

BACK BY POPULAR DEMAND!

Ark Group & Managing Partner Magazine presents

Overcoming Lawyers' Resistance to Change

How to effectively promote change within your firm—transforming best intentions into best practices

Register to attend by November 30th to receive your 15% early-bird discount!

January 25, 2011
AMA Executive Conference Center
New York, NY

Can you actually make change happen in your law firm?

Many experts believe that to assure financial stability, law firms must fundamentally change the way they do business and adapt to a “new normal” in which clients require more predictable pricing, better definitions of quality, alternate staffing of matters, and much more.

However, it is human nature to resist change, and some lawyers seem especially skilled at this resistance.

The best strategy in the world will accomplish nothing unless you succeed in implementing it.

If you believe that your firm, department or practice group must change in order to succeed, what can you do to effectively promote the required changes? How do you change the behavior of people who have practiced law the same way for decades?

There are no magic answers to these questions, but there are lessons to be learned from firms that have successfully begun the process. This forum on **Overcoming Lawyers' Resistance to Change** will be built around real world case studies of how firms are succeeding in:

- Introducing alternative fee arrangements
- Applying Lean Six Sigma to deliver legal services more efficiently
- Changing a firm's culture to put clients first
- Easing the transition to retirement
- Launching legal project management programs

This program will offer attendees cutting edge insights that will help to promote change in your firm. Centered on interactive discussion and anchored by real-world case studies, session topics will address:

- Responding to client pressures for change
- Understanding the hurdles that prevent change
- Developing a shared sense of urgency
- Meeting the challenge by building on your personal strengths
- Designing an effective communications plan
- Sustaining your change effort
- Transforming best intentions into best practices

With key contributions and candid perspectives from:

- Lisa J. Damon, Partner, National Chair, Labor & Employment Department, **Seyfarth Shaw LLP**
- Julious P. Smith, Jr., Chairman, **Williams Mullen**
- Tea Hoffmann, Chief Business Development Officer, **Baker, Donelson, Bearman, Caldwell & Berkowitz, PC**
- Patrick J. McKenna, **McKenna Associates Inc.**
- Jim Hassett, Founder, **LegalBizDev**

Researched by:

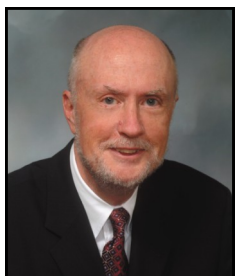
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ABOUT YOUR CONFERENCE CO-CHAIRS:

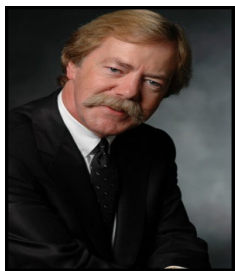
Jim Hassett, Founder, LegalBizDev



Jim Hassett is the founder of LegalBizDev (www.legalbizdev.com), which helps law firms increase profitability by improving business development, alternative fees, and project management. Before he started working with lawyers, Jim had 20 years of experience as a sales trainer and consultant to companies from American Express to Zurich Financial Services. He is the author of eight books, including *The LegalBizDev Survey of Alternative Fees*, *Legal Business Development: A Step by Step Guide*, and *The LegalBizDev Desk Reference*. He has also published more than 80 articles in the *New York Times Magazine*, *Of Counsel*, *Legal Management*, *Strategies: The Journal of Legal Marketing* and other publications. Jim is a frequent speaker at law firms and at the Massachusetts Bar Association, the New York Bar Association, Harvard Law School, DRI, and at Legal Marketing Association meetings in Boston, New York, Philadelphia, Washington, Savannah, and Vancouver. He conducts webinars through West LegalEdcenter, the *National Law Journal*, *The International*

Lawyers Network, TAG Academy, and the Legal Marketing Association. Jim writes the blog *Legal Business Development* (www.jimhassett.com) which was featured at ABA TECHSHOW 2009 (in its list of "60 Sites: Latest and Greatest Internet Hits") and by *TechnoLawyer* (in its list of "the most influential legal blogs" in *BlawgWorld*). He has a Ph.D. from Harvard and is an Adjunct Associate Professor at Boston University.

Patrick J. McKenna, McKenna Associates, Inc.



An internationally recognized authority on law practice management, Patrick McKenna has, since 1983, worked with the top management of premier law firms around the globe to discuss, challenge and escalate their thinking on how to manage and compete effectively. He currently serves as co-Chairman of the Managing Partner Leadership Advisory Board, a forum for new firm leaders to pose questions about their burning issues. The *Financial Post* labels McKenna "a professional firm management and marketing guru, with a client base stretching from Britain to the United States." And *GlobalLawReview.com* identified him as one of twenty International Visionaries in the legal profession for "their vision, sheer hard work, professional eminence, and humanity." One of the profession's foremost experts on law firm leadership, Patrick has authored more than a few pioneering texts, including his book (co-authored with David Maister), *First Among Equals: How to*

Manage a Group of Professionals, (The Free Press, 2002)—which topped business bestseller lists in the United States, Canada and Australia, has been translated into nine languages, and has been widely described as the essential guide to practice group leadership. In 2006, McKenna's e-book *First 100 Days: Transitioning A New Managing Partner* (NXTBook) earned glowing reviews and has been acquired by firm leaders in 63 countries. This publication culminated in Patrick conducting bi-annual master classes for new managing partners currently held at the University of Chicago. Thus far over 50 new firm leaders from firms of over 100 professionals have attended the program. McKenna's published articles have appeared in over 50 leading professional journals, newsletters, and online sources; and his work has been featured in *Fast Company*, *Business Week*, *The Globe and Mail*, *The Economist*, *Investor's Business Daily* and *The Financial Times*. He is an active member of the ABA, former chair of the Membership Services Committees for the Law Practice Management Section, served on the Advisory Board for Sheffield Business School's MBA program on Professional Services Firm Management [UK], is a member of the Strategic Leadership Forum, and currently serves on the editorial advisory board of *Law Practice* magazine. Patrick McKenna—most often brought in to counsel law firms on issues associated with strategic differentiation, improving profitability, client service excellence, and effective firm management—was acknowledged in 2008 when he was identified through independent research compiled and published by *Lawdragon* as "one of the most trusted names in legal consulting."

Overcoming Lawyers' Resistance to Change

How to effectively promote change within your firm—transforming best intentions into best practices

Forum Agenda: Tuesday, January 25, 2011

8:30AM **Registration & Refreshments**

9:00AM **Opening Remarks and Introductions**
Conference Chairperson: **Patrick J. McKenna**

9:15AM

How law firm leaders can promote change more effectively

In a recent survey (www.legalbizdev.com/survey), AmLaw 100 decision makers were asked to predict how much law firm business models will evolve in the next five years. 45% predicted change at the radical end of the scale. In the Foreword to this survey, Bruce MacEwen described the ongoing "sea change in law firms' fundamental model" as a "once-in-a-career event." This presentation will be organized into three sections:

- The need for change
- Why is change so difficult?
- How to promote change

The final section will review tactics that have proven successful in promoting change by addressing rational, emotional, and environmental factors. Special emphasis will be placed on the importance of building momentum with short-term wins. Case studies will focus primarily on improving profitability and client satisfaction through legal project management.

Jim Hassett, Founder, LegalBizDev

10:15AM **Networking Coffee Break**

10:45AM

Transforming Six-Sigma into a law firm value initiative

Seyfarth Shaw's Lean Six-Sigma program, Seyfarth*Lean* is designed to deliver legal services more efficiently and more transparently, and to assure that the right lawyers are handling the right matters, in a way that reduces costs to the client. A recent cover article in *iSixSigma Magazine* noted that by introducing process mapping and more collaboration with clients, Seyfarth Shaw is changing the behavior of people who have practiced law the same way for decades. The article quoted Association of Corporate Counsel sources who described the program as "five years ahead of every other AmLaw200 firm." But how do you pioneer an initiative when it goes against the traditional mindset and training of most lawyers? This session will discuss how to bring about meaningful change by adopting a unique set of tools from the corporate world and making them work within a law firm.

Lisa J. Damon, Partner, National Chair, Labor & Employment Department, Seyfarth Shaw LLP

11:45AM **Networking Luncheon**

1:00PM

Creating a cultural change from the inside out

While some changes may be fairly easy to initiate, changing a law firm's culture is one of the most difficult challenges that any firm leader could tackle. But at Baker Donelson, that is exactly what the leadership decided to do and the focus of their cultural change was on putting

clients first. In this session, participants will be presented with a case study showing how the firm introduced the plan (including the utilization of video) and how it dealt with the internal skeptics.

This session will cover:

- how making any change should fit with your overall strategy
- how to develop a step-by-step plan that includes the realization that change happens over time
- how to create a top-down / bottom-up communications strategy

Tea Hoffmann, Chief Business Development Officer, Baker, Donelson, Bearman, Caldwell & Berkowitz, PC

2:00PM

Succession Planning:

Making personal and professional transitions

Whether deciding to step down from a leadership position in your firm or determining that it might be time to start thinking about retirement and finding a comfortable means of transitioning your key clients to other partners in the firm, the final impression you make in your career may be the most important to capping your legacy. Once your transition is announced, relationships and roles immediately begin to shift, so there are things you need to do to manage a successful change:

- how to negotiate and communicate the change
- developing the transition plan in concert with your firm
- working harmoniously with your successor

Julious P. Smith, Jr., Chairman, Williams Mullen

3:00PM **Networking Coffee Break**

3:30PM

The adaptive aspects of leading change

You have identified a complex challenge that you know your firm should address – but many of the partners either do not see it or see it, but do not want to deal with it. It is only natural to avoid uncomfortable adjustments in our lives by either denying the need to act, postponing the inevitable, or placing the burden on others. All complex issues and challenges contain both technical and adaptive elements. The technical (cognitive) work required in learning about the various options that could be employed is often the easiest part. It is the adaptive (behavioral) work of figuring out how to mobilize partners through the period of risk and discomfort that comes with change that requires your most critical attention. In this final session participants will review and explore techniques and practical strategies for:

- introducing the need for change
- exploring how to create a sense of urgency
- facing the difficulties inherent in bringing about sustainable change

Patrick J. McKenna – McKenna Associates Inc.

4:30PM **End of Conference**



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Overcoming Lawyers' Resistance to Change

	Attendee 1	Attendee 2	Attendee 3
Name	_____	_____	_____
Job Title	_____	_____	_____
Organization	_____	_____	_____
Address	_____	_____	_____
	_____	_____	_____
Zip Code	_____	_____	_____
Phone	_____	_____	_____
Fax	_____	_____	_____
Email	_____	_____	_____

Signature

I have read the terms and conditions below

- Registration Fee \$995
- I am registering for this forum before November 30th and would like to claim my 15% early bird discount (\$845.75)

For team discounts, please call Peter Franken at 773 281 4275

Please note: payment must be received in full prior to the event to guarantee your place

Card number

Expiration Date

Security Code

- Payment in the mail (checks made payable to Ark Group USA)
- Multiple bookings: please invoice separately**

Registration conditions

1. Registrations can be submitted at any stage prior to the event, subject to availability. A limited allocation is being held and registering early is therefore recommended, in the event of the registration not being accepted by Ark Group the total amount will be refunded.
2. Payment must be received in full prior to the course.
3. All speakers are correct at the time of printing, but are subject to variation without notice.
4. If the delegate cancels after the registration has been accepted, the delegate will be liable to the following cancellation charges:
 - Cancellations notified over 45 days prior to the event will not incur a cancellation fee.
 - In the event of a cancellation being between 45 and 30 days prior to the event, a 20% cancellation fee will be charged.
 - For cancellations received less than 30 days prior to the event, the full delegate rate must be paid and no refunds will be available.
5. All registrations submitted by e-mail, fax, or over the telephone are subject to these booking conditions.
6. All cancellations must be received in writing.
7. Ark Group will not be held liable for circumstances beyond their control which lead to the cancellation or variation of the program.
8. Please make checks payable to Ark Group USA.

Ark Group USA will not use your email address or information for any purpose other than distributing our conference and event notices.

Venue and Accommodations

This forum will be held at the **AMA Executive Conference Center, New York** - located at 1601 Broadway, New York, NY 10019. For details regarding nearby hotels (most within walking distance to the venue) please contact Peter Franken at — pfranken@ark-group.com or 773.281.4275

Who Will Attend This Forum?

Ark Group/Managing Partner Magazine's, **Overcoming Lawyers' Resistance to Change** is an interactive forum providing law firm leaders with the instruction and application necessary to effectively implement change in the law firm setting. The agenda was developed for law firm leaders, managing partners, executive directors, practice group leaders and partners tasked with addressing new models and delivery methods in an effort to reconcile the effective practice of law with the business of law.

EARN CLE CREDIT

Ark Group is happy to provide all necessary documentation to facilitate and fulfill requirements for CLE credit. Please contact Peter Franken at 773.281.4275 (pfranken@ark-group.com) for more details!

Overcoming Lawyers' Resistance to Change

THIS FORUM WILL BE HELD AT:

January 25, 2011 — New York, NY

AMA Executive Conference Center

1601 Broadway
New York, NY 10019
212.586.8100

<http://www.amaconferencecenters.org/new-york.htm>



The Executive Conference Center is conveniently located at 48th & Broadway (inside the Crowne Plaza Hotel) in the heart of New York City's bustling Times Square. Please see the list below for some suggestions pertaining to nearby hotels (most within walking distance to the Conference Center).

Recommended Hotels (within walking distance to the workshop venue):

Belvedere Hotel

319 W. 48th Street
New York, NY 10036
212.245.7000 > Reservations
<http://www.belvederehotelnyc.com/>

Crowne Plaza Manhattan

1605 Broadway
New York, NY 10019
212.977.4000 > Reservations
<http://www.cpmannhattantimesquare.com/>

Sheraton Manhattan

790 7th Avenue
New York, NY 10019
212.581.3300 > Reservations
<http://www.starwoodhotels.com/sheraton/property/overview/index.html?propertyID=425>

Marriott Renaissance New York Times Square

714 7th Avenue @ W. 48th Street
New York, NY 10036
212.765.7676 > Reservations
<http://www.marriott.co.uk/hotels/travel/nycrt-renaissance-new-york-hotel-times-square/>

***Recommendations on the Upper West Side (a short cab ride to the venue):**

On The Ave

2178 Broadway at W 77th Street NY 10024
1.800.509.7598 | 212.362.1100
<http://www.ontheave-nyc.com>

The Lucerne—New York

201 WEST 79 STREET NEW YORK, NY 10024
212.875.1000 OR 800.492.8122
<http://www.thelucernehotel.com/>

Directions and Maps

*New York Executive Conference Center
1601 Broadway
New York, NY 10019*

The following can be used as a guide for your visit to the Executive Conference Center, New York. If you should have any further questions, please do not hesitate to call Peter Franken at **773-281-4275**.

Directions

American Management Association (is located in the same building as the **Crowne Plaza Hotel**) at 1601 Broadway at 48th Street near Times Square. Entrance is on 48th Street.

From PENN PLAZA to 1601 BROADWAY (Fastest Route):

1. Going west on W. 33rd St. toward 8th Ave. 0.11 miles
2. Turn **RIGHT** onto 8th Ave. 0.85 miles
3. Turn **RIGHT** onto W. 50th St. 0.12 miles
4. Turn **RIGHT** onto BROADWAY. 0.06 mile **For additional driving directions and maps click here <http://www.mapquest.com/>**

Transportation

Airport Transportation:

Transportation to/from the airport is available for a fee via Super Shuttle. Upon arrival at the airport, proceed to the Ground Transportation desk located near baggage claim, the Super Shuttle agents there will assist you. For your return trip to the airport, contact Super Shuttle at least 24 hours in advance at 1-800-BLUE-VAN x3. New York taxi cabs are also available and rates can vary depending on the airport.

These three airports serve New York City:

John F. Kennedy International Airport, approximately 15 miles (estimate one hour travel time) from mid-Manhattan.

LaGuardia Airport, approximately 8 miles (estimate 30 minutes of travel time) from mid-Manhattan.

Newark International Airport, borders on the cities of Newark and Elizabeth, NJ, approximately 16 miles (estimate 45 minutes of travel time) from mid-Manhattan.

Parking:

There are parking garages available on 48th and 49th streets, as well as at the **Crowne Plaza**.

Bus:

From Uptown: **M 7, M 10, M 104**, exit at 50th St. and Broadway.

From Downtown: **M 10, M 104**, exit at 49th St. and 8th Ave.

M 5, M 6, M 7 exit at 49th St. and 6th Ave.

SUBWAY



To 47th-50th St.-Rockefeller Center



To 50th St. & 8th Avenue



To 50th Street



To 49th Street



To 51st Street

