



**NLADA's National Defender
Leadership Institute presents**



April 27 - 29, 2006
Ritz Carlton Hotel • Atlanta, GA
www.nlada.org/Training

Nuts & Bolts

of Leadership and Management



NUTS & BOLTS CURRICULUM

FROM TRIAL LAWYER TO MANAGER/LEADER

Outstanding trial skills don't automatically translate into outstanding managerial skills. A good trial lawyer can, however, learn skills to use in supervising colleagues and managing staff. This training seminar offers a unique opportunity for defender leaders to step away from their offices, learn these skills and apply them to their individual management challenges in a supportive learning environment. Our expert faculty will help each participant translate advocacy skills into effective management techniques.

WHO SHOULD ATTEND?

- Trial lawyers transitioning to management positions
- Experienced defender leaders who want to improve their managerial skills
- Non-lawyer supervisors
- All levels of supervisors, managers and directors of defender or assigned counsel programs, from any kind of indigent defense delivery system (i.e., state public defender systems, large urban defender offices, county defender systems, private law firms that contract for public defense cases, and local assigned counsel systems)
- Lawyers interested in becoming managers

NLADA's National Defender Leadership Institute (NDLI) is committed to developing the leaders of tomorrow and supporting the leaders of today.

THE THEORY OF MANAGEMENT AND SUPERVISION

Just as it takes a good theory of defense to win a criminal trial, it takes a good theory of management or supervision to solve problems in your office.

The three elements of NDLI's Theory of Management are:

- Your job as a supervisor is to help the individuals you supervise succeed in providing better representation for each client; and,
- 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.

THIS SEMINAR WILL HELP YOU LEARN TO:

- Resolve your current management challenge(s) by applying this theory of management in small group settings
- Identify and develop your management skills by building on your existing advocacy skills
- Appreciate different working styles in your program and communicate more effectively with colleagues
- See problems as potential opportunities to support and train staff
- Identify new strategies for building stronger teams inside the office and helpful coalitions outside your organization
- Hear about management challenges from across the country and collectively strategize ways to approach lasting resolutions

BRING YOUR MANAGEMENT CHALLENGE

Prior to arriving at the conference, you will be asked to write a short summary of a managerial challenge to work on throughout the conference. The instructions are on the back of the registration form. The purpose for this mandatory pre-conference assignment is to provide structured opportunities to apply the skill sets taught in the plenary sessions.

Individualized coaching will take place in small working groups of participants facilitated by experienced public defender managers. You will receive personal attention with time to explore the different dimensions of your managerial challenge, redefine the problem, assess your needs and work closely with others to develop your own managerial plan for success. By the end of the conference you will learn how to incorporate the theory of management 'mindset' into your daily activities and decision-making moments. This ultimately means better service to clients.

LIMITED ENROLLMENT

Space is limited to a maximum of 100 participants on a first-come, first-served basis.

CONFERENCE TOPICS MAY INCLUDE

- Strategies for transitioning from trial lawyer to manager
- Effective communication skills outside the courtroom
- Coaching skills for improved staff performance
- Strategic management, using a theory of management
- Conflict management skills
- Creative leadership for problem solving
- Internal buy-in strategies
- Addressing personnel issues

CONFERENCE AGENDA

WEDNESDAY, APRIL 26

4 – 6:30 pm Registration

THURSDAY, APRIL 27

7:30 am Registration
Continental Breakfast

8:30 – 12 Morning Sessions

12 – 1:30 Lunch and Break

1:30 – 5:30 Afternoon Sessions

Evening Reception

FRIDAY, APRIL 28

Continental Breakfast

8:30 – 12 Morning Sessions

12 – 1:30 Lunch and Break

1:30 – 5:30 Afternoon Sessions

SATURDAY, APRIL 29

Continental Breakfast

8:30 – 12 Morning Sessions

12 – 1 Lunch

1- 3:00 Afternoon Sessions

Because this is a highly interactive training, please note that we ask all participants to stay until the end of the program on Saturday afternoon, so that we can provide equal attention and feedback to each person in the small groups. Thank you for considering this when making your travel arrangements.

Pre- Conference Assignment for the Nuts & Bolts of Leadership and Management Training, April 27-29, 2006

INSTRUCTIONS FOR WRITING YOUR DEFENDER MANAGEMENT CHALLENGE

1. Think of a management or leadership incident in your work. It should be a challenging interpersonal encounter. It may be an incident where you doubted your effectiveness or where you felt frustrated. For example, you may have tried to encourage different conduct from a staff member, or perhaps had a difficult time providing a helpful performance evaluation and the outcome was less than satisfactory. Begin the description with a paragraph about the purpose of your intervention, the setting, the people involved, and any other important background information.

In considering which incident to choose for critical analysis, the following criteria should be considered:

- Pick a past incident or ongoing situation that you still find somewhat puzzling; you have not yet completely understood why it turned out the way it did; or, why it is unfolding the way it is.
- Choose an incident that is not a no-win situation, where nothing you might have done would have helped.
- Think of episodes in which the choice of a different strategy or manner of interacting might have resulted in a more favorable and satisfying outcome.

2. Begin the description with a paragraph about the purpose of your intervention, the setting, the people involved, and any other important background information.

3. Write a short paragraph about your strategy. Ask yourself: what were your objectives? How did you intend to achieve them? Why did you select those goals and strategies?

4. Briefly describe the results.

5. Finally, write a few sentences on what you experienced as frustrating in the encounter.

In summary, your management challenge will have four parts:

1. Description
2. Strategy
3. Results
4. Frustrations

Keep your responses to two pages typewritten. Management challenges should be sent to Maureen James at m.james@nlada.org. In the title of your email, please put "Nuts and Bolts Management Challenge."

While e-mail is preferred, you may also fax it to (202) 872-1031. For questions about the substance of your management challenge, please contact Catherine Beane, NDLI Director, (202) 452-0620 ext. 226.

Please bring twelve (12) copies of your management challenge to the conference in Chicago to share with other participants assigned to your small group. Thank you.

CONFIDENTIALITY

We expect that in the spirit of teamwork, helping others to solve their managerial challenges and ultimately improving representation for clients, there will be open communications throughout this management conference.

Our expectation is that full confidentiality will be maintained among all conference participants. We hope all participants will be open to sharing their management challenges with their defender colleagues. As a member of a small group you are expected to provide your other group members with copies of your written management challenge and discuss the challenge with the facilitators and group members. If you wish your case to be confidential, please mask the setting and the participants as best you can.

The faculty recognizes that because several offices are sending a group of managers to this training it may be difficult to mask the identities or scenario you would like to use as your management challenge. In this case, please choose another management challenge that can be discussed openly in your small group and feel free to raise the more sensitive management challenge directly with your faculty facilitators outside of the small group meetings.

The National Defender Leadership Institute [NDLI] is an initiative of the National Legal Aid and Defender Association (NLADA), a non-profit membership association dedicated to quality legal representation for those who cannot afford counsel. NDLI has three primary goals: 1) to provide cutting-edge management and leadership training programs for public defender and assigned counsel leaders; 2) to build a national network of defender leaders; and 3) to support research and data collection that informs local, state, and national public policy debates. This training, networking and research to strengthen leadership will ensure that more public defense systems function efficiently and promote equal justice under the law.

NDLI will offer additional training programs for defender leaders and managers in 2006 – 2007. In addition to **Nuts & bolts of Leadership & Management**, future training programs include:

New Leadership provides defender leaders with a set of skills they can employ in their day-to-day work inside and outside their defender or assigned counsel program. Developmental exercises involve practice sessions where

communication skills are refined in core learning teams for small group sessions. Successful teaching models include: leadership practices inventory, “personal best” exercises, strategies for managing cross-function teams, managing organizational conflict, developing cross-system partnerships, and finding unlikely allies for public defense programs. **August 23 – 25, 2006. Las Vegas, NV.**

Impact Leadership is an advanced training seminar for a select number of defender leaders and teams of leaders who bring a current leadership challenge to be addressed, with the goal of developing a specific action plan and communications strategy. Communication skills, persuasion, coalition-building, and leadership skills are emphasized. Each participant will find specific ways to impact a group of stakeholders or generate positive change in an area of concern for public defense in their state. **Coming in 2007.**

For more information on NDLI and schedules for future management and leadership training opportunities, please see www.nlada.org; or contact Catherine Beane, Director of NDLI at c.beane@nlada.org.

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