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Ark Group & Managing Partner Magazine presents

The Challenge of Leading Change

How To Transform Your Best Intentions Into Best Practices

August 16, 2010

University of Chicago, Gleacher Center
Chicago, IL

Can you actually make change happen in your law firm?

The ability to adapt and change is critical. As the debate rages on over the move toward value and fixed fee pricing models and the predicted demise of the billable hour—clients are now expecting you to deliver more for less—while new competitors enter the market using low cost centers and touting supposed new business models for delivering legal services.

No matter how perfect the strategy, you still have to execute it and the way that you've approached implementing your new initiatives may be creating just the kind of hurdles that you will never surmount.

This forum, *The Challenge of Leading Change* incorporates a case study framework to focus your attention on specific, real-world innovation, change and renewal issues, such as how to:

- introduce alternative fee arrangements
- make a corporate initiative (six-sigma) work in a law firm setting
- help aging partners make a career transition
- launch a project management program
- modify your culture to the emerging requirements of the marketplace
- execute your strategic plan

This program will provide the research, instruction, and application you need to effectively begin to implement change in your firm. Our faculty is charged with helping you to develop your change leadership approach – so when the need for change is acknowledged you'll be prepared to guide your partners around the pitfalls transforming your best intentions into best practices—driving performance across your firm or practice group.

Centered on interactive discussion and anchored by real-world case studies, session topics will include:

- responding to client pressures for change
- understanding the hurdles to bringing about change
- developing a sense of urgency that gets partner's attention
- fitting your leadership style and approach to the challenge
- leading in uncertain times
- designing an effective communications plan
- sustaining your change effort

With key contributions and candid perspectives from:

- Jim Hassett, Founder, **LegalBizDev**
- Julious P. Smith, Jr., Chairman, **Williams Mullen**
- Tea Hoffmann, Partner, Chief Business Development Officer, **Baker, Donelson, Bearman, Caldwell & Berkowitz, PC**
- J. Stephen Poor, Chairman & Managing Partner, **Seyfarth Shaw LLP**
- Patrick J. McKenna, **McKenna Associates Inc.**

Researched by:

ManagingPARTNER

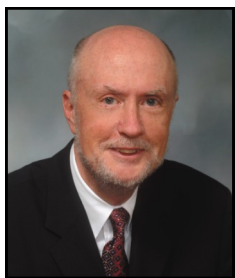
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ABOUT YOUR CONFERENCE CO-CHAIRS:

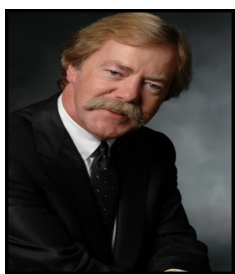
Jim Hassett, Founder, LegalBizDev



Jim Hassett is the founder of LegalBizDev, which helps lawyers develop new business more quickly by applying best practices from other law firms and from other professions. Before he started working with lawyers, Jim had 20 years of experience as a sales trainer and consultant to companies from American Express to Zurich Financial Services. He is the author of eight books, including *The LegalBizDev Survey of Alternative Fees*, *Legal Business Development: A Step by Step Guide*, and *The LegalBizDev Desk Reference*. He has also published more than 80 articles in the New York Times Magazine, Of Counsel, Legal Management, Strategies: The Journal of Legal Marketing and other publications. Jim is a frequent speaker at law firms and at the Massachusetts Bar Association, the New York Bar Association, Harvard Law School, DRI, and at Legal Marketing Association meetings in Boston, New York, Philadelphia, Washington, Savannah, and

Vancouver. He conducts webinars through West LegalEdcenter, the National Law Journal, The International Lawyers Network, TAG Academy, and the Legal Marketing Association. Jim writes the blog Legal Business Development (www.jimhassett.com) which was featured at ABA TECHSHOW 2009 (in its list of "60 Sites: Latest and Greatest Internet Hits") and by TechnoLawyer (in its list of "the most influential legal blogs" in BlawgWorld). He has a Ph.D. from Harvard and is an Adjunct Associate Professor at Boston University.

Patrick J. McKenna, McKenna Associates, Inc.



An internationally recognized authority on law practice management, Patrick McKenna has, since 1983, worked with the top management of premier law firms around the globe to discuss, challenge and escalate their thinking on how to manage and compete effectively. He currently serves as co-Chairman of the Managing Partner Leadership Advisory Board, a forum for new firm leaders to pose questions about their burning issues. The *Financial Post* labels McKenna "a professional firm management and marketing guru, with a client base stretching from Britain to the United States." And GlobalLawReview.com identified him as one of twenty International Visionaries in the legal profession for "their vision, sheer hard work, professional eminence, and humanity." One of the profession's foremost experts on law firm leadership, Patrick has authored more than a few pioneering texts, including his book (co-authored with David Maister), *First Among Equals: How to*

Manage a Group of Professionals, (The Free Press, 2002)—which topped business bestseller lists in the United States, Canada and Australia, has been translated into nine languages, and has been widely described as the essential guide to practice group leadership. In 2006, McKenna's e-book *First 100 Days: Transitioning A New Managing Partner* (NXTBook) earned glowing reviews and has been acquired by firm leaders in 63 countries. This publication culminated in Patrick conducting bi-annual master classes for new managing partners currently held at the University of Chicago. Thus far over 50 new firm leaders from firms of over 100 professionals have attended the program. McKenna's published articles have appeared in over 50 leading professional journals, newsletters, and online sources; and his work has been featured in *Fast Company*, *Business Week*, *The Globe and Mail*, *The Economist*, *Investor's Business Daily* and *The Financial Times*. He is an active member of the ABA, former chair of the Membership Services Committees for the Law Practice Management Section, served on the Advisory Board for Sheffield Business School's MBA program on Professional Services Firm Management [UK], is a member of the Strategic Leadership Forum, and currently serves on the editorial advisory board of Law Practice magazine. Patrick McKenna—most often brought in to counsel law firms on issues associated with strategic differentiation, improving profitability, client service excellence, and effective firm management—was acknowledged in 2008 when he was identified through independent research compiled and published by Lawdragon as "one of the most trusted names in legal consulting."

The Challenge of Leading Change

How To Transform Your Best Intentions Into Best Practices

Agenda: Monday, August 16, 2010

8:30AM Registration & Refreshments

9:00AM Opening Remarks and Introductions
Conference Chairperson: Patrick J. McKenna

9:15AM

How Law Firm Leaders Are Responding To Changing Times

In a recent survey (www.legalbizdev.com/survey), AmLaw 100 decision makers were asked to predict how law firm business models will evolve in the next five years. 45 percent predicted change at the radical end of the scale (4 or 5 out of 5). In the Foreword to this survey, Bruce MacEwen described the ongoing "sea change in law firms' fundamental model" as a "once-in-a-career event." This session will describe how law firm leaders are responding to this challenge, by reviewing a variety of leadership styles, focused in two key areas -- alternative fees and project management -- including:

- aggressive vs. conservative approaches to change
- responding to client pressure for changes in legal efficiency
- leading cultural shifts in uncertain times

Jim Hassett, Founder, LegalBizDev

10:30AM Networking Coffee Break

11:00AM

Making Personal and Professional Transitions

Whether deciding to step down from a leadership position in your firm or determining that it might be time to start thinking about retirement and finding a comfortable means of transitioning your key clients to other partners in the firm, the final impression you make in your career may be the most important to capping your legacy. Once your transition is announced, relationships and roles immediately begin to shift, so there are things you need to do to manage a successful change:

- how to negotiate and communicate the change
- developing the transition plan in concert with your firm
- working harmoniously with your successor

Julious P. Smith, Jr., Chairman, Williams Mullen

12:00PM Networking Luncheon

1:15PM

Creating A Cultural Change From The Inside Out

While some changes may be fairly easy to initiate, changing a law firm's culture is one of the most difficult challenges that any firm leader could tackle. But at Baker Donelson, that is exactly what the leadership decided to do and the focus of their cultural change was on putting clients first. In this session, participants will be presented with a case study showing how the firm introduced the plan (including the utilization of video) and how it dealt with the internal skeptics. This session will cover:

- how making any change should fit with your overall strategy
- how to develop a step-by-step plan that includes the realization that change happens over time
- how to create a top-down / bottom-up communications strategy

Tea Hoffmann, Partner, Chief Business Development Officer, Baker, Donelson, Bearman, Caldwell & Berkowitz, PC

2:15PM

Transforming Six-Sigma Into A Law Firm Value Initiative

Seyfarth Shaw's Lean Six Sigma program, SeyfarthLean is designed to deliver legal services more efficiently and more transparently, and to assure that the right lawyers are handling the right matters, in a way that reduces costs to the client. A recent cover article in *iSixSigma Magazine* noted that by introducing process mapping and more collaboration with clients, Seyfarth Shaw is changing the behavior of people who have practiced law the same way for decades. *The article* quoted Association of Corporate Counsel sources who described the program as "five years ahead of every other AmLaw200 firm." But how do you pioneer an initiative when it goes against the traditional mindset and training of most lawyers? This session will discuss how to bring about meaningful change by adopting a unique set of tools from the corporate world and making them work within a law firm.

J. Stephen Poor, Chairman & Managing Partner, Seyfarth Shaw LLP

3:15PM Networking Coffee Break

3:45PM

The Adaptive Aspects of Leading Change

You have identified a complex challenge that you know your firm should address -- but many of the partners either do not see it or see it, but do not want to deal with it. It is only natural to avoid uncomfortable adjustments in our lives by either denying the need to act, postponing the inevitable, or placing the burden on others. All complex issues and challenges contain both technical and adaptive elements. The technical (cognitive) work required in learning about the various options that could be employed is often the easiest part. It is the adaptive (behavioral) work of figuring out how to mobilize partners through the period of risk and discomfort that comes with change that requires your most critical attention. In this final session participants will review and explore techniques and practical strategies for:

- introducing the need for change
- exploring how to create a sense of urgency
- facing the difficulties inherent in bringing about sustainable change

Patrick J. McKenna - McKenna Associates Inc.

4:45PM End of Conference



The Challenge of Leading Change

	Attendee 1	Attendee 2	Attendee 3
Name			
Job Title			
Organization			
Address			
Zip Code			
Phone			
Fax			
Email			

Signature

I have read the terms and conditions below

- ☐ Registration Fee \$995
- ☐ I am registering for this program before June 30th and would like to claim my 15% early bird discount

For team discounts, please call Peter Franken at 773 281 4275

Please note: payment must be received in full prior to the event to guarantee your place



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- ☐ Payment in the mail (checks made payable to Ark Group USA)
- ☐ **Multiple bookings: please invoice separately**

Registration conditions

- Registrations can be submitted at any stage prior to the event, subject to availability. A limited allocation is being held and registering early is therefore recommended, in the event of the registration not being accepted by Ark Group the total amount will be refunded.
- Payment must be received in full prior to the course.
- All speakers are correct at the time of printing, but are subject to variation without notice.
- If the delegate cancels after the registration has been accepted, the delegate will be liable to the following cancellation charges:
 - Cancellations notified over 45 days prior to the event will not incur a cancellation fee.
 - In the event of a cancellation being between 45 and 30 days prior to the event, a 20% cancellation fee will be charged.
 - For cancellations received less than 30 days prior to the event, the full delegate rate must be paid and no refunds will be available.
- All registrations submitted by e-mail, fax, or over the telephone are subject to these booking conditions.
- All cancellations must be received in writing.
- Ark Group will not be held liable for circumstances beyond their control which lead to the cancellation or variation of the program.
- Please make checks payable to Ark Group USA.

Ark Group USA will not use your email address or information for any purpose other than distributing our conference and event notices.

Venue and Accommodations

This forum will be held at the University of Chicago's Gleacher Center - located at 450 North Cityfront Plaza Drive Chicago, IL 60611— conveniently located in the heart of Chicago's business community just blocks away from the Loop and steps away from Magnificent Mile shopping, restaurants and hotels. For information regarding rates at nearby hotels please contact Peter Franken at Pfranken@ark-group.com or at 773 281 4275.

Who Will Attend This Program?

Ark Group/Managing Partner Magazine's, **The Challenge of Leading Change** is an interactive forum providing law firm leaders with the research, instruction and application necessary to effectively implement change in the law firm setting. The agenda was developed for Managing Partners, Executive Directors, Practice Group Leaders and Partners tasked with addressing new models and delivery methods in an effort to reconcile the effective practice of law with the business of law.

EARN CLE CREDIT

Ark Group is happy to provide all necessary documentation to facilitate and fulfill requirements for CLE credit. Please contact Peter Franken at 773.281.4275 (pfranken@ark-group.com) for more details!

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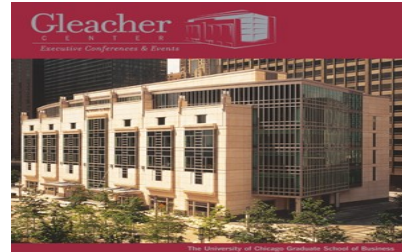
THIS FORUM WILL BE HELD AT:

AUGUST 16, 2010 — CHICAGO IL

The University of Chicago - Gleacher Center

450 N. Cityfront Plaza Drive
Chicago, IL 60611
312.464.8787

<http://www.gleachercenter.com/>



The Gleacher Center is conveniently located in the heart of Chicago's business community just blocks away from the Loop and steps away from Magnificent Mile shopping, restaurants and hotels. It is easily accessible from public transportation and adjacent parking lots.

The following hotels are located 1-2 blocks walking distance from the Gleacher Center:

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