

Your Change Compass

RICHELLE MOLARO, Founder and CEO of Gemini Strategy Solutions, and SVP of Client Growth Strategy, The Collective AI.

Competing priorities? Project pivots? Differing leadership perspectives? Mismatch between inputs and outcomes? How do you stop spinning?

Change is not getting any easier. And AI has poured kerosene on its pace.



While you may not be able to control the direction of change, you can control how you show up in it. This **two-part series** reframes that control: instead of chasing a map for every possible turn, build a compass — a portable, durable way to orient yourself when directions shift. It's personal, practical, and repeatable.

In this first instalment, we cover two essential steps:

1. Finding your voice, and
2. Translating it into a living change compass you can use with colleagues.

What you are about to read is practical by design. You'll get:

- » **reflection prompts**
- » **a hands-on exercise** to identify values and assess alignment
- » **clear steps** to turn those values into your compass points to use in real conversations and decision-making at work

bclma

FEATURES

- 1 YOUR CHANGE COMPASS**
Part A — Finding Your Voice and Establishing Your Change Compass
- 9 EVENT REPORT: ANNUAL WINTER SOCIAL**
- 12 FREEDOM TO TWEET?**
Employees' Social Media Presence
- 18 THE FUTURE OF CONVEYANCING**
How Practical Innovation is Changing LegalTech

ALSO IN THIS ISSUE

MEMBER SNAPSHOT

Hardip Samra	8
Kathleen Brett	15
SAVE THE DATE	16
WELCOME & KUDOS	20
THE SOUNDING BOARD	21
RECIPE	22
ASK A COACH	23
BCLMA 2026 SCHEDULE OF ANNUAL SURVEYS	24

Editorial Committee

Heather Orchison, Chair
BCLMA
general@bclma.org

Stephanie Marsh, TOPICS Editor
Pier Blue Consulting
Direct: 613-857-8053
stephanie@pierblue.ca

Lorin Birnie, TOPICS Advertising
Cozen O'Connor LLP
Direct: 778-357-3274
lbirnie@cozen.com

Janiene Chand
Allen / McMillan LLP
Direct: 604-282-3987
janiene@amlc.ca

Lifen Lee
Hastings Labour Law Office
Direct: 604-609-6699
ll@hlllo.ca

TOPICS Production

Doris Pfister Murphy
DPM Word Projects

LOOKING FOR A VOLUNTEER OPPORTUNITY?

The TOPICS Editorial Committee welcomes new volunteers to help us connect with association members through our informative newsletter! Our fun and collaborative group seeks BCLMA members to suggest ideas and help source thought-provoking articles that will benefit all subsections.

We meet formally at four lunch-hour planning meetings per year (lunch provided) to plan the next edition. We also host meetings virtually for volunteers who live and work in the valley, the interior, on the island or the coast! Don't miss this rewarding opportunity to build valuable relationships, and contribute to the BCLMA and to our legal community across the province.

No business writing skills required – just your enthusiasm!

Contact Committee Chair Heather Orchison at general@bclma.org if you have any questions, need additional information, or feel ready to join!

Who We Are

Founded in 1972, the BCLMA is a non-profit organization with more than 630 members from 190 law firms 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.

Submissions

Please contact Heather Orchison at 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.

Copyright Reproduction Rights

TOPICS is copyrighted. However, we encourage you to circulate or copy this newsletter unmodified for your own internal or private use.

The newsletter, its contents or its material may not be sold, intact or modified, nor included in any package or product offered for sale.

©2025 BCLMA, CANADA. This issue and the newsletter's archive are all available in PDF format at www.bclma.org

WHY VOICE MATTERS — AND WHY IT'S NOT AUTOMATIC

Most career advice assumes people come to work knowing who they are, what they value, where they excel, and how they'll behave when pressure rises. That's rarely true in practice. Work shapes you while you also shape work. Your voice is the running synthesis of your experiences, your preferences, your lessons learned, and your boundaries. It is how you express what you believe and how you act on it. And, it is evolving alongside you as part of your individual growth.



A voice that genuinely reflects you doesn't just appear fully formed. It needs intention. If you assume your voice will keep pace with change all on its own, then you'll feel surprised when you one day find yourself doing work that no longer fits, defending choices you don't believe in, and/or feeling hollow at victories that used to matter. Being intentional about voice means making time to reflect, to name the values that matter, and to decide how you'll show up when pressures push against those values. That's the work that precedes a useful compass.



BUILDING STRONG TEAMS

LEGAL AND ACCOUNTING & FINANCE RECRUITMENT

forgerecruitment.com

@forgerecruitment



Trusted by People Behind the Practice

*We serve lawyers...
but we work for you.*



West Coast Title Search Ltd.

CORPORATE | COURT | LAND | PROCESS SERVING

Vancouver • New Westminster • Victoria

Tel: 604-659-8600 • info@wcts.com • wcts.com



Cloud Services for Lawyers
Delivered by People Who Care

Looking for technology that enhances teamwork?
Hosted Desktops allow teams to easily connect and work together no matter where they are - office, court, Hawaii



making I.T. work for you

Call for more information (604) 639.6300 | www.i-worx.ca

HOSTED DESKTOPS . HOSTED EMAIL . HOSTED FILE SHARING .

SMALL BUSINESS BC AWARDS
BEST WORKPLACE
WINNER

PRACTICAL EXERCISE 1: IDENTIFY AND EMBODY YOUR VALUES

Step 1 — Make a big list

- » Set a timer for at least five minutes, but no more than 10. Rapidly write words or short phrases that matter to you at work. Don't overthink. Aim for 20 to 30 items if you can. Examples: integrity, autonomy, collaboration, clarity, craft, well-being, rigour, curiosity, speed, mentorship, creativity.

Step 2 — Identify external versus internal values

- » Using one colour, mark values you suspect are “received” — ones you picked up from leaders, job descriptions, or industry statements. Using another colour, mark values that spark energy when you read them. *Note: There may be values circled in both colours – but before you circle in both colours, test within yourself whether you want to be “known for” that value and what it means to you.*

Step 3 — Distil

- » Choose the top five to eight values you genuinely want to guide your behaviour, regardless of whether they're

fashionable. These should mean the most to you; i.e., values you would feel proud to share with family, friends, and colleagues.

Step 4 — Create your own data points

- » For each top value, write one short and concrete example of how you recently expressed that value in your work (or wish you had). Evidence grounds values: it turns abstract words into visible behaviours.

Step 5 — Write a short narrative

- » Write a one-sentence “voice statement”: “I show up as someone who [action] because I believe [value].” Example: “I show up as someone who pushes for diverse perspectives because I believe better decisions come from many viewpoints.”

This important 5-step exercise gives you a synthesis of your voice, providing you with data points of where you are currently embodying your values, and identifying which values you need to bring forward more intentionally in your actions.

We Design+Build Legal Workplaces

With 50 years of design-build expertise, Aura has partnered with law firms across Canada to create tailored office environments that align with the unique demands of legal professionals.

Experience the Aura difference—where strategy and design converge to support focus, confidentiality, and performance. Let us help you build a workplace that empowers your legal team to excel.



Aura

(604) 510-7101
info@auraoffice.ca
www.auraoffice.ca



PRACTICAL EXERCISE 2: ALIGNMENT CHECK – YOUR VALUES AND THOSE OF YOUR TEAM/ FIRM

Values on a website are one thing; values in practice are another. This next set of steps helps you see where your personal compass aligns with, complements, and/or diverges from the environment you operate in.

Step 1 — Capture cues

- » Collect the firm's or your team's stated values (website, strategy doc, leadership memos). Also observe behaviour for a week: who gets praised publicly, who gets hired for what, what gets punished or ignored. Note patterns.

Step 2 — Alignment snapshot

- » Using two columns, list your top values in one column and your team's or firm's behaviours/ priorities in the other. Draw solid lines to mark alignment and dotted lines for partial alignment.

Step 3 — Leading through your values

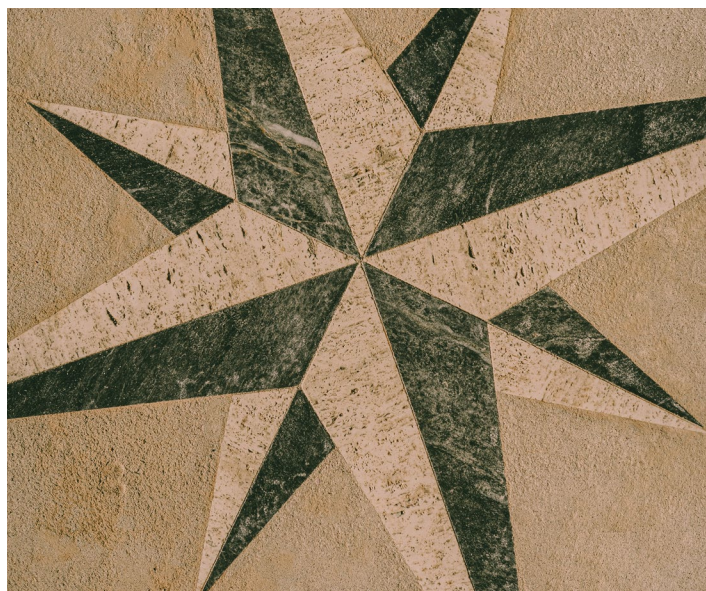
For each personal value not represented by the team/ firm, ask yourself:

- » Can I introduce this value? If yes, how? (E.g., small actions, coalition building, pilot projects)
- » Can I adapt without compromising my non-negotiables? If yes, in what ways?
- » Is the gap fundamental? If yes, what are the implications for my role, my career path, and/or my well-being?

Note: Alignment doesn't require identity fusion.¹ Know that you can thrive while holding some different values than your team/ firm. Also know that problems arise when your non-negotiables are regularly undermined.

TURNING VALUES INTO COMPASS POINTS

Now that you have identified your values, and performed an alignment check against those of your team/ firm, you're on track to start building out your compass! A compass becomes an action-oriented tool to embody your values in your work, ensuring you feel empowered to show up authentically, which will facilitate your role in leading change, engaging team members, and creating psychological safety.



A compass needs poles – stable reference points you can use in heat-of-the-moment decisions. Translate your distilled values into three to five compass points. Each point becomes a question you can ask when the map disappears.

HOW TO BUILD A POINT:

- » Name it succinctly.
- » Define it in behavioural terms (what we do).
- » Create a short decision question or action prompt linked to it.

Thinking about making
a career move?

**Connect with Canada's
Legal Recruitment Experts**

zsa.ca



SARA ADEL
Recruitment Consultant
sadel@zsa.ca
(604) 283-9318



EXAMPLE CONVERSION:

» Value: Collaboration

- Compass point name: “Connect”
- Behavioural definition: Seek diverse input, allocate time for cross-team alignment, and check assumptions.
- Decision prompt: “Have I asked for at least two different perspectives before deciding?”

» Value: Integrity

- Compass point name: “Trust”
- Behavioural definition: Be transparent about limits, course-correct when needed, credit others.
- Decision prompt: “Does this action match the standard I’d want publicized?”

» Value: Growth

- Compass point name: “Stretch”
- Behavioural definition: Volunteer for roles or tasks that push my comfort zone, expand capability and create feedback loops.
- Decision prompt: “Will this move stretch me or just burn me out?”

Pick three to five points that – together – cover the full range of decisions you face. Keep the prompts short; a single sentence that fits on a sticky note is perfect.

INTEGRATING THE COMPASS INTO DAILY WORK

A compass is only useful if you use it. It can only facilitate your role if it is applied. Whether you are in a formal leadership position or not, embodying these qualities sets an important example for all team members. Below are ways to operationalize it with low friction.

Slowly seed the concept

Not everyone wants a public manifesto. Introducing your compass can be subtle and pragmatic.

- » Start with curiosity, not proclamation: “I’ve been rethinking how I make choices; would you give me quick feedback on one framing?”
- » Seed it in practical tools: share the “decision prompt” you used in a meeting and ask if it helped.
- » Model before you mandate. Honour your compass points visibly in one or two tough choices – people notice behaviour more than labels.

Use it in one-on-one conversations

- » Start or end coaching conversations with a short check: “Which compass point should I use today?” This primes both parties to choose behaviour over rhetoric.

Put it on your calendar

- » Add a monthly 30-minute “compass check” to reflect privately on recent decisions. Which points were honoured? Which were ignored? What happened?
- » Where did I bend a non-negotiable and why? What did I learn?
- » What one small action can I take to make my compass more visible and useful to others?

Embed it in meeting norms

- » For recurring meetings, try one minute at the start to flag which compass point is most relevant for the meeting outcome. For example, a project kickoff might



**THIS YEAR,
SWAP BURNOUT FOR
"ACTUALLY ENJOYING YOUR LIFE"**

Less hustle. More heart.

www.stephmelnychuk.coach

- Reclaim the untamed joy within you
- Begin your adventure back to aliveness

**Steph Melnychuk, J.D. | Heart-Led Leadership Coach
Joy Awakener | Aliveness Guide**

be “Connect” while a budget-cutting meeting might be “Trust.”

- » Invite reflection. In a team retrospective, ask “Which compass points did we honour?” That normalizes the language without forcing everyone to adopt it.

Make it visible

- » Share a one-pager of your compass with your team or a trusted peer. Invite them to hold you accountable. When others know your orientation, influence becomes easier.

BUILT-IN SAFEGUARDS: PREVENTING THE COMPASS FROM CALCIFYING INTO DOGMA

A compass should guide, not constrict. Guardrails keep it useful:

- » Review it quarterly: update language and examples. Values mature; your wording should, too.
- » Ask for disconfirming feedback: a trusted peer should feel able to flag when your compass is being used as a shield for avoidance.
- » Use it as a negotiation tool: when your compass meets organizational priorities, use the language to negotiate resources or timelines.

Finding your voice is the first step in navigating change with confidence. It’s not about having all the answers — it’s about knowing what guides you when the answers aren’t clear. View this time spent reflecting as an important career investment in yourself. Because once you have this outlined you will find it easier to bring clarity to chaos, and also show up more consistently for what matters to you.

Part B in the spring edition of Topics will dig into specific tactics to lean into your compass during actual, messy leadership situations and cover how to recalibrate when you find yourself off course.

In the meantime, pick one compass point, write its one-sentence prompt on a sticky note, and use it as a decision filter for the week. You’ll notice the difference!



Richelle Molaro is the Founder and CEO of Gemini Strategy Solutions, and SVP of Client Growth Strategy with The Collective AI. 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.

1 A form of alignment with groups in which members experience a visceral sense of oneness with the group.



Realti

Faster, Simpler, Tailored to BC

Realti continues to evolve for BC law offices — cleaner navigation, more file types, and built-in tools like digital ID verification that reduce disbursement costs for your clients.

Over a decade of reliability, redesigned for what’s next.

See what’s new
ldd.ca/tailored-to-bc

Scan the QR code to learn more.



MEMBER SNAPSHOT

HARDIP SAMRA



Q
&A

Describe your current role at your firm/ organization.

As Litigation & Operations Manager, I oversee the firm's litigation workflows, operational systems, and administrative functions. I work closely with the legal team to ensure cases progress smoothly, streamline processes, manage budgets, and coordinate between internal and external stakeholders.

What do you enjoy the most about your role?

I enjoy working at the intersection of legal work and operations, making things more efficient, solving bottlenecks, and enabling lawyers and staff to focus more on substantive legal issues. I also find satisfaction in mentoring and developing colleagues.

What is the greatest value you receive from the BCLMA?

The community of peers in legal management, a forum to share challenges and best practices, and chances to learn from others' experiences. Also, the professional development opportunities, resources, and networking help me stay current in this evolving role.

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

The Architect.

My dream vacation:

Sail Europe's most iconic rivers to explore historic sites and breathtaking landscapes on Celebrity's new ships set to launch in 2027.

My favourite quotes:

(1) "In the middle of every difficulty lies opportunity" from Albert Einstein reminds us to look for possibility even in moments of challenge.

(2) "He who has a why to live can bear almost any how" from Friedrich Nietzsche reminds us of the strength that comes from understanding what truly drives us.

My favourite place to have lunch during the work week:

A local café with good salads and soups, within walking distance of the office, with a calm atmosphere to recharge.

One thing about me that might surprise you:

I'm passionate about continuous learning. I constantly tinker with new productivity tools, learn methodologies, and process improvement methods.

In my spare time, I like to:

Garden, landscape, tackle yard projects and spend time with nature.

EVENT REPORT

OCCASION Annual Winter Social
DATE November 6, 2025
VENUE Fairmont Waterfront Hotel, Vancouver

PREMIER SPONSORS

AXIS
Insurance

Com-Pro / NextGen Automation
Managed IT Solutions

LawyerDoneDeal Corp.
Conveyancing Technology

EVENT SPONSORS

Appara
Law firm management software

Hunter West
Legal recruitment

MNP
Accounting Consulting Tax

sai
Systems auditing

CONTRIBUTOR SPONSORS

Baker+Cadence
Legal technology solutions

Forge
Finance and Legal recruitment

i-worx
Hosted solutions

R Johnson
Legal recruitment

ZSA
Legal recruitment

WHAT MADE IT SO SPECIAL

This year's event had a change of scenery! Hosted at the Fairmont Waterfront Hotel, the ballroom welcomed approximately 200 attendees, including BCLMA members and sponsors.

Guests were greeted with prosecco, sampled pass-around canapes during the reception, and fully enjoyed the delicious fare at food stations in the ballroom.

A networking game served as a great conversation starter! We all learned some interesting and funny things about each other.

THANK YOU TO EVERYONE WHO ATTENDED AND HELPED RING IN THE FESTIVE SEASON!

Photos by Anna Beaudry Photographic Design annabeaudry.com







SUPPORTING YOUR SUCCESS FOR OVER 30 YEARS

Flexible: Permanent, Contract, and Temporary Staffing

Trust: Built on long-term relationships

Placement Success: Over 98%

Value: Reasonable fees with strong guarantees



Arlyn Recruiting
Supporting Your Success

(604) 681-4432
www.arlynrecruiting.com

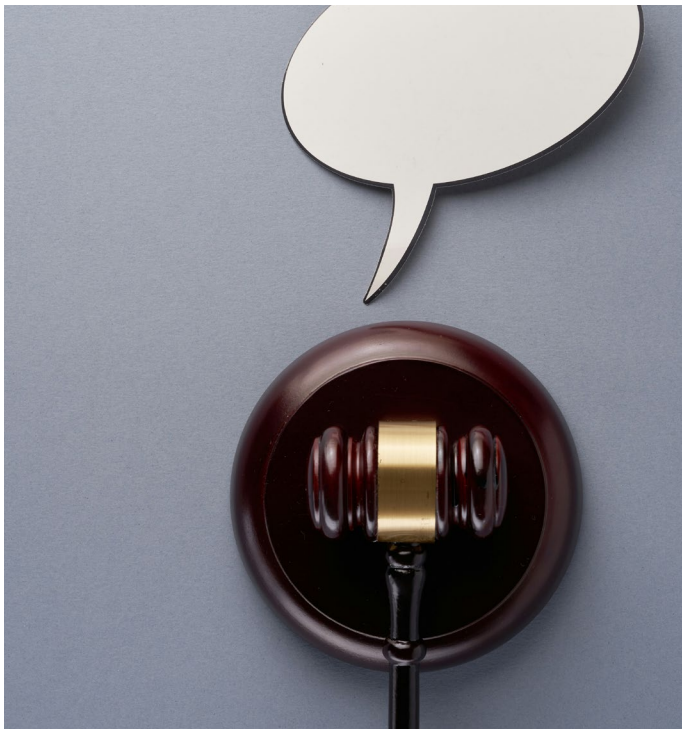


Freedom to Tweet?

PRESTON PARSONS, Partner, Overholt Law LLP

What do a U.S. Secret Service agent¹ and an associate professor at the University of Toronto² have in common? They were both placed on leave recently as a result of comments they made on social media.

While their comments were made outside of the workplace, they were subjected to workplace discipline. This raises the question: When can employers discipline an employee for their off-duty social media comments?



FREEDOM OF SPEECH?

Managing an employee's personal social media presence reveals a tension between their freedom of speech and an employer's right to manage its workplace. While many employees feel that they have largely unrestricted free speech rights, especially in their "off time", private employers in Canada – including law firms – have more scope to restrict employees' speech as they are not subject to the Canadian *Charter of Rights and Freedoms*. In other words, for many employees, their constitutional free speech rights do not apply.

Employers primarily restrict their employees' speech through contracts of employment, policies and codes of conduct. Often these restrict a wide range of speech, including but not limited to:

- 1. Hate speech:** Expressing one's beliefs crosses the boundary into hate speech when it indicates hatred towards a person or group of people because of their protected characteristic.³

- 2. Discriminatory speech:** Discriminatory speech occurs when it makes a negative distinction between groups and intends to create negative consequences for the targeted group.⁴
- 3. Bullying and harassment:** Speech directed at recipients despite the speech being objectively unwelcome.
- 4. Speech that reflects poorly on the employer:** Where the employee makes statements that negatively impact the employer, especially if the employee is publicly recognizable as associated with the employer.

An employer has vested interests in placing limits on employees' speech. Those interests go beyond simply protecting their image and goodwill as employers have legal obligations to ensure a safe and discrimination-free workplace, both under BC's *Human Rights Code* and BC's *Workers' Compensation Act*. If the employee's post (i) causes or may reasonably cause another worker to be humiliated or intimidated, (ii) is discriminatory, (iii) contains hate speech, or (iv) otherwise negatively impacts the employer's goodwill, then the employee is likely to be disciplined for it. If the employer has instituted a contract, policy, or code of conduct addressing

this subject, then they can also rely on the employee's inappropriate speech as being a breach of contract, policy, or code of conduct – all of which may jeopardize the employee's continued employment.



Where Legal Professionals Do Work



The Intelligent DMS

ndMAX Legal AI Assistant

- Simple front door to AI – providing a conversational experience that makes AI easier to engage with.
- Pairs artificial intelligence with workflow automation, turning answers into actions.
- Avoid data security risks by bringing AI to your content, not your content to AI.

Call BCS to Request a Demonstration
(916) 677-4277

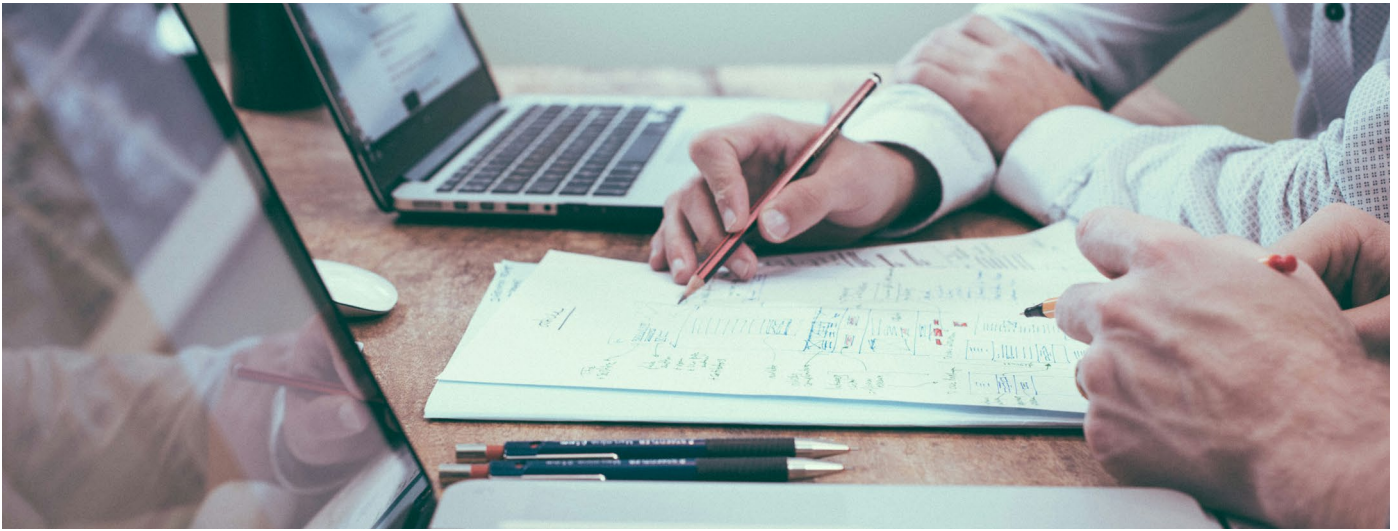
Baker Cadence Solutions is here to help with any & all of your NetDocuments needs



baker+cadence | solutions, LLC

www.bakercadence.com | (916) 677-4277 | info@bakercadence.com

Offering Industry-Leading Legal Software Implementation and Training Since 1997



This does not mean that employees working for private employers do not have any free-speech protections. Under the BC *Human Rights Code*, an employer cannot discriminate against an employee because of enumerated protected grounds. An employee may file a complaint under the *Human Rights Code* against their employer if the employer disciplines them for speech – including social media posts – expressing the employee’s religious or political beliefs or expressing the employee’s support for a certain race or sexual orientation, for instance. An employee would not be able to rely on these protections if their statements crossed the line into hate speech or were considered discriminatory towards others.

DISMISSAL

Where an employer is considering dismissal for an employee’s personal social media speech, it must be serious enough to have damaged the employment relationship beyond repair. Generally speaking, it must be somehow tied to or reflect upon the workplace in a way that is seriously prejudicial to the employer’s interests.⁶

Factors that may be looked at when considering whether the speech is prejudicial to the employer include:

- » the seriousness of the misconduct
- » whether the misconduct makes it impossible for the employee to carry on their job duties
- » whether the misconduct was a “one-off” or not
- » whether the misconduct was intended to harm the employer

Other factors may also come into play as that list is non-exhaustive.

BEST PRACTICES

Employers should have good contracts, policies, and codes of conduct in place. Off-duty conduct, including comments made by employees when away from work and on their personal social media accounts, should be expressly covered to raise their awareness of this important topic. Employers should also train employees on these documents and update them periodically. Each of these recommendations are important in setting workplace expectations, meeting the employer’s legal obligations, and in creating a foundation for disciplinary action up to and including dismissal if necessary.



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](https://www.overholtlawyers.com)

1 <https://www.usatoday.com/story/news/nation/2025/09/13/us-secret-service-agent-put-leave-anti-charlie-kirk-post/86136440007/>

2 <https://www.cbc.ca/news/canada/toronto/university-of-toronto-professor-leave-charlie-kirk-tweet-1.7632736>

3 <https://bchumanrights.ca/resources/hate-speech-qa/#hate-speech-and-the-law-1-what-is-hate-speech>

4 <https://bchumanrights.ca/resources/hate-speech-qa/#hate-speech-and-the-law-2-what-is-discriminatory-speech>

5 <https://bchumanrights.ca/resources/hate-speech-qa/#hate-speech-and-the-law-4-if-someone-says-something-offensive-but-not-so-extreme-that-its-hate-speech-or-discriminatory-speech-are-there-any-other-laws-they-may-have-violated>

6 *Klonteig v. West Kelowna (District)*, 2018 BCSC 124 at para. 67.

MEMBER SNAPSHOT

KATHLEEN BRETT



Q
&A

Tell us about your current role.

Overall firm management with a broad purview of responsibility over HR, operations, finance, technology, and marketing. I think it's fair to say that the day-to-day of my job could be best summarized as 'exceptional problem solver'!

What do you enjoy the most about your role?

I have developed a deep understanding of all aspects of the business because of my broad purview and I also have high touch because the firm is relatively small. That's my sweet spot because I see the big picture of the business as a whole and am also close enough to the day-to-day operations to understand the impact of decisions and changes.

What is the greatest value you receive from the BCLMA?

The opportunity to engage with colleagues at different firms and learn from them.

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

Take every opportunity to learn. You never know what knowledge or experience is going to be useful in your future career.

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

Title of a book turned TV series – *Little Fires Everywhere*

My dream vacation:

I spent three weeks in Portugal last year and have already started planning another trip there next year!

I'm hosting an exclusive dinner party and I can invite ANYONE – living or dead, famous or not. My guest list includes:

My family. The conversation is always interesting and the laughs are always loud and frequent.

My favourite BC day trip location:

I have a soft spot for the Okanagan since I met my fiancé there.

One thing about me that might surprise you:

I ride motorcycles! I own a Yamaha FZ1.

The last book I read:

The Goal by Eliyahu M. Goldratt

Save the Date



BCLMA 2026 Conference & Marketplace
April 30 - May 1, 2026 | Vancouver Convention Centre East

BCLMA 2026 Biennial Conference

Dates: April 30 - May 1, 2026
Location: Vancouver Convention Centre East
bclmaconference.com

BCLMA Annual General Meeting

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

BCLMA Annual Summer Social Reception

Date: Thursday, June 11, 2026
Time: 5:00 pm - 8:00 pm
Location: Tap & Barrel • Bridges - Granville Island

Visit bclma.org for more information and to register for events.

P R I O R I T Y
PROJECTS LIMITED

Servicing Vancouver's
Law Offices Since 1989

FACILITIES MAINTENANCE
&
CONSTRUCTION MANAGERS

ppl.ca | 604.254.4499 | info@ppl.ca



RICOH

Do what you love. Automate the rest.

When you automate tedious tasks, your people work on what matters. And you save money. We'll show you how.

www.ricoh.ca/legal



CosmoLex

CBA-endorsed. BC-compliant. Effortlessly efficient.

The everything tool for practice management and accounting. Made especially for Canadian firms.

Try for free





The Future of Conveyancing

GAVIN HEER, Chief Technology Officer, GoVeyance

Within a legal firm, incremental productivity gains can be a game changer in terms of time efficiency and revenue. Yet, many processes and tools are in need of an upgrade.

Conveyancing is a prime example of an industry that has relied on legacy systems for far too long, resulting in stagnation and outdated processes. Our mission with GoVeyance is to modernize the conveyancing process and workflow by developing an innovative, fair-priced solution that provides an unparalleled experience.

WHY A NEW CONVEYANCING MODEL WAS NEEDED

We started with a simple but often overlooked first step: we listened. We spent time listening to what the community felt was missing and what they truly needed in a superior conveyancing product. A common theme emerged: existing platforms lacked innovation, were unintuitive, and offered poor client support.

In response, our Canadian-based product team focused on delivering practical innovations that aim to drive impact and usage. In 2024, we released more than 50 product updates — each designed to enhance efficiency and modernize the conveyancing experience. This commitment has reduced processing times for our users, enabling them to close more transactions with speed and accuracy.

Despite the positive feedback, we recognized that maintaining an open dialogue with the community was crucial to avoiding product development mistakes and ensuring high customer satisfaction. At the end of 2024, we issued a customer survey that asked two questions: how would you rate our customer support team, and what product feedback would you provide?

According to the survey results, we achieved a customer satisfaction score of 99% and generated over 200 candid product feedback responses. This feedback revealed clear trends, including a strong demand for more integrated tools and streamlined processes to reduce friction across platforms and devices. These insights directly shaped our 2025 product roadmap.

SUPPORTING EFFICIENCY WITH PEOPLE AND DATA

Among the feedback we received about conveyancing tools, the one that conveyancers felt passionate about was a lack of responsive support. To stand out, we knew we had to address this head on, which led us to invest in a customer success team.

They proactively monitor trends – analyzing support tickets to identify recurring issues and inform our product team. Overall, we believe legal firms should spend less time dealing with platform problems and more time focusing on delivering optimum service to their clients.

SALES, DONE DIFFERENTLY

The community also shared that they want salespeople who understand the industry and can solve their problems. We addressed this by building a sales team composed of subject matter experts who can address problems in the field and

empathize with our users on a business level. This approach has driven a 300% increase in user adoption over the past year, with many new clients coming from direct referrals.

LOOKING AHEAD

Earlier this year, we received a strategic investment from Teranet. They've always offered a comprehensive suite of industry-leading legal solutions, but conveyancing was the missing foundational piece of their ecosystem. Not anymore. With this partnership, GoVeyance is empowered to offer innovative solutions to legal professionals that will eliminate barriers and deliver a new experience to an industry that has expressed its needs.



As a technology veteran, Gavin Heer brings 15+ years of experience designing and building large-scale SaaS and Internet applications. His focus is on leading the technical direction and development for all products within the ReadyWhen Tech Inc. umbrella.

A large advertisement featuring a dense crowd of yellow rubber ducks. In the center, one duck is covered in sparkling rhinestones, making it stand out. The text "IT'S NEVER THIS OBVIOUS" is written in large, blue, sans-serif capital letters across the middle. In the bottom right corner, the logo "R•JOHNSON" is displayed in a large, bold, black font, with "Relentless" in a smaller, blue, script font underneath it, and "LEGAL RECRUITMENT" in a small, black, sans-serif font to the right. In the bottom left corner, the website "www.rjohnsoncorp.com" and the phone number "604.687.7555" are listed in a small, black, sans-serif font.

IT'S NEVER THIS OBVIOUS

R•JOHNSON
Relentless LEGAL RECRUITMENT

www.rjohnsoncorp.com 604.687.7555

WELCOME & KUDOS

New Member Firms and their Representative

Kim Bates **Clark Woods LLP** Coquitlam
Kalynda Hampshire **Kidstone Helm Ross Lawyers LLP** Vernon

New Representatives for Existing Member Firms

Ruby Jinnah **Boughton Law Corporation** Vancouver
John Hawke **Richards Buell Sutton LLP** Vancouver

New Individual Members

Werner De Waal **Alexander Holburn Beaudin + Lang LLP** Vancouver
Brianna Christos **Blake, Cassels & Graydon LLP** Vancouver
Karyn Dirks **Clark Wilson LLP** Vancouver
Ryan Gaudet **Clark Wilson LLP** Vancouver
Julie Yeung **Clark Wilson LLP** Vancouver
Jovana Blagojevic **Clark Wilson LLP** Vancouver
Patty Ma **Clyde & Co Canada LLP** Vancouver
Niky Marwaha **Dentons Canada LLP** Vancouver
Lynda Catto **Farris LLP** Vancouver
Danica Shoults **Farris LLP** Vancouver
Murtaza Chaudry **Farris LLP** Vancouver
Jennifer Betsayda **Fasken LLP** Vancouver
Elena Bobyreva **Fasken LLP** Vancouver
Ken Brennan **Fasken LLP** Vancouver
Pamela Cyr **Fasken LLP** Vancouver

Karen Jung **Fasken LLP** Vancouver
Sam Malec **Fasken LLP** Vancouver
Colleen Armstrong **FH&P Lawyers** Kelowna
Cynthia Wu **Hamilton & Company** New Westminster
Kayla Pavelich **Harper Grey LLP** Vancouver
Stephanie Muzur **Harris and Company LLP** Vancouver
Jana Angela Neria **Jenkins Marzban Logan LLP** Vancouver
Melissa Nichol **Lawson Lundell LLP** Vancouver
Brendan Jordan **Lindsay Kenney LLP** Vancouver
Candice Wiseberg **McCarthy Tetrault LLP** Vancouver
Elodie Fourie **Miller Thomson LLP** Vancouver
Tamara Dirks **Nexa Legal LLP** Richmond
Ericha Gregory **Norton Rose Fulbright Canada LLP** Vancouver
David Arndt **Nixon Wenger LLP** Vernon
Mohammad Shahidian **Oyen Wiggs Green & Mutala LLP** Vancouver
Malena Dorf **Pier Law & Mediation** White Rock
Claire Immega **Singleton Urquhart Reynolds Vogel LLP** Vancouver
Caeleigh Cardwell **Watson Goepel LLP** Vancouver
Elizabeth Ng **Watson Goepel LLP** Vancouver
Jenna Bell **Whitelaw Twining (DWF)** Vancouver

Name Change

Kahn Zack Ehrlich is now **Nexa Legal LLP**

Retired

Stephen Hinds **Singleton Urquhart Reynolds Vogel LLP** Vancouver



Your legal IT, Fully Managed

With our acquisition of BMC Networks,
we've supported Canadian law firms
for over 27 years



Take IT off your to-do list

telus.com/Legal-FullyManaged

THE SOUNDING BOARD

YOUR BCLMA.
YOUR NEWS.

Winter is here and we are wrapping up the year strong!

Our subsections have had a busy and successful fall, with lots of great webinars and presentations.

The Board of Directors met in October for annual planning and have started organizing valuable sessions for 2026.

Save the date! The Annual General Meeting will take place on May 1.

Early registration for the 2026 Conference will close soon! Register today at [BCLMA Conference](#).

Remember to complete your BCLMA membership renewals promptly to avoid any lapse in membership and all associated perks and services.

Finally, the Board extends a heartfelt thank you to all volunteers and sponsors for continued amazing support.

Enjoy the full [President's Message](#) on our website.

Happy Holidays!

bclma
BC Legal Management Association



Only a **5-Star** Agency
Delivers **5-Star** Talent

www.hunterwest.ca | (604) 609-6188



RECIPE

Cannoli Chips & Dip

INGREDIENTS:

- Canola oil, for frying
- 10 fresh or frozen egg-roll wrappers (about 8 inches each)
- 1-1/4 cups mini semisweet chocolate chips
- 1/3 cup finely chopped pistachios (2 ounces)
- 16 ounces full-fat ricotta
- 8 ounces mascarpone
- 1/2 cup confectioners' sugar
- 1/2 teaspoon finely grated lemon zest
- 1/2 teaspoon pure vanilla extract
- Pinch kosher salt

COOK'S NOTES:

Place a lightly dampened paper towel over wrappers and unfried chips as you work so that they don't dry out. If you don't have cookie cutters, cut each wrapper into 9 equal pieces to make free-form chips. Chocolate cannoli chips and ricotta dip can be stored, covered, in the refrigerator for up to 12 hours.



Recipe from [marthastewart.com](https://www.marthastewart.com)

DIRECTIONS:

1. In a medium heavy-bottomed pot over medium-high, heat 2 inches oil to 350 degrees. While oil heats, working with one wrapper at a time, use a 1 3/4-inch fluted round cookie cutter to punch out individual cannoli chips. Fry chips in batches of 10 to 12. Turn often with a spider or slotted spoon until golden and bubbly, 30 to 60 seconds. Transfer to a rimmed baking sheet lined with paper towels to drain.

2. Line another rimmed baking sheet with parchment. Melt 1 cup chocolate chips in a heatproof bowl set over a pan of simmering water, stirring until smooth. Dip one edge of each cannoli chip into melted chocolate, scrape bottom against side of bowl, and sprinkle with pistachios. Lay on parchment. Repeat with remaining cannoli chips. Refrigerate for 10 minutes to 1 day.

3. While chips chill, stir together ricotta, mascarpone, sugar, lemon zest, vanilla, and salt. Sprinkle remaining 1/4 cup chocolate chips over dip and serve.

BCLMA Ask a Coach

DEAR COACH:

"I know I need to have a difficult conversation with a colleague, but every time I think about it, I freeze. How do I even begin?"

First, you're not the only one. Many people put these conversations off much longer than they'd like to admit. If it weren't a difficult conversation, you would have already had it. The trouble is, the longer we wait, the problems usually compound (and mistrust and resentment grows).

Difficult conversations are more than just one particular moment. Consider how you can prepare and manage yourself **before, during, and after.**

Before – Make sure you are grounded; feeling steady, calm and centered versus anxious, angry or defensive. If you feel triggered, it's not the time for this type of conversation. You'll recognize triggers through signals your body gives you: pounding heartbeat, flushed cheeks, sweaty palms, racing thoughts, and binary thinking such as "right and wrong". So, settle down, and ask yourself:

- » *What else might be going on for the other person?*
- » *In the big picture, what is most important for me, for them, and for this relationship?*
- » *Is there a 10% responsibility I can accept in this situation?*

During – Start the conversation on the right foot while signaling respect and being clear: "I value our working relationship, and that's why I think it's important we talk about <X>."

- » Look for common ground throughout.
- » Ask open-ended questions to explore their side of the story and help them feel heard.
- » If tension rises (because it might), don't avoid it; rather, name it in a respectful and calm way: *"I can feel myself getting defensive – can we slow down?"*

Close – Don't leave anything vague. Try this three-step close:

1. Recap what you learned: "What I am taking away from this conversation is"
2. Declare what you'll do next: "I think we should meet in <#> weeks to discuss again."
3. Invite their thoughts: "What do you think?" to show your commitment to learning and action while inviting them to co-create solutions with you.

After – If it didn't go as well as you hoped, circle back. Even a small repair statement matters.

"I've been reflecting on our last conversation. I think we may have got off track and neither one of us walked away with a good understanding of how we'll resolve this. I'd like to try again if you're open."

Crucial conversations rarely feel easy, but if you enter into them with a grounded approach and sincere intention, you can greatly increase your confidence and chances of success.

Warmly,
Megan



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/

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 already written that you'd like to share? We are always looking for submissions!

Please contact Heather Orchison at 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.

2026 Schedule of Annual Surveys

Surveys provide valuable data to law firm managers. The more firms that respond, the more accurate the results so we need your input! Survey results are distributed only to participants, with the exception of the BCLMA Compensation & Benefits and Charge-Out Rates Surveys, which can be purchased from the Canadian Bar Association (CBA) at www.cbabc.org/bclma.

The BCLMA distributes the surveys throughout the year at a time that should work for the majority of participants. The BCLMA welcomes your feedback! Feel free to contact Leslie Green, chair of the survey committee, by [email](#).

Survey	Distribution Date	Reply Deadline	Publication Date	Coordinator
Associate Salaries	April 1	April 15	April 30	Leslie Green
Staff Ratios	May 4	May 15	May 29	Leslie Green
BCLMA Compensation & Benefits	July 15	September 15	October 15	Janiene Chand
Charge-out Rates	July 15	September 15	October 15	Janiene Chand
Administrative Staff Salaries (30+ lawyers)	October 1	October 15	October 30	Leslie Green

- The Disbursement Survey gets conducted every five years, as needed.
- The BCLMA Compensation & Benefits (formerly known as the Business Services Compensation & Benefits Survey) is compiled by Western Compensation & Benefits Consultants and distributed by the CBA with significant input from BCLMA.
- The Charge-out Rates Survey rolls out with the BCLMA Compensation & Benefits Survey.
- The Economic Survey was last conducted by MNP LLP in 2023. This survey will be conducted periodically.
- The Administrative Staff Salaries Survey (firms with 30+ lawyers) is compiled by Western Compensation & Benefits Consultants.

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

BCLMA Survey Committee

THE BCLMA TEAM

SUBSECTION CHAIRS & CO-CHAIRS

FACILITIES & SERVICE MANAGEMENT



Robyn LaPlante, Chair
Stikeman Elliott LLP
604-631-1300
rlaplante@stikeman.com



Dean Lys, Co-Chair
Miller Thomson LLP
604-687-2242
dlys@millerthomson.com

FINANCE



Renata Drag, Chair
Edwards Kenny & Bray LLP
604-689-1811
rdrag@ekb.com



Mirela Gakovic, Co-Chair
Farris LLP
604-684-9151
mgakovic@farris.com

LITIGATION TECHNOLOGY & eDISCOVERY



Shauna Sigurdson, Chair
Lawson Lundell LLP
604-685-3456
ssigurdson@lawsonlundell.com



Heather Liesch, Co-Chair
Blake Cassels Graydon LLP
604-631-4615
heather.liesch@blakes.com

KNOWLEDGE MANAGEMENT



Maral Angha, Chair
Cassels Brock & Blackwell LLP
604-691-6100
mangha@cassels.com



Julie Wettstein, Co-Chair
Farris LLP
604-684-9151
jwettstein@farris.com

MARKETING



Sara Habibovic, Chair
MLT Aikins LLP
604-682-7737
shabibovic@mltaikins.com



Alex Shelley, Co-Chair
Harris & Company LLP
604-891-2203
ashelley@harrisco.com

HUMAN RESOURCES



Lorin Birnie, Chair
Cozen O'Connor LLP
778-357-3274
lbirnie@cozen.com

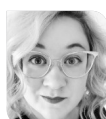


Marie Haughian, Co-Chair
Stikeman Elliott LLP
604-631-1478
mhaughian@stikeman.com



Natalia Yan, Co-Chair
Miller Titerle + Company
778-653-2806
Natalia@millertiterle.com

SMALL FIRMS



Kathleen Brett, Chair
MEP Business Counsel
604-891-1153
kbrett@meplaw.ca



Ishaleen Toor, Co-Chair
Segev LLP
604-629-5408
i.toor@segevlp.com

LEARNING & DEVELOPMENT



Amelia Capell, Learning & Development Chair
MLT Aikins LLP
604-924-8733
acapell@mltaikins.com



Reena Cheema, Co-Chair
Whitelaw Twining LLP
604-899-1342
rcheema@wt.ca



Anne Ling, Co-Chair
Borden Ladner Gervais LLP
604-687-5744
AnLing@blg.com

INFORMATION TECHNOLOGY



James McIntosh, Chair
Harris & Company LLP
604-684-6633
jmcintosh@harrisco.com



Kevin Bahng, Co-Chair
Lawson Lundell LLP
604-685-3456
kbahng@lawsonlundell.com



Gurmukh Ghag, Chair
Farris LLP
604-684-9151
gghag@farris.com

FRASER VALLEY SUBSECTION



Cheryl Scott, Chair
CBM Lawyers LLP
604-533-3821
cscott@cbmlawyers.com



Tim Wurtz, Co-Chair
Baker Newby LLP
604-792-1376
twurtz@bakernewby.com

BCLMA ADMINISTRATION

Jane Kennedy
Administrator & Membership Services
604-988-1221
info@bclma.org

Heather Orchison
Administrative Assistant
604-315-2087
general@bclma.org

BOARD OF DIRECTORS

Sandra Lowe, President
Jenkins Marzban Logan LLP
604-681-6564
slowe@jml.ca

Priscilla Martindale, Secretary
Richards Buell Sutton LLP
604-661-9231
PMartindale@rbs.ca

Dorothy Cheung, Treasurer
DuMoulin Black LLP
604-602-6815
dcheung@dumoulinblack.com

Keith Cassidy, Director / Business Partner Liaison
Borden Ladner Gervais LLP
604-640-4157
kcassidy@blg.com

Janiene Chand, Director / 2026 Conference Chair
Allen / McMillan LLP
604-282-3987
janiene@amlc.ca

Claire Immega, Director
Borden Ladner Gervais LLP
604-640-4085
CImmega@blg.com

Jeff Pelletier, Director
Harper Grey LLP
604-895-2852
jpelletier@harpergrey.com