



2011 Biennial Conference for Legal Services Managers

Management Essentials in Challenging Times: Tools and Best Practices

March 10 and 11, 2011
Nashville, TN

Description of Sessions

Principles of Supervision and Professional Development

Thursday, March 10, 2011, 9 - 10:30 am, Entertainment District

Learn the basics of effective supervision: the supervisor's role and duties; creation of measurable objectives/expectations; effective feedback and performance review; orientation, training and professional development; supervising the under-performer and providing continuing challenges to the high performers.

Presenters: Jan May, Executive Director, AARP Legal Counsel for the Elderly; Jacquelynne Bowman, Deputy Director, Greater Boston Legal Services

Compassion Fatigue

Thursday, March 10, 2011, 9 – 10:30 am, Arts District

Advocates are challenged by the emotional effects of working with clients who have experienced trauma directly. To put it simply, trauma is contagious. Yet advocates receive little to no training on how to recognize and address compassion fatigue or secondary trauma, and managers often lack knowledge about trauma and its effects, and do not know how to properly address it in the workplace. The result may be poor work performance, low morale, increased interpersonal conflicts, behavioral changes, and high turnover. This workshop will educate managers about the importance of identifying and addressing compassion fatigue and secondary trauma in the workplace, and to make training and development in this area a priority, since it impacts cost and productivity.

Presenter: Dawn J. Post, Co-Borough Director, The Children's Law Center, Brooklyn

Advocacy Partnerships: Best Practices for Leveraging Services and Funding

Thursday, March 10, 2011, 9 – 10:30 am, Amphitheatre

Collaborating with third party community partners is an essential strategy for leveraging broader and more comprehensive client services. Funders reward or even require community collaborations in grant awards. This session will look at the management challenges inherent in

advocacy partnerships and offer tools and tactics for optimizing relationships and avoiding pitfalls.

Presenters: Debra House, Central Region Associate Director, Legal Aid of East Tennessee; Elizabeth Wehner, Managing Attorney for Grants and Training, Legal Aid of West Virginia; Adela Carlin, Senior Attorney, Legal Assistance Foundation of Metropolitan Chicago

Productivity – Time and Project Management

Thursday, March 10, 2011, 10:45 – 12:00 pm, Entertainment District

We are bombarded by an avalanche of information each day. We have to somehow make sure we remember relevant facts about our cases and clients and management duties while running from job duty to job duty and juggling the needs of the multitudes. Most of us have very good memories and are able to stay above water by relying on our ability to remember the “important” stuff and trust that the stuff we forget wasn’t that “important” anyway. We often lay awake at night running through the lists of things we need to remember to do tomorrow. We use a calendar to let us know where we need to be when. When we have a moment to breath we look to the calendar to figure out what needs to be done next. We move from deadline to deadline doing our best to outrace the pending crisis.

There can be a better way. In this session, we will explore a system developed by David Allen called Getting Things Done (GTD). We will: understand the theory behind the approach; practice applying the system; explore how the system can be modified to fit our realities and personalities; discuss techniques for managing email; and learn a number of quick tools.

Presenter: Jeff Sherr, Manager of the Education and Strategic Planning Branch of the Kentucky Department of Public Advocacy

Reframing as a Problem Solving Tool

Thursday, March 10, 2011, 1:30 – 3:00 pm, Entertainment District

In *Reframing Organizations*, authors Bolman and Deal suggest a useful set of four frames to consider in analyzing organizations, their environment as a whole, and individual events within their environment. “Reframing” involves examining the same situation from multiple vantage points to develop a holistic picture – a powerful tool for understanding problems and identifying solutions. This session will: introduce the “four frames” methodology of Bolman and Deal, as one technique for problem-solving and addressing management challenges; utilize real-life examples to demonstrate the four frames methodology; look at the dynamics of a new managing attorney coming on board through the four frames.

Presenter: Jeff Sherr, Manager, Education and Strategic Planning Branch, Kentucky Department of Public Advocacy

Making a Difference by Design: Tools for Developing a Program Culture in Support of Wider Change

Thursday, March 10, 2011, 1:30 – 3:00 pm, Arts District

How does your program ensure that all advocates are evaluating and creatively addressing issues that affect our clients in a systemic way? This panel will discuss a diverse set of tools and approaches to advocating for wider change.

Presenters: Gordon Bonnyman, Executive Director, Tennessee Justice Center; Douglas L. Stevick, Managing Attorney, Southern Migrant Legal Services, Texas Rio Grande Legal Aid; Elizabeth Wehner, Managing Attorney for Grants and Training, Legal Aid of West Virginia, moderator

Leading Across the Generations: Productive Relationships Between Age Groups

Thursday, March 10, 2011, 1:30 – 3:00 pm, Amphitheatre

This interactive discussion will address generational change and conflict within our work environments. In this setting, you will understand how the different generations interact and leave with a specific set of skills for managing this transition. Dr. Steve Joiner, Director of the Institute for Conflict Management at Lipscomb University, will facilitate. In addition to his responsibilities at Lipscomb, Dr. Joiner teaches Generationally Generated Conflict for Southern Methodist University and provides consulting to a large number of corporations, educational organizations, non-profits, and churches.

Presenter: Dr. Steve Joiner, Director of the Institute for Conflict Management, Lipscomb University

Communicating in a Crisis

Thursday, March 10, 2011, 3:15 – 4:45 pm, Entertainment District

How do we inform staff about troubling situations without paralyzing daily activities? How can we effectively engage staff to discuss possible solutions and minimize fear or erosion of staff morale? In this session we will review sample written and oral communications and discuss critical elements to effective communication in a crisis.

Presenter: Patricia Bath, Director of Communications, The Legal Aid Society, New York

Managing Up!

Thursday, March 10, 2011, 3:15 – 4:45 pm, Arts District

When our own supervisors stand in the way of progressive change, how do we move beyond this barrier and produce results? Come to this session to develop strategies and learn practical tips to engage our supervisors in our change efforts.

DarKenya Waller, Managing Attorney, Legal Aid Society of Middle Tennessee and the Cumberlandands; Elizabeth Wehner, Managing Attorney for Grants and Training, Legal Aid of West Virginia, Facilitator

Performance Management, Evaluation, Review and Improvement

Thursday, March 10, 2011, 3:15 – 4:45 pm, Amphitheatre

Managers cite performance appraisals or annual reviews as one of their most disliked tasks. Performance management eliminates the performance appraisal or annual evaluation as the focus and concentrates instead on the entire spectrum of performance management and improvement strategies: employee performance improvement, performance development, training, cross-training, challenging assignments, 360 degree feedback and regular performance feedback. Learn how to make this work in your organization.

Presenters: Dora Luna, Managing Attorney, Neighborhood Legal Services of LA County; Michelle Johnson, Director of Litigation, Legal Aid and Defender Association; Neil McBride, General Counsel, Legal Aid Society of Middle Tennessee and the Cumberlandands; Nu Usaha, Managing Attorney, Neighborhood Legal Services of LA County;

Roundtables

Thursday, March 10, 2011, 5:00 – 5:30 pm, Foyer (with dinner option)

Would you like to further explore a management topic with peers in a collaborative setting? Take part in one of the Roundtables, a signature MIE opportunity. The roundtables will meet at 5:00 pm. For thirty minutes you will meet colleagues interested in the same topic, with facilitation from one of MIE's training team members. You may then decide to continue the conversation with your colleagues over dinner.

Roundtables will include these topics:

Preparing to be an executive director

Using social media

Managing with a union

Work-life balance

For the brand new manager and supervisor

And other topics you may suggest or sign up for during registration

By the Numbers: Using your Case Management System to Supervise for Quality Advocacy

Friday, March 11, 2011, 8:30 – 10:00 am, Entertainment District

Electronic case management systems can be powerful tools for legal work supervisors. Are you using yours as effectively as possible? This session will introduce the new *MIE Guide to Using Case Management Systems to Support High Quality Supervision*. The guide, a user friendly self assessment tool, includes real world examples of innovative best practices that can improve and strengthen our work for clients.

Presenters: Andrea Zigman, Andrea Zigman Consulting, Consultant to MIE; Michelle Johnson, Director of Litigation, Legal Aid and Defender Association; Alison Paul, Executive Director, Montana Legal Services Association

Managing Grants and Projects

Friday, March 11, 2011, 8:30 – 10:00 am, Arts District

More and more, legal aid supervisors and managers are called upon to manage grants and projects. This is not a skill we learned in law school! This session will explore the fundamental elements of successful grant and project management start to finish. These include the need to: analyze whether the grant/project fits within the mission of the organization, set realistic grant/project goals, actively manage so the work gets done well and on time, aggressively troubleshoot problems, and evaluate and learn from both process and results.

Presenters: Jan May, Executive Director, AARP Legal Counsel for the Elderly; Kelly Malone, Managing Attorney, Legal Aid Society of Greater Cincinnati; Elizabeth Wehner, Managing Attorney for Grants and Training, Legal Aid of West Virginia

Nurturing the Next Generation on a Shoestring Budget

Friday, March 11, 2011, 8:30 – 10:00 am, Amphitheatre

Many law students and new lawyers would love to be legal aid lawyers. But many obstacles prevent committed attorneys from entering and remaining in a career of public interest law. We can remove some of those obstacles. Join this session to talk about hiring summer interns and externs and learn ways to use law students effectively to help with your work. Get the inside

scoop on obtaining post graduate fellowships, learn ways to improve retention, and get additional great strategies to help build the next generation of legal aid lawyers.

Presenters: Deb Ellis, Assistant Dean for Public Interest Law and Director Public Interest Law Center (PILC) and the Root-Tilden-Kern Scholarship Program, New York University School of Law; Michele E. Storms, Assistant Dean for Public Service & Executive Director, William H. Gates Public Service Law Program, William H. Gates Hall, University of Washington Law School

Plenary: Success Without Victory: Lost Legal Battles and the Long road to Justice in America, by Jules Lobel, Professor Law, University of Pittsburgh

Friday, March 11, 2011, 10:15 – 11:15 am, Entertainment District

Jules Lobel's *Success Without Victory: Lost Legal Battles And The Long Road To Justice In America* documents lost legal battles along the road to justice in America. Winning isn't everything in the practice of law, he suggests - lessons can be learned from legal and political activists who have advocated losing causes in court, only to make huge contributions to changing American society. Lobel is a University of Pittsburgh professor who lectures on constitutional, international, human rights and foreign relations law.

Let's Make Our Meetings Work for Us

Friday, March 11, 2011, 11:30 – 1:00 pm, Entertainment District

Meetings, Bloody Meetings. How much time do you spend in meetings-and how much of that time is fruitful? Meetings that lack direction and focus are all too common. Declare independence from the drain and drudgery of rudderless meetings! This session, based on the award-winning John Cleese program, will give you unequaled instructions on how to shorten meetings and make them more productive.

Presenters: Michele E. Storms, Assistant Dean for Public Service & Executive Director, William H. Gates Public Service Law Program, William H. Gates Hall, University of Washington Law School

The Manager's Role in Challenging Times

Friday, March 11, 2011, 11:30 – 1:00 pm, Arts District

In these difficult financial times, how can we help navigate our organization? Learn about the critical leadership roles that managers and supervisors must play in communicating strategic and intentional messages, focusing on top priority work, rigorously evaluating efficiency and effectiveness for clients, and guiding significant organizational changes.

Presenters: Jacquelynne Bowman, Deputy Director, Greater Boston Legal Services; Jane Jarvis, Managing Attorney, West Tennessee Legal Services; Andrea Zigman, Andrea Zigman Consulting, Consultant to MIE

Integrating Technology into Advocacy Work

Friday, March 11, 2011, 11:30 – 1:00 pm, Amphitheatre

What's the latest/greatest trend in legal aid advocacy? Technology. Yes, the effective use of technology now includes much more than simply using email lists or posting documents to a website. Bring technology into your office and use it to shape your policy initiatives and advocacy efforts, to stay informed and to expand the reach of your message. Increase your comfort with the thorny issues: security, remote access, client email, document management, word processing and professionals, training, and online collaboration.

Presenters: Michele Johnson, Managing Attorney, Tennessee Justice Center; Katherine Jones, Assistant Director of IT for Law Practice; Alison Paul, Executive Director, Montana Legal Services Association

Leading Effective Teams

Friday, March 11, 2011, 2:30 – 4:00 pm, Entertainment District

In a time of diminished resources we are being forced to become more efficient and effective with fewer staff. What do we need to know about effective team management so we can produce the best possible results for clients? This session will review the elements of effective teams and discuss challenges and solutions for building highly productive, harmonious teams.

Presenters: Andrea Zigman, Andrea Zigman Consulting, Consultant to MIE; Kelly Malone, Managing Attorney, Legal Aid Society of Greater Cincinnati

Money, Money, Money: Developing and Implementing Policies to Collect Attorneys' Fees in an LSC Program

Friday, March 11, 2011, 2:30 – 4:00 pm, Arts District

Attorneys' fees offer a new source of potential revenue in financially trying times. Is your program making the most of this resource? In this session, we will learn to develop and implement policies on attorneys' fees and to train staff to seek attorneys' fees.

Presenter: Bill Fraser, Director of Litigation, Ohio State Legal Services Association; Neil McBride, General Counsel, Legal Aid Society of Middle Tennessee and the Cumberland

Hot Topics in Legal Aid

Friday, March 11, 2011, 2:30 – 4:00 pm, Amphitheatre

Presenter: Don Saunders, Vice President, Civil Legal Services, National Legal Aid and Defender Association

Closing Plenary – The Expert is In! Get help with your action planning, tangible takeaways in this upbeat not to be missed wrap-up.

Friday, March 11, 2011, 4:15 – 5:15 pm, Entertainment District