

# NABE-News

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## CALENDAR from [www.nabenet.org](http://www.nabenet.org)

### NABE/NCBP/NCBF

#### Annual Meeting

When: August 2-4, 2005

Where: Chicago, IL

### NABE Communications Section Workshop

When: September 28 -  
October 1, 2005

Where: Orlando, Florida

### NABE Governmental Relations Section Workshop

When: November 7 - 9, 2005

Where: Austin, Texas

## ANNOUNCEMENTS

### CONGRATULATIONS TO:

- **Jack Harkness**, who is celebrating 25 years as Executive Director of The Florida Bar.
- **Diane Gill**, who was inaugurated as president of the Florida Council of Bar Executives at The Florida Bar's annual meeting in Orlando this week.
- **Jim Calloway**, Director of the Management Assistance Program at the Oklahoma Bar Association, who won the 2005 Technolawyer Award for Favorite Practice Management Blog. You can visit Jim's award-winning blog at [http://jimcalloway.typepad.com/lawpracticetips/2005/06/law\\_practice\\_ti\\_1.html](http://jimcalloway.typepad.com/lawpracticetips/2005/06/law_practice_ti_1.html).

**BEST WISHES TO: Irene Canales**, who is retiring at the end of June after 32 years of service to the Corpus Christi Bar Association. Irene says, "I have been a member of the NABE for 27 years. I have learned so much through my attendance at the annual meetings and enjoyed the many friends that I have made... I am encouraging my successor, Richard 'Dick' King, to attend the annual meetings. Thank you for the wonderful work that you and your predecessors have done as leaders of the NABE. I shall miss all the wonderful friends that I have made over the years." We will miss you too, Irene, and wish you well in your retirement. Enjoy!

**SHAMELESS SELF-PROMOTION:** And while we're at it, I want to congratulate the NABE Program Committee and Sponsorship Committee. Both have set records for the 2005 Annual Meeting in Chicago, with an all-time attendance high of 235 and sponsorship money of \$95,000!

**INDIVIDUAL CONSULTATIONS ON BAR MANAGEMENT ISSUES AVAILABLE AT NABE ANNUAL MEETING:** Do you have a burning question on a finance or governance issue? Are you looking for a sounding board on a communication or programming idea? Exploring the potential of strategic planning or leadership development? The Division for Bar Services Consulting Staff will be available for individual discussions on bar management issues during the NABE Annual Meeting.

Karyn Linn, Jennifer Lewin, and Elizabeth Derrico have significant and extensive experience working with bar associations through the Division for Bar Services Field and Consulting Services programs. Through conducting operational surveys, facilitating strategic planning sessions, and conducting leadership development sessions, they have expertise to share on a variety of bar management issues.

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To arrange an appointment on Tuesday, Wednesday or Thursday afternoon, please email Elizabeth Derrico ([derricoe@staff.abanet.org](mailto:derricoe@staff.abanet.org)) the following information:

- Your name and title
- Name of your bar association
- Your phone number and email address
- A brief description of your issue and whether it would be categorized as communications, finance, governance, program/project management, or other.
- Your preferred day for the consultation

A member of the Consulting Services Unit will contact you to confirm your appointment. The deadline for scheduling appointments is Friday, July 22, to give consulting staff adequate time to research issues.

**ABA RESUME REVIEW PROGRAM:** The ABA Resume Review Program for state, local and specialty bars is in full swing. To date, they have given out eight bar association codes. Here are comments from some of those who have taken advantage of the service:

“I was having trouble thinning out my resume because I tend to be a detail-oriented person and wanted to include all the projects on which I had worked under my job descriptions. The revised resume helped me to see and understand how I could improve upon my resume, without merely guessing at what would be best.”

“I was having difficulty summarizing a breadth of job duties and it appears that you were able to do so.”

Contact Jill Eckert McCall at [careers@abanet.org](mailto:careers@abanet.org) or 312.988.6215 if you'd like to have a code assigned to your bar association. The codes have been extended and will not expire until August 31, 2005. If you find the suggested pricing scheme appropriate, you can simply direct your members to the online order form and have them enter your code there: [www.abanet.org/careercounsel/resumereview/resumereview.html](http://www.abanet.org/careercounsel/resumereview/resumereview.html). The specially priced reviews are \$95, which is \$30 less than the regular rate. For each of your members who utilizes the service, the Center will return \$20 of the sales price to your bar association.

**LRIS AWARD NOMINATIONS:** The ABA Standing Committee on Lawyer Referral and Information Service is soliciting nominations for the 2005 Cindy A. Raisch Award. The award is named after Cindy A. Raisch, an innovator and national leader in the quest to improve the quality of services provided by lawyer referral and information services. This award recognizes the enhancement of public service oriented lawyer referral and information programs that provide access for moderate income consumers across the country, and the development of innovative ideas in the lawyer referral field.

The award recipient and those receiving meritorious recognition will be honored at the National Lawyer Referral Workshop in Memphis, TN (great city!) on October 27, 2005. The deadline for nominations is July 15, 2005. For more information, contact Jane Nosbisch at (312) 988-5754; [jnosbisch@staff.abanet.org](mailto:jnosbisch@staff.abanet.org) or go to [www.abalegalservices.org/lris](http://www.abalegalservices.org/lris) and click on “Raisch Award.”

**YOUR IDEAS, PLEASE:** As my term as NABE president comes to an end (amazing how time flies!), I'd like to devote the last few issues of NABE-News to highlighting what NABE does best – sharing information, tips, advice, etc. among ourselves. If you have any of the following to share, please email them to me at [afritz@memphisbar.org](mailto:afritz@memphisbar.org):

- Your biggest success as a bar executive
- Your worst failure as a bar executive

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- Things you wished you would have known when you first started in bar work
- Do's and don'ts
- The best advice you ever received
- Setting boundaries/balancing work and life
- What you enjoy most (or least) about bar work

They will be printed in upcoming issues of NABE-News. Thanks, as always, for your help!

**SUMMER READING UPDATE:** One of the books mentioned on last week's summer reading list was *Freakonomics: A Rogue Economist Explores the Hidden Side of Everything*. Steve Levitt, one of the co-authors, is a scholar at the American Bar Foundation and will speak on Friday, August 5 at the ABF Fellows breakfast in Chicago – and likely will be autographing his book, if you're interested.

**THE LIFE AND DEATH OF WINNING STREAKS:** How do organizational winning and losing streaks begin and end? In her new book, *Confidence* (Crown Business, 2004), Harvard Professor and thought leader Rosabeth Moss Kanter relies on fascinating case studies from organizations as diverse as Continental Airlines and the women's soccer team at the University of North Carolina to demonstrate why confidence is the pivotal driver behind high performance, successful relationships, and teams that consistently win.

In Kanter's view, confidence "consists of positive expectations for favorable outcomes." Failure and success are not events; they are self-fulfilling pathways. "Each decision, each time at bat, each tennis serve, each business quarter, each school year seems like a new event," Kanter explains, "but the next performance is shaped by what happened last time, unless something breaks the streak."

Kanter's investigation of success and failure in companies, nonprofit institutions, athletic teams, and political races discerns three critical behaviors in people who work in cultures of confidence at high-performing organizations:

1. **They are accountable.** They want to share information, take responsibility, and seek feedback and self-improvement because they are committed.
2. **They collaborate.** They want to work together, are willing to help others, and feel a sense of belonging that makes them committed to the success of the entire enterprise.
3. **They take initiative.** Since they believe that what they do will make a difference, they offer ideas and suggestions and feel empowered by their leaders to foster innovation.

Kanter talked to leadership consultant Nancy Axelrod about the relevance of her findings to association CEOs:

**Axelrod:** You make the case that a successful leader can institutionalize confidence within the organization he or she leads. What do you think are the greatest confidence builders?

**Kanter:** The biggest confidence builder is giving people an opportunity to tackle projects, succeed at those projects, and feel that they have made a contribution to the entire organization. That makes people feel valued. It makes them feel like their contribution is worth something – that gives them the energy and motivation to go forward. It provides leaders with an opportunity, grounded in reality, to recognize people and applaud people. Positive accomplishments lift everybody's spirit...

**Axelrod:** What are the strategies that enable consistently successful organizations to treat losses as temporary events rather than descents into downward spirals?

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**Kanter:** Resilience does, in fact, separate winners from losers, because even winners lose. Even winners are behind in a game. Even winners have a bad quarter. Even winners have a temporary slip in membership. Even winners have an external event happen that sheds doubt on the profession that the association is representing...

[Resilience] is the ability to deal with those issues. But if you have built a solid foundation, so that confidence is not just a belief in the minds of the people but also a...culture in the organization, you can bounce back quickly. If people are communicating wisely, performance data are shared; people know the facts of the situation, they can solve problems faster because they know what is happening and they can do it faster in terms of collaborating with other people. Everybody can do their part if they already have relationships, they trust and respect people in other departments, and they have an experience of taking initiative through those small projects, new ventures, and new activities that build ovation. These kinds of people spring into action and make a difference – and often leaders don't even tell them to do it.

Excerpted from an article in Executive Update Online by Nancy Axelrod, who is founding president of BoardSource and a content leader for The Center for Association Leadership's Exceptional Governance program. To read the full article, go to [www.gwsae.org/executiveupdate](http://www.gwsae.org/executiveupdate).