



Survey Results

Thanks to everyone who participated in our 2005 Online Fellow Survey in January. Seventy-nine Fellows responded to the questions (a pretty good percentage!) and gave us some interesting and useful information for future planning. Here are just the tips of the waves:

Of the responding Fellows:

- 61% are lawyers
- 39% are not lawyers
- 75% are male
- 25% are female
- 47% currently work for a law firm
- 28% work for a consulting firm
- 6% work for an educational institution
- 5% are retired
- 4% work for an association
- 3% work for a vendor
- 3% work for a corporate law department

The focus of the respondents' law practice management work is:

- 41% management
- 23% practice of law
- 14% marketing
- 9% technology
- 11% other

The key benefits of fellowship, according to the respondents, are:

- 44% collegiality
- 22% networking
- 18% credibility/credential
- 9% professional development
- 3% further recognition of the profession
- 1% business development

Annual Meeting Attendance

- 63% have attended an annual meeting since their initial induction meeting
- 37% have not

Respondents said they would be likely to attend meetings more frequently if the following were present:

- 39% more interesting programming
- 29% presentation of unique information
- 23% more convenient locations
- 22% greater opportunity to share experiences with peers

(continued on page 2)

Editor's Corner

Welcome to the winter edition of your College newsletter. You'll get to know more about two Fellows, learn about our improving financial condition and read the summary of the January Trustees meeting.

I believe you will be pleased to learn that nearly 80 Fellows responded to the survey that was distributed a few weeks ago. Your comments and suggestions will help guide plans for future meetings. Thank you for taking the time to participate.

Please send to Sandy or me suggestions for articles or new features for the newsletter. Also, please remember to let Sandy know about new developments in your work and life. We will include the information in a future newsletter and use it to keep the on-line directory of Fellows up to date. Thank you.

Newsletter Team: **George Brandon** (george.brandon@thomson.com), **Bob Denney** (bob@robertdenney.com), **Roberta Montafia** (rmontafia@dbh.com), **Jan Waugh** (jwaugh@alanet.com) and **Mary Beth Pratt**, Editor (prattmb@pepperlaw.com).

Survey participants say the top three benefits of fellowship are collegiality, networking and credibility/credential.

Respondents felt the following were most important when choosing a location for a meeting of the College:

- 62% easy access/shortest travel time
- 47% travel expense
- 40% hotel expense
- 29% opportunity to add vacation time
- 27% spouse preference
- 21% fun
- 19% unique/luxurious facility
- 13% modern facility
- 12% mountains
- 12% beach
- 9% proximity to recreational facilities
- 8% ability to be primary group in the facility

Given a list of possible subjects for discussion, the respondents selected the following:

- 70% future trends
- 51% law firm business structures
- 48% leadership
- 47% emerging law firm technologies
- 42% creativity
- 39% motivating people
- 35% managing people
- 30% compensation systems
- 29% pricing
- 28% building teams
- 19% law firm finances
- 18% internal firm communications
- 16% sales of legal services
- 16% legal ethics
- 16% interdisciplinary practices
- 15% legislative trends re: law firms
- 14% training lawyers
- 13% challenges of solo practice
- 9% ethics for consultants

When asked to select a specific law firm size category for discussion participation, they chose:

- 38% large firm
- 20% medium firm
- 17% small firm
- 17% mega firm
- 8% solo

From MAT



Greetings, Fellows!

And thank you for all of the hard work and energy you spent assembling nomination forms for potential fellows over the holidays. As prescribed by the By-laws, the Board of Trustees met in January to consider your thoughtful nominations. From a much-larger-than-normal pool of nominees, an impressive list of 12 were selected to receive invitation letters for this fall's Annual Induction Meeting in Vancouver. (If you nominated someone and have not yet received notification, contact our administrator, Sandy Geist, immediately.)

As acceptances are received, we'll update you with their names and other vital information. Just suffice it to say, for now, that they are an impressive and international bunch, indeed.

A Resignation

A far less happy item of business on the Board's agenda was to accept, regretfully, the resignation of Trustee **Mary Ruprecht** from the Board and from the College due to health issues. Inducted in 1995, Mary served on the Board for five years and was secretary for the 2004 year. She has been a thoughtful and hard-working Board member, and her commitment will be missed.



Note to Calendar:

College
Eleventh
Annual Meeting
and Induction
set for
Sept. 9 - 10, 2005 in
Vancouver, BC
Four Seasons Hotel



A New Trustee

Elected to complete the final year of Mary's term on the Board was solo lawyer **Ronald Del Sesto**. He practices in Providence, RI, and has been in practice since 1965. Ron was inducted into the College in 1997 at the meeting in Santa Fe, NM.

2005 Committees

Working committees have been established for this year. They include:

Newsletter: **Mary Beth Pratt**, Chair
Development: **Silvia Coulter**, Chair
Communications: **Dave Hambourger**
and **Sally Schmidt**, Co-chairs
InnovAction Awards: **Chuck Coulter**,
Chair

If you are interested in lending a hand to the tasks of these committees, please contact the chair directly.

This year, the Board of Trustees will act as the Program Committee. We've concluded that the Annual Meeting is just about the most important thing we do each year and therefore deserves our undivided attention.

Fellow Survey

If you haven't already, you'll want to take a good look at the front page of this newsletter for information gathered through the recent online survey of Fellows. The Trustees spent considerable time discussing the data and exploring ways to best meet the needs identified in the summary, and we express again our many thanks to those Fellows who participated in the survey.

Vancouver

Sandy Geist reported on her planning visit to the location of our 2005 Annual Induction Meeting – Vancouver, British Columbia. (Get out that calendar right now and SAVE September 9 and 10. You're going to want to be there!)

Other Agenda Items

We also took a hard look at our limited but well-managed financial situation. Incoming treasurer John Cummins reviewed the budget and made some recommendations for future management of funds. See a summary of 2004 income and expenses on page 7.

An update on the 2005 InnovAction Awards program revealed some interesting alliances emerging for this year's program that promise even more exciting results. Stay tuned for a more detailed report on the *Innovation Guide* to be distributed internationally following the Vancouver meeting.

And, finally, the Board reviewed possible sites for the 2006 meeting. Based on your response to the survey, there really was only one possible choice: it's time to return to San Francisco, where the initial organizational meeting of the College was held in 1994.

For now, we're looking ahead to our 2005 meeting. See you in Vancouver.

Merrilyn Astin Tarlton, President
mat@astintarlton.com

Personal Insights – Introducing:

Camille Grabowski, Senior Corporate Marketing Manager, Robert Half Legal

Q: What do you like most about your work as a marketing director?

A: I love developing and nurturing working relationships



and alliances with professional associations. I work with ALA, Association of Corporate Counsel, and Defense Research Institute, just to name a few. My work includes sharing of knowledge materials, providing sponsorships, participating in conferences and trade shows, and working with some of the most interesting people in their fields.

Q: Least?

A: Writing reports.

Q: If you weren't working in a law-related profession, what would you like to do?

A: If I weren't in this marketing position, I would lead groups of fascinating people on trips to exotic and exciting third-world countries. And, on these trips, I would collect local crafts that I would then market and sell on my web site.

Q: Share a special memory, piece of advice, lesson learned or experience from your years in the profession.

A: A special memory: Jim Lantonio's face as our decrepit China Air plane, with the fold down seats and bald tires, lumbered off the tarmac headed for Guilin, China. A piece of advice: *Illegitum non Carborundum*. A lesson learned: Being nasty and demanding never works as well in getting what you want as being understanding and accommodating.

Q: What would make the College of Law Practice Management more relevant, meaningful or interesting to you?

A: How many combined years of legal professional experience are accumulated in this group? There must be some good that we could accomplish and share with the world in the name of the profession. I think we need to brainstorm our legacy to the profession.

Q: What's the most difficult management-related situation you've faced?

A: The most difficult management-related situation is the one that most negatively affects others – having to lay people off due to downsizing. It's always difficult when people leave, but when good people leave in a down economy, it hurts everyone.

Q: What do you like to do in your spare time?

A: Travel to exotic and exciting third-world countries and take lots of photographs and buy lots of local arts and crafts.

Q: What are your plans for the next five years?

A: Travel to Egypt and Libya to view a total eclipse of the sun. And then more travel to who knows where . . .

Q: Whom would you include on a list of past or current excellent leaders?

A: Nelson Mandela, Tom Chappell (Tom's of Maine), Jeff Bezos (Amazon), Jimmy Carter (post-presidency).

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Robert Yegge, Dean Emeritus and Professor of

Law,
University
of Denver
College of
Law MSLA
Program
(shown
here with
pals Olive
[left] and
Bruno)



Q: What do you like most about your work as a law school dean? Least?

The most difficult management-related situation is the one that most negatively affects others – having to lay people off due to downsizing.

The most stimulating and satisfying part of "Deaning" is creating and implementing programs. . .

A: The most stimulating and satisfying part of "Deaning" is creating and implementing programs – for example, the Master of Science in Legal Administration, the Student Law Office, law and society concentration of studies, and minority "headstart" programs. The least stimulating and satisfying part is sanctioning and terminating faculty and staff.

Q: Share a special memory, piece of advice, lesson learned or experience from your years in the profession.

A: In my second year as dean, I realized that the law school needed an administrator, not necessarily law trained. I hired Fellow **John C. Hanley** as soon as he graduated with a business degree. Originally he was called assistant to the dean. My vision was verified, and the law school began to operate more effectively and efficiently. John was so effective, I appointed him assistant dean, and the academic community nationally was highly critical because he was not law trained. When he became even more effective, I promoted him to associate dean, at which time the national academic community expressed horror. Ironically, the model established by his appointment prevails in law schools across the country today.

But the tale does not stop there. My successor instituted a search for a replacement. I told him that I would only give him one piece of advice: keep John. Keep John he did and not only as his associate dean for administration. When he left the deanship and went into private practice, he took John with him as the administrator of a large local firm. When he moved to a national firm, John became the administrator of that firm, and recently, when he started his own firm, John went as administrative director of that firm. The person in question has frequently stated that my advice was the best advice he ever received.

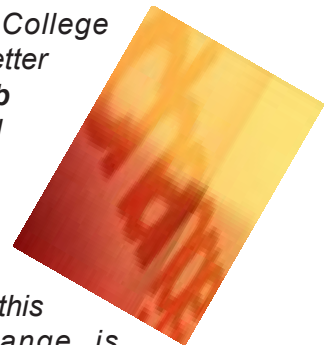
Q: What's the most difficult management-related situation you've faced?

A: During the difficult years of the late '60s, students often picketed and rallied against the academic establishment. On one occasion, a group of students attempted to "sit in" the Dean's Office. I invited them to come into my private office and advised them that there was a lot they could do, and I would leave them alone to do it. Then, I left the building. Needless to say, since I was unwilling to confront them, they shortly disbanded their "sit-in."

Change, change, change . . . it's always with us.

[Editor's Note: "The only constant is change." This adage is certainly true in the legal profession as well as in life. And, events during the past few years continue to create even more changes in the practice of law. Rather than attempting to predict future changes, we address here the broader issue.

Two years ago, College Fellow and newsletter team member **Bob Denney** published an article about change. It's more relevant now than ever. In the article, Bob posed this question: *If change is constant and inevitable, how do you create it? How do you manage it? Here are excerpts.]*



Effecting change, particularly in a professional firm, can be slow and painful. Many respond to change with fear and anger.

Resistance to change is natural and inevitable. Leaders must address every reaction to change, no matter how trivial

or irrational it seems. Strong leaders get people talking – let them vent. Once they've finished voicing their objections, or at least their initial ones, one strategy is to put some of the loudest dissenters in charge of making change happen – staff as well as partners.

Wanting change, or knowing that it must come, doesn't mean people will like it when they get it. Subtle, unspoken resistance can be a problem. Some people will agree with everything you want to do – and then continue doing what they've always done. But, humans are amazingly adaptable if you make it desirable for them to change. Give recognition and praise. Even revise the compensation system – what gets rewarded gets done.

When leaders meet resistance, the only thing they can do is keep plugging away. Sometimes the answer is simple. As Samuel Johnson once said, "When a man knows he is to be hanged in a fortnight, it concentrates his mind wonderfully."

Even after people have accepted change, not everyone in a firm or organization (or in a family) adapts to it at the same pace (remember the tortoise and the hare). Patience – and persistence – are required. Leaders must stay with the plan until the goals have been met. One authority calls this "creating a sense of inevitability" and uses this metaphor. A lot of people will stand in front of a train that isn't moving and trust or assume that it won't start rolling toward them. On the other hand, few people will jump in front of a train that is already barreling along at 80 or 100 miles an hour.

So, the real secret to effecting change is to get the train rolling.

– Robert Denney

Fellow News

Silvia Coulter has become president of the Legal Sales and Service Organization. Please see the Directory of Fellows on the College web site [www.colpm.org] for her new contact details.

Hildebrandt International was acquired in January by The Thomson Corporation. According to Fellow **Brad Hildebrandt**, the combination gives Hildebrandt additional resources and expansion opportunities, allowing it to operate as an independent business within Thomson.

Sustaining Fellows

We extend a hearty thank you to those who have contributed as Sustaining Fellows so far this year:

Managing Partner (\$500 - \$999)
John Cummins
Lowell Rothschild

Barrister's Circle (\$250 - \$499)
Jim Lantonio
Charles Robinson,
in memory of **Warren Tomlinson**
Harry Trueheart

Advocate (\$100 - \$249)
Guy Bennett
James Brill,
in honor of **Kline Strong**
Avery Cohen,
in honor of **Richard Reed**
Ron Friedmann
Robert M. Greene
John Kirk,
in memory of **David Dresser**
Carol Phillips,
in memory of **Warren Tomlinson**
Mary Beth Pratt, in honor of the
wonderful marketing staff
at Pepper Hamilton
Joel Rose
Sally Schmidt

Financial Overview Fiscal Year 2004

Please note that the College had a positive bottom line for 2004. This helps us build a reserve for the future, which all organizations need for fiscal health. Thank you to everyone who contributed in 2004 – Fellows, Sustaining Fellows and Sponsors – and to our administrator for her very prudent management and efficiency. – MBP

Total Current Assets	12-31-04	12-31-03	12-31-02
Charles Schwab & Co. Money Market (funds transferred to Wells Fargo 1-04)	0	25,417	25,484
First Community Industrial Bank CD	7,251	7,174	6,986
Wells Fargo Checking Account	40,831	3,842	4,581
Total Assets	48,082	\$36,433	\$37,051

Income

Dues	\$26,490
Sustaining Fellows	7,350
Sponsorships	32,500
Induction Fees	4,500
Meeting Registrations	18,379
Other	77
Total Income	\$89,296

Expense (continued)

Office Supplies	676
Postage and Delivery	265
Printing and Reproduction	805
Telephone and Fax	753
Web Site	4,076
Other*	3,326
Total Expense	77,618

Expense

Administration	\$16,000
Annual Meeting	48,142
Corporation Expenses	269
Insurance	1,568
Newsletter Desktop Publishing	1,738

Bottom Line

\$11,678

*Miscellaneous and Trustees Mid-Winter Meeting (meeting room Rental; A/V equipment; lodging for administrator; and meals; Trustees pay for their own transportation and lodging)

NEWS is published quarterly by the College of Law Practice Management,
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This edition of *News*
 is sponsored by

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