The Legal Link

Winter 2018



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Winter 2018 Edition

The Legal Link

MISSION STATEMENT

President's Message

 Promote and enhance the competence and professionalism of all members of the legal management team; Although my career in human resources management has taken me away from the legal industry, I want you, as members of the AR Chapter of ALA, and our associated business sponsors, to know the extent of your positive impact on me. As I've mentioned in previous newsletters, working in a law firm was a new venture for me these past five years; it was a fantastic experience, and I'm grateful for the opportunity to have met and worked with so many wonderful people.

 Improve the quality of management in law firms and other legal service organizations; and

My experience, however, would not have been nearly as good without ALA and each of you. The knowledge you shared and the support you provided was invaluable; you have left an indelible mark on me! And, even though I am not officially part of ALA any more, I view the organization with pride and consider

 Represent professional legal management and managers to the legal community and to the community at large.

myself extremely fortunate to have established strong bonds and lasting friendships.

Inside this issue:

4-5

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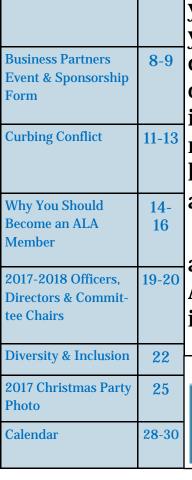
Member Spotlight

Happy Retirement

Bonnie

I'll miss working with you on a regular basis, but I'm thankful ALA brought us together. . . . This is not farewell!

Jeannie Billingsley







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Member Spotlight: Connie Straw

Tell us about your background, where you grew up and then transition into your career.

For the most part, I grew up in the far northwest Chicago suburbs. I studied broadcast journalism at Columbia College in Chicago and then completed my Bachelor's degree in communications/media studies at Judson University in Elgin, IL. It just so happened that I worked my way through college as a legal assistant and also took paralegal courses at a local college. After graduation, I doubled back and took the last few courses I needed to complete an Associate's degree in paralegal studies. For the first eight years of my career, I worked in marketing and PR. In 2001, I decided to switch gears and return to the legal field. Seven years later, I found myself in law office management.

Tell us about your family.

My husband, Shane, is a Little Rock native. His mother, Valdean, has been in the legal field in Little Rock for over 30 years — I wouldn't be surprised if some of our members know her personally. Shane and I live in North Little Rock with our two boys, Devon (12) and Dylan (10). Both boys attend eStem and LOVE it. My parents are also transplants from the Chicago area and live just a few blocks from us. It's wonderful that our boys get to grow up with their grandparents nearby and involved.

What are your main responsibilities at Trammell Piazza Law Firm PLLC?

TPLF is a small firm, so we all wear a lot of different hats. Some of my hats involve firm-wide projects, and some are more paralegal in nature pertaining to specific cases we are working out of our Little Rock office.

How would your attorneys and staff describe you?

Crazy Connie!

What is the best professional advice you ever received?

Years ago while working in a marketing position, my supervisor told me I shouldn't close the door to my office. In her sweetest Southern drawl, she informed me that keeping my door closed would never serve me well. At the time, I didn't realize the importance of it. I mean, it's my office and my door, I'll close it if I want to, right? Later when I got into management, the importance became crystal clear. These days, I very rarely close my door...unless I'm attending one of ALA's fabulous webinars. ;-)

What is the most interesting job you ever had?

Like a lot of members, I've had some really interesting legal jobs that make for fantastic stories; however, I have to say that my *most* interesting job was when I was the marketing director for a Harley-Davidson dealership during the time the owner was building and opening a massive new shop in Scottsdale, AZ. It's hard for me to even describe what a crazy, exciting, demanding, fun, exhausting job that was. It left a mark on my very soul.

If you weren't a legal administrator, what would you do?

I've joked for years that one day I'm going to leave the madness behind and go wash dogs. So there's always that.



Member Spotlight Contd.: Connie Straw

What is the hardest situation you have had to deal with in your career?

I would say that closing a major branch office of a national law firm was by far the hardest situation I have had to deal with in my career. From being involved in laying off the amazing staff to liquidating *everything* in a 10,000 square foot office in a matter of weeks, the whole process was something that still gives me nightmares.

What are your outside activities?

Our family loves to go camping! And I love to sit for hours and fish. It is so therapeutic.

What do you enjoy most about your affiliation with ALA? I am so thankful for the amazing connections we make through ALA. When I'm giving someone the pitch on the benefits of membership, I am truly sincere when I say that the networking and comradery is invaluable. Being able to tap into the expertise and resources that lies within our members is a tremendous benefit for me personally.

My friends describe me as...

I can only imagine how my friends must describe me. I'll go with "entertaining". Not sure if that's good or bad, though.

Someone I really admire is...

Anyone who brings me more wine.

My favorite book is...

Stephen King's Desperation

My favorite musical artist is...

This is so hard to narrow down! If I base it on who I would pay big bucks to see up close in concert, that would be Metallica. Although, I've really had this thing for the Foo Fighters lately.

A sound or noise I love is...

My boys both have this hysterical belly laugh when they genuinely crack each other up. That's the best sound in the world. It offsets the irritating sound of their otherwise constant bickering.

A sound or noise I hate is...

I cannot STAND the sound of someone chewing with their mouth open. Can I get an Amen?!

My favorite daydream or fantasy is...

Winning the lottery, of course.

My favorite movies are...

There are just so many awesome movies I love to watch over and over. Poltergeist and Jaws are two of my classic favorites. Suicide Squad has become one of my more recent favorites.

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HAPPY RETIREMENT, BONNIE VICKERY!

Congratulations on 18 Years of Membership in ALA's Arkansas Chapter



We will miss you!





When I first started ALA, about four months into my membership, Bonnie emailed asking if I could be the Chapters' Newsletter Editor. As a new member, I mentally looked around at the caliber of the other members and was immediately terrified. As an editor, you strive to educate and entertain. How could I possibly educate the other members who are so accomplished and knowledgeable? I was the one that needed them to teach me! After that moment of self-doubt, I gathered up all of my courage from the corners of my brain and accepted. As you guys now know, I have no problem with volunteering and asking for help when I need it, but that doesn't mean I don't have moments of insecurity. I think a Goliath size portion of the courage though came from the confidence that Bonnie had in me to ask in the first place. For that, Bonnie, I thank you. We miss your fellowship in our group, the knowledge and experience you brought, that wonderful sense of humor, and that infectious laugh. Enjoy your retirement! You deserve it.—Michelle Tyree

Thank You Business Partners





2017 Networking After Hours Business Partner Event

November 15, 2017 @ the Loft



Pictured on the Left (from left to right):

Michelle Stewart, President -Elect Jeannie Billingsley, President DeAnna Lopez, Regional







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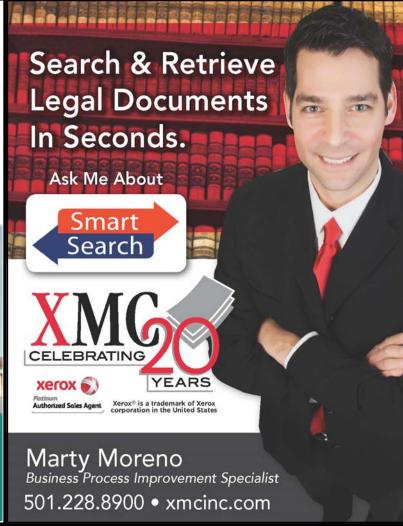
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CURBING CONFLICT (CONT.)

To stop the abuse before it gets out of hand, Schwinn says suggests meeting with that person and saying you're not going to tolerate that behavior.

USE MEDIATION TACTICS

If it's you and a colleague having issues, Rynowecer suggests handling it directly. "The best way to handle conflict is to resolve it directly with the person with whom you have conflict," says Rynowecer. "This often requires a person to remove their emotions and listen to what others are saying whether you agree or not. The goal is to find the underlying cause so you can resolve the conflict."

If you are dealing with one-on-one conflict on your own or you bring in a mediation consultant, you can utilize mediation tactics to ensure everyone is being heard. Armacost recommends engaging with the person with whom you're in conflict, and not to walk away.

"Don't try to bully or coerce the person into taking your position, and don't do a power play," she says. "Try to take the first step in solving the problem. You can make an apology, even if it's only to say you did not intend to have the negative impact you did. That can go a long way. Don't exploit the other person's risk taking. If they say they are sorry, don't exploit it," Armacost adds.

ADDRESS THE SIGNS OF TOXICITY

A toxic environment is subjective based on every law firm. "[Generally,] most people agree toxicity arises when negative talk creeps into regular and ongoing conversations, when people are dismissive of each other, and when there are no nonwork related conversations between colleagues," says Rynowecer.

Once you recognize that interactions at your firm are unhealthy and people are not treating each other with respect, you can use a few strategies to reverse it.

"You have to create a culture where people feel comfortable coming forward and saying, 'That's not OK, and I will not be treated like that,'" says Schwinn. "You create it by investing time in your employees, having meetings with them, and doing things that foster getting along with one another."

Modification starts at the top, according to Rynowecer. "Changes in behavior by leadership is one of the few ways to change toxic behavior. This models nontoxic behavior and the rest of the firm will follow suit. In addition, leadership can coach toxic people to eliminate these behaviors or part ways if these toxic people are damaging the workforce."

Beyond displaying the behavior you want your employees to have, you can also do team-building exercises to turn things around. "[Exercises] cannot be centered around fun activities that ignore the 2,000-pound elephant in the room," says Armacost. "An effective one needs to focus on resolving conflicts by understanding each person better.

CURBING CONFLICT:

Conflict is inevitable in any office. Here's how you can effectively manage it.

Attorneys are used to fighting for their clients in the courtroom. But sometimes that conflict spills out into the firm, creating a toxic environment that can have a destructive impact on every partner and support staff member.

"Whether a partner is talking down to associates, or paralegals are gossiping about their colleagues, conflict can occur on any level. It is up to everyone at the firm to stop it before it spreads. Otherwise, it may end up hurting the firm's client relationships and bottom line.

COMMON CONFLICTS

"What we've heard from participants about law firms is conflicts arise because trust and communication breaks down," says Rebecca Armacost, Director of the Mediation Training Institute (MTI) at Eckerd College, which provides consulting in workplace conflict mediation and management. "The most common approach is confrontation or avoidance in law firms, and they tend to be used most often by paraprofessionals and lawyers. If someone is more confrontational and another person is likely to avoid, the problem will continue to fester."

In her time at MTI, Armacost has also noticed that law firms have issues because there are a lot of egos involved. "The egos, coercing and bullying is not just common from partners," she says. "Some are from office staff and administrative [employees]. It can happen with two admin professionals. It's based on relationships and personality style."

Michael Rynowecer, President and Founder of BTI Consulting Group, has seen firms have differences over, "agreeing on who receives origination credit for new clients, the amount of time required to complete a task, not being responsive to partner requests, and not being responsive to other partner's client requests."

If you are currently experiencing any type of damaging interpersonal behavior at your firm, here are some ways to resolve it so you can get back on track.

DON'T LET PEOPLE GET AWAY WITH IT

Christina Harris Schwinn, Partner at Pavese Law Firm, says that often, an individual who performs well is also a menace. "[He or she] gets away with it if [he or she] is a top earner. The law firm should recognize that you cannot allow your top performers to be abusive to employees or anybody else."

CURBING CONFLICT (CONT.)

To do this, you can use a Conflict Dynamics Profile to assess how each person acts toward conflict. Armacost says it would teach employees how to respond constructively to conflict, how to adapt their own stances, and how to talk openly and honestly about behaviors that are constructive and destructive.

WHO SHOULD HANDLE CONFLICT?

Employees need to be able to solve conflicts on their own before they reach human resources or partners. Otherwise, Armacost says, they would squander influence over the decision that is reached. "It'll be a lose-lose situation rather than a compromise or something where they both got a little of what they wanted."

If the issue does reach the top of the firm, Rynowecer says mediation and giving power to the people involved is effective. "Management is best suited to handle conflicts because they have the authority to act. The best managers will have the people involved resolve the conflict between themselves or bring in a neutral party to mediate as they counsel each person to listen and accept the other."

About the Author:

Kylie Ora Lobell is a freelance writer living in Los Angeles. She covers legal issues, blogs about content marketing, and reports on Jewish topics. She's been published in Tablet Magazine, NewsCred, The Jewish Journal of Los Angeles and CMO.com.

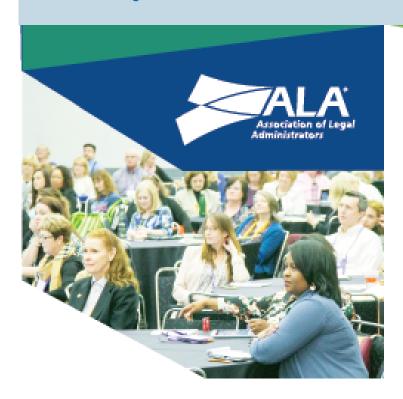
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"The most common approach is confrontation or avoidance in law firms, and they tend to be used most often by paraprofessionals and lawyers. If someone is more confrontational and another person is likely to avoid, the problem will continue to fester."

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"As a 20-year member of ALA, I can honestly say ALA was my lifeline as the firm grew from a very small 10-person firm to the current 135-person firm. I still rely on ALA to meet my needs for information. It is the first source I turn to."

Brenda A. Majewski Director of Operations, Kohn Law Firm S.C.

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Diversity and Inclusion Scorecard for Law Office Administrators

A Roadmap for Change

One of the essential skills of leadership is the ability to create an environment in which everyone who wants to succeed has the opportunity to do so. And in today's environment, businesses that fail to actively promote and develop cultural competence and work to advance the principles of diversity and inclusion risk undermining the health and success of the organization itself. Clients and vendors demand it, and attracting top talent requires it. Beyond race, gender and physical ability, the promise of diversity and inclusion encompasses a much broader and more complex vision of acceptance and appreciation of the differences between us on so many levels, including cultural, socio-economic, political beliefs, sexual orientation, and more.

To realize your organization's diversity and inclusion goals as well as the Association's broader goal of creating a more diverse and inclusive profession, the ALA Committee on Diversity and Inclusion has identified best practices for law office administrators and placed them into seven categories: 1) formal firm leadership; 2) firm culture; 3) firm policies and workplace inclusion; 4) professional development; 5) organizational diversity and inclusion competency; 6) community involvement; and 7) supplier diversity. In each of these areas, administrators have the ability to find and eliminate organizational barriers that limit opportunities to succeed.

Review each best practice within each category, and identify those your law firm currently performs, as well as those that still can be pursued. Examples are provided, where available, for each best practice to show how it can be incorporated into the firm's operations.

Additional questions, comments and feedback on the Scoreboard should be directed to diversity@alanet.org.

Get the **Scorecard for Law Firm Administrators** at www.alanet.org/about/diversity/scorecard-for-law-office-administrators.





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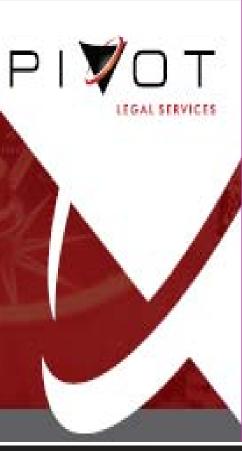
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				1 ALA Webinar (2:00 pm): Social Media, Digital Marketing Mechanics and More	2	3
4	Early Bird Rate Deadline for Annual Conference & Expo	6	7	8 ALA Webinar (2:00 pm): How to Move your Entire Firm to the Cloud	9	10
11	12	ALA Webinar (2:00 pm): ADA and ADAAA Training for Human Resources	Valentine's Day Business Meeting ALA Webinar (2:00 pm): Has Your Company Bridged the Gap Between Human Values and Ethics? Does it Matter?	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2018

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1 ALA Webinar (2:00 pm): Trello: Increase Your Productivity Overnight	Association Leadership Institute - Rosemont,	3
4	5	6	7	8 ALA Webinar (2:00 pm): The Financial Reporting Checklists Every Firm Should Be Doing	9	10
11	12	13	Business Meeting ALA Webinar (2:00 pm): Time Entry to Cash Receipts: 8 Steps to Increase Revenue & Partner Profits	15	16	17 St. Patrick's Day
18	19	20 ALA Webinar (2:00 pm): Diversity & Inclusion: 60 Tips in 60 Minutes	21	22	23	24
25	26	27	28	29	30	31

April 2018

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4 Arkansas SHRM HR Conference & Expo— Hot Springs, AR	5 Arkansas SHRM HR Conference & Expo— Hot Springs, AR ALA Webinar (2:00 pm): Advanced 401(k) Plan-	Arkansas SHRM HR Conference & Expo—Hot Springs, AR	7
8	9	10	Business Meeting	12 ALA Webinar (2:00 pm): Impacting Financial Performance: Key Performance Indicators	13	14
15	16	17	ALA Webinar (2:00 pm): Proving Cybersecurity Due Diligence For Your Firm	19	20	21
22	23	24	25	26	27	28
29	30					



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