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How to Reset After Summer

by Lisa Martin. Originally published on Lisa Martin International website, August 2016.

Somewhere around 12 percent of workers in North America get ‘summer Fridays,’ which can vary by company and either mean ‘the entire day off’ or ‘an earlier time you can leave.’ 12 percent isn’t a very high number, but it does speak to the bigger picture of most office jobs in the summer: the vibe is a little more laid-back, and people are typically out for chunks of time on vacations. (This is especially true for those with school-aged children.)

When the calendar shifts to September, business can get more serious — and quickly. For many companies, September means strategic planning for the next quarter/year, launching new initiatives, and possibly a fiscal year end. And to add to the pressure, the fall period is also somewhat akin to a ‘sprint’ — because in about 2.5 months, the holiday season will start.

All this poses one of the great, not-often-discussed questions of a working year: *how do you move from the semi-idle days of summer to the plan-plan-plan-achieve-achieve-achieve mentality that pops up in September?*

This has been on my mind because I took some downtime this summer to enjoy family and friends. But now it’s time

to get back to writing and sharing ideas through the blog, prepping my fall webinars, launching leadership programs with clients ... the list goes on.

Seriously — how do I do that?

Here are four approaches I’m taking and I hope you’ll find them of value. So do take three minutes now to read this and use these tips to save you umpteen hours this fall.

1. USE ANALYTICS TO INCREASE YOUR PRODUCTIVITY

Many companies these days are trying to compete on data and analytics but this data revolution can also apply to you at the individual level. Sure, you might have a FitBit, like me, or track your steps. That’s great. But what if analytics could make you more productive at work?

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Change is difficult for most people. IT changes are no exception but the first step is getting user acceptance.

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The road to success is paved with obstacles, and the legal industry is no exception. Learn about the unique roadmap to be followed in this fascinating article.

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If you have a smartphone or computer with access to the internet, chances are, you use social media personally in some capacity. But can it really be beneficial to your firm or company? See how industry professionals have weighed in.

Knomos – Legal Visualization Tool P12

Vancouver-based Knomos is a fast growing start-up company that is shaking the dust off legal research. In this article, Adam La France explains how Knomos is using videogame industry experience to develop a visualization tool that delivers a unique knowledge management platform to empower everyone to understand and act on their legal rights.

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Who We Are

The BCLMA, founded in 1972, is a non-profit organization with 155 Firm Representatives and 305 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.

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Submissions

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This approach comes from a [Harvard Business Review article](#), and the corresponding visual looks like this:

WEEK ENDING	CORE RESPONSIBILITIES	PERSONAL GROWTH	MANAGING PEOPLE	CRISES & FIRES	FREE TIME	ADMIN TASKS	TOTAL TIME/DAY
Monday	2 hrs	1 hr	3 hrs	0 hrs	0 hrs	2 hrs	8 hrs
Tuesday	3 hrs	1 hr	4 hrs	0 hrs	0 hrs	2 hrs	10 hrs
Wednesday	7 hrs	0 hrs	0 hrs	1 hr	0 hrs	2 hrs	10 hrs
Thursday	0 hrs	3 hrs	3 hrs	0 hrs	0 hrs	2 hrs	8 hrs
Friday	1 hr	2 hrs	0 hrs	1 hr	3 hrs	2 hrs	9 hrs
Total Time	13 hrs	7 hrs	10 hrs	2 hrs	3 hrs	10 hrs	45 hrs
Percentage of Time	29%	16%	22%	4%	7%	22%	100%

Essentially, you track your time. Do this for the first 3-4 weeks of September. Then sit down on a Friday and analyze how your time has been spent. Your columns may look different than this, but if your “Crises and Fires” column is higher than others, it might be time to re-assess how you’re spending time.

The bottom line isn’t to add more work – i.e. you having to track your time – but rather, to think critically about how you’re spending time. If you stop, think, and assess, you can move closer to true priority alignment.

2. TUNE OUT DISTRACTIONS

Easier said than done, right? Of course. But the summer had distractions – great weather, ample opportunities for play away from the office – and the fall will too (Pumpkin Spice Lattes and foliage, anyone?). Try to reduce distractions as much as you can in September. This looks different for every individual, but a few of the big chunks include:

- **Spend less time on social media:**

While good for connectivity with friends and family, it can create a lot of wasted time and unnecessary rabbit holes you end up going down.

- **Justified meetings:** If someone in your office (and we all have this person) keeps sending you meeting events with no real context behind them, either ask for context or don’t accept the meeting. Some people legitimately schedule meetings and calls for no real reason other than ‘that’s how business is done.’ If the meeting clearly doesn’t have a point, don’t go to it. If you get in the habit of accepting every meeting ‘just because’, you’ll end up wasting 4+ hours a week in poorly-contextualized ones.

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- **Block your time:** Research says the optimal workload ratio is 52 minutes on a task, then 17 minutes off it. So work on something for close to an hour, then quickly fraternize or check e-mail, purposely vs. randomly throughout the day. Then go back to the tasks! This is much more effective than trying to plow ahead on a six-hour work curve with random interruptions, because your productivity will continually wane if you do that. In fact, here's a mind blowing stat: random work interruptions cost the U.S. economy about \$588 billion per year. For context, that's the current market capitalization of Apple.

3. REFLECTION AND MEDITATION

If you hit September and realize you have strategy retreats, fiscal analyses, and more tasks than you've had since April, take a deep breath. Reflect. Think about what's a priority and what isn't. Priority management leads to productivity, and priority management has to begin from clarity – about what's important and what isn't. That often comes from real reflection and time spent, instead of rushing from task to task, which is often how we think about our workday.

4. DON'T FALL INTO "THE BUSY TRAP"

Many leaders unfortunately believe 'busy' and 'productive' are synonyms. In reality, they might be closer to antonyms than synonyms. 'Busy' is about task work and checking boxes; at some point at any job, you will be busy – and will need to be busy. Stuff needs to get done. But 'productive' is about making headway on tasks of real priority and importance to the business.

Hopefully some of these other approaches have given you ideas for ways to refocus, re-energize, and reconnect to the work after a summer of trips and early afternoon exits.

If you'd like to download for free a quick checklist of items to focus on this fall, or for related topics by Lisa Martin, visit www.lisamartininternational.com



Lisa Martin helps people discover how to be high-impact, thriving leaders. In addition to having authored 5 leadership books, she writes a leadership blog, coaches leaders 1:1, offers online leadership

courses, keynotes on leadership, and licenses her Lead + Live Better™ leadership development programs to organizations. She has made it her mission to help companies keep and cultivate leaders. You can contact Lisa by visiting her website at: www.lisamartininternational.com

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Acceptable IT

By Rob Walls, IT Manager at Boughton Law, Chair of the BCLMA IT subsection

I woke up one morning with a big idea. It would benefit everyone in my firm, save time and money. I sent a quick email and purchased my new-fangled super-software to make my 'idea' a reality, pressed a few buttons and pushed out the installation. All rejoiced. IT is easy!

If only it were so. Many of you likely have a sneaking suspicion that the above sounds 'too easy'. Not so shockingly, you'd be right. The Internet is awash with articles on processes for finding appropriate technology for your firm, performing the due diligence, getting on with running a trial, working out the licensing, squeezing it into your budget and then performing all the technical wizardry that goes into deploying it to your users. I am going to talk about none of that.

What I am going to address is something, often overlooked, which I don't think gets nearly enough attention in the IT world – user acceptance. It's about gaining acceptance from the folks who are going to be using this technological wonder IT is about to unleash on them. Please note that "I" is just referring to the ultimate responsibility, "we" have a very talented team that "I" couldn't get along without.

I'll start off with a disaster. Just like in the first paragraph, I had this great idea. The plan was to completely change the paper workflow in the firm. The change would affect everything from the copiers to desktop printers.

It would alter the way everyone interacted with the document management system (DMS) and push us closer to the panacea of a "less paper" office. All the classic IT steps went flawlessly, I found a software suite that did exactly what I wanted, got it hammered into the budget, then tested and deployed. It worked, it was fast, it was efficient. Only two people used it.

What I'd failed to take into account was that even though the suite performed admirably in testing, it was only trialed with the part of the workflow it directly impacted, I had missed testing it against somebody's entire workflow. The changes I saw as amazing resulted in people having to rethink sections of their jobs I hadn't considered and it just didn't fly. This was my Ford Edsel, a rookie mistake, and I was humbled.

But I got better! At least I tell myself that every morning. Regardless, let's look at a success now. Another great idea; enhanced mobile security! People don't often think of smartphones this way but they're essentially a fleet of personal computers with access to sensitive corporate data sharing

living space with invasive social media apps. Smartphones get hauled around who knows where and, for some unfathomable reason, also get thrown into washing machines with remarkable frequency.

Let's boost the security of all the mobile phones, even the personal ones, which connect to the firm's email. I'll spare you the details on how I came up with this or how I found budget room, that's a whole other article (or ten), but I settled on a "containerization" model for the phones.

Containerization? You bet. Essentially, it's a way to split a mobile phone into two parts, a Business side and a Personal side. The idea is to lock down the business side to prevent any data from leaking out and to stop things on the personal side, like social media apps, from accessing company data. There are other solutions as well, but without one of these solutions you either lock the entire phone down and restrict personal usage or end up crossing your fingers and hoping for the best. More or less.

Our focus here is user acceptance, so we need to view things from the perspective of people who are going to be affected, this includes the toughest crowd in town, the lawyers. A good place to start is canvassing other firms to see what they have tried. This was an eye opener. Containerization

projects occasionally failed because they made the phones a pain to use; people found the nuisance costs outweighed any apparent security benefits. Knowing this is going to help.

This is the good part! I found that Containerization also means IT can securely deploy some amazingly useful applications to the smartphones. Key word "securely". Also, "amazingly useful". This means lawyers are going to be able to access the DMS remotely. Who isn't going to love that? Also, any product we can put an HTML wrapper around (sorry, nerding-out here...) can be deployed with ease, that includes the internal Intranet, personal files and, licensing permitting, several of our specialized software packages. This is really good news, security leads to productivity!

Acceptance was now the goal. This was going to require a strong first impression and fortunately the stars aligned and there was an opportunity where all of our lawyers were available. Karma finally paying off! Several things needed to be covered: identify the security threat, provide a solution, explain some of the changes in use and demonstrate the additional features that will be available.

To cover the security aspect I brought in a speaker for the lawyers, a security consultant with an entertaining presentation, he did an excellent job. The speaker was engaging and fun to watch, with an on-point smartphone security angle. Also a bit terrifying.

The speaker was able to let the lawyers see the concerns IT had and effectively reframed the containerization project from being something IT was imposing to a solution to an identified problem. It was immensely helpful for us all to be on the same page. Knowing about the "nuisance factor" I mentioned earlier gave us an opportunity to work with the software's developer to make some changes to minimize potential acceptance roadblocks. Finally, I went over what some of the great features the software would now allow us to give to the lawyers and showed them how easy it was to access with a single fingerprint tap.

The end result? Acceptance.

I have yet to find a solution to the washing machine problem though.



Rob Walls is the IT Manager at Boughton Law, Chair of the BCLMA IT subsection and past-chair of ILTA. He really regrets that he didn't invent Pac Man because he was there.

WELCOME & KUDOS

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What It Takes to Succeed in the Legal Industry

by Mike Lymer, Chief Client Officer and President, Pursuit Search Group Inc.

Being successful in the legal industry often comes with very different requirements than in other industries. It has its own blueprint for success - one that is very much tied to a unique set of metrics. Legal operational professionals are required to have specialized skills, and very specific and detailed knowledge of traditional law firm processes and procedures.

However, as I mentioned in my “The Benefits & Challenges of Hiring from Outside the Legal Industry” article in the previous issue of Topics, things in the legal industry are changing:

Now more than ever, law firms are operating like a business, and having a “this is always how we did things in the past” approach could prevent your firm from evolving and competing in a changing landscape.

The things law firms are looking for in legal operational professionals - finance, information technology, business development, marketing, administration, leadership- are shifting.

Firms are looking for people who possess a more diverse skill set; people who can bring something new, unique, and innovative to the table. This “something” must give them an edge over other firms, help them better serve their clients, and improve the firm’s bottom line.

This is not to say that core skills and knowledge areas should be abandoned. Being successful in law requires a very particular

core skill set. You need to possess logic and reasoning, analytical abilities, attention to detail, persuasiveness, sound judgment, and strong oral and written communication skills. These skills are not going by the wayside any time soon.

They are, however, increasingly becoming the base skill set for modern legal operational professionals. This also means that if you want to make yourself a more appealing candidate, either when you are graduating from school or looking to make a career change, you need to arm yourself with these success factors to succeed in the legal industry.

KEY SUCCESS FACTORS TO SUCCEED IN THE LEGAL INDUSTRY

So, what are the success factors that you need to succeed in the legal profession?

THE 3 CS – COMMUNICATION, CONFIDENCE AND CREDIBILITY

At the top of the list is the ability to communicate in an effective and persuasive manner. You must be able to convey ideas clearly, and back them up. It’s no secret that language is

one of the core tools of the trade, and being a master oral and written communicator will help you thrive.

Confidence is next up on the list. The industry is filled with confident and experienced people - you’ll have to work with and against them. Therefore, if you want to hold your own and be taken seriously, you need to exude confidence in yourself and your abilities.

“At the end of the day, confident communication of the solution you are bringing to the table is going to be a key factor in determining your success,” says Orest Szot, Chief Operating Officer at Miller Thomson, LLP. “Skepticism and the ability to judge character are two key skill sets present in a good lawyer and if anyone wavers in the communication of their solution it has the potential to create doubt when the plan itself might be otherwise sound.”

When you are a confident communicator, you will have the ability to build credibility in an industry where credibility can be hard to come by. It’s not given out; you need to earn it.

This is done by being pragmatic and bringing value through innovation. Legal operational professionals need to have an innate aptitude for looking at things analytically, and the capacity to present logical justifications for the solutions they are recommending. Being an effective problem solver will make you a desirable commodity.

“You can’t expect instant credibility on day one, however by continuing to build relationships with lawyers and other professionals in the firm, achieving desirable outcomes is definitely possible,” says Szot.

BEING INNOVATIVE REQUIRES A THICK SKIN

Many firms are still operating based on a “this is how things were always done” approach to practicing law and conducting business. However, people who bring an innovative approach and new way of looking at old problems can etch a niche for themselves as the legal profession opens itself up to new ways of doing things.

With innovation comes push back. There will also be skeptics, and you will need to be thick-skinned in order to navigate it. In law, people will always question your reason for doing things, your arguments, your approach, and rationale. If you take it personally, you will have a difficult time handling naysayers.

“Ultimately, perseverance plays an important role in the ability to implement innovative and non-traditional ideas in a law firm environment,” says Carlyse Evans, Chief Operating Officer in the Toronto office of Baker & McKenzie LLP. “Although it often

requires rolling up sleeves and doing a lot of the work yourself, remaining impartial and focusing on the clients’ needs will make it much easier to overcome the skepticism and achieve the desired result.”

A BUSINESS APPROACH TO THE LEGAL WORLD

Firms are functioning on lean principles and realizing the need to operate more like a traditional business. Legal professionals who can offer a more consultative style, have a detailed understanding of a corporate framework, and the see differences between a partnership versus a traditional CEO-led organization, will have the ability to succeed in any legal environment.

“One of the keys to success in a partnership is the ability to lead through influence,” adds Evans. “Those [who can] act with gravitas often have greater success than others who aggressively push their agenda.”

When you strip away its layers, the legal profession is a service oriented industry. Your ability to serve your clients’ needs, help them overcome any issues, and create desirable customer outcomes will make you an asset to law firms from both a business and legal perspective.

“In my experience, those that are most successful within the operational roles at a firm are those that are naturally biased towards providing outstanding customer service,” says Blair Lill, Chief Operating Officer, Singleton Urquhart LLP. “Having a can-do attitude coupled with consistently asking ‘how can I help you?’ is essential in achieving goals within a firm environment.”

FINAL THOUGHTS

Succeeding in the legal industry is not just about being a good legal operational professional. Having a diverse skill set is essential. Professionals who can offer more, have a deep understanding of law and business, and are open to new approaches in dealing with legal issues will be in high demand as the legal profession evolves.



Mike Lymer is Chief Client Officer and President at Pursuit Search Group Inc., an executive search and recruitment firm with a unique specialization in Legal Operational Recruitment. He helps law firms and corporate legal departments build high performing teams.

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Tools for the Times: The Benefits of Social Media in Today's Business Landscape

by Margaret Cividino, Learning Specialist, Miller Thompson LLP
and Jessica Leroux, Communications and Social Media Coordinator, Fasken Martineau

Social media is a tool we all seem to engage with as a means to connect with our friends and social networks. Because of this perception, we may not think of how useful social media can be as a cost effective way that businesses can connect with clients and potential clients, anytime and anywhere.

We wanted to learn a little more about how and why our members and business partners are engaging with social media, so we asked them.

What social media platforms do you use professionally?

Kathleen Hogarth and Allison Wolf, Hogarth & Wolf Marketing and Communications: LinkedIn, Twitter, blogging, email services like Constant Contact and MailChimp, Evite, Hootsuite and Wikipedia.

David Perry, Fasken Martineau: I use several social media platforms but am most active on

Twitter, LinkedIn, Facebook, Instagram.
Andrew Dawoud, Lawson Lundell: We use LinkedIn, Twitter and blogs.

Lynn Foley, fSquared Marketing: Although I may 'listen' using other social media, I predominantly engage in LinkedIn and Twitter.

Which social media platforms have you found to be the most useful in a business environment, and why?

HW: We've found LinkedIn, Twitter and blogging to be the most useful for business. They give us the opportunity to listen to our various

communities, engage in online conversations and expand our network. LinkedIn-published posts offer us a powerful opportunity to showcase expertise through thought leadership pieces.

DP: LinkedIn is without a doubt the most important social media platform that I use professionally. Twitter would be a close second. LinkedIn allows me to build my professional network and keep track of my contacts, and is also a great platform for social selling and business development. Twitter, being much more conversational, is a great way to introduce yourself to new contacts and strike up a conversation.

AD: The obvious answer is LinkedIn as the platform was created with business development, relationships and advertising in mind. Twitter gives your firm and brand a voice. You can promote brand values and goals, as well as publish links to your [firm's] recent news.

Twitter also provides your clients, contacts and followers with a voice as well, so as to foster conversation. [It] has changed the dynamics of the client/service-provider relationship tremendously.

LF: LinkedIn has been most useful for me as a networking tool. It has the ability to integrate with a number of other digital marketing and BD tools, such as CRM and e-marketing, so that helps with efficiency.

Can you think of an instance where social media was particularly beneficial to you or your company?

HW: Allison's blogs and contributions to other blogs have been essential in generating business. They provide her with an opportunity to share valuable ideas and resources with a wide audience. The result is people get to know her and start to develop some trust in her abilities before actually meeting her.

AD: All three platforms that we use [LinkedIn, Twitter and blogs] have done a great job in terms of promoting value-add of our services. I've seen our brand values themselves become much more recognized amongst communities who are active on social media.

LF: I can directly link my firm receiving an RFP for new law firm website from our Twitter feed. A marketing partner saw a link to our blog and based on the article felt we had the experience his firm needed.

Do you believe social media is an important business tool for individuals and firms in the legal industry? Why?

HW: Social media provides a quick and easy way of being in touch with your network that was never possible before. With a small investment of time these tools allow you to engage meaningfully with your community of contact.

DP: Social media has enormous potential for the legal industry. It allows a direct interaction between you and your audience. Done well, it provides an opportunity to build your online brand, to position yourself, and your firm, as a thought leader recognized by industry peers, existing customers and potential clients.

AD: Absolutely. Social media is about connecting, whether with clients, prospects, service providers, suppliers or any other business relationships. It provides an avenue to discuss what you need to, with the people you need to, in the appropriate space.

LF: I absolutely feel that it is an important business tool in the industry. It should be remembered that social media is just one of many tools that a firm has in its legal marketing arsenal. It should be used in the context of broader strategy.

Do you have any social media tips and tricks or best practices you can share with our readers?

HW: Get goals and a strategy. Think about why you are engaging with social media and set some goals for your participation. This can help you figure out what sort of information you want to share, what social media platforms you wish to engage with, and who are the people and groups you want to connect with and follow.

DP: Start small. Listen to the conversation and start connecting with your peers and professional contacts on LinkedIn. Follow them on Twitter. Once you start engaging with them make sure that you bring value to the conversation.

AD: Develop a voice. Always have a solid understanding of the voice you're using on social media. Watch the words you use, the tone of your statements, and ensure you are



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using the right voice with the right platform. Social media incorporates a lot of discretionary perception and your followers' perception of you is only as clear as you make it.

LF: Don't treat social media differently from other marketing/BD activities. Know what you are trying to achieve with your social media strategy and do your best to measure your success. Being active and engaged on social media can be very time consuming so, just as you would measure the success of other activities such as advertising or client events, you should also keep track of whether your social media endeavours are achieving your goals.

If you or your firm are not already engaged in a social media plan to bolster your business development, you may want to consider these experiences and best practice tips as you develop a social media strategy. In the meantime, watch www.bclma.org for upcoming BCLMA education sessions on using LinkedIn and Twitter to enhance your industry networking.



Margaret Cividino is the Learning Specialist at Miller Thomson LLP and holds an M.Ed in Educational Technology & Learning Design. Margaret is the chair of the BCLMA Social Media Committee, and is passionate about expanding the use of social media by the legal industry to grow networks and develop business. You can contact Margaret at mcividino@millerthomson.com.



Jessica Leroux is the Communications and Social Media Coordinator for Fasken Martineau's Vancouver office. She is an active member in BCLMA's Social Media Committee, Media and Public Relations Strategist for the Professional Women's Network, and a huge proponent of networking connectivity and business growth through social media.

SOUNDING BOARD

YOUR BCLMA. YOUR NEWS.

Mark your calendars for BCLMA's fall events.

David Ben, a former tax lawyer with a law degree from the London School of Economics, will use magic to demonstrate his message in BCLMA's October 19th Fall Educational event: Advantage Play - A Manager's Guide to Creative Problem Solving & Tricks. Through his speaking engagements, David teaches audiences how to solve problems in an effective and efficient manner. At this event, David will show attendees how law firms can use these skills to face emerging challenges to their ongoing success.

Continuing in this vein, the speaker for BCLMA's November 1st Managing Partner Lunch, Stephen Mabey, recognizes that changes in technology, client expectations, and competition are shifting the landscape in which law firms operate. A prolific writer and the Principal and Managing Director of Applied Strategies, Inc., Stephen is a CPA who works with small to mid-sized law firms to develop fresh and pragmatic solutions for their business needs.

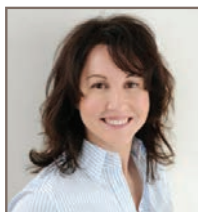
For more details about these events, please refer to the BCLMA website. Please note that dietary restrictions should be raised at time of registration.

To round out this calendar year, BCLMA's Annual Winter Social will take place on November 24th at the Terminal City Club. Attendees can use this social event as an opportunity to develop their professional networks and mingle with vendors. This year's Winter Social will feature a reception and sit-down buffet dinner.

The BCLMA Board is committed to the BCLMA mission of enhancing its members' competence and professionalism. As part of its mandate, the Board provides its members with educational and networking opportunities. At its annual planning meeting-being held in October this year, the Board will develop a plan for the upcoming year. If you would like to add an item to the agenda of this meeting, please contact BCLMA's president, Lorraine Burchynsky, at lburchynsky@boughtonlaw.com.

The Board would like to thank its members, whose ongoing participation ensures that BCLMA is able to meet its mandate. The Board would also like to thank its sponsors, without whom BCLMA would not be able to provide the quality educational events that members are accustomed to receiving.

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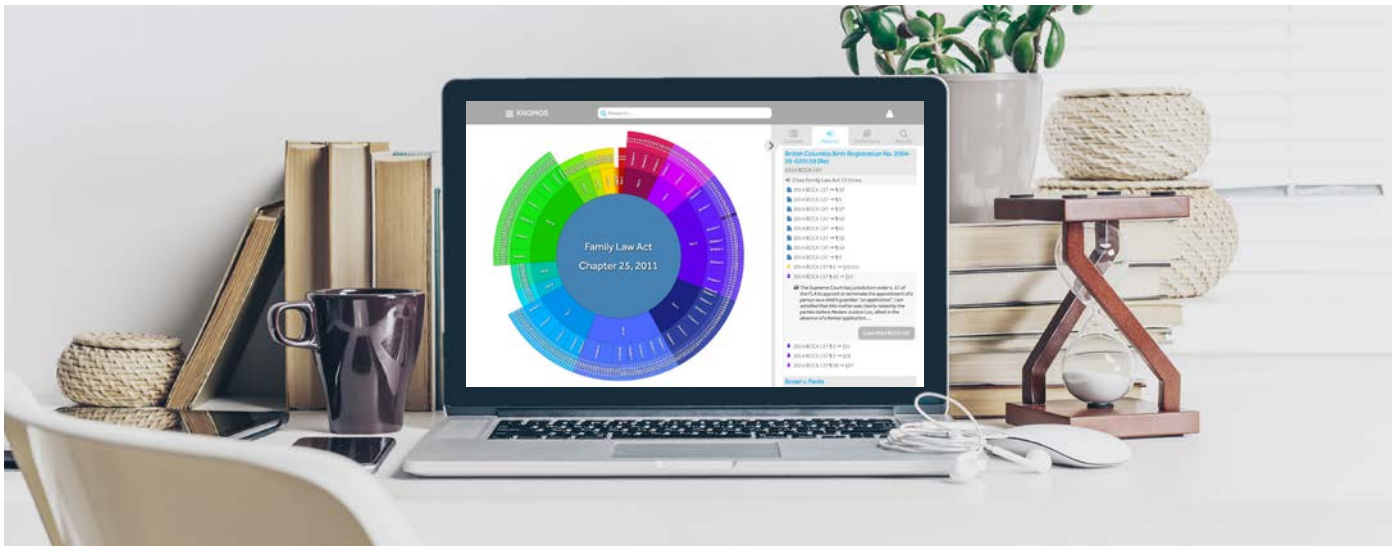


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Knomos Does Justice to Machine Learning with Legal Visualization Tool

by Adam La France, Founder, Knomos

Like many law students, Adam La France found himself overwhelmed by the amount of information he was expected to master, and frustrated by the lack of tools to navigate and correlate all this new information. Unlike just about all of them, he decided to do something about it.

La France reached out to Jesse Abney, an experienced video game producer, with an idea to transform the book-bound, text-based legal education system and create a visual legal resource to open up the mysteries of the law for all.

The pair's idea made it to the finals of the 2014 Dobson Cup, a startup competition run by McGill University's business school. That experience gave them the critical feedback and momentum to launch their company, Knomos, and bring a next generation legal knowledge management product to market.

IT'S NOT JUST A GOOD IDEA, IT'S THE LAW

"The law is a complex network of facts, concepts and precedents, and it's evolving constantly," says La France. "If you just look at it in a granular way, you can easily miss the relationships and emergent patterns."

La France observed how data visualization systems were being applied to complex, dynamic processes, giving non-experts insights into exactly these kinds of trends by representing the data in more intuitive formats like dashboards, heatmaps, and clusters. He realized that legal

concepts could be analyzed and visualized the same way.

"If you apply machine learning and advanced analytics to legal content, you can not only see patterns within the texts themselves, you can also trace patterns in the metadata, to see which jurists are being cited most often, which cases guide precedent in different areas, and the ebb and flow of ideas as the law evolves," he says.

GAMING THE SYSTEM

After nearly 20 years in the videogame industry with Electronic Arts, Visceral Games and Sony PlayStation, Abney brings a keen sense of user experience (UX) design to the process. "To open up legal information for ordinary people, we want to focus on a User Interface (UI) that's intuitive and shifts focus to a person's visual perception to help relieve the cognitive load of processing all that information," he says.

Knomos presents information as a map of related concepts at the highest level of law, with controls that allow people to zoom into detail, intuitively trace patterns across clusters, and personalize their view of the information around

the sources and ideas of greatest interest.

To acclimate users to this new way of thinking about legal information, La France and Abney imported successful learning strategies from the world of game design.

"Complex open-world games like Halo or Skyrim design their UI to 'train' players through the early levels to master the game's interface, so that in a very short time, they feel proficient," says Abney. "You're immersed in a rich and foreign world, but you can find your way around in it because you have adapted to master more advanced skills."

Knomos, he says, applies this same concept to mastering the law.

IPSO FACTO, UPENDING THE STATUS QUO

In 2015, Knomos received nearly \$700,000 from the Canadian Media Fund, a federal government program that funds interactive digital media including video games, to develop a public-facing legal resource. La France and Abney, joined by a third cofounder, expanded to build their idea into a cloudbased SaaS offering that links a robust graph data back end running on Microsoft Azure, with a unique visual interface for navigating through the maze of legal resources.

La France says the initial target market is Canadian legal students, who can subscribe to the service on a monthly basis. However, he sees enormous potential for the tool in law firms, corporate legal departments, and

for a number of related professionals.

"The legal profession isn't typically regarded as an early adopter of technology," says LaFrance. "But there's a new generation of lawyers who have been using these kinds of smart visual interfaces for their entire lives. Law firms and corporate legal departments want to unlock the potential of younger professionals and make established lawyers more productive in applying their expertise and sharing knowledge."

MORE THAN CLASS ACTION

In 2016, Knomos was selected to be part of the Microsoft Ventures Accelerator in Seattle, an intense 16-week program to help them optimize their technology and gain traction.

While in Seattle, Knomos had a chance to user test their solution with the Seattle University law school students. The results validated a lot of their work around usability and memorability. "The students could instantly grasp it, and quickly showed preference to visual navigation over linked lists," says La France.

Access to Microsoft AI technology is also helping the company move toward richer

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data visualization and machine learning approaches. The ultimate goal is to provide a kind of “heads-up display” across the abstract landscape of legal information, making it easier for everyone from students to professionals to laymen to comprehend key concepts and directions in the law and transform legal research from a solitary exercise to a connected knowledge base.

“This is bigger than the legal profession. There’s a crisis right now in terms of citizens’ access to justice,” says La France, pointing to Microsoft’s recently announced partnership with the White House Forum on Increasing Access to Justice, which will create two state-level legal portals for citizens as a model for increasing citizen access to legal information nationwide. “Our goal is to provide true access to legal information, making relevant information instantly discoverable to empower citizens to understand and act on their legal rights.”



Interested in learning more? Check out knomos.law for early access to the public beta or contact Adam directly at adam@knomos.ca

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Laying Down The Law: Dealing With Difficult Rainmakers

by Preston Parsons, Associate at Overholt Law

Law firms can be competitive environments. Within the industry, there is the commonly held understanding that “rainmakers” will make partner because they command a book of business and clients who drive firm revenue. By creating new client relationships, solidifying old ones, bolstering the firm’s status, spinning off work to other members of the firm and contributing significantly to the firm’s bottom line, these individuals are a boon to the firms they work for.

Every now and then though, a rainmaker will rise to the top who, while a legal and business all-star, is difficult to work with, an ego-maniac or downright disruptive to other colleagues within the firm. Students and young lawyers who may originally arrive fawning at this person’s door for the opportunity to work with a legend might learn that they need to walk on eggshells or worse, dodge the books hurled at them across the office. Staff members, associates or other partners may decide to make lateral moves to other firms to avoid working with these people. These situations are difficult for any organization, but because of the way traditional law firms are owned, controlled and divide profits, finding solutions to these problems is especially difficult.

How then, do you handle a situation where your rainmaker is also a troublemaker?

A good starting point would be to consult the firm’s Bullying, Harassment and Respectful Workplace policies. My Topics

Newsletter article in Spring 2014 addressed the implementation of Bullying and Harassment policies in law firms in British Columbia. If your firm has not already created one, it is a prudent step to do so – and effectively required by law. Assuming there is such a policy in place, directing the individual in question to review the policy is the first step. As owners of the firm, these individuals should be educated on the adverse impacts their disruptive or bullying behaviour can have on firm morale and the health of other members of the firm. It also helps to elevate the stakes by speaking in terms they intimately understand: such behaviour has the potential to negatively impact the firm’s bottom line, particularly if complaints are filed with WorkSafeBC, the British Columbia Human Rights Tribunal, the Law Society of British Columbia or the media.

It may be that through a discussion with these individuals their actions are held up to a mirror for them to reflect on. This is easier

to do earlier in the person’s career, and more difficult to do when their behaviour has continued unchallenged for many years. The conversation should be planned in advance and conducted in private.

Although it can be tempting to give in to a desire to avoid confrontation, particularly where the individual is busy raking in collections for the firm, it is unwise to do so. These situations are best addressed in a timely fashion - before molehills turn into mountains; or to address serious incidents worthy of swift intervention. Other employees or partners in the firm often notice what behaviour the rainmaker gets away with and the double standards that apply when someone lower on the rung is disciplined for the same behaviour, leading to a significant, negative impact on morale. The discussion could also reveal areas where the rainmaker actually needs personal or professional help and your discussion could be the impetus for them seeking that help. A referral to the Canadian Bar Association’s Lawyer Wellness program, or one of the provincial Lawyers’ Assistance Programs may be apt.

If complaints are received about these individuals, investigate the complaints thoroughly. It is good to seek out concrete details and examples of behaviours experienced by the complainant that can be examined objectively. Vague complaints lead to ineffective investigations and diluted or worthless results.

Ultimately, how the firm chooses to react to troublesome rainmakers can influence overall firm culture, retention rates, industry reputation and other considerations. The degree to which these considerations are negatively impacted must be evaluated against those individuals' billable contributions to the firm. The financial rewards the rainmakers bring to the firm, while important, should not act as a trump card to bad behaviour and justify the firm turning a blind eye to the actual or potential negative impacts their conduct engenders. Where the firm feels ill-equipped or unable to objectively consider the internal dynamic, consulting independent external employment counsel can assist in bringing perspective and to guide you to a result that fits your unique circumstances.



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.

SAVE THE DATE

BCLMA Educational Event

A Manager's Guide to Creative Problem Solving & Tricks

Guest Speaker: David Ben

Wednesday, October 19, 2016, 11:45 am - 2:00 pm

Terminal City Club, Vancouver

BCLMA Annual Managing Partners Lunch Event

Leading Changes in the Legal Industry

Guest Speaker: Stephen Mabey, Applied Strategies, Inc.

Tuesday, November 1, 2016, 11:45 am - 2:00 pm

Terminal City Club, Vancouver

BCLMA Annual Winter Social

Thursday, November 24, 2016. 5:15 pm - 8:00 pm

Terminal City Club, Vancouver

BCLMA Upcoming Survey Schedule

Support Staff Salary Survey

Distribution: September 1, 2016 - Publication: November 1, 2016

Billing Rates

Distribution: September 1, 2016 - Publication: November 1, 2016

Management Staff Salaries (firms over 30 lawyers)

Distribution: October 3, 2016 - Publication: November 1, 2016

For more information, visit www.bclma.org



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Taking The Lead: A Case for Financial Literacy

By Karen MacKay. This article originally appeared in the November/December 2015 edition of Law Practice Magazine

In my home jurisdiction in Canada, the Ministry of Education recently announced its new health and physical education curriculum—by that, read sex education. This new curriculum begins in first grade with the proper names of body parts and, as the student progresses through higher grades, the information gets more complex. It's designed to arm children with information for a healthy sex life rather than being embarrassed or ashamed about the subject. It raises children's awareness of different lifestyles, some of which may make their parents uncomfortable, and arms students with information that might keep them safe from online predators. Further, it explores social media, from sexting to selfies, and discusses what will ultimately influence how they manage their individual reputations later in life. And by now you are likely thinking, this is an unusual way to begin a column on law firm leadership.

In our law firms the need for financial literacy has never been greater; I am regularly shocked at the lack of financial literacy at many levels. Lawyers at all levels often do not clearly understand the proper names of financial metrics and how they translate to profit in the real world. As lawyers progress through their careers, their financial literacy should change with the complexity of practice, but it often doesn't. Lawyers at all levels see financial metrics as measures

of what they are not doing—not docketing, not billing and not collecting enough. They interpret them as things to be embarrassed about. Many lawyers are unable to assess different models of profitable legal services, and senior partners oftentimes are uncomfortable with what information to share with lawyers, and when. As a result lawyers make partner without the skills and knowledge to adjust their thinking and actions in this new, more competitive environment.

Beginning to see parallels with kids and sex ed? I thought you might. To explore financial literacy in this short column, let's look to the goals of the sex ed curriculum mentioned above. It starts with four basic themes: the living skills needed to develop resilience and a sense of self, the skills and knowledge needed to participate fully throughout their lives, the movement competence to enable students to succeed, and understanding the factors of personal responsibility in lifelong health. Now let's relate these concepts to a healthy career-long financial literacy.

FINANCIAL SKILLS TO DEVELOP RESILIENCE AND A SENSE OF PROFESSIONAL SELF

Let us begin with three basic issues here.

First, you must capture time from day one, understanding that developing lawyering skills necessarily impacts that time. As your skills develop, less time is written off as learning time. As you become more efficient, your realization rate increases. As your billable time begins to reflect your growth and development, your sense of professional self begins to have traction.

Second, as you continue in your career, you will hear terms such as “time keeper,” “billing

lawyer,” “matter responsible lawyer,” “client responsible lawyer” and so on. What do these terms mean within your firm, and how are they important as you progress professionally?

Third, as a profession, we need to equip more senior lawyers with the knowledge, resources and skills to have cogent and informative financial conversations with younger lawyers that will help build resilience and celebrate progress—and will reinforce positive mentoring relationships and trust.

SKILLS AND KNOWLEDGE TO PRACTICE LAW INTO THE FUTURE

As lawyers progress in their practices, two areas of skill and knowledge are critical so they can participate fully.

The first is an understanding of the levers of profitability at the matter, client and firm level so that lawyers can participate fully in the debates and decisions within the firm.

Second, skill and knowledge are the building blocks of pricing client work. Lawyers need to be able to participate fully in discussions and negotiations with clients along the spectrum from traditional models based on hourly rates to less traditional fixed fees, retainer arrangements and value pricing. Absent financial literacy, lawyers may fall victim to predatory pricing they don't understand.

Without the skills and knowledge to participate fully, in both internal and external discussions riddled with financial concepts, you risk losing clients, losing profits and losing your firm. With the skills and knowledge to embrace change, make informed decisions and have the courage to say no, you build confidence and resilience today and tomorrow.

MOVEMENT COMPETENCE

Increased financial literacy enables lawyers to employ concepts and strategies to strengthen their ability to play the game. Life, practice and business are, at the end of the day, a game. Ask any partner what the rules of the partner compensation game are and this theory will be affirmed.

Key performance indicators (KPIs) take financial literacy to a whole new level. Various data inputs are tracked by a firm and combined to respond to the complexity of the business of the firm. KPIs can be used to track firm performance, people performance, practice performance and partner performance. They must be quantifiable, reflect the firm's goals and be a key to success.

By understanding the basic inputs, and understanding how to use them to move the

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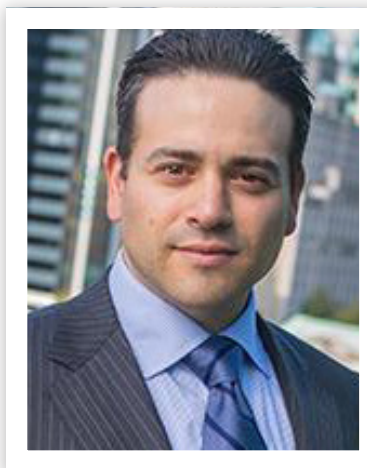
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MEMBER SNAPSHOTS



ENZO CAROTENUTO

How long have you been a BCLMA member?

I have been a member of the BCLMA for two years.

Where do you work?

I work at Bull Housser.

Where did you vacation last?

Disneyland!

Where were you raised?

I was born and raised in Vancouver.

Your favourite wine under \$20?

Cono Sur Single Vineyard Block 21 Viento Mar (Pinot Noir) - \$17.99.

Favourite restaurant?

Our favorite restaurant was a place on W. Broadway called Mistral. The owners moved the restaurant to France a couple of years ago.

Favourite movie?

The most recent movie I watched was *The Big Short* on Netflix - a great recommendation from one of my team members.

How do you spend your spare time?

Right now, it's all about *Pokemon GO* with the kids!

needle of progress in your firm, financial literacy gains traction.

FACTORS OF PERSONAL RESPONSIBILITY

Sexting to selfies in the sex ed context. Personal responsibility for effective practice management in the professional one.

If your firm does not teach you the concepts of financial literacy, educate yourself. Understand the factors that contribute to a healthy professional life, robust client relationships and a healthy, profitable firm. Effectively managing a profitable law practice is not embarrassing but rather enjoyable and fulfilling. Recognize the concepts that you can influence, and take personal responsibility for doing just that. Your professional life, your personal life and your reputation over the life cycle of your career will depend on it.



Karen MacKay is the Founder and President of the consultancy Phoenix Legal Inc., focusing her work on leadership and strategy execution for law firms. She is also a member of Law Practice's Editorial Board. She

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SUSAN PRATT

How long have you been a BCLMA member?

Four years.

Where do you work?

Klein Lawyers LLP.

Where did you vacation last?

Disneyland.

Where were you raised?

Born in Edmonton. Grew up mostly in North Vancouver.

Have you lived abroad? Where and how long?

I lived in the Cayman Islands for three years.

Your favourite wine under \$20?

Penfold's Koonunga Hill Shiraz Cabernet Sauvignon (Australia).

Favourite BC day trip?

Anywhere with my family.

Favourite lunch spot?

The gym.

Favourite restaurant?

Sushi Avenue.

Favourite movie?

The Correspondents.

What's a must-read book?

Beyond Belief: My Secret Life Inside Scientology and My Harrowing Escape by Jenna Miscavige Hill. It's not a MUST read, but it's interesting.

What do you most enjoy about working in the legal industry?

I am a systems person and really enjoy creating, refining and maintaining workflow systems.

How would you describe your life with a movie title?

Life Is Beautiful.

MEMBER SNAPSHOTS



SANDRA LOWE

How long have you been a BCLMA member?

Since June, 2014.

Where do you work?

Terra Law Corporation.

Where did you vacation last?

Nova Scotia.

Where were you raised?

Port Alice, BC.

Your favourite wine under \$20?

Spy Valley Marlborough Sauvignon Blanc.

Favourite BC day trip?

Sechelt.

Favourite lunch spot?

Glowbal.

Favourite restaurant?

Cactus Club.

What's something not many people know about you?

I'm a part-time NHL employee.

Favourite movie?

Ever After.

What's a must-read book?

Outliers by Malcolm Gladwell.

How do you spend your spare time?

As a hockey referee.

What do you most enjoy about working in the legal industry?

Every day is different.

How would you describe your life with a movie title?

I Love My Life, Even the Messy Bits.

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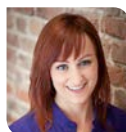
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