

Don't Hit the Snooze Button: How to Deliver Exceptional CLE Programs

Jessica Salvaterra Grondine, Attorney Development and HR Policy Manager, Arent Fox LLP

Heather V. Edes, Director of Professional Development, Sullivan & Worcester LLP

JeanMarie Campbell, Client Relationship Executive, Ropes & Gray LLP

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Learning Objectives

- Design and build an effective in-house CLE program that meets attorneys' needs
- Implement creative and thoughtful ideas to make attorney CLE programs more effective and engaging
- Show the value of in-house CLE to firm management as a way to save money, build associate skills and strengthen cross-selling and business development capabilities

TEACHING ADULT LEARNERS

Ten Things to Know about Teaching Adults



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Ten Things to Know About Teaching Adults

- Be Strategic
 - Training is an investment in the business
 - What are the firm's training needs?
 - Training should match knowledge/skill gaps and organizational goals
 - Align training opportunities with immediate needs and long term business goals



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Ten Things to Know About Teaching Adults

- Define Training Goals
 - Provides a narrower focus for developing content
 - Answers who, what and why?
 - Example: Midlevel associates will learn 5 strategies for developing their delegation and supervisory skills, which will help them effectively manage project teams



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Ten Things to Know About Teaching Adults

- Know Your Audience
 - Who are they and what do they already know?
 - Match training to their level of experience and their practice area focus
 - Make relevant connections



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Ten Things to Know About Teaching Adults

- Choose Your Facilitator Wisely
 - Strive for balance
 - Think creatively
 - You may need to train the trainer



Ten Things to Know About Teaching Adults

- Explain Why it Matters
 - Captures their attention
 - Creates awareness of the need to know
 - They will be asking (perhaps silently) what's in it for me?



Ten Things to Know About Teaching Adults

- Five More Things to Consider
 - Self-Concept
 - Experience
 - Readiness
 - Orientation
 - Motivation

Ten Things to Know About Teaching Adults

- A Checklist of Adult Learning Principles
 - Understand your audience's expectations
 - Demonstrate what's in it for me
 - Focus on real world issues
 - Show how learning can be applied
 - Acknowledge that they are resources to each other
 - Allow for open exchange of opinions and ideas

Ten Things to Know About Teaching Adults

- Appeal to Different Types of Learners
 - Visual
 - Auditory
 - Kinesthetic
 - Personality
 - Generational

Ten Things to Know About Teaching Adults

- Move Beyond the Lecture
 - Case Studies
 - Role Plays
 - Share Success Stories
 - Share Best Practices
 - Interactive Discussion
 - Structured Exercises
 - Demonstration
 - Simulation
 - Coaching
 - On The Job
 - Utilize Technology

Ten Things to Know About Teaching Adults

- Get Them Involved
 - Improves engagement
 - Increases retention rate
 - Everyone benefits from the diversity of experience and knowledge

Ten Things to Know About Teaching Adults

- The Challenge
 - Partners don't have the time!
 - So what can we do?

LEVERAGING ASSOCIATES

Reasons, challenges and opportunities

Leveraging Associates

- Why should associates teach?
- Aren't there challenges?
- When should I have associates teach?

Leveraging Associates - Why Associates?

- Knowledge proximity
- Motivation
- Desire
- Accessibility
- Fewer bad habits
- Making it real
- Own development
- PM showcase
- Opportunity cost
- Honored
- Diverse talent pool
- Role models, and...

Leveraging Associates – Why Associates?

- ...they learn to appreciate what you do!

Leveraging Associates - Challenges?

- Schedules
- Pushback
- Possessive
- Opportunity costs

Leveraging Associates – Opportunities

- Team with partners
- Updates at practice group meetings
- Teaching junior associates
- Client CLE
- Being opportunistic

CLE FOR CLIENTS

A Business Development Tool



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CLE for Clients: 3 Rules of Thumb

- Timing
 - Timing is Everything
- Topic
 - Topic is ALMOST Everything
- Speaker
 - Speaker is Key



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Timing is Everything

- Morning
 - Breakfast (60 min)
- Afternoon
 - Lunch (60-75 min)
- Evening
 - Cocktails (120min)
- It's all about you
 - Not too heady; it's early!
- Share the limelight
 - Provide substance
- Let them network
 - Need a Hot Topic!
 - Invite many clients (oppty for clients to network)



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Topic is ALMOST Everything

- Do your homework
 - What does the client want?
- Partner with an organization
 - Shows you are interesting
- Partner w client HR
 - Illustrates your interest
- Gather intelligence
 - Can open door to client work
- Attention-getting theme
 - Holocaust Museum, Legal Aid
- Window into their issues
 - Shows you care, develops trust



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Speaker is Key

- Engaging speaker differentiates you
 - Worth the investment
- Partner with outside speaker
 - Affiliation with thought leadership
 - Your lawyers can moderate or participate as panelist
- Pick your partners wisely
 - Communications training for the willing
- Budget for high profile speaker
 - Can fill a room
 - Get clients to your office

Your Turn!

- Select a relevant training topic and make one or two modifications to make your training more engaging to your adult learners

Contact Information

Jessica Salvaterra Grondine
Attorney Development and HR Policy
Manager
Arent Fox LLP
202-857-6224
jessica.grondine@arentfox.com

JeanMarie Campbell, Esq.
Client Relationship Executive
Ropes & Gray
212-596-9682
Jeanmarie.campbell@ropesgray.com

Heather V. Edes
Director of Professional
Development
Sullivan & Worcester
617-338-2912
hedes@sandw.com



Top 13 Reasons to Use Associates as CLE Faculty Members

13. Close to other associates' experience/knowledge levels.
12. Highly motivated to perform well.
11. Desire to help others develop.
10. Accessible as subject matter experts and mentors to more junior associates.
9. Not yet entrenched in bad habits.
8. More likely to "make it real" than to get overly detailed or theoretical.
7. Their own development: public speaking, project management, content, etc.
6. Demonstrate ability to run a project (meeting deadlines, delegating, etc.).
5. Lower billable hour opportunity cost than a partner teaching.
4. View as honor/opportunity rather than yet another administrative burden.
3. Rich, diverse talent pool.
2. Target audience sees successful peers – experts, trusted, adding value to matters.
1. They develop an appreciation for the hard work you and presenters put into designing, implementing and following up on programs!

Top 6 Opportunities to Use Associates as CLE Faculty Members

6. Team with partners for substantive training.
5. Updates at department and practice group meetings.
4. Junior-level associate training.
3. Client CLE presentations.
2. Matter debriefs.
1. Mentor training.

Top 10 Things to Know About Teaching Adults

10. Be Strategic
9. Define Training Goals
8. Know Your Audience
7. Choose Your Facilitator Wisely
6. Explain Why
5. Adults Bring 5 Things: Self-Concept, Experience, Readiness, Orientation and Motivation
4. Remember to Always Incorporate the Checklist of Adult Learning Principles
3. Appeal to Different Types of Learners
2. Move Beyond the Lecture
1. Get Them Involved