



# New Leadership 2002

A Defender Conference on  
Building Leadership and  
Political Outreach Skills



September 18-21, 2002  
Omni Austin Hotel Downtown  
Austin, Texas

*National Defender Leadership Institute*



# New Leadership Training



## Proposed Agenda

### Wednesday, Sept 18

4:00 – 6:00 pm  
Opening Session  
6:00 – 8:00 pm  
Opening Reception

### Thursday, September 19

8:30 am – 6:30 pm  
[Midday break: Noon - 3:00 pm]

### Friday, Sept 20

8:30 am – 6:30 pm  
[Midday break: Noon - 3:00 pm]

### Saturday Sept 21

8:30 am – Noon  
Concurrent Workshops

Noon – 1:00 pm  
Working Lunch

1:00 pm – 3:30 pm  
Action planning

3:30 pm – 4:30 pm  
Closing Session

### Topics covered will include:

- Management versus Leadership
- Leadership Practices Inventory
- True Colors Exercise
- New Initiatives: Building Internal Buy-In First
- Facilitation Skills Assessment
- Negotiating
- Managing Conflict

### Why should you attend?

Effective leadership requires coalition-building around a shared vision within an organization. Innovations in public defense leadership and management require internal buy-in as well as external outreach strategies. “New Leadership” is a training program designed to help Defender leaders build more support — both inside and outside the office — for improved public defense services. This is not a “talking heads” conference about abstract leadership themes. Get ready to work! This will be an intensive three-day, highly personalized leadership assessment and planning experience.

### Program Design

Each session will present a well-defined set of leadership skills. Defender participants will be assigned to a learning group of about eight people. This small group will be your core learning environment for applying ideas from the plenary sessions. Expert facilitators along with the other participants in the small group will design ways to enlarge your sphere of influence through effective communication, negotiation, collaboration and trust-building skills. By the end of the conference you will leave with a better understanding of your own leadership strengths, a clear view of other effective leadership approaches and a practical plan of action for implementing your ideas to improve public defense at home.

### A Limited Number of Participants

To ensure highly interactive sessions and personalized training, this program will be limited to only 45 Defender leaders. The training is designed for those thinking about innovations in public defense leadership, newly appointed leaders and current defender leaders who are interested in developing their leadership skills. The proposed agenda and learning objectives are described in this brochure and at [www.nlada.org](http://www.nlada.org).

Please contact Cait Clarke, director of the National Defender Leadership Institute at [c.clarke@nlada.org](mailto:c.clarke@nlada.org), if you have any questions. We expect that this innovative training experience will push each of us toward new boundaries in public defense leadership and thereby improve access to justice for all.

### LEARNING OBJECTIVES:

- Identify and articulate your personal leadership strengths.
- Use these strengths to apply leadership practices effectively within your own organization. Specifically, participants will learn to:
  - *Identify and overcome challenges to implementation of specific leadership goals*
  - *Inspire a shared vision for the organization*
  - *Motivate, energize and build networks inside your organization to further this vision*
  - *Identify and develop resources to carry out the vision.*
- Expand your leadership influence outside your organization. Specifically, participants will learn to:
  - *Develop strategies to leverage new strategic alliances.*
  - *Secure the attention, respect and collaboration of other agencies in the criminal justice system and community.*
- Design a strategic leadership action plan.

# The training is designed around these Defender Leadership Principles:

- A strong Defender must be capable of exercising both effective litigation and leadership skills. Respect and understanding of the Defender leadership role is a vital component of an effective public Defender agency or assigned counsel system.
- Defender leaders motivate, energize and build networks among their colleagues.
- Defender leaders address and resolve operational issues in the criminal justice system critical to the well-being of their clients. Defender leaders rally their colleagues to address critical public-policy issues affecting criminal defense.
- Defender leaders build networks of community support and develop strategies that work to create lasting community alliances.
- Effective leaders make compelling use of stories, just as successful litigators do
- Leaders appreciate the importance (and good use) of mistakes and realize they can change failures to prevent future mistakes.
- Successful leaders see problems as opportunities, and believe in their ability to influence others through values, vision and innovative ideas.
- External leadership mirrors and sustains internal Defender leadership. Internal Defender leadership mirrors and sustains external Defender leadership.

## General Information

### Conference Hotel Site

Omni Austin Hotel Downtown  
700 San Jacinto Blvd., Austin, Texas  
Central Reservations (800)843-6664 Guest fax (512)397-4888  
Hotel (512)476-3700

NLADA conference attendees staying at the Omni will receive a special discounted room rate of \$94.00 single/double per night, exclusive of taxes. The deadline date for reservations is August 28, 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 Austin-Bergstrom International Airport on United, Continental and Southwest Airlines. Phone United at (800) 521-4041 (meeting identification code 556AI); Continental at (800) 468-7022 (reference number VP4B8V); or Southwest at (800) 433-5368 (ID Code J7172). Fares are subject to airline terms and availability.

Austin-Bergstrom International Airport is about 25 minutes from the hotel.

### 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, a purchase order, or credit card information (MasterCard or Visa only) to: New Leadership Conference, NLADA, 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. Registration forms must be accompanied by a payment purchase order or other proof of the organization's payment commitment.

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.

*National  
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Leadership  
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**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. NDLI 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.

# The National Defender Leadership Institute

NDLI will offer three training programs for Defender leaders and managers in 2002-03. In addition to the "New Leadership," future training programs include:

**Impact Leadership Training Seminar**, an advanced training seminar for a select number of Defender leaders who will bring a specific political problem or leadership agenda item to be addressed over several days. The goal is to develop an action plan and communications strategy for one reform issue that the Defender leader wishes to initiate. Advanced 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 spring 2003.

**Nuts & Bolts Leadership Seminar**. One of the most difficult leadership challenges facing public defense program managers is transitioning from being a trial lawyer to a leader of colleagues and staff. Defenders who make this transition do not have to abandon their trial skills. With appropriate training and thought, these same skills can be transferred effectively to become the very skills needed to lead and energize their organizations. At "Nuts & Bolts" each Defender manager is asked to prepare in advance of the training a written management problem that will be used in their small group workshops. Trained facilitators work in teams to help Defender managers adjust their existing litigation skills to manage effectively each individual challenge presented to the group. The training is intensely interactive so that managers will return to their offices with more skill in communicating, coalition-building and coaching their way through an array of internal managerial challenges.

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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# New Leadership Faculty

**Thom Allena** is the managing partner of Innovations in Justice, a consulting firm dedicated to collaborative leadership and innovative organizational practices in justice systems and is also the managing partner of Restorative Resources, a consulting firm which creatively applies restorative justice practices to organizations and communities. He is also a faculty member at the University of New Mexico where he teaches community and restorative justice.

**Cait Clarke** is the director of the National Defender Leadership Institute of NLADA. Ms. Clarke was a former defense practitioner in Maryland, and a law professor in Louisiana before earning her doctorate of law at Harvard Law School in comparative criminal justice. As a research fellow and lecturer at the John F. Kennedy School of Government's Program in Criminal Justice, Policy and Management, Ms. Clarke managed a three-year federal grant, the Executive Session on Public Defense (ESPD), prior to joining NLADA.

**Justine Lewis** creator of The Persuasive Edge, is a consultant and teacher who identifies and amplifies voices of organizational leadership and public advocacy. Ms. Lewis is a lecturer in the Executive MBA program at the UCLA Anderson School of Management, a communications consultant at the Advancement Project, designs campaign strategies that advance public initiatives in profit and nonprofit organizations, and is a consultant for the American Council of Chief Defenders where she is designing a Communications Strike Force.

**Carlos J. Martinez** is the Chief Assistant Public Defender for the Eleventh Judicial Circuit of Florida. Mr. Martinez is an administrator in a 200 attorney law firm, where he leads the strategic planning and continuous improvement program, and develops leadership and management training courses. He serves as his office's liaison to legislative, judicial and executive branches, while developing new defender/community collaborations with academic institutions, community organizations and government agencies.

**Leonard E. Noisette** is the executive director of the Neighborhood Defender Service of Harlem (NDS). Prior to joining NDS, Mr. Noisette was a supervising attorney with New York City Legal Aid Society's Criminal Appeals Bureau, and a staff attorney with Legal Aid's Criminal Defense Trial Division and its Criminal Appeals Bureau. Mr. Noisette, a recognized leader in innovative approaches to criminal defense provision, is a frequent guest lecturer for New York City law schools, and is a regular instructor of the annual Basic Trial Skills Program of the New York State Defenders Association.

**John M. Stuart** has served as Minnesota State Public Defender since 1990, helping to lead a state system of public defense that employs 700 people. Previously he was an all-purpose trial public defender for 12 years, an adjunct professor, an inner-city teacher and a law clerk for the Attica Brothers Legal Defense. From 1998-2001, he was on the faculty of the Vera Institute of Justice's National Defender Leadership Project.

**Janice Tudy-Jackson** is a mediator, facilitator, trainer and educator, with extensive experience in leadership development, conflict management and collaborative processes. Ms. Tudy-Jackson's consulting practice focuses on intra- and inter-organizational intervention, training and coaching in multi-party conflict resolution, collaborative planning, problem-solving, strategic planning and restorative justice. She also teaches negotiation and professional practice at Columbia Law School.

**Jo-Ann Wallace** is vice president and chief counsel for Defender Operations at the National Legal Aid & Defender Association (NLADA). As the director of the Public Defender Service for the District of Columbia for six years, and as a mayoral appointee to the District of Columbia's Criminal Justice Coordinating Council, Ms. Wallace worked to strengthen criminal justice community partnerships. She previously served as the deputy chief of the Appellate Division, coordinator of the Juvenile Services Program, and as a trial and appellate attorney. Ms. Wallace was a founder of the American Council of Chief Defenders (ACCD). She has extensive experience as a lecturer on criminal justice topics, including public defense management and leadership issues.

■ *National Defender Leadership Institute* ■

# New Leadership 2002 Training Seminar

## REGISTRATION FORM

Omni Austin Hotel Downtown, Austin Texas • September 18-22, 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: New Leadership Conference, NLADA, 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 Aiyana Bullock at a.bullock@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? \_\_\_\_\_

### REGISTRATION FEES:

**(Until July 26)**

**(July 27-Aug 26 )**

**(After Aug 26)**

NLADA Program and Chief Members:       \$625 early       \$675 regular       \$725 late

Please include your program identification number \_\_\_\_\_. If you need to verify this number, please call the NLADA's Member Services at 202-452-0620 extension 234.

Individual Members:       \$675 early       \$725 regular       \$775 late

Non Members:       \$800 early       \$850 regular       \$900 late

### MEMBERSHIP: Join Now and Receive the Member Rate for New Leadership 2002

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

\*for membership information, please call 202-452-0620, ext. 234

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

Registration will not be processed without one of the following forms of payment:

**PAYMENT:**       Check enclosed, made payable to NLADA       MasterCard       Visa       Purchase order# (see below) \_\_\_\_\_

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

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

### PURCHASE ORDERS

Purchase orders must include a contact name and contact information regarding the appropriate accounting or finance department that will process the payment. Please complete the following:

Name: \_\_\_\_\_

Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

### CANCELLATION POLICY

Registration cancellations must be received in writing no later than August 26, 2002. Cancellations, transfers and refunds are subject to a \$30 administrative charge. After August 26 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.

### PRE-CONFERENCE ASSIGNMENT

Participants will be asked to bring with them a "Leadership Initiative" on which they wish to focus. Detailed instructions for preparing a brief description (under one page) of your initiative will be mailed to registered participants. Each participant will work through many levels of their leadership initiative in the small group sessions. In a cooperative learning environment of other defender leaders, the group will help each person apply specific leadership skills to the initiative under scrutiny. Each participant will return home with very practical steps to meet his or her specific leadership goals.