The Bridge

July/August 2016

Golden Gate
A Chapter of the Association of Legal Administrators

July/August 2016

From the Editors

Designer:

Diane Miller

Design & Production
Diane Miller/King & Spalding
eLawMarketing
http://www.elawmarketing.com

Preparation of Material
Submissions are due on fifteenth of the month for the following month's issue. They should be sent via email to:
dmmiller@kslaw.com

Newsletter Advertising
The Bridge accepts commercial advertising from Business Partners offering products and services designed for the legal community. For advertising information contact the Business Partnering Co-Chair:
Suzanne Lawler
Lubin Olson & Niewiadomski LLP
600 Montgomery Street, 14th Floor
San Francisco, CA 94111
415-981-0550
slawler@lubinolson.com

Newsletter Email List
The chapter maintains one email list of its members which is used for chapter mailings including *The Bridge*. The email list is maintained by the Membership Chair. If you wish to have your address changed, please notify Kim Coates at kim.coates@mto.com.

The Bridge

July/August 2016

VOL. XXXXV NO. 4

ASSOCIATION OF
LEGAL ADMINISTRATORS
GOLDEN GATE CHAPTER

FEATURES

COLUMNS

President's Message

Ceanne Herndon
Office Manager
Beveridge & Diamond, P.C.

Ceanne Herndon can be reached at 415-262-4045 or by email at cherndon@bdlaw.com

I remember not too long back, I showed up at a meeting and pulled out my paper calendar and someone commented – "Oh how quaint!"

Yes, I'm afraid to admit I still have a paper calendar – it's not as big as when I was managing the law firm in Santa Rosa (because, quite frankly, there was more to keep track of) but it is a nice small size that fits into a zipped travel folder that I believe was a leadership gift from Past President Susan Bonner. Thank you Susan for its years of use!

The JFK Tribute - On November 22, 1963, President John F. Kennedy gave an impromptu speech to thousands of rain-drenched spectators on the front steps of the historic Hotel Texas, now the Hilton Fort Worth.

As I look back to see what has happened in July and the first part of August the paper calendar helps me review all the wonderful things that the Chapter accomplished. The Diversity & Inclusion Committee held their first organizational meeting vowing to create a mission statement for the Chapter and poll its members as to the direction of the Committee.

We had our first finance section meeting on July 12th with Kristen Stark where we learned what not to do ("Lessons from Law Firm Failures"). We gathered with our Business Partners at the not-so-Quarterly social at the Patriot House on July 14th.

And then came CLI. A big thank you to the Chapter for sending the entire Executive Committee and schlorship winnder David Chi to the Chapter Leadership Institute held in Fort Worth, Texas. Many exclaimed that it was the best CLI ever! The EC and David came away renewed in our leadership roles and grateful that the Association worked hard to create an inclusive environment in which to mesh Chapter and Association leadership training.

The Executive Committee at CLI donning their Texas flag scarves worn six ways.

August kicked off with the second Newsletter focus group meeting. We concluded that a redesign of the website was in order which would help with the design of the Star Chapter newsletter and that the launch of our new newsletter format would realistically happen in early 2017.

A big thank you goes to Adams & Martin for sponsoring the Summer Quarterly on August 4th. Paula Davis-Laack gave a fabulous presentation regarding resilience skills needed for law firm leaders. We had some distinguished Association guests in attendance, Laura Broomell, CLM, President, Teresa Walker, Immediate Past President, Gary Swisher, CLM, Vice-President and Oliver Yandle, JD CAE of ALA. Thank you, distinguished guests, for spending some time with our Chapter!

Are you thinking about retirement? As the demographics of our membership shows, 33% of us are between the ages of 57-76. And even if you're not thinking about retirement, you may be responsible for administering your firm's retirement plan. That's why HR section educational sessions such August 10th's Retirement Strategies and the Legislative Changes Affecting Employers are so valuable. Thank you to Pathways Personnel for sponsoring this session.

Our first Business Matters session kicked off on August 15th with David Roberts, Partner, Law Firm Services Practice, of Business Partners Armanino presenting Legal Industry Trends. These Business Matters sessions were very popular last year and thank you to Armanino for kicking them off this year!

We have such an active Chapter – from the ListServ to the 35-person leadership team to the fantastic meeting attendance – I am grateful to all of our Golden Gate Chapter members for their contributions and for the Business Partners who make this all possible!

On a personal note – I attended a 40-year reunion with my UC Davis Aggie friends in August. Some 30+ friends from the old peer group showed up, some of whom I hadn't seen in 40 years! You can bet some of these folks use a "quaint" paper calendar too! Until September/October . . .

Four Things Resilient Lawyers Do Differently

By Paula Davis-Laack, Larry Richard, and David N. Shearon

Only 30% of American workers are "engaged" at work. This is damaging to businesses, but for law firms, it can be devastating. The market for legal services, and clients' expectations of and approach to law firms, are also changing. Law has always been and always will be a demanding profession based largely on an adversarial model to resolve (or try to avoid) the toughest disputes our society creates, often with really high stakes for all parties.

In recent years, changes in how legal services are delivered are making the practice even tougher. Virtual law firms are increasing, more projects are being given to contract attorneys or shipped overseas, companies are pressuring their law departments to manage many issues internally instead of sending them to outside counsel, and clients are demanding alternative billing methods. Law firms need lawyers and professional administrative staff who are engaged and functioning at their best to meet these challenges.

Resilience skills provide the tools lawyers and law firm personnel need to successfully cope with the stressors outlined above. Resilience is built through a set of core competencies that enable mental toughness and mental strength, optimal performance, strong leadership and tenacity, meaning that resilient people are less prone to giving up when they experience setbacks.

According to clinical psychologist and resilience researcher George Bonanno, a central element of resilience is perception—how you perceive stress, challenge, and adversity directly influences how you will respond to any stress trigger. When lawyers think that they have the resources to deal with a stressor, they are more likely to view stress or adversity as a challenge; conversely, when lawyers perceive their resources to be lacking under stress, they may view stress as a threat. In fact, having a rigid, inflexible response to stress, change and adversity can lead to the following:

- Increased errors and missing information and deadlines
- A "protect my turf" mentality
- Diminished collaboration and cooperation
- More stress
- Poorer work quality
- Reduced collegiality and even an increase in incivility
- Survival-based emotions and reactions like impatience, defensiveness, and hyper-criticality

Resilience has a strong protective function. You need resilience to effectively tackle everyday hassles like managing your workload, dealing with opposing counsel, or working through a challenging situation with your significant other. You also need resilience to bounce back and grow from the big stuff like losing a big client, a death in the family, or divorce.

Resilience also has been shown over decades of research to be a set of skills that can be learned, practiced and improved. Lawyers who develop resilience skills gain many benefits, including:

- They can tolerate change, stress, uncertainty and other types of adversity more effectively than low-resilience lawyers do. They develop healthy coping strategies which are more likely to mitigate the impact of stress and adversity.
- They are more likely to believe that they can produce results in their lives. And they are more likely to believe that problems can be solved as a result of their own efforts. These beliefs, in turn, buffer against developing a "giving up" mentality and learned helplessness.
- They are more motivated to achieve in many different areas of their lives and are flexible in their ability to adapt to challenges, adversity, and changing life circumstances.
- They more easily promote the development and maintenance of high-quality relationships, and they draw upon these connections when they need help coping with stressful life events.

Studies that have been done measuring the effectiveness of teaching and training resilience have found the following:

- In the U.S. Army, David and Paula taught resilience skills to officers, drill sergeants and soldiers in the U.S. Army. The Army's Technical Reports about the resilience training program show that officers who had higher levels of resilience were more likely to be promoted ahead of schedule, be assigned the toughest jobs, and achieve the rank of brigadier general (a one-star general) or higher; rank-and-file soldiers receiving resilience

(Continued on page 6)

Four Things Resilient Lawyers Do Differently

(Continued from page 5)

- training reported higher overall emotional fitness, good coping ("When I get stressed out, I problem-solve"), engagement ("I would choose my current work again if I had the chance"), friendship ("I have someone to talk to when I'm down"), and lower levels of catastrophizing (They disagree with the statement, "When bad things happen to me, I expect more bad things to happen"). Further, units with resilience trainers had significantly lower rates of substance abuse diagnoses and diagnoses for mental health issues, such as depression and anxiety (in some cases the reduction in these diagnoses was as high as 60%).

- In general populations, the Penn Resiliency Project (PRP), a resilience training program developed by researchers at the University of Pennsylvania, served as the template for the Army resilience training. The PRP has been evaluated in at least 19 controlled studies, and while a few inconsistent findings have been reported, the studies largely suggest that the PRP program significantly reduced symptoms of depression and anxiety and helped participants perform better. More importantly, in the studies that included long-term follow-ups, PRP resilience skill effects were found to last for two years or more.

The mental toughness component of resilience, in particular, has been shown to help prevent and alleviate burnout in a number of studies.

We have taught resilience skills and strategies to thousands of lawyers and other professionals around the world. We consistently find that the most resilient lawyers do these four things differently:

1. They stay inspired. Meaning matters enormously at work; in fact, it's a central source of motivation. Meaning also builds your resilience and your engagement. The most successful and resilient lawyers we have worked with are in it for more than a paycheck, because they see how their work has value and impact. Losing that motivation, energy and vitality is a recipe for burnout and makes working in the law feel a whole lot more like a chore instead of a calling.

2. They think differently. When you experience a stress-producing event, what do you think to yourself about that event? Do you see where you have any control, influence, or leverage in the situation, or do you fold? Some people jump to conclusions about a situation while others maintain a flexible and accurate thinking style. Some people catastrophize—they let their worst-case scenario thinking get the best of them and it stops them from taking purposeful action. Resilient lawyers apply their law school "think like a lawyer" training in a beneficial way to modify their thoughts, emotions and reactions when they're under stress to notice counter-productive patterns that might be undercutting success.

3. They use stress as an opportunity to connect with others. Your stress response is actually meant to push you closer to resilience by causing you to reach out to others. Helping behavior actually serves as a stress buffer, and help given to others is a better predictor of health and well-being than indicators of social engagement or received social support. In fact, experiencing stressful events significantly predicts increased mortality among those who had not helped other people in the past year, but among those who had provided help to others, there was no association between stress and mortality.

4. They give more than they take in relationships. A foundational pillar of resilience is maintaining high-quality connections with others, and your success depends on how you approach interactions with other people. At work, people differ in their preferences for reciprocity—their preferred mix of giving and taking. According to Wharton professor Adam Grant, takers like to get more than they give, givers are other-focused and prefer to pay attention to what other people need from them, and matchers are a blend, wanting an equal balance between giving and taking. Another benefit of being a giver has to do with meaningfulness. One study showed that being a giver was positively related to meaningfulness, but being a taker was negatively related to it.

One of the many benefits of developing a resilience practice is that the skills that create resilience reinforce and support each other. For example, when you focus on creating better relationships, you also increase meaning in your life because the interactions you have with the people who matter most are more high-quality.

In summary, resilience skills are potent, learnable, and have the potential to both insulate lawyers from stress and improve their overall life and work satisfaction.

3 Ways to Incorporate Sensory Marketing in Business Development

By Bob Yamami, All-State Legal

Introduction

The rise in digital communication has created an increase in the availability of channels with which to communicate – such as websites, apps, email, social media, and blogs – however, due to the sheer amount of ways we have to communicate with clients, many are becoming less effective at reaching their audience. Sensory marketing can be easily incorporated into your business development plan to increase audience participation with your content and your firm.

What is Sensory Marketing?

Aradhna Krishna, a pioneer in sensory marketing research, defines it as marketing that engages the consumers' senses and affects their perception, judgment and behavior. More precisely the sensory aspects affect our emotions, memories, perceptions, preferences, choices, and consumption.

Research and experts report that an individual consumes anywhere from 1,000 to as much as 5,000 encounters with brands, ads, content, media and marketing messages a day. Given the sheer amount of information and marketing, buyers are inundated with each day, appealing to one's basic senses increases the chances of engagement and is an essential part of business development. Touch is one of the most powerful senses you can use to create an indelible impression for a few reasons. First, touch is often underutilized in this digital age. Second, often, when we engage our sense of touch we also engage our sense of sight.

Finally, the sense of touch is both physical and emotional. All our senses help us form opinions and impressions. The more senses you can engage through a single encounter or communication, the greater the retention.

Haptics is the study of how what we touch shapes how we feel. For example, have you ever noticed your phone vibrate when you perform certain activities? This is haptic technology. By using a vibration or motion, your phone creates the sense of active touch. This technology has made it possible to investigate how the human sense of touch works and how it affects the way the brain interprets and remembers via touch.

Touch is the first sense to develop in the womb and is the last sense we lose with age. It is one of the ways babies first learn about their environment. Research has shown that what we touch affects the opinions we form. For instance, heavier objects seem more serious and competent. This helps to explain the trend toward heavier, thicker business cards, which is often the first tangible contact a prospective client will have with your firm's brand.

Why Sensory Marketing is Important to Law Firm Business Development Plans?

Sensory marketing is even more important in professional services organizations such as law firms because often clients cannot physically touch or feel the "work product or intellectual property" they purchase.

Law firms must focus on the art of storytelling to market themselves. While this storytelling is perfect for digital distribution such as blogs and social media sites, elite law firms must go beyond single-sense marketing to engage other senses and rise above the clutter.

Three Easy Ways to Incorporate Sensory Marketing Today

There are several ways any firm can start using sensory marketing to increase client engagement and recall. Below are just 3 easy ways for your firm to take advantage of Sensory Marketing.

1. Make Your Business Cards Stand Out

It's noisy out there. There's no shortage of firms clamoring for the attention of your target clients. But the vast majority of communication relies on "business as usual." The secret to connecting on a sensory level to begin building a lasting relationship is to start with one of the first items a potential client touches – your business card.

"Paper matters for brands that matter. The collective power of research, along with expert insights, shows why marketing professionals continue to rely on paper as a key ingredient of the brand experience. They recognize, as we do, that consumers are wired to interact with paper like no other medium."
~ Jennifer Miller, EVP of Coated Business and Chief Sustainability Officer, Sappi Fine Paper North America.

As mentioned earlier, there is a trend today toward thicker, heavier business cards. Some firms are choosing "duplex" stocks – gluing a textured colored stock to a smooth, bright white stock for both heft and tactile feel. Other firms have rounded or clipped corners for both a visual and tactile difference. Over 48% of the National Law Journal's largest 350 law firms produce their business cards with the raised impression of engraving or embossing to engage the sense of touch.

Consider how many times your professionals are side-by-side at an event with their competition, vying to make an

(Continued on page 8)

3 Ways to Incorporate Sensory Marketing in Business Development
(Continued from page 7)

impression and hand out their business card in pursuit of future engagement. A recent article an Entrepreneur said it best:

“Those who decide to be creative and change up their card design with a funky shape, embellishments and color have a higher likelihood of catching my attention.”

Be sure to help your professionals stand out.

2. Send a Hand Written Note

Hand written note cards take advantage of a few aspects of sensory marketing. First, physical mail has diminished so much that many of us take notice of an envelope in our inbox, especially one with handwriting on it. Second, as the research shows, by holding a physical card the recipient will take your message more sincerely. Finally, by choosing an envelope and note card with a texture, you will further enhance the sense of touch and create a high impact impression.

According to leading email providers, legal services firms enjoy a 22% open rate and a 3% click through rate. While this is higher than other industries, it means that 79% of the clients and potential clients legal marketers are trying to reach are not even hearing the message, much less responding to it. That’s 8 out of 10 clients with whom you are failing to connect. Mail that is personally addressed gets a 100% open rate.

In an industry that is not associated with thoughtfulness, a hand written note provides an opportunity to demonstrate the time and effort a professional is willing to invest in the recipient. In a study we conducted in early 2016 to law firms, 89.8% of respondents currently use or plan to use note cards as part of their business development activities

3. Balance the Digital and Physical

In 2016, marketing spend was estimated to go up by an average of 60% for digital channels and decrease by as much as 24% for print channels. However, sensory marketing research and decreasing response rates from digital channels indicate that physical pieces should continue to be part of business development plans.

Digital content is a valid and purposeful part of your communication plan. However, you must balance the efforts with physical, tactile pieces that will engage clients on a deeper level. Think about your pitch books, presentation materials, training materials, holiday communications and even your stationery. Think about how you can use these physical mediums to take advantage of the sense of touch. Implement even subtle changes to ensure you make the most of every business development opportunity.

Engaging the sense of touch through physical communications is proven to aid in creating more meaningful, longer lasting impressions with clients and potential clients. And everything from the paper you choose to the production and finishing processes used to produce your materials can enhance or harm the lasting impressions your clients and potential clients form of your firm. It’s noisy out there. Don’t get lost in the noise. Be sure to be heard and remembered.


rh
What skills should I be adding to my resume?
How can I keep my best people from leaving?
Should I hire a consultant? A temp? A permanent employee?
I need to hire a senior accountant. How much should I offer?
YOU ASK. WE ANSWER.
2015 Salary Guide
Robert Half
For insight into financial salaries, trends and hiring from the industry's leading staffing firm, visit the Robert Half Salary Center: roberthalf.com/salarycenter.
1.800.803.8367
roberthalf.com
rh Robert Half®
© 2015 Robert Half International Inc. An Equal Opportunity Employer M/F/Disability/Vet. 0914-9014

Dancing My Way to CLI

By David Chi

I was the fortunate recipient of the Golden Gate Chapter's scholarship to the Chapter Leadership Institute (CLI) conference which took place in Fort Worth, Texas from July 21 – July 23 this year. As a first-time attendee of CLI, but long-time ALA member, I was excited to see what it was all about. I had heard many great things about CLI, but nothing I had previously heard does justice to the actual experience.

This year's theme at CLI was dancing. Dancing is a great metaphor to describe the constant series of movements we administrators have to take to lead our firms and help them navigate the mounting challenges in an ever-changing market for legal services. While I would have loved to have ventured to Billy Bob's Texas and experienced my first honky-tonk, I still managed to get my groove on at the many sessions offered at CLI.

For starters, attendees were treated to Robin Getman's highly engaging session titled "Are You Dancing (and Leading) from Your Soul?" In this session, she presented Janet Hagberg's Model of Personal Power. During the session, she had us break out into groups where we discussed the leadership characteristics that best exemplified each one of the six stages of personal power. In another session, she categorized work performance into four quadrants and effectively used the example of workhorses (hobby horse, race horse, injured racehorse, and charley horse) to illustrate how one's view of his or her relationship to work will bring out certain characteristics and behaviors. She provided valuable tips on how to engage each type of workhorse in order to energize and elevate an individual's performance as well as those of the entire team.

In the other general session, Judy Hissong offered us helpful techniques to use in planning and running effective meetings. In keeping with the theme of the conference (and to wake us up since it was the early morning session), she had us first do the Nae Nae. While the Nae Nae may not be as important to a group discussion as preparing an agenda and circulating it in advance of the meeting, it certainly is an effective way to get everyone's attention. My main takeaway from this session was that the most effective meetings are the ones that establish a clear purpose and agenda with defined actions, commitments to deadlines, and follow-up plans.

What is unique about CLI is that the majority of the sessions are led by members of the Association - our colleagues and fellow legal administrators and managers. Attendees can choose from a variety of topics such as chapter finances, membership recruitment and retention, communication and public speaking, and building beneficial business partner relationships. I found the sessions that I attended to be informative, interactive and engaging. There was great collaboration and sharing of ideas. I was impressed with the effort, dedication and time our Chapter leaders put forth to make the conference a highly successful one.

Getting involved in Chapter leadership can seem daunting to those who, like me, were always content to stay on the periphery. I spent many years on the Board of my Chapter as a member of one of the committees, but I never considered serving in a leadership role on the Executive Board. After attending CLI, however, I gained a new perspective on chapter leadership and am excited to get more involved. Like ballroom dancing, serving as a Chapter leader can seem like a daunting and complicated series of steps reserved only for the naturally gifted ones who have what it takes to do the task. Fred Astaire, one of the greatest dancers who ever lived, said that "some people seem to think that good dancers are born, but all the good dancers I have known are taught or trained." Serving as a Chapter leader does not require special skills or expertise. You just have to be willing to take that first step.

TEST YOURSELF!

1. Which of the following is a compensation theory?
   - a. Equity theory
   - b. Expectancy theory
   - c. Reinforcement theory
   - d. Entitlement theory

2. An employee who is extremely good at answering customer questions on technical software is not good at completing paperwork or working with fellow employees. In spite of this the employee is rated highly in all performance categories. What performance appraisal has occurred?
   - a. Leniency
   - b. Bias
   - c. Halo effect
   - d. Horn effect

3. The Pregnancy Discrimination Act is an amendment to what act?
   - a. Americans with Disabilities Act (ADA)
   - b. Family and Medical Leave Act
   - c. Title VII of the Civil Rights Act of 1964
   - d. Age Discrimination in Employment Act of 1967

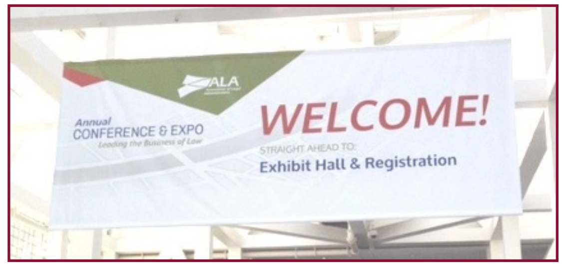
4. Recruiting for current job openings is an example of what type of task?
   - a. Administrative
   - b. Operational
   - c. Organizational
   - d. Executive

Answers on page 17

5. Which of the following includes the employee in setting goals?
   - a. 360 degree feedback
   - b. Behaviorally anchored rating scale
   - c. Behavior observation scale
   - d. Management by objectives

That's a wrap! The 2016 ALA Annual Conference

By Doris Alexander



Attending this year's annual conference was particularly special as I was the lucky winner of the member scholarship. I knew that I would be writing this article, so I had my camera ready, and I took notes so that I could convey to you how rewarding it is to attend the ALA annual conference….or any of ALA's conferences!

For those who missed the conference, or for those of you who were there, but it is already a distant memory, following are some highlights:

Grace Carr Lee (Silicon Valley), Doris, Regina

1. Registration—Well, it's not the registration that is noteworthy…but it is seeing friends and colleagues who you haven't seen since the last conference, not only in the registration area but also while walking to and from registration! It's all about exchanging catch-up stories and big hugs….now that's special!

Daymond John from The Shark Tank

2. A dynamic keynote presentation by John Daymond, star of Shark Tank, titled the "Five Shark Points: Fundamentals for Success in Business and Life." John noted five things you should do to achieve YOUR success:

- Set a goal (You can't hit a target you can't see.)
- Do your homework (Look at the analytics.)
- *Amore* (Love what you do!)
- Remember---YOU are the brand (Convey your brand in 2 – 5 words.)
- Keep swimming (Don't give up; keep trying.)

3. New activities—In an effort to keep everyone healthy and fit, morning walks and Zumba classes were available for early-rising attendees.

4. Educational sessions that focused on <u>all</u> aspects of legal administration. Here is a sampling of the topics:

HR Management
- Workplace investigations
- Diversity and inclusion
- Interviewing techniques to help you hire the best employees
- Substance abuse in the legal industry
- Using influence and impact to become an effective HR business leader
- Problematic partners—handling underperformance and misbehaviors

Suzanne Lawler, Nancy Hamlett, Ceanne Herndon

Financial Management
- Pricing, profitability, project management and other trends
- Tax update
- How to build a budget you can count on
- Understanding financial data
- Accelerating cash flow
- How to plan for successful retirement

Jackie Perry, Karen Nelson, Elizabeth Kohlman

Legal Industry
- Workplace ethics
- Digital marketing and the power of story
- How to drive important change in your firm
- The changing landscape for paralegals and practice support professionals
- Leveraging the power of generational differences
- Writing a successful response to a request for proposal

(Continued on page 13)

The 2016 ALA Annual Conference

(Continued from page 12)

Operations Management

- The paper-to-digital law firm
- Project management
- Wellness programming
- Mergers, moves and leasing
- Reconsidering legal space needs
- De-mystifying data breaches and information security compliance

Communications and Organizational Management

- Toxic employees, toxic workplaces
- Why people do what they do
- Speaking with ease and confidence
- Defending yourself against bad decisions
- The power of body language
- How to look smart when you have to think on your feet

Business Matters! sessions presented by ALA's business partners, such as:

- Using workflow technology to improve efficiency
- The rise of ransomware and its threat to the legal profession
- Business intelligence on a budget
- 15-20 minute BOLD Bites presentations packed with practical tips and innovative ideas, such as:
    - Maximizing LinkedIn for lawyers
    - Performance indicators for law firms….from the client's point of view
    - Preventing fraud in your law firm

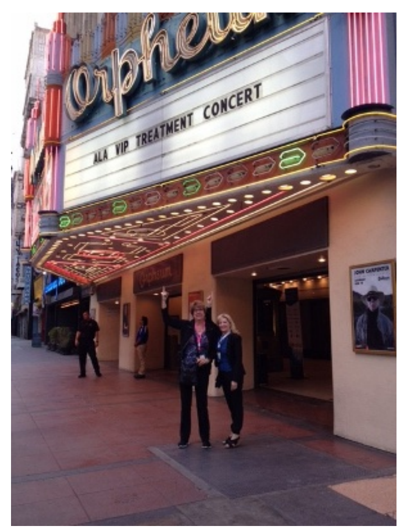
Marilee Gates, Regina Maciula, Tim Blevins

Doris, Alexander, Regina Maciula, Nancy Hamlett

5. A packed exhibit hall where conference attendees could meet with the Association's business partners to get the latest information on resources, software, equipment, space planning, consulting services, etc., available to law firms. My goals: (1) meet new business partners who represented services that were unfamiliar to me, (2) connect with current business partners to discuss new opportunities, and (3) network with other administrators to obtain information on services their business partners' provide. I was thrilled to achieve all of my goals!

6. Roundtable discussions—Roundtable sessions are a must if you want to brainstorm with colleagues from comparably-sized firms to share ideas, explore trends and discuss challenges and best practices. I never miss these sessions!

A closing VIP concert—What a fun evening…balcony seats, rocking out to live rock'n'roll from iconic bands from the 70's and 80's….just for ALA!



Regina Maciula and Nancy Hamlett in front of the Orpheum

I look forward to attending the ALA conferences every year, whether it is the annual conference, the Regional Conference (they're back!!) or one of the specialty conferences. For me, it is always good to get away from the office in order to regroup and re-energize. After an ALA conference, I return to work with new information, new ideas and a new outlook. It's a win/win…for me….and for my firm! Thank you, Golden Gate Chapter, for awarding me the sponsorship to the 2016 Annual Conference. I am truly grateful.

COMING UP--the **Regional Legal Management Conference** with three locations across the US to choose from: Boston, Indianapolis and Phoenix. The date for the "West" conference in Phoenix is **October 6 - 8, 2016**. Join your colleagues and peers for another opportunity to network, explore trends and further build your professional expertise as a law firm administrator.

GOLDEN GATE CHAPTER
ASSOCIATION OF LEGAL ADMINISTRATORS
SALARY AND BENEFIT SURVEY ORDER FORM

For Period Ending July 1, 2015

The results of the entire Bay Area survey are compiled and published in a Bay Area report. In addition, the San Francisco, East Bay, and South Bay regional report results are included. Prices listed below include the full Bay Area report, three local reports and the benefit supplemental.

Prices vary according to the size of your firm. Firms with multiple offices should order according to the size of their total Bay Area attorneys. If each office wants its own set of the Bay Area report, each office should order its own set and pay according to the size of their specific office.

Number of Attorneys in Firm	Participant* Order Received By June 20	Participant* Order Received After June 20	Non-Participant
1-10	$200 ☐	$275 ☐	$355 ☐
11-20	$300 ☐	$375 ☐	$455 ☐
21-50	$400 ☐	$515 ☐	$600 ☐
51-100	$500 ☐	$650 ☐	$725 ☐
101-150	$600 ☐	$700 ☐	$860 ☐
Over 150	$650 ☐	$850 ☐	$975 ☐

Amount Enclosed: $____________

I wish to participate in the Survey but do not want to purchase a survey at this time. ☐

The individual who completes this form will be listed as the Primary Firm Contact and will receive the Survey results. If completing the Survey for more than one office, please complete the address for each office. If the Primary Contact is not the person completing the Survey, please indicate the name and contact information below. Also, if multiple individuals will be completing the Survey for their respective office, please provide the name and contact information for each individual.

Primary Contact Name	Email Address	Phone Number	Address
____________________	____________________	______________	______________________

Number of attorneys in local office: ______________________

Local Office: SF___ East Bay___ South Bay___ North Bay ___ Peninsula___

Golden Gate Chapter ALA Member: Yes______ No______

Please fill out below or attach business card

Survey questionnaires and results will be sent to the person listed below

Name: ____

Title: ____

Firm Name: ____

Address: ____

City, State, Zip: ____

Phone No.: ____

E-mail: ____

Please make checks payable to:

GOLDEN GATE CHAPTER ALA

Mail order and check to:

McGladrey
ALA Salary Survey Orders
One South Wacker Drive
Suite 800
Chicago, IL 60606

To pay by credit card, log on to
http://alasf.org/content.php?page=Salary_Survey

Order form must be fully completed to receive survey and results.

***Note: Participant must complete at least 75% of survey. First time purchasers or participants will receive a 10% discount off of price at time of purchase. First time participant AND purchaser will receive 20% discount off of price at time of purchase.**

Member anniversaries

Congratulations!

MEMBER NAME	ALA JOIN DATE	ANNIVERSARY
July		
Barbara A. Cedarblade	7/26/1989	27
Reid C. Miller	7/26/1989	27
Louis W. Tullius	7/26/1999	17
Mary C. Sherman	7/13/2001	15
Karen K. Kuhlman	7/29/2003	13
Steven Mazer	7/29/2003	13
Yvonne L. Millette, CLM	7/29/2003	13
Suzanne Lawler	7/10/2006	10
Deborah A. DiBianco	7/29/2008	8
Charity Star Woodward	7/2/2013	3
Jeffrey William Lais	7/9/2015	1
August		
Ellen B. Schultz	8/24/1993	23
Jean S. Barretto	8/12/1999	17
Jacqueline Peters	8/25/1999	17
Sina M. Cross	8/24/2000	16
Debra J. Krueger	8/7/2002	14
James J. Nichols	8/7/2002	14
Gail M. Lang	8/21/2002	14
Gracia E. Schepp	8/17/2011	5
Caroline J. McGuire	8/28/2012	4
Juanita C. Luna	8/31/2013	3
Aurora Cantrell	8/14/2014	2
Tye A. Waggoner	8/20/2014	2
Carl Oliver	8/28/2014	2

THANK YOU 2016-17 BUSINESS PARTNERS FOR YOUR SUPPORT
OF THE GOLDEN GATE CHAPTER AND
YOUR COMMITMENT TO THE LEGAL COMMUNITY

For a listing of our Business Partners by Specialty Click: BP Directory

2015-16 Twin Peaks
ALA Golden Gate Chapter
Business Partner

ADAMS & MARTIN GROUP

2015-16 Pyramid
ALA Golden Gate Chapter
Business Partner

NELSON LEGAL

2015-16 Coit Tower
ALA Golden Gate Chapter
Business Partner

CITY NATIONAL BANK
FIRST LEGAL NETWORK
ROBERT HALF LEGAL

2015-16 Presidio
ALA Golden Gate Chapter
Business Partner

AHERN INSURANCE BROKERAGE
ARMANINO, LLP
BEHMKE REPORTING AND VIDEO SERVICE
DATASAFE, INC.
DOCUMENT TECHNOLOGIES, INC. (DTI)
ELEMENT PROFESSIONAL STAFFING
HGA ARCHITECTS
INNOVATIVE COMPUTING SYSTEMS
KEARNEY BOYLE & ASSOCIATES

NATIONWIDE LEGAL
PATHWAYS PERSONNEL
THE PEOPLE CONNECTION
PROJECT LEADERSHIP ASSOCIATES
RICOH LEGAL
RIPPE & KINGSTON
VENDOR DIRECT SOLUTIONS
WAITERS ON WHEELS

2015-16 Cable Car
ALA Golden Gate Chapter
Business Partner

CFS/MILLICARE
CORODATA RECORDS MANAGEMENT
INSIDESOURCE
IST MANAGEMENT SERVICES, INC.

KONICA MINOLTA
THE LIGATURE
SWISS POST SOLUTIONS

If you have any questions or wish to invite a potential Business Partner to join our program, please contact Suzanne Lawler at slawler@lubinolson.com. Complete BP information is available at alasf.org.

Chapter Job Bank

Jennifer Connon

Don't forget to use the job bank on our web site!

Members can send resumes to our Job Bank Chair and check on-line for openings.

Employers can post openings for free on the website and get copies of résumés in the Job Bank.

Just click http: www.alasf.org/job-bank to go directly to the Job Bank or contact our Job Bank Chair—Jennifer Connon at Jennifer.connon@kirkland.com 415-439-1360.

TEST YOURSELF: ANSWERS!

1. Which of the following is a compensation theory?

    d. Entitlement theory

2. An employee who is extremely good at answering customer questions on technical software is not good at completing paperwork or working with fellow employees. In spite of this the employee is rated highly in all performance categories. What performance appraisal has occurred?

    c. Halo effect

3. The Pregnancy Discrimination Act is an amendment to what act?

    c. Title VII of the Civil Rights Act of 1964

4. Recruiting for current job openings is an example of what type of task?

    b. Operational

5. Which of the following includes the employee in setting goals?

    d. Management by objectives

Golden Gate Chapter Leadership 2016 - 2017

Officers

President
Ceanne H. Herndon*
Beveridge & Diamond, P.C.
415-262-4000
cherndon@bdlaw.com

Vice President/President-Elect
Annie Lathram*
Reed Smith LLP
415- 659-5939
alathram@reedsmith.com

Secretary
Linda Belcher*
Musick, Peeler & Garrett LLP
415-281-2040
l.belcher@mpglaw.com

Treasurer
Cynthia Walrod, CLM, PHR*
Adler & Colvin
415-421-7555
cynthia@adlercolvin.com

Vice-Treasurer
Crystal Evers*
Dannis Woliver Kelley
415-543-4111
cevers@DWKesq.com

Director-at-Large
Dennis Clark*
Trucker & Huss
415-788-3111
dclark@truckerhuss.com

Immediate Past President
Pamela Delnevo*, SPHR
Morrison & Foerster LLP
415-268-5055
pdelnevo@mofo.com

SECTIONS

Finance
Co-Chairs
Jennifer Mansfield*
Blacker Sammis & Blacker
415-397-3222
Jennifer@blackersammis.com

Michael Koehne
Goodin Macbride
415-392-7900
mkoehne@goodinmacbride.com

Human Resources
Co-Chairs
Penny Marie Evans*
Hanson, Crawford, Crum Family Law Group
510-368-8842
pevans@hansonflg.com

Jennifer Dullea
Hanson Bridgett, LLP
415-995-5163
jdullea@hansonbridgett.com

Kristen Russell
Grancell, Stander, Reubens
415-892-7676
krussell@grancell-law.com

Leadership & Management
Co-Chairs
Linda Republicano*
Carlson, Calladine & Peterson LLP
415-901-0969
lrepublicano@ccplaw.com

Angelique Shakespeare
Schiff Hardin LLP
415-901-8680
ashakespeare@schiffhardin.com

Operations & Technology
Co-Chairs
Karen Baltier-Long*
Davis Wright Tremaine LLP
415-276-6500
baltk@dwt.com

Rachel Patterson
Hanson Bridgett LLP
415-995-5851
rpatterson@hansonbridgett.com

COMMITTEES

Business Partnering
Co-Chairs
Suzanne Lawler
Lubin Olson & Niewiadomski LLP
415-955-5039
slawler@lubinolson.com

Matthew Ogden
Duane Morris LLP
415-957-3035
msogden@duanemorris.com

Evalina Cunha
Jones Day
415—626-3939
ecunha@jonesday.com

Maryann Milla
Fox Rothschild LLP
415-364-5549
mmilla@foxrothschild.com

Community Connection
Co-Chairs
Katherine Hollander
Friedman & Springwater LLP
415-834-3817
khollander@friedmanspring.com

Lucrecia L. Flores
Jones, Clifford, Johnson, Dehner, Wong
415-431-5310
lflores@jonesclifford.com

Jeanne C. Freed
Shute, Mihaly & Weinberger LLP
415-552-7272
freed@smwlaw.com

Diversity/Intern
Co-Chairs
Jaqueline Hughes
Mintz Levin Cohn Ferris Glovsky and Popeo PC
415-696-5255
jdhughes@mintz.com

Carolina Altamirano
Strike and Techel
415-237-6397
Carolina@strikeandtechel.com

Job Bank
Chair
Jennifer Kay Connon, CLM
Kirkland & Ellis LLP
415-439-1360
jennifer.connon@kirkland.com

Regional Representative
Suzanne Lawler
Lubin Olson & Niewiadomski LLP
415-955-5039
slawler@lubinolson.com

Membership
Co-Chairs
Kim Coates
Munger, Tolles & Olson LLP
415-512-4000
kim.coates@mto.com

Charity Woodward
Hassard Bonnington LLP
415-288-9800
csw@hassard.com

Newsletter
Designer
Diane M. Miller
King & Spalding
415-318-1201
dmmiller@kslaw.com

Proofreaders
Sheila Garvey, PHR-CA, SHRM-CP
707-746-7367
sheilagarvey@pacbell.net

Matthew Ogden
Duane Morris LLP
415-957-3035
msogden@duanemorris.com

Quarterly Meetings/Events
Co-Chairs
Sue Granelli
Ropes & Gray
415-315-6326
susan.granelli@ropesgray.com

Yvonne Millette, CLM
Sidley Austin LLP
415-772-1200
ymillette@sidley.com

Salary & Benefits Survey
David Chi
Zelle Hofmann Voelbel & Mason
415-693-0700
dchi@zelle.com

Webmaster
Co-Chairs
Ingrid C. Hester, SPHR, CLM
Farella Braun & Martel LLP
415-954-4923
ihester@fbm.com

Katherine Hollander
Friedman & Springwater LLP
415-834-3817
khollander@friedmanspring.com

* Board of Director

Up-To-The-Minute Chapter
and Association event information.

Just click on the calendar above.

Golden Gate

A Chapter of the Association of Legal Administrators

Submission deadline for the September/October 2016 issue of the electronic newsletter ***The Bridge*** is September 15, 2016. Please send submissions to:

cherndon@bdlaw@ccplaw.com