Critical Skills for
Successful CLE Professionals

By:

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Lawrence J. Center is Assistant Dean for Academic Conferences and Continuing Legal Education at Georgetown University Law Center in Washington, DC, where he has served since 1985. Previously, Larry was Acting Dean and Director of Continuing Education at the Institute for Paralegal Training in Philadelphia, Pennsylvania and Director of the Master of Arts in Legal Studies Program for Antioch School of Law in Washington, DC. Prior to his career in continuing legal education, Larry practiced law in Washington, DC and worked on criminal justice projects for two national organizations. A graduate of Georgetown Law, Larry is a member of the District of Columbia and Maryland Bars. Larry is a Past President of ACLEA and served on the Executive Committee from 1993-1999. He also was a regular member of the ACLEA Revue in its many national tours. Larry also helped found the Continuing Legal Education Section of the Association of American Law Schools and was one of its first chairs. Larry has presented on a variety of subjects at many ACLEA meetings during the past 25 years and thinks that ACLEA members would be tired of hearing from him already, but most members who have attended his sessions are probably retired by now. In his spare time, Larry facilitates the workshop, "The Seven Habits of Highly Effective People" as part of the Georgetown University Management Certificate Program and now also teaches the course to Georgetown Law students. He facilitates the "Lawyers in Balance" course for Georgetown Law students, faculty and staff, a course which teaches stress management skills, skills any CLE professional must perfect. Larry consults on CLE issues for other law schools, presents on leadership subjects for local and national associations and is active in many civic organizations in his community. Larry is very pleased to be co-chairing the Baltimore Annual Meeting with his dear friend Susan Blair, the last meeting run by their wonderful friend and colleague, Donna Passons.

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Carole A. Wagan is the Director of Advanced Legal Studies, Center for CLE and Academic Conferences at Suffolk University Law School in Boston. Prior to coming to Suffolk in 1992, she was a Program Attorney at Massachusetts CLE for 6 years. Before her career in CLE, Carole was the founding Director of the Legal Advocacy & Resource Center and a law reform attorney for a community action program representing low income people in housing, energy and welfare issues. She is a past President of ACLEA and served on the Executive Committee from1995-2001. She has presented at numerous ACLEA meetings. She was the chairperson of the ACLEA Mid-Year Meeting in Charleston in 1998 and was the Chair of the ACLEA Member Services committee for two years. Carole has participated on many ACLEA workshops and in the ACLEA revue. She was on the Planning Committee and served as a breakout reporter for the ALI-ABA/ACLEA Critical Issues Summit. Carole served as the Chair of the Summit Initiatives Committee. She accepted an appointment to the newly formed Conferences Committee of the American Bar Association Section on Legal Education and Admission to the Bar. Carole is a past chair of the Continuing Legal Education Section of the Association of American Law Schools and has served in leadership positions on that Section as well as coordinating and participating on Section panels. Carole has been a member of the Board of Directors of the Legal Advocacy & Resource Center since 1988. She was a member of the Board of Directors of Congregation Ahavas Achim. For many years she was a member of the Joppa Jazz Dance Company and President of their Board of Directors.

ACLEA Core Competencies Survey - 2013 (RESULTS)

Q1. Years in current position:

Answer Options	Response Percent	Response Count
1-3	30.1%	46
4-6	16.3%	25
7-10	15.7%	24
10+	37.9%	58
answered question		153
skipped question		0

Q2. Primary area of responsibility:

Answer Options	Response Percent	Response Count
Seminar design	32.2%	49
Publishing	9.9%	15
Technology	4.6%	7
Project management	25.7%	39
Executive/governance	27.6%	42
answered question		152
skipped question		1

Q3. Your organization's number of employees:

Answer Options	Response Percent	Response Count
1-5	17.8%	27
6-10	10.5%	16
11-15	5.9%	9
16-20	5.9%	9
20+	59.9%	91
answered question		152
skipped question		1

Q4. Listed below are 11 skills. Please identify the three most important skills for your current position.

Answer Options	Response Percent	Response Count
Communication - Write, speak and listen effectively, using conventions proper to the situation; state own opinions clearly and concisely; ask questions to ensure understanding; exercise a professional approach with others using all appropriate tools of communication; use consideration and tact.	63.4%	85
Customer Service - Listen and respond effectively to customer questions; resolve customer problems to the customer's satisfaction; respect all internal and external customers; evaluate customer satisfaction; measure customer satisfaction effectively.	22.4%	30
Problem Solving - Anticipate problems; adapt well to changing priorities, deadlines and directions; take action, even under pressure.	47.0%	63
Attention to Detail - Follow detailed procedures and ensure accuracy in documentation and data	21.6%	29
Flexibility - Remain open-minded; tasks and changes focus quickly as demands change; manage transitions from task to task effectively; adapt to varying customer needs.	13.4%	18
Organization - Manage multiple projects; determine project urgency in a practical way; use goals to guide actions; create detailed action plans; organize and schedule tasks effectively.	59.0%	79
Development - Work to improve the performance of oneself by pursuing opportunities for continuous learning/feedback.	5.2%	7
Quality Control - Maintain high standards despite deadlines; inspect work for flaws and edits	14.9%	20
Responsiveness - Respond to requests in a timely and thorough manner; do what is necessary to ensure customer satisfaction; prioritize customer needs.	6.7%	9
Innovation - Challenge conventional practices; adapt established methods for new uses; pursue ongoing improvement; create solutions to problems; evaluate new technology as potential solutions to existing problems.	35.1%	47
Technical/Professional Knowledge	12.7%	17
answered question		134
skipped question		19

Answer Options	Response Count
	62
answered question	62
skipped question	91

1. Collaboration,Team leadership,Guiding & developing staff
2. Coaching staff Relationship building Collecting informaiton - knowing how to use open end questions
3. Customer Service
4. - overall view of the legal environment within lawyers are practicing - program management   - communication includes writing skills - facilitating group participation -
5. creativity
6. I had a hard time choosing just three from the list above (I would also have selected "Quality Control" and "Flexibility")! I would add "Staff Management" definitely.
7. Supervision of others (managerial expertise)
8. Listening skills
9. Marketing   Management (encouraging and motivating staff) Strategic planning
10. Negotiation Consensus-Building Research
11. multitasking, event management
12. People management / change management - getting the team on board and ready for change in a rapidly changing environment
13. Leadership; HR; budgeting
14. Project management, keeping things moving toward an agreed upon plan.
15. Ability to motivate and lead staff Ability to mange poor performance in others Managing the Board relationship
16. Significant industry and subject matter knowledge or expertise
17. Establishing contacts
18. pursuasion;
19. risk taking; change management; the language of technology
20. Member service - similar to customer service, but we don't sell CLE; we offer it free to our members.
21. Calm, technology skills, institutional knowledge of this organization
22. -expertise in leal education -knowledge of legal education developments and issues in other jurisdictions / countries -people leadership skills
23. understand and analyze data   understand market research
24. marketing know-how,
25. Have a pulse on the educational needs of attorneys and how they are changing Marketing or some understanding of what works and why
26. Adapatibility; Time Manageement;
27. Political acumen Strategic thinking Leadership
28. Management; Developing others;
29. Financial proficiency and business acumen
30. Mastery of written expression/language; reading comprehension; analytical and logical reasoning.
31. Establishment of networks within the profession
32. People leadership
33. Project management, ability to help with questions, provide instructions, information.
34. 1. Monitoring of Trends -- Keep on the look-out for new trends, legal developments and issues impacting the legal profession and practice. 2. Personnel Management -- Motivate, collaborate with, encourage and help to inspire co-workers and those reporting to oneself, to achieve maximum performance, collegiality, and professionalism. 3. Asset Management -- Monitor, manage and protect intellectual property assets, both business assets (copyrights, trademarks, service marks, patents, licensing interests, collaborative interests) and products (copyrights in individual works and compilations, permissions and licensing of product content.)
35. Legal knowledge CLE compliance
36. People management
37. knowledge of the CLE process
38. Strategic Planning, Project Management
39. Team building   Estalishing and Monitoring Employee Performance Measures Budget development and oversight
40. Maintaining knowledge of the law and trends in the legal profession Motivating others

41	Conflict Resolution; Leadership
42	Patience
43	Delegation Negotiation/Collabotation Leadership
44	Managing the CLE Dept. staff.
45	Publicity; staff management; financial acumen
46	Management of people; Long range planning
47	Ability to pursue long-term agenda notwithstanding the short-term agenda of elected bar officials. Ability to make a profit for the organization Ability to manage by objective metrics and with my own judgment instead of being thrown off center by the likes & dislikes of individual but outspoken members. In other words, the ability to do what I know is best even if it's not always popular.
48	Supervise employees Training and curriculum development Software proficiency
49	Cross Connections - be able to connect resources, topics, speakers and organizational departments for building programs and for marketing
50	Marketing, accounting
51	Managing People, Networking, Vision
52	All of the above are important but aside from the 3 I selected, innovation, technology and communication are the next 3. Another important component not specifically list is staff supervision.
53	Diplomacy Leadership Influence
54	Personnel management.
55	Attention to Legal Developments
56	Flexibility, quality control, and customer service
57	Ability to Learn and Think Quickly, Being Decisive, Foresight
58	Making time to de-stress throughout the day and at home from the rigors and deadlines of the job.
59	1. Management of staff and advisory board - participating in goal setting, implementation and achievement
60	Exceptional knowledge of the Laws and Motion updates.
61	Workload Management--ability to detect stressors and impending deadlines across departments and allocate resources accordingly, including allocating one's own time and effort to other departments whose projects take priority for the overall success of the team
62	Applying rules. Raising standards..

Q6. Listed below are the same 11 skills. Please identify the three skills you most wish you had already mastered when you first began your current position

Answer Options	Response Percent	Response Count
Communication - Write, speak and listen effectively, using conventions proper to the situation; state own opinions clearly and concisely; ask questions to ensure understanding; exercise a professional approach with others using all appropriate tools of communication; use consideration and tact.	20.5%	25
Customer Service - Listen and respond effectively to customer questions; resolve customer problems to the customer's satisfaction; respect all internal and external customers; evaluate customer satisfaction; measure customer satisfaction effectively.	13.1%	16
Problem Solving - Anticipate problems; adapt well to changing priorities, deadlines and directions; take action, even under pressure.	28.7%	35
Attention to Detail - Follow detailed procedures and ensure accuracy in documentation and data	6.6%	8
Flexibility - Remain open-minded; tasks and changes focus quickly as demands change; manage transitions from task to task effectively; adapt to varying customer needs.	26.2%	32
Organization - Manage multiple projects; determine project urgency in a practical way; use goals to guide actions; create detailed action plans; organize and schedule tasks effectively.	27.9%	34
Development - Work to improve the performance of oneself by pursuing opportunities for continuous learning/feedback.	32.0%	39
Quality Control - Maintain high standards despite deadlines; inspect work for flaws and edits	10.7%	13
Responsiveness - Respond to requests in a timely and thorough manner; do what is necessary to ensure customer satisfaction; prioritize customer needs.	13.1%	16
Innovation - Challenge conventional practices; adapt established methods for new uses; pursue ongoing improvement; create solutions to problems; evaluate new technology as potential solutions to existing problems.	37.7%	46
Technical/Professional Knowledge	58.2%	71
	answered question	122
	skipped question	31

Q7. Listed below are 11 broad competency areas. Please select the three most important for your current position:

Answer Options	Response Percent	Response Count
Governance: roles, responsibilities, structures, and functions of boards, advisory, and planning committees.	31.0%	39
Developing and implementing curriculum and program development.	57.9%	73
Instructional design.	12.7%	16
Faculty development.	13.5%	17
Selecting and managing instructional delivery mechanisms, including distance education.	28.6%	36
Managing logistical arrangements needed for instructional delivery mechanisms.	27.0%	34
Publishing/publishing technology.	18.3%	23
Human resources management.	18.3%	23
Leadership, visioning, organizational planning, and building and maintaining support for continuing legal education.	63.5%	80
Needs assessment of practitioner participants.	12.7%	16
Evaluation systems.	9.5%	12
	answered question	126
	skipped question	27

Q8. Please list up to three additional core competencies (not listed above) you feel to be important for your current position.

Answer Options	Response Count
	38
answered question	38
skipped question	115

1 Managing the difficult conversations Support to facuilty

2 - competence in written and verbal communications - people management -

3 Project planning, forecasting, and management

4 Developing multi level communication skills - ie the ability skills to work well with all members of the legal profession - judges, educators, admin staff etc.

5 Can't think of any at this time.

6 Originality- there needs to be thoughtful and professional diversity to insure appropriate evolution of what we do!

7 general technology knowledge/management, CLE compliance

8 Knowledge of the latest trends and developments in the law

9 Networking, diplomacy.

10 Technology, identifying the best speakers, working within a state bar whose goals may be different than what the "CLE Department" goals have been.

11 -Board leadership -diplomacy -innovation

12 An understanding of technology and its evolution in education

13 Balancing multiple projects; developing last-minute programs

14 Finance - budgeting, projections, etc. Marketing - from campaigns to the writing of the copy

15 Advanced Computer Skills and Familiarity with Consumer Technology Market; Dealing with Ambiguity; Building Effective Teams

16 Financial proficiency and business acumen

17 Legal training/knowledge. Developmental editing. Acquisitions in publishing.

18 Broad knowledge of the legal environment Breadth of knowledge of various areas of the law

19 Knowledge of Adult Education Principles Financial Management

20 Database/Mailing list options. Marketing experience.

21 governance managing innovation needs analysis

22 Publications - editing

23 Publication product development and acquisition.

24 Strategic planning, financial analysis, learning technologies and software, adult education, marketing

25 -writing skills -analytical skills -strategic planning skills

26 Understanding newest technologies Developing staff Managing finances and budget

27 Adaptability to changed circumstances Resilience from set-backs Ability to navigate politics within parent organization

28 Writing skills. Delegation. Using the new technologies.

29 Relationship building: with volunteers, co-workers and registrants

30 Innovative/Creative, Good Communicator, Organization skills

31 That's a pretty good list above, I'm having a hard time thinking of things not listed - Instructional design, faculty development, HR management are all things I would also like to include. Not on the list - marketing, financial competency, business acumen.

32 Actual technology training - having more of a computer background. Needs assessment of program attendees, not just the participants.

33 Marketing Communications

34 CLE accreditation administration

35 Deep knowledge of substantive law Connectedness: longstanding relationships with leading practitioners Content management and information architecture for online delivery

36 Data Analysis (Customer Information, Program Information, etc.), Understanding and Keen Mind for Revenue, Deeper Appreciation and desire for the continuous betterment of the Professional Education

37 Networking expertiese

38 Project Management

Q9. Please share any other thoughts you have on core competencies in the continuing legal education field.

Answer Options	Response Count
	25
answered question	25
skipped question	128

1 - ability to lead and take the initiative to change the way in which we generally approach CLE. It is more than delivering hours based programming. Programs need to include skills based outcome focused programming that enhances the skills of lawyers.

2 Should be similar to what's needed in other professional education groups, like for accountants and doctors, no?

3 Most of the competency areas listed above (especially in question 7) are very important to the CLE field.

4 I believe as delivery modes change so too will related competencies - its not static, so we must maintain an awareness of change.

5 None at this time.

6 The ability to leverage on the experiences of CLE veterans is important. There could be more widespread cooperation and sharing, to achieve quick wins. (This is in the context of the nascent CLE market in Singapore.)

7 The ability to deal effectively with all personality types among staff and volunteers.

8 I think your questions miss the core of what's going on in CLE today. Education and publishing are in the middle of a digital revolution and the question isn't whether our products and organizations will go digital but how and when. Business models, hiring practices, essential skills -- all these areas have to be examined and changed. How our organizations can fund the necessary technology to stay competitive is a real challenge.

9 Too much emphasis on technology - we are losing the human touch. People still want face-to-face time with leaders in the legal profession.

10 They vary according to type of position and size of operation.

11 I wish we could have chosen more than three of the most important areas. I think the most important is to be able to adapt and change as the needs of lawyers change.

12 Ability for the most part to adapt to a changing climate and ability to meet needs as they arise

13 The knowledge base and competencies of CLE staff tend not to be well understood or appreciated by governing boards that are not directly involved with the CLE division.

14 I'm in technology and that's where my focus is, but more and more I see the need for at least a basic understanding of the current state of technology and information exchange in all professions, especially education. Whether it's being able to troubleshoot an ornery PPT at a seminar with no tech person around, or attempting to predict the 5-year trends in distance education, the essence of education is communication, and technology increasingly shapes, controls and determines our communication. I notice that my colleagues who are tech-savvy move thru their day with noticeably greater ease and confidence than those who are not. Tech skills affect so many other competencies -- e.g. knowledge of technology can be the best time management skill to have; building effective teams may be impossible without technology if members are not at the same location.

15 Need to have accurrate methods of measuring our customers/members want and needs

16 The most important core competency needed for a publications professional is a deep interest in and creative, practical approach to the content and how it is structured to provide the best possible learning outcomes. Delivery mechanisms and technologies are secondary.

17 ACLEA membership would benefit from training in strategic analysis and planning regarding the CLE needs related to the future of law practice.

18 Keeping up with legal developments that may trigger a need for CLE training.

19	Must be able to function at high rates of speed for long periods of time while juggling multiple projects and maintaining sense of humor.
20	The basic core competencies are the core competencies of any business. How to create a great product that people want to buy and how to market it to them so they do buy it.
21	Keeping a close eye on the competition. Staying abreast of new developments in the market. Enough slack resources to respond nimbly to emerging needs.
22	Being able to identify and foster collaboration opportunities among various players in the CLE world to consistently better the quality, style and delivery of the content in ways that will benefit attorneys are imperative to the organizations as well as the legal community as a whole.
23	The original three skills/competencies were incredibly difficult to choose as almost all the skills/competencies listed vital to all positions within a CLE department. However, in the final set (question 7), I had difficulty selecting three that were applicable to my position--only one or two stood out as actually being relevant to my position. These questions could be improved with a 1-5 or 1-10 scale ("not at all" to "extremely) importance scale with a "not applicable" option. I think this survey might reveal more complete data with this adjustment.
24	Core competencies should and will vary depending upon the work role held in the CLE field. Since the work is becoming so varied, there might be some common themes but no size fits all--today and going forward.
25	Understanding adult education principles.

Q10. Name (optional) - by supplying your name you will become eligible to win a free registration to the future ACLEA meeting of your choice. Thank you for your participation!

Answer Options	Response Count
	90
answered question	*90*
skipped question	*63*