

Success in Implementation: The Role of Change Management in Law Firms

YVONNE CHOI, Manager of Brand + Client Success, Miller Titerle + Company

Today's legal industry is rife with change. The digital era, remote work, shifting client expectations, and evolving regulatory landscapes are forcing law firms to adapt, innovate, and transform. Successfully navigating the change requires more than just purchasing new technology or updating processes—it demands effective change management.



WHAT IS CHANGE MANAGEMENT?

Change management is a systematic and structured approach to guiding individuals, teams, and organizations from their current state to a desired future state. In simple terms, change management is strategic implementation facilitated by a change management practitioner. In the context of a law firm, change management can be applied to any number of initiatives, including implementing new technology, redefining processes, adopting new client service models, or even merging with another firm. Regardless of the specific change, the success of such initiatives hinges on how well they are managed.

Change management and project management are complimentary disciplines. While project management constructs a roadmap to achieving

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Who We Are

Founded in 1972, the BCLMA is a non-profit organization with 190 law firm members and 595 individual members across BC. The BCLMA's goal is to provide educational and networking opportunities, enhance skills as legal administrators and managers, and 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 general@bclma.org.

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VOLUNTEER OPPORTUNITY!

The TOPICS Newsletter Committee is looking for volunteers to join us! We're a dynamic, fun group who are looking for a few members to help source thought-provoking articles that are relevant and beneficial to all subsections. We have four lunch hour planning meetings per year (lunch provided) in which we plan out each edition. No business writing skills are required, just your enthusiasm.

This is a great opportunity to both network and contribute to BCLMA and the legal community. If you are interested or have any questions please contact Committee Chair, Heather Orchison at general@bclma.org.

Submissions


If you have an article or story idea you would like to submit, please email Heather Orchison at general@bclma.org. 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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project goals, change management focuses on managing the people side of the project. It is concerned with helping individuals and teams adapt to and embrace changes effectively. Its purpose is to minimize resistance, accelerate adoption, and realize the intended benefits of change.

KEY ASPECTS OF CHANGE MANAGEMENT IN LAW FIRMS

1. LEADERSHIP AND ROLE MODELING

Leadership plays a pivotal role in change management. Their commitment to an initiative sets the tone of that project for the entire organization. Lack of sponsorship from leadership inherently impacts the success of implementation. If leadership doesn't care about adopting a new process, why would their team care?

2. CLEAR AND CONSISTENT COMMUNICATION

Transparency is paramount when introducing any change in a law firm. People need to understand the reasons for the change, its intended benefits, its positive impacts, and how it aligns with the firm's overall strategic goals. A firm needs people to buy in; it needs its people to champion the change.

3. ENGAGEMENT AND INVOLVEMENT

The success of change initiatives often depends on the active involvement of those most impacted. Law firms should encourage input from lawyers and staff and involve them in the decision-making process. When individuals feel that their voices are being heard, they are more likely to embrace change.

It is crucial to not only engage people in the way that is most convenient (i.e., surveys), but to meet people where they are and engage with them in a manner they are willing to be engaged (i.e., in-person, phone call).

4. MANAGING RESISTANCE

Resistance to change should be anticipated, especially in law, an industry steeped in tradition. By applying effective change management from the outset of a project, where sources of resistance are identified and addressed, a law firm can mitigate, or avoid altogether, a significant amount of resistance.

5. TRAINING AND DEVELOPMENT

Transitioning to new systems, technologies, or processes can be challenging for people, and the degree of challenge will vary from person to person. Change management identifies what each person needs in terms of comprehensive training and ongoing support to ensure that they are equipped with the skills and knowledge to adapt successfully.

CASE STUDY: TRANSITIONING TO THE CLOUD

Consider a likely scenario where a law firm is transitioning to a cloud-based file management system. This change will significantly impact how everyone at the firm manages files and client information and will allow the legal team to seamlessly engage in remote work. Here's how change management principles can be applied for a successful implementation:

1. LEADERSHIP AND ROLE MODELING

The firm's leadership openly embraces the new system by attending all the training sessions. They encourage others to do the same and reinforce the message that the change is essential for the firm's growth, competitiveness, and ability to provide remote work.

2. CLEAR AND CONSISTENT COMMUNICATION

The firm's leadership communicates the reasons for the transition to the cloud-based system, emphasizing benefits such as improved accessibility and security. They also address potential concerns, such as data security and data migration.

A designated individual or team provides consistent updates on the project so there are no surprises, and everyone in the firm is on the same page.

3. ENGAGEMENT AND INVOLVEMENT

Lawyers, paralegals, and legal assistants are invited to participate in the selection process for the new system. Their feedback is actively sought during vendor demonstrations and system customization and is taken into consideration before decisions are made.

It is important to involve all members of the firm who will be working in the new system. Do not forget or overlook anyone.

4. MANAGING RESISTANCE

Individuals entrenched in the way they are currently working or those who designed the way of working before the cloud-based system will likely generate resistance to change. To effectively address resistance, it is essential to identify

the underlying reasons behind it. For those who are highly entrenched, it is critical to understand why, and to help them become invested in the new system. For those who designed the way of working, it is essential to involve them in designing the new way of working.

5. TRAINING AND DEVELOPMENT

The firm provides extensive training in using the new system, with options for in-person instruction and online resources. Everyone in the firm receives ongoing support, including access to help desks and user guides. For those who are finding the adoption challenging, they will receive custom training sessions and support.

“Change management ... is about helping people adapt, grow, and thrive in an evolving legal landscape ...”

LAW FIRMS, DON'T TAKE THIS ON – GET HELP!

Change management in a law firm setting is not merely about implementing new technology or processes; it is about helping people adapt, grow, and thrive in an evolving legal landscape, while also helping firms realize the benefits of a change.

Change management practitioners specialize in managing organizational change. We have the expertise required to design custom strategies and action plans that mitigate human resistance, project delays, and employee turnover, while aligning a particular change with the firm's business goals.

In the rapidly evolving business of law, success requires embracing change management. If you are considering implementing change within your law firm, consider engaging a change management practitioner. We will work with you to make the transition smoother, more efficient, and more likely to achieve its intended outcomes.



As Manager of Brand + Client Success at Miller Titerle + Company, Yvonne collaborates with firm leadership to define strategic objectives for both the firm and its practice groups, creating, executing, and overseeing the marketing and business development plans needed to achieve these goals. Her consistent application of change management principles serves as the foundation to every project she leads.



The Practical and Ethical Risks of Employees' Use of AI in Legal Workplaces

PRESTON PARSON, Partner, Overholt Law LLP

Artificial intelligence (AI) is revolutionizing the workplace as we know it, offering innovative methods to automate processes, and synthesize and summarize information. Broadly speaking, AI refers to a variety of technological systems capable of performing tasks that a layperson might ordinarily consider as requiring human intelligence. Tools such as ChatGPT have risen to prominence as accessible examples of “generative” AI that are capable of receiving information from users, learning from that information, and generating new data for the benefit of endpoint users.

In a recent survey, a majority of Canadians said that they expect the impact of AI on all aspects of life in Canada to be positive. However, they expressed concern about the impact of AI on law enforcement and the labour sector.¹

While AI is “cool” and has the potential to bring about countless benefits, it also raises important practical and ethical questions that employers should address with employees to ensure that if AI is being used, it is being used responsibly.

CYBERSECURITY RISKS

As with any software or application, the misuse of unvetted AI tools on employer technology may give rise to cybersecurity concerns. Installing or using AI systems like chatbots, virtual assistants, or voice and fingerprint recognition AI systems on an employer’s network could result in a malware attack on the employers’ systems.

In the worst-case scenario, an employee unwittingly installing a malicious tool for the purposes of experimenting with AI technology could result in data leaking, data poisoning, data tracking, and data theft. The rise of these admittedly

intriguing services is a reminder that employers should invest in strong cybersecurity measures to protect information within the organization's control and custody.

For these reasons, employers with particularly sensitive data – including law firms – should consider whether to have their information technology management personnel restrict access on the firm's network to prevent employees from using or downloading unauthorized and unvetted AI tools in their work.

BREACH OF PRIVACY AND LOSS OF CONFIDENTIALITY

Employees inputting information to an unvetted AI system can result in significant risks to an employer in light of the employer's obligations under applicable privacy legislation, as well as lawyers' obligation of confidentiality toward their clients.

Take the example of a law firm employee who uses an online AI tool to generate draft submissions for a court proceeding. In order to do so, they may decide to input the client's financial information, family background, or even business secrets into the tool. If they are in a rush and are trying to get the AI to produce a "ready to go" output, they may even add in names. While this may be expedient and even help get past the initial feeling of writer's block, it engages serious issues.

Is the client aware that their confidential information is being used in that manner? If the answer is no, then a client may well have the basis for a complaint against the law firm for unauthorized use of their personal information.

Further, the terms of use of the AI tool may include that the AI will collect information from its users to analyze its effectiveness on how it generates responses. This information, although shared with the AI without the intent of disclosing it to the public, could be disseminated with other third-party partners of the AI system, including by producing answers input by one company's employees as the result to questions posed by employees at another company. Without safeguards and care, it is easy to envision how this can quickly result in the improper collection or disclosure of client information.

Before providing any potentially sensitive information to an AI system, employers and employees should carefully review the applicable terms of use and privacy notices. Employers may need to consider vetting appropriate AI tools for use by employees and entering into data protection agreements

with AI service providers in order to protect their data and minimize the risks.

It is important that AI is used in a responsible and transparent way by following established privacy principles and procedures. The basic privacy principles such as consent, limited purposes, transparency, accuracy and access help to process data in a compliant way, even if derived from the use of AI. These principles may well be violated if employees are not trained on the careful and proper use of AI.

PROFESSIONAL ETHICS CONCERNS

Lawyers have ethical duties toward the Court, their clients, and opposing parties, so the misuse of AI tools may well result in professional conduct and ethics complaints. It goes without saying that counsel who are the subject of such complaints may also pose a reputational risk for law firms or draw the ire of our courts.

In summer 2023, news broke that lawyers in New York had been sanctioned by a USA Court for submitting a legal brief containing fictitious case citations.² The lawyers relied on ChatGPT to perform the research for the case. Unfortunately, ChatGPT generated citations that did not exist, and without vetting them, the lawyers relied on them in their argument. The Court fined the law firm for acting in bad faith and making false and misleading statements to the Court.

This demonstrates a key issue with AI: while the use of AI can help reduce the workload and amount of time in doing specific tasks, generative AI tools cannot necessarily be trusted to produce accurate or truthful results. This is, of course, a significant problem in a court of law.

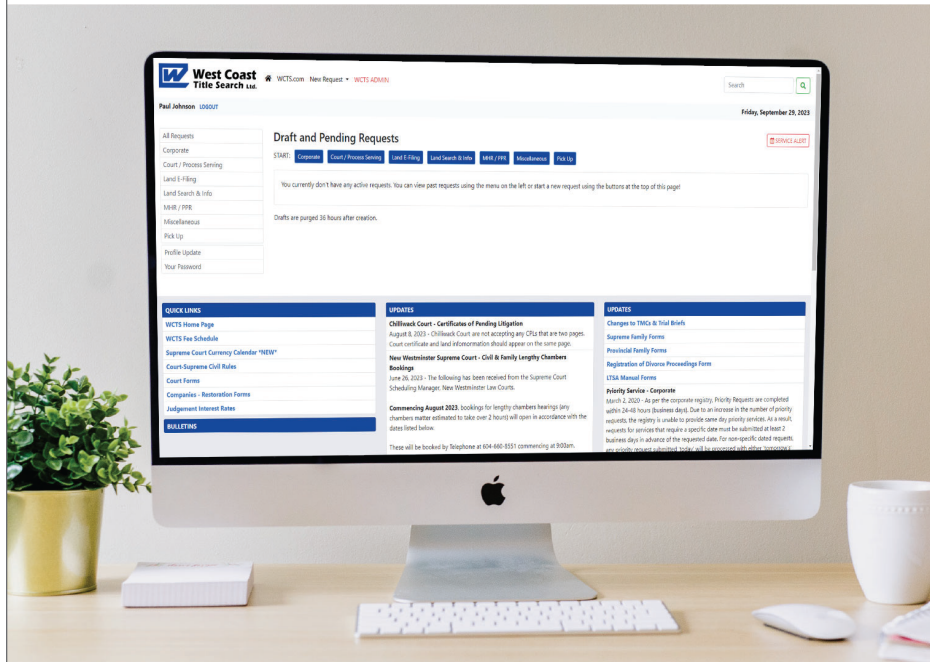
In Canada, courts in Manitoba and the Yukon have recently issued practice directions requiring that the use of AI by counsel in parts of counsel's court work must be disclosed to the Court, in light of these concerns about reliability and accuracy of information. It is anticipated that courts in other Canadian jurisdictions will follow suit.

CONCLUSION

While AI systems are yet to replace human intelligence, the potential of these tools is extremely appealing to employees searching for ways to achieve efficiency and productivity in their work. Employers should be cautious though about employees overindulging in the use of AI tools without appropriate workplace policies, procedures, and education in

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place to establish guardrails for the use of AI tools.

We recommend that employers who are concerned about the use of AI take steps to work together with employees to develop a privacy management program that addresses the safe use of AI. Employers have an important role to play in educating their employees on privacy laws, data protection, and the proper use of AI tools.

With thanks to colleagues Kai Ying Chieh and Mayowa Abisoye for their assistance with this article.



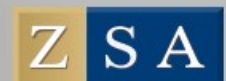
Preston Parsons is a partner at Overholt Law, practicing in the areas of employment and labour relations, human rights, and privacy law. Overholt Law is a boutique employment and labour relations firm located in downtown Vancouver, British Columbia. For more information regarding Overholt Law, please visit overholtlawyers.com.

- 1 Innovation, Science and Economic Development Canada, 'Views of Canadians on Artificial Intelligence: Final Report', <https://ised-isde.canada.ca/site/public-opinion-research/en/views-canadians-artificial-intelligence-final-report>
- 2 Reuters, "New York lawyers sanctioned for using fake ChatGPT cases in legal brief", <https://www.reuters.com/legal/new-york-lawyers-sanctioned-using-fake-chatgpt-cases-legal-brief-2023-06-22/>

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BCLMA WINTER SOCIAL '23

The annual BCLMA Winter Social was held November 16th at The Sutton Place.

It was a sold-out event this year with more than 220 guests. Everyone started the evening with a unique trivia or riddle attached to the back of their name badge. If you were able to find the correct answer, this was your ticket to an additional prize draw at the end of the evening. Musicians played festive tunes while drinks were passed around and delicious food was enjoyed by all. BCLMA president Rubyna Jinnah welcomed the crowd and thanked our generous sponsors for their support of this event. There were numerous fantastic prizes to be won, and it was so nice to see new and familiar faces mingling and enjoying each other's company.

Thank you to everyone who attended and to our amazing, generous sponsors and business partners. Happy Holidays to all!





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MEMBER SNAPSHOT

CARLY BEATTY



Q
&A

How long have you been a member of BCLMA?

18 months

Where do you work?

Cozen O'Connor LLP

What would your dream vacation look like?

Eating, drinking and cycling my way across Italy!

Tell us your favourite quote or joke

"I don't sleep on planes, I don't want to get incepted" – Jack Donaghy, 30 Rock

What famous person is getting the invite to your dinner party?

Molly Shannon, she seems so sweet in person and would have us laughing the entire night.

Recommend a wine – red or white – for under \$20 a bottle

Poplar Grove Pinot Gris, always a crowd pleaser.

Favourite BC day trip location

Bowen Island. Great pizza (Tuscany Restaurant), lots of cute shops and bars to pop into, plus so many great walks and hikes without needing to bring a car.

Favourite place to have lunch during the work week

It used to be Café Express, I miss their quick sandwiches so much. If anyone has a new sandwich shop to suggest, I'm all ears!

Favourite restaurant

Suyo Modern Peruvian

One thing that not many people would know about you

I can juggle

Favourite or most recent movie you've seen

The Princess Bride

What are you currently reading or what would you recommend as a must read?

Clear Leadership by Gervase R. Bushe, highly recommend for working on interpersonal communication skills!

In my spare time, I like to.....

Plan vacations – my own and for my friends.

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

Working with the different practice groups and getting exposed to all the different types of clients and law. Every day is different and I enjoy the challenge.

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

Stranger than Fiction



Content Marketing for Law Firms: Boost Your Sales with This Proven Strategy

KURT MCFEE, Appara COO

As a law firm, having a steady stream of new incoming clients is essential to maintaining profitable growth. While demand for legal services has increased significantly in the last few years, so too has competition in the legal industry. There's no shortage of law firms for clients to attach themselves to, from solo practitioners and boutique firms to BigLaw corporations. If you want to give your firm a leg up in acquiring new clients, you'll want to ensure you're marketing your firm with every tool in the toolbox.

One of the most effective ways to gain new clients and secure long-term growth is content marketing. At Appara, we've seen first-hand the benefits of using content marketing to connect with our audience of legal professionals. We regularly offer useful how-to's specifically designed to address the needs and questions of our clients. Sample topics include increasing productivity, encouraging work/life balance, alternative billing structures, using AI chatbots in your firm, and how leaders can promote diversity, equity, and inclusion in the workplace.

Content marketing could take the form of blog articles, infographics, videos, podcasts, or case studies.

The key to successful content marketing is that each piece of content should aim to educate, entertain, or solve a problem. Rather than going for the hard sell, try to inform your audience instead. By providing your audience with value (not just clickbait), you'll endear them to you and become a trusted authority in their eyes – which means when it does come time for them to search for legal services, you'll be top-of-mind.

That said, having an overall content strategy is also important for generating leads. While each individual piece of content should have a purpose, all of your content assets should work together to move potential new clients closer to a buying decision.

Here are just a few quick ways that you can get started with content marketing and give your firm a leg up over the competition.

NEED TOPICS? START WITH YOUR CLIENTS

Before you can start generating effective content, you'll need to come up with topics to discuss on your blog, in videos, and in your social media. One of the best ways to generate a list of topics is to use your clients as a source of ideas.

Your clients have likely asked you a significant number of questions over the course of their time with your firm. Or they've come to you with a variety of problems to solve. You can easily take those questions and problems and turn them into useful how-to blog content that explains the answers and solutions your clients are looking for.

For example, if your clients frequently ask for a list of steps they need to take in order to incorporate a business, you could craft a blog article explaining step-by-step how the process of business incorporation works.

Or if you have clients who have questions about wills, you could film a video where one of your attorneys explains the process of creating or amending a will in simple, relatable terms.

MAKE YOUR CONTENT EASILY DISCOVERABLE

Creating content is great, but if you don't promote your content or make it easy to discover, nobody will see it. If you're going to engage in content creation, you'll want to hire someone who can manage search engine optimization and social media distribution. Make sure you budget for

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paid content promotion, as well – social media websites like LinkedIn and Facebook can serve as valuable distribution networks for your content, helping you get in front of your audience where they are.

Content marketing can be a highly effective tactic for generating new sales, but it doesn't work overnight

PUBLISH CONSISTENTLY FOR BEST RESULTS

Content marketing can be a highly effective tactic for generating new sales, but it doesn't work overnight. According to online marketing guru Neil Patel, it can take six to nine months of dedicated, consistent content marketing before you start to see significant results. Patel also notes that publishing more content tends to push higher ROI – so the more content you can publish each month, the better. If you want your content marketing to succeed, you'll need to be committed to publishing regular, ongoing content on a monthly basis for at least six to nine months.

All of this is to say that you can't simply publish two articles, or a single video, and call it a day. If you're going to do content marketing, you need to commit to it for at least six months; otherwise, you'll see no return on your content marketing investment.

INTERNAL OR EXTERNAL? YOU DECIDE

Once you've decided that you want to leverage content marketing to boost your sales, you'll need to find content creators for your firm. This could mean having a legal assistant pick up social media marketing on the side, or it could mean contracting your marketing out to a dedicated consultant or firm.

While keeping your content marketing internal is the easiest and least expensive way to get started, bringing on an external expert is the best way to achieve long-term growth and hit your marketing targets. External experts have the time to dedicate themselves to your marketing, unlike an internal employee who may be juggling marketing with a dozen other tasks. External contractors also have specialized marketing expertise that your internal team may lack, which can help you achieve better results faster.

Content marketing doesn't have to be difficult. By publishing helpful, knowledge-oriented content that answers clients' questions and helps them solve problems, you can make your firm a leading contender for contracts and help your team to stand out.



Kurt McFee is the Chief Operating Officer of Appara, a legal software provider specializing in legal entity management, document automation, and workflow automation software for legal professionals. Appara's AI-powered, industry-leading solutions help firms to save time, reduce costs, minimize errors, improve customer satisfaction, and boost revenue. Learn more at appara.ai

An advertisement for PCLaw | Time Matters software. The image shows a top-down view of a person's hands typing on a keyboard at a desk. On the desk are a laptop, a desktop monitor displaying a software interface, a smartphone, and a tablet. The background is dark with white text. A red button with white text is in the bottom right corner.

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Esther Moore **Courtyard Law** Kelowna
Kelsey Bittner **Seastone IP LLP** Vancouver
Chloe Ferguson **Segev LLP** Vancouver
Kimberly Kuntz **Scion Law LLP** Vancouver

New Representatives for Existing Member Firms

Stella Nillas **Miller Thomson LLP** Vancouver
Natalie Leon **Mogan Daniels Slager LLP** Vancouver
Rob Smith **Thorsteinssons LLP** Vancouver

New Individual Members

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Taylor Wilson **Blake, Cassels & Graydon LLP** Vancouver
Madeleine Petraroia **Boughton Law Corporation** Vancouver
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Date: Thursday, April 18, 2024

Time: 9:00 am – 9:00 pm

Location: Vancouver Convention Centre East

Date: Friday, April 19, 2024

Time: 8:00 am – 1:30 pm

Location: Vancouver Convention Centre East

BCLMA Annual General Meeting

Date: Friday, April 19, 2024

Time: Buffet Breakfast 8:00 am – 8:45 am

Meeting 8:20 am – 8:50 am

Location: Vancouver Convention Centre East, 2nd floor

BCLMA Young Professionals Casino Night

Date: Thursday, March 21, 2024

Time: 5:00 pm – 7:00 pm

Location: Harper Grey LLP – Firm Lounge

BCLMA Annual Summer Social

Thursday, June 6, 2024

5:15 pm – 7:30 pm

D6 Lounge, Douglas Hotel



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MEMBER SNAPSHOT

ROMAN KOHUT



Q
&A

How long have you been a member of BCLMA?

A year and a half

Where do you work?

Hammerco Lawyers LLP

What would your dream vacation look like?

A 2-week trip to Hawaii or Bali with loved ones

Tell us your favourite quote or joke

Aspire to inspire before you expire

What famous person is getting the invite to your dinner party?

Dermot Kennedy

Recommend a wine – red or white – for under \$20 a bottle

Kim Crawford Sauvignon Blanc

Favourite BC day trip location

Bowen Island

Favourite place to have lunch during the work week

Tacofino Ocho

Favourite restaurant

Seasons in the Park

One thing that not many people would know about you

I am a big Eurovision fan

Favourite or most recent movie you've seen

A Man Named Otto

What are you currently reading or what would you recommend as a must read?

Factfulness by Hans Rosling

In my spare time, I like to.....

Stay active and spend time with family and friends

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

Working alongside driven and determined individuals and helping our clients find justice

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

How to Prepare for the Unexpected

THE SOUNDING BOARD

YOUR BCLMA.
YOUR NEWS.

What a busy Fall! Our diligent Subsections delivered a wealth of learning opportunities through presentations about marketing, finance, human resources, and latest litigation technologies. Debbie Foster captured our attention in her educational event “30 Leadership Tips in 60 Minutes”, while Todd Hirsch shared insights into “Economic Trends and Challenges” at the Annual Partner Luncheon.

In November more than 200 members attended the fun and festive Winter Social. Is that you in photos on Page 8? Check and see! This popular annual event is made possible by the generous support of our business partners. Thank you!

Mark your calendars for the biennial BCLMA Conference, April 18 & 19, 2024. It's all about Empowering YOU. Lorraine Burchynsky, Conference Chair, shares up-to-date event details (including how to register early and save!) in her article on page 19.

Special thanks to the many Subsection Chairs, Co-Chairs and Committee Members. Your time, commitment and dedication are why the BCLMA can offer professional development and value to our members.

There's so much more. Please enjoy the full Sounding Board at bclma.org

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Empower YOU Balanced for Business

BCLMA 2024 Conference & Marketplace
April 18-19, 2024 | Vancouver Convention Centre East

A NOTE FROM THE 2024 BCLMA CONFERENCE CHAIR

Mark your calendars! I'm very excited to update you about our 2024 BCLMA Conference taking place April 18th and 19th at the Vancouver Convention Centre East. Plans are well underway for a full offering of dynamic presentations, timely topics, and opportunities to catch up and network with BCLMA members, partners, and friends.

This conference is all about Empowering YOU. Through gathering, learning and networking with colleagues and industry leaders, you'll move forward with new tools and ideas for work and home -- ready, empowered, and balanced for business.

DAY ONE

COLLABORATION

Opening speaker Clinton Gary sets the tone of the conference with his sought-after insights on working collectively towards success. The Founder and President of CREDO Consulting LLC, a growth and collaboration consultancy for law and professional services firms, will share his expertise and best practices regarding Smarter Collaboration and collaborative business development.

BREAKOUT BREAKTHROUGHS

Delegates will then move into their choice of breakout sessions for some lively discussions and learning. Due to popular demand, this year each of our three breakout sessions will be offered on both days of the conference. Members can choose and benefit from two out of the three sessions scheduled, on such varied and relevant topics as: Safety and Inclusion through Communication; the emerging area of Environmental, Social and Governance (ESG); and examining leadership through the lens of an entrepreneur.

2024 Conference

HYBRID WORK & WELLNESS

After lunch, you won't want to miss the panel discussion on Hybrid Work, a balanced and thought-provoking exploration of how hybrid workplaces impact employee wellness. Participants will reflect on current and sometimes controversial events and developments on this issue, as well as recent research. Together they will consider the perspectives of the individual, the firm, and how the two points of view interact. Moderated by Business Consultant and Certified Coach, Lejla Pekaric, the panel includes Sara Forte (Forte Workplace Law), Shalisha Shenkow (Colliers), and Blair Lill (COO, Singleton Urquhart Reynolds Vogel LLP).

Later be sure to visit the Marketplace reception. You'll learn more about BCLMA's many vital business partners and, more importantly, have the chance to thank them for supporting our Association. We would not be able to host this biennial conference without their continued sponsorship.

Next stop? A wonderful buffet dinner at the Pan Pacific Hotel to socialize, network, and enjoy a delicious end to Day One.

DAY TWO

THE BUSINESS OF OUR ASSOCIATION

Day Two begins with the BCLMA Annual General Meeting. We hope you'll attend and lend your voice to the important business of our Association. It's also a great chance to reflect on the many things we've accomplished together in the last year.





BCLMA thanks these Sponsors for supporting our 2024 Conference

Change Maker



Visionary



Innovator



Champion



BALANCING

After the second round of breakout sessions, we wind-up the Conference with our closing keynote speaker, Tanis Frame of the Luminous Leadership Collective. Known for her fun and engaging presentations, Tanis will offer uplifting keys to effectively navigate the overwhelm of everyday life and leadership. She'll have you thinking about what matters most to you and provide clarity from your conference experience to carry forward into your work and life.

Last stop? A tasty buffet lunch, and one last chance to mingle.

We're excited to
present keynote
speakers
**Clinton Gary &
Tanis Frame.**



Clinton Gary,
CREDO Consulting LLC



Tanis Frame,
Luminous Leadership Collective

MEET THE 2024 CONFERENCE COMMITTEE

All of this is possible thanks to the hard work and planning of our dedicated and enthusiastic Conference Committee. Special thanks to:

Yasaman Mohandesi
Dentons Canada LLP

Natalie Egger
Forte Workplace Law

Priscilla Martindale
Richards Buell Sutton LLP

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We are also grateful to BCLMA's Jane Kennedy and Heather Orchison for assisting with all the above and so much more.

I invite you to join us for this empowering time of learning, sharing, and moving forward together. To register or for more information, please visit our 2024 Conference website at BCLMAconference.com. **Remember to book before December 31 to receive your early bird discount.**

Lorraine Burchynsky
Boughton Law Corporation
2024 Conference Chair

RECIPE

(20 Minute)

Homemade Chicken Noodle Soup

This hearty soup recipe is about as classic and comforting as they come.

INGREDIENTS

2 boneless chicken breasts cooked and shredded (you can use a rotisserie chicken too)
8 cups chicken broth
2 tablespoons olive oil
4 celery stalks, chopped
4 whole carrots, chopped
½ onion, diced
¼ teaspoon thyme
1 teaspoon minced garlic
½ teaspoon salt
½ teaspoon pepper
2 bay leaves
1 cup egg noodles
2 cups water

DIRECTIONS

1. In a stock pot, drizzle with oil
2. Add minced garlic, carrots, celery and onion
3. Cook for 5-8 minutes until beginning to become soft
4. Add chicken broth, water and seasonings. Bring to boil. Allow vegetables to continue to cook and the chicken heat through.
5. Add pasta and cook on medium-high heat for 10 minutes
6. Remove the bay leaves
7. Enjoy!



Recipe from eatingonadime.com



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2024 Schedule of Annual Surveys

Surveys provide valuable data to law firm managers. The more firms that respond, the more accurate the results; we need your input! Survey results are distributed only to participants, except for the Business Services & Benefits and Charge-Out Rates Surveys and can be purchased through the CBA. Contact them cbabc.org/bclma.

The BCLMA surveys are distributed throughout the year at a time that should work for most participants. Your comments are welcome on any of the surveys. Leslie Green is the chair of the survey committee. She can be contacted by [email](mailto:leslie@bclma.org) with any comments.

Survey	Distribution Date	Reply Deadline	Publication Date	Coordinator
Associate Salaries	April 1	April 15	May 1	Leslie Green
Staff Ratios	May 1	May 13	May 29	TBA
Business Services Compensation & Benefits	July 24	September 23	October 23	Kerri Garner
Charge-Out Rates	July 24	September 23	September 23	Kerri Garner
Management & Associate Salaries (30+ lawyers)	November 1	November 14	November 29	Derrick Li

- The Disbursement Survey will be conducted every 5 years, if warranted.
- The Business Services Compensation & Benefits Survey (formerly known as the Support Staff Salary Survey) will be compiled by Western Compensation & Benefits Consultants and distributed by the CBA with significant input from BCLMA.
- Charge-out Rates Survey is rolled out with the Business Services Compensation & Benefits Survey.
- The Economic Survey was last conducted by MNP LLP 2023. This survey will be conducted every 2 – 3 years.
- The Associate and Administrative Staff Salary Surveys will be compiled by Western Compensation & Benefits Consultants.

***Please note:** we publish the names of the law firms who participate in the surveys, however, no direct links or references to any of the results are made public.

Thank you,
BCLMA Survey Committee



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BCLMA Ask a Coach

DEAR COACH:

I think I am burned-out. I used to love my career as a law firm manager, and now I just find myself frustrated, negative and tired. I think it's coming out in my work and it's impacting my personal life too. What do I do?

Signed,

Will It Always Be This Way?

DEAR WILL IT ALWAYS BE THIS WAY:

Kudos to you for being tuned into how you are feeling and acknowledging the real consequences that burnout can have on both your professional and personal life. Burnout is a real issue. Know you aren't the only one feeling this way - I see many people in my coaching practices sharing the same concerns.

High-pressure work environments like law firms have a real responsibility to address burnout in their programs, practices and expectations.

AND, there are also things that we can do as individuals to influence more control over our work and life. Here are some ideas:

Get honest with yourself - what are the consequences to your personal and work life of you continuing in this way? Asking yourself this question can create the powerful why that many of us need to do things differently. Remember nothing changes if nothing changes.

Start small - if you're burned out, the last thing you want is a bigger to-do list!

Ask yourself - what is one thing you can remove from your plate? Can you do one work from home day a week? Carve out two hours for deep work? Take lunch at least three times per week? Try micro-habits and build from there.

Adjust your expectations - many of us place very high (often unreasonable) expectations on ourselves. Look at everything you have going on from a projects and whole life perspective. What is absolutely critical and urgently important? Chances are not everything. Maybe that to-do or goals list needs to be whittled down from ten to one. Maybe you need to reduce volunteer or family commitments. At least for now. Consider what "good enough" looks like.

Get support - do not suffer silently. Speak to your boss about how you are feeling and discuss how work can get re-prioritized. Ask family and friends for help. If your burn-out is prolonged, and having effects on your mental health, talk to a professional for support and do so before things get worse.

Fuel yourself with what you love - energy management is about reducing what drains your energy and adding more of what gives you energy. Where time is finite, with energy, we can actually generate more energy by the activities we engage in. What gives you energy is different for everyone, but oftentimes it's things like walks, exercise, nature, creative pursuits and spending time with loved ones. How can you do a bit more of that?

Burnout is hard, but it IS possible to get back to feeling connected to a career and life that you love. Be gentle with yourself as you embark on that process.



Megan (Meegan) McAllister is a professional coach and leadership development facilitator and strategic workplace culture consultant, specializing in the legal industry and law firm management. She is on a mission to create a ripple effect of better workplaces, leaders, careers and lives. www.meganmcallister.ca/

WELCOME!

Ask a Coach is a new place for you in TOPICS -- where shared work and life concerns are explored and addressed by leading professional coach, Megan (Meegan) McAllister. Watch for Ask a Coach in every other issue.

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