TOPICS

WINTER 2019

bclma
BC Legal Management Association

Informed Opinions on Legal Management

How to Survive the Holidays and Avoid Burnout

by Diane Rolston, CEO & Founder, Dynamic Women

It's easy to get overwhelmed this time of year over committing to events, people, and your special holiday 'To Do' List. It's important to plan for where you'll go, who you'll see, and what you'll do. Here are some tips for what you can do (easily) to not get stressed and take some control back this holiday season.

HOW DO YOU WANT THE HOLIDAYS TO FEEL?

The best place to start is to define what your vision is for the holidays and how you want to feel. Do you want it to be quiet and local? Loving and family-focused? Exciting and spontaneous? You have many options. Figuring this out will help you to choose the right activities, people, and tasks to add in. Bonus: Ask this of your loved ones as well, so you are on the same page.

SURVIVING EVENTS

Even starting in November, your schedule might already be full of social parties, open houses, and lots of holiday events. You might really enjoy seeing all your family, friends, colleagues and clients/customers during this holiday season, but what's most important is having a plan to survive it all and not feel worn out in the end.

There are a lot of invites going out and you are allowed to say "no" to events. Simply check in with where you want to be and where you need to be and let go of everything else. Obligation events may just be a "SHOULD be there" because you're feeling guilted into going, when really, you'd rather not go. You own your time. I often hear about people who have three or four events in one night and plan to attend each one. If you'd rather stay at one the whole night instead of jumping around, thank the hosts of the other events for inviting you and politely decline as you already have another event that you are committed to.

When you choose which events to attend, really set your intentions for each of these gatherings. Is your intention for this party to mingle and get to know your coworkers or neighbours? To laugh and have fun? Or, is it to get business cards and really network. This way you'll know how you need to be and the actions you need to take to achieve your purpose and really enjoy every event that you go to.

Then set some personal guidelines for successfully navigating the event - decide when you will arrive and leave, and how much you're going to eat or drink. If having a healthy lifestyle is important to you, then limiting the junk or alcohol could really help you in this overindulgent season. For example, you may opt to only go to bclma

BC Legal Management Association

TOPICS in this issue

DEPARTMENTS

Who We Are

The BCLMA, founded in 1972, is a non-profit organization with 190 Firm Representatives and 360 Affiliates across BC. It is the BCLMA's goal to provide educational and networking opportunities, to enhance skills as legal administrators and managers, and to provide professional and personal benefits to its registrants.

Member Services

The BCLMA provides opportunities to network with other law firm administrators and managers at annual Spring and Winter socials, and monthly subsection meetings. We host an annual Managing Partners Event, and a large conference every other year.

Newsletter Services

Topics is a public newsletter. Contact the Editorial Committee to provide comments on articles, to offer suggestions for articles in future issues, or to augment the circulation list. We welcome your feedback! Please send comments to membership@bclma.org.

Submissions

If you have an article or story idea you would like to submit, please email Sunita March at smarch@cfmlawyers.ca. Please note that our prescribed article length is 1000 words. All submissions will be subject to review by the editorial board.

the buffet once, have two drinks max, or choose one indulgent item and really enjoy it. These tips will help you to feel like you've had fun without running your body, mind, and goals into the ground.

SURVIVING PEOPLE

As I've seen with clients, you may know someone who is toxic or brings your energy down: like Uncle Gary who talks your ear off about his real estate business, or your colleague who asks why you're not married, or only have one child, or choose to wear black to the party. Three suggestions that help are to set some boundaries with these people, limit your time around them, and prepare a good exit plan if it gets to be too much.

With broken relationships, you might have to patch things up with family or friends before seeing them at a group gathering or decide to skip out completely; again, your happiness and sanity are the top priority. This could mean starting your own traditions or maybe choosing to spend your vacation time in Bali, New York, or Germany!

Also, plan ahead with the people you're going with, who's driving and when you're going to arrive and leave. You don't need to party until 2am or even past 10pm.

SURVIVING TASKS

Look at what you need to do over the holidays. Your list may include: host a family dinner, make gifts for people, make 5 dozen baked goods for the cookie swap, buy, wrap and give 50+ gifts, drive to the parent's house, ferry to the in-laws, and on and on. Do you do this to yourself? Pack your 'To Do' list so full that you have no time to breathe. How do you feel when you see all you have to do? Excited… Nervous… Anxious? Wondering why you agreed to do so many things? Yes, we have things that need to be done, and yes, I'm sure you can get it all done, but at what cost? It can cause us to lose sleep, carry stress and not be present for the fun at hand. Which brings us back to our intentions and those of our loved ones around us.

Examine your list, and see what is imperative that you do yourself, and (just like with your career) delegate what you can, cut out what's unnecessary, and ask for help. Christmas dinner doesn't have to be all you: make it more like a potluck, offer to cook at someone else's house so

WELCOME & KUDOS

New Member Firms and their Representative

Jill Soole, **Acheson Sweeney Foley Sahota LLP**, Victoria
Jen Ford, **Bilkey Law Corp**, Kamloops
Michael Rathborne, **Bradford Rathborne Law**, Surrey
Neil Chantler, **Chantler & Company**, Vancouver
Sandra Wong, **Donavan & Company**, Vancouver
Wai-Mun, **English Bay Law Corporation**, Vancouver
Danielle Carman, **Hobbs Giroday**, Vancouver
Maria Martorana, **Mogan Daniels Slager LLP**, Vancouver
Pav Shroff, **MTC Law**, Surrey
Jonathon Chang, **Rice Harbut Elliott LLP**, Vancouver
Stuart Davies, **Z. Philip Wiseman Law Corporation**, Vancouver

New Representative for Existing Member Firm

Natalie Chadwick, **Branch MacMaster LLP**, Vancouver
Howard Karras, **Brawn Karras & Sanderson**, Surrey
Natalie Leon, **DuMoulin Black LLP**, Vancouver
Michael Shakespeare, **Farris LLP**, Vancouver
Ashley Chand, **Henderson Heinrichs LLP**, Vancouver
Leslie Green, **Hunter Litigation Chambers**, Vancouver
Debra Peters, **KazLaw Injury Lawyers**, Vancouver
Kathleen Brett, **Landmark Law Group**, Vancouver
Alicia Santry, **Race and Company**, Squamish
Rachel Rabinovitch, **Spraggs Law**, Coquitlam

New Affiliates

Liene Larsen, **Alexander Holburn LLP**, Vancouver,
Melissa Siy, **Alexander Holburn LLP**, Vancouver
Amanda Kwan, **Alexander Holburn LLP**, Vancouver
Stephanie Muzur, **Boughton Law Corporation**, Vancouver
Polina Mamont, **Boughton Law Corporation**, Vancouver
Jennifer Farrell, **Borden Ladner Gervais LLP**, Vancouver
Aileen Irvine, **Farris LLP**, Vancouver
Kevin Fung, **Lawson Lundell LLP**, Vancouver
Deborah Peterson, **MacKenzie Fujisawa LLP**, Vancouver
Mandy Ostick, **Norton Rose Fulbright Canada LLP**, Vancouver
Astrid Waalwijk (Acting HR Manager), **Owen Bird Law Corporation**, Vancouver
Chiara Woods, **Richards Buell Sutton LLP**, Vancouver
Gohar Babakan, **Singleton Urquhart Reynolds Vogel LLP Vancouver**
Marie Haughian, **Stikeman Elliott LLP**, Vancouver
Harold Burgess, **Thorsteinssons LLP**, Vancouver
Thomas Seiler, **Thorsteinssons**, LLP, Vancouver
Sara Fry, **Watson Goepel LLP**, Vancouver
Chelsea Dunbar, **Bennett Jones LLP**, Vancouver
Matea Hurley, **Harris & Company**, Vancouver
Kate Kislova, **Lindsay Kenney LLP**, Vancouver
Erika Valtr, **Miller Thomson LLP**, Vancouver
Debbie Jones, **Miller Thomson LLP**, Vancouver

they can clean and host, or even better have it catered or go out to a restaurant!

For gifts can you cut down on the amount you give? This would mean less shopping and wrapping time. For example, only buying for the kids and not the adults, or doing a secret Santa and buying a larger gift for one person. If you have family far away, consider ordering online, Amazon will wrap the gift for you and you can have it shipped straight to your family's address.

Add in these tips to your holiday planning and you will feel happy and calm at the end of it all.

Diane Rolston is recognized as one of the most trusted, business and motivational keynote speakers and Award-Winning coaches. She is the CEO & Founder of Dynamic Women® and is a behind the scenes business advisor and coach for many business professionals, speakers, authors, thought leaders, and high achievers.

WELCOME & KUDOS

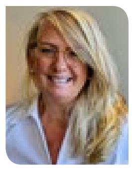
Firm Name Change

Armstrong Naish Trial Lawyers, **(formerly Stewart & Company)**, Vancouver
Virgin Hickman, **(formerly Stevens Virgin)**, Vancouver

Retired / Retiring

Leslie Morgan, **Harper Grey**, Vancouver
Donna Kitigawa, **Hunter Litigation Chambers**, Vancouver
Sandy Delayen, **Norton Rose Fulbright Canada LLP**, Vancouver
Cathy Fry, **MacKenzie Fujisawa LLP**, Vancouver

Welcome



Heather Orchison is the newest team member to join BCLMA. She started in September as a part time administrative assistant. Most recently Heather was the Business Development & Communications Coordinator at Dye Durham and was our contact for all of Dye Durham's sponsorship initiatives with BCLMA for the past nine years. Heather will be assisting with new and existing memberships, events, Topics, etc. (email general@bclma.org)

Get comfortable with your chair: It's only 5 steps!

by Irene Chappell, Occupational Therapist

Many computer users have discomfort or pain that can be directly related to the posture they assume when using their computer. Those end-of-the-day areas of discomfort you ignore eventually turn into pain, and all too often it's pain in the back or the neck. Pain is caused by the overuse of the smaller muscle groups or the underuse of the larger muscle groups, without consideration of anatomically correct posture.

Your body is amazing in its construction. Your 12-pound skeleton, with hundreds of articulating parts, is shaped and sized so it can work effortlessly and efficiently when all the parts are lined up to fit together in an anatomically correct manner. All the vertebrae in the neck, trunk and lower back need to line up so that the S shape is secure. The ear must be over the shoulder and the shoulder over the hip for this to occur, regardless of whether you sit or stand. Good posture depends on securing and maintaining the spine in an anatomically correct position when you're performing your work tasks.

How do you do this? Firstly, by being able to identify the anatomical landmarks of "ear over shoulder, shoulder over hip" when working. Secondly, by being able to adjust your chair to secure good posture when you're using your computer. There are only five steps required to fit your chair to your unique body build.

Working with a correct chair fit is the first step to Escape Computer Pain.

There are only five steps to adjust your chair to fit your body but you need to do them in the correct order. Here we go!

STEP 1: IDENTIFY YOUR LOW BACK/LUMBAR CURVE:

This is the S curve in your low back. Put your hand behind your back, at the waist, where your belt should be if you're wearing one. Feel the curve there?

That's your low back curve, alias your lumbar curve, made up of 5 vertebrae. When you're seated, this curve needs to be supported by the chair you're sitting on. How? Keep reading!!

STEP 2: ENSURE THE CHAIR IS THE CORRECT HEIGHT TO SECURE YOUR LOW BACK CURVE:

If your feet dangle or your knees are too high, your low back curve will be either flattened or accentuated – it won't be aligned correctly. To maintain the correct alignment of your pelvis, your knees should be bent at a 90-degree angle, and your hips should form another 90-degree angle when seated.

How do you get this 90-degree angle? Stand in front of your chair. The bottom of your kneecap should be at the same height as the seat pan of the chair. If it isn't, change the height of the seat. If your kneecap is at the same height as the seat pan when you're standing, when you sit down your knee will bend to 90 degrees and so will your hips. That's the position you want: 90 in the knees and 90 in the hips.

In most cases, the lever to adjust the height of the seat pan will be on the underside of the chair, on the right-hand side. If you can't change the height of the seat, then you need a different chair.

STEP 3: SUPPORT YOUR LOW BACK CURVE:
Your chair should, of course, have a backrest, and that backrest should in turn have a raised surface which acts as a support for the low back. Backrests are normally adjustable on an up-and-down plane, so move the backrest until its raised surface fits into your low back curve. Some backrests move forward and backward, too. Make sure the backrest is forward enough so it supports your trunk in a posture where your ear is directly over your shoulder and your shoulder is over your hip.

Once the raised surface of the backrest fits properly into your lumbar curve and the forward/backward adjustment is correct, the anatomical alignment of the three curves of the back will be naturally supported while you work: your ears will be directly over your shoulders, and your shoulders will be directly over your hips.

STEP 4: PROVIDE SUPPORT TO YOUR LEGS:
Your thighs should be supported by the seat pan of your chair in a manner that further supports your low back curve. If the seat pan of your chair is too short, even though your knees and hips started off at their correct 90-degree angles, gravity will come into play, and the weight of your legs will gradually but inevitably pull your pelvis forward. Once that happens, your lumbar curve will no longer be in anatomical alignment.

If the seat pan is the correct length for your thighs, the distance between the seat and the back of your knee will be no bigger than the size of your fist.

Some chairs have a lever that slides the seat pan forward or backward. In others, the back rest will slide forward and backward, thus increasing or diminishing distance in the seat pan.

STEP 5: CORRECT USE OF ARMREST:
Many chairs have armrests. The correct fit of the armrest keeps the shoulder in an anatomically neutral position. The armrests should be positioned at a width which allows the arm to rest close to the trunk, and should be high enough so that the elbows are supported at a 90-degree bend. They should be long enough to support the length and weight

of your forearm; please be aware and don't allow your wrists to hang in extreme flexion when resting on the armrests.

Incidentally, there's no rule that says you have to use armrests. In many cases, they interfere with situating yourself at the correct distance from the work surface. So, if your armrests interfere with getting as close to your work surface as you need to be, get rid of them.

Those are the five rules to make sure your chair is at the correct height and fully supports your low back curve, the length of your thighs and forearms. Did you apply the rules correctly? Let's check.

After you've adjusted the height of your chair, sit in your chair and you should find that your feet are flat on the floor, your knees are bent at a 90-degree angle, and your hips are also at a 90-degree angle.

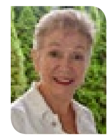
Put your hand behind your knee and you should find room for your fist (but no more than that) between the back of your knee and the front of the chair seat.

Notice whether your low back curve is filled with the outcrop from the backrest of the chair: you shouldn't be able to put your hand between the back of the chair and your low back curve.

If you have armrests on your chair, check that they're adjusted so they barely touch your forearms when your elbows are bent at 90 degrees.

So...how'd you do? If everything is where it should be, your ears are directly over your shoulders and your shoulders are directly over your hips. Congratulations! You're sitting in an anatomically correct posture. You just got comfortable with your chair!!

Excerpt from: *ESC Computer Pain: 7 Commandments of Ergonomics*



Irene Chappell is an occupational therapist, a certified work capacity evaluator, and an assistant clinical professor at the University of British Columbia. She was the founder of OT CONSULTING/ TREATMENT SERVICES LTD. Irene has consulted on and designed ergonomic programmes for a variety of industries and businesses, including legal firms, banking and educational institutions, the forestry sector, government municipalities, bakeries and unions. She has been recognized by the Supreme Court of British Columbia as an expert in return-to-work issues, ergonomics and the costing of future care needs.

SOUNDING BOARD
YOUR BCLMA. YOUR NEWS.

A lot has happened since the last Sounding Board article in our summer issue. The Board is working hard to continue to focus on our strategic plan as you'll see from the updates below.

With our growth and increased activity within the Association, we have recently hired Heather Orchison to work alongside Jane Kennedy. Heather comes to us from Dye and Durham, one of our past sponsors. She will be working part-time, processing new members, organizing and overseeing meetings, assisting with Zoom set-ups, and much more. Heather will also be shadowing Sunita March (Topics Newsletter Chair) in the processing of our Winter issue and will transition into the Chair position in 2020. A very sincere thank you to Sunita for her eight years of volunteer service and seven years leading the Topics Committee.

We have had a busy fall season with our subsections, with a particularly large audience at our HR/Small Firms presentation on an employer law update as well as the Finance subsection presentation, "Money Laundering and the Law Firm".

The Association recently hosted two great events. Our fall educational on October 3rd with speaker Don Pontefract presenting "The Desperate Need for Open Thinking", which was attended by over 100 members. Our annual Managing Partners' event titled "Navigating Choppy waters: BC's Economic Prospects", presented by Ken Peacock, Chief Economist & VP Business Council of BC was also very well received. This event was offered by livestream to our out of town members.

Our annual Winter Social on November 28th was both a reception and buffet dinner at the Sutton Place Hotel. It was wonderful to spend time socially with our peers and our business partners. Take a look at the photos in this issue.

The new website is coming along nicely and we're well into laying out how it will look and feel. We will then move into designing and programming the new features, migrating our content and getting it live. Ultimately, it is our hope the new website will be a vehicle to bring the BCLMA's benefits to you, no matter where you are in the province. A big thanks to our Web Committee, led by Lisa Dawson, who are working hard with Graphically Speaking, the developer, and keeping the project both on schedule and on budget.

The Social Media Committee, under the direction of Margaret Cividino, are actively promoting our 2020 Conference through Twitter, Instagram, LinkedIn and Facebook.

Speaking of the BCLMA Conference, I'd like to share this message from our 2020 Conference Chair, Shakti Jeyachandran:

> Registration is now open for the April 16-17, 2020 BCLMA Conference! Our conference title, "Facing the Future Together", reflects the collaborative camaraderie of our organization and the sense of community that we share. At the BCLMA, we pride ourselves in bringing together business professionals from all legal subsections and providing avenues to learn, connect and share knowledge. A cornerstone of our organization's offering is the biennial conference.
>
> The Conference Committee worked diligently to find the right speakers to empower and inspire us and to provide us with real world tactics and practical workshops. Highlights of our exciting six speaker line-up include:
>
> Eric Termuende: a globally recognized, and BC based, thought leader and author who will talk to us about how small changes in our perception can have huge impacts on our teams and the organizations where we work.
>
> Linda Edgecombe: who believes that laughter is the way to change how people feel, think, and take action. Linda's research shows how busy and chaos have become the new working norm and will talk to us about getting back on track with relevant and easy solutions for us, our teams, and our organizations.
>
> On behalf of the BCLMA Conference Committee I invite you to join us on April 16-17, 2020 at the Vancouver Convention Centre East.

We are often seeking volunteers for various positions within the Association, whether it be as a committee member, subsection chair or member of the Board. At our upcoming AGM, being held for the first time at our Conference, we will have three vacant Board positions. I've volunteered for many positions in our Association and it has increased my self-confidence as well as providing me with a natural sense of accomplishment. It's also a great way to network with your peers throughout the year and not just at our social events. Please feel free to call me at 604-647-4162 to find out more about the positions we currently have available, and will have in the future.

I am very excited to see what 2020 will bring for our Association.

Lorraine Burchynsky, President

HOW REGULATORS ARE, AND FIRMS CAN, STEP UP TO IMPROVE THE ARTICLING EXPERIENCE

by **Preston Parsons, Associate at Overholt Law**

In January 2018, the Law Society of Ontario released the results of a study showing that 1 in 5 articling students in Ontario reported experiencing harassment and discrimination during their articles. That study engaged a national conversation about the treatment of articling students. In an era in which the marketplace for legal services is shifting, there is a significant rise in the number of foreign-trained law grads and lawyers entering the Canadian market, and the existence of unpaid articling placements is a new and controversial subject.

In late 2018 and early 2019, the CBA National Young Lawyers and Law Students sections together wrote to provincial and territorial law societies, as well as the Federation of the Law Societies of Canada to seek a nationwide, uniform study looking at the prevalence of discrimination and harassment experienced by articling students. The same call to action encouraged the simultaneous collection of a broad swath of demographic data which would create a much deeper data set on which to educate the profession on the extent of these issues, and whether certain parts of the articling student population are more prone to experiencing discrimination or harassment on the job.

While the Federation has not taken up that call to date, some of the provinces have decided to move ahead with comprehensive studies. Notably, Alberta, Saskatchewan, and Manitoba joined together to conduct a similar survey and found that nearly 1 in 3 respondents reported experiencing discrimination or harassment during recruitment and/or articling.

Here on the West Coast, there was considerable buzz generated recently from a British Columbia Supreme Court decision regarding the employment and unfortunate dismissal of an articling student in Vancouver. The articling student was awarded $50,000.00 in aggravated damages for the manner in which her employment was dismissed.

These developments all demonstrate that there is a growing conversation across the country about the status of articles and the treatment of articling students. I dare say that this includes greater recognition of the fact that articling students are a vulnerable cohort. Today, many have near crippling university debt and are entering a legal marketplace that is more competitive each day than what prior generations have experienced. Their choices of where to article may be restricted due to these factors. They are typically not protected by the minimum standards set by employment standards legislation.

In addition to being a vulnerable cohort, it is arguable that technology and modern consumer demands today result in more high-pressure legal work than in the past, with fewer opportunities to escape from work to decompress. Law graduates today enter an always-connected working world that will put them through a steep-learning curve on the job while simultaneously demanding exacting near-perfection. It is a blueprint for the construction of a pressure-cooker serving early career burnout on the menu.

From an employment perspective, how can firms best support articling students' learning opportunities while releasing some of the pressure built up at the valve? Do changes need to be made at the regulatory level or the firm level in order to create a healthy environment in which to raise new lawyers?

While regulatory change is welcome for uniformity, firms play the most direct role in ensuring a healthy environment in which to train articling students. Remember that in British Columbia the minimum standards of the Employment Standards Act do not apply to articling students. Despite that, it should be kept in mind that we are a part of the "legal profession", not the "legal business." In my view, professionalism matters, and how we treat articling students is a strong indicator of our professionalism.

Some steps firms can take to help make life a little easier for articling students include the following:

- If not a sole practitioner, carefully consider who at the firm has the skills and dedication to be a principal. Those not willing to truly mentor and teach are not well suited for the role. If you are a sole practitioner, ensure you can commit to that.

- Offer courses or encourage training on resiliency for all members of the firm, instead of only substantive legal professional development.

- Use articling students for real work. Picking up dry cleaning and lunch are not appropriate assignments for an articling student.

- Encourage students to foster mentorship relationships both within and outside the firm. Everyone needs a sanity check sometimes, and occasionally that is better coming from outside the walls of the firm – of course, while abiding by our professional responsibilities and ethics regarding client confidentiality.

- Foster an internal culture of openness regarding the confidential counselling and lawyers' assistance programs available to articling students and young lawyers. They should know that when the going gets tough, these services are available to them, should they need them.

- Reconsider toxic elements of law firm corporate e-mail culture. For instance, consider using the “delay delivery” button, if you are working late, to program the delivery of e-mails to colleagues within the firm the next morning, instead of at 11:00pm. If you need the person’s attention at 11:00pm, pick up the phone and call them – you are more likely to reach them immediately, and they do not need to be constantly checking for e-mail updates all night, allowing the ability to disconnect.

- Encourage proper use of vacation time and try to foster appropriate ways for people to take “tech breaks”.

- Ensure that articling students are paid a reasonable wage. They will be of more value to you if their minds are focused fully on their work instead of partially on how they can afford to pay their bills while working full-time.

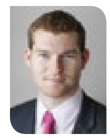
- Educate the firm on human rights obligations and the importance of diversity and inclusion. Take seriously all reports of harassment or discrimination brought forward, and deal with outcomes in a consistent manner.

Some or all of these things can make a big difference in the experience of articling students at your firm.

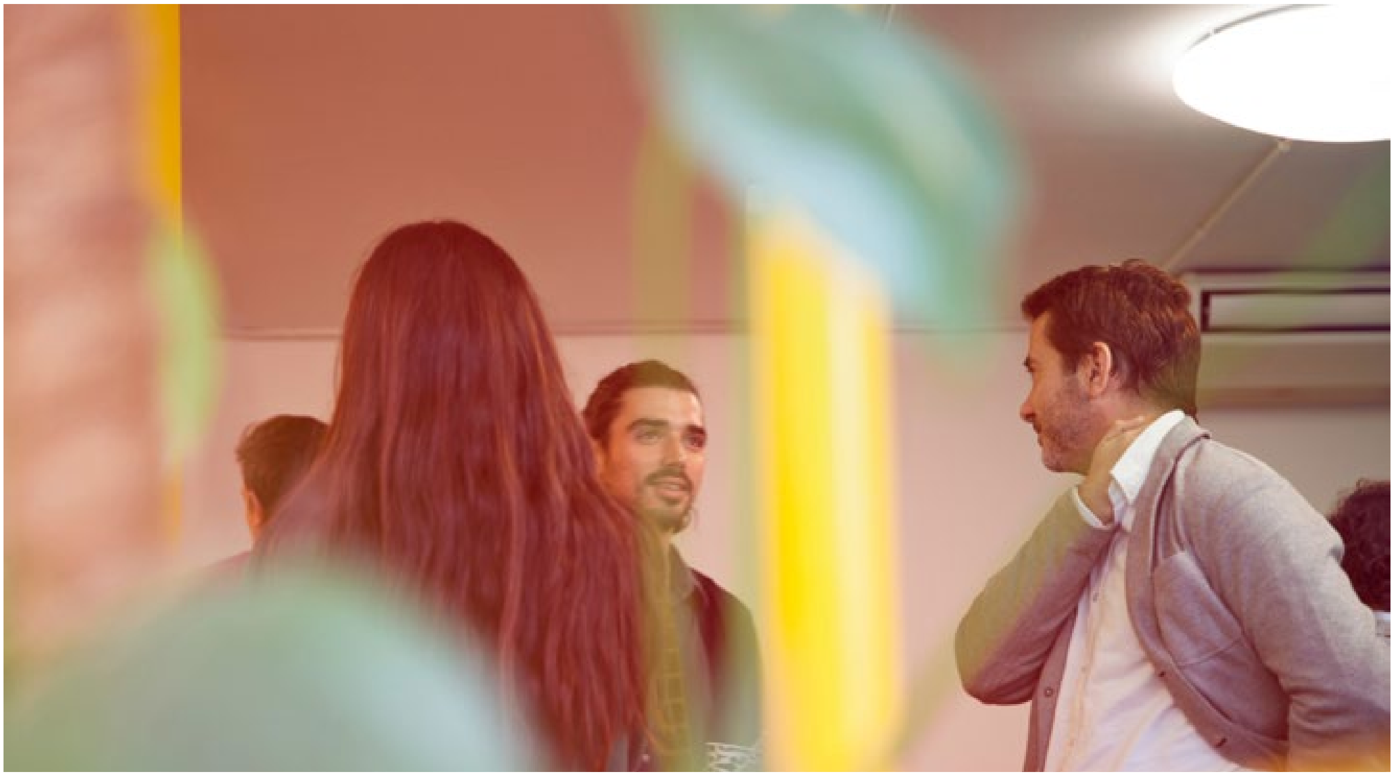
From the regulatory perspective, the Law Society of Ontario released a report in December 2018 which analyzed the current articling system, including whether to keep, scrap, or modify articling. The conclusion reached in the end was to keep articling with “enhancements”. Those enhancements notably include mandatory training for principals and with limited exceptions, a required minimum salary, both of which are set to be implemented in 2021. These enhancements will be welcome news to many articling students, and firms operating outside of Ontario should recognize that similar recommendations may soon find themselves imposed on firms here.

Indeed, in response to its joint survey with Saskatchewan and Manitoba, the Law Society of Alberta is now also investigating mandatory training for principals.

There is still much to be discussed about the status of the articling regime and the market forces impinging on articling students. Hopefully this article sheds some light on the topic and about how your firm can be a part of the solution in training a healthy generation of smart, new lawyers, who are treated with professionalism and respect.



Preston Parsons is an associate lawyer at Overholt Law, practicing in the areas of employment and labour relations, human rights and privacy law. Overholt Law is a boutique employment and labour relations firm located in downtown Vancouver, British Columbia. For more information regarding Overholt Law, please visit www.overholtlawyers.com



Conference Networking Tips

by Heather Ritzer, Director of Corporate Communications, Yulu Public Relations Inc.

With BCLMA's 2020 conference on Law Firm Leadership coming up on April 16th and 17th, we wanted to offer some tips on effective networking to make sure that you get the most out of your conference attendance.

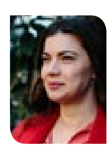
Often, you'll find people sit with people they know and are comfortable with instead of venturing out and learning from the diverse wealth of experience in the room. While this might be the easiest, it's also important to try to meet new people. If you are shy, it can be helpful to have a friend with you, provided you commit to meeting other people together.

Be prepared to meet a lot of people. Before you attend the conference, ask the organizers how many people will be attending the conference. Think about how many people you can expect to meet and have a meaningful conversation with, as well as the number of exhibitors who may ask for your contact details. Take this number and then bring a few extra business cards. While handing out business cards is important, remember to also collect business cards.

Look over the conference program in advance. When you are at the conference, try to arrive early for each session so that you have time to talk to other attendees. Be sure to attend the social events as well as the educational programming. Making connections in a more relaxed setting can lead to more genuine conversations and interactions. Decide in advance how you will follow up with people: LinkedIn, Facebook, Twitter, or email are some examples.

LinkedIn has become one of the most powerful networking tools. One way to make an impact on the people you meet is to write a note about them on their business cards and to follow up with personalized LinkedIn messages asking them to connect. You can also use Twitter during and after the sessions to start a discussion with the other delegates and to show the presenter what parts of their presentations were most interesting to you.

Networking is a two-way interaction and the quality of interactions is more important than quantity. Be prepared to help others and think: How can I help this person? Some approaches include: introducing the person you just met to someone else who he or she may benefit from meeting, sharing best practices learned this year, recommending a product or supplier, telling them about something going on in their area, and asking him or her to attend a session with you and debriefing together afterwards.



Heather Ritzer, Director of Corporate Communications at Yulu Public Relations Inc.and a Past Editor of Topics. She can be reached at www.linkedin.com/in/heatherritzer/.

2020 SURVEY SCHEDULE

Surveys provide valuable data to law firm managers. The more firms that respond, the more accurate the results; we need your input! Survey results are distributed only to participants, with the exception of the Support Staff and Charge-Out Rates Surveys, which can be purchased through the CBA (orders@cbabc.org; 604.646.7863)

The BCLMA surveys are distributed throughout the year at a time that should work for the majority of participants. Your comments are welcome on any of the surveys. Nancy Sartene is the chair of the survey committee, so please contact her (via email: nancy.sartene@blakes.com) with any comments.

SURVEY	DISTRIBUTION DATE	REPLY DEADLINE	PUBLICATION DATE	SURVEY CO-ORDINATOR
Associate Salaries	March 9	March 27	April 9	Nancy Sartene
Biennial Disbursement Survey	April 20	April 30	May 15	Joelle Gullacher
Staff Ratios	May 4	May 15	May 29	Maggie Edwards
Business Services Compensation & Benefits	September 2	September 25	October 23	Kerri Garner
Charge-Out Rate	September 2	September 25	October 23	Kerri Garner
Management Staff Salaries (30+ lawyers)	October 1	October 16	October 30	Carina Bittel

- The most recent Biennial Disbursement Survey was done in 2018 and the next occurrence will be in 2020. This survey is completed every other year.
- The Business Services Compensation & Benefits Survey (formerly known as the Support Staff Salary Survey) will be compiled by Western Compensation & Benefits Consultants and distributed by the CBA with significant input from BCLMA.
- Charge-out Rates are part of the Business Services Compensation & Benefits Survey.

Please note: we publish the names of the law firms who participate in the surveys, however, no direct links or references to any of the results are made public. Thank you.

BCLMA Survey Committee

Is Design Thinking the Path to Your Next ‘There’?

by Brianna Leung, Principal Consultant, GrowthPlay

"If you don't know where you're going, any road will take you there." Wonderland’s cheeky Cheshire Cat said something to this effect when Alice asked him which way she should go and yet had no idea where she wanted to end up.

Imagine yourself standing at similar cross-roads. It is clear you can't stay put or go backwards. But, which arrow do you follow? Which destination is the right one? Now imagine that you're not alone. In fact, you are leading an entire community of people to an undetermined destination. It's a daunting prospect, primarily because you don't have enough information to be able to make the right choice. And moreover, who is to say that the right choice is even on the sign?

So, let’s change the narrative. Rather than choosing a destination, let’s instead choose a road. Which road is most likely to lead to the best destination, given the needs, desires and objectives of you and your people?

Design Thinking is one such road that may lead to a different and better place. Specifically, design thinking is a structured process for innovating and problem solving. Depending on who you will ask, the design thinking process may include five, seven or even ten steps that take innovators down a path of identifying the problem/current state all the way to formally implementing a solution. Regardless of the specifics however, every design thinking model embeds four distinctive characteristics that set it apart from other ways to innovate. They are customer-focus, collaboration, creativity, and clarity. Let’s explore these Four C’s of Design Thinking and consider how you might apply them in your endeavor to solve for what’s next.

The Four C’s of Design Thinking

CUSTOMER-FOCUS: TAKE AN OUTSIDE-IN VIEW.

Unlike more traditional forms of problem solving and innovation, design thinking puts a distinct focus on aligning the solution to the customer or whomever the end user/consumer will be. People who take a design thinking path will begin by immersing themselves in the customer’s environment. Simply asking someone what they need or want may not lead to helpful answers because people often don’t know what they don’t know and can’t articulate what they need when they don’t understand what is possible.

Think of it as though you are giving your best friend a gift. Rather than giving her the gift you always wanted to give her, you set your intentions on giving her the gift she always wanted to have. You know better than to ask her what she wants, and so instead, you study her surroundings, talk to people who know her well and in different capacities, talk to her about her hopes and dreams as well as her current challenges and headaches. In effect, you engage in a higher level of thinking and have a laser focus on what would make her future better through her own eyes. It is this level of intense customer-focus that makes the ultimate destination so much more likely to be the right one that people will buy-into and embrace, because it is much more likely to have a positive impact on the human side of things.

COLLABORATION: DON’T “DESIGN THINK” ALONE.

When you innovate in a vacuum, your thinking is limited to only your own perspectives, experiences, and biases, resulting in a very singularly-minded solution – one that is almost sure to flop, if any other humans are expected to live with it once it is implemented. Design thinking methodology requires that we create conditions for ourselves to think out loud with a diverse collection of stakeholders, customers and team members, leveraging their unique insights to ultimately come up with ideas and solutions that are most likely to succeed.

Consequently, one of the best by-products of incorporating design thinking into your organization is that collaboration becomes increasingly more entrenched in your culture and operations as people recognize that, when we work together with other smart motivated people, we elevate ourselves, as well as our ideas.

CREATIVITY: THINK LIKE A DESIGNER.

Who doesn't want to experience the fun of being a designer for a day? Designers are creative, unrestricted by structure, and immune to the mundane of what's been done before. Design is about creating human appeal – both emotionally and functionally. And so, it stands to reason that something named "design thinking" naturally places a high value on imagination and ideation.

The design thinking process gives innovators a set of creative tools for brainstorming and thinking beyond what's been done before. It isn't unusual to see cartoon sketch boards, colorful sticky note diagrams and 3-dimensional models when you step foot into a design thinking workspace. But when you think like a designer, you don't just think about the cool factor. You also think about the practicality of your ideas. In other words, by thinking like a designer you are bridging desirability, feasibility and viability – without which your idea won't have a chance of success.

CLARITY: GO UGLY EARLY.

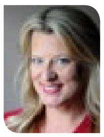
As with any process that includes a high degree of idea generation, it is critically important that the process also includes a construct for "calling the baby ugly" as one design thinker puts it. The innovation team must be able to ideate, narrow the list down to a best in class idea or two, create a simple prototype of those top ideas and then get fast feedback from stakeholders and customers. And when the feedback received doesn't support the case to invest in the idea further, the team must have the courage to call it…(ugly), and go back to the proverbial and literal drawing board.

Design thinking, therefore, is an iterative process. Teams might go in and out and back around to the various steps before finally landing on an idea that shows real promise past the point of prototype. Therefore, clarity is something that a design thinker is striving for throughout the entire process – getting clear on the problem or opportunity at hand, getting clear on how to narrow down a long list of ideas based on key criteria, and finally, getting clear on how to refine a solution to the point of being ready for final testing and implementation.

ONE FOOT FORWARD

Most innovation never happens because it never gets started. We stay with the status quo because change is hard, or because we don't have the time or the support to be able to do what it takes. Consider starting out with a small initiative – something minor that addresses a simple flaw in a current system. Give yourself a deadline to do something about it. Pull together a small team of diverse stakeholders and begin to think like designers.

Design thinking is not the destination. It is simply a road you can take to get there. When you know that staying put is not an option. When you recognize that opportunity is in front of you, even if you can't yet define what it looks like. When you don't quite know where you're going...Design thinking might just be the road to get you there.



Brianna "Brie" Leung helps law firms and professional services organizations innovate in the way they create, deliver, and communicate value to clients. As a Principal Consultant for GrowthPlay, Brie draws on her 20 years of experience in sales, marketing and change management consulting to help professionals understand that there is both a rational and a human side to addressing business challenges. For more Design Thinking information, suggested resources, or a friendly ideation session, please connect with Brianna Leung by email at bleung@growthplay.com or on LinkedIn at www.linkedin.com/in/briannaleung.

Engage, Retain and Grow in 2020

by Ben Baker

The statistics are alarming. Inc Magazine states that 70% of workers today are not fully engaged at work. Forbes Magazine postulates that in the United States, 50% of employees are actively looking for other employment. Gallup determines that this is costing the US economy between $450 and $550 Billion dollars per year.

The financial fallout may be slightly less in Canada, but the reality is the same. Employees are unhappy at work, stressed, feel undervalued, and do not understand how their efforts matter. All of this leads to employees looking for work elsewhere, and every employee lost could be costing your organization $100,000.00. Click here to download our employee turnover calculator.

So what is causing all of this unhappiness, stress and driving employees elsewhere?

Ineffective communication strategy and implementation.

In today's work environment, we tend to talk at people and not with them. Communication is handled digitally, which takes away from the nuance and natural back-and-forth in the exchange of ideas. The premise is that I send out the information, and it is no longer my issue. I have communicated what I need to, and if people do not understand, it is up to them to query.

This assumption leads to all sorts of misunderstandings, misinterpretations, and incorrect premises. Sending an internal memo, an email, a text message, or any other form of communication does not mean that it is has been read, let alone understood.

By taking away the natural back and forth of communication, people are left to interpret tone, underpinnings, urgency, or even sarcasm. None of these can be judged correctly without tonality, observing body language, and having the ability to query directly and in a timely way.

Yes - memos, emails, and the like have their place. They provide a written record of important information for documentation purposes and also to reiterate what has been agreed upon. However, they cannot replace talking, listening, and understanding.

Employees, whether they are eighteen or seventy, want the same things. They want to be listened to, understood, and valued. They want to know that the work that they do matters and that their contribution affects the company positively.

Employees want to understand the why behind what they do. They want to understand the mission and vision and to know that the company that they are working for is making decisions that are in-line with its values and culture.

All of this requires a singular component: communication.

Leaders throughout the company need to communicate effectively about where the company is and where it is going. They need to make sure that those they are responsible for understand the direction and how to accomplish goals. Communicating progress of goals, challenges, opportunities, wins, and losses along the way help those within the organization feel part of the team. It creates an environment where employees are more willing to stand together and work towards a common goal.

Leadership is not a title, but instead an obligation to help those whom you lead, to be the best that they can be. It is a leader's role to inspire others to greatness and to lead by example. All of this takes communication and training on how to be effective leaders.

Unfortunately, in many companies leadership is defined by the Peter Principle. This is defined as people who are promoted to their level of incompetence. For example, salespeople who are promoted to sales managers, but are not given the tools and opportunity to succeed, will fail. People assume that because people are good at a task, they will be great managers of people and are therefore promoted without any training, guidance, or mentorship. Unfortunately, this is far from the truth.

The Peter Principle leads to failures throughout an organization. Ill-trained leaders who are unable to motivate, inspire, and develop those around them leave chaos in their wake. They may also reflect poorly on the people who promoted them as their judgement and reasoning may be questioned.

The problem is the lack of effective communication. Organizations with ineffective leaders have morale issues. Lack of morale results in disengaged workers, high turnover and plummeting profits due to hiring costs, onboarding, training, and downtime for new staff to master assigned tasks.

Another fallout of this issue is that while all of this is happening, overworked staff cannot service clients properly. Remaining staff begin to feel resentful over the increased workload. All of this results in lost business opportunities.

Corporations need to think about the costs involved with disenfranchised employees. The cost to fix the problem is a pittance compared to the long term costs of status quo, high turn over, and a staff that is unmotivated. A great way to look at this is that your company is viewed by those you wish to influence, both inside and outside your company, by the actions of the worst employee on their worst day.

I challenge you to look around your office and find those people and assess what it would take to turn them into champions of your brand. Earlier this year, I wrote an ebook that will give you some help: "Top 10 Ways to Increase Employee Engagement and Company Loyalty."

Here's to your success.

Ben Baker wants to help you retain and grow your most valuable asset... your employees. He provides workshops and consulting to enable staff to understand, codify, and communicate their value effectively internally and externally and Lead at Any Level. The author of "Top 10 Ways to Increase Employee Engagement and Company Loyalty" and "Powerful Personal Brands: A Hands-On Guide to Understanding Yours" and host of the IHEART Radio syndicated YourLIVINGBrand live show, he writes extensively on brand and communication strategy. Contact Ben at ben@yourbrandmarketing.com

bclma
facing the future
together
2020 conference

www.bclma.org • #bclma2020 • info@bclma.org • www.bclmaconference.com

THANK YOU, CONFERENCE SPONSORS!

BCLMA gratefully acknowledges the sponsors of our 2020 Conference

PLATINUM

Metrix
PROFESSIONAL INSURANCE BROKERS
Member of the Axis Insurance Group

RICOH
imagine. change.

SHAWSABEY
Insurance Brokers
Member of the Axis Insurance Group

GOLD

bmcnetworks inc.
TECHNOLOGY SERVICES

DoProcess
Practice Made Perfect

HUNTER WEST
LEGAL RECRUITMENT

Worldox

SILVER

ARLYN • RECRUITING

FORGE RECRUITMENT
BUILDING STRONG TEAMS

HUB

JELLY
DIGITAL MARKETING & PR

sai

CONTRIBUTING SPONSOR

tikit

Building a Successful Law Firm
Part One: Practice Management

by Law Firm Leadership Alliance (LFLA) Gary Mitchell, Lisa Dawson, and Mayur Gadhia have come together to collaborate on behalf of law firm leaders and law firms across Canada.

Whether your plans for 2020 are just getting started or well under way, certain key areas deserve your firm's attention. Don't wait until the "new year" becomes "last year".

Following the introduction in our last article, these 4 key areas of Building a Successful Law Firm include:

- Practice Management
- Administrative Management
- Financial Management
- Business Development

We begin with:

PRACTICE MANAGEMENT: EFFICIENCY/ QUALITY CONTROL/PROFITABILITY

Practice Management is, essentially, the effective and efficient delivery of legal services. From our experience, effective delivery of legal services is all about the quality or results of services provided to the client, as defined by the client's successful outcome. Efficient delivery of legal services targets cost effectiveness. With billable time defining cost in most firms, essentially, anything that saves time is cost effective.

Alternatively, in the absence of any practice management, there are large amounts of time given over to information entry and searching as individuals look for information (paper files, lawyer calendars, email inbox, online research, electronic documents, the "right" precedent, etc.). Delays erode value to the client, reduces time for business related activities, and results in frustration and strained productivity among lawyers and support staff – that costs the firm and your clients money.

Identifying the major elements of a practice, we discover the following roadblocks to delivering effective and efficient legal services. These nine areas result in time delays, either by requiring individuals to complete processes manually, or delays related to information retrieval or access.

- **Client / Conflict Management:** Manually tracked email, spreadsheets, and paper files.
- **Scheduling:** Manually with electronic or paper calendars.
- **Time Tracking:** Manually tracked and/ or standalone time tracking tool used.
- **Billing:** Manual data entry of client and time information and/or using a standalone billing tool for generation of invoices.
- **Account reconciliation:** Manual reconciliation requiring spreadsheets or multiple applications.
- **Matter Management:** Paper files maintained on site or a physical storage provider. Documents stored on lawyer desktops or in shared but individual folders.
- **Collaboration:** Email or paper documents, in person meetings, teaming once a quarter or less.

- **Remote Access:** VPN, remote desktop, or remote email client Cloud file share.

You've identified roadblocks, now what? Find what slows down the delivery of legal services in your firm the most and start there. For example, begin with improved file organization.

Create standards and workflow for both paper and electronic files from client intake, to closed file, to destruction; assist your professionals to better manage their time, collaborate more efficiently with others internally and with clients; leverage the available, wide-range of IT solutions and new technologies for document assembly and data analytics. Identify business needs and create improved integration through workflow automation and task assignment.

Identifying issues and providing solutions is easy in the absence of a firm's internal challenges. We know and recognize, from experience, the kinds of challenges law firms of all sizes experience. Do budgetary constraints and buy-in for initiatives ring a bell? Even if your firm is not facing upheaval caused by lawyer departures or declining client relationships you will encounter other transitional events. You are not alone.

EVALUATING THE IMPACT OF PRACTICE MANAGEMENT

We know your bottom-line counts. Track your costs of practice management. Build a business case using these five main areas:

- **Lawyer time:** Potential billable time lost to administrative activities and information retrieval.
- **Support time:** Capacity to complete projects.
- **Direct costs of physical file storage:** Printing requirements, office space required for files and need for 3rd party storage, real estate costs, and fees charged by 3rd party providers.
- **Direct costs of on-premises IT:** Investment of servers, fixed storage limitations, maintenance, and repair.
- **Risk:** Scheduling errors, loss of misplaced files/documents, mistakes in conflict checks and Law Society compliance, errors in account management

So where do you start to improve practice management? You start by answering the following questions:

1. Which processes contribute to the firm's largest pain points?

2. Do those pain points weigh more heavily on lawyers or support staff time?

3. To what extent does the firm suffer sunk costs or sacrificed revenue opportunities resulting from current processes?

4. What additional costs and limitations are imposed by the firm's current IT infrastructure or remote access capabilities?

5. What professional responsibility and data security risks do the firm's current and proposed solutions impose?

MEMBER SNAPSHOTS

SHEILA NOFTALL

How long have you been a member of BCLMA?
10.5 years

Where do you work?
MJB Lawyers, Kamloops, B.C.

Where did you vacation last?
Mexico

Where were you raised?
Grand Forks, B.C.

Have you ever lived abroad?
1 year in Zagreb, Yugoslavia

Favourite BC day trip location?
My back yard

Favourite wine under $20?
Calliope (Okanagan red)

Favourite work-week lunch spot?
Art We Are, Kamloops, B.C.

Favourite restaurant
Brownstone, Kamloops, B.C.

Favourite or most recent movie you've seen
First Grader

What are you currently reading or what would you recommend as a must read?
Educated by Tara Westover

Best thing about working in legal?
Things are always changing.

How do spend your spare time?
I read, garden, or sew.

If you could pick a movie title to describe your life, what would it be?
Life is Beautiful or It's a *Mad, Mad, Mad, Mad World*, depending on the day

One thing that not many people would know about you
That I studied in Zagreb for one year.

6. What are the expected costs imposed by the solution considered?

Success involves implementing new approaches and strategies. And to do that, it starts at and from the top. It is law firm leadership that makes the difference and can set a firm apart from its competition. If you can't answer the questions above on your own, fine, build a team of other professionals around you that can or will.

Stay tuned as next issue we delve into administrative management.

The purpose of LFLA is to provide smaller firm leaders and owners the same level of professional leadership support enjoyed by Canada's largest firms. Collectively we bring over 60 years of knowledge and experience in Administration, Business Development, Financial, HR, Leadership and Operations. We work with smaller firm leaders and owners at three main stages: start-up, growth, and succession. www.lfla.ca

MEMBER SNAPSHOTS

MONIQUE COTTON

When did you join BCLMA?
Two years ago.

Where do you work?
JFK Law Corporation

Where did you vacation last?
California

Where were you born and where did you grow up?
Born in South Africa and grew up in Vancouver.

Have you ever lived abroad?
Yes, in Finland for six months.

Favourite wine under $20?
Burrowing Owl, Pinot Gris; Joie, Nobel Blend; Nederburg, Cab Sav

Favourite work-week lunch spot?
Tacofino

Favourite restaurant
The Livit

What are you currently reading or what would you recommend as a must read?
The Awakened Family – excellent parenting book... if you're a parent that is (reading it a 2nd time).

Best thing about working in legal?
My work is meaningful and the people are inspirational.

How do spend your spare time?
Playing with my kids, and on the rarest of occasions, getting a date night with my husband.

One thing that not many people would know about you:
I was a chef and pastry chef, formally trained in French Culinary Arts

If you could pick a movie title to describe your life, what would it be?
The Breakfast Club

Call for Submissions

Do you have an idea for an article that you think would benefit BCLMA members? Are you itching to put pen to paper (or more likely fingers to keyboard) or do you have an article that you have already written that you'd like to share? We are always looking for submissions!

If you have an article or story idea you would like to submit, please email Sunita March at smarch@cfmlawyers.ca. Please note that our prescribed article length is 1000 words. All submissions will be subject to review by the editorial board.

RECESS

"Frankly, I don't remember why I called this meeting."

AN INTERVIEW WITH...

SANDY DELAYEN

Retiring Head of Integration at Norton Rose Fulbright Canada LLP reflects and answers questions about retirement.

How many years have you been in Legal?
I joined Bull, Housser & Tupper in 1980 (now Norton Rose Fulbright Canada LLP) and have been with the firm ever since.

What attracted you to working in Legal?
When I joined the firm, I really did not know very much about the legal industry. I was studying to be a dental hygienist and had to take a break from school due to a bout of mono. I recovered before the next term started and wanted to work a bit before going back to school. I was hired as a mail clerk at Bull Housser and was fortunate to find a place I loved. I moved into the finance department fairly soon after joining. I knew in short order that I really liked the firm, its culture, the fast paced environment, and I found I loved accounting. I returned to school, but this time enrolled in the CMA program and continued to work with the firm's support while I completed my degree.

How many years have you been a member of the BCLMA?
I have been a member for more than 25 years.

Any words of wisdom you would like to pass on to fellow BCLMA members or to new members in this career path?
Get involved, and use this wonderful network.

I am so thankful I joined BCLMA and had the opportunity to work with the board. The association helped me to develop my career and I met so many wonderful people along the way who have been a source of knowledge, support and friendship. The association also has a great group of vendors who support both our firms and the association, and I am also thankful for the terrific friendships I have made through this network.

How many years have you been at your present firm?
I am going into my 40th year.

What will you miss about the legal community?
My firm has been like a second family to me, and I will miss the daily interaction with this extraordinary group of people, along with my colleagues in other firms and connections within the legal community generally. I will also miss the fantastic conferences and our social directors at those conferences, Wayne Scott and Barry Riback!.

What are you looking forward to most about retirement?
A different type of "to do" list: new things to do, people to see, places to go. Most of all, I am looking forward to having much more time to spend with my husband, 3 daughters, and 3 grandchildren.

Sweet Vidalia Onion Dip

Ingredients

1 Vidalia onion, anywhere from 10-12 ounces (any sweet variety will do)
1 cup mayonnaise
1 cup sour cream
1/2 cup grated Grana Padano cheese (substitute good Parmesan or Romano)
1/2 cup grated mozzarella
1 cup grated white cheddar cheese
3/4 tsp salt
fresh cracked black pepper to taste
4 dashes hot sauce
2 dashes Worcestershire sauce

Instructions

1. Set the oven to 375F.

2. Peel the onion and slice in half. Finely mince the onion by hand or in a food processor. Add the onion into a bowl with the remaining ingredients. Mix well. Taste and adjust the seasonings to your liking.

3. Spoon the mixture into an ovenproof casserole dish and bake for 25 minutes until browned and bubbly.

4. Serve this hot dip with oven toasted baguette slices, your favourite crackers, or tortilla chips.

MEANINGFUL MEETINGS:
PRODUCTIVE VS UNPRODUCTIVE

by Judy Hissong, CLM, President, Nesso Strategies

How many times have you complained about the "waste of time" a meeting was? Now compare that to the number of meetings you set and run. (Doubtful we call our own meeting time-wasters, right?) Have you considered what contributed to the lack of benefit this meeting had? Was it because you learned nothing new? Did it become a complaint session? Or a general catch-up rather than focused on outcomes? Think about the last meeting you ran, how long was it? Now measure out the length (estimate) of these components:

If your meeting were to solely fall in the "productive" bucket:

- How long would it need to be?
- What would your challenge be (not other people's – your) in managing and leading a meeting in this way?

Some things to consider:

INVITE THE RIGHT FOLKS

Often times we invite people to attend meetings because the information pertains to them. This is lazy communication. If you want to report out information, consider a brief gathering that is announced as such – a reporting of information. Otherwise some show up to contribute uninvited comments. When you choose attendees to a meeting, bring together those who will contribute in sharing data creativity, and direction. These same people also leave with the collective task of passing on information, which is best identified and agreed upon in both quality and quantity as well as audiences.

PREPARATION

How much time and energy is invested in creating an agenda and distributing it? In most conversations I have, not much! There is one person in charge of the agenda who spends a great deal of time running around to gather buy-in, or data to provide to attendees. If you are truly running a meeting to have creative collaboration, one person having all the information is problematic. This is where side conversations emerge, computer screens turn to email management, and the damage is done. Truly collaborative meetings have assigned responsibilities. The more involved the room is, the more likelihood you have collaborators in projects beyond the meeting, the higher likelihood people will speak up when something is off course (trust and safety has been established), and the higher overall job satisfaction will be.

WHAT GETS MEASURED GETS ATTENTION

When is the last time you surveyed your meeting attendees about their views in your meetings? Creating an anonymous survey that every person completes is a beneficial way to measure the productivity gained (or lost) in your meeting. Evaluating the data in the group moves the measurement from "attention" to "action".

BRING THE TEAM TOGETHER TO REVIEW THE RESULT OF YOUR MEETINGS

Start by creating agreements about the discussion, and the objective analysis. Be sure to add in non-judgmental interpretations, constructive recommendations, and ideas for improvement to have a complete debrief. If this is too much for your group, a simpler measure can be to pull up calendars and check on the reaction in the room to the week ahead. How many hours are booked for meetings? Now create three buckets for discussion:

- “Have to be there, not useful”
- "Willing participant, somewhat productive”
- “Looking forward to it, very productive”

These three buckets give you a quick read of how people see their time – invested or wasted. Now dig more deeply into the most productive meetings to understand the differentiator in those meetings. What can you learn, both from your own analysis and that of your team? How might this learning apply throughout your organization to change the meeting culture?

DISTRACTIONS

How much technology is allowed (or invited) in your meetings? Recently I facilitated both a weekend retreat and an afternoon training where I asked for agreement to leave technology out of reach. One was a partner retreat of lawyers, another was a departmental training in a government agency. Both offered pushback, some individuals more than others. I built in breaks so they could retrieve devices and check in. The outcomes? Lawyers reported their most productive retreat in a decade. Some that spoke up hadn’t done so in a really long time and overall the 30 or so attendees reported feeling much more connected as a group. The afternoon training was part of a three-year long leadership development program, and the group was more active in the exercises, set more goals for the coming month, and overall reported a difficult time in the first hour, and a lot of gratitude for being relieved from their phones for the training time.

RESEARCH TELLS US THAT TECHNOLOGY DISRUPTS TRUST

Collaboration and creativity thrive in cultures of trust. Consider how you can impact your meeting by removing technology. What do you do with your technology in meetings? What would happen if you didn’t bring it in the room? Or turned it off (not vibrate) during the meeting? Once you’ve experienced how it feels to remove it, you can share that with others, especially how it feels for you when they engage their technology in a meeting you are both in. What agreement can you make for standing meetings with respect to technology?

CONCLUSION

When you begin to reform meetings, consider agreements instead of mandates. Bringing our work weeks back to productive, collaborative and strategic requires a reframe on the culture of meetings. This may require new training for those who plan and run meetings. It will require small steps that are measured with the feet forward for continual improvement. Those organizations that are courageous enough to transform their meetings will benefit in people (management), process (productivity and flow), and profit.

MEMBER SNAPSHOTS

CHARLOTTE LOGAN

When did you join BCLMA?
Eight years ago.

Where do you work?
Smart & Biggar / Fetherstonhaugh

Where did you vacation last?
The United Kingdom

Where were you raised?
Aylesbury, United Kingdom

Have you ever lived abroad?
Canada counts as abroad as I am from the UK! I've been here for 12 years.

Favourite BC day trip location?
Whistler

Favourite wine under $20?
Spier – Chenin Blanc, it's approximately $13.

Favourite work-week lunch spot?
Vancouver Art Gallery Cafe

Favourite restaurant
Cardero's

Most recent movie?
Bohemian Rhapsody (loved it)

What are you currently reading?
David Baldacci – *Redemption*. Anything by him is a great read.

Best thing about working in legal?
Groups such as the BCLMA – it's a great network!

How do spend your spare time?
Spending time with my family.

Bourbon Eggnog

Ingredients
4 eggs, separated
1/3 cup sugar (or equivalent sweetener), plus 1 tablespoon (to be used later)
2 cups of whole or homogenized milk
1 cup of heavy or whipping cream
3 ounces bourbon
1 teaspoon freshly grated nutmeg

Instructions
1. With a stand or hand mixer, beat the egg yolks until they lighten in color. Gradually add the 1/3 cup sugar and beat until the sugar is completely dissolved. Set aside.

2. In a medium saucepan over high heat, combine the milk, cream and nutmeg. Bring just to a boil, stirring occasionally. Remove from heat and gradually add the hot mixture into the egg and sugar mixture. Return everything to the saucepan and cook until the mixture reaches 160 degrees F. Remove from the heat and stir in the bourbon. Pour into a medium bowl, and set aside in the refrigerator to chill.

3. In another medium bowl, beat the egg whites to soft peaks. With the mixer still running gradually add the tablespoon of sugar and beat until stiff peaks form. Whisk the egg whites into the chilled mixture.

You can also make this recipe as uncooked eggnog. Instead of heating the milk, cream and nutmeg mixture, simply combine it with the bourbon and add it to the egg yolks and sugar. Stir until combined.

Note: The consumption of raw or undercooked eggs may increase the risk of foodborne illness.

AN INTERVIEW WITH...

LESLIE MORGAN

Retiring COO at Harper Grey reflects and answers questions about retirement.

How many years have you been in Legal?
Since 1997 – 22 Years!

What attracted you to working in Legal?
Great work, smart people, focused and competent teams. It's the best.

How many years have you been at your present firm?
Started at Russell & DuMoulin, which merged into Faskens. Moved to Harper Grey in 2005 and been here ever since.

How many years have you been a member of the BCLMA?
Since about 2000?

How many years have you been at your present firm?
14 Years.

What will you miss about the legal community?
Excellent colleagues, challenging and always changing work, and hey, the BCLMA lunches.

Any words of wisdom you would like to pass on to fellow BCLMA members or to new members in this career path?
Share, work smart, be friendly, respectful and kind to everyone (especially all the stressed out people!). It's busy, sometimes frustrating, but it's great and challenging work surrounded by excellent colleagues, enjoy it, but find your balance. Volunteer for BCLMA – you will meet like minded people, enhance your career, and enhance your fulfillment.

What are you looking forward to most about retirement?
Travelling, reading books again, tending my garden, doing consulting work (without frequent interruptions). All good.

BCLMA WINTER SOCIAL

From Left to Right

A. Lavinia & Danielle (Sangra Moller)

B. Nancy, Milana & Nancy (Blakes)

C. Emily, Emma, Jennifer, Bria & Ronit (BLG)

D. Gail (Clark Wilson) & Julie (Farris)

BCLMA WINTER SOCIAL 2019

by Jane Kennedy, BCLMA Administrator & Membership Services

It's a merry season... and 190 BCLMA members, guests and business partners certainly were at the annual Winter Social on Thursday, November 28th.

The room was alive as members mingled, were captivated by a roving magician, entertained by the upbeat music of a piano and saxophone duo, and enjoyed fabulous food.

Lorraine Burchynsky, BCLMA President, was joined by fellow directors, Elizabeth Jackson, Margaret Cividino, Lisa Rennie, Rob Wall and Yvette Whitson, as hosts for the evening.

BCLMA thanked our outgoing subsection chairs and our present committee members for their commitment and support of the association. Many people went home with amazing door prizes, generously donated by our sponsors.

A BIG THANK YOU TO ALL OUR SPONSORS

....who's financial support enabled us to enjoy such a grand event.

PREMIER SPONSORS: Do Process, RICOH, Shaw Sabey & Metrix Insurance Brokers

EVENT SPONSORS: Hunter West, Systems Auditing, Worldox

CONTRIBUTOR SPONSORS: Dye & Durham, i-worx, Jelly Marketing, R. Johnson, Southwest Binding

BCLMA WINTER SOCIAL

E. Marilyn & Jennifer (Kornfeld)

F. Samantha & Joanne (Kahn Zack Ehrlich Lithwick)

G. Johanna (Watson Goepel) & Marlon (Hart Legal)

H. Rob & Anne (Gowling WLG)

I. The Gang from Harris & Co

BCLMA WINTER SOCIAL

J. Shirley, Jeff (RBS), Ronda (Manthorpe) & Lisa (JFK)

K. Peter, Angela & Georger (AHBL)

L. Parm (Olser, Hoskin) Heather (Dolden Wallace) Kerri & Janine (AHBL)

M. Debbie Nathalie & Erica (Miller Thomson)

N. Rebecca (McEwan Partners) & Christina (Terra)

SAVE THE DATE

BCLMA 2020 Conference & Market Place
Friday, April 16, 2020
8:00 am – 1:30 pm
Vancouver Convention Centre East

Friday, April 17, 2020
12:00 pm – 8:00 pm
Vancouver Convention Centre East

BCLMA Annual General Meeting
Friday, April 17, 2020
Buffet Breakfast 8:00 am – 8:45 am
Meeting 8:20 am
Convention Centre East, 2nd floor, Room 13
Visit www.bclmaconference.com
For more information and to register for events visit www.bclma.org

THE BCLMA TEAM

SUBSECTION CHAIRS & CO-CHAIRS

FACILITIES & SERVICE MANAGEMENT

Mahtab Abdollahi, Co-Chair
Dentons Canada LLP
604.622.5153
mahtab.abdollahi@dentons.com

Joelle Gullacher, Co-Chair
Bennett Jones LLP
604-891-5155
gullacherj@bennettjones.com

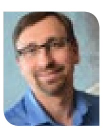
FINANCE

Pelar Davison, Chair
Oyen Wiggs LLP
604.676.9071
pdavidson@patentable.com

Mabel Chow, Co-Chair
Clark Wilson LLP
604.891.7755
mchow@cwilson.com

LITIGATION SUPPORT

Lisa Evenson, Chair
Harper Grey LLP
604.687.0411
levenson@harpergrey.com



Greg Holubowicz, Co-Chair
Kornfeld LLP
604.331.8324
gholubowicz@kornfeldllp.com

KNOWLEDGE MANAGEMENT

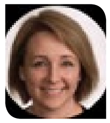
Larisa Titova, Chair
Blakes LLP
604.631.3300
larisa.titova@blakes.com

HUMAN RESOURCES

Megan McAllister, Chair
DLA Piper (Canada)
604.687.9444
megan.mcallister@dlapiper.com

Bria Taker, Co-Chair
Borden Ladner Gervais LLP
604.632.3410
btaker@blg.com

MARKETING



Johanna Mills, Chair
Watson Goepel LLP
604.609.3090
jmills@watsongoepel.com

Alexa Kingsmith, Co-Chair
Harper Grey LLP
604.895.2907
akingsmith@harpergrey.com

SMALL FIRMS

Rubyna Jinnah, Chair
Hamilton Howell Bain & Gould
604.639.1755
rjinnah@hhbg.ca

Ronda Smyth, Co-Chair
Manthorpe Law Offices
604.582.7743
ronda@manthorpelaw.com

LEARNING & DEVELOPMENT

Judie Boroevich, Co-Chair
Borden Ladner Gervais LLP
604.632.3421
jboroevich@blg.com

Barbara Blouin, Co-Chair
McQuarrie Hunter
604.408.5411
bblouin@mcquarrie.com

INFORMATION TECHNOLOGY

Dave Mathews, Chair
Whitelaw Twining LLP
604.443.3464
dmathews@wt.ca

Ron Lai, Co-Chair
DLA Piper (Canada)
604.648.3123
ron.lai@dlapiper.com

2020 CONFERENCE

Shakti Jeyachandran, Chair
Roper Greyell LLP
604.806.0922
sjey@ropergreyell.com

BOARD OF DIRECTORS

Lorraine Burchynsky, President
Boughton Law
604.647.4162
lburchynsky@boughtonlaw.com

Angela Zarowny, Treasurer
Angela M. Zarowny, CPA, CGA
Accounting Services
604.351.0124
azanddz@shaw.ca

Naomi Anderson, Director
Clark Wilson LLP
604.643.3142
nanderson@cwilson.com

Margaret Cividino, Director
Miller Thomson LLP
604.628.2902
mcividino@millerthomson.com

Elizabeth Jackson, Director
Farris Vaughan Wills & Murphy
604.661.9350
ejackson@farris.com

Lisa Rennie, Director
Blakes LLP
604.631.3300
lisa.rennie@blakes.com

Rob Walls, Director, Business Partner Liaison
Boughton Law
604.605.8340
rwalls@boughtonlaw.com

Yvette Whitson, Director
Dentons Canada LLP
604.443.7143
yvette.whitson@dentons.com

ADMINISTRATION

Jane Kennedy
BCLMA Administrator & Membership Services
Phone: 604.988.1221
info@bclma.org

Heather Orchison
BCLMA Administrative Assistant
Phone 604-315-2087
general@bclma.org