



# Nuts & Bolts of Leadership and Management

# 2002

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May 16 - 18, 2002

Hilton Sonoma County Hotel

Santa Rosa, California



# Nuts and Bolts of Leadership

**S**imply possessing outstanding trial skills doesn't automatically translate into outstanding managerial skills for defender leaders. This training seminar focuses on building management skills focused specifically on the work demands of public defender and assigned counsel leaders.

## Conference Agenda

Thursday, May 16

### A Theory of Supervision

Identify the skills that made you a good lawyer, and learn how they can be transferred into managerial skills. Each participant will learn the "theory of supervision" through an interactive plenary session. In small breakout sessions participants will identify ways to implement the "theory of supervision" in realistic office situations.

Friday, May 17

### Communication and Coaching Skills

Each participant will develop and refine the communication and coaching skills that they use at trial, while supervising staff or meeting with lawmakers. A plenary demonstration on communications and coaching techniques will be followed by breakout sessions.

Saturday, May 18

### Where Reality Meets Theory: Risk

#### Management for Public Defense Programs

This session will explore practical risks associated with strategic management. This final day is focused on teaching ways to anticipate internal management issues in times of change and to develop effective employment practices including: performance evaluations; hiring and firing; discrimination and sexual harassment in the workplace; creating a healthy workspace; legal malpractice claims; risk management for community coalitions; and immunity for lawyers, staff and volunteers.

### Develop Your Plan of Action

The last day you will work in small groups to develop your own managerial plan for success using the theory of supervision.

[www.nlada.org](http://www.nlada.org)

For current updates and more information on the conference agenda, faculty, speakers, sessions and other important details, visit the NLADA Web site.

The skills that make a good defense lawyer can also be used to make a good public defender manager; but this transference doesn't come naturally. All new managers need time, support and assistance to translate their advocacy skills into effective management techniques. They also need to practice those skills in a supportive environment that is specifically designed to help people who work in a public defense organization.

**To be a successful manager you need a successful theory of management or supervision.** Just as it takes a good theory of defense to win a criminal trial, it takes a good theory of management or supervision to solve problems in your office. This seminar will help you learn to identify and develop your own skills, and use them to fashion a theory of management or supervision that will solve problems, identify opportunities to support staff, and build stronger coalitions with other stakeholders.

### The theory of supervision:

- Your job as a supervisor is to help the *people* you supervise succeed in providing better services for each client; and
- Your job as a supervisor is to help the *program* you work for succeed in representing clients well.

By supervising individuals well, improving management in your defender program, and becoming a creative leader, you will provide better representation to a larger number of clients.

### Who Should Attend?

- All levels of supervisors, managers and directors of defender or assigned counsel programs, including state public defender systems, large urban defender offices, county defender systems, private law firms that contract for public defense cases, and local assigned counsel systems;
- Trial lawyers transitioning to management positions;
- Experienced defender leaders who want to improve their managerial skills;
- Non-lawyer supervisors; and
- Lawyers interested in, but not yet managers.

The National Defender Leadership Institute (NDLI) is as committed to developing the leaders of tomorrow as it is to supporting the leaders of today.

# Leadership & Management 2002

*Consistent with the notion that managerial skills can be learned but need to be practiced, this conference is designed to be highly interactive. Individualized coaching will take place in small breakout sessions of approximately eight participants. You will receive personal attention with time to reflect on your current managerial strategies, assess your needs and work closely with highly experienced faculty to develop your own managerial plan for success.*

## Interactive Teaching Methods

To ensure a meaningful training experience, each participant will bring a current management or leadership challenge he or she is presently facing. With faculty and colleagues guiding the discussions, you will explore each scenario, redefine the problem, list the barriers and then identify positive opportunities to develop an individualized action plan. This training method will help you analyze management issues with guidance from public defense colleagues and will teach you a solid framework for addressing future managerial challenges. You will learn how to incorporate this mindset – or theory of management – into your daily activities and decision-making moments, which ultimately means better service to clients.

## General Information

### Conference Hotel Site

Hilton Sonoma County Hotel  
3555 Round Barn Boulevard  
Santa Rosa, CA 95403  
Phone (707) 523-7555  
Fax (707) 569-5555  
[www.sonomacounty.hilton.com](http://www.sonomacounty.hilton.com)

NLADA conference attendees staying at the Hilton will receive a special discounted room rate of \$129 single/double per night, exclusive of taxes. The deadline date for reservations is Wednesday, April 24, 2002. After that date, requests for reservations will be accepted on a space and rate availability basis. All reservations must be guaranteed by credit card or deposit. **Be sure to inform the reservations agent that you are with the NLADA conference to secure the discounted rate.**

### Travel Information

Special airfare discounts of up to ten percent are available to the San Francisco and Oakland airports on United Airlines. Phone United Airlines at (800) 521-4041 and refer to meeting identification code 556AI. Fares are subject to airline terms and availability.

The San Francisco International Airport is about an hour from the hotel. The Oakland International Airport is located about 1.5 hours away. Allow more travel time for arriving or depart-

## Conference Topics:

- Strategic management: develop your own “theory of supervision”
- Build effective communication skills outside the courtroom
- Coaching skills for improved staff performance
- Conflict management skills
- Creative leadership for problem solving
- Develop a plan of action based on a “theory of supervision”
- Staff performance evaluations
- Risk management and lawsuit avoidance
- Strategies for transitioning from trial lawyer to manager

ing during rush hour. Airport Express, Inc. (707) 837-8700 provides shuttle service from both airports to downtown Santa Rosa.

## Conference Sponsorship

If you are interested in supporting this cutting-edge training event for the nation's public defender leaders, please contact Mizue Suito at (202) 452-0620, x217 or [m.suito@nlada.org](mailto:m.suito@nlada.org).

## Continuing Legal Education Units

NLADA will apply for CLE accreditation for all qualifying conference sessions in most states with mandatory CLE. Complete information will be available in the registration packet you receive at check-in. Please be familiar with the CLE requirements of your state.

## Conference Registration

The conference fee includes all materials, continental breakfast each day and the reception. To register, complete a registration form for each participant and return with a check payable to NLADA or credit card information (MasterCard or Visa only) to: Nuts and Bolts Conference, 1625 K Street NW, Suite 800 Washington, DC 20006 or fax to (202) 872-1031. Please see form for fees and note the cancellation policy. Please be aware of the registration fee cut-off dates as indicated on the registration form. You are encouraged to make hotel reservations in a timely manner so as to be assured a room at the conference hotel.

The National Legal Aid & Defender Association acts only as an agent for conferees in all matters regarding hotel accommodations and transportation. NLADA contracts with reputable independent contractors and suppliers known to provide the service offered in this announcement. NLADA is not responsible for any inconvenience, loss, injury, or damage from any cause whatsoever in conjunction with these services. If necessary, NLADA reserves the right to cancel or change the services described herein.

# The National Defender Leadership Institute



**The National Defender Leadership Institute [NDLI]** is an initiative of the National Legal Aid & Defender Association (NLADA) a nonprofit association dedicated to quality legal representation for people who cannot afford counsel. The new Leadership Institute has three primary goals: 1) to provide public defender and assigned counsel leaders cutting-edge management and leadership training programs; 2) to build a national network of defender leaders, and 3) to support research and data collection that informs local, state, and national public policy debates. This training, networking, and research to strengthen leadership will ensure that more public defense systems function efficiently and promote equal justice under the law.

NDLI will offer three training programs for public defender leaders and managers in 2002-03. In addition to the “Nuts & Bolts of Leadership & Management,” future training programs include:

**New Leadership Training Seminar**, a program that provides defender leaders with a set of skills they can deploy in their day-to-day work inside and outside the defender program. Developmental exercises involve practice sessions where communication skills are refined in core learning teams for small group sessions. Successful teaching models include: leadership practices inventory, “personal best” exercises, strategies for managing cross-function teams, managing organizational conflict, ways to develop cross-system partnerships and find unlikely allies for your public defense program. This training program is scheduled for September 19-22, 2002 in Austin, Texas.

**Impact Leadership Training Seminar**, an advanced training seminar for a select number of defender leaders who will bring a current leadership challenge to be addressed over several days. The goal is to develop a very specific action plan and communications strategy for one issue that the defender leader wishes to impact. Communication skills, persuasion and coalition-building skills will be emphasized. Each participant will find specific ways to impact a group of stakeholders or generate positive change in an area of concern for public defense in their state. This training program is tentatively scheduled for May 2003 in New York.

For more information on NDLI and schedules for future leadership and management training programs please see [www.nlada.org](http://www.nlada.org) then go to the National Defender Leadership Institute; or, contact Cait Clarke, Director of NDLI at [c.clarke@nlada.org](mailto:c.clarke@nlada.org).

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# Nuts & Bolts 2002 Training Seminar

## REGISTRATION FORM

Santa Rosa, California – May 16-18, 2002

Please make copies for all attendees, complete one for each, and return the registration form with your check payable to NLADA or credit card information (MasterCard or Visa only) to: Nuts & Bolts Conference, 1625 K Street NW, Suite 800, Washington, DC 20006, Fax: (202) 872-1031. Please be aware of the registration fee cut-off dates as indicated on the registration form. If you have any questions, contact Aimee Gabel at a.gabel@nlada.org.

Name: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Telephone: (\_\_\_\_\_) \_\_\_\_\_ Fax: (\_\_\_\_\_) \_\_\_\_\_

### CURRENT POSITION:

- Chief Defender       Public Defender       Staff Supervisor  
 Assigned Counsel       Non-Lawyer Manager       Other \_\_\_\_\_

How long have you been in a management position? \_\_\_\_\_ If new to management, when will you begin? \_\_\_\_\_

- I am interested in information on a group dinner in Wine Country.  
 I am interested in airport shuttle discount tickets.

### REGISTRATION FEES:

**(Until March 18)**

**(March 19-April 19 )**

**(After April 20)**

- |                     |                                      |  |                                     |
|---------------------|--------------------------------------|--|-------------------------------------|
| Program Members:    | <input type="checkbox"/> \$425 early | <input type="checkbox"/> \$475 regular | <input type="checkbox"/> \$525 late |
| Individual Members: | <input type="checkbox"/> \$475 early | <input type="checkbox"/> \$525 regular | <input type="checkbox"/> \$575 late |
| Non Members:        | <input type="checkbox"/> \$600 early | <input type="checkbox"/> \$650 regular | <input type="checkbox"/> \$700 late |

**SPECIAL NEEDS:**  Mobility Disability  Audio/Visual Disability  Other: \_\_\_\_\_

### MEMBERSHIP: Join Now and Receive the Member Rate for Nuts & Bolts 2002

- Individual Attorney \$90       Individual Non-Attorney \$50       Program Member\*

**PAYMENT:**  Check enclosed, made payable to NLADA       MasterCard       Visa

Credit Card # \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_ Expiration Date \_\_\_\_\_/\_\_\_\_\_

Signature \_\_\_\_\_ Name on Card \_\_\_\_\_

\*Annual program dues are \$150 to \$3000 per year, based on budget. Call Member Services at (202) 452-0620 ext. 234 for more information.

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3555 Round Barn Boulevard ~ Santa Rosa, CA 95403  
Phone (707) 523-7555 ~ www.sonomacounty.hilton.com  
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### CANCELLATION POLICY

Registration cancellations must be received in writing no later than April 26, 2002. Cancellations, transfers and refunds are subject to a \$30 administrative charge. After April 26th registrations are transferable but not refundable. Transfer requests must be received within 30 days after the conference to be considered. Transfers must be applied to another NLADA event scheduled prior to December 31, 2003 or will be forfeited. Substitutions may be made at any time with written notification to the NLADA Conference Office.