

**NATIONAL ASSOCIATION OF BAR EXECUTIVES
ANNUAL MEETING
August 7-9, 2007
San Francisco, CA**

Staff Roles: Connecting the Dots When Lines Cross

Frequently there are not clear lines of distinction between the ED and AED or senior staff. Who does what, when and how often, is an ever-changing balancing act. Sometimes the team works, sometimes it doesn't. This session is for executive directors, assistant executive directors, senior staff specialists and anyone who acts in the role of senior staff. Using case statements, a panel of experts will work through the often-present, never-discussed sticky issues involving the role of senior staff members when it comes to dealing with other staff as well as volunteer leadership. Join us in this interactive session as we cover what works and what doesn't.

Moderator:

Kimberly Farmer, Las Vegas, NV Executive Director, State Bar of Nevada

Panelists:

Chris Albrektson, Dayton, OH, Assistant Executive Director, Dayton Bar Association

Tim Hazen, New Britain, CT, Executive Director, Connecticut Bar Association

Janis Jerman, New Britain, CT, Associate Executive Director, Connecticut Bar Association

Bill Wheeler, Dayton, OH, Executive Director, Dayton Bar Association

Program Agenda

1. Discussion of various leadership and staff structures (see pages 4 and 5 for Connecticut and Dayton organizational charts)
2. Discussion of case scenarios

Resource List for Bar Association Leadership Teams

Books

Good to Great: *Why Some Companies Make the Leap . . . and Others Don't*, Jim Collins

Description: Five years ago, Jim Collins asked the question, "Can a good company become a great company and if so, how?" In *Good to Great* Collins, the author of *Built to Last*, concludes that it is possible, but finds there are no silver bullets. Collins and his team of researchers began their quest by sorting through a list of 1,435 companies, looking for those that made substantial improvements in their performance over time. They finally settled on 11--including Fannie Mae, Gillette, Walgreens, and Wells Fargo--and discovered common traits that challenged many of the conventional notions of corporate success. Making the transition from good to great doesn't require a high-profile CEO, the latest technology, innovative change management, or even a fine-tuned business strategy. At the heart of those rare and truly great companies was a corporate culture that rigorously found and promoted disciplined people to think and act in a disciplined

manner. Peppered with dozens of stories and examples from the great and not so great, the book offers a well-reasoned road map to excellence that any organization would do well to consider. Like *Built to Last, Good to Great* is one of those books that managers and CEOs will be reading and rereading for years to come.

The Five Temptations of a CEO, Patrick Lencioni

Description: In this business fiction debut, Patrick Lencioni delivers a powerful wake-up call to all of us who dare to lead. Young, ambitious, and overwhelmed, Andrew O'Brien personifies a part of every leader as he wanders in search of the elusive silver bullet that will propel him to success. He happens upon an unlikely guide who distills the seemingly infinite list of leadership perils into the five temptations of a CEO. In an intense and often combative exchange, the two debate fundamental issues faced by all leaders - issues involving personal integrity and effectiveness in the ongoing struggle for success. While some of these topics have been bandied about in the leadership literature for years, in *The Five Temptations of a CEO* they actually begin to make sense.

Riding Shotgun: The Role of the COO, Nathan Bennett and Stephen A. Miles, Stanford University Press

Description: The role of Chief Operations Officer is clearly important. In fact, it has been argued that the number two position is the toughest job in a company. COOs are typically the key individuals responsible for the delivery of results on a day-to-day, quarter-to-quarter basis. They play a critical leadership role in executing the strategies developed by the top management team. And, in many cases, they are being groomed to be—or are actually being tested as—the firm's CEO-elect. Despite all this, the COO role has not received much attention. *Riding Shotgun: The Role of the COO* provides a new understanding of this little-understood role. The authors—a scholar and a consultant—develop a framework for understanding who the COO is, why a company would want to create this position, and the challenges associated with successful performance in the COO role. Drawing heavily on a number of first-person accounts from CEOs and other top executives in major corporations, the authors have developed a set of strategies or principles to inform individuals who aspire to serve in such a position. The executives who share their experiences in this book are from some of the most established and important companies in today's economy: AirTran; American Standard Companies; Amgen; Adobe Systems, Inc.; Autodesk, Inc; eBay; Heidrick & Struggles; InBev; Kohlberg Kravis Roberts & Company; Mattel, Inc; Motorola; PepsiCo; Raytheon Company; Starbucks; and many others.

Web-based resources

The Leadership Team: Complimentary Strengths or Conflicting Agendas? (Harvard Business Review)

http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/viewFileNavBean.jhtml;jsessionid=MAMHEUNLWEHZOAKRGWDR5VQBKE0YIISW?_requestid=13424

JimCollins.com

CEO and COO Try Marriage Counseling (Wall Street Journal Online)

<http://www.careerjournal.com/myc/survive/20060802-dvorak.html>

What Makes a Great COO?

http://communications.uwo.ca/making_headlines/coverage/060605.htm

The Boss & You: A Survival Guide from CIO.com

<http://www.cio.com/special-reports/boss-and-you/index>

Changing Your Relationship with Your CEO (for CIOs):

<http://www.optimizemag.com/executive-briefing/showArticle.jhtml?articleID=55300778>

Calming the Waters: What happens when the CEO and CFO just don't get a long?

http://www.cfo.com/printable/article.cfm/5674528/c_5676923?f=options

Creating the COO Position

<https://www.bridgestar.org/Resources/Library/Recruit/CreatingCOOPosition.aspx>

Nonprofit Good Practice Guide

<http://www.npgoodpractice.org/>

Leader to Leader Institute

<http://www.leadertoleader.org/index.html>

BoardSource

<http://www.boardsource.org/>

Associations

American Bar Association Division for Bar Services Information Clearinghouse and Library

<http://www.abanet.org/barserv/infoclr.html>

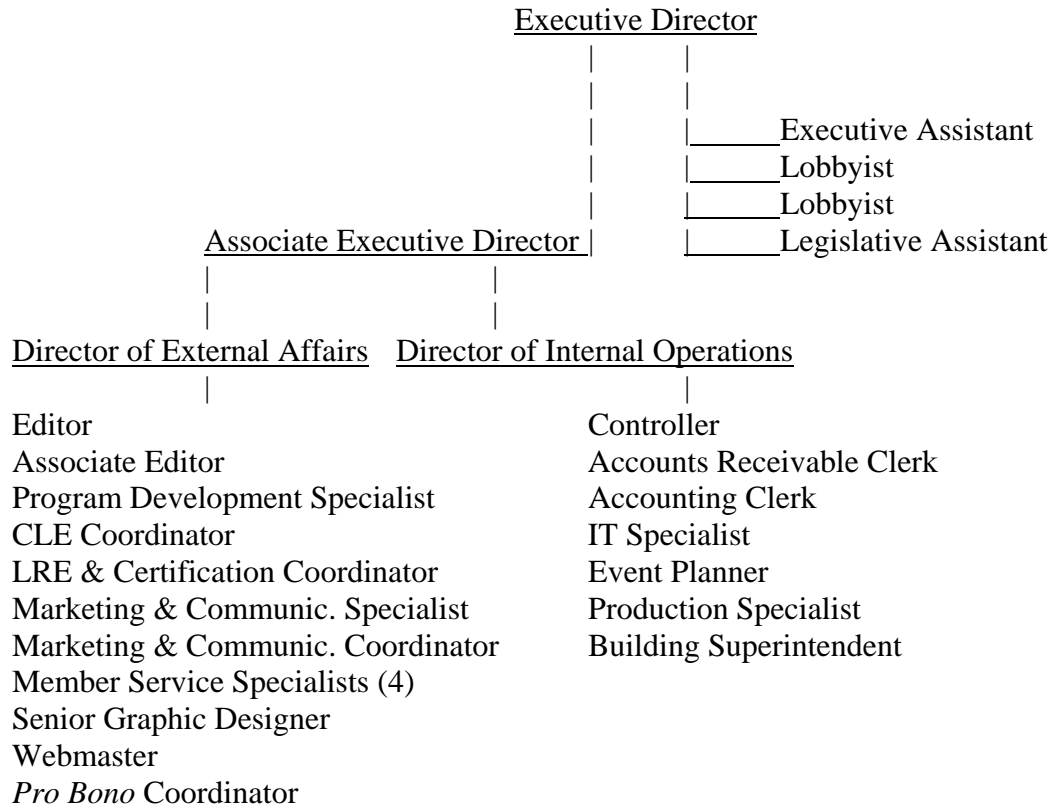
COO Forum

<http://www.cooforum.com/>

American Society of Association Executives

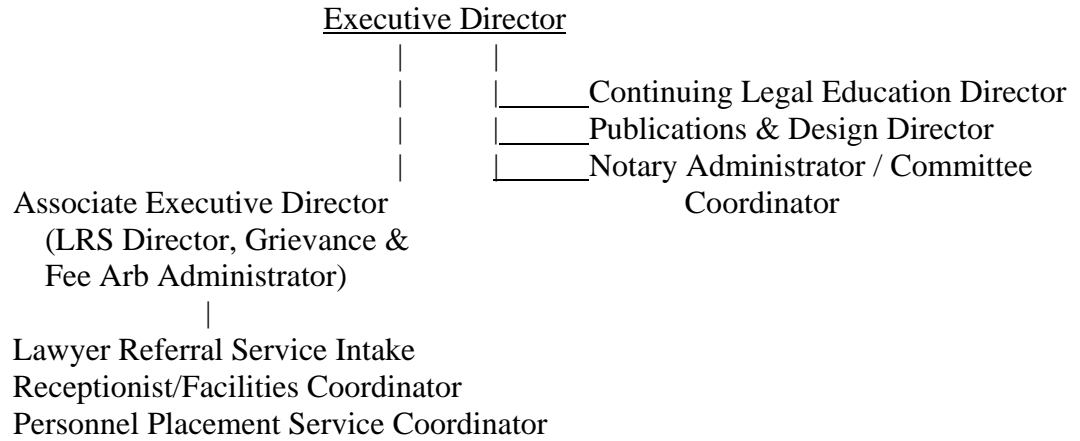
<https://www.asaecenter.org>

Connecticut Bar Association/CT Bar Institute organizational chart



The leadership team is made up of the executive director, associate executive director, director of external affairs and director of internal operations. There are no other management-level staff.

Dayton Bar Association organizational chart



The Dayton Bar Association has a staff of 8 including the Executive Director