

VI. COMMITTEE LEADERSHIP SURVEY

**PENNSYLVANIA BAR ASSOCIATION
LEADERSHIP RECRUITMENT AND DEVELOPMENT COMMITTEE**

**Agenda
Conference Call
Wednesday, October 29, 2008, 1:30 p.m.-3:00 p.m.**

I. Survey Results

Our Committee decided to interview all Past Presidents, Present Officers and members of the Board of Governors and to use a uniform set of questions. The persons interviewed and the interviewees are attached as Exhibit 1; the questions used are attached as Exhibit 2. A summary of the responses follows:

- Question 1: What do you think the proper path to leadership in the PBA is?
- Question 2: What was your path to leadership?
- Question 3: What are the problems? What should we do about it?

Understandably, most respondents place stress on their own leadership path, but primarily they stress the desire to serve, as evidenced by long and early participation in PBA activities. Surprisingly, service in Committees and Sections was stressed more than being on the Board of Governors, although it was acknowledged that Board membership makes friends who are helpful in the selection process. County bar leadership was mentioned more than once, as was participation in the Conference of County Bar Leaders. Activities with the Pennsylvania Bar Institute, the Bar Foundation, and the Bar Trust were also mentioned, as was attendance at Midyear and Annual Meetings, and meetings of the House of Delegates. The theme seemed to be the importance of being a

“worker bee” and an interest or passion for the PBA.

Question 4. Who supported you and in what way?

Question 5. Did you plan to become a leader in the PBA or were you an "accidental" leader?

Question 6. Were you asked to be a leader?

Question 7. Did you ask to be a leader?

Question 8. How long did it take for you to become President?

Question 9. What do you see as the problem with greater diversity? What should be done about it?

Most of the respondents referred to the activities mentioned above as important.

The estimate of the number of years ranged from 4 to 30 (i.e., 4, 7, 14, 15, 17 and 30). No one acknowledged asking to be a leader in the beginning. Many of them have friends or Committee members who suggested it to them, but in the end, no matter how much encouragement was received from others, a show of personal interest and request for support was a requisite.

The problems mentioned which reflect on the obstacles as to greater diversity were:

Time pressure of practice

Cost

Travel

Lack of support from law firm

II. Leadership Training

The Committee decided to explore the desirability of leadership training. The Commission on Women in the Profession provided Leadership Skills Workshops in connection with its Annual Meetings in October 2004 and 2005. They were well received but not continued, probably for lack of funds (and perhaps lack of leadership!). They were presented by Douglas B. Richardson of Legal Leadership,

LLC, and Elizabeth Dow, Leadership, Inc., and consisted of an evening session (one hour) followed by a half or full day workshop the following day. In one case there was a subsequent followup. As you can tell from the overview attached as Exhibit 3, the content was primarily personal development of leadership and management skills. Any training session we would sponsor should in my opinion be focused on paths to leadership as suggested by our survey and the Committee views. I would suggest we plan initially a half or full day session in connection with the PBA Annual or Midyear Meeting, or perhaps a Section Day, to save expenses. We should decide, if we do it, whether we would propose the program be free of charge and open to all who wish to attend or a select group of women and minorities identified as potential leaders.

III. Paths to Leadership

Respondents unanimously rejected the unqualified suggestion that an Officer had to be a past member of the Board of Governors. Section and Committee Chairs were mentioned frequently, especially Chair of the Minority Bar Committee, the Women in the Profession, Chair of the Young Lawyers Division, The Bar Foundation, the Bar Trust, the Pennsylvania Bar Institute, Chair of the House of Delegates. The stress was not so much on the position as the qualifications. It was believed important to understand the Pennsylvania Bar structure, to have a demonstrated interest in the Pennsylvania Bar Association, a knowledge of state issues and, most of all, the capacity for showing up!

IV. Diversity Officer

A bare majority of our interviewees favored appointment of a Diversity Officer but

there was much scepticism and some feeling it should be a part time position or that the duties should be assigned to a present employee. At the request of the Committee, Carl Cooper investigated what other Bar Associations are doing. He has interviewed the Diversity Officers of Philadelphia and Allegheny County Bar Associations and the Executive Director of the Dauphin County Bar Association (it has a Diversity Group called Epoch). His list of states with Diversity Officers is attached as Exhibit 4 and hopefully he will have a recommendation for our consideration.

V. Other Initiatives or Proposals

Other initiatives as a result of survey or otherwise.

- a. More regional meetings to minimize travel
- b. Reimbursement policy

Two-thirds of the respondents favored a reimbursement policy to the extent the PBA budget permitted. A number of persons mentioned reimbursement at least for prospective leaders such as Committee Chairs. Others related this to the problem of membership in general.

VI. Mission Statement Review

The mission statement is attached as Exhibit 5.

PBA Leadership Recruitment & Development Committee
Board of Governors Interview Assignments (as of 7/29/2008)

Board of Governors Member	LRDC Member	Interview Conducted Yes or No?
C. Dale McClain, President	Leslie Anne Miller	
Clifford E. Haines, President-Elect	Hon. Norma L. Shapiro	
Gretchen A. Mundorff, Vice President	Hon. Norma L. Shapiro	Yes
Andrew F. Susko, Immediate Past President	Hon. Norma L. Shapiro	Yes
Rep. Kathy M. Manderino, House of Delegates Chair	Leslie Anne Miller	
Charles Eppolito, III, Secretary	A. Michael Pratt	
Francis X. O'Connor, Treasurer	Carl G. Cooper	
Ryan Blazure, YLD Chair	Michael H. Reed	
Timothy S. Burns, YLD Chair-Elect	Hon. Kim Berkeley Clark	
William J. Higgins, Jr., YLD Immediate Past Chair	Rhoda Shear Neft	
Penina Kessler Lieber, Woman At-Large Governor	Hon. Norma L. Shapiro	Yes
Samuel S. Yun, Minority At-Large Governor	A. Michael Pratt	
Forest N. Myers, Unit County Governor	Matthew J. Creme, Jr.	
Audrey C. Talley, Zone One Governor	Michael H. Reed	
Ronald R. Pellish, Zone Two Governor	Karen M. Balaban	
E. Robert Elicker, II, Zone Three Governor	Samuel T. Cooper, III	
Charles F. Greevy, Zone Four Governor	Rhoda Shear Neft	
Michael J. McDonald, Zone Five Governor	Karen M. Balaban	
Robert I. Johnston, Zone Six Governor	Samuel T. Cooper, III	
James P. Miller, Zone Seven Governor	Hon. Norma L. Shapiro	
Mary E. Schellhammer, Zone Eight Governor	Penina Kessler Lieber	
Leonard A. Sloane, Zone Nine Governor	Carl G. Cooper	
Alberta R. Beardsley, Zone Ten Governor	Hon. Kim Berkeley Clark	
Alfred Jones, Jr., Zone Eleven Governor	Matthew J. Creme, Jr.	
Frederick N. Egler, Jr., Zone Twelve Governor	Penina Kessler Lieber	

Interview Questions

The Committee decided to interview current and past leaders to get their ideas on the proper path to leadership and/or what their path was. The following questions were suggested for the interview process:

1. What do you think the proper path to leadership in the PBA is?
2. What was your path to leadership?
3. What are the problems? What should we do about it?
4. Who supported you and in what way?
5. Did you plan to become a leader in the PBA or were you an "accidental" leader?
6. Were you asked to be a leader?
7. Did you ask to be a leader?
8. How long did it take for you to become President?
9. What do you see as the problem with greater diversity? What should be done about it?

1. Do you favor creation of a staff position for a Diversity Officer?
2. Do you favor resuming the Leadership Development Institute?
If so, why.
If not, why not?
3. Do you favor consideration of a partial or full reimbursement policy to encourage participation by PBA members from solo or small firms?
4. Do you believe there are or should be Paths to Leadership in addition to service on the Board of Governors?
If so, what would you consider appropriate?

PENNSYLVANIA BAR ASSOCIATION

COMMISSION ON WOMEN IN THE PROFESSION

LEADERSHIP SKILLS WORKSHOP

OVERVIEW

The legal profession as a whole still trails the corporate world in recognizing the pivotal role sophisticated leadership, personal influence and management skills play in all areas of legal success -- including law practice or law department management, project management, marketing and client relations, law firm and corporate governance, mentoring, associate/staff development, succession planning and leadership of professional and community organizations.

Moreover, there is widespread agreement that women in the profession, whether in law firm or in-house roles, still operate at a significant disadvantage to their male counterparts in terms of access to opportunity, barriers to entry, career advancement, executive responsibility or general power parity with male lawyers. Research has shown that the advancement of women in the profession may be affected both by self-limiting attitudes and behaviors and by a variety of significant and persistent external hurdles. The need therefore exists for training and development geared specifically to leadership challenges facing female attorneys. **Leadership, Inc.** and **Legal Leadership, LLC** are pleased to propose an intensive program that provides crucial insights, training and practical techniques for addressing this need.

THE PROGRAM

This workshop is appropriate for both law firm and in-house practitioners at all levels (government, private sector and not-for-profit). The overall program combines initial evening and morning sessions with a subsequent one-day program (2 working sessions, 1.5 - 2 hrs) at the year-end PBA Annual Meeting in May, 2005. Designed for approximately 75-80 participants, the program combines presentation, group discussion, practical self-assessment activity and interactive exercises. This combined approach will help participants:

- ***Understand the different "faces" of leadership in different legal contexts***
- ***Distinguish between great leadership skills and great management skills***
- ***Assess their own natural leadership strengths and blind spots***
- ***Develop a practical understanding of the competencies creating "Emotional Intelligence"***
- ***Improve their ability to wield power, persuade, resolve conflict and "market" themselves to diverse constituencies***
- ***Implement effective techniques for improving collaboration***
- ***Deal appropriately with diverse people, styles and situations***
- ***Adjust their own leadership style to best fit the situation at hand***
- ***Plan how to develop specific leadership and management abilities***

PROGRAM LEADERS

Douglas Richardson heads **LEGAL LEADERSHIP, LLC**, a division of THE RICHARDSON GROUP in Narberth, PA. A former large firm practitioner and governmental attorney, he is a nationally-recognized authority on interpersonal communication, executive coaching, leadership development, personal effectiveness and lawyers' career development. During over 20 years of experience in human resources development, Doug has served as Director of Key Executive Consulting for Right Management Consultants and has been an award-winning columnist for Dow Jones' *National Business Employment Weekly* and its online successor, *Dow Jones' Career Journal*. He holds a JD from Harvard Law School, a Masters in Communications from Penn's Annenberg School, and a BA from the Honors College of the University of Michigan.

Elizabeth A. Dow is President of **LEADERSHIP, INC.**, a 45-year-old Philadelphia not-for-profit organization that provides diverse programs geared toward improving executive leadership skills and civic engagement. Under Ms. Dow's leadership, the program is recognized as the region's premiere executive development initiative. Leslie Miller and many senior Philadelphia attorneys are LEADERSHIP alumni. Several years ago, Dow ran a private series, which Richardson co-facilitated for the WIP Committee of the Philadelphia Bar (working with Kathleen Wilkinson and Mary Platt). Ms. Dow holds an MBA from the Wharton School, and an MA in assessment psychology from Cornell University. She served as a Wharton Public Policy Fellow in the Carter White House and has held senior executive and positions in a variety of organizations, including Bank One, and PriceWaterhouse Coopers.

PROPOSED PROGRAM CONTENT

OCTOBER 29 EVENING SESSION: 8:30-9:30 PM

I. WHAT DO YOU MEAN, "LEADERSHIP?"

- THE UNFINISHED AGENDA: ISSUES CONFRONTING WOMEN IN THE LAW
- AN AGENDA FOR CHANGE
- WHAT ARE THE REASONS THAT WOMEN CHOOSE TO BECOME LAWYERS
- THE MOST COMMON TRAITS FOUND IN LAWYERS
- LEADERSHIP STYLE AND OPERATIVE STYLE
- ARE WE TALKING ABOUT LEADERSHIP...OR MANAGEMENT?
- "SITUATIONAL LEADERSHIP: " WHO SUCCEEDS?
- THE SIX MOST COMMON LEADERSHIP STYLES

OCTOBER 30 WORKING SESSION: 8:45-1:00

II. LET'S TALK ABOUT YOU:

- IDENTIFYING YOUR BASIC TEMPERAMENTAL TYPES AND CHARACTERISTICS
- THE RICHARDSON PERSONAL VALUES INVENTORY
- INTERPRETING YOUR PERSONAL VALUES INVENTORY
- WHAT KIND OF LEGAL LEADER DO YOU MOST WANT TO BE?
- LEADERSHIP COMPETENCIES QUICK QUIZ

III. WHAT EFFECTIVE LEGAL LEADERS DO

- THE ABC'S OF "EQ"
- THE 20 EMOTIONAL INTELLIGENCE COMPETENCIES
- LEADERSHIP "CONNECTS" AND "DISCONNECTS"
- WHERE DOES RAPPORT COME FROM ? -- THE WORLD OF "META- MESSAGES"
- LEADERSHIP, TEAMS AND COLLABORATION
- GETTING A "GRIP" ON COLLABORATION
- "HOW DO I IMPROVE MY LEADERSHIP SKILLS?"

IV. HOW DO I DEVELOP MY LEADERSHIP SKILLS?

- WHAT DO I FOCUS ON? -- THE FUNCTIONS OF LEADERSHIP
- WHAT DO I FOCUS ON? -- THE FUNCTIONS OF MANAGEMENT
- BEST PRACTICES FOR SELF-DEVELOPMENT
- DEVELOPING LEGAL LEADERSHIP STRENGTHS
- CREATING A PERSONAL ACTION PLAN

V. PULLING WORKSHOP INSIGHTS TOGETHER

- DEFINING YOUR PREFERRED LEADERSHIP ROLE
- SETTING NEXT MAY'S SKILLS DEVELOPMENT AGENDA

FIRST PHASE CLOSURE AND EVALUATION

Pittsburgh Annual Meeting Working Sessions (End of Year 1)

2 WORKING SESSIONS, EACH APPROXIMATELY 1.5 HOURS

Content and design of these training sessions should build on the issues, needs and priorities that arise out of Phase I program activity. As part of the evaluation of the Phase I program, participants will be asked to review a "menu" of skills-development modules and to "vote" on which training/development they would find of greatest use. Typical skills-development modules (@ 1.5 hours) might include:

- Rainmaking and Client Development for female attorneys
- Building/Accepting Professional Alliances and Networks and getting better Visibility
- Creating Mentoring Programs that Perform
- Understanding how your Firm or Organization can improve Retention
- Managing Your Management (for in-house attorneys)
- Advanced EQ-Development Workshop
- Tactics/Techniques for Greater Professional Visibility
- Getting a "GRIP" on Communication, Collaboration, and Cohesiveness
- How to have the "Hard Conversations" (dealing with conflict and disagreement)
- Community and Service Leadership
- Career Planning and Development, Including the Elusive Work – Life Balance

Bar Association	Phone Number	E-mail
New York County Lawyers Assn	212/267-6646, ext. 217	ldavis@nycla.org
Cincinnati Bar Association	513/669-1392	lwsmith@cincybar.org
North Carolina Bar Association	919/677-0561	limhoff@ncbar.org
Bar Association of San Francisco	415/782-9000, ext. 8736	yjackson@sfbay.org
Massachusetts Bar Association	617/338-0596	pplasse@massbar.org
Westchester County Bar Association	914/761-3707, ext. 16	amypatterson@wcbany.org
The Florida Bar	850/561-5648	mjohnson@flabar.org
Nashville Bar Association	615/242-9272	traci.hollandsworth@nashbar.org
King County Bar Association	206/267-7052	joshi@kcba.org
State Bar of Wisconsin	608/250-6133	cmavis@wisbar.org
New York State Bar Association	518/487-5560	sbarrett@nysba.org
Santa Clara County Bar Association	408/975-2114	irene@scsba.com
Nebraska State Bar	402/475-7091	lneeley@nebar.com
New York City Bar	212/383-6689	mmoore@nycbar.org
Columbus Bar Association	614/221-4112	annette@cbalaw.org
Oregon State Bar	503/431-6337	smanabe@osbar.org
Washington State Bar Association	206/727-8216	joslynd@wsba.org
Allegheny County Bar Association	412/402-6674	gharris@acba.org
State Bar of Texas	512/427-1463	cblackwell@texasbar.com
State Bar of Arizona	602/252-4804, ext 389	diversity@staff.azbar.org

PBA LEADERSHIP RECRUITMENT & DEVELOPMENT COMMITTEE
MISSION STATEMENT

The **PBA Leadership Recruitment & Development Committee** shall identify future leaders of the PBA, provide information to those individuals regarding the process of how to obtain leadership positions, and encourage them to seek positions within the Association, including the position of PBA Vice President. The Committee shall also have responsibility for implementing the recommendations of the Leadership Diversity Task Force as set forth in their June 2006 report.