

Teach Your Associates Well!



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December 6, 2012

Agenda:

- Introductions
- Training Challenges
- Lawyers as Learners
- Lessons in Lawyer Learning
- Table Exercise -- Best training ever attended
- The Elements of Good Training
- The Latest in Lawyer Learning

Introductions: Who We Are and Who Are You



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Lawyers as Learners

- Learning styles
- What the studies show



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What Are Our Challenges as Trainers of Lawyers?

- Competing with billable time
- Reduced budgets for outside trainers or lunches
- Apathy
- Bad trainers using stale old PowerPoints
- Distractions (as in step away from the smart phone)
- Technology limitations
- Navigating different cultures and time zones
- "But I don't get credit for it"



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Table exercise:

What was the best training program you ever attended – at your firm, at a conference, and why?

- What made it memorable?
- What techniques did the instructor use?
- Did you enjoy it?
- What did you learn?



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The Elements of Good Training

Good Teachers

- Knowledgeable/subject matter experts – internal and external presenters
- Interesting/keep audience's attention
- Dynamic/personable
- Prepared – conduct practice runs
- References (external) – check with your PD colleagues for their experiences with external presenters; ask to attend a similar program (free of charge).
- Internal – can they do the job; how do you let a presenter down easily



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The Elements of Good Training

Programs

- In line with strategic plan – firm, department, PG, PD – should align
- Learning objectives
- Fun, engaging – depends on the subject matter
- Interactive – war stories
- Elements of visual, audio, kinesthetic learning
- Delivery format
- CLE eligible
- Food/beverages

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The Elements of Good Training

Learning Environment/Ambiance

- Room set up/style – class room, u-shaped, small groups, etc.
- Lighting
- Temperature
- Time of day/time zone considerations
- Firm and office culture



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The Elements of Good Training

Technology

- How are you using technology in training?
- Webinars/on line courses – where are they housed?
- Video conferencing
- Audio conferencing
- Polling technology
- Video clips
- Implementation – work out the kinks
- Resources – where does your IT dept. fit in?
- Surveys – at end of program, electronic



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The Elements of Good Training

Planning

- Needs assessment
- Align with strategic plan – firm, department, PG, PD
- Budget – account for fixed and variable costs
- Project plan – outline tasks required to complete training program
- Client concerns – who is paying for training?
- Resources – who will help you?
- Will there be pre-work
- Will there be pre or post surveys – always evaluate programs/teachers



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The Elements of Good Training

Managing Expectations

- Program announcements
- Start and end time
- Pre and post work by audience
- Program surveys
- Materials
- Content
- Teachers
- Audience
- Reports back to firm management/department heads, PG's, committees



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Innovations in Learning at Steptoe & Johnson PLLC

Approach

- Match PD goals with department and PG goals
- Strategic – included in strategic plan
- Recruit, train and integrate human resources (professional and administrative) to support the firm's vision and further the firm's goals
- Develop leaders and promote individual lawyer development
- Committees – Litigation/Labor and Business – replaced Training Committee
- Partner with BD/Marketing/HR/Finance/Library/IT
- Specific examples
- Mock Trial
- Business Dispute Resolution
- StepUP group
- Associate BD curriculum



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The Latest in Lawyer Learning: Stroock & Stroock & Lavan LLP

- Planning curriculum around perceived "Benchmarks"
- Doing partner training in business development and project management
- Associate writing programs – both advocacy writing and transactional writing
- Negotiation Skills programs – separately for litigators and transactionals
- Mock litigation – discovery, motion practice and trial
- Mock deal

The logo for Stroock & Stroock & Lavan LLP, featuring the word 'STROOCK' in white, uppercase, serif font inside a red rectangular box.

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The Latest in Lawyer Learning: What's New at Dechert LLP

Critical Skills Institute

http://www.dechert.com/Critical_Skills_Institute_Brochure/

Examples:

- Partner Panels
- "Um, It's Like, Y'Know"
- Writing Coaches
- CLE as Professional Development
- Email Etiquette: Pardon the Interruption



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What other firms are doing

From the headlines:

- **Milbank, Tweed, Hadley & McCloy LLP**
 - Mid-level associates; seven-day business and law training program at Harvard
- **Debevoise & Plimpton LLP**
 - Incoming NY and London associates participate in Fullbridge program in their first four weeks at the firm,
- **Skadden, Arps, Slate, Meagher & Flom LLP**
 - Also Fullbridge program for first years
- **What's your firm doing?**
 - Using the business schools
 - Utilizing Pro Bono programs
 - Secondments
 - Experiential training
 - E-Learning

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Remember: Teach Your Associates Well!

You, who are on the road
Must have a code that you can live by
And so become yourself
Because the past is just a good bye.

Teach your *associates* well,
Their *partner's* hell did slowly go by,
And feed them on your dreams
The one they picked, the one you'll
know by...

- Crosby, Stills & Nash ...with help from
Michele, Burt and Molly

