



notitia

Announcements

Welcome to the October – November 2008 Editions of the Notitia!

The Notitia is one of the many tools the Women Lawyers Section of the Birmingham Bar Association uses to encourage the participation of women in the practice of law, to enhance the quality of life for women who have chosen law as a profession, to provide role models and mentors for women seeking to enter or grow in the profession, to provide an environment which fosters cooperation between and among women in the profession thereby enhancing the profession as a whole.

Proposed slate for 2009 from the Chairwoman, Pam Blaylock.

Elected Positions

Chair-Elect, Rhonda Caviedes
 Secretary, Crystal McMeekin
 Treasurer, Sydney Hoover
 Board Member, Teresa Minor
 Board Member, Judge Theresa Pulliam
 Board Member, Monica Graveline
 Board Member, Brendette Brown Green
 Board Member, Sabrina Simon

Appointed Positions

Corresponding Secretary, Ashley Hattaway
 Historian, Frances King Quick
 NCWBA Representative, Pat Moore
 Membership Committee Chair, Tameka Wren
 Membership Committee Co-Chair, Susan Nettles
 Newsletter and PR Committee Chair, Rebecca Amthor
 Newsletter and PR Committee Co-Chair, Michelle Obradovic
 Social and Entertainment Committee Chair, Janine Smith
 Social and Entertainment Committee Co-Chair, Christi Graham
 Programs Committee Chair, April Rogers
 Programs Committee Co-Chair, Lindsay Reese
 Projects Committee Chair, Shayana Boyd Davis
 Projects Committee Co-Chair, Desiree Alexander
 Service Award Chair, Marcie Braswell
 Service Award Co-Chair, Katie Suttle Weinert
 Pinstripes and Pearls Task Force Chair, Delores Owens
 Pinstripes and Pearls Task Force Co-Chair, Khristi Driver
 Leadership Development Task Force Chair, Carolyn Lam
 Leadership Development Task Force Co-Chair, Haley Andrews Cox

All members of the Birmingham Bar Association are invited to join our Section in 2008 and 2009!

Membership runs from Dec. 1, 2007 - Nov. 30, 2008, but you can join at any time during the year. As of June 26, 2008, there are **429 members** of the Section. Here is a generic membership form: [BBA Membership Renewal.pdf](#) - You will need to put your name somewhere on the form and return it to Beth Carmichael at the Birmingham Bar. You can also become a Sustaining Member of the Section by sending your additional \$30 contribution to Sidney Hoover c/o the Economic Development Partnership of Alabama, 500 Beacon Parkway West, Birmingham, AL 35209-3108. Sustaining Members are: Pam Blalock, Khristi Driver, Ashley Hattaway, Sidney Hoover, Carolyn Lam, Shirley McCarty and Teresa Minor.

Would you like to work with one of the committees or task forces in 2008 or 2009 on a particular project or event? Reply to Pam Blaylock if yes (pblaylock@bcbsal.org).

Please submit your articles or photos or reminders for the October - November - December 2008 Editions of the Notitia to Christi Graham (cgraham@bradleyarant.com) or Rebecca Amthor (RAmthor@bcbosal.org) or Michelle Obradovic (michelle@wiseresolution.com).

Reminders for Section Activities and Events:

The Leadership of the Section meets monthly at the YWCA of Central Alabama, 309 North 23rd Street, Birmingham. Attendees who have ordered a lunch will be served at 11:30, with the meeting to begin thereafter. You may bring your own lunch if you like. Our next meeting will be Tuesday, **October 14**. The **November 13** meeting will be the Annual Meeting.

ANNUAL MEETING

The Women Lawyers Section Annual Meeting will be held on Thursday November 13th starting at 5:30 pm at the Southern Progress Building. We will have a cocktail reception and a short business meeting where we will elect officers and board members for the upcoming year, update our members on the state of our Section, and give away door prizes.

Additionally we will be collecting toys and money for the YWCA Santa Shop. Bring your toys, cash and checks payable to the YWCA. Your YWCA Santa Shop donations can also be dropped off at the Birmingham Bar Center lobby beginning Friday November 14 through Friday December 5th. The Santa Shop always has a special need for teen gifts. Please contact Shirley McCarty at Shirleymcc459300@aol.com with questions. Thank you for your generous support of this WLS project during the holiday season!

IMPORTANT NEW PARKING INFORMATION: The Southern Progress building is located on Lakeshore Parkway but the entrance to access the employee parking deck is located on Old Montgomery Highway (this is the same short road where the entrance to the Lakeshore Foundation is located). From Old Montgomery Highway turn into the Southern Progress campus, follow their signature rock wall to the right, and the parking deck will be on the right. Proceed up to level three where a covered walkway leads directly into the building where the meeting is being held. We will have a security guard at that entrance to let our members and guests in and out of the building. Please do not try to enter the building from the main entrance on Lakeshore Parkway, that door will not be unlocked. If you want to map the area or use your GPS the address for Southern Progress is 2100 Lakeshore Drive, Birmingham, Alabama, 35209 but remember that this address will direct you to the incorrect entrance.

Luck Be A Lawyer

The Bar Foundation will make a \$500 unrestricted donation to the BBA Section selling the most in tickets and sponsorships to the Luck Be a Lawyer 2008 Fall Charity Ball. When ordering tickets & sponsorships, please identify the sale as being for the WLS and request that the WLS receive credit in the competition. The formal gala will be Saturday, **October 25th**, 8:00 p.m., at SOHO Rosewood Hall (2850 19th St. South Homewood). The spacious facilities at the new City of Homewood municipal complex will allow for more casino games; more dancing to the music of Mumbo Jumbo; and, better enjoyment of excellent food & open bar catering. Luck be a Lawyer sponsor levels are \$2,500, \$1,000 & \$500; and, tickets are \$100 per person (\$75 for YLS members). Sponsorships & tickets are available by contacting the Foundation at 251-2231 or bbfound@bellsouth.net or Anne Durward at 838-9005 or adurward@msnattorneys.com.

Try your Luck CONTEST!

This link will allow you to enter into an electronic drawing for two tickets to the Luck Be a Lawyer Ball. The contest starts October 6th <http://www.contestmachine.com/hosted/promotion/EU5R77JGWL> and ends October 10th.


UPDATE- WINNING ENTRIES are “Carolyn” and “Marion W.”

Toy & Money Collection for YWCA Santa Shop

Collections of toys and money for the YWCA Santa Shop will be taken at the WLS Annual Meeting on Thursday November 13, 2008 at Southern Progress. Bring your toys, cash and checks payable to "YWCA." Your YWCA Santa Shop donations can also be dropped off at the Birmingham Bar Center lobby beginning Friday November 14 through Friday December 5th. The Santa Shop always has a special need for teen gifts. Please contact Shirley McCarty at Shirleymcc459300@aol.com with questions. Thank you for your generous support of this WLS project during the holiday season!

Pin Stripes and Pearls 2:

WOMEN LAWYERS SECTION
OF THE BIRMINGHAM BAR ASSOCIATION
Invites You to Attend a Panel Discussion:



“Navigating Gender and Generational Differences in the Workplace”

Tuesday
September 23, 2008

5:30 - 7:30 pm

University of Alabama
School of Law
101 Bryant Drive East
Room A-112
Tuscaloosa, Alabama 35401

Scheduled Panelists:

Honorable Inge P. Johnson
U.S. District Court Judge

Linda D. Fenty, Ed. D.
Global Insights, Inc.

Carolyn Lam
Associate - John D. Saxon, PC

Sabrina Andry Simon
Corporate Counsel - Southern Progress

Latanishia D. Watters
Member - Haskell Staughtar

For Additional Information
Please contact:
Khristi Doss Driver, 251-1000 (Birmingham)
Delores Simmons Owens, 278-1850 (Birmingham)
Mary Chambers, 336-6479 (Tuscaloosa)

Designed by Dawn Dyer, LLC - <http://www.dawndyer.com>

[pinstripesandpearlsflyer.pdf](#)

The Women Lawyers Section invites you to attend a Panel Discussion on Navigating Gender and Generational Differences in the Workplace.

Cumberland School of Law
February 5, 2009

For additional information contact Khristi Doss Driver at 251-1000 or Delores Simmons Owens at 278-1850 or Mary Chambers at 348-6479. kdd@hsy.com Delores.Owens@alnd.uscourts.gov

Reminders for Non-Section Activities and Events:

The Susan G. Komen Race for the Cure will be held on Saturday October 11, 2008 at Linn Park. This year the Women Lawyers Section team has been organized by Marcie Braswell and we are looking for team members. You can walk, run, or even sleep in for the cure. To join our team click on the following link:

<http://birminghamracefortheure.kintera.org/faf/search/searchTeamPart.asp?event=275451&lis=1&kntae275451=7AB43DD5BF664BF2BF1CAF577EE5AFE6&team=3163388>

For further information about the Race for the Cure you can go to <http://www.komenncalabama.org/> or you can email Marcie at mbraswell@maynardcooper.com. We look forward to having you on our team and putting our collective effort into local breast health and breast cancer awareness projects.

Articles

Reprinted courtesy of the American Bar Association: YourABA.

Meet ABA President H. Thomas Wells Jr.

H. Thomas Wells Jr., a partner and founding member at Maynard, Cooper & Gale PC, in Birmingham, Ala., became ABA president at the 2008 Annual Meeting in New York. Wells has served in the association's policy-making House of Delegates since 1991 and was chair of the ABA House of Delegates, the ABA's second highest elected office, from 2002-04. He is a former chair of the ABA Section of Litigation. In addition, Wells was co-chair of the ABA's Special Committee on Disaster Response, which was commissioned after the devastation of Hurricane Katrina. He also has been a member of the ABA's Commission on the American Jury and the ABA Commission on the Future of the Legal Profession. Beyond the ABA, Wells has served on numerous committees and in leadership roles in the Alabama State Bar and the Birmingham Bar Association. Wells lives in Birmingham with his wife Jan. The couple's two children, Lynlee Wells Palmer and H. Thomas "Trey" Wells III, are also lawyers in Birmingham and active ABA members. Wells is the ABA's third president from the state of Alabama. Henry Upson Sims of Birmingham was president in 1929-30, and N. Lee Cooper, also a founding member of Maynard, Cooper & Gale PC, was president in 1996-97. Wells recently shared his thoughts with YourABA.

Q: Why did you want to be ABA president?

A: When I graduated from law school in 1975, membership in the ABA was expected. I never really thought about being ABA president when I joined. But as I became more active, I felt a good bit of satisfaction in the service work we were doing.

When I was the Alabama state delegate, I sat on the nominating committee for nine years, selecting association leaders. I started thinking that I'd like to do more for the ABA. I became chair of the House of Delegates—one of the best jobs at the ABA and one that I dearly loved. After that, one thing led to another, and here I am as president.

Q: What does your ABA membership mean to you?

A: There are many benefits of an ABA membership; not the least of which is being part of the largest professional organization in the world that is the national voice for America's lawyers. There's also the inspirational side. The ABA is an important public service organization. You join the ABA to be a part of a larger group that can actually do some good in the public arena. The last time I looked, our Rule of Law Initiative was providing legal assistance in more than 40 countries around the world. So what we're doing is

important in not just the United States, but internationally as well. Of course there are personal rewards from membership—the affinity program discounts and educational offerings, for example. But for me, the reason for membership is to take part in the vital service work we do.

Q: What do you hope to accomplish as president?

A: I want to emphasize the common core values of the profession, the things that unite us as lawyers. As I see it, there are four primary issues of interest to all of us: access to justice; independence—both independence of the bar as a profession as well as independence of our judiciary; diversity; and the rule of law, which essentially encompasses the first three I mentioned. One of my first endeavors is work on the issue of federal judicial nominations. We passed a resolution in the House of Delegates earlier this month concerning the establishment of bipartisan, citizen commissions that would recommend nominees for federal judgeships. I believe such commissions would significantly reduce the better part of some bitter, partisan debates over nominees. A good example is the state of Florida, where a Democratic senator and a Republican senator have come together to create a commission to generate names for district court judges. The process has worked extraordinarily well. Also, as I've gone around the country talking to lawyers and bar associations, I keep hearing about challenges to the independence of state courts. We've begun planning a national summit in May on fair and impartial state courts that will bring together the major stakeholders around this issue.

Q: You also mentioned an interest in enhancing access to justice.

A: Research shows as many as 80 percent of low-income people have legal needs that are currently unmet. Unfortunately, funding from the Legal Services Corporation has never really been adequate to address those needs. In my home state of Alabama, more than \$7 million was spent on judicial elections for appellate court races—that's twice as much as was spent on access to justice. That's just unconscionable. We've got to do something to switch that around because obviously, if you don't have access to justice, it's pretty hard to get justice.

Q: Let's talk about diversity. Why aren't we there yet?

A: There're a lot of reasons why we're not there yet. Unfortunately we're not even doing as well as other professions. Other professions, such as the medical profession and dental profession are doing a lot better in terms of diversity. We simply can't allow that to continue as our country becomes more diverse. Only about 10 percent of the legal profession are lawyers of color. We've got to do better in that regard. We must figure out where the systemic barriers are and increase the number of minority lawyers in the pipeline.

Q: We will be electing a new leader in November. What does the leader of the nation's largest lawyers' organization want to say to the new president?

A: The first thing I would say is we're here to serve. We will serve the administration in any way we can be helpful—whatever will help the administration the most, we want to be in the process. We also want to build bridges to the new administration to talk about issues that affect us. The ABA is not a Republican organization or a Democratic one—we're an organization of lawyers. There're a lot of things that the federal government does that affects lawyers, so we want to be at the table when those issues come up. I want our voice to be heard in the administration, just like we're heard in Congress when we testify on the Hill on legal issues.

The Changing Nature of Leadership in Law Firms

Reprinted courtesy of the New York State Bar Association Journal, September 2008, Vol. 80, No. 7.

By Roland B. Smith and Paul Bennett Marrow

At its most fundamental level, leadership is about producing change, while management focuses on creating processes to produce predictable results. This article explores the practice of leadership in law firms today and discusses what will be necessary for law firms to succeed and thrive in the future. It draws heavily on early returns from research that spans hundreds of attorneys in large, global and midsized U.S. firms, conducted by the Center for Creative Leadership (CCL®). These initial findings provide a foundation for a deeper discussion about what constitutes effective leadership. Subsequent articles will feature a case study involving a large global law firm, a discussion of practical and tactical strategies and actions, and a summary of our final research findings.

Need for a New Practice Model

Today's law firms operate in a climate increasingly characterized by complexity, economic turbulence, growing and varied competition, and accelerated change on every front. In short, the landscape is changing in new and radically different ways. Simply ensuring high levels of technical and professional expertise is no longer sufficient. Attorneys must adopt new and enhanced leadership skills as well. The well-worn, familiar, tried-and-true methods and lessons of the past are, and will be, inadequate. Additional factors are also in play: the expectations of incoming junior associates and even seasoned rainmakers and specialists are shifting rapidly in a highly competitive talent market; clients are demanding a new quality of advice and counsel and are pressuring attorneys to compete for fees. The traditional practice model is under pressure. This model is based on the following assumptions: partnership means lifelong stability; an associate, often from an elite school, who proves to be a star, will move up to such as finance and human resources, these core leadership responsibilities simply cannot be delegated to nonattorney staff members. A recent article in *American Lawyer* points to the types of complex issues these strategic lawyer-leaders face as organizational models shift.⁴ In less than 20 years, the total number of lawyers practicing has almost tripled – growing from 25,994 in 1986 to 70,161 in 2005.⁵ Though gross revenue is expanding, some firms are finding that it isn't keeping pace, leading to a dilution in revenue per partner or lawyer. Although large-firm lawyers represent only 10.5% of the U.S. legal profession, their impact and influence on the practice of law globally are significant.⁶ During the last decade, larger law firms have begun migrating to a more centralized corporate model for managing certain business functions, such as accounting, marketing, human resources, training and development – freeing lawyers to focus on what they do best in the interest of the client and the profession. Many midsized and smaller firms are now following suit. As a result of such changes, there is growing recognition that the practice of law is not only a noble profession, but also a competitive business. That means leaders must be skilled in clarifying strategic direction and in influencing and aligning various constituencies to achieve commitment to the firm's objectives.

The Current State of Change Within the Industry

In 2005 and again in 2007, we conducted surveys to determine the nature of the complex challenges faced by organizational leaders around the world. Of the 350 leaders participating, 93% believed the challenges they face are more complex than those of five years ago, while 85% believed the definition of "effective leadership" has changed in the same time frame. Similar research is now under way to determine the changing nature of leadership unique to law firms. To date, we have interviewed or surveyed more than 150 partners in leadership positions from multiple firms with significant operations in the United States and around the world. Further in-depth interviews are planned with 300 lawyer-leaders from 20 firms. Representative, verbatim responses from our interview database show lawyers are struggling with a host of issues. The challenges they face include the following. Building Strategic Leadership Skills • Leading in times of change. • Developing a clearer understanding of what being a leader means. • Finding guidance about

how to be a managing partner. • Developing the tools that will help me meet my challenges in making effective change in my office. partner, become an owner and remain so until retirement or death; any associate not making partner after a certain time will be expected to move on; lateral entry at the senior level is very uncommon; growth isn't a measure of success; mergers are rare; clients are loyal to a firm, not a specific individual. In recent years, a new practice model has gained a foothold. The number of owner-partners has decreased and ownership power has become more concentrated. Growth now comes from many sources, including mergers and lateral entry of new attorneys. Clients are less inclined to remain loyal to a firm and more likely to follow an individual attorney who moves from one firm to another. The market for lawyers has become global, with competition coming from many new areas. Any firm interested in long-term survival must be able to cope with the loss of high-performing partners and their support teams. Individual partners and practice groups now are evaluated on the basis of hours billed and fees collected, which leads to internal competition. The winners typically claim firm resources and higher incomes. One consequence is that lawyers operating at even the highest levels are positioned outside the policymaking cadre of the executive committee, which brings into question the power of the firm to exercise ultimate control. Law firms must deal with an assortment of competing external and internal pressures; moreover, economics has replaced culture as the glue holding firms together. As a result of such changes, firms are beginning to recognize the need for a new leadership dynamic. What is the context in which partners operate today, and what challenges can they expect to face in the future? How have some firms' practicing senior and managing partners worked to develop leaders who can navigate this new world?

The Case for the Lawyer-Leader

Industry consolidation, increased client demands, competition for lawyers, the emergence of non-traditional competition and a softer global economy: strategic leadership is imperative if firms are to survive and thrive. Strategic lawyer-leaders can make all the difference. They are able to create a vision for the future, design a competitive strategy, build an agile, flexible and inclusive culture, and attract, retain and develop a top-flight, committed talent pool. Unlike administrative operations The number of owner-partners has decreased and ownership power has become more concentrated. • Maintaining market share and recruiting/integrating talent are our challenges. • Growth in key areas is a challenge, agreeing on the key challenges is another challenge. • Marketing our culture. • Deciding with whether or not to expand. We are caught in the middle between the trend toward becoming a mega-firm or a niche firm. We are struggling with where and how much to grow. With that comes the problem of keeping the firm's culture intact, especially as we grow globally.

Questions

While most attorneys clearly possess the ability to make sense of challenges and make choices based on available information, implementing those choices in a timely manner is often a challenge. Firms need to be more agile to survive and thrive in the future. But making the change may be an uphill battle. Here are four questions that indicate why speed and business agility may be a struggle for the majority of attorneys: 1. How receptive are most attorneys to change? 2. In general, are attorneys risk takers or are they more risk averse? 3. Are most attorneys easy to influence or hard to convince? 4. In general, are attorneys "high trust" or "low trust" individuals?

Defining Leadership Within Law Firms

In discussions with lawyer-leaders, we have found a lack of consensus and clarity about the definition of leadership and the role of the leader-lawyer within the firm. Part of the disparity may be attributed to an inability to differentiate leadership from management. Managers produce a degree of predictability via a set of processes, which may include planning, business development, budgeting, staffing, organizing, resource allocation and other functional roles. In many cases, these functions can be delegated to non-lawyers. Leadership is about producing change, often to a dramatic degree, and with an extremely useful outcome. Creative leadership is the capacity to think and act beyond the boundaries that limit our effectiveness. While nonlawyers can provide insight, help to integrate change and help to accelerate the process, leadership is the responsibility of the lawyer-leader. Leadership is not currently taught in any significant manner in law school. In fact, many leading schools and academics do not see it as part of their charge. In a recent article, Ben Heineman, Jr., Distinguished Senior Fellow at the Harvard Law School Program on the Legal Profession, states: But today, law schools and professional associations may not have a broad vision of lawyers as leaders – or may be ambivalent or muted about it. • Improving teamwork and collaboration in client service and business development are challenges for our firm. • Becoming an excellent communicator is a challenge. • Developing the courage to take unpopular positions. • Understanding the firm's long-term vision. Ability to bring groups of people together with different views, foster a healthy respect for different views and manage in a way that people feel included. • Working more effectively and efficiently – ability to prioritize and manage time and to delegate effectively at all levels.

Managing Talent and Promoting Sustainability

• Understanding the new generation of attorneys coming along and how they look at the world differently. They don't want to work as hard but want to make as much money. How can we sensibly accommodate them in order to keep the good ones? • Succession planning/leadership development. • Improving firm culture to secure talent. • Creating the right environment in which such recruitment (the recruitment of targeted laterals) and retention can take place. • Finding new attorneys that fit our economic model. Making Decisions and Setting Strategic Direction • Spending too much time on building consensus; being too slow as a result. • Developing a consensus on who we want to be, what's our future direction, what areas of practice do we want to be involved in. How do we achieve growth goals – gradually or through acquisitions? Growing too fast may corrupt the corporate culture and we want to maintain the culture we have. • Getting partners that are focused on their practice to think strategically. • Implementing the strategic plan and managing expectations relative to revenue. • Repositioning assets and finding alternatives where core competencies are sluggish (due to the soft economy). Retaining Clients and Promoting Client Satisfaction • Clients expect more today and want costs contained. • We need to continue to ratchet up the quality of service in order to retain clients. • We need to achieve internal cohesion and client satisfaction.

Managing Growth, Developing New and Existing Markets and Practice Areas

• Integrating mergers and maintaining revenue and profits per partner. 1. Self-awareness – the ability to read one's emotions and recognize their impact while using gut feeling to guide decisions. 2. Self-management – the ability to control one's emotions and impulses and adapt to changing circumstances. 3. Social awareness – the ability to sense, understand and react to others' emotions while comprehending social networks. 4. Relationship management – the ability to inspire, influence and develop others while managing conflict. How many of these competency areas did you study in law school? How many are effectively taught within your firm? Does mastering these competencies count toward billable hours? Our recent law survey is consistent with a study conducted in 2005 that explored the make-up of top performing lawyers. That study indicated that top performers are more visionary, provide their teams with much-needed perspective, and engage associates and peers in critical discussions and decisions. They are effective coaches and provide long-term development and mentoring. The study also found that a flexible leadership style that varies with the specific situation generates the best results. This research is consistent with other historical studies on leadership impact. It confirms that, although technical excellence and intellect are critical factors for success as a lawyer, emotional intelligence is the differentiating factor for successful leadership.

Accelerating Firm Transformation

Based on several decades of leadership research and work with individual leaders, we believe that people can learn, grow and change, and that self-awareness is both the cornerstone for individual development and the foundation for group and organizational success. In general, attorneys tend to place less significance on self-awareness when starting a development journey. The most effective leaders, though, are able to systematically gain more self-awareness and make adjustments based on an assessment of their strengths and vulnerabilities. Those leaders with the highest probability for success create a plan for development, share that plan and receive feedback (both internally and externally). Partners with a higher level of Heineman was speaking more broadly about the role of lawyer as leader in a social context, but his comments have implications within the firm as well. He outlines several "qualities of mind" that are consistent with leadership success when he states: We are seeking lawyers who are not just strong team members, but who can lead and build organizations: create the vision, the values, the priorities, the strategies, the people, the systems, the processes, the checks and balances, the resources, and the motivation. Working on teams and leading them are interconnected: much of leadership today is not command and control of the troops but persuasion, motivation, and empowerment of teams around a shared vision. While the passage from law school to lawyer may be difficult and may require support, the journey from lawyer to lawyer-leader may be even more treacherous; it requires self-awareness, flexibility and the acquisition of new skills, knowledge and experiences. Many firms have turned to business schools to learn the business side of managing a professional services firm. While these programs have been effective in providing awareness, discipline and methodology relative to business practices, they have not provided enough insight into how law firms can effectively use their existing leadership capital to leverage success and transform their operations. In a recent survey of independent law firms,¹¹ managing partners identified the following competencies needed to lead their organization effectively into the future: • Adaptability • Building and mending relationships • Building effective teams • Change leadership • Coaching • Collaboration (working across boundaries effectively) • Credibility • Decisiveness • Driving innovation • Influence • Leveraging differences These competencies reflect the higher levels of emotional intelligence needed for effective leadership.

Daniel Goleman identifies four main emotional intelligence constructs: This research confirms that, although technical excellence and intellect are critical factors for success as a lawyer, emotional intelligence is the differentiating factor for successful leadership. We refer to senior leaders as "talent orchestrators" because their actions determine the direction and speed of leadership development activities among the others in the firm. Talent orchestrators must champion investments in leadership development; they must act as coaches, mentors, role models and developers of future leaders. Specifically, senior leaders must undertake the following actions: • Developing a leadership strategy that complements the strategy of the firm. The leadership strategy specifies how many leaders are needed to implement the firm's strategy within a given time frame – and with what skills, abilities and experiences. • Assessing the gap between current leadership capabilities and those required by the firm's strategy. • Sanctioning investments in leadership development that will close the gap between current leadership capabilities and those required. • Taking part personally in mentoring younger leaders, presenting content in leadership development programs, reviewing talent and selecting future leaders. • Leading transformations in the firm's systems, policies, technologies and business practices, while simultaneously engaging younger leaders in these activities to develop their understanding of how the firm must change to meet competitive challenges. Some senior leaders may require individual coaching in these activities, or the senior team collectively may require coaching as it works through the various tasks associated with its new role in the development of future leaders. The senior team may seek assistance from human resource professionals inside the firm – individuals we refer to as "talent accelerators" since they provide the systems and processes required to accelerate leadership development. Because leadership development is a new activity for most law firms, many may require external support to help them: • assess current leadership talent; • create a leadership strategy; • review and align talent management systems, including succession planning; • develop a comprehensive approach to leadership development for the firm that addresses current and future leaders; • offer specific courses in leadership customized to the needs of the firm • provide individual coaching for current or high potential leaders; and • assist senior leadership in combining organizational change and leadership development. While there is much work to be done, the good news is that law firms can draw liberally upon the experience of corporations, nonprofits, the military and other governmental organizations, and others that have been involved in leadership development activities for some time. As self-awareness and mastery are better prepared to positively impact both their group and the broader firm. CCL maintains a database of results from Benchmarks,[®] a 360-degree assessment tool that measures how individual leaders are performing against the skills and perspectives most critical for success. You can personally begin (or accelerate) the process of self-discovery around leadership effectiveness and emotional intelligence by asking yourself how well you perform against key factors from the Benchmarks[®] database. How would you say you are doing relative to • participative management, • putting people at ease, • self-awareness, • balance between personal life and work, • straightforwardness and composure, • building and mending relationships, • doing whatever it takes, • decisiveness, • confronting problem employees and • change management? How would your peers, your leader or those working for you say you are doing in these same areas? The development of individual leadership skills and competencies will require a dedication to leadership development not previously displayed in most of the firms participating in our research. Development initiatives must address the current senior leaders of the firm, who set the context within which the development of other leaders will occur, and the upcoming generations of new leaders. In short, developing effective leadership skills will require moving from a heroic, individual and independent model in which attorneys achieve greatness through their own efforts, to an interdependent model that emphasizes both individual and collective input and accomplishment. Late adopters rather than early movers in this arena, law firms can benefit from the latest techniques, which have demonstrated both greater impact and faster results than earlier approaches to leadership development. For example, it is now widely recognized that classroom learning is necessary but not sufficient to produce leadership capabilities and alignment among leaders at the top of an organization. Instead, on-the-job learning that involves real challenges, teamwork and coaching produces more desirable results than classroom learning alone. With the benefit of such knowledge, the challenge for most law firms is not the design of leadership programs that can produce desired results, but rather gaining the commitment of senior partners to make the investments required. A changing environment makes leadership development an imperative, though. Firms can no longer assume that leaders will simply emerge from the ranks of senior partners. Moreover, they can't assume that individual leaders, no matter how exceptional, can create the shared direction, alignment and commitment required to undertake new strategies and the organizational transformations they imply. Attention to the development of a new body of aligned future leaders will be required, as has been the case in more complex organizations in the public and private sectors. As in these organizations, progress in developing leadership begins with senior leaders who understand the competitive advantage superior leadership provides. In the next article in this series, a global law firm will highlight its journey through this development process and expand on its approach and methodology.

Three Tips for Surviving Corporate Change

Reprinted courtesy of Deborah Walker and www.AlphaAdvantage.com

The biggest difference between today's employment world and that of our fathers' is the rapid pace of corporate change. Expectations of company stability and long lasting employment are a thing of the past. If one isn't tuned into the signals of corporate change it can mean an unexpected layoff and months of unemployment and job searching. Do you have a career management plan to ensure your career growth in times of corporate chaos? To prevent career disaster, live by these three rules of career management: Expect change. Adjust quickly to change. Build a strong professional network in good times.

1. Expect change

Change in the work place is far less traumatic when it is expected as the norm. One of the most important career management skills is the ability to detect signs of corporate change. For instance: * Rumors of corporate merger or takeover * Corporate profit levels spiraling downward * No end-of-year bonuses given * Hints of layoffs to trim the budget * Upper management suddenly resigning * Your peers jumping ship to the competition. Don't get caught off guard by holding on to a false sense of security or misplaced loyalty. Those who fear change trust corporate loyalty rather than face the reality of their precarious position in the corporate food chain. Expect change and keep your eyes and ears open—or you could be the last in line when it's time to find new career opportunities. Don't wait for change to strike. While your job is secure and your work environment is stable, take steps to keep your skills highly desirable in the job market. For starters: * Stay current with technology trends of your industry * Get certified if appropriate * Keep your resume current at all times * Be ready to interview at a moment's notice.

2. Adjust quickly to change

Your ability to keep your career momentum building in the midst of corporate chaos depends on your skill at adjusting quickly to change. First, don't over analyze your dilemma. Too often valuable time is wasted trying to figure out ways to make a bad situation work. Second rule, don't take it personally, or you won't be able to plan your exit strategy clearly. Third, take action as soon as possible. If your resume is kept current at all times you will be ahead of the pack when others consider moving on as well. Your resume should be updated every six months. For quick updating keep an ongoing record of your accomplishments as you overcome work challenges. Maintaining confidentiality during a job search while still employed is a challenge that requires discretion and level headedness. Ideally, no one in your company should even suspect that you are looking for other employment. Resist the urge to speak to coworkers about your decision for action. Keep your regular work hours and try to schedule interviews during off-work time. Avoid posting your resume online where your employer may find it.

3. Build a strong professional network in good times.

One thing that hasn't changed over the decades is the fact that a majority of people still get new positions faster through networking. What used to be called the "good ol' boy system" is as active in the job market as ever. Technology hasn't replaced the effectiveness of a vast network of people who can help you find new career opportunities quickly. The problem is that most people ignore their network until they need it. Bad idea. If you haven't kept in touch with former coworkers how will you know how to find them when you need them? There are many great venues for building your network: professional associations, college alumni groups and former colleagues to name a few. Take time to meet with non-work people on a regular basis. Build relationships around mutual interests, friendship and trust. Make this your lifelong habit and you'll never be without help when you need to make a career change.

More than ever, proactive career management is essential to professional growth. Keep these rules of surviving corporate change as the building blocks of your career management plan and you'll stay in control of your professional growth and income potential.

Nobel Peace Prize Awarded

- Reprinted courtesy the Los Angeles Times and Marjorie Miller and Henry Chu, October 11, 2008



Calling him an "outstanding international mediator," the Norwegian Nobel Committee awarded the Nobel Peace Prize for 2008 yesterday to former Finnish President Martti Ahtisaari for his efforts to resolve international conflicts across the globe, including Northern Ireland, Namibia, Kosovo, Indonesia and Iraq. His efforts over three decades, including convening secret meetings in Finland this year between warring Sunni and Shiite groups from Iraq, "have contributed to a more peaceful world and to 'fraternity between nations' in Alfred Nobel's spirit," the committee statement read in announcing the award. "He is a world champion when it comes to peace, and he never gives up," said Ole Danbolt Mjoes, the chairman of the Norwegian Nobel awards committee. A lifelong diplomat who heads the nongovernmental Crisis Management Initiative, Ahtisaari is known as a quiet, self-effacing negotiator willing to step out of the way until needed and then to take a firm hand and, at times, take risks to broker peace. "Martti is a brilliant negotiator and mediator with a tremendously effective personal style that combines charm and good humor with an iron determination," said Gareth Evans, president of the International Crisis Group, of which Ahtisaari is chairman emeritus. Ahtisaari, 71, told Norwegian public broadcasting NRK that he considered his work as U.N. special envoy to Namibia to be his greatest accomplishment. He shepherded the country through a decade of negotiations between South West African Peoples' Organization (SWAPO) guerrillas and the South African apartheid government, resulting in Namibian independence in 1990. "Of course Namibia is absolutely the most important since it took so long," Ahtisaari said. South Africa took over Namibia during World War I and, despite a U.N.-mandated end to its rule in 1966, continued to hold the territory for decades as a buffer against Marxist Angola. In negotiations, Ahtisaari had to juggle the interests of an array of stakeholders who saw southwestern Africa as a front line in the Cold War, including the United States, former colonial ruler Germany, Cuba and the Soviet Union. Chester Crocker, who was U.S. assistant secretary of state for African affairs during the 1980s, said Ahtisaari was always analytic and constructively blunt with all sides. "He'd say [to the Africans] 'You may not like what the American position is, but they are the Americans, and they mean it.' Then he'd come back to us and say, 'These are the political requirements of the parties,'" Crocker recalled. He added that Ahtisaari "has a tolerance for the bizarre quirks and odd behavior of big powers, as well as little countries." Namibia's former Prime Minister and Speaker of Parliament Theo-Ben Gurirab, who was SWAPO's envoy to the U.N. during Ahtisaari's mediation, told the German news agency Deutsche Presse-Agentur that the award was "a deserved honor" for Ahtisaari. "It took decades, it took death, it took betrayal, it took suffering, but in the end he was part of the team that brought about the independence of Namibia."

Recipes

Hot Pepper Prawn Stir-Fry



Medium Prawns (shell removed and deveined)
 Butter - 1-2 tbsp
 Black pepper, freshly ground (coarse) - 2-3 tsp
 Garlic - minced - 2 tsp
 Thai bird chillies - finely sliced - 1 tsp (omit this if you can't take the heat)
 Light soy sauce - 2 tsp
 Dark soy sauce - 2 tsp
 Oyster sauce - 1 tbsp
 Chicken stock or water - 2 tbsp

Heat a wok till it's medium hot. Add the butter and wait till it starts foaming. Then add the garlic, pepper and chillies. Stir-fry for about 10-20 seconds. Add the prawns and stir-fry for another 30 seconds. Now add the light soy sauce, dark soy sauce, oyster sauce, and chicken stock. Turn up the heat to high and stir-fry for another 30 seconds. Let the sauces thicken but not burn. Your prawns should be done. Check if the flesh is opaque. If in doubt, under-cook rather than overcook them.

Thai Basil Fried Rice



Cold, cooked long grain rice - 2 cups
 Garlic - minced - 1-2 tbsp (I like to use more)
 Fresh red chillies - finely chopped - 1-3 tsp (adjust to your taste)
 Red, green, and yellow peppers mixed - 1/2 inch squares - 3/4 cup
 Onion - 1/2 inch squares - 2 tbsp
 Fish sauce or light soy sauce - 2 tbsp (adjust according to saltiness of sauce)
 White sugar - 2 pinches
 White pepper - 1 tsp (use 1/2 tsp black pepper if you don't have this)
 Fresh shrimp, shelled and deveined - 50 gm (optional)
 Peanut oil - 2 tbsp
 Holy basil (or sweet basil) leaves - torn by hand - 1 handful

Get all the ingredients ready. It shouldn't take too long. I predict about 10 minutes.

Heat a wok till the surface is almost smoking. Then add the oil and spread it around till it coats the surface evenly.

Temporarily move the wok off the heat and add the garlic and chillies, then stir for about 10 seconds. This is to prevent the garlic and chilli from burning. Then add the peppers, onion, and shrimp, move the wok back to the high heat, add two pinches each of salt and pepper and toss around for another 30 seconds. The shrimp should be a little undercooked because it will continue to cook after the rice has been added. Now add the rice to the pan, crumbling any big sticky blocks with your hands to ensure they're all separate. Toss the rice and the veggies well and keep stirring for another minute or two so that the rice grains are properly coated with the oil. Then add the sugar, white pepper, and fish or light soy sauce. Stir the mixture around again for another minute. Then taste the rice to check saltiness. If it's less, add some more fish sauce. This is when you throw in the basil leaves into the rice and something magical happens. All of a sudden, the aroma of the basil comes floating out of the wok, turning simple ingredients into a delicious dish. Stir the rice and basil mixture in the wok for another minute, then take it off the heat and serve.

Note: Fried rice is more of a formula than a single recipe. Rice: You need to start with boiled or steamed white rice, but not freshly cooked rice. The best rice to use is leftover rice that's been lying in the fridge for at least a day. This will turn the grains firm and get rid of the excess moisture. A hot wok: One of the reasons that restaurant-made fried rice has that smoky flavor is the high temperatures and the seasoned carbon steel woks. Once you get stirring the rice around, keeping a low temperature won't help much. The soy sauce (if you're using any) will make the rice wet instead of caramelising and the rice too will not get heated all the way through. A layer of oil on a hot surface will dance around merrily and form a non-stick coating. If the wok is not hot enough, your rice grains will start sticking everywhere.

Baked Apples



Ingredients

4 large good baking apples, such as Rome Beauty, Golden Delicious, or Jonagold

1/4 cup brown sugar

1 teaspoon cinnamon

1/4 cup chopped pecans

1/4 cup currants or dried cherries

1 Tbsp butter

3/4 cup boiling water

Method



1 Preheat oven to 375°F. Wash apples. Remove cores to 1/2 inch of the bottom of the apples. It helps if you have an apple corer, but if not, you can use a paring knife to cut out first the stem area, and then the core. Use a spoon to dig out the seeds. Make the holes about 3/4-inch to an inch wide.

2 In a small bowl, combine the sugar, cinnamon, currants/raisins, and pecans. Place apples in a 8-inch-by-8-inch square baking pan. Stuff each apple with this mixture. Top with a dot of butter (1/4 of the Tbps).

3 Add boiling water to the baking pan. Bake 30-40 minutes, until tender, but not mushy. Remove from the oven and baste the apples several times with the pan juices. Serve warm with vanilla ice cream on the side.

Continuing Legal Education

ABICLE - ALABAMA BAR INSTITUTE FOR CONTINUING LEGAL EDUCATION

www.abicle.org

ALABAMA CENTER FOR DISPUTE RESOLUTION

Contact Judy Keegan for more information at judy.keegan@alabar.org or www.alabamaadr.org

BASIC MEDIATION TRAINING (3-day, 20 hour CLE course with 3 hours of ethics) - TROY SMITH

(800) ADR-FIRM or www.mediationmedia.com or troy.smith@mediationmedia.com

BIRMINGHAM BAR ASSOCIATION

On demand CLE available at www.birminghambar-u.org.

CUMBERLAND SCHOOL OF LAW CLEs:

Call 205-726-2391 to register by phone.

Online Courses available anytime:

<http://cumberland.fastcle.com/store/provider/provider.php?sessionid=983bb135734060c39caed71280f3ec19-3632852>

LORMAN CLEs:

www.lorman.com

Contacts

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Chair - Leatha Gilbert

Chair - Elect Pam Blalock

Immediate Past Chair - Ashley Hattaway

Secretary - Rhonda Caviedes Andreen

Treasurer - Sidney Hoover

Corresponding Secretary - Frances King Quick

Historian - Linda Cole
 NCWBA Representative - Pat Moore
 Liaison with Alabama State Bar Women's Section - Sherrie L. Phillips

Executive Board

Board Term Expires in 2008

Shayana Boyd Davis, Patricia N. Moore, Leatha Gilbert, Susan Bevill Livingston, Monica B. Graveline

Board Term Expires in 2009

Deane Corliss, Gail Barber, Katy Willis, Candi Peeples, Sidney Hoover, Shirley McCarty

Board Term Expires in 2010

LaBella Alvis, Mary Lynn Bates, Honora Gathings, Alicia Haynes, Hon. Virginia Vinson

2008 Committee Chair and Co-Chair Assignments:

Membership

(Assists in updating membership databases and organizes a project or event that will increase membership and improve retention.)

Rebecca Amthor, Chair

Hon. Teresa Pulliam, Co-Chair

Newsletter and Public Relations

(Publishes the Notitia in collaboration with other Committees and the BBA, liaison with the Birmingham Bar Journal, the Alabama Lawyer and local media outlets.)

Christi Graham, Chair

Michelle Obradovic, Co-Chair

Social and Entertainment

(Plans Annual Meeting, another large event and several social gatherings.)

April Rogers, Chair

Janine Smith, Co-Chair

Programs

(Plans a large program and special programs in addition to the Annual Meeting.)

Tameka Wren, Chair

Theresa Minor, Co-Chair

Projects

(Identifies projects benefiting the YWCA and organizes events benefiting other non-profits and coordinates charitable donations.)

Crystal McMeekin, Chair

Marcie Braswell, Co-Chair

Service Award

(Coordinates Law School Scholarships.)

Brendette Green, Chair

Anne Mitchell, Co-Chair

2008 Task Force Chair and Co-Chair Assignments:

Pinstripes and Pearls

(panel discussion)

Khristi Driver,
 Chair

Deloris Simmons Owens, Co-Chair

Leadership Development

(assist section members in becoming leaders)

Frances Heidt,
 Chair

Carolyn, Lam, Co-Chair

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ListServ

The WLS has a Yahoo! listserv that is maintained by Candi Peeples. To join: (1) send an email to bba_women-subscribe@yahoogroups.com (That's bba "underscore" women "dash" subscribe @ yahoogroups.com); (2) when you receive an email back from Yahoo! asking you to confirm the fact that you want to be on the list serve, follow the directions in the email. To post messages to the Section, send an e-mail to bba_women@yahoogroups.com. Candi can be reached at 205-871-9550 or candi@shawanderson.com. Online help can be found at the following link: <http://help.yahoo.com/help/us/groups/>

What are the options for reading group messages in email? For each group you belong to, you have the option to control both the frequency of email message delivery and the format of messages:

Frequency Options

- Individual Emails

Messages are delivered one at a time to your email inbox. This is the best option if you want to keep up on the latest posts immediately. Email attachments, if included in a message and allowed by your moderator, will be sent directly to you.

- Daily Digest

Messages are delivered in batches of 25 or daily, whichever comes sooner. This is the best option if you want to receive fewer mail messages and don't need up-to-the minute posts in your inbox. Email attachments are not available in digests.

- Only Special Announcements

This means you will receive email messages only when the group moderator posts a "Special Announcement" message. This is a good option if you want to pass on day-to-day discussion for very busy groups but do want to receive important updates from the group moderator. Keep in mind that usage by each moderator will vary. (The moderator may choose to never use this feature, in which case you would never receive email messages, or may choose to use it frequently.)

- No Mail / Web Only

The best option to choose if you prefer to only read messages on the web. Also useful if you need to temporarily put message delivery on hold, for example while you are on vacation. However, keep in mind that (while rare) some groups do not enable the "message archive" feature and for these groups it is not possible to read messages on the web. It is a moderator decision on whether to enable the message archive feature.

Format Options

- Full Featured

Includes links giving you instant access to all group features (photos, calendar, profiles, polls, files, etc.), the ability to see all messages to a topic, and a "recent activity module" providing information on new activity in the group over the last seven days. Definitely the best choice for groups that use more than just the message features or groups where you want to take advantage of the message archive.

- Traditional

Emails are delivered "as is", without the addition of any links back to the group, except in the footer of the email. The right choice if your email client does not effectively support the "Full Featured" format.

To set any of these options, go to the "Edit Membership" page of your group:

<http://groups.yahoo.com/group/GROUPNAME/join> (where "GROUPNAME" is the name of your group). Message frequency options for groups can also be changes from the "Edit My Groups" page:

<http://groups.yahoo.com/mygroups?o=2&edit=1> Additional help can be found at:

<http://help.yahoo.com/help/us/groups/messages/messages-01.html>

Guidelines for posting messages

The Women Lawyers Section wants the list-serve to be an active tool, however it is recognized that too much irrelevant traffic will defeat the purpose of the list-serve. The following are some guidelines to use in posting messages. These guidelines are not intended to scare anyone from posting messages or other valuable information. Rather, experiences with other list-serves suggest that guidelines will keep our list-serve running smoothly and effectively.

The following types of messages are NOT appropriate.

- 1) Marketing by list members or others.
- 2) Political announcements or petitions.
- 3) Political solicitation, including campaign materials.
- 4) Any other message not directly related to or of particular interest to section members. This category includes jokes (even funny ones), warnings about internet scams and viruses and chain messages.
- 5) Any kind of inflammatory, discriminatory or personal attacks.

Thank you for adhering to these guidelines!

