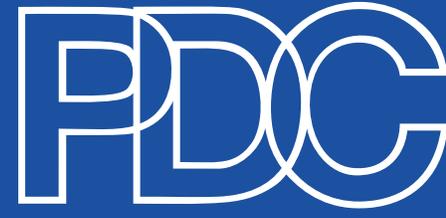


Linkletter

THE OFFICIAL PUBLICATION OF THE PROFESSIONAL DEVELOPMENT CONSORTIUM



Fall 2016, Vol. 4, Issue 3

CHAIR'S NOTE

by Amy Hancock



It's hard to believe that we are already at the end of September, 2016! Now that the summer is over, our new associates have joined us and our fall programs are underway, it's an excellent time to reflect not only on our accomplishments from the season gone by, but also to look ahead to the goals for the coming year. Especially as members of the PDC, we have a lot to contemplate! Read on for just a few of the PDC's accomplishments that we are excited about!

1) A Successful Summer Conference in Naples, Florida

Once again, we offer our wholehearted thanks to Jeanne Picht and the Summer Conference Committee for their hard work and dedication to a successful and fun event. This year we engaged in a variety of innovative and interesting sessions offered by some of the greatest experts in the legal PD industry, and also got to enjoy some good times with colleagues and friends! Pictures and highlights from the summer conference are included at the end of this *Linkletter* issue.

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MANAGING EDITOR

Milana Hogan,
Sullivan & Cromwell

Address article submissions to
newsletter@pdclegal.org

Articles in this publication represent the views of
the authors and are presented for that purpose
alone, and should not be construed to express the
opinions of the PDC.

CHAIR'S NOTE

(Continued from Page 1)

by Amy Hancock

2) The Addition of Five New Trusted Advisors

This year, we are pleased to welcome five new Trusted Advisors to our group. All are highly esteemed experts in their fields within the PD Industry, and we look forward to collaborating with them over the next year to produce top quality educational materials for our members. Each new Trusted Advisor has a featured interview in this issue of the newsletter, and we hope you enjoy learning about their perspectives and experience in the PD industry!

3) An Enhanced Membership Community

Thanks to all of you who have provided feedback on our proposed new membership structure! We were thrilled to announce the development of several new member categories at our Annual Business Meeting in July. These categories serve to further expand the PDC community, which is already unparalleled in the expertise, experience, and community it offers its members. We have received excellent feedback from our members on this new structure, and we look forward to sharing more details about it with you! If you have any questions about the membership categories, we hope you will share them with the PDC staff or the Board of Directors.

We look to engaging with you in the coming months through our conferences, meetings, online education, and of course, our PDC Listserv!

Sincerely,

Amy Hancock

Chair, Board of Directors

The PDC Listserv has a new address! Email pdc-link@gaggle.email with your inquiries, and remember to add it to your list of allowed senders!



We thank our PDC Board of Directors for their hard work and dedication! Pictured here are our incoming and outgoing board members for the 2015-2016 and 2016-2017 year. Back Row (Left to Right): Lori Broderick, Don Smith, Maggie Suender, Jeanne Picht, and Jane Williamson; Front Row: Larry Brown, Amy Hancock, Debbie Atlas, and Johnna Story; Not Pictured: Anthony Grumbach, Milana Hogan and Liz Tingey.

GET TO KNOW YOUR TRUSTED ADVISORS:

We asked our Trusted Advisors a series of interview questions related to Professional Development. Continue reading for a look at current industry trends and helpful advice.



Diane Costigan has more than 22 years of experience helping lawyers of all levels manage and maximize their careers. As head of SJL Shannon's Coaching Practice, she oversees the design and development of new and existing coaching offerings, in addition to working closely with her attorney coachees both one-on-one and in groups. Diane's integrative coaching style embodies her belief that career management should be approached holistically, and that being well goes hand-in-hand with one's ability to excel. Diane focuses her coaching and training on peak performance topics that include: wellness, stress management, time management, business development, leadership and effective communication.

She speaks frequently at The National Association for Law Placement (NALP), The Professional Development Institute (PDI), the Professional Development Consortium (PDC) and The New York City Bar.

Prior to becoming a coach and consultant, Diane spent 10 years overseeing recruiting, legal personnel and professional development and training for a global Am Law 100 law firm. Diane earned her M.A. in Organizational Psychology from Columbia University, Teachers College. She has a certificate in Organizational and Executive Coaching from NYU, is an Associate Certified Coach (ACC) with the International Coaching Federation and is a Certified Health Coach (CHC) through the Institute for Integrative Nutrition. Diane is a Board Certified Holistic Health Practitioner through the American Association of Drugless Practitioners. She is currently pursuing certification as a clinical EFT (Emotional Freedom Technique / Meridian).

To learn more about Diane, [click here](#) to visit her full biography on PDC's website.

1. What should all PD professionals know about your role?

My mission is to help lawyers and professional staff be the highest, happiest, healthiest, and wealthiest versions of themselves possible. That could mean working with them on any number of things: business development; communication skills; time management; stress management; the cultivation of meaningful

"My mission is to help lawyers and professional staff be the highest, happiest, healthiest, and wealthiest versions of themselves possible."

relationships; confidence; productivity; overcoming obstacles and resistance... the list goes on! At the root of my work is my belief that to successfully transform behaviors and mindsets, and to achieve personal and professional goals, one must blend "tactical and practical" tools with wellness and energy management.

2. In your opinion, what are some of the most important, current PD industry trends?

Firms are really starting to see the importance of investing in the health and wellness of their attorneys. Initiatives include: mindfulness meditation programs, stress management trainings and individual and group coaching programs to explore and work through challenges that get in the way of overall success and satisfaction. Firms now have a greater understanding of, and commitment to, having a more holistic approach to developing and retaining talent.

3. Do you see any particular challenges faced by PD professionals at this time?

PD Professionals have responsibilities and pressures: they are being called upon to do more, often with less resources. They are tasked with supporting and developing their lawyers and often they are the last people at their firms who are being taken care of. This needs to change and I hope my involvement as a Trusted Advisor can be of service here.

4. What is the most exciting/innovative thing happening for you right now in your field?

The increased interest in mindfulness and other modalities to help lawyers grow, develop and even enjoy their careers. I have noticed a marked openness to new approaches from both our law firm clients as well as the individual attorneys we work with.

5. What are you working on now that you think will particularly interest PDC members?

I'm working on a new business development blended coaching program that incorporates not only traditional sales and marketing strategies but also complimentary skills like time management, stress and energy management, confidence building and leadership. The goal is to help lawyers overcome obstacles and break through any blocks or resistance (what we call "BD Baggage") that get in the way of their business development goals. I'm also working to develop a comprehensive peak performance group coaching program that will cover how to align and balance all aspects of career development to ensure both success AND satisfaction.

6. Have you read (or written) anything recently that really inspired you?

I wrote an article with my colleague Donna Branca for the PD Quarterly that illustrates how mindfulness

and mindfulness meditation can help you stay focused and on track with your goals. There's a lot of focus on the positive effects that mindfulness has on stress reduction and time efficiency but we were trying to show how it is so much more versatile and powerful. Writing the article itself was inspirational because, in many ways, writing about it naturally helped my own meditation practice go way deeper and I'm now even more convinced that it is one of the most important tools to have to fuel success.

7. Do you have any special advice for people who are new to the field?

Take any, every and all offers of help because it will solidify relationships both internally and externally. And don't be afraid to ask questions of, and lean on, the PDC community because its members are so committed to everyone's development.

To read more about Diane's work, follow [this link](#) to view an article written by Diane: *BD Baggage*.

Thank you to our 2016-2017 Trusted Advisors!

Ida Abbott,
Ida Abbott Consulting

Steve Armstrong,
Firm Leader, Inc.

Diane Costigan,
SJL Shannon

Jackie Cranford,
Cranford Advisory Services LLC

Charles Fox,
Fox Professional Development LLC

David Freeman,
David Freeman Consulting Group/Law Firm CultureShift

Steve Gluckman,
LawFirmElearning

Ross Guberman,
Legal Writing Pro

Brian K. Johnson,
Johnson & Hunter, LLC

Tim Leishman,
Firm Leader, Inc.

Tammy Patterson,
NALP Foundation for Law Career Research and Education

Larry Richard,
LawyerBrain LLC

Joanne Schaefer,
JSchaefer Coaching & Consulting

Scott Westfahl,
Harvard Law School Executive Education

To learn more about all of our Trusted Advisors, visit our [Trusted Advisor Page](#) on the new PDC website!

Join us on Social Media!

The PDC is now on

[Facebook](#), [LinkedIn](#), and [Twitter](#).





Charles Fox is the preeminent teacher of transactional law practice knowledge, skills and know-how in the country. He is the author of *Working with Contracts: What Law School Doesn't Teach You*, the leading book on contract practice for junior lawyers and other professionals involved in the negotiation and review of contracts. His book has sold more than 30,000 copies, and is still in print after 15 years. Charles spent 22 years as a lawyer -- the last 14 as a partner at Skadden, Arps, Slate, Meagher & Flom LLP in New York -- structuring, negotiating and documenting complex debt transactions and restructurings. In addition, he played a significant role in Skadden's professional development activities. In July of 2005 he left practice and launched his own training and consulting business, Fox Professional Development LLC. Since then, he has done hundreds of training programs on contract drafting and negotiation, due diligence, attention to detail, closings, and other subjects that every transactional lawyer must master. He is an adjunct professor at Cornell Law School and The University of Alabama School of Law.

To learn more about Charles, [click here](#) to visit his full biography on PDC's website.

1. In your opinion, what are some of the most important current PD industry trends?

The increased focus on the use of e-learning technology is important for a number of reasons: millennials are extremely comfortable with this kind of technology; it is deliverable in smaller increments than most live learning, resulting in better retention; and it permits the same content to be delivered the same way to lawyers in multiple offices. A corollary to this is the concept of "just-in-time" learning. Many firms are working on creating a library of recorded trainings on specific subjects, for lawyers to access when the need arises. While this is a very useful concept, there are many fundamentals, particularly in transactional practice, which young lawyers don't even know that they don't know, and therefore won't necessarily seek out if left entirely to their own devices.

"... there are many fundamentals, particularly in transactional practice, which young lawyers don't even know that they don't know..."

2. Do you see any particular challenges faced by PD professionals at this time?

One of these challenges is the common attitude of transactional partners toward training. They weren't formally trained in the nuts and bolts of practice; they learned everything that they know through hard work and osmosis. Accordingly, they often believe that on-the-job training is the only way to learn these skills. They have a point, of course: most of what deal lawyers need to know will be learned by experience. This doesn't mean, however, that there isn't a significant amount of knowledge and skills that can be effectively taught to young lawyers. Why not give them a boost up the learning curve? They will be less stressed out and more productive right out of the gate.

3. What is the most exciting/innovative thing happening for you right now in your field?

A number of new tools have come on the market that are designed to facilitate various aspects of transactional practice, such as due diligence and contract drafting, editing and proofreading. These are all potentially valuable in facilitating the delivery of legal services to clients on a cost-effective basis; however, there is a risk that they will lead to younger lawyers getting short-

changed on learning fundamentals that are necessary as a foundation for later success. A good analogy can be made to spellcheck and autocorrect: they are both useful tools, but everyone has heard a horror story or two involving blind reliance on them.

4. What are you working on now that you think will particularly interest PDC members?

It is a truth universally acknowledged, that law schools do a particularly bad job in preparing lawyers for transactional practice. Unfortunately, law firms have traditionally continued this imbalance, focusing a disproportionate amount of their training resources on litigators. I am eager to help my clients address this imbalance by working with them to design more robust internal training for transactional attorneys.

5. Have you read (or written) anything recently that really inspired you?

The War of Art: Winning the Inner Creative Battle, by Steven Pressfield. The author talks about a universal force, which he calls "Resistance," that opposes creativity and innovation. He says: "Like a magnetized needle floating on a surface of oil, Resistance will unfailingly point to true North -- meaning that calling or action it most

wants us to stop doing. We can use this. We can use it as a compass. We can navigate by Resistance, letting it guide us to that calling or action that we must follow before all others.” I have found his insights incredibly helpful in creating the content for my workshops.

6. Do you have any special advice for people who are new to the field?

To be effective, you must gain some understanding of the work that is being done by the people whose training you are helping to design.

So, if you have not attended law school or practiced law, you should consider attending training that your firm provides, particularly training aimed at junior associates, to better familiarize yourself with the way lawyers speak, think, learn, and behave and, for those new PD professionals who have been litigators, spend some time gaining an understanding of what deals are and what deal lawyers do. It is another world.

Interested in hearing more from Charles on lawyer training? [Click here](#) to view his article, *The Special Challenges of Training Deal Lawyers*.

“To be effective, you must gain some understanding of the work that is being done by the people whose training you are helping to design.”

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2016 PDC Winter Meeting

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Keys to Making Your Most Career-Impacting Relationships Stick!

November 30, 2016 | Mandarin Oriental Hotel | Washington, DC



Professional Development Consortium



David H. Freeman, J.D. is the award-winning CEO of David Freeman Consulting Group and the founder of Law Firm CultureShift®. For over two decades, he has shown thousands of managing partners, group and department leaders, partners, counsel and associates how to generate more revenue, profitability and growth. David has worked with hundreds of law firms world-wide, including over 1/3 of the AmLaw 200. As the creator of Law Firm CultureShift®, David shows senior leaders how to create vibrant cultures of business development throughout their firms.

David is a highly regarded keynote speaker at law firms, industry conferences, bar associations and law schools, and he specializes in providing consulting, training and coaching services in the areas of leadership, business development, cross-selling, client service, retreats and strategic planning. David is also the author of three books: *The Law Firm Leader's Reference Guide for Creating a Business Development Culture*, *Secrets of the Masters: The Business Development Guide for Lawyers*, and *Weekly Reminders for Revenue-Focused Leaders*.

David was Co-Chair of the Legal Marketing Association Annual Conference in 2010, he served on the LMA Education Committee, and he had an ongoing leadership column for Marketing the Law Firm. David has also authored numerous articles for many major legal publications, and he produces highly regarded video tips on leadership and business development.

To learn more about David, [click here](#) to visit his full biography on PDC's website.

1. What attracted you to the Trusted Advisor Program?

Developing deeper relationships with professionals who think about human development the way I do, who believe that given the right tools and environment, people have the ability to access much more of their potential.

2. What should all PD professionals know about your role?

My main areas are business development training and coaching, revenue-focused leadership training and coaching (working with group leaders to help them drive more revenue-producing activity from their groups) and retreat facilitation (using a variation of the Balanced Scorecard I've adapted for law firms). In addition to those areas, I have particular expertise in cross-selling and client service, and I am building a technology-based gamification process to radically accelerate business development activity.

3. In your opinion, what are some of the most important, current PD industry trends?

From my business development and leadership perspective, increased focus on showing lawyers how to contribute to the growth and health of the firm by becoming more effective leaders and business developers.

4. Do you see any particular challenges faced by PD professionals at this time?

To encourage lawyer engagement in areas other than acquiring the skills necessary to become an effective practicing lawyer.

5. What is the most exciting/innovative thing happening for you right now in your field?

Brain science and the use of gamification techniques to increase engagement (and ultimately results) in important business processes.

6. What are you working on now that you think will particularly interest PDC?

I am currently developing a technology-based product that uses gamification mechanics and dynamics to guide lawyers along journeys that will make them much more effective business developers. The process goes beyond training by inspiring lawyers to take step-by-step actions that will result in more, and better, revenue producing activity

7. Have you read (or written) anything recently that really inspired you?

The Power of Habit and Smarter Faster Better by Charles Duhigg and Give and Take by Adam Grant.

8. Do you have any special advice for people who are new to the field?

Learn how to be an effective coach so you can guide people to their own realizations about how they can craft a better, more fulfilling life (hopefully within your firm).

PDC
WEBINARS



Learn about the latest industry trends from our PDC Trusted Advisors during our 2016 - 2017 Webinar Series. To learn more about our webinars,

visit our

[Webinars Page](#) on the PDC website.

Webinar registration opens approximately 30 days prior to each webinar.

Join Us This Summer!





Brian K. Johnson has served as a communication consultant to the legal profession since 1979. He teaches interpersonal communication skills to new attorneys, public speaking to transactional lawyers, and advocacy and persuasion to litigators. Every year he works one-on-one with hundreds of attorneys and professional development administrators at Am Law 100 law firms to help them improve their speaking skills.

Since 1998 Johnson has trained every new Assistant United States Attorney at the National Advocacy Center of the U.S. Department of Justice in Columbia, South Carolina. The National Institute for Trial Advocacy has awarded him its Prentice Marshall Faculty award for his innovative teaching of trial skills. He was the first non-lawyer to receive that honor. He has served as a panelist at the ABA Litigation Section Annual Conference, and as a keynote speaker at the ABA Litigation Section Leadership Conference, after which a DVD of his presentation was distributed to its members. He has presented programs for the Law Society of Upper Canada in Toronto, and taught Solicitor Advocates in Dublin and Belfast. Twice the Republic of Estonia invited him to teach federal prosecutors in that Baltic country.

To learn more about Brian, [click here](#) to visit his full biography on PDC's website.

1. What attracted you to the Trusted Advisor Program?

I was first intrigued by the words themselves: Trusted Advisor. It's a weighty title. One could be Trusted Advisor to the Queen. Or to a President. The words suggest a collaborator who can be relied upon to listen carefully and respond credibly with useful advice. As a teacher and coach of communication skills, that is something I strive to do every day. I am eager for the opportunity to listen to, learn from, and respond to the members of the PDC.

I respect the power of words, the process of choosing the right ones, and delivering them well. This has earned me the label communication expert. Those words can be a burden. They set the bar pretty high every time I speak in a professional situation. When it comes to lawyer/listener expectations, PDs are similarly burdened by the

"I respect the power of words, the process of choosing the right ones, and delivering them well."

expectation implicit in the words professional development. When called upon to speak, people directing the professional development of judgmental attorneys must prove that they have developed their own professional communication skills. I trust that this collaboration will help all of us meet that challenge and develop together.

2. What should all PD professionals know about communication skills training?

We are living in an era of unprecedented upheaval in human communication. Everything has changed in our social-media-saturated lives as to when, what, and how people communicate interpersonally or publicly. Suddenly, all oral communication is persuasive speech. Speakers must persuade listeners that they are more compelling than the digital device buzzing, beeping, and demanding immediate attention. Never before in history have speakers had to address listeners working their thumbs more vigorously than their ears. But being quick with your thumbs while texting doesn't translate to being quick on your feet while speaking. Just the opposite is more likely to be the case. A frustrated entry-level Big Law associate complained to me recently, "I don't talk, I text!" And that was apparent. She confessed she wrote out a script to read when

asked to call a client on the phone.

At the same time, the solution for delivering communication skills training has never been more efficient and economical. The availability of one-on-one online video coaching saves money and time. It can be offered when a speaker needs help the most – right before an important presentation.

3. In your opinion, what are some of the most important and current PD industry trends?

In the short-term, how do all of us involved in professional development structure training programs that take less time and cost less money? It's the focus of bite-size/right-size training. If time is the most valuable commodity for busy professionals, how do we use it most efficiently to deliver the training at the lowest cost?

"We are living in an era of unprecedented upheaval in human communication."

4. Do you see any particular challenges faced by PD professionals at this time?

I keep thinking about a recent article by Jordan Furlong about the inevitable restructuring of law firms. He poses this question: When will law firms finally accord their non-lawyer professionals the respect, power and equity status they deserve? He specifically mentions professional development as a key area destined to be part of a whole new ballgame. Take me out to the ballgame! What that will mean for PD professionals and those of us providing training is exciting to contemplate.

5. What is the most exciting/innovative thing happening for you right now in your field?

Cutting-edge discoveries in neuroscience and brain research push my buttons on an almost daily basis. We live in a golden age of understanding how our brains work, especially regarding the mysteries of human communication. Using fMRIs, researchers can peer into our brains and see where, what, and why things are happening. One of my favorite eureka moments in neuroscience can be viewed at the PBS.org/NOVA web site with the search terms "mirror neurons."

<http://www.pbs.org/wgbh/nova/search/results/?q=mirror+neurons>

This unbelievable yet true story of The Monkey and Peanut reveals why human beings are so intuitive as listeners. All speakers will benefit by understanding how the recently discovered "mirror neurons" in our brains mean that seeing a speaker is just like being that speaker. Our brains mirror others' behavior. Eureka!

6. What are you working on now that you think will particularly interest PDC members?

My next project is to collaborate with PDC members as well as my co-author and partner Marsha Hunter to create a concrete set of speaking standards or competencies. The challenge is to define the competencies expected of attorneys at each stage of their careers. I was speaking with a PD professional recently and she shared this anecdote. Following an in-house deposition for entry level associates one participant commented, "I was so grateful for that training because it's the first time I really got to hear how lawyers speak to one another." The way lawyers speak is a unique code. In a recent article legal writing expert Bryan Garner refers to "linguistic code switching." His example of switching codes is how differently we speak to 1) grandparents 2) parents 3) lovers 4) children 5) pets. It extends to the code switching required of entry-level associates when talking to partners of clients versus peers.

A well-defined set of speaking standards or well-spoken competencies plus a clear and concrete set of techniques to achieve them would be useful for attorneys and PDs alike.

7. Have you read or written anything recently that really inspired you?

After the viral success of Amy Cuddy's TEDTalk about power poses, I was eager to read her recent book. I've been recommending *Presence: Bringing Your Boldest Self to Your Biggest Challenges* to all the folks I teach and coach.

The communication techniques that I teach are a motor skill. Knowledge alone is not enough; one needs to acquire the know-how to put that knowledge into action. Speaking is a motor skill, akin to swinging a golf club or tennis racket – but while thinking and speaking well.

I am reading *Peak: Secrets from the New Science of Expertise* by K. Anders Ericsson. His ideas are useful and applicable to acquiring the expertise of public speaking and interpersonal communicating.

8. Do you have a special advice for people that are new to the field?

I've been helping attorneys communicate more effectively for almost four decades, but I'm not a lawyer. To explain how I can teach lawyers without being one myself I say, "I don't think like a lawyer, but I know how lawyers think." Anyone new to this field needs to comprehend how differently lawyers think. Understand this difference, and don't be offended by the fact that many of them are highly trained skeptics. They see their job description as being contrarian. Lawyers are looking for the weaknesses and downsides in every topic, idea, or argument. It can be off-putting, if you take it personally. In the end, it's a good thing that the legal mind likes to dig down and carefully excavate every idea. Rise to the challenge and respect their opposing perspective. In the end, it makes for better ideas.

*Interested in hearing more from Brian on body language? [Click here](#) to view his article, *Using Gesture to Calm a Nervous Witness*.*

"A well-defined set of speaking standards or well-spoken competencies plus a clear and concrete set of techniques to achieve them would be useful for attorneys and PDs alike."



Joanne Schaefer is the Head of JSchaefer Coaching & Consulting. As a former practicing lawyer, partner and past Director of Professional Development and Student Recruitment for an international law firm, Joanne brings over 20 years experience to her consulting and coaching practice. She is a Certified Professional Coach, Accredited Mediator and has a Certification in Applied Positive psychology. Joanne works with firms and lawyers to increase engagement, improve productivity and build hardy cultures. Her programs are designed to keep lawyers engaged and thriving in practice for the long run. Joanne's work is influenced by lived experience, the science of happiness and positive psychology.

To learn more about Joanne, [click here](#) to visit her full biography on PDC's website.

1. What attracted you to the Trusted Advisor Program?

As a former PDC Board Member and longstanding member, I've benefited greatly from this community and the collective and individual wisdom of its members. Having the opportunity to stay connected, give back and share my market and subject matter expertise is very important to me.

2. What should all PD professionals know about your role?

Since leaving big law, I've used my professional development expertise and lived experience to develop strategies to keep lawyers engaged and thriving in practice. This year, the most comprehensive study ever conducted on attorneys (15,000 lawyers, across 19 states, differing in age, stage and practice area) confirmed what many of us already know - being a lawyer is hard. The attorney personality, 24/7 access, unreasonable client demands and unsustainable billing expectations create a culture that normalizes stress and stigmatizes anything less than perfection. Being a lawyer is hard, but it doesn't have to be this hard. Without appropriate dialogue, information and practical stress management tools, lawyers are struggling unnecessarily and the personal and professional

consequences are alarming; 1 in 3 practicing attorneys are problem drinkers and 1 in 4 experience symptoms of depression, anxiety and chronic stress. The financial impact on productivity and profitability is also staggering. In these circumstances, helping attorneys manage stress and build resilience is not only the (morally right thing to - it is a business and risk management imperative. Industry leaders see the ABA/Hazleden study as a "call to action" and firms that are getting ahead of the issue are securing huge competitive advantages in recruitment, retention and profitability.

3. In your opinion, what are some of the most important, current PD industry trends? Do you see any particular challenges faced by PD professionals at this time?

Millennials are challenging the legal profession and shifting paradigms in ways never seen before. The ABA/Hazelden study found new attorneys (10 years and under) at greatest risk for substance abuse and mental illness. Millennials are burning and opting out at distressingly high rates and they aren't willing to pay the price. While a successful career is important, millennials aren't always willing to make the same sacrifices as those that came before them. Partnership is not necessarily the end goal; happiness and wellbeing are also coveted.

Competitive compensation continues to be crucial; but associates are prepared to leave if they don't get meaningful work and autonomy.

Millennials also push back against low innovation and the (relatively) slow pace of law firm management. Millennials don't want to sit back and wait until the next major deal comes around to get the type of work, or recognition, they think they deserve.

4. What is the most exciting/innovative thing happening for you right now in your field?

Until recently, the last major studies on lawyers were conducted 25 years ago. In addition to the ABA/Hazelden study, the University of Florida just surveyed over 7,000 lawyers and identified four major drivers of attorney wellbeing - autonomy, competency, authenticity and meaningful relationships. Taken together, these two major studies not only flag the irrefutable problem in the legal profession (an unsustainable culture that is harming too many), but also provide tremendous insight into possible solutions.

" Millennials are challenging the legal profession and shifting paradigms in ways never seen before."

5. What are you working on now that you think will particularly interest PDC members?

These latest studies provide robust evidence of the problem, but there is still little to no information on the impact to the bottom line. What is this costing law firms? What is the difference in terms of profitability between firms that accept the status quo and those that take action? I've analyzed the data and prepared models for PDC members that quantify the cost to law firms.

In terms of solutions, I approach this issue from 3 different perspectives; I've practiced law, spent decades managing and developing legal talent and, experienced depression. This unique trifecta of experiences allows me to understand the issue from all sides. My approach considers resilience and mindset core competencies that can be developed over time. I believe small shifts in mindset and behavior create fundamental and sustainable change and have designed on demand e-learning modules that provide attorneys with pragmatic tools to build resilience, think strategically and manage stress. Each performance boosting module, in 5 minutes or less:

1. introduces a topic, core competency or skill set;
2. provides fact based evidence of how it impacts performance; and
3. demonstrates ways to easily incorporate new strategies into daily practice.

Some examples include: Strengths, Setting Goals, Self-Coaching, Coaching Skills for Mentors and Leaders, Finding Flow, Thinking Traps, Real-Time Resilience, Communication Styles and The Characteristics of Thrivers.

I also help firms by:

- reviewing current programming and suggesting ways to build resilience training and stress management into existing curricula (at no additional cost to PD budgets);
- providing mental health first aid training to management, practice groups and mentors; and
- training mentors, leaders and management to develop internal coaching skills.

6. Have you read (or written) anything recently that really inspired you?

The topic of engagement and thriving fascinates me and I read anything and everything related to the brain, mind and body connection.

7. Do you have any special advice for people who are new to the field?

You are entering this profession at a critical time. Step back; observe; learn from other PDC members and then, dive in and shake things up!

Check out these links for more from Joanne:

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www.jschaefercoaching.com

[*Persevering in the Face of Adversity: What We Can Learn from "Thrivers"*](#)
- published in the spring 2016 Linkletter

Write for the PDC Blog!

The PDC is looking for authors to contribute to our blog! If you are interested in writing a post for the PDC, contact Sally Burroughs at sburroughs@pdclegal.org, or visit the PDC Link page on our website for more details.



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THE PDC SUMMER CONFERENCE IN PHOTOS



Sunset and Cruise on Naples Bay

Each year the PDC's large group dinner is a highlight of the Summer Conference, and this year was no exception! PDC members enjoyed dinner this year aboard the Naples Princess Yacht while taking in views of Naples Bay and even catching the sunset over the Gulf of Mexico. Our large group dinner was a highlight not only because of the beautiful views, but also for the opportunity to catch up with old friends and even make some new ones!

Welcoming New Members

Lori Broderick, Chair of the PDC Membership Committee and member of the Board of Directors, welcomes new members and first time attendees to the PDC Summer Conference. This year we welcomed about 20 new members to the conference for their first PDC event!





Channeling Cialdini's Patterns of Influence

The Conference got off to a great start with a presentation the Cialdini's patterns of influence, presented by PDC Trusted Advisors Dr. Larry Richard and Scott Westfahl and PDC member Gillian Murray.

Roundtable Programs

As one of the PDC's most popular sessions, this year's roundtable programs offered members the chance to dive deeper into the subjects which are of greatest interest to them. In this photo, Tom Leatherbury, Chair of the NALP Foundation, moderates a discussion on influence in the workplace.



Thank you to our Summer Conference Committee!

Jeanne Picht, Chair
Naila Ahmed
Marni Becker-Avin
Lori Broderick
Elizabeth Foster-Nolan
Sabrina Franconeri
Kristen Hulse
Jessica Hoffman
Tracy LaLonde
Burt Lipshie
Jodi Lucena-Pichardo
Carrie Milliken