



N L A D A P R E S E N T S

NUTS AND BOLTS OF LEADERSHIP AND MANAGEMENT 2004



May 13-15, 2004

W Chicago Lakeshore Hotel

Chicago, Illinois

NUTS AND BOLTS OF LEADERSHIP 2004

Learn Practical Skills for Transitioning from Trial Lawyer to Manager

Outstanding trial skills don't automatically translate into outstanding managerial skills. A good trial lawyer, however, can learn which skills to use in supervising colleagues and managing staff. This program offers a unique opportunity for leaders to step away from their office to learn these skills and apply them to their own personal management challenges in a supportive learning environment. Trained faculty will help each participant to translate their advocacy skills into effective management techniques.

WHO SHOULD ATTEND?

- Trial lawyers transitioning to management positions
- Experienced defender leaders who want to improve their managerial skills
- Non-lawyer supervisors
- 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
- Lawyers interested in becoming 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.

THE THEORY OF MANAGEMENT AND SUPERVISION

Just as it takes a good theory of defense to win a criminal trial, it takes a good theory of management and supervision to solve problems in your office.

The three elements of NDLI's Theory of Management are:

- Your job as a supervisor is to help the **individuals** you supervise **succeed** in providing better representation for each client; and,
- Your job as a supervisor is to help your **organization** succeed in **representing** clients well; and,
- Your success is defined not by your personal success, but by the success of the people you are **managing**.

Improved management and creative leadership provide better representation to a larger number of clients.

THIS SEMINAR WILL HELP YOU LEARN:

- To resolve your current management challenge(s) by applying this theory of management in small group settings
- To identify and develop your management skills building on your existing advocacy skills
- To appreciate different working styles in your program and how to communicate more effectively with colleagues
- To see problems as potential opportunities to support and train staff
- To identify new strategies for building stronger teamwork inside the office and helpful coalitions outside your organization
- To hear about management challenges from across the country and collectively strategize ways to approach lasting resolutions

BRING YOUR OWN MANAGEMENT CHALLENGE

Prior to arriving at the conference, you will be asked to write a short summary of a managerial challenge to work on throughout the conference. The instructions are on the back of the registration form. The purpose for this mandatory pre-conference assignment is to provide structured opportunities to apply the skill sets taught in the plenary sessions.

Individualized coaching will take place in small breakout working groups made up of participants and two facilitators. You will receive personal attention with time to explore the different dimensions of your managerial challenge, redefine the problem, assess your needs and work closely with others to develop your own managerial plan for success. By the end of the conference you will learn how to incorporate the theory of management 'mindset' into your daily activities and decision-making moments, which ultimately means better service to clients.

CONFERENCE TOPICS:

- Strategies for transitioning from trial lawyer to manager
- Effective communication skills outside the courtroom
- Coaching skills for improved staff performance
- Strategic management, using a theory of management
- Conflict management skills
- Creative leadership for problem solving
- Internal buy-in strategies
- Staff performance evaluations
- Personnel issues, risk management and lawsuit avoidance

GENERAL INFORMATION

CONFERENCE AGENDA

Thursday, May 13

8:30-12:00 Morning Sessions
12:00-2:00 Lunch and Break
2:00-5:30 Afternoon Sessions

Friday, May 14

8:30-12:00 Morning Sessions
12:00-2:00 Lunch and Break
2:00-5:30 Afternoon Sessions

Saturday, May 15

8:30-12:00 Morning Sessions
12:00-1:00 Lunch
1:00-3:00* Afternoon Sessions

***Because this is a highly interactive training, please note that we ask all participants to stay until the end on Saturday afternoon so that we can provide equal attention and feedback to each person in the small groups. Thank you for considering this when making your travel arrangements.**

CONFERENCE HOTEL SITE

W Chicago Lakeshore Hotel
644 North Lakeshore Drive
Chicago, IL 60611
Phone (312) 943-9200 or (877) WHOTELS
Fax (312) 255-4411
www.whotel.com

NLADA conference attendees staying at the W Chicago Lakeshore Hotel will receive a special discounted room rate of \$129 single/double per night, exclusive of 14.9% tax. The deadline date for reservations is April 12, 2004. 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 Chicago 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.

Both the Chicago O'Hare Airport and Midway Airports are about 40 minutes from the hotel. Allow more travel time for arriving or departing during rush hour. A taxi will cost approximately \$40 from either airport. Airport Express, Inc. (773) 247-1200 provides shuttle service from both airports to the hotel.

CONFERENCE SPONSORSHIP

If you are interested in supporting this cutting-edge training event for the nation's public defender leaders, please contact Sara Fusco at (202) 452-0620, or s.fusco@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

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, 1140 Connecticut Ave., NW, Suite 900 Washington, DC 20036 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.

CANCELLATION POLICY

Registration cancellations must be received in writing no later than April 16, 2004. Cancellations, transfers and refunds are subject to a \$50 administrative charge. After April 16th 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 30, 2005 or will be forfeited. Substitutions may be made at any time with written notification to the NLADA Training Division.

PLEASE NOTE:

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 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 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 training programs for public defender leaders and managers in 2004-05. 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.

Impact Leadership Training Seminar, an advanced training seminar for a select number of defender leaders and teams of leaders who bring a current leadership challenge to be addressed over several sessions. The goal is to develop a very specific action plan and communications strategy for one issue that the defender team 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 will be held May 11 – 13, 2004 in Chicago, Illinois.

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

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Nuts & Bolts 2004 Training Seminar

REGISTRATION FORM

Chicago, IL – May 13 – 15, 2004

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, 1140 Connecticut Ave., NW, Suite 900, 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 Jon Mosher at j.mosher@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? _____

SPECIAL NEEDS: Mobility Disability Audio/Visual Disability Other: _____

REGISTRATION FEES:

(Until March 12)

(March 13-April 12)

(After April 12)

Program Members: \$475 early \$500 regular \$525 late
Individual Members: \$525 early \$550 regular \$575 late
Non Members: \$625 early \$650 regular \$675 late

MEMBERSHIP: Join Now and Receive the Member Rate for Nuts & Bolts 2004

- 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.*

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: _____

HOTEL REGISTRATION INFORMATION

W Chicago – Lakeshore Hotel
644 Lakeshore Drive ~ Chicago, IL 60611
Phone (312) 943-9300 ~ www.whotels.com
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room rate of \$129 single/double per night, exclusive of taxes. The deadline date for reservations is Monday, April 12, 2004. Be sure to inform the reservations agent that you are with the NLADA conference to secure the discounted rate.

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PRE-CONFERENCE ASSIGNMENT FOR THE NUTS & BOLTS OF LEADERSHIP AND MANAGEMENT TRAINING

May 13-15, 2004

INSTRUCTIONS FOR WRITING YOUR MANAGEMENT CHALLENGE

1. Think of a management or leadership incident in your work. It should be a challenging interpersonal encounter. It may be an incident where you doubted your effectiveness or where you felt frustrated. For example, you may have tried to encourage different conduct from a staff member, or perhaps had a difficult time providing a helpful performance evaluation and the outcome was less than satisfactory.

- Pick a past incident or ongoing situation that you still find somewhat puzzling; you have not yet completely understood why it turned out the way it did; or, why it is unfolding the way it is.
- Choose an incident that is *not* a no-win situation, where nothing you might have done would have helped.
- Think of an episode in which the choice of a different strategy or manner of interacting might have resulted in more favorable and satisfying outcome.

2. Begin the description with a paragraph about the purpose of your intervention, the setting, the people involved, and any other important background information.

3. Write a short paragraph about your strategy. Ask yourself: what were your objectives, how did you intend to achieve them, and why did you select those goals and strategies?

4. Briefly describe the results.

5. Finally, write a few sentences on what you experienced as frustrating in the encounter.

In summary, your written management challenge should have four parts:

1) Description, 2) Strategy, 3) Current Results and 4) Frustrations

Keep your responses to two pages typewritten. Management challenges should be sent to Jon Mosher, Defender Coordinator at j.mosher@nlada.org. In the title of your e-mail please put "Nuts & Bolts Management Challenge." You may also fax it to Jon at (202) 872-1031. For questions about the substance of your management challenge, please contact Cait Clarke, NDLI Director, (202)452-0620 ext. 226.

Please bring twelve (12) copies of your management challenge to the conference in Chicago to share with other participants assigned to your small group. Thank you.

CONFIDENTIALITY

We expect that in the spirit of teamwork, helping others to solve their managerial challenges and ultimately improve representation for clients, there will be open communications throughout this management conference.

Our expectation is that full confidentiality will be maintained among all conference participants. We hope all participants will be open to sharing their management challenges with their defender colleagues. As a member of a small group you are expected to provide other group members with copies of your written management challenge and discuss the challenge with the facilitators and group members. If you wish your case to be confidential, please mask the setting and the participants as best you can.

The faculty recognizes that because several offices are sending a group of managers to this training it may be difficult to mask the identities or scenario you would like to use as your management challenge. In this case, please choose another management challenge that can be discussed openly in your small group and feel free to raise the more sensitive management challenge directly with your faculty facilitators outside of the small group meetings.