

# 2010 Nuts & Bolts *of* Leadership & Management

Presents:

A Training Program for Indigent Defense System Leaders

*September 24-26, 2010*  
*Hyatt Regency Cincinnati*  
*Cincinnati, Ohio*



## From Trial Lawyer to Manager/Leader

Odds are that you became a supervisor of others because you were an excellent trial attorney. Yet helping other attorneys to achieve the best outcomes for their clients requires different and additional skills – skills you were not taught in law school. And, as you move into management levels in your public defense system, you are called on to engage with the public, administrators and other criminal justice stakeholders in seeking the overall improvement of our criminal justice systems. This requires using different abilities, those of negotiation and compromise, in contrast to advocacy. 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?

- Experienced supervisors and managers who want to learn, relearn or enhance their managerial skills
- Trial lawyers new to or transitioning to management positions or responsibilities
- Non-lawyer supervisors and managers in public defense offices or systems
- Assigned/appointed/contract counsel who have supervisory or management responsibilities for others
- Lawyers interested in becoming supervisors and 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
- Your job as a supervisor is to help your organization succeed in representing clients well
- 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

- 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 bottom of page three (3) 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 defense 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 60 participants on a first-come, first-served basis.

## Conference Topics May Include

- Client-centered management
- Strategies for transitioning from trial lawyer to manager
- Effective communication skills outside the courtroom
- Coaching skills for improved staff performance
- Team building – finding the strengths in difference

## 2010 NUTS & BOLTS CONFERENCE - AGENDA

Registration will be held on Thursday, September 23 from 4-6:30 p.m.

<b>Friday, September 24</b> 7:45 a.m. - 8:30 a.m. Continental Breakfast and Registration 8:30 - 9:00 a.m. Welcome & Introductions 9:00 - 10:00 a.m. Opening Plenary: Client Centered Management	10:00 - 10:15 a.m. Break 10:15 a.m. - Noon Small Group Session: Introducing the Management Challenge Noon - 1:30 p.m. Lunch on Your Own 1:30 - 2:30 p.m. Plenary: Making the	Transition to Supervisor 2:30 - 3:45 p.m. Small Group Session: Management Challenge II The Employee Perspective 3:45 - 4:00 p.m. Break 4:00 - 5:00 p.m. Plenary: Introducing the "Four Frames"	5:00 - 5:30 p.m. Small Group Session: Understanding the Four Frames Methodology; Day 1 Wrap Up; Instructions for Tomorrow and Adjourn
<b>Saturday, September 25</b> 7:45 - 8:30 a.m. Continental Breakfast 8:30 - 9:00 a.m. Recap of Previous Day's Program	9:00 - 11:30 a.m. Small Group Session: Applying the Methodology 10:15 - 10:30 a.m. Break 11:30 a.m. - 1:00 p.m. Lunch on Your Own	1:00 - 2:00 p.m. Coaching for Success 2:00 - 3:45 p.m. Small Group Session: Coaching Problems and Discussion 3:45 - 4:00 p.m.	Break 4:00 - 5:30 p.m. Plenary: Communications and Meetings 5:15 - 5:30 p.m. Day 2 Wrap Up and Adjourn
<b>Sunday, September 26</b> 7:45 - 8:30 a.m. Continental Breakfast 8:30 - 9:00 a.m. Recap Program (thus far)	9:00 - 10:30 a.m. Plenary: Team Building - Recognizing Strengths in Differences 10:30 - 10:45 a.m. Break	10:45 a.m. - 12:00 p.m. Small Group Session: Team Building Noon - 1:15 p.m. Lunch on Your Own	1:15 - 2:15 p.m. Small Group: Action Planning 2:15 - 3:15 p.m. Small Group: Report Out 3:15 - 3:45 p.m. Closing

## 2010 NUTS & BOLTS CONFERENCE - ASSIGNMENT

### Instructions

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.

Ideas for choosing an incident for critical analysis may include; a past incident that you find puzzling or do not completely understand the outcome of; a situation with a no-win outcome or an episode where choice of a different strategy may have resulted in a more favorable 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, typed. Management challenges should be sent no later than Friday, September 10, 2010 to Lynnae Johnson at [l.johnson@nlada.org](mailto:l.johnson@nlada.org).

In the subject of your e-mail, please put "Nuts and Bolts Management Challenge." While e-mail is preferred, you may also fax your assignment to (202) 872-1031. For questions about the substance of your management challenge, please contact Karl A. Doss, Director of Training and Professional Development at (202) 452-0620 ext. 244.

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

## 2010 NUTS & BOLTS CONFERENCE - NDLI

The National Defender Leadership Institute [NDLI] is an initiative of the National Legal Aid & 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 all public defense systems and 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.

NLADA's NDLI will offer additional national training programs for defender leaders and managers from 2011 – 2013. In addition to Nuts & Bolts of Leadership & Management, national training programs from NDLI include:

**Impact Leadership** is an advanced training seminar for the most senior experienced leaders from every type of defender program. Participants bring a current leadership challenge to be addressed, with the goal of developing a specific action plan and communications strategy. Emphasis is on those aspects of leading a defender program that are external to the program itself, such as: public relations strategies, community organizing, coalition building, creating culture change, claiming and maintaining a seat at the criminal justice system table, securing funding and being accountable for it, and other challenges faced by public defense leaders. 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 jurisdiction.

**New Leadership** is a blended level of management & leadership training, designed for those who have some experience in the basic management skills necessary to any defender program and who are seeking to enhance those skills while beginning to develop broader leadership in the political and criminal justice arenas that surround defender programs. With a balanced emphasis on both internal management skills and external leadership roles, the program uses developmental exercises and small group practice sessions.

In addition to national training programs, NDLI will design and present management & leadership training programs tailored to meet the specific needs of your jurisdiction and delivered in the location that works best for you. Bringing national expertise to you allows for extremely cost-effective and targeted learning for defense professionals in a single geographical or court-system jurisdiction.

For more information on NDLI, schedules for future management and leadership training opportunities, or to learn how to obtain training for your jurisdiction, please visit [www.nlada.org/ndli](http://www.nlada.org/ndli).

### NOTE

Please note that we ask all participants to stay until the end of the program on Sunday afternoon, so that we can provide equal attention and feedback to each person in the small groups. Thanks!



# **2010 NUTS & BOLTS CONFERENCE - LOGISTICAL INFORMATION**

## **Hotel Information**

Hyatt Regency Cincinnati  
151 West Fifth Street  
Cincinnati, Ohio, 45202  
Tel: (513) 579-1234 Fax: (513) 354-4299

A familiar landmark of the city skyline, Hyatt Regency Cincinnati offers every possible convenience under one roof. Stroll across the enclosed second-level skywalk connecting the accessible Cincinnati, Ohio hotel to Tower Place Shopping Mall, or attend an event at Duke Energy Convention Center, Paul Brown Stadium or Great American Ball Park.

NLADA has arranged for sleeping rooms at the Hyatt Regency Cincinnati Hotel. Conference attendees staying at the conference hotel will receive a special housing rate of \$115.00 single/double per night exclusive of sales tax. The deadline for reservations is September 2, 2010. After that date, requests for reservations will be accepted on a space and rate availability basis. All reservations must be guaranteed by credit card or deposit. Be sure to inform the reservations agent that you are attending the NLADA conference to secure the discounted rate. Check-in starts at 3:00 p.m. and check-out is at Noon.

## **Travel Information**

### **Air Transportation**

Hyatt Regency Cincinnati Hotel is located 13 miles from the Cincinnati/Northern Kentucky International Airport (CVG). Special airfare discounts of up to five percent are available on American Airlines. Book fares online only at [www.aa.com](http://www.aa.com). To get the NLADA discount, indicate 8890AM in the promotional code box. Fares are subject to airline terms and availability.

### **Ground Transportation**

Taxi service from the Cincinnati/Northern Kentucky International Airport (CVG) to the Hyatt Regency Cincinnati Hotel is approximately \$25 one way. Shuttle service is available through Executive Transportation and may be arranged by calling (859) 261-8841 or in the Cincinnati/Northern Kentucky International Airport. Cost for shuttle service is \$20 one way and \$30 round trip. The Union Terminal Amtrak station is approximately 10 minutes from the hotel with cab fare from the station to the hotel costing around \$4-\$5. Greyhound bus service is also only 12 blocks from the Hyatt Regency Cincinnati Hotel with cab fare being approximately \$8-\$12.

### **Parking**

The valet parking fee at the hotel is \$22 daily for hotel guests only.

## **Car Rental**

Avis, the official rental car agency for this conference, will extend participants a five percent discount on a lower promotional rate. These special rates include unlimited mileage. To make reservations, call Avis toll-free at (800) 331-1600 and refer to reservation code #J789524.

## **Accessibility**

The hotel is fully accessible for people whose mobility is impaired and has guest rooms adapted for wheelchairs. Make your request directly with the hotel when reserving your room. If you have a physical challenge that may impact your participation in this conference, please contact the training department at (202) 452-0620 ext. 207.

## **Weather**

Outside temperatures range from the mid to high-60's. Meeting rooms may be cool. Dressing in comfortable layers is recommended.

## **Cancellation Policy**

Registration cancellations must be received in writing at the NLADA office no later than August 24, 2010. Cancellations received prior to that date may be refunded less a \$75 administrative charge. Registration cancellations postmarked after August 24, 2010 are neither refundable nor transferable. Substitution of conference attendees may be made at any time prior to or at the event. Please notify NLADA of substitutions in writing.

## **CLE**

Please carefully review the CLE instruction form included in your materials for individual state instructions. NLADA has applied for continuing legal education (CLE) credits in most states that have mandatory CLE requirements. CLE forms, instruction and a list of accrediting states will be included in the conference registration packets, available onsite.

## **Responsibility**

The National Legal Aid & Defender Association acts only as an agent for attendees in all matters regarding hotel accommodations and transportation. NLADA contracts with reputable independent contractors and suppliers known to provide the service offered in this announcement. NLADA is not responsible for any inconvenience, loss, injury or damage from any cause whatsoever in conjunction with these services. If necessary, NLADA reserves the right to cancel or change the services described herein.

# 2010 NUTS & BOLTS CONFERENCE - REGISTRATION

## Membership

Become a member of NLADA and save on your conference registration! Join NLADA now and receive the individual member rate for the 2010 Nuts & Bolts Conference.

## NLADA

### Membership Fees

- \*Individual Attorney  
\$100  
(program members pay \$75)
- \*Individual Non-Attorney  
\$60  
(program members pay \$40)

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### Mail Checks and Forms

Nuts & Bolts Conference  
NLADA  
P.O. Box 79083  
Baltimore, MD  
21279-0083

### Fax Credit Card

#### Payments

(202) 872-1031

### Register Online

[www.nlada.org/Training](http://www.nlada.org/Training)

For registrations paid by check, please complete this form and MAIL to: NLADA Nuts & Bolts Conference, P.O. Box 79083, Baltimore, MD 21279-0083.

Registrations paid with credit card (Master Card, Visa, AMEX) may be faxed to (202) 872-1031.

## Personal Information

Name: \_\_\_\_\_  
Title: \_\_\_\_\_ Organization: \_\_\_\_\_  
E-mail: \_\_\_\_\_  
Address: \_\_\_\_\_  
City, State, Zip: \_\_\_\_\_  
Telephone: (\_\_\_\_) \_\_\_\_\_ Fax: (\_\_\_\_) \_\_\_\_\_

The regular registration deadline is July 16, 2010. If you wish to register after this date, you must register onsite. Confirmation of your registration will be mailed to you if you register by July 16, 2010. If you have any questions about registration, please contact us by e-mail [registration@nlada.org](mailto:registration@nlada.org) or phone (202) 452-0620 ext. 207.

## Current Position

- Chief Defender                       Public Defender                       Staff Supervisor  
 Assigned Counsel                       Non-Lawyer Manager                       Other \_\_\_\_\_

How long have you been in a management position? \_\_\_\_\_ If new to management, when will you begin? \_\_\_\_\_

\*\*Please make sure to bring your management case (see page 2 of this brochure) that you would like to work on during this conference.\*\*

## Special Needs

- Mobility Challenged    Audio/Visual Challenged    Other Challenges: \_\_\_\_\_

Registration Fees:

Type of Member	Regular (on or before July 16)	On-site Registration (Received after July 16)
Program Member	\$600	\$625
Individual Member	\$630	\$655
Non-Member	\$720	\$745
		Reg Fees: _____
		Dues: _____
		Total: _____

## Payment

REGISTRATIONS WILL NOT BE PROCESSED WITHOUT SOME FORM OF PAYMENT.

- Check enclosed, made payable to NLADA  
 Master Card                       Visa                       AMEX  
 Purchase Order\*    Total Payment: \_\_\_\_\_

Credit Card # \_\_\_\_\_

Expiration Date: \_\_\_\_ / \_\_\_\_    Signature: \_\_\_\_\_

Name on Card: \_\_\_\_\_

\*Purchase Orders must include a contact name and information regarding the appropriate finance department that will process the payment. Purchase orders WILL NOT be accepted after the regular registration deadline of July 16. Please complete the following.

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Purchase Order Number: \_\_\_\_\_