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The Four Most Feared Words in Any Organization – “Let’s Have a Meeting”

by Lisa M. Zwarn, B.A. (Hons.), J.D. Professional Registered Parliamentarian

Few people (except maybe a parliamentarian) enjoy having a meeting. Some meetings make dental work without the freezing a preferable alternative. So why do most people find meetings to be less than productive?

Some of problems with unproductive meetings stem from the following:

- lack of “purpose”;
- lack of “focus”; and
- lack of “preparation” by the participants.

Whether you are the meeting organizer or a participant, you can do certain things to improve the quality of your meetings.

PURPOSE

The meeting organizer should determine the purpose of the meeting and indicate that purpose to the participants in advance. A clearly defined purpose at the start of the meeting sets the tone for the rest of the session. In general, purposes for meetings can be broken into the following categories:

- Update (to communicate the same

information to many people at the same time)

- Brainstorm (to gather ideas to develop a common picture on a specific subject matter)
- Outline an issue (to hear different perspectives on an issue to understand the breadth and depth of that issue, but not necessarily to develop an approach at that time)
- Develop options (to consider various approaches to an issue by ascertaining what will work or will not work, identifying the pros and cons of what will work, articulating assumptions, restrictions, and “non-negotiables” and highlighting the ramifications or impacts of the approaches on the organization)
- Make a decision (to select the preferred approach after the issue has been fully described, concerns addressed and options fully developed).

If the purpose of the meeting is stated in advance, the participants can adjust their approach to prepare. If the organizer cannot state one to three specific, tangible results arising from the meeting, then the purpose of the meeting is not clear.

FOCUS

Once the meeting organizer has determined the overall purpose of the meeting, he or she should focus the meeting on that purpose by means of a detailed agenda. Detailed agendas provide participants with information as to what requires the focus of their energies, if their time to prepare is limited. The meeting organizer should state in a concise manner what needs to be done for each topic listed on the agenda, such as update, brainstorm, develop options, etc. Background information for each topic, if available, should be included with the agenda.

The agenda should limit the number of major discussion items considered in any one meeting, ideally no more than three substantive items per hour of meeting time. Strategic

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“Let’s Have a Meeting” P1
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Take a sneak peek at what to expect from the 2018 conference April 19 & 20, at the Vancouver Convention Centre East, Vancouver, BC. Leslie Green, Chair of the BCLMA Conference, introduces the theme of Law Firm Transformation and provides a short overview of who our upcoming conference speakers will be.

Dabbling in New Legal Tech: Privacy Considerations P8

New technology in the legal industry is a double-edged sword: the efficiency is unprecedented, but what are the risks?

A Living Wage P11

Working poverty is being addressed across BC by the Living Wage for Families Campaign. Learn more about this campaign and its goals.

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The issue of gender identity is no longer black and white. Learn how this affects law firm initiatives to support workplace diversity.

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Coach Allison Wolf shares a key strategy for maintaining your focus amid daily demands and distractions - Mastery Goals.

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Who We Are

The BCLMA, founded in 1972, is a non-profit organization with 190 Firm Representatives and 320 Affiliates across BC. It is the BCLMA's goal to provide educational and networking opportunities, to enhance skills as legal administrators and managers, and to provide professional and personal benefits to its registrants.

Member Services

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

Newsletter Services

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

Submissions

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

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placement of items on the agenda can help with the focus. The most important item for discussion which requires the most time should be placed first on the agenda while update reports are left for the end of the meeting. The meeting organizer should put time estimates for each of the items on the agenda, and provide the agenda to the participants at least three days before the meeting date.

PREPARATION

While the meeting organizer has been doing much of the work to prepare the meeting, the participants need to do their part to prepare as well. (You would not go into court or negotiations without doing “prep” work, so why not apply the same principle to the internal meetings?) Ideally, participants should do the following:

- Review the agenda;
- Consider the purpose of the meeting; and
- Develop their point of view on the items.

Collectively, these three steps should not take more than 30 minutes to complete.

Reviewing the agenda, preferably one or two days before the meeting, is the minimum amount of preparation that a participant should do. The participant should be aware of the topics to be discussed and the purpose for the meeting, and complete any work assigned arising from previous meetings, or at least be ready to provide a progress update.

When considering the purpose of the meeting, participants should prepare a few notes. If the purpose is to brainstorm, then the participants can list any points that come to mind on the topic without any censoring of those points. If the purpose is to outline an issue, then the participants should list what they know and what they do not know and draft the questions that need to be asked to get the answers to what they do not know. If the purpose is to develop approaches, then the participants should list potential options with pros and cons. If the purpose is to make a decision, then the participants should think about what is their preference and why. When developing a point of view on the issue, the participants should figure out what are the reasons for what they think.

While there may be several reasons, the participants should focus on their top three reasons and be prepared to present these to the group, and be able to articulate their

WELCOME & KUDOS

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concerns about the other options. The participants should also determine what would need to be changed in order to consider the other options as viable, and should examine how the preferred option fits with the overall objectives and strategies of the organization. By being clear on their points of view before they go into the meeting, the discussion becomes more deliberate and energized, enabling the group to deal with the issue within the limited time frame.

While there are numerous methods for improvement, knowing purpose, focus, and preparation will go a long way to enhance the quality of your meetings.

Lisa M. Zwarn is a Professional Registered Parliamentarian who enjoys working with local governments, educational institutions and not for profit organizations to improve their governance operations and to conduct meetings that achieve results. She is also an instructor at Capilano University in the Local Government Administration Program. As a former Corporate Officer for a Lower Mainland municipality and a project manager for a not for profit association, Lisa is very familiar with meetings that work and the challenges of those do not. Lisa can be reached at lzwarn@shaw.ca or 778-294-4120.






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BCLMA 2018 Conference: Law Firm Transformation

by Leslie Green, BCLMA Director

The 2018 BCLMA Conference will take place on April 19 & 20, 2018 at the Vancouver Convention Centre East. We are very excited to bring the conference to the downtown core, both for the convenience of our members and for the new energy it brings to the event.

The theme of this year's conference is Law Firm Transformation. As we all know, the practice of law is experiencing one of the most dynamic periods of change in history. Everything from technology to personnel, brick and mortar to partner compensation is on the table. The speed of these changes is daunting, and both lawyers and support staff are exhibiting stress. The conference will explore how we can engage our firm members in the process of developing and implementing change, how we can plan the best possible roll out, and how we can communicate effectively at all stages of the project.

The kick-off Reception on Thursday evening, April 19, 2018, will be all about cocktails, conversation & creativity. We hope you can join us for an opportunity to meet fellow delegates, participate in an entertaining networking activity, and win prizes.

Using feedback from last conference, we have implemented changes to the conference format:

- The educational portion of the conference will be presented on Friday, April 20th.
- We have continued the extended hours for the ever-popular Market Place from 2 to 3 hours, encompassing a networking lunch and a pre-dinner reception.

• Social Media will once again play an important role in capturing the Conference:

- Twitter and Instagram hashtag #bclma2018
- Instagram contest. Win more great prizes!

The Conference Committee is excited to have secured three wonderful speakers for the one-day educational Conference.

Michelle Ray will start us off with a lively discussion on how to engage your firm members in the up-coming project or change. Michelle will help you understand the reasons people are resistant to change and how best to overcome this very natural impulse. Michelle has kindly provided copies of her book *Lead Yourself First! Indispensable Lessons in Business and in Life* to all conference delegates.

The plan portion of our program will be presented by Pamela Hollington of SFU and Rebound Consulting. Pam will provide us with an overview of effective project management. Come learn the tricks of the trade used by professionals to simplify and organize the process. Pam will also lead a hands-on workshop, allowing us to practice the techniques discussed. You will walk away with templates and resources to help with your next project.

Our final speaker of the day, Lorraine Behnan, previously an actor and writer with *Second City*, will give an entertaining and practical presentation on how to efficiently and effectively communicate. Lorraine will emphasize two-way conversations which are crucial to achieving goals and building relationships from a place of mutual understanding.

Along with offering the usual reduction for early bird registrants, we have extended the payment date to January 29, 2018. We are also offering a 10% rebate per registration when there are three or more attendees from the same firm. Every member of your team will benefit from learning techniques that will help transform your firm to meet the demands of law practice in the 21st century.

This is a great opportunity to engage, plan and communicate. For more information and to register for our conference visit bclma.org.



Leslie Green is the Manager, People & Innovation at DuMoulin Black LLP, a Corporate/Securities law firm in Downtown Vancouver. Responsible for human resources, facilities management, purchasing and IT support, Leslie also contributes to advertising and marketing initiatives. She is a current Director and Secretary of BCLMA and the Chair of the BCLMA Conference 2018.

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MEMBER SNAPSHOTS



ASTRID WAALWIJK

How long have you been a BCLMA member?

3 years

Where do you work?

Race & Company, LLP in Squamish

Where did you vacation last?

May Long Weekend to Shuswap Lake

Where were you raised?

I was born and raised in The Netherlands

Have you lived abroad?

With my family I moved to BC in 2006. Initially it felt like living 'abroad'. After 11 years it has become home.

Favourite BC day trip?

Bowen Island; to experience the island vibe after only a 15 minute ferry ride.

Favourite lunch spot?

There are a couple of nice lunch places in downtown Squamish. If I had to pick one, I'd say Sunflower Bakery Cafe. They have fantastic baked goods, fresh soups and sandwiches.

Favourite restaurant?

I like The Sardine Can a lot, a Spanish tapas bar in Gastown. It is a small, cozy place and they have delicious appies.

Favourite or most recent movie?

Legends of the Fall

What's a must-read book?

I am reading the trilogy by Sandra Gulland about Josephine Bonaparte's life. She was the wife of Napoleon and it is fascinating to read about the events in Paris before, during and after the revolution.

How do you spend your spare time?

Hike, practice yoga, read, go on road trips and explore new places.

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

I enjoy most the opportunities to learn and grow in my profession as an office manager. And... after having worked in the hospitality industry for a number of years, I like the Monday through Friday office hours a lot.



Dabbling in New Legal Tech: Privacy Considerations

by Preston Parsons, Associate at Overholt Law

In my last article, I wrote about the opportunities that hiring new students and lawyers can provide, not only because of their legal smarts, but for their knowledge of and insight into new technology and how to use it to add value to your firm. I also alluded to the privacy implications of new technology, and the value of having staff who appreciate the risks they present. I circle back to discuss that in more detail now.

New legal technology is hitting the market with greater frequency than ever before, taking aim at the way we practice law in a myriad of ways. Indeed, our practices are ripe for technological disruption; prudent firms are getting on top of the technological curve and investigating what advances exist to enhance their practice. Do you work at a plaintiff side class action firm? There may be predictive coding software and artificial intelligence that can vastly cut down the time and staffing costs you spend to complete document discovery. Do you spend a lot of time in trial? There are programs that can assist you to manage your evidence more effectively. Spend too much time dealing with client billing? There are client portals where they can login, see their accounts and make payments. Complete lots of due diligence? New software will analyze contracts and tell you exactly which parts most urgently need your attention. The upsides to new

technology for your firm are bountiful: finding the right software can innovate your practice, streamline your work, maximize efficiencies, enable you to serve clients you otherwise would not serve, add client value across the board and maybe even increase enjoyment in the practice of law by removing monotonous or repetitive work.

However, new legal software requires a sophisticated understanding of not only how to use it, but also of its back-end implications that are not always obvious. Consider the following questions:

- When you enter case data into a program, where is that program storing the data you input?
- Is the data housed only on the firm's hardware and servers, or is it being stored on employees' personal devices?
- Regardless of where the data is stored at

first instance, is it being backed up to a different location?

- Is that location owned by the firm or by the employee personally?
- Are all of the locations where that data is stored in Canada, or are some of them stored out of the country?

Why do these questions even matter?

The short answer: privacy legislation and our duty to uphold the confidentiality of client information.

It is imperative that lawyers using new technology for work purposes have answers to the questions outlined above - if not personally, then from someone at the firm. In our modern world where hackers, ransomware, and the good old "I left my phone in the cab" are all too commonplace, invasions of privacy and the risk of lost client data are very real. As the number of places where client data can be stored grows with the installation of each new app, having strong technological advice and competence within the firm's walls is rapidly becoming, or may already be, a necessity.

Lawyers today can have their entire practice contained in or accessed through

smartphones and tablets, remote desktops and cloud databases. These devices and software may be owned by the firm, or may be personal devices. Sensitive client information is stored on email servers, which our smartphones can access and which can be subject to privacy leaks. If the technology has cloud storage capability, information may back up to those services without the users' knowledge, particularly if that service's settings have not been altered to restrict or pare down access.

In a past article, I suggested firms consider implementing a written Bring Your Own Device ("BYOD") policy that clearly outlines an individual's responsibility to protect the security of company and client information stored on personal devices used at work. Individuals should take the initiative to make their own personal devices as secure as possible, but without firm leadership on the matter, security gaps may continue to linger. This includes setting strong passwords, minimizing "idling" time before your phone locks and is password protected again, reducing what information can be seen on the device through a locked screen and turning off all contact information access in apps that do not need it.

Even if your email servers are secure, your backup locations deliberately mapped out and employees are vigilant not to lose hardware, data leaks can still occur unwittingly through other apps installed on our tablets and smartphones. For instance, an app may have requested personal data or information when you installed it and be pulling the information it needs (or desires?) from other areas of your smartphone. The result is that client information may be contained in more than just the software you access it from (your email inbox on your device, or legal tech app), in those apps' own backups, and may also have backed up to your employees' personal cloud storage services too.

With these issues in mind, it is more important than ever to take proactive steps to understand the full implications of new legal technology used and to safeguard your data. Firms would be wise to hire individuals who are knowledgeable about the tech sector and the privacy concerns that come with it. It is prudent to seek advice on what apps should and should not be installed on employees' phones and tablets, how to change phone settings to keep information more secure, how

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to know what information new software uses and where it stores it, and identify other steps to take in order to minimize privacy leaks.

Familiarize your firm with relevant provincial and federal privacy legislation and ensure that your organization complies with the requirements set out in BC PIPA, BC FIPPA, and/or PIPEDA, as applicable. Note as well that technological competency for lawyers is already making its way into lawyers' codes of professional conduct. Notably, the Federation of the Law Societies of Canada completed a public consultation on amendments to the model Code of Conduct in May 2017 to address this very topic, with the findings anticipated to result in amendments to the Model Code.



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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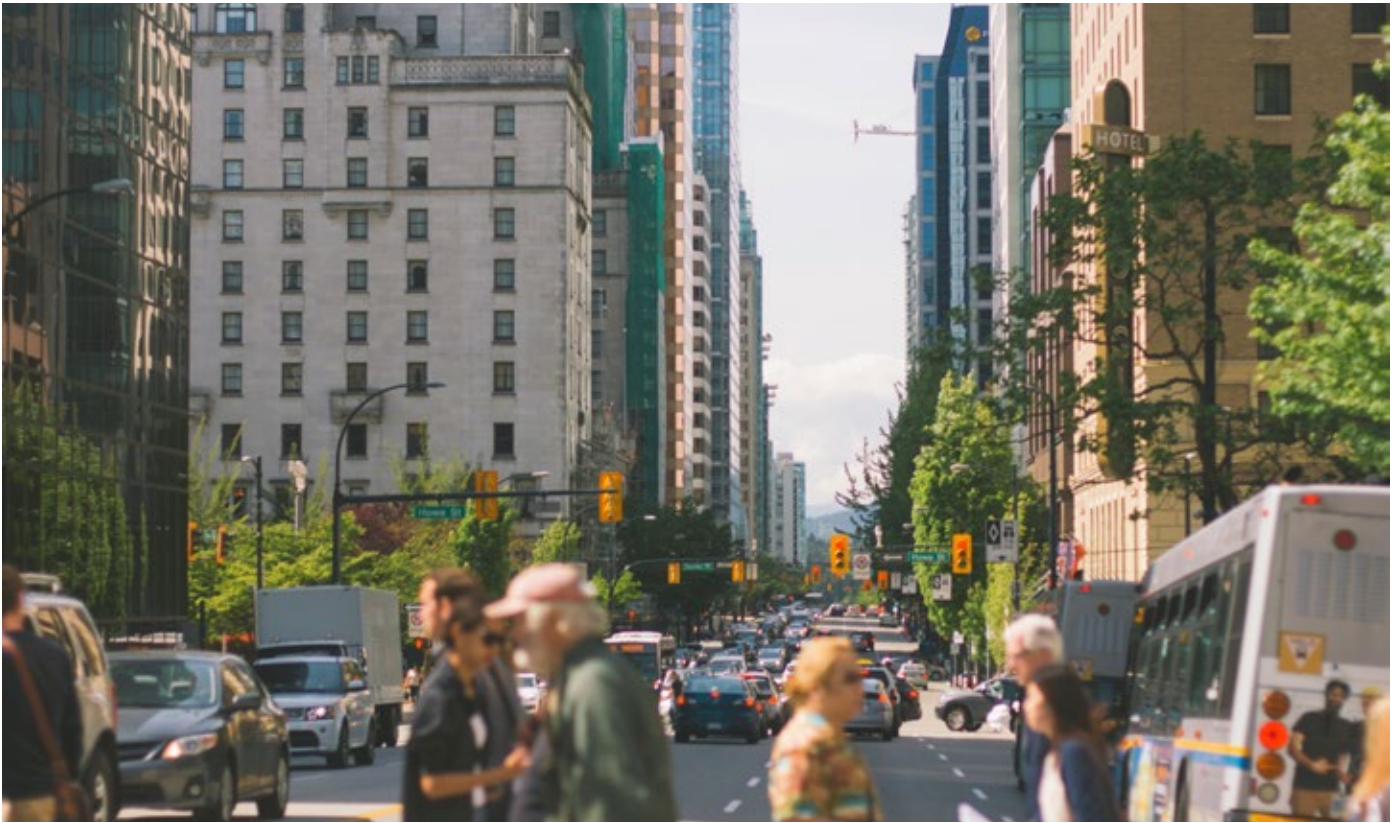
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A Living Wage

by Deanne Ogle, Campaign Organizer, Living Wage for Families Campaign

My first experience of the living wage was when my mother was hired as a support worker at a local hospital. As a child, I understood the change in my family's circumstances because our family finally went out for dinner, a rare occurrence for a low-income family in a rural community. I still remember the looks my siblings and I exchanged when our mother told us we could order anything we wanted off of the menu; I ordered ribs.

A living wage was transformative for my family and the impact has been generational. Not only did my mother make enough to ensure that she could meet her household expenses, it allowed her to shift her focus from the day-to-day to planning for our future.

Many of us see ourselves and our stories represented in statistics on poor children. We know that poor children are being raised in poor families. In BC, over one in three children living in poverty live in homes where at least one parent is working full time, full year. By encouraging employers to pay all direct and contract service staff a living wage the Living Wage for Families Campaign offers a concrete solution to address working poverty.

The living wage is a regional calculation that looks at the amount that a family of four, with two adults each working full time, full year, need to earn to meet their expenses. Working poverty is a province-wide problem and there are more than 20 communities that have calculated their regional living wage. Across BC, the living wage varies from \$16.39/hr. in Prince George to \$20.01/hr. in Victoria to \$20.62 in Metro Vancouver. The living wage allows working families to support the healthy development of their children and participate in the social, civic and cultural lives of their communities.

Over 90 BC employers across the province have committed to paying all direct

and contract service staff a living wage. In particular, there has been strong support from within the legal community. Hastings Labour Law Office, Embarkation Law, Ethos Law Group, Rush, Crane and Guenther, and Allevalo, Quail and Worth have invested in the economic health of their communities through certifying as Living Wage Employers.

The Living Wage Employer program is a practical, accessible response to the growing income inequality we see in our communities. The Living Wage for Families Campaign has an application form for small firms with fewer than 15 staff and a guide for larger employers to help walk through the process. Employers have found that implementing a living wage has increased their employee recruitment and retention. Vancity saw that the most significant impact was the swelling of pride in all staff after implementing a living wage. Staff are proud to be part of a workplace that reflects their values.

Paying a living wage, from an employer perspective, is a combination of wage and

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non-mandatory benefits equal to the living wage. This allows employers to communicate the value of their benefit plan to staff as well as recognizing the concrete benefits that services such as extended health plans offer families. The Living Wage for Families Campaign has an online calculator which can help calculate the hourly value of the benefits package offered to staff at www.livingwageforfamilies.ca/calculator.

The collaboration between legal firms and community organizations on the issue of reducing working poverty strengthens and enriches all of us. It recognizes that each of us has deep roots in the communities where we live, and the ability to earn enough to care for our families is a goal that we are all working towards.

My mother retired this year from her work as a support worker at the hospital that initially paid her a living wage. She is proud of her work and the ability it has given her to raise her family and spoil her grandchildren. After all, work should lift you out of poverty, not keep you there.



Deanna Ogle is the campaign organizer for the Living Wage for Families Campaign. The Living Wage for Families Campaign encourages employers to pay a living wage as well as advocates for government policies that would help families make ends meet. If you are interested in discussing the process to certify as a Living Wage Employer we would love to hear from you (info@livingwageforfamilies.ca).



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Workplace Diversity Changing Expectations and Opportunities for Supporting Various Gender Identities

by Elisabeth Cooke, BA, Juris Doctor of Law Managing Director, Inclusivity

Diversity is not a new term - people have been talking about it for decades. Particularly in the workplace, the intent to be inclusive and avoid discrimination is familiar to most people in Canada. Years ago it started with race and equality between men and women, and today we are still working to level that playing field.

Recently however, 'diversity in the workplace' has expanded its purview to include gender identity: a person's internal and psychological sense of their own gender, which can be male, female, both, in between or neither. Gender identity can be a tricky concept to understand. People who question their gender identity may feel unsure of their gender, or experience a mismatch between their brain and their body, perhaps believing they are not of the same gender as their physical bodies.

If you feel like you have never questioned your gender identity you are likely 'cisgender'. For those who experience this 'mismatch', there are many terms that can be used to describe their identity, including transgender, gender non-conforming, gender variant or

genderqueer. Approximately 1 in every 333 people identifies as transgender. If you're unsure how someone describes themselves, and need to know how they identify, or what pronoun you should use for them, it is generally agreed that the best thing to do is find an appropriate moment and politely ask them.

So what are we really talking about when we refer to "changing expectations and opportunities for supporting various gender identities"? The change referred to has two manifestations. Firstly, there has been significant change in Canadian law regarding human rights protection of transgender people. Secondly, there has been a social shift - a change in how we perceive and interact with transgender people. The former addresses the changing legal obligations

at hand, and the latter addresses our daily exchanges with each other and regular way of being and interacting with society.

LEGAL LANDSCAPE

Gender identity and gender expression is now explicitly recognized as a protected class of people in the BC Human Rights Code. Federally, gender identity and gender expression have been added to the Canadian Human Rights Act, which passed the Senate in June 2017. Adding 'gender identity and gender expression' to human rights framework is a newsworthy event that shines a positive light on the rights of people who often experience discrimination.

But, while many have trumpeted the legislative changes Canada has made, this is not necessarily the only 'fix' that is needed. The journey of a trans person, or gender non-conforming person, or gender variant person to find their way through the justice system (not to mention mediation or arbitration) with an employer, landlord or school district is a steep hill to climb. For starters, the average

trans person in Canada earns fifteen thousand dollars a year, seriously limiting opportunities to self-fund litigation and advocacy.

Even for those that do access the law as an element of change, the result is not always the change that makes the most significant difference; that change is found in cultural shifts and attitudes. That is the second meaning of change: the change in our expectations and opportunities through a shift in our mindset and the evolution of social acceptance.

CULTURE AND SOCIAL ACCEPTANCE

This shift may be best understood by reflecting on past progress, particularly as it applies to women in the workplace. Thinking back to a stereotypical 1950s housewife provides a good overview of what the few first waves of change felt like for women. Society does not become 'diverse' because the office doors have suddenly been opened to a minority group. We get there with practice. We get there with understanding and acceptance. We get there knowing women can do just as good (if not sometimes better) a job than a man, and there are benefits of having a diverse workplace.

Changing laws is often the easy part. Changing mindsets and opinions is more challenging. Modern cars may not be as attractive as they were in the 1960s, but progress has been made to support equality between men and women in the workplace.

When the question was: "Why is there equal representation?" the answer echoed "Because it's 2016". Decades later, society is still working on shifting the mindset and cultural acceptance of women in the workplace.

RECENT RESEARCH SHOWS US THAT:

- On average, women are promoted and hired at lower rates than men, so far fewer women become senior leaders
- Women are less likely to receive the first critical promotion to manager - which means much fewer women end up on the path to leadership and senior roles
- Women get less access to the people, input and opportunities that accelerate careers
- This is especially true for women of colour
- For every 100 women promoted, 130 men are promoted

Research shows us that companies are often committed to gender diversity on

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Guest Speaker: Eric A. Seeger
Wednesday, November 1, 2017
11:45 am – 1:30 pm
Terminal City Club, Vancouver

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Thursday, November 23, 2017
5:15 pm – 9:00 pm
Terminal City Club, Vancouver

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April 19 – 20, 2018
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BCLMA Upcoming Survey Schedule

Management Staff Salary Survey (30+ lawyers)
Distribution: September 18, 2017 - Publication: November 1, 2017
Small & Medium Firm Administrator's Salary Survey
Distribution: October 2, 2017 - Publication: November 10, 2017
To view the complete BCLMA survey schedule:
Log on www.bclma.org and click on the Resources tab.

For more information, visit www.bclmaconference.com

RECESS



"Get ready! The next wave of legislation is rolling in."

paper. In fact, it is currently at an all-time high. The problem is the struggle to put those commitments into practice and to get employees on board with change.

WORKPLACE CHALLENGE

The challenge the business community faces is how to effectively and efficiently change expectations and opportunities for people identifying with various gender identities. There is a strong business case for workplace diversity. Research shows that a fairer, more diverse work environment will lead to more engaged employees and better business results. A more diverse workforce will lead to stronger organizations. Businesses that lack diversity often experience poor staff retention, the need to mitigate risks, lawsuits and negative reputations.

Society can change expectations of politicians and the legal system, but changing day to day reactions and interactions is another kettle of fish. This is the cultural shift necessary for change: the shift in mindset, opinions, expectations, and the unconscious bias that people carry with them wherever they go.

Against this backdrop, it is clear that in order to achieve workplace diversity, there is a need to change expectations and opportunities to support diversity in the workplace. To start the conversation about how your business can manage diversity and become a stronger organization, contact Elisabeth Cooke at Inclusivity ecooke@diversitymanaged.com.



Elisabeth Cooke is the Managing Director of Inclusivity. She provides diversity management and advice to organizations, corporations and government. diversitymanaged.com

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MEMBER SNAPSHOTS



JULIE WETTSTEIN

How long have you been a BCLMA member?

Since 2015 when I joined my firm.

Where do you work?

Farris, Vaughan, Wills & Murphy LLP.

Where did you vacation last?

My husband and I went to Victoria for our honeymoon, but after living there for over 2 years it feels more like going home than going on vacation.

Where were you raised?

Central Burnaby; Burnaby Lake was literally my backyard.

Favourite wine under \$20?

Scaia Corvina Veneto IGT from Famiglia Castagnedi; Italian red with lush fruit forward notes of cherry and balanced tannins. Easy drinking and a nice respite from the earthy Italian vinos

Favourite lunch spot?

Tractor.

Favourite restaurant?

Savio Volpe. Excellent family style option that reminds me of dinner at my Nona's.

Favourite or most recent movie?

Most recently saw *Baby Driver*

What's a must-read book?

The Three Musketeers is currently on the go, but I would highly recommend reading *Memoirs of a Geisha*

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

Researching legislation and tracking down Hansards related to them.

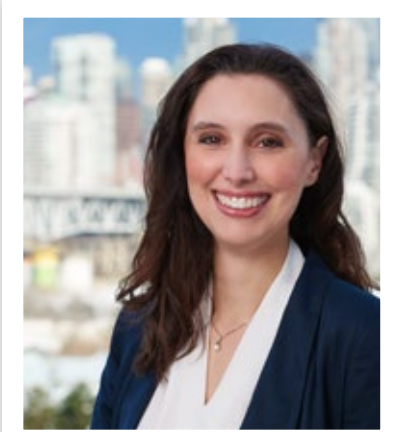
Something surprising about you?

I'm a classically trained musician and I earned my Bachelor in Vocal Performance from the University of Victoria.

How do spend your spare time?

Play RPG video games.

MEMBER SNAPSHOTS



KELLY CLARK

How long have you been a BCLMA member?

Since February of 2014

Where do you work?

Landmark Law Group

Where did you vacation last?

Kauai, Hawaii (my version of Heaven)

Where were you raised?

Surrey, B.C.

Favourite wine under \$20?

I don't drink wine...but, my favourite new drink of 2017 is Stiegl's Grapefruit Radler

Favourite BC day trip?

Victoria and Parksville are my favourites.

Favourite lunch spot?

Bob Likes Thai on West Broadway just West of Granville - try their Miang Kham bites (to die for!)

Favourite restaurant?

Sammy J's Grill & Bar (their New Orleans Combo Skillet to be specific)

Favourite or most recent movie?

The Intern on Netflix with Anne Hathaway and Robert De Niro - 5 stars in my books!

What's a must-read book?

What Men Don't Tell Women About Business by Christopher V. Flett

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

The tradition of the work mixed with an ever-evolving landscape of application and adaptation.

Something surprising about you?

My husband and I restored a '67 Volkswagen Bus that we actually drive and go camping in.

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

The Wizard of Oz

How do spend your spare time?

Cook and entertain. I'm a big "theme party" geek.



Mastery Goals: Essential Drivers of Success

by Allison Wolf, Lawyer Coach, Shift Works Strategic Inc.

Jane is manager of the IT Department and every year develops a plan for the department and corresponding budget. After three years of this annual ritual she is feeling rather confident about her ability to set goals and build department plans but one key piece is missing – her own personal goals.

Jane is highly focused about advancing the goals of her department but in the process she is not doing as much to advance her own professional development. Jane, I would guess, is not alone in this. In the busy nature of day-to-day life in a law firm, it is all too easy to lose sight of our own personal goals.

One effective way to put your own professional development back into focus is by setting Mastery Goals.

IMPROVE RESULTS WITH MASTERY GOALS

Mastery goals are long term goals that track learning and progress over time. They are all about getting better – improving.

A mastery goal starts with the statement: “My goal is to get better at...” or “My goal is

to master...”.

Jane might decide “my goal is to master the skills required to motivate my team”, or she might choose “my goal is to get better at helping the members of my team learn and develop their skills”.

MASTERY GOALS FOCUS ON THE POSITIVE

Mastery goals are about what we want, rather than what we don’t want. The negative thought “I want to stop being so bad at delegation” becomes “I want to master the skills involved in being an effective delegator”.

The downbeat thought “I have to stop being so behind in my work” becomes “I want to become better at managing my work so that I can focus on important tasks sooner”.

MASTERY GOALS ENCOURAGE US OUT OF OUR COMFORT ZONE

Having mastery as our goal motivates us to take on more challenges, try new things, and to stretch our thinking and ourselves. The pursuit of mastery encourages and supports us to ask questions, seek help, learn and move forward. Our priorities remain in focus

MASTERY GOALS HELP US TO PRIORITIZE.

The focus on skill development and learning encourages us to invest in activities that help us to develop our mastery, and say no to things that don’t. This is a useful internal and personal guide to determine what to commit to and what choices to make.

MASTERY GOALS BOOST OUR RESILIENCE

By focusing on the goal of learning and developing our skills, we can recover from setbacks more swiftly. Mistakes become opportunities to learn as we seek to understand what went wrong and what can be done differently next time. For instance, instead of a harsh blow to our self-esteem, tough feedback becomes

a welcome source of information on how we can improve our skills.

DIFFERENCES BETWEEN PERFORMANCE AND MASTERY GOALS

Mastery goals focus our attention on the journey from our current level of ability towards mastery and the steps we need to take. Performance goals are focused on a set measure of achievement.

Jane's mastery goal is "to master the skills for being a highly effective delegator." Jane's performance goal would be to "be a highly effective delegator."

The challenge with performance goals is that in the journey from current reality to achieving the measure of success there will be many occasions where we fall short. The performance goal can become a reminder of our shortcomings. It can contribute to a fixed mindset where we measure our self by a harsh success or failure standard.

Mary, the marketing manager, is not an experienced presenter. She knows this is important for the work she does and is committed to doing presentations even though she finds them difficult and stressful. With a performance goal, Mary is focused on being good. Before her next presentation, she is focused on doing a good job. She finds herself experiencing a lot of worry about looking awkward in front of the audience, not being able to answer questions that arise, and about not appearing professional.

With a switch to a mastery goal Mary is focused on getting better at presenting. Before her next presentation, she thinks about what she can improve. She considers the audience and what their needs might be; what information is going to be most valuable for them. When she slips into worrying about not being a skilled presenter, she reminds herself of the mastery goal – and her commitment to getting better. After each presentation she reflects on what went well, and what improvements, she could make next time.

SET YOUR OWN POWERFUL MASTERY GOALS

Start this month: Establish a meaningful mastery goal you wish to focus on advancing. Fill in the blank: My goal is to master the skills involved in....Write it down. Get your steps for advancing the goal onto your weekly to do list.

SOUNDING BOARD

YOUR BCLMA. YOUR NEWS.

The Board is proud to report that our membership continues to grow. We're currently at 190 member firms with 510 individual representatives/affiliates. We broke the 500 mark! Thank you to all members who continue to encourage colleagues in the legal industry to join our Association.

The 2017 Economic Survey results were distributed to participating firms in June 2017. We are pleased to report that participation increased this year, despite the issues that arose in 2016. The Garcia application that threatened the privacy of our data settled just before trial so the security of our members' information was maintained. However, to ensure the future confidentiality of our survey data, the Board worked with Wolrige Mahon to implement a two-step process for survey participation. Now participants and Wolrige Mahon enter into a confidentiality agreement whereby Wolrige Mahon agrees to take additional privacy and quality control precautions and all participants agree:

- To keep the survey results private and confidential;
- Not to disclose any data information to a third party; and
- To use the data for internal firm analysis only.

We also reviewed and tightened up confidentiality processes with other surveys the Association produces.

The economic survey is a very valuable tool. It provides information on how your firm is performing against other law firms in the region. Some of these comparisons are:

- Ranking of entire database based on:
- Fee Revenue per lawyer and Equity Partner
- Total Expenses per Lawyer
- Net Income per Lawyer and Equity Partner
- Key economic factors:
- Expense Percentage of Fee Revenue
- Computer and IT Costs Per Lawyer
- Occupancy Costs as Percentage of Fee Revenue
- Office Space per Lawyer
- Accounts Receivable Turnover
- A/R over 90 days as Percentage of Fee Revenue
- Average Billable Hours per Lawyer
- Marketing Costs per Lawyer

Many more comparisons are included in this survey, free of charge to our members. The results are completely blind so while your information is used to benchmark, it is not disclosed to any other firm.

The Board continues to work on projects and educational initiatives, and is also very excited to take on a new project, a three-year Strategic Plan for our Association. We will be incorporating information gathered from the Member Value Survey conducted in February 2016, other surveys conducted with our sub-section Chairs and Co-Chairs, and Board input. The Board's 2017 fall planning session will focus on working on this strategic plan. Keep your eyes open for more information on this exciting venture.

Track your progress towards this goal with monthly reviews of what you've learned, how you have developed, and how you've applied your new skills.

Watch for opportunities to learn and develop the abilities you have identified. Share your mastery goal with a friend and track the results together. Notice the impact of making the shift from a focus on performance to mastery.



Allison Wolf, founder of Shift Works Strategic, is one of the most senior coaches to the legal profession in Canada. She has over twelve years of experience as a Certified Executive Coach and twenty years as a legal marketing and business development professional. Allison's coaching practice is entirely focused on lawyers with clients ranging from sole practitioners to lawyers at large national firms. Allison is also a principal with the legal marketing agency Hogarth & Wolf; publisher of a resource website for lawyers, attorneywithalife.com, and has a bi-monthly column with the law blog Slaw.ca. She can be reached at allison@shiftworks.ca, or by visiting her website www.shiftworks.ca.



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