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ANNUAL EDUCATION
CONFERENCE
— April 18 – 22, 2017 —
SAN FRANCISCO, CA

The Path Best Traveled: Building Learning Paths and Comprehensive Curricula

Lori Berman, Ph.D., Director of Professional Development, Hogan Lovells
Michelle Nash, Professional Development Projects Director, Hogan Lovells
Heather Bock, Ph.D., Global Chief Learning Officer, Hogan Lovells



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Think about the last time you went on a trip....



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on a trip....



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What is a learning path?

Learning paths are a collection of required and optional activities based on your practice area and level. They are made up of live programs, online courses, coaching sessions, and more. Associates are assigned new learning paths as they progress through their career.

It's kind of like having a new (and hopefully exciting) trip itinerary each year!

Let's start with the basics

Why have learning paths?

Who do they benefit?

When are you ready to introduce them?

Getting started....

Before you go on the trip, what do you do?

What questions do you need to ask yourself?

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Key decisions

Trip	LP
Where do you want to go?	What's the goal?
Who are your travel companions?	Who are the stakeholders and strategic partners?
How will you get there?	What's the vehicle for delivering the LPs?
Take inventory: Assess, shop and pack	Take inventory: What are you starting with? What do you need to build or buy?

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Key decisions to refine your goal

- Who has to be in agreement about what the curriculum will look like?
- What are the learning priorities for the firm?
- Does your firm have a competency model?
- Are there other objectives for your programs?
- You need to figure out what you ultimately want your LPs and curriculum to look like, so that you are always working toward it.

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What we did

- Agreement on competency model
 - Once competency model for whole firm and all practices
 - Three levels
 - Technical and “soft” skills
- Focus on associates first, especially first three years
- Enable associates to take control of their own careers
- Bring associates together at key points for networking and creating common experiences
- E-learning for just-in-time learning
- Both practice-specific and firmwide training

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Global Lawyer Development Framework: Core skills/competencies



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Global Lawyer Development Framework: Levels

Legal Knowledge and Communication

Winning Teams with a Client Focus

5. Performing as Part of a Team
6. Leadership
7. Project Management and Commercial Awareness
8. Dealing Effectively with Clients
9. Business Development

Drive for Excellence

6. Leadership

Effectively delegates, supervises, and develops others. Models key leadership behaviors of the firm and demonstrates firm values.



ASSOCIATE (ENTRY-LEVEL) **ASSOCIATE (EXPERIENCED)** SENIOR ASSOCIATE

- Proactively manages team performance by implementing well thought-out efforts to enhance team organization, morale, and productivity.
- Acts as a source of advice to others, sharing knowledge, and expertise
- Creates an environment that promotes sharing of diverse perspectives and differing viewpoints
- Gives public recognition to others for a job well done.
- Delegates work appropriately and effectively to meet deadlines and achieve outstanding results.
- Builds trust; makes and keeps clear agreements; looks out for others.
- Engages and commits; leads from any chair to get the best out of teams. Is passionate about what is being done.

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Travel companions?

Who else is coming with you?

Do you need to consider their needs?

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Key decisions around stakeholders and strategic partners

- Who are the decision makers?
- Who will the LPs be for?
- Who will help with content?
 - Internal
 - External
- Who could your strategic partners be?
 - LMS, instructional designers, e-learning developers

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What we did

- Firm leadership
- Practice group/area leaders
- Partners
- Associates
- Strategic partners

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How will you get there?



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Key Decisions around vehicles for delivering learning paths

- What is the vehicle for communicating or hosting the LPs and online learning?
 - Does your firm have an LMS?
 - How will you communicate the LPs to the target audience?

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What we did

- In early stages, developed curriculum but it wasn't all housed in one place
- Then added technology:
 - E-learning courses
 - Cornerstone LMS
 - Integrate with CE Manager and firm HR feeds (complicated!)
- Started with pilot for new associates
- Did “road show” in every office

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Take inventory: Assess, shop and pack

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Take inventory

- Do you have existing programs and videos of programs?
- Is there a current curriculum in place?
 - How is it organized?
 - Interactive? One-way (video, online learning)?
- Where are the gaps in the current curriculum and desired curriculum?
 - Are there internal SMEs to help you develop programming and close some of the gaps?
 - Do you need external resources/content?

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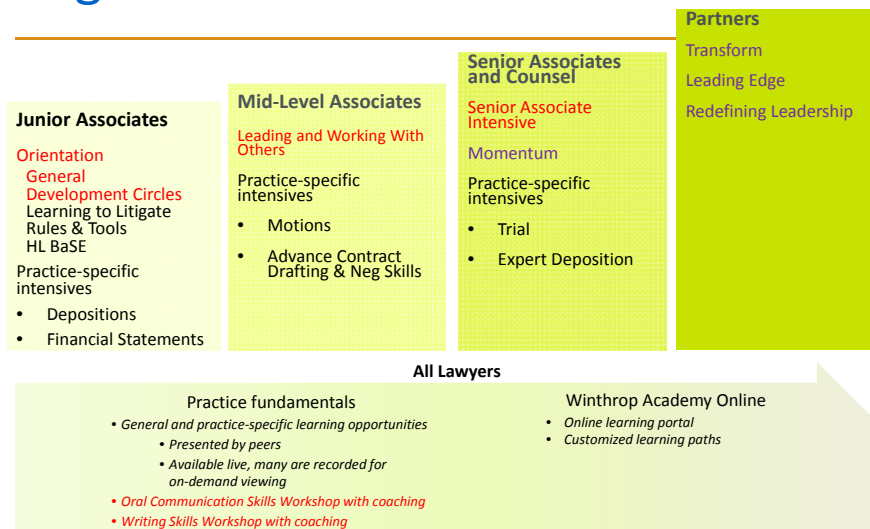
What we did

- “Intensives” for all associates
- Shorter “fundamentals” programs
- E-learning for some class years and practices
- General e-learning topics (mentoring, delegating, LPM, etc.)
- Progression of programming
- Gaps:
 - Government Regulatory practice
 - Need more just in time e-learning

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High-level overview of curricula



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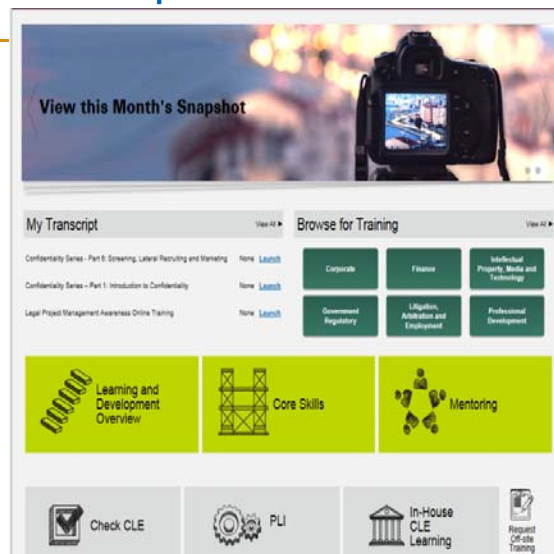
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Off you go!



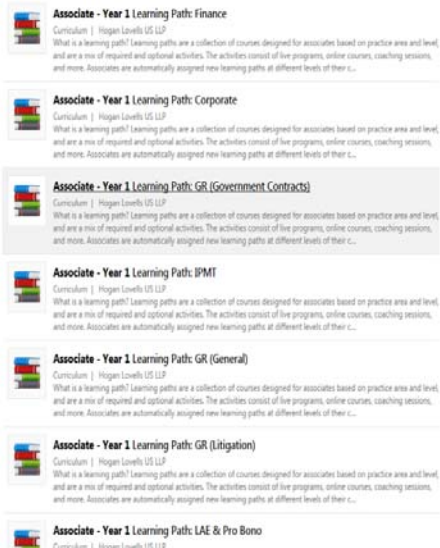
Highlights from our trip

Learning Anywhere, Anytime, and On-Demand



Learning paths

- Learning paths consist of:
 - Live programs
 - eLearning modules
 - SkillBursts (microlearning)
 - Activities



Associate - Year 1 Learning Path: Finance
Curriculum | Hogan Lovells US LLP
What is a learning path? Learning paths are a collection of courses designed for associates based on practice area and level, and are a mix of required and optional activities. The activities consist of live programs, online courses, coaching sessions, and more. Associates are automatically assigned new learning paths at different levels of their c...

Associate - Year 1 Learning Path: Corporate
Curriculum | Hogan Lovells US LLP
What is a learning path? Learning paths are a collection of courses designed for associates based on practice area and level, and are a mix of required and optional activities. The activities consist of live programs, online courses, coaching sessions, and more. Associates are automatically assigned new learning paths at different levels of their c...

Associate - Year 1 Learning Path: GR (Government Contracts)
Curriculum | Hogan Lovells US LLP
What is a learning path? Learning paths are a collection of courses designed for associates based on practice area and level, and are a mix of required and optional activities. The activities consist of live programs, online courses, coaching sessions, and more. Associates are automatically assigned new learning paths at different levels of their c...

Associate - Year 1 Learning Path: IPMT
Curriculum | Hogan Lovells US LLP
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Associate - Year 1 Learning Path: GR (General)
Curriculum | Hogan Lovells US LLP
What is a learning path? Learning paths are a collection of courses designed for associates based on practice area and level, and are a mix of required and optional activities. The activities consist of live programs, online courses, coaching sessions, and more. Associates are automatically assigned new learning paths at different levels of their c...

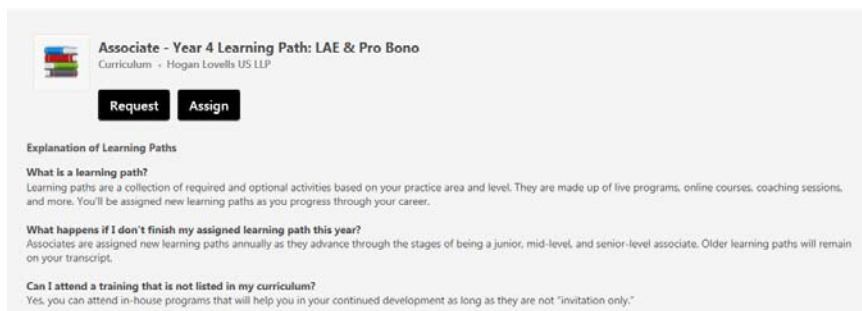
Associate - Year 1 Learning Path: GR (Litigation)
Curriculum | Hogan Lovells US LLP
What is a learning path? Learning paths are a collection of courses designed for associates based on practice area and level, and are a mix of required and optional activities. The activities consist of live programs, online courses, coaching sessions, and more. Associates are automatically assigned new learning paths at different levels of their c...

Associate - Year 1 Learning Path: LAE & Pro Bono
Curriculum | Hogan Lovells US LLP

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Learning paths for each associate year by practice



Associate - Year 4 Learning Path: LAE & Pro Bono
Curriculum | Hogan Lovells US LLP

Request **Assign**

Explanation of Learning Paths

What is a learning path?
Learning paths are a collection of required and optional activities based on your practice area and level. They are made up of live programs, online courses, coaching sessions, and more. You'll be assigned new learning paths as you progress through your career.

What happens if I don't finish my assigned learning path this year?
Associates are assigned new learning paths annually as they advance through the stages of being a junior, mid-level, and senior-level associate. Older learning paths will remain on your transcript.

Can I attend a training that is not listed in my curriculum?
Yes, you can attend in-house programs that will help you in your continued development as long as they are not "invitation only."

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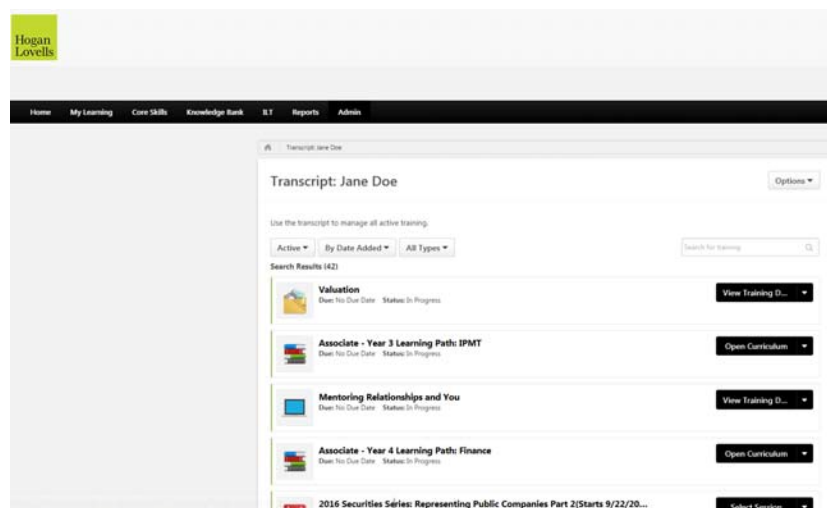
Sample 4th year LP: LAE and Pro Bono

Curriculum	
• Required	
	Trial Preparation Trial preparation begins long before the trial does. What needs to happen before Opening Statements to best position you for a win? Drawing on extensive trial experience, Washington office partner Jonathan Abram and Washington office associate Rebecca Mandel will provide strategies and advice for... read more
	Oral Arguments and Motions Intensive
	2015 Changes to the Federal Rules of Civil Procedure On December 1, 2015, a sweeping set of amendments to the Federal Rules of Civil Procedure will take effect. These changes, which mainly impact discovery and early case management procedures, could have profound effects on federal litigation. This program will provide litigators who practice in the... read more
	Vetting and Managing Experts How do you find and vet the best experts for your case? Once you have the experts, how do you work with them so there are no surprises at trial? Hogan partners Eric Lobenfeld and Steve Barley will share their expertise on experts. In particular, they will discuss: key steps and resources for... read more
• Optional	
	Engagement Letters: What's Required and Why They Matter (05/04/2013) This program is designed to give Hogan Lovells lawyers an understanding of ethics and loss prevention issues relating to engagement letters with new and existing clients. During this training program, US General Counsel Patricia Brannan and Ethics Committee Co-Chair Albert Turnbull will discuss the... read more
	Legal Project Management Awareness Online Training Legal project management is one of the 13 core skills in the Hogan Lovells Global Lawyer Development Framework. This interactive online course provides you with an overview of project management methodologies and an introduction to LPM. The course includes six modules of 15 - 30 minutes in L... read more

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Transcript shows status



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Transcript: Jane Doe

Options

Use the transcript to manage all active training.

Active By Date Added All Types Search for training

Search Results (42)

	Valuation Due: No Due Date Status: In Progress	View Training O...
	Associate - Year 3 Learning Path: IPMT Due: No Due Date Status: In Progress	Open Curriculum
	Mentoring Relationships and You Due: No Due Date Status: In Progress	View Training O...
	Associate - Year 4 Learning Path: Finance Due: No Due Date Status: In Progress	Open Curriculum
	2016 Securities Series: Representing Public Companies Part 2 (Starts 9/22/20...	Select Session

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Don't forget to bring a snack bag
for the flight!



You're going to need it!

Contact Information

Lori Berman, Ph.D.
Director of Professional Development
Hogan Lovells
202.637.6530
Lori.berman@hoganlovells.com

Heather Bock, Ph.D.
Global Chief Learning Officer
Hogan Lovells
202.637.6535
Heather.bock@hoganlovells.com

Michelle Nash, ME.d.
Professional Development Projects
Director
Hogan Lovells
202.637.6590
Michelle.nash@hoganlovells.com