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Litigation Support Trends: Our Survey

By Michael Conde, National Director of Litigation Support at Borden Ladner Gervais LLP

Litigation support is somewhat esoteric. It is difficult even for those of us who have been involved in litigation support for many years to explain succinctly what it is that we do. It is not helped that, like good service in a restaurant, litigation support is often performed with a deft touch that sometimes goes unnoticed by the members of the legal team who benefit. So if we cannot easily explain what it is that we do, how can we measure the changes in litigation support?

One way is to conduct a survey. This is what BCLMA's Ann Halkett did last year. So when Ann asked my co-chair Jenny Redford and me whether we thought that running a survey again this year would be worthwhile, we readily agreed that it would. And somewhere along the line we also agreed to write an article. Here it is. Good work, Ann.

We currently have got two years of survey data to work with. Next year it will be three.

The survey was sent out through BCLMA to members of the BCLMA Litigation Support Subsection. We had a good response from people in a wide range of roles, although the majority were in litigation support roles. Members can log in to the BCLMA website and

view the results of the survey there. In this article we will touch on some of the highlights.

Most people who responded noted they report to a lawyer, rather than to an administrator or IT manager. That is as it should be. Litigation support is primarily a legal rather than a technical function.

The backbone of litigation support work is the software application that we use to manage the evidence in our cases and to exchange discovery documents between parties to litigation. This is where we have seen the greatest change in the past few years as technological advances and the rapid growth of electronic discovery, and software ownership changes, have caused

a new range of solutions to emerge or old solutions to evolve (or even dissolve). We can even see this from the survey over just two years. Summation iBlaze has been the most widely used evidence management application for years and years. It still is widely used, but increasingly as a legacy system. No single product has emerged as the obvious Summation "replacement" solution, but we have seen a number of new solutions introduced into law firms in Vancouver, including CaseLogistix, Ipro Eclipse, Relativity, and a different version of Summation. It is now going to be much more challenging trying to figure out how to exchange discovery documents in electronic format with other parties.

On the case analytics side, the use of Lexis Nexis CaseMap has held steady, while Thomson Reuters' competing CaseNotebook is making up some ground.

One thing we have noticed is that the complexity and sheer size of the required infrastructure to support some of these new SQL-based solutions that offer

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TOPICS in this issue

Litigation Support Trends: Our Survey P1

In this article Michael Conde examines some of the trends that came out of the litigation support survey, including topics such as how litigation support is being used, the growth of electronic data and the revenue generated by litigation support.

Parting Ways P4

Preston Parsons looks at how a firm's written contracts deal with how firm property is managed in terms of a departing employee. Topics include how firm property is defined, what is confidential information, and how privacy law has impacted the employment relationship in terms of how personal information is stored on the firm's network.

Law Firm Advertising P7

Despite its diminishing popularity, Susan Van Dyke claims you can find ways to get some return on your investment in advertising. In this article she provides 5 tips for ensuring your ad buys are strategic and designed to maximize ROI.

LAPBC: We're Here to Help! P9

Substance abuse, depression and other problems affect all professions. However, these problems can be compounded for lawyers who occupy a space of authority. Derek LaCroix provides information about the Lawyer Assistance Program (LAP) in BC and how it can help those in crisis.

How to Take an Email Sabbatical: Part II P12

Sunita March and Stephanie Marsh recently took an email sabbatical to test out the idea presented in an article from the Summer 2014 edition of TOPICS "How to Take an Email Sabbatical." They each took weeks away from email to test this out. Was it worth it? Read more about their experiment and how it impacted them.

7 Rules for Networking P15

Most people find the prospect of networking to be more than a little awkward. In this piece, Joseph Galea of Lexpert provides 7 tips and lesser known rules that you should be following to maximize your networking at your next event.

DEPARTMENTS

Welcome & Kudos P6

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Who We Are

The BCLMA, founded in 1972, is a non-profit organization with 135 Representatives and 270 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 Heather Ritzer at hritzer@lawsonlundell.com. Please note that our prescribed article length is 1000 words. All submissions will be subject to review by the editorial board.

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Litigation Support... continued from page 1
browser-based user interfaces are going to make it increasingly challenging for many law firms to support internally. We expect to see an increasing proportion of litigation support software outsourced as a hosted solution or managed service.

The main difference over the past few years has been the rapid growth of document discovery in electronic format, but we still see a fair amount of paper being produced – even if it is then scanned into electronic format. The survey seems to suggest that more firms are outsourcing the scanning of paper documents for discovery. In addition to paper, we are continuing to see a large number of firms outsourcing a variety of tasks to outside vendors and consultants, including the collection and/or processing of electronic documents, document coding, database hosting, and to a lesser extent, the review of documents by legal process outsourcing companies.

As for that electronic data, the survey respondents indicate that firms, and principally the litigation support folk at those firms, are becoming increasingly involved in collecting electronic data from their clients for discovery. That is a good thing too, now that it has been drilled into our heads for long enough that we need to avoid altering the metadata! But one worrying thing that jumps out of the survey is that a majority of people are still just using Windows Explorer to copy the data for collection, which is convenient and easy to use, but may not do enough to preserve all of the metadata in matters where this is an issue. Some people are using more robust methods of copying, such as Robocopy, or even using specific data collection tools such as Pinpoint Harvester. Social media and website collection are on the rise too, using tools such as X1 Social Discovery or HTrack Website Copier.

On the revenue side, most firms charge their clients for litigation support services, mostly on an hourly basis, but some are charging on a mixed hourly and unit-basis.

The pace of change and the use of litigation support services and evidence management technology are increasing. This is a good thing for lawyers and for their clients. Watch out for next year's thrilling installment of our survey!



Michael Conde is the Chair of the Litigation Support Subsection, and National Director of Litigation Support at Borden Ladner Gervais LLP

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 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 Heather Ritzer at hritzer@lawsonlundell.com. Please note that our prescribed article length is 1000 words. All submissions will be subject to review by the editorial board.



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Parting Ways Departing Employees, Firm Property, and Personal Information

by Preston Parsons, Associate Lawyer at Overholt Law

My last article titled “He Said, She Said” addressed the benefits of having written employment contracts prepared for members of the firm (see BCLMA Topics Newsletter Summer 2014 edition). In that article, I referenced a few topics to cover off in your firm’s written contracts, including specifying how and when property of the firm must be returned, and what obligations employees have regarding confidential information and the removal of personal information from the firm’s networks upon the termination of an employee’s employment. This article returns to address those particular issues in more detail.

FIRM PROPERTY

Employees may have a wide range of firm property in their possession today including elevator passcards, key fobs, office keys, cell phones (including “phablets” and smartphones), laptops, tablets, related accessories, firm credit cards, confidential firm or client information, and potentially, work product. It is a good practice to include in the written employment contract an express timeline for the return of firm property after a termination of employment has occurred and how it should be returned. For instance, it may be reasonable to say that all firm property (which should be defined) must

be returned to the firm within 3 days after the employee’s departure, and to whom it should be returned.

Often you will want to recover as much of the firm’s property as possible at the time of the employee’s departure from the office. Where you are unable to recover everything, you will also be happy to have a short window set out in the contract for the employee to return other property that may be stored offsite.

CONFIDENTIAL INFORMATION

The ideal contract of employment expressly identifies the information the firm deems confidential. *...continued on page 5*

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This may include client files, marketing information, training information, financial data, and so forth. Highlighting these sources of confidential information enables the firm to expressly set the parameters of their use. For instance, it may be prudent to prohibit the transfer of confidential information outside the office to personal devices, thereby limiting the storage of confidential information to the firm's network.

The movement towards a BYOD ("Bring Your Own Device") model in recent years has sparked a growing security concern. Although encouraged by organizations looking to shift technology costs to employees, and trumpeted by employees as a means of permitting individual choice in the devices used to perform work, the unintended result is a much greater risk of the loss of confidential information. After all, the personal devices used for work will continue to hold the firm's e-mail and potentially other files including documents, notes, or images. While an employer can confiscate firm cell phones at the time of termination or regain control of them when returned by employees in accordance with their contracts, personal devices owned by employees are typically going home with them.

In many instances the firm cannot simply confiscate the personal device upon the employee's departure to remove the data from it. This underscores the importance of backing up a BYOD model with written contracts which expressly state that any confidential information of the employer that is stored on the personal device must be accounted for and removed from the device by the employee upon termination. At the very least, this means severing the connection to the firm's e-mail server and may mean copying documents, notes, or image files, returning them to the firm, and then deleting the firm's content from the device.

PERSONAL INFORMATION ON THE FIRM'S NETWORK

One of the hottest topics in workplace law today is the development of privacy law and the way it has started to encroach into the employment relationship. The Supreme Court of Canada has confirmed that employees can develop a reasonable expectation of privacy with respect to their use of their employers' electronic devices.

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Parting Ways... continued from page 5

This expectation can be diminished by:

- a technology policy expressly incorporated into the firm's written employment contracts that prohibits employees from storing personal information on the firm's electronic devices and networks; and
- enforcing that policy.

The latter requirement is very important as policies are meaningless if employers do not enforce them.

If not warned in advance, employees today may store a lot of personal information on firm property as there is an ever growing number of places to store it. Many employees now have a firm desktop computer, as well as a laptop, tablet, smartphone, or phablet, all with hard drives that can store personal data such as personal financial documents, pictures sent by friends and family (or co-workers), music and books. There are also other digital storage places as well: space on the firm's network with remote access; cloud storage; or within the multitude of "apps" that may be downloaded to a smartphone, tablet or phablet. Given the number of places to store this data, it is easy to see how a significant amount of personal data can crop up on the firm's devices over time.

If your firm expressly prohibits personal use and storage on firm devices, employees carry the risk that their personal information will be monitored or deleted. If personal use is permitted though – either expressly or in practice – care must be taken not to intrude unnecessarily into employees' personal files when an employee is departing. Care must also be exercised when removing personal data prior to reformatting or "wiping" a device. The best course of action at this stage is to have employees remove the personal information themselves, or to have them inform the firm's IT personnel which files to copy to a flash drive or disk for employees to take with them.



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.

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Law Firm Advertising

by Susan Van Dyke, Principal Van Dyke Marketing (Previously published on Slaw.ca)

I still love advertising. Even with its diminishing popularity, particularly in print form, creating beautiful ads that pack punch for clients makes me happy. We've had clients frame our ads, float them around the firm, send home clippings of their announcement ad, and we've had several posted to social media sites just for fun. What's not to love?

My suspicion is that there is more care going into law firm advertising. That's only an empirical observation, but I do believe there are fewer lawyer-produced (or directed) ads getting published lately. Just as you can spot a contract that was torn out of a DIY book, those of us on this side of the business can see your "homemade" ads a mile away. Such a shame since ad space is still so costly and poor ads represent an opportunity lost. Smart design, strong messaging and good placement really matter.

When you buy a lot of advertising on behalf of clients, you might as well pin bulls-eye targets all over yourself. Every publisher and their sales team wants a piece of your ad budget and lawyers, as well as marketing professionals, have been wooed by a sales call or two.

I have a favourite ad representative - I'm only human and not beyond the influence of

another who does her job really well - I admit it. She knows exactly what I'm interested in recommending to my clients and she has a portfolio of great publications that reach various key audience groups. Because she listens and understands my clients' needs, it works. I always keep my wits about me, though, and don't fall under the spell of great sales strategies. It's still business and decisions must be made on sound reasoning that are strategic and non-emotional.

Here are some other tips:

1. Avoid buying single ads (there are a few exceptions: lawyer announcements may be one) and, instead, think in campaigns where frequency is the formula for market penetration.
2. Consider the audience. Are they professionals, industry people, general news readers or a demographically-oriented (i.e. seniors publications)

readership?

3. Get your ad well positioned. Ask for "forward placement" to avoid getting buried in the less read editorial material. Expect to pay a premium for preferred placement, but try to negotiate.
4. Get your mitts on the actual hardcopy (or thumb through it online) to get familiar with the tone of the publication, in what form current ads are displayed and how yours should be produced to stand out and resonate with the audience.
5. In your ad messaging, inspire action whenever you can. Invite readers to "learn more", "sign-up", "join us", "attend", etc.

And with all that, get a good designer or marketing agency to help. Your brand is a corporate asset worthy of great presentation. If your firm decides to run ads, make them count and go the distance.



Susan Van Dyke is the principal of Van Dyke Marketing & Communications. Along with her team, she helps law firms realize higher ROI in their marketing endeavours. susan@vandyke.ca

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LAPBC: We're Here To Help!

by Derek LaCroix, Executive Director of the Lawyers Assistance Program of B.C.

There are times in life, usually times of crisis, when a friendly face is welcomed with relief and gratitude. Sometimes it's the face of someone we know personally who is willing to do what she or he can to comfort and console us. Sometimes it's the face of someone whose familiarity with crises and expertise in such situations is much needed and appreciated. The Lawyer Assistance Program (LAP) is the friendly face that is not there to judge, only to help.

When the person in crisis is a member of the legal community the situation can be made more complex because of the position of authority maintained by lawyers in our society and the enormous responsibility that lawyers, and their staff, are asked to carry—for themselves, their partners, coworkers, employees,

clients, friends, and family. What happens when a lawyer, or assistant, can no longer shoulder that burden? What happens when their ability to practice law begins to suffer?

An important resource available to members of the legal community who are struggling is the LAP. Briefly put, the LAP is a coordinated

program, consisting of trained professionals and volunteers committed to assisting members of the legal community who are suffering distress from mental or physical conditions.

SUBSTANCE ABUSE

LAPBC was originally organized to address the problems surrounding addiction to alcohol and drugs. In the field of behavioral health, it is generally accepted that addiction constitutes a chronic, progressive disease that, left untreated and barring intervening factors, is fatal. Surveys reveal that as high as 18 percent of all lawyers will personally develop problems...*continued on page 10*



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related to substance abuse. That figure does not include the number of partners, associates, family members, and colleagues who will be forced to deal with the effects of addiction as a result of an impaired lawyer they know or work with.

It is now generally acknowledged that most, if not all, impairment problems, particularly substance abuse-related impairments, can be successfully treated. The first step, however, is to break through the denial, stigma, and shame often associated with substance abuse so the affected person can get the help he or she needs. This step is invariably made easier by better public education and awareness of the medical basis of addiction.

DEPRESSION

LAPBC also helps individuals address problems involving mental health. Any of a variety of mental health challenges may confront lawyers, but that most frequently encountered at LAPBC is depression.

Research has shown that approximately 15 percent of lawyers will encounter some form of depression during their careers. Although many of those suffering from alcohol and/or drug abuse also experience some form of depression, there are many members of the legal community who experience depression independent of alcohol and/or drug abuse, and vice versa.

OTHER PROBLEMS

LAPBC also helps members to address a variety of other conditions that, though not related to substance abuse or mental health disorders, nonetheless can materially impair a person's ability. Career dissatisfaction, issues of aging, grief, and relationship problems can all adversely affect a person's abilities. As can physical illness and injury.

REACHING OUT

What happens when someone calls the LAP seeking to obtain help or information for him or herself or for a colleague?

LAPBC has a confidential hotline that can be accessed directly by lawyers, family members, staff, judges, students and friends to get help for a distressed member of the legal community and facilitate his or her access to treatment.

A LAP staff member usually will conduct a brief interview with the person making the call. Who are they? Are they seeking assistance for themselves...continued on page 11

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LAPBC... continued from page 10

or someone else? What have they experienced or observed that leads them to believe they or the other person has a problem? The LAP staff member will ask the materially relevant questions necessary to determine if the person in question is in fact experiencing a problem that the LAP can help address.

If the answer is "yes," the LAP staff member will proceed to evaluate the needs presented by the caller and to determine what resources are available. Usually an appointment will be made for personal consultation and assistance with one of our trained professionals.

Volunteers are a valuable resource to the LAP. Many of the volunteers have personal experience with these same problems. This personal experience tends to increase the likelihood that distressed lawyers will accept their assistance. The camaraderie of the volunteer community helps the distressed person overcome the shame they are often experiencing.

When someone calls the LAP, not only is the identity of the caller protected, but the confidential nature of the information conveyed to the LAP is also guarded. We treat each communication with complete confidentiality.

Even with the assurance of confidentiality many people are reluctant to call LAP because they "just don't want to get themselves or someone else in trouble." Sometimes truly caring and informed lawyers, judges, partners, and friends will not make that first call because they fear repercussions. This reluctance extends to family members who may not like the problem they are living with, but fear that any change may affect their own security.

It takes courage to confront these issues. We at LAPBC can assure you that we will treat your identity and the information we receive from you as confidential. We will take steps to reach out to the distressed person in as kind and effective way as possible.

The LAP operates on a purely voluntary basis. We have no authority to compel a person to confront his or her impairment issues. We work from within the legal community with gentle persistence and caring.

If you would like to volunteer to help, could use our services or know someone who could use our services call us at (604) 685-2171 or toll free at 1-888-685-2171.



Derek LaCroix, QC, is the Executive Director of the Lawyers Assistance Program of B.C. Since 1987 Derek has made personal development, spiritual growth, and working with others his avocation and he obtained a Diploma in Counseling in 1996 and a Ph.D. in 2003.

SAVE THE DATE

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How to Take an Email Sabbatical: Part II

Sunita March, Executive Director, CFM Lawyers and Stephanie Marsh, Senior Proposal Advisor, KPMG

The Summer 2014 edition of TOPICS included a reprint of “How to Take an Email Sabbatical” by Danah Boyd, Principal Researcher at Microsoft Research. That was the theory. Now read about it in practice!

Case Study #1: Stephanie Marsh

In spring 2013, I booked a two-week trip to Italy for late summer. I couldn't wait to explore a foreign country I'd heard so much about and take a good, long break from work.

Soon after, I read an interesting article on LinkedIn about the concept of an email sabbatical. The rationale behind it made a lot of sense: Proactively manage the expectations of my internal and external clients while truly relaxing throughout my holiday, knowing that my Inbox would not fill up with hundreds of emails waiting for me on Day One of my return. I would return to work refreshed, and ready to start fresh with new news only. How timely, considering my upcoming vacation.

As vacation time approached, I followed the steps Boyd outlined. I added the “heads-up” in my email signature to let recipients know that I had vacation coming

up. I indicated the dates I would take leave from the office, and then stated that emails received during that time would get automatically deleted. The message let them know that anything they might send me throughout those two weeks would not get addressed by me--ever.

When people noticed the announcement (I used some colored, bold font and a few asterisks to make sure of it), they picked up the phone to ask me questions about this unfamiliar, but neat idea. “I love this approach about your messages getting auto-zapped. I plan to take vacation next month. Tell me more!”

Some people felt skeptical. “You're not really going to auto-delete all of your messages, are you? Really?” As I explained the mechanics and the benefits, people shed their doubt and showed acceptance. “Wow...

That is so... cool! I think I might try that!”

Then the employees started talking to their external clients. More calls poured in. “Stephanie, I just told my client what you will do with your emails when you go away. How does it work again?” I lost count of how many times I forwarded the link to the article.

I love the idea of making the Sender responsible for following up with me when I return to the workplace instead of the other way around. Anyone can appreciate the stressful chore of sifting through hundreds of emails in a short period of time to determine which one(s) carry the greatest importance and demand immediate attention. The email sabbatical forces the Sender to determine whether other people on site can address issues in my absence. If not, then they know that they will need to reach out to me again upon my return. Senders don't get a chance to become complacent.

Vacation came and went, and so did the emails. I did not feel the slightest bit anxious logging on to my...*continued on page 14*

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Email Sabbatical... continued from page 12
laptop on my first day back. Instead of feeling stressed, I continued to float on my memories of warm and sunny Tuscany.

Case Study #2: Sunita March

I, too, planned a long and ambitious holiday this summer. I would be out of the office for five weeks! I privately dreaded what would be waiting for me when I returned to the office. Like Stephanie, I had read this intriguing article that suggested you actually not check in while on vacation and, hence, not work – at all! It was a radical thought, but one definitely worth looking into. It seemed so simple:

- Let people know ahead of time what to expect;
- Find people to take over some of my specific duties temporarily, and provide their names and contact information;
- In case of dire emergency, give my personal contact information to a few key people; and
- Don't check emails while away!

I felt very skeptical, but also felt it was worth a shot. The first thing I did was discuss it with the Partners in my firm. They all agreed it was a great idea and were very supportive. Now,

I was committed. About one month before my scheduled vacation, I added a note at the bottom of my emails notifying people of my intentions. In the last two weeks, I changed the message to advise them that if they wanted me to handle something before I left, they needed to let me know by a specific date. There were some regular deadlines that I would miss during my vacation so I notified those parties and asked them if they could wait until I returned. If not, I had someone in the office take on the responsibility.

I couldn't quite bring myself to delete all the messages so I set up a separate folder in my Outlook to capture all the messages that would come in while I was away. (Can we say "issues with letting go"?) When I opened the folder when I returned, there was just a handful that I needed to do anything about. The rest were updates and non-urgent information. Anything that remained important was discussed with me when I returned. It was such a great feeling to come back and not have to deal with a mountain of overdue tasks!

People quickly adapted to the fact that they either needed to find someone else to complete their task or the onus was on them to wait until I returned to discuss the matter.

I look forward to planning another extended holiday with peace of mind that I won't have to "make up the time" when I return or that I am expected to work while away on holiday. This was my experimental run and now I feel confident it will be successful again next time. I returned from my vacation relaxed, happy and excited to get back to the order of business. There was no trepidation about what might be waiting for me at the office. Of course, I also have to thank the wonderful team who stepped in. They took over various duties, which, in turn, allowed me to enjoy my time off completely. I would happily do the same for them! The extra preparation ahead of time was well worth truly enjoying my much-anticipated vacation as just that – a vacation.



Stephanie Marsh works as a Senior Proposal Adviser at KPMG LLP in Ottawa. She edited TOPICS for more than 10 years.



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7 Rules for Networking Based on *Networking for Students & New Professionals* by Mary Crane

by Joseph Galea, Account Manager, Lexpert

1. INTRODUCTION- THE 30 SECOND COMMERCIAL

You need to develop a commercial about yourself that must be engaging, memorable and that you clearly articulate. She suggests 30 seconds, which I disagree with, it's simply too long-30 seconds is a long time for a first hello! I have always introduced myself with my full name, along with my title and organization I work for. Now, I would like to add in her advice of including a slightly more memorable descriptor by adding in a little more about what I do, make eye contact, smile, keep hand perpendicular, pump the handshake once or twice and release.

2. THE DECISION-MAKER

When introducing others you always state the most important person's name first, then introduce the less important person to the more important person. A CLIENT IS ALWAYS THE MOST IMPORTANT PERSON. Generally speaking, you should introduce

- a younger person to an older person (think your grandfathers age)

- a junior employee to an executive
- a coworker to a peer from another company
- a coworker to a customer or client
- a spouse, partner or significant other to a supervisor or boss

3. GOALS

Have goals when you arrive at an event, such as "I want to accomplish 3 things at tonight's event." These could be who you want to meet, what you want to talk about, or even whom you want to avoid. Be there on time, it's easier to meet people earlier in the evening. Put beverages in your left hand so you don't have a cold, wet hand when you shake people's hands.

4. THE BUDDY SYSTEM

If you and a friend are invited to a function, you can literally divide and conquer the room to hit key contacts. Midway through the event, you can both meet to exchange information, and then discuss whom you each must meet through an introduction by one of you.

5. NAME TAGS

Always place name tags on your right side, this goes into someone's line of vision with a handshake.

6. REMEMBERING NAMES

All of us acquire and learn information differently through our senses, and we tend to use one sense over another. 30% learn through hearing, so it's critical you introduce yourself with clarity. 40% acquire information through seeing, no matter how many times you say your name, they won't remember it!! Hence the importance of the name tag! The remainder of people learn kinesthetically, through touch and manipulation, but let's not go there!

To remember names, you can use:

- **Word Relationships:** Such as name associations to friends and family, athletes, celebrities etc.
- **Mnemonics:** If the person's name is Mary Crane, you can picture a whooping crane or a building crane.

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Networking... continued from page 15

- **Repetition:** Use the person's name at least three times in normal conversation.

7. FOLLOW UP (THIS PART IS CRITICALLY IMPORTANT)

Make key notes on the back of someone's business card in your car before you drive off so you don't forget them. This can even be information on shared or mutual interests or you can simply invite them to connect with you on LinkedIn. Take all your business cards that you've collected and enter them into your contact management system. Take 30 minutes for follow up the next day by phoning the person who invited you to say thank you, sending at least one personal note to the most important contact you made there, and E-mail others of significance you wish to acknowledge.

These are just some of the tips that Mary outlines in her book. I hope they will be helpful at your next event.



Joseph Galea is an Account Manager with Lexpert. He can be reached at joseph.galea@thomsonreuters.com or at 416-649-9919.

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Remembering Sarah Best

Sarah Best passed away July 19, 2014, at the North Shore Hospice after a two-year struggle with cancer.

After graduating from BCIT and qualifying as a CGA, Sarah pursued a career as a law firm administrator at Stikeman Elliott, and then at Bernard LLP. Sarah served as President of the Vancouver Association of Legal Administrators (VALA) in 1992-1993.

Sarah is survived by her husband Steve, daughter Emma, son Elliott, her parents and siblings, her mother-in-law and sisters- and brothers-in-law, and numerous nieces and nephews. Sarah was a very devoted mother and loved singing in her church choir, the Spirit Singers.

Here, BCLMA friends share fond memories of Sarah.

When I think of Sarah, I think about how gracious, kind and good-natured she was. I was still a relative rookie in legal when I first met her, when she worked at Stikeman Elliott. Although she worked with Bernard LLP for many years since then, it seems that her name was synonymous with Stikeman. Being in a smaller firm, Sarah wore many hats and her "HR" hat always gave her the most angst (as is true in any organization, really – the people stuff takes lots of time and energy!). Since HR was my primary role, Sarah would often call me with a situation she was working through. She and I would brainstorm and discuss how best to tackle it. Our conversations often turned to our family and kids and what we were up to when we stopped thinking about our respective law firms. She was always so appreciative of the time I took with her HR matters, but, truly, it was always such a pleasure to connect with her.

– Raf Sansalone, Borden Ladner Gervais

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Remembering Sarah... continued from page 17
Sarah's keen intelligence, her friendly, respectful and upbeat manner with her staff and colleagues, and her ability to make really good decisions that invariably proved to be the best path forward: all of those wonderful qualities and many more are remembered by those of us who worked with Sarah.

— Ross MacDonald, Stikeman Elliott LLP

My fondest memories of Sarah are the times we would get together in the evenings and walk the West Vancouver seawall. There wasn't much we didn't talk about, but we always seemed to wind up talking shop. We had a very similar work ethic. Sarah was the only other administrator I knew who I could call after 8 or 9pm on my way home from work and she would still be in the office! She was, without doubt, one of the hardest working women I knew. After she became ill, she would constantly chide me for being at the office late or on a weekend citing herself and her health issues as an example of what not to do! Sarah had a great sense of humour and was one of the most genuine people I ever knew. She cared very much about her family and her work and like so many, she worked to find a balance. She was generous with her time

and her knowledge and—as a friend—was always there for you. She was smart and very articulate. I will miss her greatly.

— Maureen O'Leary, Jeffery & Calder

As with many in our organization, I felt deeply saddened by Sarah's passing, as our friendship goes back a long ways. My first recollection of Sarah: sitting with her and her husband, Steve, at a VALA Christmas Party at Point Grey Golf Club many, many years ago. I remember thinking so highly of both of them. We went on from there to work together on the VALA board. I was Vice-President when Sarah was in her term as President. Sarah left VALA to raise Emma and then Elliott before returning to work part-time at Bernard LLP (though nothing with Sarah was ever part-time!). Sarah and I would get together regularly for lunch when she came back to work. We shared stories of work and family. I laughed with the congregation at Sarah's memorial when Emma talked about Sarah always being late for choir practice, and climbing over the pews to get in position! The fact that she was always late for lunch wasn't unique with me! And each year, at those lunches, I'd buy half a dozen boxes of Girl Guide cookies because her house was full of them, and they had to be moved out for the next project!

Sarah always gave me her frank and forthright opinion on things, as she was known to do, whether you wanted to hear it or not! Of course, she was usually bang-on.

Lastly, there was the "set-up". Heather and I, engaged to be married, were invited to Sarah and Steve's house one Saturday night for dinner. Heather and I were completely surprised to find a whole gang of VALA members at the house, including my brother who she'd manage to track down, to wish us well on our upcoming nuptials! That was Sarah... always doing things for others. Sadly, the first inkling I had that she was ill was at the BCLMA conference at the River Rock a few years ago. Sarah's name was drawn to receive a gift, but she wasn't there to accept it. Shortly thereafter, we learned that Sarah was ill. My memories of Sarah will always be of her smile, her laugh, and her zest for life. I'll miss her. My thoughts are with Steve, Emma, Elliott, and Sarah's family and friends.

— Jay R. Cathcart, Farris

We will remember Sarah's great smile and very positive attitude, which she maintained to the end. Sarah always found the positive from the worst of situations.

— Russ Balcome, McCarthy Tetrault



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