

Stop Predicting, and Start Preparing for Economic Disruption in 2024

TODD HIRSCH, Economist, Author, Speaker

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.



“It’s difficult to make predictions, especially about the future.” That quote, attributed to both a physicist (Niels Bohr) and a baseball player (Yogi Berra), sums it up. Yet ingrained in our psyche is the never-yielding compulsion to predict the future.

No one knows this better than economists. I’ve spent most of the last three decades working on teams within various think-tanks, companies and banks, trying to forecast the economy. And I’ve concluded that it’s a waste of time. Why?

1. We’re getting worse at it. The problem isn’t faulty mathematical models or econometric techniques. Rather, the problem is the growing number of things that hit us from out of the blue – the so-called “black swan” events that are, by definition, unforeseeable. There’s no better example than the pandemic.

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LOOKING FOR AN OPPORTUNITY?

The TOPICS Editorial Committee welcomes new volunteers to help us continue to connect with all 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) during which we plan the next edition. We also host meetings virtually for volunteers who live and work in the valley or the interior, or 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 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.

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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2. The economy, for reasons that aren't quite clear, is behaving differently than it has in the past. Our predictions of the future are based entirely on patterns we've observed from the past. But the economy of the 21st century is behaving quite differently than the decades of experience we have from the 20th century.

3. Relying on forecasts can lull us into a dangerous false confidence. When consumers and business leaders make decisions based on the predictions of economists – and those forecasts turn out to be wrong – it can create problems. Take the recent situation of homeowners staying on variable rate mortgages in early 2021 when the Bank of Canada assured everyone that rates would remain low for a long period of time. That didn't end well.

Our collective impulse to forecast the economy is deeply rooted in our human desire to peer into the future. And for decades, economists have fed this addiction by preparing forecasts. I can't count how many times people have asked me, "What is your crystal ball telling us about the economy?" And we've led them to believe we have the answer.

Economists don't have crystal balls, but we do have lava lamps. We can make observations, but the situation is fluid and constantly shifting. Rather than predicting the economy, we'd serve ourselves and our businesses better by preparing for any possible outcome.

Here are four tools to help anyone – business leaders, politicians, everyday citizens – prepare for events that are certain to disrupt the economy.

1. **Know who you are.** Strangely, many businesses can't answer this. They may trot out mission statements or corporate values – and these are important. But they're not a description of who they are as a company or firm or organization. What's their core story? What do they do? Do they really just produce widgets? Or is it something more, something deeper. (The story of Domino's Pizza is relevant here: they thought they were a pizza company. But they were really a technology and convenience company.) Knowing who you are as a company will provide deep roots and resilience when your economic plans are disrupted.

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2. **Build relationships.** Research conducted¹ on successfully navigating sudden change reveals that strong relationships are essential. Relationships with team members, with your senior leaders, with your clients, and even with your competitors make an enormous difference. In times of challenge and disruption, we need to tie our life rafts together.

3. **Prepare for the unexpected.** This is where heavy reliance on forecasting can be a stumbling block. Don't throw out the forecast but treat it as only one possible scenario. Plan for that. But also plan for the series of unexpected events. What's your plan if a natural disaster wipes out a facility? What happens if your supply chain from a foreign country is suddenly severed? What happens if interest rates jump 500 percentage points in 18 months? They may seem improbable, but the exercise will sharpen your ability to react quickly.

4. **Show up.** In our personal and professional lives, there are always tasks and obligations that don't match our natural talents. We don't need to excel at everything, but it is important we at least show up and try our best in times of

disruption. Show up for your team, your partners, your board of directors or leadership committee. Show up for yourselves through attention to your mental and physical wellness. Be kind.

Heading into 2024, the anxiety is palpable. Wars are raging. Interest rates are spiking. Housing is in crisis. Weather events are extreme and getting worse. We can't control any of these events, but we can prepare for them. Equipped with these tools, we can navigate through all disruptions that come our way.



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1 See Hirsch and Roach, "Spiders in Space: Successfully Adapting to Unwanted Change." 2017. See also Hirsch and Roach, "Spiders in COVID Space: Adapting During and After the Pandemic." 2021.

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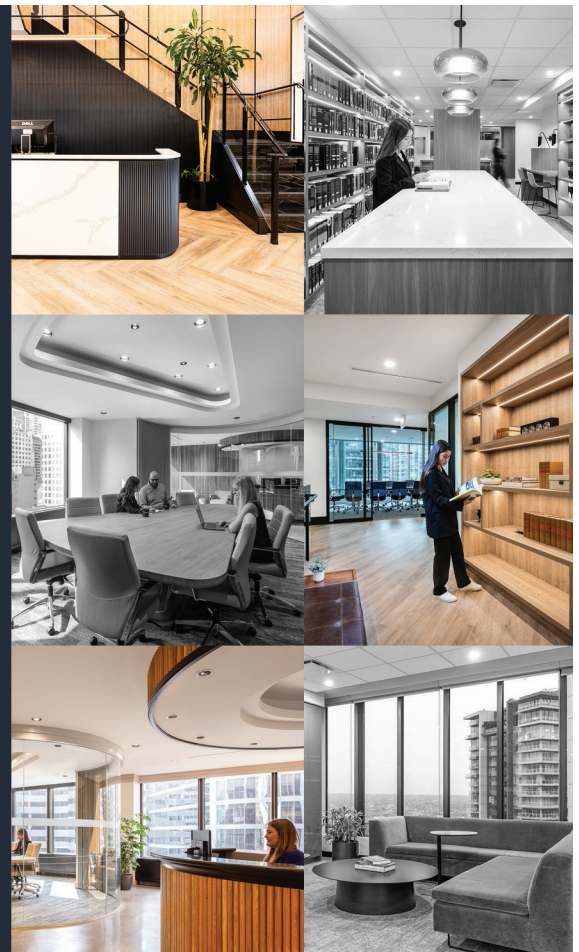
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Watch Your Tone

PRESTON PARSON, Partner; with Fiona Wong, Associate | Overholt Law LLP

The importance of communications by email in business remains difficult to overstate. Arguably, it remains the primary method used by businesspeople to communicate. Nonetheless, a serious weakness with written communications like email is difficulty conveying ‘tone’. A recent case from the end of 2023 indicates how the perceived tone of an email can land people in hot water. This case provides a good lesson for everyone with an email account to carry into spring.



BACKGROUND FACTS

In *Lefebvre v Gisborne Holdings Ltd.*, 2023 BCSC 2231, Ms. Lefebvre was hired by her employer on a fixed-term contract to replace another employee on parental leave. Ms. Lefebvre’s start was rocky, with a heavy workload and inadequate training for some job duties. Yet, she received reassuring feedback about her initial job performance.

Six weeks in, her employment was terminated for just cause based on the tone and content of an email (the “Email”) she sent to the human resources manager, Mr. Gibson. The employer took the position that the Email was insubordinate and justified summary dismissal. Ms. Lefebvre disputed that position and argued that her employment was terminated without cause.

WHAT HAPPENED

The Email was preceded by a sequence of events.

It began with a conversation between Ms. Lefebvre and a representative of one of the employer’s largest clients. They had a phone call, in which the client representative grew upset upon learning about an appointment Ms. Lefebvre had not scheduled as expected. Although Ms. Lefebvre said she would need to speak with her manager to find a solution, the call between her and the client representative continued, growing heated, with both parties raising their voices.

After the call, Ms. Lefebvre immediately reported the incident to her manager. Their call was cut off by a dropped signal, but following the call, her manager emailed the client representative, copying Ms. Lefebvre, to say that the scheduling issue would be worked through and they would

make things happen. Ms. Lefebvre replied to all in agreement and apologized to the client representative for being “testy”.

Almost one week later, Ms. Lefebvre was called to a meeting with her manager, and Mr. Gibson (the HR manager) to discuss the incident. At that meeting, Ms. Lefebvre was not under the impression that the meeting was disciplinary in nature. The parties discussed the incident, complaints from the client’s senior management, new concerns raised by her manager with respect to Ms. Lefebvre’s communication style with the employer’s technicians, Ms. Lefebvre’s own training concerns, and volume of work assigned to her. No disciplinary steps were discussed.

After the meeting, Mr. Gibson sent an email to Ms. Lefebvre



Ms. Lefebvre’s employment was terminated effective immediately. The employer did not tell her that her employment was terminated for just cause and did not discuss the Email with her.

and her manager summarizing the topics and action plan discussed at the meeting.

The next day, Ms. Lefebvre sent the Email in question to Mr. Gibson.

One day after that, she spoke again to the client representative. In that call, she apologized directly to the representative again for her “extraordinary testiness”, and the rest of their call was pleasant. Ms. Lefebvre then informed Mr. Gibson and her manager that she and the client representative had resolved their differences and were committed to working cordially.

Two days later, Ms. Lefebvre’s employment was terminated effective immediately. The employer did not tell her that her employment was terminated for just cause and did not discuss the Email with her.

NO JUST CAUSE

The employer relied on the Email as misconduct justifying termination for cause. In the Email, Ms. Lefebvre:

1. identified her “assumption” that there was “nothing disciplinary related” to the meeting;
2. acknowledged that she was “testy” with the client representative, but alleged that her manager chose to accept the client’s version of events without conducting any due diligence to discover her version of events, and wrote that “for an event that [her manager] deems of such significance, there was a complete lack of timeliness in discussing it with” her;
3. was skeptical of her manager’s statement that they received complaints regarding the incident from the client’s senior management, and said the complaints were “at best, a deliberate misdirection”;
4. wrote that it was “patently unfair and borderline untrue” to imply that the employer’s problems with the client were created by her; and
5. ended the Email with, “My expectation is that all parties concerned will be held to the same standard, and that the courtesy, honesty, and accountability that I extend will be reciprocated. I too, look forward to positive outcomes and to cordial and professional working relationships and it is my hope that we all work towards this.”

The Court found that while the Email was direct and strongly worded, it was not rude or unprofessional, and the tone of the Email did not rise to the level of insubordination. The Court agreed that objectionable content, “at its highest” included:

1. an implicit criticism of the timeliness of the manager’s response to the incident;
2. the allegation that her manager engaged in “at best, a deliberate misdirection” when the manager stated she met with the client’s senior management to discuss the incident; and
3. an arguable implication that Ms. Lefebvre was not treated with courtesy, honesty, and accountability, including an implication that she was responsible for problems with the client.

Further, the Email was addressed and sent only to Mr. Gibson, and she did not share her concerns with anyone else, or undermine her manager’s authority with other employees. While her manager and Mr. Gibson may have been offended by the contents of the Email, progressive discipline rather than summary termination would have been a more proportionate response. Notably, the employer ignored its own written progressive discipline policy – a factor that weighed in favour of finding that there was no just cause to terminate Ms. Lefebvre’s employment.

The Court also found that the employer should have warned Ms. Lefebvre, told her that further conduct of this nature could lead to termination, and should have given her a reasonable opportunity to improve her performance, to consider the reactions of her manager, and to accept responsibility.

Overall, the Court found that a reasonable employer would not conclude that the Email was irreconcilable with continued employment because Ms. Lefebvre expressed a willingness to follow the manager’s direction and to work toward positive outcomes and better working relationships.

In the end, as Ms. Lefebvre was employed pursuant to a fixed-term contract, she was awarded damages of \$81,100.00, that being the balance of wages owing to her for the remaining term.

CONCLUSION

This case is a sound reminder that tone in written correspondence can be hard to convey, and can even lead the employment relationship into turbulent waters if misconstrued. It is a good reminder to take care in crafting all written communications, internally and externally, and to give specific thought to how the tone of those communications will be received. In this case, with little additional effort, the employer could have discussed the Email with Ms. Lefebvre and may have resolved this through progressive discipline without the need to terminate employment. In so doing, the employer would likely have avoided not only a costly judgment, but what were likely painful legal costs to defend the claim as well.



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.

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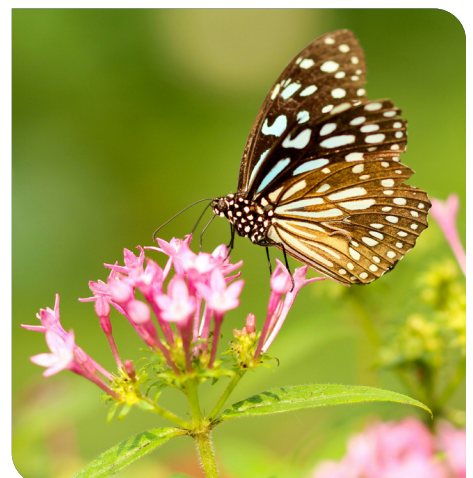
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MEMBER SNAPSHOT

ALANA METSON



Q
&A

Where do you work?

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Where did your legal career begin?

It actually began right at CFM!

Tell us about your current role.

As the Administrative Coordinator, my role focuses on a variety of tasks to aid in streamlining and maintaining the workflows and efficiency of the office.

What do you enjoy the most about your role?

My days are never the same and it adds a sense of novelty and excitement to my career.

When did you join the BCLMA?

2021

What is the greatest value you receive from the BCLMA?

Having access to continuous learning opportunities and a community of like-minded individuals to share experiences with has been incredibly valuable.

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

Jump at opportunities to expand your knowledge and skills!

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

Singin' in the Rain

My dream vacation:

Reading a book on a sandy beach with a mojito in hand!

My favourite quote or joke:

"The best way out is always through." by Robert Frost.

For less than \$25 a bottle, I recommend this wine:

Oyster Bay Pinot Grigio is my current favourite!

My favourite place to have lunch during the work week:

Smithe Salad is my top choice! I'm a sucker for a good salad bar.

My favourite restaurant – anywhere:

Wild Thyme. If you like Lebanese food, I highly recommend it!

E-Discovery and Ephemeral Application Data

MICHAEL QUARTARARO, President, Association of Certified E-Discovery Specialists (ACEDS)

It seems like every other day there's a new messaging application that individuals can use to communicate. Applications like WhatsApp, Confidence, CoverMe, Dust, Hash, Signal, Snapchat, Telegram, and Viper all use encryption and/or provide for the permanent erasure of messages.

This is probably fine for personal or family communications. However, when it comes to business communication, users of these applications, and—perhaps more importantly—counsel who work for or who represent businesses that allow the use of these applications, need to be cognizant of the legal and ethical implications that flow from their use.

NO DATA SOURCE IS EXEMPT FROM E-DISCOVERY OBLIGATIONS

As technology continues to develop programs that create data sources limited only by the technological imaginations of developers and innovators, it is clear there will be new sources of electronically stored information (ESI) or data.

For anyone who does not follow these developments, it is also clear that few, if any, sources of ESI are exempt from discovery requirements.

The standard, in almost every jurisdiction of the world, is one of relevance or materiality. If data is created and it is somehow relevant or material to a claim or defence in litigation, or to an investigation or regulatory inquiry, then arguably that data is subject to discovery obligations—that is, the need to preserve, collect, review, and produce the ESI.

THE DISAPPEARING DATA CONUNDRUM

But what's a practitioner to do if the relevant data has disappeared?



Ephemeral messaging data gets stored only temporarily; that is, data that disappears or is automatically erased or deleted. There are many forms of ephemeral data in computer systems, in email systems, etc. Some of them overwrite data; others delete the data. But perhaps the thorniest applications are messaging apps on mobile devices where the data does not reside on the device and the data disappears after a short period of time.

The issue is how does a practitioner preserve and collect data that's no longer there? Obviously, a lawyer's legal and ethical obligations to preserve relevant information is not extinguished under these circumstances. Ignorance or naïveté are likely not valid excuses either.

THE CONSEQUENCES ARE REAL

The consequences for failure to preserve ESI are well-documented. A few years ago, JP Morgan Chase & Co. paid a \$125 million fine to the U.S. Securities and Exchange Commission when they ran afoul of the books-and-records obligations of broker-dealers for failure to preserve messaging data communicated within the brokerage. Earlier this year, Goldman Sachs terminated several high-level employees for communicating about firm business on non-approved messaging channels.

Counsel for the government and both the plaintiff and defence bar are becoming more sophisticated about the various data types. They already know or have started becoming more knowledgeable about all the sources of potentially relevant ESI and they know what data sources to seek in discovery.

HOW TO MANAGE EPHEMERAL DATA

Yet, organizations appear to continue allowing the use of these applications.

Organizations that allow the use of ephemeral data applications should rethink their use. Many organizations, like J.P. Morgan Chase and Goldman referenced above, prohibit the use of ephemeral data applications when conducting company business. But many organizations may not even know that employees are using these applications.

WHAT SHOULD BE DONE?

Well, first of all, organizations need to revise their data and information governance policies. It would be prudent to inform employees that it is not acceptable to use an ephemeral data application to communicate company or firm business information. Prohibit their use as a condition of employment.

Second, conduct training to educate employees about the reasons not to use these applications. Most will likely not use them for business if so instructed and trained. But there's always likely to be a rogue outlier. Make sure the consequences to the individual employee are significant enough to deter this or any other reckless conduct.

And finally, if an organization permits the use of ephemeral data applications, business leaders and IT professionals need to make sure that employees adhere to the company data retention policies. It's okay to have a data retention policy that results in the deletion of data, provided there is no legal reason or need to retain that data.

CONCLUSION

Ephemeral data applications create a very real conundrum for legal practitioners. The reality is that for most of these applications the data does in fact disappear within a short time after a communication is sent. Some applications allow users to adjust the settings, but generally, short of grabbing a screenshot of a message in real-time, the data is permanently erased and is not retrievable. Accordingly, organizations using or permitting the use of these ephemeral data applications need to analyze whether they should continue to use them.

The standard is for a company to have developed clear policies that define business communications and prohibit (or at least discourage) employees from using ephemeral messaging apps for business communications. Strong IT capabilities that support compliance, data governance, and data retention are the best actions an organization can take to ensure the enterprise has minimal risk with regard to ephemeral communications.



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Workplace Worry

PAUL GRIGGS, RCC

Life gives us lots of things to worry about: relationships, finances, workload, health, the holidays, and so on. At times, it can feel like there is no end to the list of things to worry about. And worrying for too long about things – even one thing – can become problematic. But don't worry! There are ways to manage this.

Throughout our workday, we can experience a range of events and situations that can cause us to worry. And that's actually okay. Worry can:

- » Help us process information and create solutions.
- » Be linked to our ability to survive as a species, allowing us to anticipate and prepare for real or perceived danger.¹
- » Allow us to think about possible scenarios and think of options to address them.
- » Create a feeling that that we are working towards a solution rather than sitting and waiting.
- » Help us feel we have agency and control over things that often feel out of our control.
- » Help us feel that we are being responsible and conscientious to ourselves and to others by putting thought into a particular problem or issue.²

Worry, it seems then, can be helpful. And I think this is important. Why?

We are, for the most part, reasonable and rational people trying to navigate often complex and emotional situations and circumstances that might be difficult to manage. In fact, not putting any thought into our problems may seem irresponsible or naive. This is why, in my opinion, it's hard to simply say 'stop worrying so much' or 'just let things go.' I believe that the more we understand worry, the better we can manage it.

Worrying may seem like an idle event, but it actually contributes to a series of physiological responses in our body. When you experience worrisome thoughts, your body reacts in a similar way to perceiving a threat.

- » Your hypothalamus, a tiny region at your brain's base, sets off an alarm system in your body.
- » Through a combination of nerve and hormonal signals, this system prompts your adrenal glands to release a surge of hormones, including adrenaline and cortisol.
- » Adrenaline increases your heart rate, elevates your blood pressure and boosts energy supplies.³

This physiological response is quite useful when we need to jump out of the way of an oncoming car! But less useful when we find ourselves worrying about a problem or situation at work.

When we stop worrying, hormone levels calm down and things like adrenaline, cortisol, heart rate and blood pressure all return to normal levels. But when we continue to worry and worry and worry, this “fight-or-flight reaction” stays turned on. This long-term activation of the stress response system can lead to many health problems such as anxiety, depression, digestive problems, headaches, muscle tension and pain, heart disease, heart attack, high blood pressure and stroke, sleep problems, weight gain and memory and concentration impairment.⁴

In therapy, I talk to clients about the value of their worry. I think this helps us understand why we might worry in the first place. When it comes to complex issues at work, for example, it seems to me that some amount of worry is reasonable – even helpful. At some point, though, worry can become harmful.

So, what do we do?

Therapeutically speaking, the first thing is to recognize our thinking, and bring awareness to the worrisome thoughts we’re having. We can often feel the effects of the worrisome thoughts via stomach knots, chest pain, or irritability. Once we get better at recognizing our worrisome thoughts, we can acknowledge that the thoughts have come up for good reason (or a variety of reasons). We can then ask ourselves “Is this the right time for me to worry about this?” and, more importantly, “Will I be okay if I let these thoughts go for now?”

You might decide that now is the right



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time to worry about this. And that's okay. I suspect, however, that these thoughts also come up at times that are less desirable (while lying in bed at 3am, for example). It's at these times that we want to ask ourselves if we will be okay to let the worrisome thoughts go – even if just for a minute or two – and feel confident that we can spend time thinking about them more productively later on. If we pause and let go of our distressing thoughts, we give our body a chance to regulate and find calmness (decreased adrenaline, slower heart rate, lower blood pressure). As we decide that we will be okay to let the thoughts go, it becomes easier to make that happen.

For me, it's about recognizing the value that worry can bring for us and giving us the agency to decide when (and if) we want to worry in that precise moment. We need to feel safe to let the thoughts go – even if just for a minute. As a result, we give our bodies and minds a much-needed break.



Paul Griggs is a clinical counsellor and workplace mental health consultant and is available for private counselling and workplace consultancy. He can be reached at E: paul@paulgriggs.ca W: paulgriggs.ca and Q2wellness.com

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Save the Date

BCLMA Young Professionals Networking Casino Night

Date: March 21, 2024

Time: 5:00 pm – 7:00 pm

Location: Harper Grey Lounge

BCLMA 2024 Biennial Conference

Dates: April 18 – 19, 2024

Location: Vancouver Convention Centre, East

BCLMA Annual General Meeting

Date: April 19, 2024

Time: 8:00 am – 9:00 am

Location: Vancouver Convention Centre, East

BCLMA Annual Summer Social Reception

Date: June 6, 2024

Time: 5:00 pm – 8:00 pm

Location: D6 Lounge at the JW Marriott Parq, Vancouver



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

For up-to-date event & registration details, visit bclma.org

Staffing Issue?

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THE SOUNDING BOARD

YOUR BCLMA.
YOUR NEWS.

Volunteers make the BCLMA go ‘round! Hearty thanks to all retiring Chairs. The BCLMA continues to succeed due to your commitment and dedication. Wishing a warm welcome to all new Chairs and Co-Chairs!

We are excited to introduce our new **Fraser Valley Subsection**, chaired by Cheryl Scott and Tim Wurtz! This new subsection will bring valuable opportunities to our members across the valley.

Other subsections have already hosted important sessions – from the trending AI debate to conflict management to our annual employment law update and lots in between.

Ready to get empowered? Register for the Empower YOU conference at the Vancouver Convention Centre East in April. Our conference committee has worked hard to ensure high-quality educational and networking experiences for us all.

The **Annual General Meeting** will take place during the conference. If able, plan to attend and participate in the association’s governance.

Our **Young Professionals Casino Night** returns in March, and our annual **Summer Social** will return to the D6 Lounge in June.

Visit the [Events Page](#) at bclma.org for event details and new announcements.

Enjoy the full Sounding Board [here](#).

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2024 Conference Update

Our conference committee continues to finalize details to make Empower You a memorable experience for **delegates, sponsors, presenters, and special guests**, providing you with powerful presentations, valuable breakout sessions, and an insightful panel discussion on hybrid work.

Sponsorship is sold out! We welcome back many generous vendors and extend a warm and appreciative greeting to first-time sponsors!

Marketplace offers time to mingle and learn about our sponsors' products and services. We've added some distinct sponsorship opportunities through branded lanyards, and a special cocktail! Don't miss it!

We will welcome 13 **out-of-town members**, including a TLOMA representative. Learn from and share information with our legal industry colleagues from across the province and country and leverage new information in your own role at your firm or organization.

Haven't signed up yet? Visit bclmaconference.com to get empowered.

Our \$650.00 fee is a great deal for all that our two-day conference will bring.

Watch for updates on social media! **See you in April!**

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MEMBER SNAPSHOT

NATALIE EGGER



Q
&A

Tell us about your current role!

As Legal Operations Facilitator at Forte Workplace Law, I collaborate with stakeholders, assess data management systems, chart current procedural workflows, and identify areas for enhancement. I evaluate processes, with a keen focus on discerning areas for improvement, and conduct thorough assessments to identify any supplementary departmental requirements.

What do you enjoy the most about your role?

I genuinely believe that this role aligns perfectly with my passion and professional calling. The collaborative spirit within our team and the gratification derived from witnessing the simplification of our team members' lives through streamlined processes bring me a profound sense of fulfillment.

When did you join the BCLMA?

Just over a year ago.

What is the greatest value you receive from the BCLMA?

I have met so many incredible individuals and been given wonderful opportunities such as the BCLMA Conference Committee.

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

Educate yourself with software, processes, and efficiency and be keen to learn more!

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

Moneyball. Just like the GM of the Oakland Athletics, I use a systematic and data-driven strategy that challenges traditional methods to drive positive change in our processes.

My dream vacation:

Tahiti

My favourite quote or joke:

"For every minute spent in organizing, an hour is earned." by Benjamin Franklin

One thing about me that might surprise you:

I have five kids!

The last book I read:

High Performance Habits by Brendon Burchard

In my spare time, I like to:

Bake, take family bike rides, and dive into home renovation projects.

RECIPE

Little Gem Salad With Dilly Ranch

SALAD INGREDIENTS

3- 4 little gem lettuce heads
1 c. cucumber
1/2 c. radishes (watermelon radishes are nice)
1 avocado, cut into chunks
1 c. sunflower sprouts (or microgreens)
1/4 c. pickled red onions or pickled shallots
1/4 c. pumpkin seeds (or sunflower)
1 tbsp. tarragon leaves (optional)

DRESSING INGREDIENTS

1/3 c. mayo
1/3 c. buttermilk
1/3 c. sour cream
1-2 garlic cloves, finely chopped
1/2 c. fresh dill, chopped
2 tbsp. parsley, chopped
1/2 tsp. salt
1 tsp. freshly cracked peppercorns
1 tbsp. lemon juice
1 tsp. apple cider vinegar

DIRECTIONS

1. Whisk mayo, buttermilk & sour cream in a bowl until smooth. Stir in remaining dressing ingredients & place in fridge.
2. Separate, wash & dry little gem lettuce leaves, tear any larger ones.
3. Place leaves in a bowl & add remaining salad ingredients.
4. Drizzle ready-made dressing over top & enjoy!



Recipe from feastingathome.com

SPONSOR SPOTLIGHT



Get to Know... OPTINET SYSTEMS

The BCLMA values its many important relationships with vendors across the province. These service providers co-fund our social events, sponsor learning sessions, support our newsletter, and much more! Our new "Get to know..." feature here in TOPICS brings you awareness of their portfolio of professional services, and their generous support of the BCLMA.

About us

As a Technology Service Provider, OptiNet Systems specializes in Managed IT & Telecommunications services and solutions. Since 2001, we have developed a reputation for outstanding service and customer experience, while maintaining an unparalleled personalized touch.

Our core services

- All-inclusive Managed IT Services for small and medium businesses, including 24/7 support, cybersecurity, backup and disaster recovery, vendor management, planning and IT strategy
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How our services benefit legal firms

Our expertise in both IT and telecoms uniquely positions us to provide truly holistic technology services.

Our differentiator

Our all-inclusive approach! We provide all the basic technology required for a reliable and secure network combined with predictable costs laid out years in advance. We are a true business partner.

What's new for 2024

We believe security will continue to be a focus in the IT space this year with exciting new technologies and services on the horizon. In telecoms, we expect continued growth and advancements in cloud-based solutions, and have started planning with our Mitel customers to get them to their next-gen platform.

What our clients say

"Northwest Telepharmacy Solutions has worked jointly with OptiNet since 2013 on a Government of BC Health initiative, servicing the public of BC and Yukon. The team at OptiNet is a pleasure to work with, and we are comfortable that our telephony and related IT needs are in good hands with robust redundancy built in. I never hesitate to reach out to them with the technology needs of our growing small business unit. It is a pleasure knowing we can continue to work with OptiNet for another five years on a new government contract."

— KEVIN MCDONALD, Director - Northwest Telepharmacy Solutions

We support the BCLMA because

Law firms are a significant part of our business, and we truly value the communities that support those businesses. We have supported the BCLMA for the last five years. The Summer Social is our favourite event! See you there!

Coordinates

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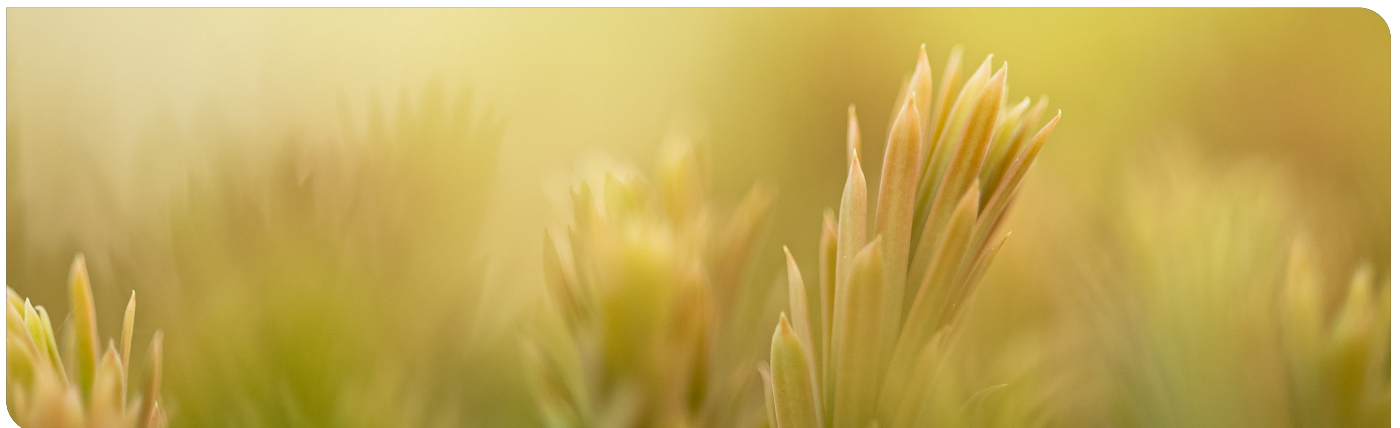


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