

Nuts and Bolts of Leadership and Management



April 27 - 29
Atlanta, GA

**NLADA National Defender
Leadership Institute**

Conference Objectives

- Introduce client-centered theory of management as “core value”/”guiding principle” for resolving management challenges.
- Explore personal dimensions of leadership through NDLI Leadership Competencies.
- Introduce “Four Frames” (Bolman and Deal; *Reframing Organizations*; 1997), specific management skills, and other problem solving techniques as resources for addressing management challenges.
- Apply management theories and models to a specific, real-life management challenge in a client-centered manner.
- Provide individualized coaching in small working groups.
- Create opportunity for networking/socialization among participants.

Thursday, April 27, 2006

7:30 am – 5:30 pm Registration open



8:30 – 9:15 Welcome and Introductions

***Catherine Beane, Director, National Defender
Leadership Institute***

***Mike Mears, Executive Director, Georgia Public Defender
Standards Council***

9:15 – 10:15

Opening Plenary: Client Centered Management

Jon Rapping, Director of Training, Georgia Public Defender Standards Council

Yvonne Smith-Segars, Public Defender for the State of New Jersey

Consistent with a “theory of defense” for a case, a “theory of management” can assist you in your role as you undertake management and leadership responsibilities. This session will:

- Introduce the client-centered “theory of management”
 - Your job as a supervisor is to help the individuals you supervise succeed in providing better representation for each client;
 - Your job as a supervisor is to help your organization succeed in representing clients well; and
 - Your success is defined not by your personal success but by the success of the people you are managing.
 - Improved management and creative leadership create a culture where clients receive better representation.
- Explore cultural competency as it relates to understanding the world of our clients and the various socio-economic factors that impact our relationships with them.
- Introduce and utilize conference hypotheticals to demonstrate the client-centered theory of management.



10:15 – 10:30 Break

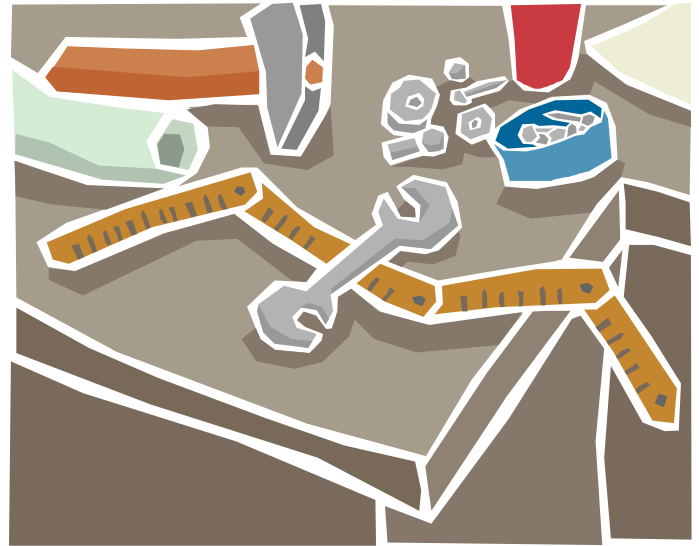
10:30 – 12:00 Small Group Session:

**Introducing the Management Challenge
from the Client Perspective**

12:00 – 1:30 Luncheon

***Jo-Ann Wallace, President and CEO of
the National Legal Aid & Defender
Association***

***Sponsored by the Georgia Public
Defender Standards Council***



1:30 – 2:30 Plenary: Making the Transition to Supervisor/Leader

Catherine Beane, Director, National Defender Leadership Institute

Effective leadership carries the potential for higher quality client representation. Success as a leader/supervisor in a defender organization requires us to bring the same skills we successfully use as attorneys (compelling theory of the case, compelling persuasive communication, understanding the audience we are trying to influence internally and externally, etc.) into the nonlawyer aspects of our responsibilities as leaders and managers. This session will:

- Identify and discuss skills that transfer from one's role as trial attorney, social worker, investigator, or administrator to the role of manager/supervisor.
- Utilize hypotheticals to identify and discuss employee and supervisor perspectives.
- Introduce NLADA/NDLI Seven Core Leadership Competencies.

2:30 – 3:45 Small Group Session: Management Challenge Take II: the Employee Perspective

3:45 – 4:00 Break

4:00 – 5:00 **Plenary: Understanding Management Challenges:
Introducing the “Four Frames”**

Ernie Lewis, Kentucky Public Advocate

In *Reframing Organizations*, authors Bolman and Deal suggest a useful set of four frames to consider in analyzing organizations, their environment as a whole, and individual events within their environment. “Reframing” involves examining the same situation from multiple vantage points to develop a holistic picture – a powerful tool for understanding problems and identifying solutions. This session will:

- Introduce the “four frames” methodology of Bolman and Deal, *Reframing Organizations* (1997), as one technique for problem-solving and addressing management challenges.
- Utilize conference hypotheticals to demonstrate the four frames methodology.

5:00 – 5:30 **Small Group Session: Understanding the Four Frames
Methodology**

5:30 **Adjourn**

6:00 **Welcome Reception**

Friday, April 28, 2006

8:00 – 8:30 am **Continental Breakfast**



8:30 – 9:00 **Wake-up and Recap**

***Catherine Beane, Director, National Defender Leadership
Institute***

9:00 – 11:30 **Small Group: Applying the Four Frames** (*note: short break at 10:15*)

Participants will discuss how the four frames methodology applies to each management challenge, and how the analysis can be used as a problem-solving technique.

11:30 – 1:00 **Lunch on your own**

1:00 – 2:00 **Plenary: Coaching for Success**

***Jeff Sherr, Education and Strategic Planning Manager, Kentucky
Department of Public Advocacy***

Coaching, mentoring and feedback are essential tools for managers and supervisors in defender offices. Developing a collaborative framework that utilizes pragmatic methods for coaching superior performance from team members improves client representation, inspires employees, and creates a culture of high performance in defender offices. This session will:

- Define and discuss coaching, mentoring, and feedback, and their interrelationship with performance evaluation.
- Explore the value of these skills as a proactive means of creating a culture of client-centered representation, of team building, and of “problem prevention.”
- Discuss employee planning/evaluations as an essential management tool.



2:00 – 3:45 **Small Group**

3:45 – 4:00 **Break**

4:00 – 5:15 Plenary: Communication & Meetings

Catherine Beane, Director, National Defender Leadership Institute

Maureen James, Associate Attorney, National Legal Aid & Defender Association

Much of our work gets done through communication – and almost every management challenge involves a communication failure. Effective leaders understand the importance and power of communicating and sharing information, and frame their communications to their particular audience around a compelling, persuasive theory. This session will:

- Explore barriers to good communication with those in our work unit.
- Suggest strategies for good communication.
- Discuss how to plan and implement effective meetings.

5:15 – 5:30 End of Day Wrap-up and Adjourn

Saturday, April 29, 2006



8:00 – 8:30 am Continental Breakfast

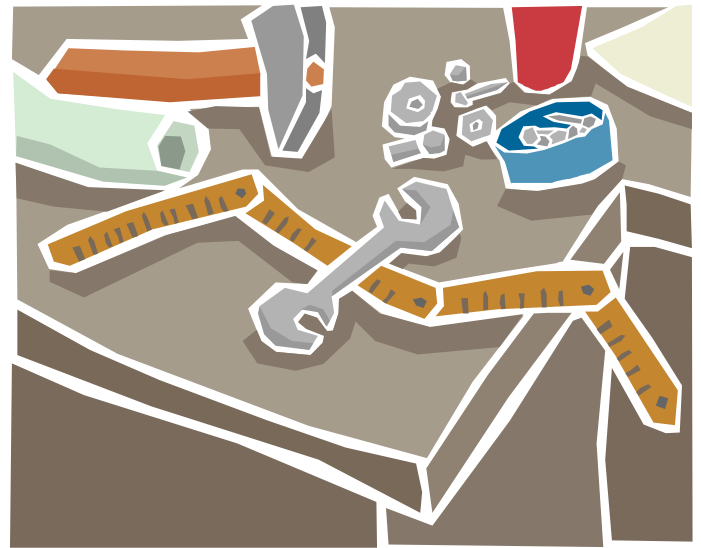
8:30 – 9:00 Wake-up and Recap

Catherine Beane, Director, National Defender Leadership Institute

9:00 – 10:30 Plenary

**Team Building:
Recognizing Strength in Difference**

***Catherine Beane, Director, National
Defender Leadership Institute***



Team building is an important aspect of structuring an organization and setting organizational goals that will minimize the types of challenges we confront as managers. As leaders and managers, we work with many different types of personalities. In order to cultivate strength from these differences, we must appreciate the personality qualities that are represented in the workplace as well as our own personality preferences. The session will:

- Utilize “True Colors” exercise to generate appreciation for different personalities/working styles of people on our team, and the strength that comes from having diverse perspectives on our team.

10:30 – 10:45 Break

10:45 – 12:15 Small Group: Team Building

12:15 – 1:15 Working Lunch: Small Group Report-out re: Team Building Exercises

- **Note:** Box lunch provided.

1:15 – 2:30 Small Group: Action Planning

2:30 – 3:00 Closing