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Making Your Law Firm a Great Place to Work

Dr. Larry Richard, Psychologist and former lawyer

The Great Place to Work Institute publishes an annual list of the “100 Best Places to Work”. This year, 20 of the companies on the list are in the “Professional Services Firms” category. And of these, five are law firms. This is the first time that law firms have represented fully a quarter of those spots, and from my conversations with law firm leaders, this is a trend that will only accelerate.

It's smart business to transform your law firm from a mere conventional law practice to a great law firm in which to work. Benefits of doing so include:

- attracting and retaining Millennials
- increasing competitive advantage over peer firms
- counteracting some of the deleterious effects of rapid change
- building loyalty
- improving client service and satisfaction

- strengthening the firm's brand
- attracting laterals (and reducing the cost to acquire laterals)
- reducing burnout
- lengthening associate tenure
- improving profitability.

When you transform your firm into a great place to work, the psychological engagement of your people soars. And engagement is the attitudinal gold standard that leads to

higher productivity, increased profitability, higher work satisfaction, longer tenure and increased “goodmouthing” (as opposed to “badmouthing”) of the workplace.

So what are the things that a law firm leader can do that really matter in creating a great place to work? Here's my Top 8 list, based on the latest research:

1. SET CLEAR GOALS AND ROLES

In a world of rapid change, the increasing uncertainty can disrupt high performance in an organization. One proven antidote is to continuously make an effort to reduce uncertainty, to provide clarity to your people. This includes letting people know very clearly what's expected of them. What do you expect of partners? What does an associate have

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TOPICS in this issue

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Our President, Leslie Morgan, provides an update on all the exciting initiatives underway by BCLMA, including a new subsection launching in January, improvements to our website, a by-law update and a sneak peek at what's to come for 2016.

Information Security: Best Practices for Small Firms. P15

Data breaches are an ever-increasing threat for businesses, including law firms. A privacy breach can result in the loss of business, damage to your reputation, a corporate investigation and even lawsuits, all of which can have a detrimental impact on your business. Privacy protection is an extensive undertaking by any organization however in this article Bailey Jung, from Silver Bullet Shredding, outlines his top 5 tips for reducing the risk of a privacy breach incident at your firm.

10 Things You Didn't Know

About Seasonal Affective Disorder P18

Seasonal Affective Disorder (SAD) is a condition which can drastically affect a person's mood depending on the season. The dark, winter days can cause depression and lethargic behaviour while the heat and humidity in the summer can increase anger and violence in a person. Jessica Blaszcak, of Psych Central, discusses SAD and provides some suggestions on how to help yourself or a loved one who may suffer from this condition.

Will you remember this?..... P20

Brian Thwaites discusses forgetfulness and what might be causing us to forget the simplest of things such as a name or forgetting to send a colleague a document they requested or worse, arriving at office supplies and not being able to remember what it is you went there to get. Discover why it is that we sometimes forget and some simple tips to help us to improve our memory.

DEPARTMENTS

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Who We Are

The BCLMA, founded in 1972, is a non-profit organization with 150 Representatives and 280 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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to do to advance? What are the job expectations of staff? It also includes having clear values that are adhered to vigilantly. It's especially important that your leaders "walk the talk" here. And role clarity is equally important—who's in charge, and what exactly are their responsibilities. Try to avoid co-leadership if you possibly can—it creates more uncertainty that often is not offset by the minimal benefits it offers.

2. PROMOTE A DEVELOPMENT MINDSET

Research shows that when employees feel a sense of mastery, i.e., competence in a particular skill, they become more engaged. This is especially true for associates who are learning their craft. The key here is that in addition to teaching the mechanics of good lawyering, it's even more important to focus on developing the individual. Development is about attitude, and attitude matters greatly. When a lawyer or a staff person gets the sense that their mentor is taking a genuine interest in helping them to develop their skills and master their craft—that "my mentor really cares about my becoming an excellent practitioner"—engagement levels soar.

3. ADOPT AUTONOMY

Human beings have a need to feel a sense of autonomy—not just the idea that "no one is telling me what to do", but more importantly, the idea that "I am being given the freedom to be my true self, my best self, in this environment." For lawyers, this type of autonomy—often called "self-determination" in the research literature—matters hugely. To build engagement among the ranks of your professional staff, first, avoid micromanaging, even if you can rationalize 16 reasons why you need to do it. Second, adopt a nonjudgmental attitude that communicates that you encourage the uniqueness of the individual to shine through. It's fine to set demanding expectations about the outcome you want an associate to achieve, but relax your vigilance about how exactly they arrive at that outcome.

4. FACILITATE SOCIAL CONNECTIONS

This is the single most important element—not just in producing engagement, but for all kinds of thriving (life satisfaction, work satisfaction, relationship satisfaction, etc.) The research shows that regular doses of authentic positive connections with others not only lead to high levels of engagement,

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WELCOME & KUDOS

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Rhonda Zeunert, **Collison, Zeunert Law Corporation**, Fort St. John
Sharilyn Young, **Twining, Short & Haakonson**, Vancouver
Ann Main, **Warnett Hallen LLP**, Vancouver

Past Members - Renewed

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Maryam Zargar, **Zargar Lawyers + Business Strategists**, Vancouver

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Knowledge Management

Kathy Barry, **Boughton Law Corporation**, Vancouver
Julie Nadalini, **Farris LLP**, Vancouver

Technology

Lynn Nelson, **Webster Hudson & Coombe LLP**, Vancouver

Member Firm Name Change

Epp Cates Oien, Kamloops has rebranded to **Cates Ford Oien Epp**

In Memoriam

The BCLMA regrets to inform the membership of the passing of Sheryl Walker. Ms. Walker was part of our legal community and an Account Manager at Stikeman Elliott LLP for 27 years.

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but also have a beneficial impact on health, cognitive focus, mood, collaboration, and a range of other desired behaviors. Many lawyers are uncomfortable talking about relationships, connections, or intimacy, seeing it as touchy-feely and irrelevant. My data on the lawyer personality explains this discomfort to a great extent. But it's important to note that just because these topics make them uncomfortable doesn't mean that they don't need human connection. They do, and when you can facilitate more of it in your firm, it has very beneficial effects. This doesn't mean that you need to have group hugs or start singing Kumbayah every morning. It does mean that removing barriers to social interaction, creating natural gathering places, and encouraging face-to-face communication are all interventions that will lead to increased engagement.

5. PROVIDE MEANING

Few practices hold the power of creating meaning in one's work. When you experience meaning in your work, it can lead to feelings of pride and significance. This doesn't mean that your firm can't represent financial institutions, or that every client

transaction must lead to a spiritual awakening. It doesn't even mean that your work has to help those less fortunate than you. At its simplest, this need is satisfied when a lawyer sees that words s/he drafted actually end up in the final document, or when a supervising lawyer says "nice job", or "thanks, this helps check off one important element for this deal." In other words, the idea that something that I did was useful to someone else, that it mattered, is what's important. If, in addition, it also leads to good works in the world, that's a plus, but it doesn't seem to be indispensable to see a bump up in engagement.

6. ENCOURAGE GRATITUDE

The research on gratitude is also quite compelling. Studies (see, e.g., Robert Emmons' books *Thanks!* and *Gratitude Works!*) have shown that regular use of gratitude leads to:

- a reduction in physical symptoms (fewer colds, headaches, plus lower levels of biomarkers for inflammation);
- reports of greater life satisfaction;
- more optimism about the coming week;
- higher states of alertness, attentiveness, determination and energy, and reports

- of sustained better moods;
- fewer absences;
- more helpful behavior toward others;
- reports of fewer hassles in peoples' lives;
- better quality of sleep;
- an increased feeling of being connected to others;
- higher productivity.

Gratitude is the opposite of entitlement. It connotes a sense of thankfulness for something good that was unexpected or to which you were not necessarily entitled. Workplaces in which a culture of gratitude is cultivated report greater collegiality, higher productivity, and less turnover. Prof. Kim Cameron, at the University of Michigan, in his book *Positive Leadership*, details some of the positive consequences in those companies that have cultivated a culture of gratitude.

In 2006, the Chair of Sullivan & Cromwell implemented a policy encouraging partners to say "please" and "thank you" to the firm's associates, and many articles since have detailed the remarkable improvement in the daily work climate and the increase in associate retention since that simple intervention. The cost to implement: \$0.00.

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7. EXERCISE STRENGTHS

As lawyers, we're trained to spot problems. We tend to carry this mindset over to the review process. Annual reviews in most law firms concentrate primarily on reporting deficiencies that need to be repaired. Years of research reveals that a 75/25 focus on strengths is the optimum proportion for high engagement and morale. Note that this ratio does not mean eliminating feedback about deficiencies—far from it. People need to know what they need to improve. And, they need even more encouragement to capitalize on the things they are good at. The Gallup organization has identified 12 “predictor” questions that strongly predict high levels of engagement in the workplace. The 3rd most powerful predictor is this question: “Do you have an opportunity to do what you do best every day?”

Research by Martin Seligman and his colleagues at the University of Pennsylvania has shown that people who get to use their strengths in creative new ways have less depressive thinking and greater work satisfaction. There are hundreds of similar studies showing that when a person concentrates on getting even better at

his/her strengths (i.e., “leveraging” those strengths), the result is genuine increases in life satisfaction and a whole host of associated positive improvements, both attitudinal and behavioral.

8. ACT IN FAIRNESS

Finally, research by Sirota Consulting and others has shown that people want to be treated fairly, and while fairness doesn't “cause” engagement, the perception that one has been unfairly treated can definitely destroy engagement. Wise law firm leaders will be particularly attentive to how their policy decisions are perceived in terms of fairness—as seen through the eyes of those who are affected by the policy decisions.

Most of these principles and practices are not very complicated, cost very little or nothing to implement, and are relatively easy to do. What makes them challenging is that all of them can easily be seen as “touchy-feely” (and thus discredited) by hard-edged, skeptical lawyers. Fifteen years ago, we had very little hard data about any of these practices, so one could hardly blame the eyeball-rollers. But in the past decade-and-a-half, an explosion of

high-quality, methodologically sound scientific research has produced all of these findings I've reported on.

The broad sweep of this research tells us that treating employees with dignity, and adopting a mindset of wanting to genuinely help them to thrive, helping them to connect with others in authentic ways, and bringing out the best in people—despite our problem-focused training—is the secret formula to creating a great place to work.



Dr. Larry Richard is an organizational psychologist and former practicing lawyer who specializes in helping large law firms achieve world class performance by applying field-tested principles from the social

sciences. Through his company, LawyerBrain LLC, he helps firms address issues such as adapting to change, developing measurably better leadership skills, and harnessing principles of motivation and engagement.

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BCLMA President's Message

Leslie Morgan, President of the BCLMA

It's the winter Topics issue and time to talk about so many things from this past year. I'll try to keep this short! For those of you who don't know me, I am Leslie Morgan, the Administrator at Harper Grey, and President of the BCLMA.

I would like to take this opportunity to bring you up to speed on some of the strategic planning the board is doing, but first, I should mention that the much anticipated winter social held late November was another fun and well-attended BCLMA event. We received a lot of great feedback on the 'name game' we introduced at the reception. Members and sponsors alike told us they had fun with it and met people they would not have otherwise, so we are glad to hear you enjoyed it.

As some of you know, the board meets each fall for an extended strategic planning session. The agenda this year was full of interesting items, including the renewed marketing subsection, website developments, our value survey, the upcoming 2016 conference and a review of our by-laws to improve how we operate. We also discussed other items such as planning for *Topics*, BCLMA surveys, and financial planning and budgeting for 2016.

Beginning January 1 2016, we have officially re-opened the marketing subsection, and our first marketing subsection leader,

Gwen Pengelly of Harper Grey, is busy working to revitalise the subsection ahead of the launch. The subsection originally closed in 2010, but since then we have been seeing an increase in marketing folks attending BCLMA events, and as members of integrated management teams, we wanted to welcome them to participate more widely in BCLMA. In addition, a marketing subsection adds value for our smaller firms who may not have a dedicated marketing resource, but who benefit from participating in marketing subsection events and discussion topics. If you have any comments or suggestions on what you would like to see from this subsection, please feel most welcome to contact Gwen Pengelly directly, or, of course, speak to any member of the board for more information.

Our website, which launched in 2014, continued to experience some glitches this year, and in 2016 we will be finalizing the updates and enhancements to the site, which will improve some of the issues we experienced during the year. We look forward to providing you with a modern and interactive

resource where you can search and share information on law firm management. Our goal is for the BCLMA website to be top-of-mind whenever you need a resource pertaining to vendors, law firm management and education.

2016 is a conference year, and a huge thank you is due to the Conference Committee who have been busy planning the conference. The theme of the conference is 'Synergy through Technology and Teamwork'. The conference will again be held at the River Rock Casino in Richmond, on March 2-3, 2016. Our Conference Committee promises excellent speakers (including Casey Flaherty who spoke to our managing partners in November), interesting vendors, and has been developing a slightly different timetable for the conference that I am sure will be a good fit for our members. I hope you have a chance to attend. I hear the opening icebreaker reception on Wednesday is going to be a lot of fun!

In 2016, we look forward to conducting a member value survey. The last one was done in 2011 (if you can believe that!). The survey will cover a number of membership related areas, including social events, conference planning, *Topics*, subsections and ideas for the future. Please participate in the survey,

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even if you don't have feedback on every area, as we will be paying a lot of attention to the survey results, and will report on them in the coming months, and in the next *Topics*. The survey will guide our strategic planning in 2016, and we love to hear from you where you want to take us!

The board has been working on reviewing our by-laws. We've completed the board review and are now getting legal advice on the proposed changes. We will bring the by-law revisions for approval at the 2016 AGM in April. The changes are mostly house-keeping, but include some much-needed modern improvements such as being able to vote by proxy, and being able to send notices by electronic means rather than only by paper notice in the mail, so please stay tuned for more information.

Finally, the board continues to strengthen our relationship with ALA and TLOMA. Jane and I attended a 'tri-association' meeting in Toronto in June 2015. A joint announcement about that meeting is in this edition of *Topics*. The intention of the bi-annual meetings is to continue to exchange information, share ideas and create best practices. Our organizations have many similarities and many ideas to share, whether it be recommendations on good speakers, ideas for the next conference, sharing membership criteria information, or looking at by-law enhancements.

To conclude my update in this edition, BCLMA is now 154 firm members (with over 435 affiliates) strong. Ultimately, our mission is to enhance the competence and professionalism of legal services management provided by individuals of our association within the legal community of British Columbia. We will be looking to elect a new board member in 2016 at the AGM, so if this all sounds like fun, please join us on the board! The board is always ready to hear your ideas and feedback, so if you have anything to share with us, you will find our names and individual contact information listed on the last page of *Topics*. And as always, please feel free to send an email to info@bclma.org to share your ideas and thoughts with us.

Best wishes for 2016!



Leslie Morgan is the Administrator at Harper Grey, and President of the BCLMA.

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You Plus Me = Team?

Judy Hissong, President of Nesso Strategies

Together Everyone Achieves More. You have likely seen or heard this expression before. How many assumptions are made when we decide that somehow as soon as you claim there is a “team” we will see a gain in productivity and performance? If only it were that easy! When it comes to developing a high performing team, there are many considerations, followed by a variety of performance measures that help guide the process in team development.

Let’s walk this through with an athletic team, the realm in which the word “team” is used (and perhaps overused) the most. Each off-season we follow along as our favorite team (professional) has personnel changes. We also experience a change in teams at the university level with the graduation of some and arrival of others. You may even be involved in youth sports where this same evolution is happening. Regardless of where you are looking, the process is the same. Each season requires the development and improvement of the team. The best coaches are those who recognize the motivators of the individuals on their team, and communicate in a way that guides all players toward the desired outcome (in many cases this is a championship event of some kind). This means the development of a common goal and evaluation measures along the way. Good teams include a strong feedback mechanism to review performance, and compare/contrast to established metrics, while addressing necessary changes (for instance, in basketball, this could be the adjustment of an elbow for a shot, or footwork for a layup) and rewarding successes.

Sticking with the basketball theme, consider the multiple coaches that assist the team. There are multiple teams inside the named team. A shooting coach will work with point guards and perimeter players to

develop their prowess. A post-player coach will work with the players nearest the basket to rebound, box out, and move through plays. The head coach will bring everyone together, developing the synergy of the whole – the team of coaches and the team of players.

Synergy. What a wonderful word! What does it mean? Dictionary.com offers this definition: “*The interaction of elements that when combined produce a total effect that is greater than the sum of the individual elements, contributions, etc.*”

Now, if we considered how our offices operate as teams, or multiple teams, every single day, what does it mean to find synergy? How many teams are working under your roof? Practice groups, established committees, ad hoc task forces, and then the teams we know as layers or levels – administrative assistants, paralegals, associates, partners, of counsel, and of course, non-lawyer leaders in management roles. Who is your head coach and what skills are they exhibiting when looking to synergize the firm? I believe the complexity of “team” is much greater in the law firm setting than it is for an athletic team. It is also much more nuanced. The common goal seems less easily identified, or at least more amorphous.

What would it take to align the various teams to that common purpose? As we will discuss in our time together at the 2016

BCLMA Conference, your first step is to establish the values of the team. This can be as large as firm values or as small as your management team values. The benefit of this first step is to build accountability in the team, which helps to secure the seven “C’s” – commitment, contribution, communication, cooperation, conflict and change management, and connections.

That commitment I mentioned earlier is the common goal. Starting with a values conversation makes it easier to flow into establishing what the common goal is for the team, and then establishing how team members can contribute to the goal. This contribution becomes an accountable trust-building component for all, and as you work in your team to develop action items, be mindful of the cooperation required to “achieve more”. Consider this – innovation and creativity are accentuated in communication and collaboration, and teams thrive when innovation and creativity are embraced and fostered.

Communication is essential to the team development, critical to change and conflict management. We are experiencing a rapidly increasing amount of evolution (change), and understanding how we process change is important to the success of the individual and the team. Once you understand the necessary change, and you have clearly and concisely communicated it, expect some conflict to emerge. Change is an individual process, and where one person accelerates and another one puts on the brakes, conflict can emerge.

The success of the team comes from the ability to manage the conflict, to have honest and direct communication which is focused on the problem, not the personalities. Conflict can

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catapult the team to a higher level of performance – or to the doldrums of despair – hence the need for very specific and focused mechanisms to communicate about conflict. In fact, I encourage teams to establish “ground rules” to operating in conflict. This prevents emotional energy from taking hold in the conversation, and damaging connections which have been so powerfully formed in the team.

As the leader of a team, have mental notes to build in each of these seven C’s, which will also provide a benchmark to measure against during the feedback moments with your team. Join us on March 3rd to further this conversation, and explore your role in creating synergy in your firm.



Judy Hissong is the President of Nesso Strategies, a company built on passion for maximizing human potential. Judy is an Accredited Coach, facilitating retreats, coaching individuals and teams, building

and developing leaders, and the facilitator for the Managing Partner/Executive Director Forum in Orlando in October. She can be reached at Judy@NessoStrategies.com and 619.546.7885. Join in the leadership conversation in her LinkedIn group, Engaging Legal Leaders.



Heather Gray-Grant

is a law firm strategist who works with individual lawyers and law firms on:

- Strategic business plans;
- Annual marketing plans;
- Practice group and client team creation and management strategies;
- Data collection for business decisions;
- Client feedback mechanisms;
- Business development training programs; and
- Individual lawyer coaching on business development, practice management, leadership or work-life balance.

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Heather is a certified executive coach and law firm business strategist and marketer with over 25 years of experience.

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Don't Let Perfection Stunt Your Bliss

Lisa Martin, Creator of Lead + Live

Perfection will kill your happiness. When you focus on making everything 'perfect', you inevitably get stuck. You hold on too tightly. Pride interferes with admitting you need help. Perfection sucks up energy you could otherwise invest in trying new things and getting creative with your life.

A few years ago I had a client – let's call her Caroline – who was near breakdown. Her misery was evident to everyone around her.

At work, she never missed a deadline but she drove her team insane with micromanagement, never giving people a chance to do things their own way.

Her home was a mausoleum, not a speck of dust in sight. She discussed at length how only she could clean it 'properly' – her husband and kids were incapable. No professional was up to the task.

Caroline required an intervention. I gently worked with her to realize the stone-cold truth: perfectionism was destroying her. She'd lost grip on reality and any sense of joy she once had.

What perfectionists can't see is that perfection controls you, but it gives you the twisted notion that you're the one in control.

With time and some concerted work, Caroline loosened her grip and found her way back to a balanced way of being.

Let her story be a cautionary tale. Get real with yourself: you can't control everything. If you want to grow and change, you'll need to relinquish some control. You'll need to wander into unknown territory.

The sooner you set yourself free from perfectionism, the sooner you can find bigger, deeper happiness. Take these four steps to develop leaders:

1. REDEFINE SUCCESS

Realistically, no one and nothing is perfect. No career is perfect and no life is perfect. Create a new definition for success that removes perfection from the equation. Replace it with the love of progress, learning and growth.

2. LEARN TO LET GO

Eliminate your desire to be master of the universe. Acknowledge you could use some support. Then, get comfortable asking for help and collaborating with others. This will

ease your load and allow you to look ahead for opportunities rather than being mired in the here and now.

3. CHALLENGE YOURSELF

The only way you'll know if you can complete a triathlon, give a speech, have a tough conversation or get a promotion is if you take the leap. Stop worrying about a future you cannot predict. Stop telling yourself you're not ready to jump. If you feel 80% ready, it's time to take on the challenge. Let yourself love the experience of going after what you want even if you don't succeed every time.

4. AIM FOR PROGRESS

The truth is, perfectionism often keeps its practitioners so busy, they rarely have time to seek or experience their bliss. If you aim for progress instead of perfection, you will have more time to actually enjoy life.



Lisa Martin has made it her mission to help companies keep and cultivate leaders. She's the creator of the Lead + Live Better leadership programs, author of five books, including Lead + Live: 6 Practices to Live Bigger and the bestselling Briefcase Moms. She is also a seasoned speaker, facilitator and executive coach.

BCLMA WINTER SOCIAL

Tis the season to be jolly... and 140 BCLMA members, guests and business partners certainly were as they mixed and mingled in the festive looking Metropolitan Room at the Terminal City Club on November 26. The room was abuzz with a lively, upbeat tone as the attendees started off the evening with a name scramble game.

Included with each person's name badge was a card with the first name of two fellow attendees and the names of their corresponding firm or company. The task was to find each person on your list, introduce yourself, discover their last name, fill it in and have the person initial. No cheaters for this holiday gathering! When the card was complete, it was signed and entered into a draw for a bottle of wine. Our three winners of the name scramble game were: Ann Halkett, Lisa Rennie and Nancy Guan. And along the way? We all got to know a few more members!

Leslie Morgan, BCLMA President, was joined by fellow directors, Paula Kiess, Catharine Rae, Lorraine Burchynsky,

Elizabeth Jackson and Cindy Hildebrand as MC and hosts for the evening.

BCLMA Directors thanked our outgoing subsection chairs for their commitment and support and welcomed our newly elected chairs. It was also noted that starting in January 2016, a marketing subsection will join the BCLMA family, chaired by Gwen Pengelly from Harper Grey.

Many people went home with amazing door prizes, generously donated by our sponsors.

Mark your calendars now – next year, the BCLMA Annual Winter Social will be on November 24, 2016, once again at the Terminal City Club.

A big thank you to all of our sponsors whose financial support enables us to throw such grand events:

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Dye & Durham provided a gift card for the Araxi Restaurant at Whistler including a night at the Nita Lake Lodge, won by Katherine Melville, Farris

Arlyn Recruiting donated a Coach purse, won by Susanne Tholl, Lakes, Whyte

A Coach wallet + matching umbrella, won by Ronda Symth, Manthorpe Law

Shaw Sabey provided Vancouver Canucks hockey tickets and a VIP pass to the Crossbar Lounge, won by Yvette Whitson, EKB

SAI provided a deluxe wine basket, won by Alicia Bond, BHT

RICOH Canada donated a pair of Vancouver Canucks hockey tickets, won by Maggie Edwards, Blakes

R.JOHNSON donated a gift card to Pacific Centre, won by Lily Chu, Henderson Heinrichs

HUB International provided two club seat tickets to the Vancouver Canucks game on December 28th, plus parking and a premium bottle of single malt Scotch, won by Lisa Ezaki, Miller Thomson

OTHER DRAW PRIZES

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A bottle of Dom Pérignon, won by Eric Pedersen, Farris

BCLMA

1.5 litre bottle of J.Lohr wine, won by Barb Milligan, Burke Do Remedios

Gift Cards to the Glowbal Group, won by Bob Waterman, RBS and Geeta Krishnan, BLG

Gift Card to the Cactus Club, won by Caitlyn Turner, Boughton Law

Spa Pedicure won by Raf Sansalone, BLG

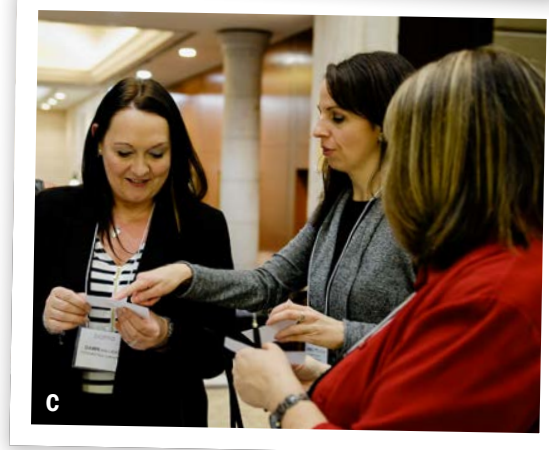
Gift Cards to Nordstrom won by Monique Sever, Harper Grey and Gillian Crabtree, EKB



A. Stephen Danvers from Arlyn Recruiting presents to Susanne Tholl of Lakes, Whyte



B. Rob Antejos & Greg Nicholls from SAI present to Alicia Bond of BHT



C. Dawn Halliday of Fasken Martineau learns the name scramble game from Logan of Smart & Biggar

BCLMA WINTER SOCIAL



D. Sarah Munroe, Karen Meireles, Marianne Johnston, Kristi Smitas, Sam Mann & Blair Lill from Singleton Urquhart join Raf Sansalone from BLG

E. Wayne Scott from AHBL and Connie Fenyo from Dye & Durham reconnect with Allison Milroy, BCLMA Past President and Alumni

F. Geeta Krishnan, Bria Taker, Johanna Mills, Keith Cassidy from BLG enjoy the festivities

G. Katherine Melville from Farris happily accepts her draw prize from Clive Bellian of Dye & Durham

H. Katherine Martella from Clark Wilson and Erica Bemister from AHBL

I. Kate Kisolva & Ann Halkett from AHBL with Peter Sanford from RICOH

J. Parm Ahuja-Robertson, Richard Johnson of R.JOHNSON catch up with Scarlett Yim and Erica Bemister from AHBL

BCLMA WINTER SOCIAL



K. Lisa Rennie, Maggie Edwards, Larisa Titova, Nancy Sartene, Lisa Van Velzen, and Nancy Guan from Blakes

L. Gary Carter from Paine Edmunds and Bob Waterman from RBS join Carman Overholt of Overholt Law

M. Lisa Ezaki from Miller Thomson accepts her prize from Dave Mills of HUB International

N. Yvette Whitson from EKB accepts her prize from Victor Montigalani of Shaw Sabey



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Lawyer Wellness and Mental Health

Preston Parsons, Associate, Overholt Law

The conversation about wellness in the legal profession today has evolved into a multi-faceted dialogue encompassing all aspects of an individual's life: work obligations, family life, finances, interpersonal relationships, mental health, physical fitness, and personal development. This evolution was important and necessary, moving us from discussions about "Work/Life Balance" – a phrase which implies an adversarial situation where both sides of the scale are at odds – to "Wellness", a term which connotes a more holistic way to foster healthy legal professionals.

Through this new paradigm, the concept of Lawyer Wellness is personalized to each individual and recognizes that when it comes to individual notions of what it means to be "well", there is no one-size-fits-all solution. This is particularly evident in the realm of mental health, an area of the wellness paradigm which has received considerable attention in the past few years.

In 2012, the Canadian Bar Association commissioned research from Ipsos Reid on Wellness Issues in the Legal Profession. A full copy of the research findings can be found at www.cba.org/wellness/PDF/FINAL-Report-on-Survey-of-Lawyers-on-Wellness-Issues.pdf. As part of the study, respondents were asked what they personally felt were the most prevalent health and wellness issues facing lawyers. Can you guess the results?

The top five most prevalent health and wellness issues perceived by respondents were: stress/burnout (94%), anxiety (68%), poor physical health (57%), depression (51%) and

poor mental health (43%). In sum, four out of the top five perceived issues were mental health related, a startling view of the state of the profession from the judges, lawyers and law students involved in the study.

In the years following the publication of that research, several high profile members of the bar – including the current Past President of the Canadian Bar Association, Michelle Hollins, Q.C. and the current Past President of the Ontario Bar Association, Orlando Da Silva – stepped forward to highlight their own struggles with mental health issues and the importance of the resources and support networks that helped them to recovery. These deeply personal stories have been powerful, emotional and enlightening. Others have joined them in telling their stories, leading to a collective effort to reduce stigma around mental health issues in the profession.

In the fall of 2015, the Canadian Bar Association, in partnership with the Mood Disorders Society of Canada, announced

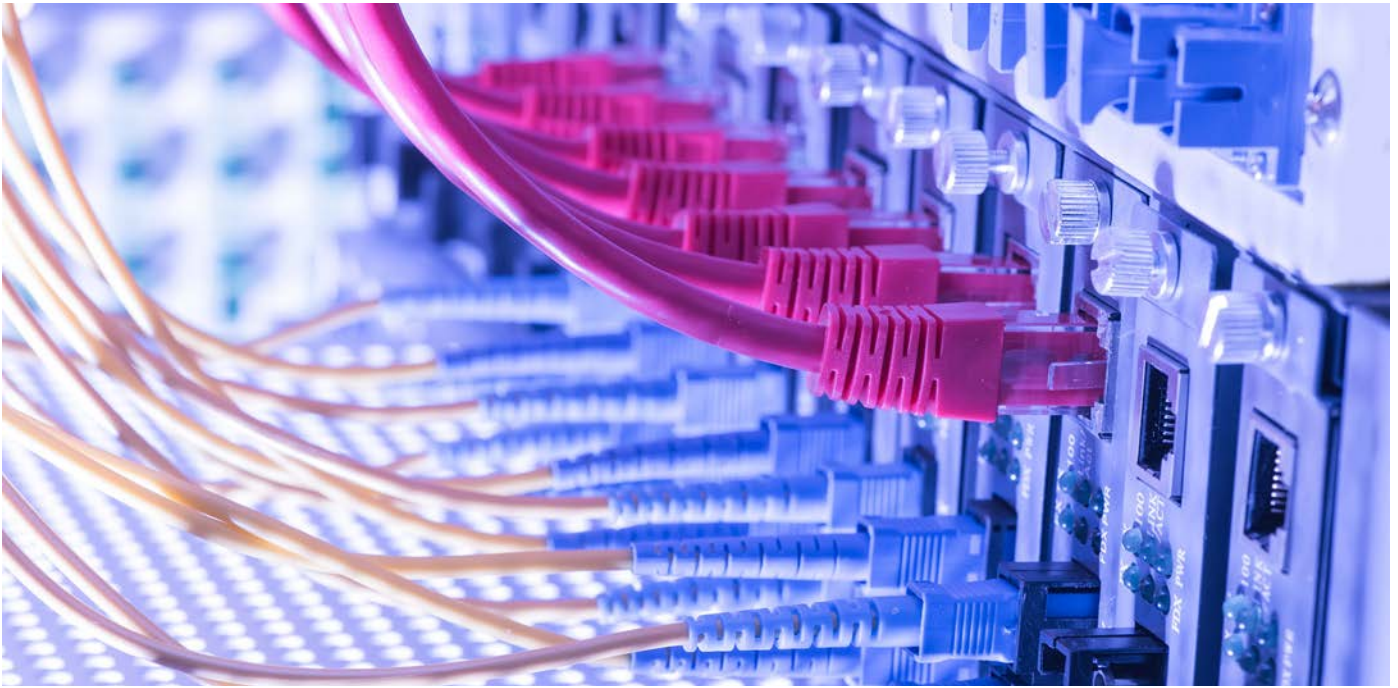
the Mental Health and Wellness in the Legal Profession online program. It is an online educational course that raises awareness and gives lawyers, judges and law students information about mental health and addiction issues, their causes and symptoms, as well as prevention treatment options. The program is open to all members of the legal profession and significantly more people have logged in and completed the program in the first few months of its launch than was anticipated. Full details of the program can be accessed at www.cba.org/wellness/default.aspx.

If you are wondering how you can play a part in creating a healthier law firm, consider reviewing the National Standard for Psychological Health and Safety in the Workplace on www.mentalhealthcommission.ca/English/issues/workplace/national-standard. It is available to download for free and provides a useful roadmap focussed on employees' mental health and preventing psychological harm due to an unhealthy work environment.



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.



Information Security: Best Practices for Small Firms

Bailey Jung, Owner of Silver Bullet Shredding

Data breaches are occurring with more regularity than ever before. In many cases, human error and specifically, a lack of proper training is to blame. Every organization, regardless of their size, has sensitive business information as well as personal information from employees and clients. Without adequate training and in the absence of proper policies and procedures, organizations put themselves at risk of a privacy breach every day.

High profile breaches involving large organizations make the front pages of newspapers and attract a lot of media attention, albeit unwanted negative attention. While a breach occurring at a small law firm involving personal client information might fall under the media's radar, such an incident can still have serious consequences for the firm involved. The loss of trust, damage to a firm's reputation, a visit from investigators from the Privacy Commissioner's Office, and even lawsuits can result from a privacy breach. Small firms are often more vulnerable to security breaches than larger firms as the latter can dedicate greater resources and better training towards information security. At large firms, a Chief Privacy Officer or a Privacy Manager is responsible for overseeing the firms' privacy program governance. Smaller firms often lack the necessary personnel trained in information security management and as a result, expose

themselves to greater risk of a privacy breach incident. In many cases, an Office Manager who hasn't been properly trained is responsible for dealing with privacy related issues.

This article cannot begin to cover all the necessary elements of putting together a proper privacy program to reduce the risk of a privacy breach incident, but it can start the conversation by offering some basic tips and advice. Here are my top five tips for reducing the risk of a privacy breach incident at your firm:

EDUCATION AND TRAINING

At the core of every firm's privacy policy is education and training. Privacy protection and compliance must start at the top. When senior management is committed to ensuring that an organization is compliant with privacy legislation, the program will have a better chance of success, and a culture of privacy will more likely be established. Education plays a critical role in preventing privacy

incidents. At the most basic level, every employee should be familiar with the 10 Privacy Principles under Personal Information Protection Act (PIPA). These principles define fundamental privacy rights for individuals and obligations for businesses. Training doesn't start and stop with a company employee handbook. It is an ongoing process that is always changing and evolving.

POLICIES, PROCEDURES, & PROTOCOLS

Every employee should know the firm's policies and procedures for handling personal and sensitive business information. He or she should be familiar with the type of information that falls under current privacy legislation and how that information needs to be protected. Begin by conducting an information audit of your firm. What information do you collect? Why do you have it? Where and how is the information stored? Are proper safeguards in place to protect the information? What are the weak links in your firm's information management system? Does everyone understand proper protocols in the event of a privacy breach? Who takes the lead in the event of a breach? Once-a-year policies and procedures should be reviewed to ensure best practices are being

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followed and to address any new threats or vulnerabilities that may have been identified.

LIMITING ACCESS

Access to personal information, sensitive client information, or confidential business information can be a tricky issue particularly at smaller firms where everybody works together in close quarters and security measures tend to be a little looser. Role-based access control is one of the best ways for organizations to limit who has access to what information. In accordance with “need to know” principles, employees should only have access to the minimum amount of personal information they need to perform their duties within the organization. For example, a Human Resource Manager would certainly have a different level of access to personal information than the person responsible for Marketing or Office Services. Limiting access through role-based access control is one of the best practices recommended by information security experts.

ADEQUATE SAFEGUARDS

British Columbia’s PIPA states that “an organization must use reasonable, physical, administrative and technical safeguards to protect personal information from unauthorized access, collection, use, disclosure, copying, modification or disposal, or similar risks (section 34)”. Data breaches can often be attributed to human error, carelessness such as leaving a laptop containing personal client information on the front seat of your car, or hackers who have identified a weak link in an organization’s infrastructure. You can reduce the risk of a privacy breach at your firm by ensuring proper safeguards are in place. Physical safeguards could include simply locking file cabinets up at the end of the day. Administrative safeguards could include conducting periodic or annual privacy audits to ensure employees are adhering to the firm’s privacy policy. Technical safeguards could include using password-protected computer screen savers so unauthorized personnel or visitors cannot see personal information. Another example might be encrypting personal information stored on mobile electronic devices such as laptops and USB flash drives.

DESTRUCTION & A DOCUMENT’S LIFECYCLE

Organizations should have a policy regarding the disposal or destruction of records. Clients
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SAVE THE DATE

BCLMA Lunch & Learn - Instagram + Twitter 101

Wednesday, January 27, 12 pm – 1:30 pm
Borden Ladner Gervais, Vancouver

BCLMA Biennial 2016 Conference

Conference Kick-off event / Cocktails, Conversation & Creativity

Wednesday, March 2, 2016, 7:00 pm – 9:30 pm
River Rock Casino Resort, Richmond, BC

Conference Day

Thursday, March 3rd, 2016, 7:45 am – 9:00 pm
River Rock Casino Resort, Richmond, BC

BCLMA Annual General Meeting

Friday, April 8, 2016, 12:00 pm – 1:30 pm

BCLMA Annual Summer Social Reception (New Date)

Thursday, June 2, 2016, 5:15 pm – 7:30 pm
Bridges Restaurant, Granville Island

BCLMA Upcoming Survey Schedule

Member Value Survey

Distribution: January 2016 – Publication: February, 2016

Associates Salary Survey

Distribution: March 2, 2016 - Publication: April 1, 2016

Law Firm Economic Survey

Distribution: April 1, 2016 - Publication: June 17, 2016

Biennial Disbursement Survey

Distribution: June 1, 2016 – Publication: June 30, 2016

For more information, visit www.bclma.org



Call for Submissions

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

If you have an article or story idea you would like to submit, please email Sunita March at smarch@cfmlawyers.ca. Please note that our prescribed article length is 750 words. All submissions will be subject to review by the editorial board.


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have the expectation that an organization will dispose of their personal information when it is no longer needed. It is important to keep in mind that each document has its own lifecycle and retention period. Some are two years, others may be five years, and still others may be seven years or even longer. To minimize the risk of a privacy breach, a comprehensive document destruction program involves two components - the destruction of documents whose retention period has expired and the destruction of documents that are generated daily in the normal course of business that often ends up in recycling bins.

No "one-size-fits-all" program exists to prevent data breaches from happening. Data breaches can occur even when the best laid out plans and risk mitigation strategies have been established and implemented. The tips and advice contained in this article is a good starting point for reducing the risk that your firm will be on the six o'clock news.



Bailey Jung is the owner/founder of Silver Bullet Shredding, a Burnaby-based document shredding firm. He can be contacted at 604.708.4200 or bailey@silverbulletshredding.com.




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10 Things You Didn't Know About Seasonal Affective Disorder

Jessica Blaszcak. Originally published on PsychCentral.com on December 26, 2005.
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According to Dictionary.com, summer is “a period of fruition, fulfilment, happiness, or beauty.” And winter is “a period of time characterized by coldness, misery, barrenness, or death.” Well, that sums it up quite nicely, we think.

It is winter yet again. The beautiful colors of the autumn leaves have disappeared and have been replaced by barren tree limbs and icicles sharp and brittle. The harsh winds rattle the window frames and the cold air seems to sing a cruel song that frightens away birds to warmer climates. The daytime gives way to the moon, and darkness sets in way before supper. So, you see, while some perceive winter as a festive time when their worlds are blanketed by the purity of snow, others feel that they are being suffocated by a literally colorless existence.

It is estimated that half a million Americans are negatively affected by the changing seasons and darkening of the summer light. They feel depressed, irritable, and tired. Their activity levels decrease, and they find themselves in bed more often. This depression disorder not only affects their health, but it also affects their everyday life, including their job performance and friendships. This disorder is known as Seasonal Affective Disorder or SAD.

WHAT IS SAD EXACTLY?

SAD is a mood disorder that affects an individual the same time each year, usually starting when the weather becomes colder in September or October, and ends in April or May when the weather becomes warmer. People with SAD feel depressed during the shorter days of winter, and more cheerful and energetic during the brightness of spring and summer.

10 THINGS YOU MAY NOT HAVE KNOWN ABOUT SAD

Did you know that between 60% and 90% of people with SAD are women? It's true. If you are a female between 15 and 55, you are more likely to develop SAD. Great, so not only do women have PMS, Menopause, and child labour to worry about, add SAD to the list, too.

Even though the harsh chill in the air might bring you down, SAD is believed to relate more to daylight, not the temperature. Some experts believe that a lack of sunlight

increases the body's production of a body chemical called melatonin. Melatonin is what helps regulate sleep and can cause symptoms of depression.

SAD can be treated. If your symptoms are mild, meaning, if they do not interfere in and completely ruin your daily life, light therapy may help you beat SAD. Using light therapy has shown highly effective. Studies prove that between 50% and 80% of light therapy users have complete remissions of symptoms. However, light therapy must be used for a certain amount of time daily and continue throughout the dark, winter months.

Some say that light therapy has no side effects, but others disagree. We think it simply depends on the person. Some people experience mild side effects, such as headaches, eyestrain, or nausea. However, these light therapy users say that the side effects are temporary and subside with time or reduced light exposure. Most scientists agree that there are no long-term side effects, but remember to consult your physician before any treatment decisions are made.

There are some things to consider if you want to try light therapy in your home,

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otherwise you will not receive all the benefits that this type of therapy offers:

- When purchasing a light box, do not skimp as far as money is concerned. Buy a larger one so that you will receive enough light to be beneficial.
- The best time for light therapy is in the early morning. (If used late at night, it could cause insomnia.) So, even if it means waking up earlier, set aside some morning time to relax and use your light box.
- Many people are not aware of this, but you must have your eyes open and face the light during therapy. Do not stare at the light. That would be silly. Simply face the light, eyes open.

It takes more than just one winter depression to be diagnosed with SAD. Individuals must meet certain criteria:

- The symptoms and remission of the systems must have occurred during the last two consecutive years.
- The seasonal depressive episodes must outnumber the non-seasonal depressive episodes in one's lifetime.

SAD can be treated with certain medications that increase serotonin levels in the brain. Such medications include antidepressants, such as Paxil, Prozac, and Zoloft.

There is actually a device that conducts light therapy and allows you to walk around while treated. The device is called a Light Visor. Just wear the light visor around your head and complete your daily chores and rituals. A light visor still can potentially have the same side effects as the standard forms of light therapy, so only simple activities, such as watching television, walking, or preparing meals is advised. We do not recommend you operate heavy machinery while wearing a light visor. (You would look pretty silly with it on out in public, anyway.)

If you have a friend or loved one who suffers from SAD, you can help them tremendously. Suggestions:

- Try to spend more time with the person, even though they may not seem to want any company.
- Help them with their treatment plan.
- Remind them often that summer is only a season away. Tell them that their sad feelings are only temporary, and they will feel better in no time.
- Go outside and do something together.

Take a walk, or exercise. Get them to spend some time outside in the natural sunlight. Just remember to bundle up!

Although not as common, a second type of seasonal affective disorder known as summer depression can occur in individuals who live in warmer climates. Their depression is related to heat and humidity, rather than light. Winter depression does cause petulance in many cases, but summer depression is known to cause severe violence. So, it could be worse.

There are times in this article, in which I seem a bit blithe. However, please, do not take my somewhat light-hearted approach to SAD the wrong way. SAD is a serious disorder that disrupts the lives of many people, worldwide. It is nothing to laugh at. Sneeze at, perhaps—it is winter, after all. But laugh at? No, not at all.

Psych Central is the Internet's largest and oldest independent mental health social network. Our website, whose daily operations are overseen by Dr. Grohol, provides mental health information as well as annotated guides to the most useful online resources today in mental health, psychology, social work, and psychiatry.

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Will You Remember This?

Brian Thwaites, Brain Training Specialist

You've just been introduced to a few people at a business event. Within seconds, you've already forgotten all their names. You're delivering a presentation to your colleagues and are suddenly at a loss for the words you had practised and were planning to say next. You're asked to find some information that's stored digitally, but you can't remember where you filed it. So frustrating!

Most people face similar predicaments on a regular basis, and our inability to recall simple things is a concern for many of us. We worry there might be something medically wrong with us, or we fret that we're already facing the inevitable decline of our cognitive faculties. But surely we're not THAT old yet, are we?

While it's true that memory difficulties do increase as we approach old age, they're also a fact of life for most of us well before we reach our middle years. Living in such a busy world of constant change isn't helping, of course, and there just seems to be way too much to store in our heads on any given day.

However, there are a few specific issues that affect our ability to remember that we can recognize and learn to manage:

NO INTEREST

When we're not especially intrigued by something, our thoughts will invariably wander off and latch on to other topics that seem more appealing.

While the left side of the brain (the one that deals primarily with logic) is doing its best to focus on the serious material at hand, the right side of the brain (the one that's responsible for creativity) is inviting us to have a little brain party. "C'mon!" it says, "Let's have some fun!" And it's pretty tempting to do that, isn't it? Just think about some

fun stuff for a little while, right?

So we suddenly realize that we haven't really been listening to the person who's speaking to us. Or it occurs to us that we can't remember a thing from the last few paragraphs we've been reading. It's like our minds have been on auto-pilot.

This is a tough obstacle to overcome, but simply being conscious of the danger of this kind of mind drift will help deal with it. Better yet, making a decision to set aside intruding thoughts until later on can be helpful. Make a list (mental or otherwise) of intruding thoughts and entertain those more interesting ideas afterwards.

NO ATTENTION

Our brains work at an extremely fast pace and are capable of attending to many, many thoughts at one time. But that doesn't mean that pushing them to multitask is necessarily a good thing.

An area in the front of the brain, called the prefrontal cortex, spans and uses both sides of the brain and is triggered when we need to focus our attention. Scientists at the Institut National de la Santé et de la Recherche Médicale (INSERM) in Paris recently discovered that asking study participants to perform two separate tasks at the same time, however, forced the two sides of the brain to

work independently of each other. When a third task was added to the mix, the participants had a difficult time remembering one of the tasks they'd been asked to perform. So even by focussing on the task in hand, or in this case, two tasks, adding a third task which requires equal attention can sometimes be difficult to manage.

And then there are all those distractions we're faced with throughout the day. Researchers at the University of California at Irvine suggest that the average office worker in the US is interrupted or distracted every three minutes, and it takes an average of 23 minutes to return to a task after being interrupted.

So what to do? Again, self-awareness is necessary to change the way we work, and we must make serious efforts to regulate and control all those internal and external diversions that interfere with our ability to focus on one task at a time. Turning off our phones at certain times of the day and hiding or closing some windows on our desktops would be a good start. Putting an end to answering email messages during meetings, reading text messages while listening to others speak, and web browsing while talking on the phone wouldn't be such bad ideas either.

NO EFFORT

This might seem kind of obvious, but one of the main reasons we forget information so often is that we routinely don't make much of an effort to recall names, facts and figures in the first place.

In other words, we too often rely on what we think is our natural ability to store information

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in our heads—but that’s not how our brains work, and we need to get into the habit of preparing to remember things ahead of time.

So we might want to brush up on some of those study skills that got us through school years ago and relearn techniques and strategies that store details in our minds. We need to plan to remember people’s names before being introduced; tackle reports the way we used to approach textbook chapters we would be tested on later; read actively by highlighting, underlining and marking up material when we can; and listen as carefully and intently as possible when others are speaking to us.

And, lastly, there’s this: researchers at the University of Reading a few years ago made the discovery that having a few glasses of champagne each week may help improve performance on simple memory tests. The experiment was done on rats, of course, but still...



Brian Thwaits is a professional speaker specializing in ‘brain training’. You can visit him online at www.brainspeaker.com and follow him on Twitter @brianthwaits.

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R. JOHNSON
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MEMBER SNAPSHOT

Welcome to the newest feature in the Topics quarterly newsletter! Each issue we will profile three BCLMA members and give you just a little "snapshot" into who they are. Get to know some interesting facts about our first three profiled members.



RUBY JINNAH

How long have you been a member of BCLMA? Since 2012
Where do you work? Hamilton Howell Bain & Gould
Last place you vacationed? Mexico – Mazatlán last January
Where were you raised? The Northshore, but born in Tanzania.
Your wine recommendation under \$20? Babich Sauvignon Blanc (New Zealand)
Favourite BC day trip location? Whistler – in the summer
Favourite lunch spot during the work week? Coast
Favourite restaurant? Cioppino's Mediterranean Grill & Enoteca
Favourite or most recent movie? New Cinderella adaptation
Reading recommendation? A Little Life by Hanya Yanagihara
What do you enjoy most about working in the legal industry? Our office – the type of law we practice (employment law). I can see how much it helps people; the majority of our work is on the employee side. It pains me to see how poorly some people are treated by their employers so whatever little help we can offer gives me a sense of satisfaction.



LIFEN LEE

How long have you been a member of BCLMA? 10 years.
Where do you work? Hastings Labour Law Office LLP.
Last place you vacationed? Family Vacay @ Riviera Maya, Mexico.
Where were you raised? Born & raised in beautiful Vancouver.
Have you ever lived abroad? Hong Kong for a year in '91-'92.
Favourite BC day trip location? Not exactly a day trip but the Okanagan is a great weekend get-away. Otherwise Whistler is always great.
Favourite lunch spot during the work week? Burgoo in Kits – the best French Onion Soup!
Favourite restaurant? Vancouver has SOOOO many great restaurants can't decide which is my favorite. Japanese – Sushi Garden, Greek- Panos, Chinese – Top Shanghai, Italian – Italian Kitchen, Casual - Aberdeen Centre Food Fair.
Something not many people know about you? Pretty much an open book – will talk to anybody about anything.
Reading recommendation? Actually just subscribed to Texture by Next Issue-hundreds of magazines to choose from.
How do you spend spare time? Trying to organize photo albums.
What do you enjoy most about working in the legal industry? The people – I have been very fortunate to work with great firms and have met/worked/networked with many great people whom are now my off work friends.



JACKIE SHUM

How long have you been a member of BCLMA? Past 2 years
Where do you work? Grant Kovacs Norell
Last place you vacationed? Waikiki for a destination wedding. So nice! But hurricane season. :(
Where were you raised? Born in Hong Kong, but came to Vancouver when I was really young. Have been here ever since.
Favourite or most recent movie? Most recent movie I have seen is Avengers, Age of Ultron (@ home, not a big theatre person anymore)
How do you spend spare time? Relax at home with my husband and my golden retriever Sophie.
What do you enjoy most about working in the legal industry? The people that I meet and the friendships that I make.

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