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President's Column

By Jennifer LC Flynn
President of ACLEA



A few years ago, I had my hopes set on an executive leadership role with my organization. I familiarized myself with the competencies our board would be seeking when filling the position. Some of the boxes I could easily check: they related to competencies I was already developing on-the-job. Others were more challenging to attain without being in an executive leadership position already: Familiarity with governance issues? Wide recognition as a leader in the field? Skill in managing board dynamics?

I faced a common conundrum: you can't get the job without experience... but how can you get the experience without the job?

I've always thought of ACLEA as the go-to place for learning and development for CLE professionals. I've learned a tremendous amount from attending ACLEA conferences and scoping out ACLEA's resource library online. When it came to this particular challenge, however, I was most grateful for the other sources of learning and development ACLEA offers. I tapped into ACLEA's amazing network to get advice from others in executive leadership positions. Where did they point me? To ACLEA volunteer opportunities: a chance to get the experience before you have the job.

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President's Column

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When I wanted to learn more about program planning (I joined the CLE world through the pubs stream), I volunteered to serve on a conference planning committee. When I wanted to hone my leadership and facilitation skills, I stepped up to chair the International SIG. When I wanted to get a more solid grounding in adult education, I volunteered to work on the Curriculum/Content Special Committee. When I wanted to learn more about governance and board dynamics, I expressed an interest in serving on the Executive Committee. These experiences gave me more than just something to put on my résumé; they gave me the confidence to step into new roles in my own career.

One of the exciting projects that ACLEA has in progress is led by our Curriculum/Content Special Committee. Core competencies of CLE professionals – across a range of different roles and positions – have been identified. These include everything from leadership and management skills to competencies focused on meeting planning and publishing. A complete list of the competencies is available [here](#). Work is underway to design an organized curriculum for each core area. The curriculum will help identify existing resources that support each competency, as well as learning activities (including ACLEA volunteer opportunities!) that help support development of each competency.

The next time you are facing a career obstacle (or simply want the chance to develop some new skills or abilities) I encourage you to think about the experiential learning opportunities that ACLEA offers. Volunteering is a great way to give back and to meet new people... but it is also an amazing way to gain professional experience and supercharge a career.

If you are looking for ways to get involved, contact ACLEA at aclea@aclea.org. To find out more about the curriculum development project specifically, feel free to reach out to Gina Roers-Liemandt directly at gina.roers-liemandt@thomsonreuters.com.

P.S. In case you were wondering, I got the job. (Thanks, ACLEA!)

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Get to Know Your ACLEA Executive

Doug Ashworth
ICLE of Georgia

1. What is your position with the Institute of Continuing Legal Education in Georgia?

I am the Director of Programs for the Institute of Continuing Legal Education in Georgia (ICLE in Georgia).

2. What did you do in your pre-CLE life and what brought you to the CLE world?

After clerking for a judge out of law school, I founded my own solo law firm – a general practice of law. Over the years, I enjoyed attending CLEs so much, I became a speaker, then a Program Chair. I was fortunate enough to make the jump from law practice to CLE regulator with the State Bar of Georgia, and ultimately, the jump to CLE provider with ICLE in Georgia.



3. How long have you been a member of ACLEA?

Depends on how you define “been a member”. I formally joined ACLEA as a CLE provider in 2012, but during my former life as a CLE regulator, I regularly snuck into ACLEA meetings beginning back in 2008. Sneaking in has consequences – once, during the 2009 ACLEA Salt Lake City meeting, they made me serve as a speaker. They haven’t asked again.

4. What do you remember from your first ACLEA meeting?

Excitement and affirmation. Excitement about the overwhelming availability of tips, trends and institutional knowledge and wisdom. Affirmation about the value of CLE to our legal profession. This was in beautiful Vancouver in 2008. My comment to a Vancouver bartender: “It must be great to be a bartender here.” His reply: “Mister, it’s great to be anything here.”

5. What has surprised you most about being a member of ACLEA?

An unshamed enthusiasm for, and dedication to, the importance of continuing education for adults. Also, the willingness of potential competitors to share great programming and logistical ideas with one another.

6. What other leadership positions(s) within ACLEA did you hold before joining the Executive Committee and what did you learn from (it/them)?

Co-Chair of State and Provincial Bar SIG; member of three Planning Committees [Baltimore 2013, Austin (Co-Chair 2014) and Savannah 2016]; member of the Volunteer Engagement Committee; member of the MCLE Committee. Lessons learned: It’s easy to get involved in ACLEA; you get back what you put in; ACLEA volunteers are like our own CLE seminar volunteer speakers – they have day jobs, too; your hard work as a volunteer, over time, will be noticed and will lead to more opportunities for hard and rewarding work as a volunteer.

7. What motivated you to become a member of ACLEA’s Executive Committee?

Executive Committee service seemed a logical continuation from SIG leadership, Planning Committee membership, and other responsibilities. It’s been a privilege to serve, and it is a great learning experience about ACLEA logistics and finances; the learning never stops.

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Get to Know Your ACLEA Executive

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8. What would you tell someone who is thinking about running for a position on the ACLEA Executive Committee?

First, affirm to yourself that you really want to invest the time necessary to volunteer in a meaningful and substantive way. Next, build authentic relationships with SIG Chairs, Committee Chairs, and other ACLEA leadership folks. Volunteer for the small, seemingly low visibility tasks, and follow through. Then, the larger volunteer tasks will inevitably follow.

9. What do you think is the most important issue facing CLE organizations today?

Managing in white water. Changes in technology, matched with changes in the demographics of our target audiences, will continue to test and vex the abilities of even the most accomplished CLE Executives. Vision, flexibility, and plain old courage are going to be the “coins of the realm” for future CLE executives.

10. What do you think will change about CLE in the next five years?

(Deep Breath) Well, my crystal ball says ... continued pressure for uniform rules and regulations; increasing competition; increasing customer expectations; accelerated technological changes in program delivery formats and publications...(Exhale).

11. If you weren't involved in CLE, what do you think you would be doing instead?

I'd be back practicing law. You can make a positive difference in people's lives and in society as a lawyer, if you choose to practice that way, and I miss that “rush” sometimes. But, I don't miss that “rush” nearly enough to ever go back!

12. What do you like to do when you aren't working?

Spend time with my wife and our four kids, who still think they know more than we do. Also, hiking, backpacking, music, that kind of thing.

13. Tell us one thing that the ACLEA membership should definitely know about you.

That my path on this planet, so far, has taught me not to take myself too seriously. Don't get me wrong, I'm diligent about my work responsibilities and my volunteer responsibilities, like ACLEA. But, I also try to look for some fun (or at least some mischief) in things whenever possible. It's one way to stay happy, healthy, clinically sane, and 54, all at the same time!

Emotional Intelligence for Successful Teams

Linda Russell

Director of Product Development, Continuing Education of the Bar (CEB-California)

What is Emotional Intelligence Quotient (EQ) and how can understanding it help you in your work and at home? At ACLEA's Mid-Year meeting in Savannah, plenary speaker Susan Sneider of New Vistas Consulting gave us a much better understanding of EQ. Not only did Susan describe how using EQ can help us in our one-on-one interactions and our team interactions, but Susan also got us to participate in hands-on interactive team exercises which showed us how we can improve team dynamics through awareness of EQ.

What is EQ?

Susan began her presentation by asking how many of us had taken a personality test such as Myers Briggs or DiSC® (Dominance, Influence, Steadiness, Conscientiousness). She then shared with us the following five components of EQ:

1. Self awareness = recognize feeling
2. Self regulation = stifling impulsiveness
3. Internal motivation = using emotions to achieve a goal
4. Empathy = be attuned to needs of others (put yourself in other's shoes)
5. Social skills = manage emotions in others by understanding the demands on them

Interactive Breakout Exercise: "Build a Zoo"

In a very effective team breakout session, Susan asked us to write down the type of animal we identified with the most and the three traits of this animal. We then shared this information with our team so that we could learn more about each other. Each team was then asked to create a zoo that included the animals we identified with and to come up with a name and a tagline for our Zoo. Although this might seem like an unusual assignment, we really did learn through this interactive exercise how understanding the traits of others on the team helped us work better as a team and how much fun it was to work with a positive team on a creative project. We experienced "healthy conflict" in our table as we discussed what type of zoo we wanted to build, the name, and the tagline. Our team agreed on the "Dream Come True Zoo" where you could swim with a dolphin, play with puppies, hug a baby panda, and ride an elephant. By interacting as a team, we better understood why "healthy conflict" is critical to a team's success and how it can push the team to the next level.

Six Traits of a Successful Team

Susan shared with us that successful teams have the following traits:

1. A common goal
2. Optimism and enthusiasm
3. Creativity
4. Good chemistry among team members

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Emotional Intelligence for Successful Teams

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5. Flexibility
6. A process for conflict resolution

We also learned that emotional awareness builds trust, group identify, and a sense of group efficacy. We were reminded that active listening (parroting back what you are hearing from someone) is critical to successful communication and that language and cultural differences impact communication, although they don't reflect on the intelligence of a person.

Three Reasons Teams Fail and How to Overcome Team Differences

Susan explained that while “healthy” conflict can propel a team forward, negative conflict can kill a team. Teams that fail generally have:

1. Lack of commitment
2. Avoidance of accountability
3. Inattention to results

Susan suggested the following strategies for overcoming team differences: listening attentively, breathing deeply, and finding the “best” in every member of the team, even if the team member is difficult.

Interactivity During a Presentation Leads to More Retention of Information

This presentation made a strong positive impression on me, not only because I learned helpful information, but because we had an opportunity during interactive exercises to try out what we were learning. This interactive session helped me better understand the information and how to retain it. I have applied this information in my team meetings at the office and in my one-on-one interactions at work and at home and I have seen positive results. Thanks, Susan, for a wonderful and informative session!

Additional Resources on EQ

If you want to learn more about emotional intelligence, please contact Susan Sneider or read some of the publications listed below:

Susan Sneider's Resource List
New Vistas Consulting
ssneider@newvistasconsulting.com
847.707.3000

- *A Lawyer's Guide to Networking*, 2nd Edition, Susan R. Sneider, American Bar Association, 2016
- *Emotional Intelligence: Why it Can Matter More than IQ*, Daniel Goleman, Bantam Dell, A Division of Random House, NY, NY 1995-2005

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Meet Your SIG/Committee Chairs

Stephanie J. Ball

Director of Attorney Development and Recruiting, Best Best & Krieger LLP

1. Which SIG/Committee do you currently co-chair?

In-House SIG: Law firms and other organizations that develop and conduct continuing legal education programs internally, primarily for the benefit of their own employees. Our members address the specific training and educational needs and goals that are unique and specialized to our firms and organizations.



2. How long have you been involved with this SIG/Committee?

I have been a member of the ACLEA In-House SIG for five years.

3. Why did you choose to join this SIG Committee?

With over 15 years of experience providing quality Continuing Legal Education (CLE) and professional development programs to Private Law Firms, County Law Libraries and Bar Associations, I saw the opportunities the ACLEA In-House SIG had to support my professional growth and education. The legal landscape is constantly changing in our global economy. Disruptive technology will make us innovate and recreate the way we teach and how our attorneys learn. Our SIG helps me to keep up with the curve.

4. What do you see as the main objectives of your SIG/Committee?

Teaching our in-house attorneys what they don't learn in law school to be successful in the practice and business of law. Our members create and implement CLE and professional development programs that address current information and trends affecting the legal profession. We work with all departments across our firms and organization to ensure our attorneys have the skills and training for a competitive edge to serve our clients and potential clients in the practice and business of law. We bridge the gap between law school and law practice for our attorneys at all levels.

5. What has the SIG/Committee been working on recently?

One of our main goals is to represent our In-House SIG members at our ACLEA Annual and Mid-Year Meetings. With a representative on the Meetings Planning Committee, we can contribute to topics and speakers for the plenary sessions and workshops that are meaningful and relevant to the firms and organizations we work for. Bernadette Lawson will represent our SIG on the planning committee for the 53rd Mid-Year Meeting in Nashville and our 53rd Annual Meeting in Montreal. I just served on the planning committee for our recent meeting in Savannah and I am on the planning committee for our upcoming Annual Meeting in Seattle. Our SIG needs to have a continued voice in planning all our future meetings.

6. What is your SIG/Committee's biggest challenge right now?

Our SIG members are continuously challenged with proving our value and worth to the firms and organizations we work for. We need to find ways to show that our ideas in CLE and professional development training can make a tremendous difference in the success of our attorneys, firms and organizations. We have a responsibility to act and show results.

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Meet Your SIG/Committee Chairs

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7. What resources would be helpful to your SIG/Committee right now?

To provide a platform for sharing ideas, best practices, technology, resources, materials and programs across all of the ACLEA SIGs and Committees. This would promote a community of sharing and collaboration to create high quality training, engage learners and benefit our CLE community as a whole entity.

8. What is the major reason why one should join this SIG/Committee?

There are many reasons why one should join the ACLEA In-House SIG:

- Expand your network and networking opportunities.
- Raise your profile in your firm, organization and profession.
- Strengthen educational programming and team management skills.
- Be part of a group that supports and collaborates with one another.
- Ensure your firm or organization has the tools and resources to be recognized as a leader in the education and training of your attorneys.

9. What do you enjoy most in working with this SIG/Committee?

The people. Our In-House SIG members are dedicated individuals who support and collaborate with each other. My network of SIG members provides me with a window to share what works and what doesn't work in the world of CLE.

Emotional Intelligence for Successful Teams

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- *Building the Emotional Intelligence of Groups*, Druskat and Wolff, Harvard Business Review, Cambridge, MA, 2001
- *The Five Dysfunctions of a Team*, Patrick Lencioni, Jossey-Bass, A Wiley Company, San Francisco, CA, 2002
- *The EQ Difference: A Powerful Plan for Putting Emotional Intelligence to Work*, Adel B. Lynn, American Management Association, NY, NY 2004
- *Managing Multicultural Teams*, Brett, Behfar and Kern, Harvard Business Review, Cambridge, MA 2006
- *Emotional Intelligence 2.0*, Bradberry and Greaves, Talent Smart, San Diego, CA 2009

Additionally, if you would like to purchase a copy of the new edition of Susan's book, *A Lawyer's Guide to Networking*, there is a 20% ACLEA discount off the purchase price through the ABA website. Enter discount code: PAB16ACLEA during check-out to receive the discount.

More information on the book is available [here](#).

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Internet For Lawyers

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For 16 years, Carole Levitt, Esq. and Mark Rosch, principals of Internet For Lawyers (IFL), have partnered with bar associations to conduct all-day seminars (and shorter seminars at the bars' Annual Meetings and Solo & Small Firm conferences) to teach lawyers how to become Cybersleuths by using free and low-cost investigative and legal research Internet resources (from Google and Facebook to public records and more). They also teach lawyers how to use Google Cloud Business Apps. Every attendee receives a copy of their book, *The Cybersleuth's Guide to the Internet*. IFL's turn-key CLE seminars are always evaluated by lawyers as the most useful and entertaining they've ever attended. In 2015, IFL launched its law practice management and technology webinar series, featuring well-known ABA authors and other experts in

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these fields. Carole and Mark are best-selling ABA authors. Carole's latest ABA book is *Internet Legal Research on a Budget*. Carole and Mark have co-authored six books for the ABA: *Google Gmail and Calendar For Lawyers in One Hour*; *Google For Lawyers*; *Find Info Like a Pro: Mining the Internet's Publicly Available Resources for Investigative Research, V.1*; *Find Info Like a Pro: Mining the Internet's Public Records for Investigative Research, V. 2* and *The Lawyer's Guide to Fact Finding on the Internet* (2 editions).

Lenné Espenschied CLE

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Lenné is a national continuing legal education speaker. She teaches seminars on contract drafting and other topics relevant to corporate practice.

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