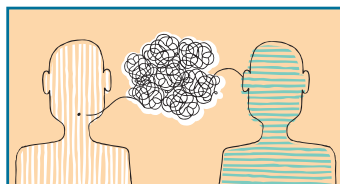




MANAGEMENT INNOVATION EXCELLENCE FOR LEGAL AID

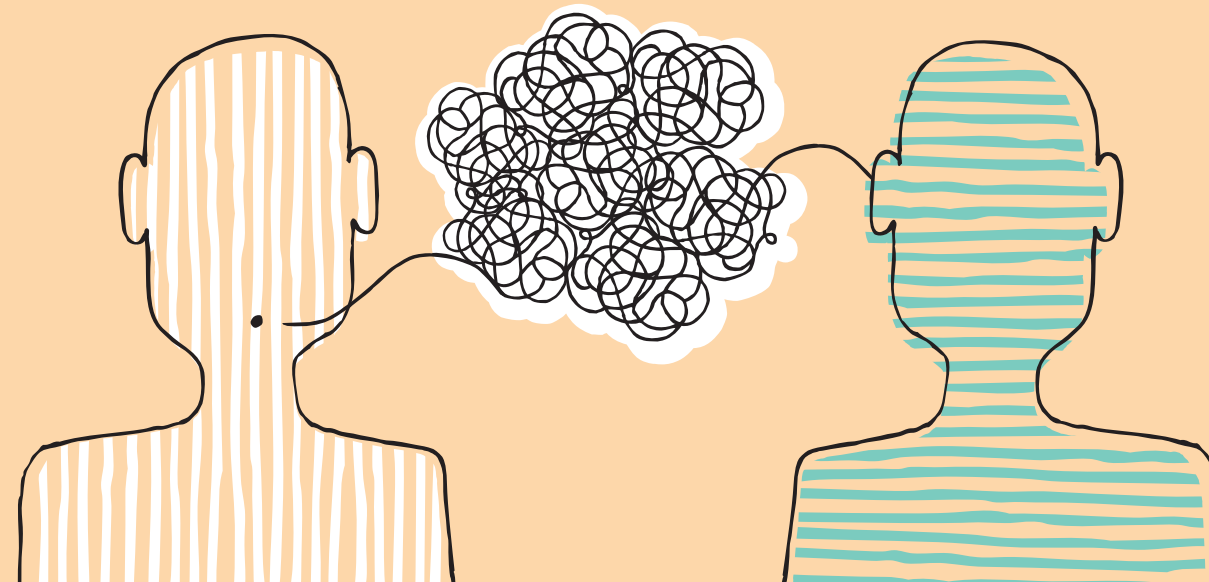
MANAGEMENT INFORMATION EXCHANGE
99 CHAUNCY ST., SUITE 700
BOSTON, MA 02111-1743



2012 BIENNIAL CONFERENCE FOR LEGAL SERVICES MANAGERS

MANAGING FOR JUSTICE: DEVELOPING
SKILLS TO MAKE A DIFFERENCE

OCTOBER 4 AND 5, 2012, ARLINGTON, VA



2012 BIENNIAL CONFERENCE FOR LEGAL SERVICES MANAGERS

MANAGING FOR JUSTICE: DEVELOPING SKILLS TO MAKE A DIFFERENCE

October 4 and 5, 2012

Being a successful manager has never been more challenging than it is today. A poor economy, shrinking resources, tight staffing, surging client need — these are just some of the issues facing legal services managers. This conference offers you the opportunity to develop skills to make a difference and manage for justice in challenging times.

In two intensive days, you will achieve greater insight into your management, leadership and communication roles, through presentations, discussion, self-assessment and feedback. You will leave this conference with new skills and tools you can use to make a difference immediately upon returning to your office.

WHO SHOULD ATTEND?

- **New legal aid managers** — come to learn essential management skills that will help you succeed at your job.
- **Experienced legal aid managers** — come back to this Managers Conference to improve your management skills in challenging times.
- **For best value**, come to this training with colleagues from your program — managers, supervisors, deputy directors and executive director.

2012 BIENNIAL CONFERENCE FOR LEGAL SERVICES MANAGERS

MANAGING FOR JUSTICE: DEVELOPING SKILLS TO MAKE A DIFFERENCE

TIME REDESIGNING

MANAGEMENT

MINDFULNESS

TEAM

MOTIVATING

ESSENTIALS

SUCCESS

DIFFICULT CONVERSATION

OUTCOMES

JUSTICE

OCTOBER 4 AND 5, 2012, ARLINGTON, VA
REGISTER BY SEPTEMBER 10, 2012



SPECIAL GUEST PRESENTERS

“Building a Better Business Case for Legal Aid,” by Jim Sandman, President, Legal Services Corporation



Civil legal services programs save government and society money. They are a good investment. Averted foreclosures and evictions, for example, avoid homeless shelter costs, and civil restraining orders in domestic violence cases can avoid future hospitalizations and unemployment. But the data available to quantify the economic benefits of legal aid are often

spotty and years old, and many states have no data at all to demonstrate the financial value of legal aid. Jim Sandman will explain why a broad, robust, disciplined, and continuous effort to track the results achieved by legal aid programs and to quantify their value is necessary to educate the public about the benefits of legal aid and to increase funding from all sources.

Jim Sandman has been President of the Legal Services Corporation since January of 2011. From 2007 to 2011, Jim was General Counsel of the District of Columbia Public Schools under Chancellor Michelle Rhee. From 1977 to 2007, he was with the international law firm of Arnold & Porter LLP, and he served as the firm’s Managing Partner from 1995 to 2005. Jim is a past President of the District of Columbia Bar, current chair of the DC Bar’s Pro Bono Committee and co-chair of the Standing Committee on Pro Bono Legal Services of the District of Columbia Circuit Judicial Conference.

“Managing Difficult Conversations,” by Deborah Goldstein, Triad Consulting Group



Legal aid managers face difficult conversations every day — managing expectations of hopeful clients, allocating scarce resources, operating in a constrained budget environment, giving feedback to colleagues. Handling these conversations efficiently is integral to the success of each manager, and ultimately, the entire organization; conflicts that fester consume energy, sap creativity,

and destroy teamwork. Based on *Difficult Conversations: How to Discuss What Matters Most*, this interactive plenary will provide a framework for understanding why some of our most important conversations are so hard and offer advice for how to navigate these conversations in a more fruitful way.

Debbie Goldstein is a Principal and the Managing Director of Triad Consulting, and specializes in the field of conflict resolution. She is a faculty member at the Program on Negotiation at Harvard Law School, an adjunct professor at Georgetown Law School, and a Lecturer at Tufts University School of Medicine. Debbie’s varied clients include Brigham and Women’s Hospital, Capital One, Merck, Prudential and Proctor & Gamble; students and alumni at Harvard Business School, Duke’s Fuqua School of Business, Harvard Kennedy School of Government, and the Daniels College of Business at the University of Denver; and, internationally, government leaders in Dubai; Members of Parliament in Ethiopia; and public policy students from across the globe in Cyprus.

“Mindfulness Communication Skills: Powerful Tools for Building Social Justice and the Greater Good,” by Valerie Brown, LeadSmart Coaching



This interactive plenary session provides practical application of mindfulness for legal aid lawyers and managers in one core element: positive communication skills to promote greater understanding and enhance well-being. Mindfulness meditation, the practice of nonjudgmental awareness of what is happening inside and around us in the present moment, is innate to every person. It enhances awareness and wisdom and helps people live each day with greater ease. Decades of clinical research support the use of mindfulness practices. Within the legal profession, whose culture emphasizes speed, stress, and adversarial energy, incorporating a meditative perspective can transform law practitioners and the practice of law, providing a fresh perspective which transforms tendencies toward anger and self-righteousness into the energy needed to serve one’s clients and justice more effectively.

Valerie Brown is a certified leadership coach, leadership educator, and Principal of Lead Smart Coaching, LLC in New Hope, PA. Her work and writing point toward powerful transformation through mindful awareness, and her passion is for creating greater trust, authenticity and integrity among people. Her expertise spans over two decades as a successful attorney-lobbyist representing legal and educational institutions, including Legal Services of New Jersey and the New Jersey State Bar, giving her a keen client-centered, results-oriented perspective. Trained at Center for Transformational Leadership at Georgetown University, the Center for Courage & Renewal, the Center for Mindfulness in Health Care, Medicine and Society, and Chestnut Hill College (PA) Program in Holistic Spirituality, Valerie understands the importance of emotional IQ in shaping leaders and creating trustworthy relationships. Her new book is entitled *The Road that Teaches: Lessons in Transformation through Travel*.

CONFERENCE WORKSHOPS

The Role of the Manager

Are you new to middle management, or perhaps not so new but still not clear on what the expectations are for you as a middle manager? Pick up some useful tips on how to understand and fulfill your responsibilities. Leave with a tool developed specifically for this session that will provide an overview of the manager’s job in a legal services program.

Outcome Measures: More than a Reporting Headache

With increased frequency, managers are asked to report their work according to “outcome measures.” These requirements are frequently regarded as reporting headaches. However, the process of developing clear outcome expectations is a critical tool of strategic advocacy. This session will provide an overview of meaningful outcome measurement and apply the concept of outcome measures to legal services work.

Management Essentials

We’ll start this session with a vote, choosing among these topics: Effectively Dealing with Difficult Personalities; Running Productive Meetings; Individual Work Planning; Making the Best Use of Your Case Management System; Managing Projects/Setting Goals; and Is Work/Life Balance Possible?

Cutting Edge Legal Issues for Advocates

This session, led by the National Consumer Law Center, will focus on cutting edge legal issues related to consumer topics such as mortgage foreclosure, tax foreclosure and for-profit schools, both substantively and with a focus on how managers can develop the capacity to help advocates respond.

Motivating Change within the Office Environment

Changes happen — in revenue, client needs, or mission — and legal aid staff members need to adjust their practices to continue their effectiveness. How does a manager help an advocate change job expectations to see a new role for themselves? Legal aid managers who have recently led their organization through significant change will discuss their experiences and advice.

Empathic Exhaustion: Understanding and Addressing Compassion Fatigue and Vicarious Trauma

Disaster workers and health professionals are known to suffer from compassion fatigue and secondary trauma. Attorneys also are vulnerable and their training may not include dealing with their own emotional reaction to traumatized clients. Instead, attorneys are often mislabeled as suffering from burnout when they exhibit psychological distress that affects their work. Learn workplace strategies to address this.

Time Is On My Side: Time Management for Managers

Come to this session to assess your own time management skills and discuss your own time management challenges. You will leave with a practical to-do list for work in grants management, case management, supervision management, meeting management, and project management.

Improving Pro Bono Management and Participation through Technology

LSC’s Pro Bono Task Force has recently made recommendations on improving pro bono engagement and management. This session will introduce you to those recommendations for placing more cases and improving the management of pro bono efforts using the latest in technology tools, such as mobile websites, CMS, Live Chat, VoIP telephony, and social media.

Building a Race Conscious Practice

This session will provide an overview of why it is important for legal aid advocates to be conscious of race in all of our work. Learn how to develop race conscious advocacy strategies, advance a race equity frame in cases, and use data. The presenters will provide LSC and non-LSC examples of this work.

Redesigning Your Work to Meet New Challenges

This session will examine how several programs have changed their work focus or structure to adjust to diminished resources, escalating client need and changing substantive challenges. It will provide models for re-thinking your own work and an opportunity to work in a small group to explore options you can bring home.

How to Build a Strong Management Team

Much of our work is done in teams: management teams, advocacy units, committees, task forces, and project workgroups. This session will explore very practical questions: how I can help shape the teams in which I participate so they

function most effectively, and how can I help develop a strong management team.

Mapping a Path to Justice: Planning to Ensure Long Term Results

When we are caught up in the day to day activities of responding to crises and facilitating the work of others in our office, when do we find time to think about the goals and objectives of the work and how it fits in the big picture? This session discusses the benefits of planning for change with a hands-on opportunity to plan using practical tools.

The Boss from Hell and Related Issues

Come to this workshop to gain an understanding of bad and good supervision and the interrelationship of good supervision and professional development. We will discuss attendees’ personal experiences, the development of effective supervision methodologies, mutual goal-setting, check-ins and supervisory styles.

What’s Money Got to Do with It? The Middle Managers Role in Finances

Explore the various roles that managers can play in the fiscal health of the organization, such as maintaining existing funding sources; collaborating with others to generate new proposals and revenue; thinking through management decisions and their impact on the bottom line; de-centralizing certain fiscal tasks to managers; all toward playing a more active role in the financial “ownership” of the program.

The Seven Deadly Sins of Performance Appraisal

Identify the “Seven Deadly Sins of Performance Appraisal” and learn to avoid them! This session will discuss common but difficult challenges such as motivating mediocre Myron, fitting the square peg in a round hole, the perception of unequal workload, generational issues and passive aggressive behavior in the workplace.

REGISTRATION

MIE subscribers: \$415; **non-subscribers:** \$515; \$20 off for second and subsequent registrants. *Registration includes all workshops, materials and continental breakfast.*

VISIT www.m-i-e.org/Calendar to REGISTER. PAY by CREDIT CARD on the website or MAIL your check to MIE.

Hotel Reservations: The conference will take place at the Crowne Plaza National Airport, 1480 Crystal Drive, Arlington, VA 22202, 800-227-6963, \$169/night, single/double, plus tax. Mention the Management Information Exchange group.

Register for the conference and reserve your room by September 10, 2012.

Contact Patricia Pap, MIE Executive Director, at ppap@m-i-e.org, 617-556-0288, for more information.