

## Breaking the Cycle

**KATHY ANDREWS**, Managing Director, Cinga Leadership & Learning

**W**alk into any law firm today and you can feel it: the pace, the pressure, the steady buzz that never entirely shuts off. Legal professionals pride themselves on high performance, client service, and meticulous standards. But beneath this commitment sits an escalating challenge that is reshaping careers and workplaces across the sector: burnout.



My own career once mirrored what many in the profession experience. After years of nonstop demands, extensive travel, and a belief that performance meant constant output, I reached a breaking point. It arrived suddenly, in a hotel room after a conference, when my body and mind refused to continue. It forced me to rethink not only my habits but the work culture I had accepted as normal. Many legal professionals do not recognize burnout until it disrupts their health, confidence, or ability to function.

The legal profession is now facing the same crossroads.

### A PROFESSION UNDER STRAIN

Burnout in legal roles is not simply heightened stress. It develops when chronic workplace pressures remain unresolved and recovery time becomes scarce. Legal teams often operate under sustained demands with minimal breaks. Newer professionals may face

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#### 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 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 [general@bclma.org](mailto:general@bclma.org).

#### Submissions

Please contact Heather Orchison at [general@bclma.org](mailto:general@bclma.org) if you have an article or story idea you would like to submit. 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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unclear expectations, lower autonomy, and the pressure to prove themselves. High turnover drains expertise. The expectation to be constantly available reinforces a culture where rest feels risky or irresponsible. Presenteeism has become normalized: people show up physically but are depleted mentally.

Burnout is defined as long-term exhaustion, cynicism, and reduced effectiveness that arise from ongoing workplace stress. It is not a sign of weakness—it is an outcome of how work is structured, managed, and experienced.

## RECOGNIZING BURNOUT

Understanding the difference between stress and burnout is essential. Stress is a short-term response to pressure. Burnout is what happens when that pressure becomes unrelenting and unresolved.

Common indicators appear in three categories:

**1. Physical** indicators, such as persistent fatigue, disrupted sleep, or recurring headaches

**2. Emotional** indicators, such as irritability, detachment, or loss of motivation

**3. Behavioural** indicators, such as declining work quality, errors, absenteeism, or often, presenteeism

Several factors frequently contribute to burnout in the legal profession:

- » Heavy caseloads and long hours
- » Perfectionism and client expectations
- » Workflows that create constant reactivity
- » Vague or shifting mandates that make it difficult to focus
- » An always-on culture that blurs boundaries

The combination of these pressures accumulates over time and often unnoticed until performance or well-being declines.

## THE COST TO INDIVIDUALS AND ORGANIZATIONS

For individuals, burnout affects well-being, confidence, and career longevity. It can diminish job satisfaction and make even routine tasks feel overwhelming.

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For organizations, burnout weakens productivity, impacts morale, and can influence client service. It contributes to turnover and recruitment pressure. It also affects team cohesion when experienced staff are depleted or leave the organization. These issues influence long-term performance, culture, and continuity.

## FROM MANAGING TIME TO MANAGING ENERGY

One of the most meaningful shifts for legal professionals today is moving beyond time management toward energy management. Time is fixed. Energy is renewable, but only when recovery is intentional and supported.

Legal professionals use cognitive, emotional, and relational capacity every hour of the day. This level of demand makes them comparable to high-performance athletes. Yet many workplaces do not integrate the recovery practices that support high performance.

Recovery is essential—not optional. It includes lunch away from the desk, evenings without escalation, protected weekends, and genuine vacations. Sleep, movement, and micro-breaks throughout the day help maintain focus and regulate stress. When people integrate recovery into their routines, their capacity expands. When they do not, burnout accelerates.

## WHAT INDIVIDUALS CAN BEGIN DOING NOW

Even in demanding roles, individuals can take practical steps to sustain their energy and performance.

- » Short restorative breaks throughout the day
- » Intentional boundaries around work hours
- » Movement or physical reset to reduce cognitive load

- » Systems to capture tasks and reduce mental clutter
- » Checking in early with signs of overwhelm or withdrawal
- » Breathing or mindfulness practices that stabilize the nervous system

These practices are not about slowing productivity; rather, they are about sustaining it in a healthier way.

## WHAT LEADERS CAN SHIFT

Leaders influence burnout more than any other factor; that is, what they model becomes permission for others. However, when leaders prioritize recovery, set clear expectations, and check in with curiosity, they create a culture where well-being is part of performance.

Leaders can improve conditions by:

- » Modelling energy management and healthy boundaries
- » Checking in about workload design, not just task lists
- » Recognizing early behavioural shifts that signal burnout
- » Clarifying expectations to reduce ambiguity
- » Supporting autonomy for early-career professionals
- » Acknowledging contributions in meaningful ways

The most effective leaders create cultures where recovery, empathy, and support are built into how work gets done.

## ORGANIZATION-LEVEL STRATEGIES

Long-term improvement requires looking beyond individual habits to the structures that shape work. This includes:

- » Improving systems to reduce bottlenecks
- » Clarifying roles and mandates
- » Balancing workloads wherever possible

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- » Normalizing recovery as part of performance
- » Connecting well-being with quality of service and retention

This is how firms evolve from reactive management to sustainable excellence.

### A CALL TO ACTION

Burnout is not a personal failure. It is a sign that the demands of the profession require recalibration. The legal sector is full of dedicated and highly capable professionals who want to contribute at a high standard. To keep them healthy, engaged, and effective, workplaces must evolve in the way they design work and support people.

- » To leaders: Your actions set the tone.
- » To individuals: Your energy is the foundation of your performance.
- » To firms: Addressing burnout is not a wellness initiative. It is a talent, culture, and performance strategy.

Burnout grows in silence. Change begins when we choose to work differently.



A people and culture strategist, executive coach, master facilitator, keynote speaker, and founder/creator of Cinga Leadership & Learning Inc., Kathy Andrews works with individuals, teams, and organizations to align business strategy and culture through the design and delivery of high-impact people programs. Her podcast—"For Leaders By Leaders"—features thought leaders and executives from around the globe, providing practical advice for better leading.

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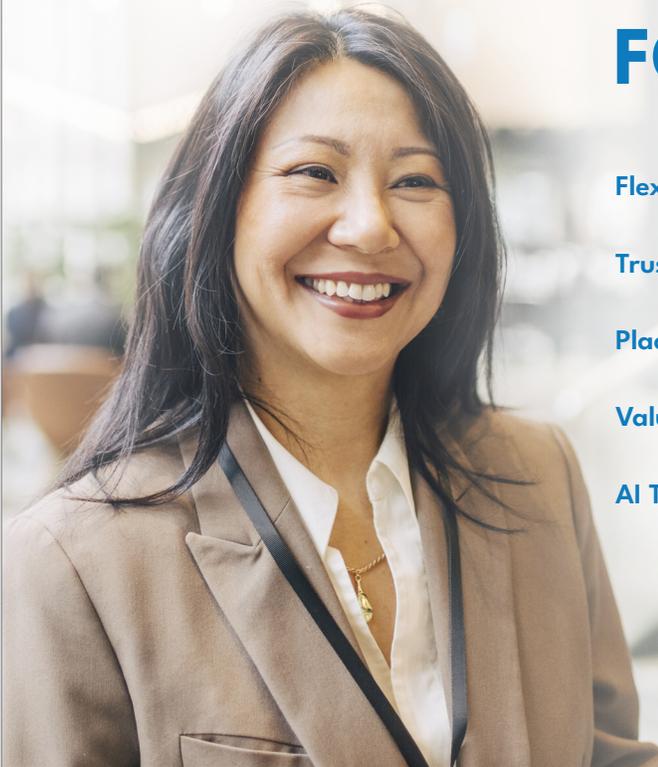


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# MEMBER SNAPSHOT

ANNETTE LEUNG



Q  
& A

**Describe your current role at your firm/ organization.**

As a HR Generalist at Harper Grey LLP, I work closely with the HR Manager to support full-cycle recruitment, employee onboarding, and day-to-day HR operations and administration.

**What do you enjoy the most about your role?**

Working alongside an exceptional HR team while making meaningful contributions to a supportive workplace culture.

**When did you join the BCLMA?**

2020

**What is the greatest value you receive from the BCLMA?**

I value connecting with other professionals, particularly exchanging insights with my counterparts and learning from their perspectives.

**What advice would you give to young professionals developing their legal career?**

Focus on doing what's right and not what is easy. Take the time to learn the right processes, understand why they exist and apply them with accuracy, consistency, and sound judgment.

**If you could pick a movie or song title to describe your legal career, what would it be**

*Man in the Mirror* by Michael Jackson

**My dream vacation:**

The Maldives

**My favourite BC day trip location:**

Malahat, Victoria

**My favourite restaurant – anywhere:**

Varoulko Seaside, Santorini

**In my spare time, I like to:**

Go on non-strenuous hikes and travel. I also enjoy cleaning, which I find both relaxing and grounding.

**If I could pick a movie title or song title to describe my life, it would be:**

*Unstoppable* by Sia



# Professional Conduct Complaints and Termination

**PRESTON PARSONS**, Partner, Overholt Law LLP

**N**ot only do lawyers have the usual employment obligations toward their employers, they are also bound by professional and ethical obligations. When practice issues arise, lawyers may then be subject to investigation or discipline by the Law Society of British Columbia (the “Law Society”) for a breach of the *Law Society Rules* or for failing to meet required professional standards.

Where the Law Society is investigating or disciplining a lawyer, the employer law firm can be placed in a difficult position and may be considering ending the employment relationship, potentially on a just cause basis. This leads to two questions:

1. At what point in the Law Society’s investigation or disciplinary process might a law firm have grounds to dismiss a lawyer for just cause?
2. Should the firm conduct its own investigation or simply wait for the Law Society to conduct its own?

## BE CAUTIOUS

Employers face a very high threshold to justify a just-cause dismissal, and wrongfully alleging just cause can expose employers not only to wrongful dismissal lawsuits but also aggravated and punitive damages.<sup>1</sup> An employer can only terminate an employee’s employment for cause if their misconduct causes a breakdown of the employment

relationship or if the misconduct is otherwise irreconcilable with the continuation of the employment relationship.<sup>2</sup> While the heightened professional, ethical, and trust expectations for a lawyer will be relevant to determining whether the high threshold for just cause is met, every case of misconduct is different and needs to be carefully evaluated.

It should not be assumed that the decision to investigate a lawyer by the Law Society, or even a finding by the Law Society that a lawyer failed to meet their professional obligations, means that a lawyer’s conduct constitutes automatic just cause for dismissal. Breaches of the Law Society Rules and *Code of Professional Conduct* include a wide range of potential conduct from unfortunate inadvertence to serious and intentional professional misconduct. While many adverse findings against a lawyer by the Law Society may reflect grounds for summary dismissal, some may not.

To determine whether an act constitutes just cause, an employer should conduct a contextual analysis that considers:

- » the seriousness of the misconduct
- » the circumstances surrounding the misconduct
- » the nature of the employment contract
- » the status of the employee

Some findings may have adverse reputational impacts for the firm while others may largely fall under the public's radar. In other words, every dismissal decision requires a case-by-case analysis.<sup>3</sup>

## INVESTIGATE COMPLAINTS

Although the Law Society conducts investigations of complaints filed against lawyers, law firms should not simply rely on the Law Society's investigation to determine what steps to take with respect to the employment relationship. There are a number of important reasons to conduct a fair and timely internal investigation of alleged lawyer misconduct (or, alternatively, seek an external investigator to review the matter on behalf of the employer).

Where the lawyer's conduct may involve a health and safety issue, including bullying and harassment, an investigation is an important step toward ensuring the law firm complies with its positive occupational health and safety obligations as an employer.<sup>4</sup> In addition to ensuring a workplace free from bullying, harassment, and discrimination, a timely investigation may also rein in unwanted behaviour, prevent additional wrongs from occurring, and mitigate against consequential claims and liability that could flow from third parties as a result of a lawyer's problematic behaviour in the workplace.

A proper investigation before imposing discipline or termination is also key to reducing the risks of wrongful dismissal litigation. Many employers have wrongfully dismissed employees by dismissing employees for cause without conducting an investigation of employee misconduct properly or at all.<sup>5</sup> Our courts have awarded aggravated damages against employers who conducted biased and inadequate investigations, emphasizing the need for employers to take careful steps to investigate misconduct.<sup>6</sup>



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Finally, it is well-known that investigations at the Law Society can take a very long time to conclude. The law firm may be better positioned to complete their own investigation earlier than the Law Society, which would enable the firm to make more timely decisions about the lawyer's employment.

## CONCLUSION

Whether or not a law-firm employer has cause for dismissal of a lawyer whose conduct is being or has been investigated by the Law Society is not always straightforward and needs to be given careful thought. The benefit of objective and external legal advice cannot be overstated, and a timely internal or external investigation may well be the smartest next step for the firm to undertake.

Special thanks to Associate Kai Ying Chieh and Articling Student Ashley Ng for their assistance with this article.



Preston Parsons is a partner 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 [overholtlawyers.com](http://overholtlawyers.com)

1 See *Chu v China Southern Airlines Company Limited*, 2023 BCSC 21 at paras 149, 164.

2 *McKinley v BC Tel*, 2001 SCC 38 at para 48.

3 *McKinley v BC Tel*, 2001 SCC 38 at para 48.

4 See *Workers Compensation Act*, RSBC 2019, c 1, s 21.

5 See e.g. *Liivam v MacKay Contracting Ltd.*, 2025 BCSC 582, *Mejia v LaSalle College International Vancouver Inc.*, *Dove v Destiny Media Technologies Inc.*, 2023 BCSC 1032.

6 See *Zheng v China Southern Airlines Company Limited*, 2023 BCSC 1763 at para 73.



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# MEMBER SNAPSHOT

JEFF PELLETIER



Q  
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## **Describe your current role at your firm.**

My portfolio as Director of Facilities & Central Services at Harper Grey LLP consists of all facilities-related responsibilities, office services, and records management.

## **What do you enjoy the most about your role?**

There's always something to keep me on my toes!

## **What is the greatest value you receive from the BCLMA?**

The ability to connect and share information with colleagues across BC.

## **What advice would you give to young professionals developing their legal career?**

1. Stay curious and keep learning – especially with emerging technology.
2. Learn to set boundaries to protect your well-being. Self-care is important!
3. Develop a good sense of emotional intelligence.

## **If you could pick a book title to describe your legal career, what would it be?**

*Hidden Figures*

## **My dream vacation:**

Patagonia

## **My favourite quote or joke:**

"There is never enough time to do or say all the things that we would wish. The thing is to try to do as much as you can in the time that you have. Time is short, and suddenly, you're not here anymore." (Ghost of Christmas Present to Ebenezer Scrooge from the 1970 movie 'Scrooge')

## **My favourite place to have lunch during the work week:**

Dante Italian Sandwich on Robson

## **One thing about me that might surprise you:**

In 2015, I became the 11th person in BC to grow a giant pumpkin over 1,000lbs. In 2025, I broke two BC records and placed 20th in the world and 6th in Canada for the Great Pumpkin Commonwealth's "Master Gardener" competition. My biggest pumpkin so far: 1,243lbs!

## **In my spare time, I like to:**

Quilt! Follow along on Instagram [@sleepingbeequilts](#)

I'm also a classically trained musician and have been solo flute and multi-instrumentalist with the touring group [Winter Harp](#) and a member of the Kamloops Symphony Orchestra.

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Date: Friday, May 1, 2026  
Time: 8:00 am - 9:00 am  
Location: Vancouver Convention Centre East

## BCLMA Educational

Date: Thursday, May 7, 2026  
Time: 12:00 pm - 1:30 pm  
Location: Fairmont Waterfront Hotel

## BCLMA Annual Summer Social Reception

Date: Thursday, June 11, 2026  
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# Your Change Compass

**RICHELLE MOLARO**, Founder and CEO of Gemini Strategy Solution

**W**elcome back! In the 2025 winter edition of TOPICS, we unpacked how to clarify your voice, distil your values, and build a practical change compass. This article turns that compass into daily muscle – especially in high-friction moments where clarity matters most. This instalment focuses on two capabilities: (i) acting from your compass under pressure, and (ii) knowing when your compass needs recalibration.

**If you haven't yet created your three to five compass points and decision prompts, revisit Part A and complete the exercises there.**

Let's dive in.

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## LEVERAGE PILLARS OF COMPASS-CENTRED ACTION

When pressure rises, your defaults (or old compass) can take over. To make your compass actionable, leverage three simple pillars:

### 1. Pause routines — Micro-moments that create the space for a different choice

Those who navigate disruption well aren't faster – they are more deliberate. Pause routines create space to apply your compass before reacting. In practice, this can look like:

- » **A micro-pause (a few seconds):** Take a breath, ask a grounding question, and choose an aligned action.

- » **A mini-pause (a few minutes):** Make it a visible reset – “I want to give this the attention it deserves; I'll come back with a plan by [time].”
- » **A structured pause (a few hours):** Block time for decisions that shape people, priorities, or client outcomes. Use your compass points as filters.

### 2. Conversation frames — Scripts that bring the compass into the room

Use these short frames to lean on your compass when structuring difficult conversations:

- » **Reprioritization:** “Before we commit, which outcome takes priority: client impact, risk mitigation, or team sustainability?”

- » **Innovation in a risk-averse group:** “Could we test a six-week pilot that honours [compass value] and gives us data?”
- » **Pushing back on scope:** “To deliver this at the quality we want, I’ll need [resource/ time]. If not, here are two trade-offs.”
- » **Coaching or feedback:** “I value [compass point], and in [X] moment, it looked like we moved away from that. Can I share what I observed?”

### 3. Accountability loops — Mechanisms that keep you honest and learning

Establishing new practices takes time and accountability. Schedule your accountability so you’re guiding your own growth timeline. These loops turn values into operational feedback:

- » **Weekly compass check:** Analyze three decisions made, which compass points you used, and what you learned.
- » **Peer thermometer (monthly):** “Where did I look like myself? Where did I not?”
- » **Team retrospective (quarterly):** Identify which compass points the team honoured, as well as avoided.

## USE YOUR COMPASS IN HIGH-FRICTION SCENARIOS

When competing priorities surface, map each request against your compass points and make the trade-offs transparent. During restructures or role shifts, use the compass to define the non-negotiable behaviours that anchor transitions and preserve clarity. When someone asks you to do something that conflicts with your values, take a brief micropause, name the tension, and offer an aligned alternative. And when you’re introducing innovation in a conservative environment, translate big ideas into low-risk tests with clear metrics and a defined sunset clause so progress feels safe and data-driven.

## RECALIBRATE THE COMPASS

A compass evolves as you do, and the signals are usually subtle at first – a persistent sense of fatigue or dread around core work, repeated conflicts with your non-negotiables, a widening gap between the outcomes you produce and the meaning you expect, or major external shifts that reshape what your role demands. When those cues appear, recalibration becomes part of the work.




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Return to the practices from Part A:

- » Run a rapid audit of your values and the evidence behind them
- » Ask a trusted colleague when you looked most aligned with your voice
- » Stress-test your compass against a few realistic future scenarios
- » Choose one behaviour to recommit to for the next month

These small, deliberate adjustments keep your compass accurate – not as a fixed ideal, but as a living guide that reflects who you are becoming and the realities you’re navigating.

## STAY ON THE LOOKOUT

Sometimes people use their compass to sidestep tough conversations, or they talk about it publicly before they’ve actually tested it in real situations. Others confuse personal preferences with true values, or assume that needing to recalibrate means something has gone wrong. But recalibration isn’t failure; it’s how any of us – at any level – keep our compass honest. It’s a sign that we’re paying attention, learning from real pressure, and staying aligned

with the kind of colleague we want to be.

## TRUST YOUR COMPASS IN TIMES OF TREMENDOUS CHANGE

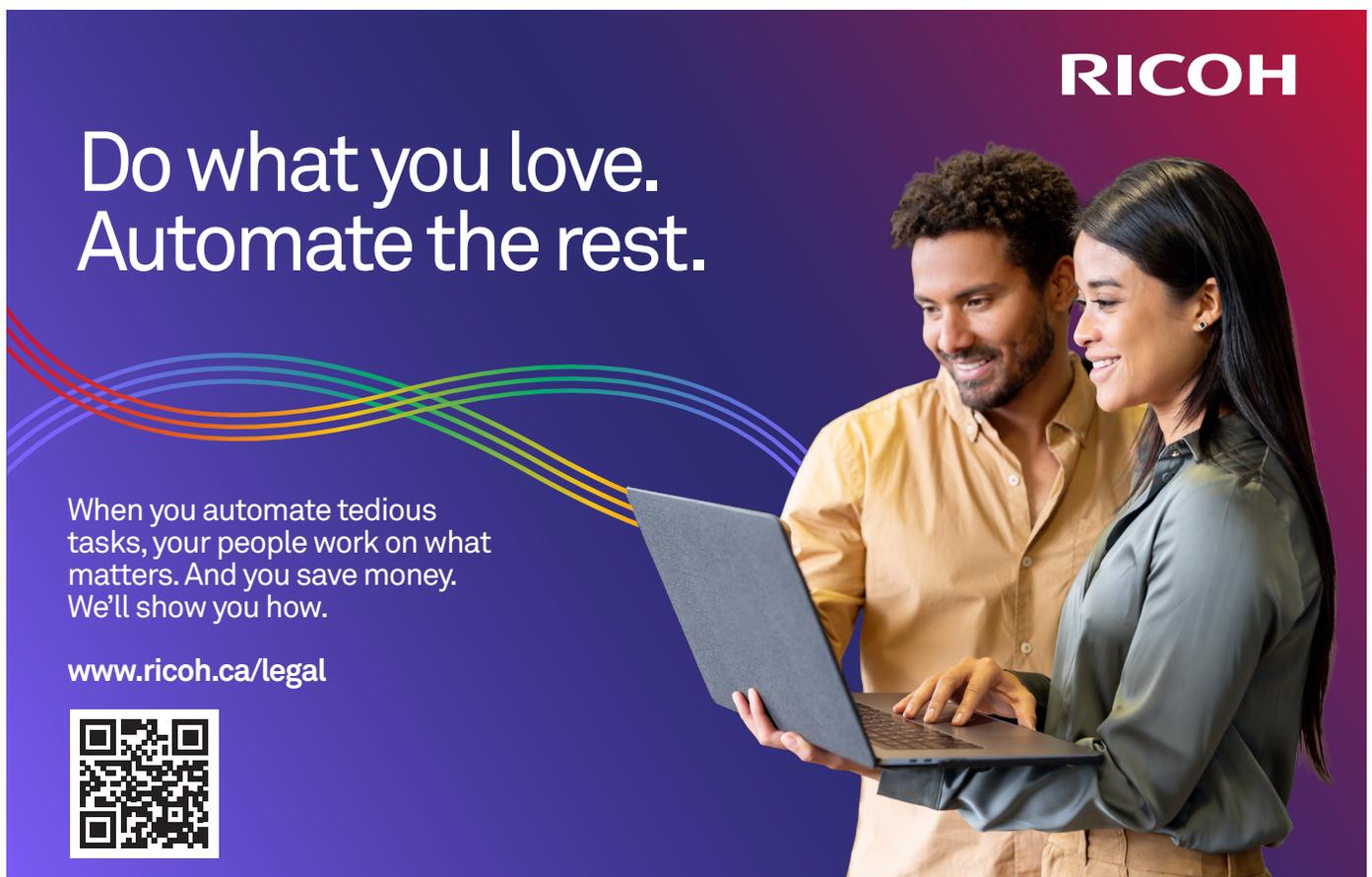
Periods of intense change don’t just test systems – they test you. Your compass gives you something rare in turbulent environments: a way to stay oriented when the map fails. It helps you act from clarity rather than urgency, choose integrity over convenience, and create steadiness for the people who look to you for direction.

For the next six weeks, choose one compass point to practise publicly. Use it in two meetings, one hiring conversation, and one reprioritization decision. Track what shifts. Small, consistent experiments compound into culture.

When you navigate change with intention, you don’t just survive disruption — ***you shape what comes next.***



Richelle Molaro is the Founder and CEO of Gemini Strategy Solutions. Believing the legal profession thrives when its people do, Richelle helps legal professionals lead healthier, more authentic careers, where well-being and performance are not at odds but in balance.



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# WELCOME & KUDOS

## New Member Firms and their Representative

Danielle Bolhuis **Ascent Employment Law Corporation** Vancouver  
Amanda Mazloomi **Macushla Law Corporation** Vancouver  
Rena Chen **C & Co Family Law** Vancouver  
Neena Nunrha **Magnusson Law** Vancouver  
Mary-Helen Wright **Pacific Law Group** Vancouver  
Fatema Dhariwala **Wesgroup Properties** Vancouver

## New Representatives for Existing Member Firms

Bianca Farella **Beacon Law Centre** Sidney  
Maggie Edwards **Harper Grey LLP** Vancouver  
Jennifer Gauthier **Linley Welwood LLP** Abbotsford  
Amanda Eng **PLLR Lawyers** Richmond  
Lisa Andersen **Poulus Ensom Smith LLP** Vancouver  
Suba Chandramohan **Rosborough & Company** Abbotsford  
Jessika Chico **Swift Datoo LLP** Courtenay  
Tiej Dapp **Thorsteinssons LLP** Vancouver

## New Individual Members

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Elsa Carraro **DWF** Vancouver  
Aman Singh **DWF** Vancouver  
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Fraser Vaage **Watson Goepel LLP** Vancouver  
Dimple Ramasamy **Wesgroup Properties** Vancouver  
Kate Anderson **Woodward and Company LLP** Victoria  
Coco Hyder **Woodward and Company LLP** Victoria  
Sean McCrady **Woodward and Company LLP** Victoria  
Greg Teuling **Woodward and Company LLP** Victoria

## Name Change:

JFK Law Corporation changed to JFK Law LLP  
Pulver Crawford Munroe LLP changed to Crawford Munroe Thomson LLP  
Whitelaw Twining (DWF) changed to DWF





## SO LONG, ANNIE RONEN

**After a 35-year career in the legal industry, Annie Ronen will welcome retirement on March 31.**

You might recall Annie serving the BCLMA in a range of roles, including President for the 2003/04 term!

Annie was first profiled in TOPICS in the [Summer 2004 edition](#) and happily shared her background and her journey to the legal industry. Now, with her sights set on the retirement horizon, we asked Annie for some closing thoughts on her career and membership with the BCLMA.

### WHAT ATTRACTED YOU TO WORKING IN LEGAL?

I was looking for a job as a new immigrant and the positions I applied for asked for Canadian experience. The first company who recognized my previous experience was Heenan Blaikie law firm in Montreal. It was the beginning of my “legal love story”.

Before long, I was asked to manage the firm’s newly created Vancouver office in 1991.

Since then, I’ve had the pleasure of working in a number of important law offices in Vancouver:

- » Shortt, Moore & Arsenault
- » Ogilvy Renault
- » McCarthy Tétrault
- » Lawson Lundell
- » Harper Grey

I’m closing out my career at Nash Johnston LLP, where I’ve worked for the last nine years.

### HOW MANY YEARS HAVE YOU BEEN A MEMBER OF THE BCLMA?

Well, I joined the association when it was known as VALA! I can confidently say I’ve enjoyed my membership for more than half of my legal career.

### WHAT WILL YOU MISS ABOUT THE LEGAL COMMUNITY?

The camaraderie, support and challenges I was exposed to over the years.

### WHAT WORDS OF WISDOM WOULD YOU LIKE TO PASS ONTO FELLOW BCLMA MEMBERS OR TO NEW MEMBERS WHO ARE STARTING OUT IN THIS CAREER PATH?

Take the time to know and connect with members. They are an invaluable resource with experience in the same issues you are dealing with. This community is unlike any other industry, and many connections become more than colleagues, as I have found over the years. I have always deeply valued the networking aspect of the BCLMA.

### TELL US ABOUT YOUR RETIREMENT PLANS!

I am so looking forward to having the luxury of time to do things I could never fit in my busy professional life. Endless possibilities!

## BCLMA Ask a Mentor Program

The BCLMA’s **Ask a Mentor** program offers access to well-respected, senior-level law-office management professionals who have volunteered to provide mentorship to BCLMA members.

Mentors provide one-on-one guidance to members who may face professional or workplace challenges, or who seek new possibilities for growth and development.

This is your chance to learn from some of the very best in our industry! Ask questions, gather ideas, and develop strategies to address your legal-industry challenges and opportunities.

**Are you looking for a mentor? Log in** to the Members-only Area of the [BCLMA website](#) and browse the list of available mentors, then reach out today!

# THE SOUNDING BOARD

YOUR BCLMA.  
YOUR NEWS.

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As we head into spring, please keep the following in mind!

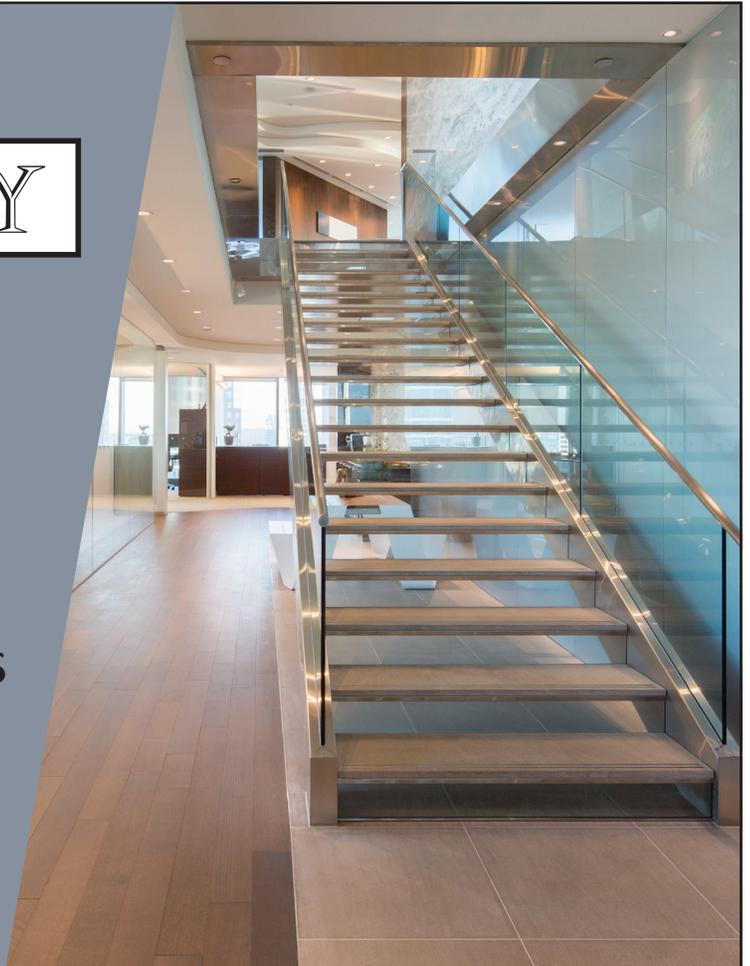
- » **Conference dates:** [The BCLMA Conference and Marketplace](#) will take place on April 30 and May 1. Registration is still open but will close soon. Register today!
- » **AGM details:** We will host the Annual General Meeting on May 1 at 8:00 a.m. at the Vancouver Convention Centre. Breakfast will be provided. [Book your tickets](#) so we can plan accordingly.
- » **Community Awards:** Thank you to everyone who participated in the inaugural launch of the BCLMA Community Awards. We will announce the recipients at the Conference.
- » **What's next:** Check the [BCLMA Events page](#) for upcoming sessions and committee events throughout the year.

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## RECIPE

# Antipasto Salad



Recipe from [The Mediterranean Dish](#)

### INGREDIENTS:

- 3 cups chopped hearts of romaine or spring greens (try mixing a bit of both!)
- 1 cup cherry tomatoes, halved
- 1/2 cup pitted Castelvetrano olives
- 1/2 cup pitted Kalamata olives or black olives
- 1 cup mild giardiniera (i.e., Italian relish)
- 1 cup quartered marinated artichoke hearts
- 1/2 cup pepperoncini (i.e., hot chili peppers)
- 6 ounces Provolone cheese, cubed
- 1 cup baby bocconcini
- 8 ounces salami, cubed
- 1/2 cup mini pepperoni
- Dijon vinaigrette, about 1/4 cup or more to taste\*

### \*DIJON VINAIGRETTE

- 1/4 cup Champagne vinegar, white wine vinegar, or lemon juice
- 1 to 2 tablespoons Dijon mustard
- 1 tablespoon minced shallot (from about 1 small shallot)
- Kosher salt
- Black pepper
- 1/2 cup extra-virgin olive oil

### DIRECTIONS:

**Mix.** In a large serving bowl or platter, combine the lettuce and/or spring greens, tomatoes, olives, giardiniera, artichoke hearts, pepperoncini, provolone cheese, mozzarella, salami, and mini pepperoni. Cover and refrigerate until you're ready to serve (up to 1 day).

**Prepare Vinaigrette.** Begin whisking in a small mixing bowl, combine the vinegar, Dijon mustard, and shallot. Add 1/2 tablespoon water to help with the emulsion. Season with a big pinch of kosher salt and black pepper (about 1/2 teaspoon each) and whisk to combine.

Incorporate the oil. Continue whisking as you drizzle in the olive oil, whisking until emulsified. Taste and adjust seasoning to your liking.

**Dress.** Just before serving, pour about half of the vinaigrette all over the salad and toss. Taste and add more vinaigrette if needed, then serve immediately.

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