal employers have a part-time work policy, but utilization rates are dipping. Some firms, however, have robust flexible work programs that are meeting the needs of the firm, lawyers, and clients. Drawing on the Diversity & Flexibility Alliance's extensive work with firms running successful programs, this session will discuss how firms are retaining their top talent through flexibility. Topics include elements of a non-stigmatized policy, key components for making the program work, and tips for helping your lawyers proactively manage their careers. We will also link flexible work policies to client demands for diversity.

***Elizabeth Campbell**, Partner & Chief Diversity Officer, Andrews Kurth LLP*

***Manar Morales**, President & CEO, The Diversity & Flexibility Alliance*

***Jessica R. Natkin**, Director of Programs, The Diversity & Flexibility Alliance*

Lawyer Development Professionals as Change Agents

This interactive session will address individual and organizational change and why they are relevant in the law firm context. Delving into the concept of change agents, the group will explore what change agents are, the successful attributes of change agents, and how PD professionals act as change agents. Individual and organizational change models will be explored. Using video, one-on-one, and group activities, this session will explore individual and organizational change and how these concepts are integrated into our everyday work.

***Mary Gardner Burrelle**, Director of Attorney Development and Counsel, Katten Muchin Rosenman LLP*

Open Big and Finish Strong: Getting the Most Out of Your In-House and On-Campus Training

Did you know that the way you begin training sessions and the review techniques you use to conclude them determine how well your lawyers and law students will process, remember, and act on what they've learned? Come to this fast-paced, content-rich program to discover simple ways you can increase the ROI of every training session. We'll explore a variety of ways to get your learners' attention from your very first words and how to lock in their newfound knowledge before they walk out the door. Best of all, you will leave the session with plenty of practical ideas you can immediately apply.

***Steve Hughes**, President, Hit Your Stride, LLC*

Why Can't They Write Better? Effectively Training the New Generation of Lawyers

"New lawyers just don't write as well as they used to" is an oft-repeated comment from both law schools and law firms alike. In this program we will identify specific issues in the legal writing of law students and new lawyers. We will describe techniques to create and implement training that addresses and strengthens these areas of need. We will also provide guidance for developing practical curricula for law schools and law firms, including the strategic use of internal resources and, when funds are available, outside experts.

***Ross Guberman**, President, Legal Writing Pro*

Fees

- **$665** per person for NALP, ALI CLE, and PDC members
- **$765** per person for non-members
- **$435** per person for registrants from public interest organizations
- **$75/$150** per person for pre-conference Management Foundations course

How to Register

To register for the 2012 Professional Development Institute, go to **www. nalp.org/events** and select **2012 Professional Development Insititute**. The system allows online registration and payment with a credit card or "bill me" options (select the latter if you plan to pay by check).

The Fairmont Washington, DC

2401 M Street, NW
Washington, DC 20037
202-429-2400 / 800-441-1414
Fax 202-457-5089

Hotel Reservation Procedure

After completing your conference registration, a confirmation email will be sent to the email address specified in your registration. Attendees will be making their hotel reservation directly through the hotel with a link provided in the confirmation email. Hotel reservation confirmations will be sent directly from the Fairmont Hotel. Hotel rooms will not be reserved without a credit card.

★ Register early. The room block tends to fill up quickly and once the block is full (or after the cutoff date of November 6) hotel rooms are subject to availability.

★ The sleeping room rate at the Fairmont Hotel is $249.00 (plus 14.5% tax) per night based on single or double occupancy.

Cancellation Policy

Your registration fee will be refunded, less a $100 processing fee, if cancellation is received in writing by November 28. Hotel room cancellations must be made 72 hours prior to arrival or a charge equal to the first night's room and tax will result.

All programs and times are subject to change.
Please check **www.nalp.org/events** for the most up to date conference schedule.

Travel Discounts

For your convenience, Professional Service Firm Travel, LLC (PSFT) has been selected as the official event travel service for this event. PSFT will research the most economical route, airline, and flight times to help get you the lowest possible fare. PSFT has special contract airfares that are available to attendees of this meeting.

★ **Professional Service Firm Travel, LLC**
475 Park Avenue South, 34th Floor
New York, NY 10016
Phone: 212-592-1370 or 1-888-773-8728
Fax: 212-532-5776
www.psftravel.com
Email: lmelendez@psftravel.com or
jduberry@psftravel.com

PSFT reservation hours are Monday - Friday, 8:30 am - 6:00 pm Eastern Time. Make your reservations with Professional Service Firm Travel, LLC by calling 1-888-773-8728 and asking for Lissette or Jacqueline (please identify yourself as attending a NALP conference). A $35 transaction fee will be applied to all tickets purchased.

New to lawyer professional development?

Now for the first time, we are offering the **Professional Development Management Foundations** course as a pre-conference workshop in conjunction with the PDI on Wednesday, December 5, 2012 from 3:30 to 6:30 pm at Pillsbury Winthrop Shaw Pittman (2300 N Street, NW). Newer PD professionals attending this optional workshop will learn how to keep pace with the daily demands of their PD roles and get the fundamental skills required for all those responsible for lawyer PD. Newer PD professionals attending PDI and/or the PDC meeting can register for this workshop for just $75, or attend the Management Foundations course as a stand-alone program for only $150.

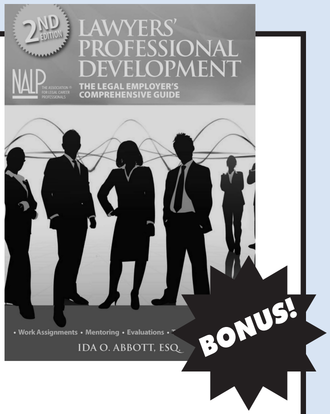
Conference Sponsored by ALI CLE and NALP

ALI CLE (formerly ALI-ABA) is the premier national provider of continuing legal education in the United States, offering a comprehensive national curriculum of live courses, distance learning, and electronic and print publications. ALI CLE also assists law offices from coast to coast in providing professional development to their lawyers, including specialized consultation, national conferences, online CLE content and materials, and other resources for advancing lawyer professional development.

NALP – The Association for Legal Career Professionals® — is dedicated to continuously improving career counseling and planning, recruitment and retention, and the professional development of law students, lawyers, and its members. NALP's vision is to drive innovation and collaboration in the legal profession through life-long education and career development, and NALP's mission is to connect its members by providing vision, expertise, research, and education; to cultivate fair and ethical practices; and to advocate for diversity and inclusion in the legal profession.

In Collaboration with the Professional Development Consortium

The **Professional Development Consortium** (PDC) is a group of individuals working at law firms, government agencies, and corporations who are responsible for developing and administering training and continuing professional development for lawyers.



Register for PDI and receive a substantial discount on the new, significantly revised and expanded, 2nd edition of Ida Abbott's **Lawyers' Professional Development**. The $65 price for PDI registrants is $10 off even the regular NALP member price of $75 (and $30 off the public price). Books will be available in early October but you must have registered to receive the discount. To learn more about this exciting new edition and to order with the PDI registrant's discount, go to www.nalp.org/uploads/LPD2.pdf.

Educational support provided by

West LegalEdcenter

PART OF THOMSON REUTERS

Your Comprehensive Source for Legal Training and CLE

West LegalEdcenter is the destination for career-enhancing legal training and CLE, with the content, software, and services that can help you transform raw talent into top talent — for yourself or an entire organization.

- **QUALITY PROGRAMMING THAT YOU CAN TRUST** — Prestigious speakers and authors who are recognized thought leaders in their areas of expertise.
- **CURRENT INTELLIGENCE** — West LegalEdcenter is a leader in presenting important perspectives on hot topics earlier than other sources. More than 100 new live webcasts each month bring you the latest news almost as it happens.
- **RELEVANT TO INDIVIDUAL NEEDS** — Programs are presented in a way that demonstrates practical application to each type of practice. Online content covers the learning needs of more than 35 practice areas and 200 subspecialties.

Additional support provided by

Practical Law Company and **viDesktop**

Practical Law Company is also the sponsor of the Thursday evening reception.

Sponsored by NALP and ALI CLE

In collaboration with the Professional Development Consortium —

2012 Professional Development Institute

December 6-7, 2012, Fairmont Hotel, Washington, DC

Plan now to be part of an event that will target and refine lawyer professional development efforts. If you are responsible for any aspect of lawyer or law student training and professional development — whether for a law firm, corporation, government agency, or law school — attend the **2012 Professional Development Institute** to —

- ★ Learn how to help your lawyers and law students thrive in the current environment.
- ★ Explore successful practices with experts and leaders in the field.
- ★ Build invaluable connections with colleagues.

Training for you means greater professional development opportunities for your lawyers and law students. Get the latest information and practical skills to keep your professional development program one step ahead.

The acclaimed **PD Management Foundations** program from NALP's Newer Professionals' Forum will be offered as a pre-conference workshop in conjunction with the PDI. This intensive, three-hour program features comprehensive training specifically geared toward those newer to lawyer professional development. If you are new to the PD profession, or just returning after some time away, you can't afford to miss the PD Management Foundations workshop!

Special Discount on NALP/ALI CLE Online Programs for PDI 2012 Registrants

Register for the 2012 Professional Development Institute and receive a **special discount of 25%** on all NALP/ALI CLE archived online programs. These on-demand versions of our acclaimed video webcasts address a range of important PD topics, all available 24/7 from the convenience of your office. Program offerings include:

- From Off-Boarding to Onward-Boarding: Maximizing the Start of the Law Firm Alumni Relationship
- Developing High-Performing Associates: Critical Skills for Success
- Coaching Your Lawyers in Business Development
- Leadership in Practice: How Firms Can Help Partners Develop Leadership Skills
- LPM Update: Lessons Learned in Implementing Legal Project Management
- Partners in Transition: Best Practices for Recruiting, Integrating, and Retaining Lateral Partners
- Strategic Outplacement for Associates and Partners
- Meeting the Challenges of Lateral Integration
- Professional Development 101-102

To access these and other NALP/ALI CLE on-demand programs, go to **www.nalp.org/webcasts**.

Plan to be in Washington, DC, on December 6-7 to learn about the latest trends and best practices in lawyer professional development

2012 Professional Development Institute

From NALP, ALI CLE, and the PDC . . .

NALP
1220 19th Street, NW, Suite 401
Washington, DC 20036-2405