



## President's Message

**M**arch is here and a lot of good things are happening. The snow is gone. We've been getting a taste of warmer weather and a few of the hardier spring plants are poking through. The days are definitely getting longer - it can still be light out when we get home from work. Bicycles are out. Spring must be just around the corner.

But the best thing about March is a March break. After a too busy winter, and even with a break at Christmas, it's time for another break. I hope each and every one of you was able to get away or are planning to. The change of pace is important. Family is important. Friends are important.

On a more legal management topic, I mentioned in the fall that the TLOMA Executive and six TLOMA past presidents had met with John Michalik, the Executive Director & CEO of the Association of Legal Administrators, to explore re-establishing a formal relationship, an arrangement that could benefit all TLOMA members. At its February meeting, the ALA Board decided that if it's going to consider its relationship with TLOMA, it should do so in the context of a thorough review of overall membership requirements - which they are scheduled to do this year anyway. Although they've now accelerated that process, it slows down the precise issue we're interested in.

On the positive side, John Michalik reported that a majority of the ALA Board was very receptive to looking at what they can do in the international membership area, and particularly what they can do with regard to their relationship with TLOMA and Canadian ALA members (and non-ALA members) in general. He feels the review and resolution of all of this will take place no later than August, although it's very possible specific parts, including the TLOMA and international membership issues, could be resolved at their meetings between now and then. August is targeted as the outside date for wrap-up on this and John says they are good about meeting their self-imposed deadlines.

Happy Spring,

*Dennis Nault  
President  
Director of Administration & Finance,  
Bereskin & Parr*

March 2002

## Inside this Issue

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## Schedule of Events

- March 26 - PSMA Monthly Meeting
- March 27 - Facilities SIG
- April 4 - Executive
- April 3 - Conference Committee
- April 9 - HR SIG
- April 18 - General
- April 23 - PSMA
- April 25 - Finance SIG
- May 2 - IT SIG
- May 28 - PSMA

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## EDITOR'S CORNER

*Your TLOMA Program Coordinator (Edmund) and chairs of our Special Interest Groups have continued to deliver some great sessions recently. Maybe it's the feeling of 'spring is in the air' that creates an open-mindedness, willingness to listen and learn, or maybe it's simply we are well past year end and are eager to move on and get into new things. In any event, the TLOMA sessions have continued to give us great info and have delivered worthwhile information and thoughts on which to reflect.*

*Clearly our human resources talent pool presents many challenges and opportunities for employers as presented by Irshad Manji. Don Akins' session presents us with some interesting paradigm shifts which we as administrators need to consider in our respective firm's strategic planning and client retention and development initiatives. The IT Q&A session offers a great forum on which we can learn from our peers. Some topics covered: Office/Windows XP is still being investigated; the use of client relationship management software and the key to its success, that being the proper implementation of it in order to enhance its use and value to the professionals; the benefit of formal project management practices; and of course disaster recovery planning, a topic on the front burner in many firms. And from the marketing realm, the February PSMA meeting on marketing multiple 'brands', or practice areas, and the unique approach it requires. The articles in this issue provide much greater detail and insight into the programs delivered.*

*Your March TLOMA Today contains the following:*

*"Gunfighters Don't Charge by the Bullet" by Jeff McKay,*

*"Technology Q&A" by Brian Will,*

*"Understanding the Ne(X)t Generation" by Connie Roti,*

*"Craft the Message to the Market" by Carl Friesen, Global Reach Communications, and*

*"Mastering the Art of Communication" by Sheron Hindley-Smith.*

*Many thanks to these authors who have generously contributed their valuable time and effort to this month's issue for the benefit of our TLOMA members.*

*Happy Spring and all the best to you and your families during this season of renewal and introspection. Whether you are celebrating Easter, Passover, or other holiday, enjoy!*

*Happy reading!*

*Karen Schrempf  
Firm Administrator  
Fogler, Rubinoff LLP*

## CRAFT THE MESSAGE TO THE MARKET

Working with multiple brands means carefully crafting one's message to each target market, said Chris Overholt of Maple Leaf Sports and Entertainment Limited at the Professional Services Marketing Association luncheon on 26 February.

Like many professional firms with multiple professionals and practice areas, MLS&E has two distinct properties: the tradition-proud Maple Leafs hockey team, and the brash, up-and-coming Raptors basketball franchise.

Overholt, who is Vice President Sales and Service with the organization, said that sports fans tend to have a strong emotional attachment to the brand - in this case, a professional sports team. One issue in brand building is that while many brands are able to strive to give users a consistent experience each time, in sports the consumer's experience is different each time. With the Leafs, Overholt said, the experience depends significantly on whether the team wins or loses the game, but with the Raptors, many people come more for the show, so the scoreboard at the end of the game matters less.

Overholt described the different branding given to each team, expressed in part through the boxes in which the season ticket holders' tickets are delivered. He acknowledged that such tickets cost a significant sum, and said that the company wanted to acknowledge this through the presentation boxes. For the Maple Leafs, the boxes are wooden, and included a pin recognizing how long the recipient has been a season ticket holder - 20 percent of whom are 40 or more years. In the case of the Raptors, the boxes are brushed metal, more in keeping with a younger demographic.

Given the difference in demographics, it may be surprising to note that MLS&E insists that advertisers and sponsors sign on for both teams, not just one. However, as he pointed out, many of the larger packaged-goods sponsors have brands that are well positioned to benefit from both demographic segments.

*Continued on page 3*

*Against the assault of laughter, nothing can stand.*

*Mark Twain*

# Z S A

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Applications to professional services marketing include a need to understand one's market thoroughly and then develop a value proposition that meets the needs of that market. MLS&E worked hard to understand the fans' needs to be able to identify with the players and with the team.

It is also important to realize that each "brand" - in this case, a professional or a practice area - must be marketed in a unique way. Many fans may not know (or care) that the Leafs and Raptors are part of the same company, but advertisers are made well aware that it is a single company with two brands.

Overholt said that it is extremely important to make sure that the service offered matches the customers' expectations. This includes good resolution of problems faced by fans. Part of doing this includes becoming an excellent place to work, so that employees are motivated to provide good service to the fans, advertisers, sponsors, players and other people touched by their work. In a professional services context, firms must realize that the

total experience that they offer to clients affects how the firm's brand is perceived.

*Carl Friesen, Past President of the Professional Services Marketing Association, is Principal of Global Reach Communications, helping professional firms build their marketing presence through the news media. He can be reached at tel. 416.410.4527; cfriesen@globalreach-com.com.*

*Carl Friesen  
Global Reach Communications*

## **GUNFIGHTERS DON'T CHARGE BY THE BULLET**

If gunfighters don't charge by the bullet, why do the vast majority of lawyers still charge by the hour? This was one of a number of topics touched on by Don Akins, of Hildebrandt International, at a TLOMA Finance session hosted by McCarthy Tetrault on March 6, 2002.

Why is hourly billing still so popular? Some of the reasons put forth by those in attendance included:

- \* Lawyers are resistant to change
- \* Simplicity
- \* Both sides understand the methodology
- \* Proven successful
- \* Rewards inefficiencies

\* It is easier than determining the real value added.

Although Don suggested that we will never get completely rid of pricing by the hour, he suggested that if done properly, clients are willing to pay for value added. The question then becomes "What is value?" and "How do we create value?"

To a large extent, value is dependent on the type of work being performed. Most of the legal work performed is lower level or commodity type work, e.g. residential real estate deals, loan documentation for banks and simple tort cases. Clients are only willing to pay so much for this type of work. At the other end of the extreme is high-value work where the client doesn't care how much it costs to win their case, because they can't afford to lose, e.g. major intellectual property litigation, catastrophic litigation or major bankruptcies.

How do you attract high-level work? Some of the key

*Continued on page 5*



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points Don covered were:

- \* Resist the urge to be "all things to all people". This often results in a commoditization of the firm and the practice area. It is next to impossible to be credible for work at the top levels if visible doing work at the lower levels.
- \* Different clients value the work differently. Target clients who value the work more highly - smaller and faster growing clients.
- \* Marketing lower cost/price is not a selling point for the top levels of work.
- \* Don't take "loss leader" matters - attracting lower level work to obtain higher level work rarely works. The problem with loss leaders is that they can get you in the door, but they put a "hat" on you. According to Don, "You don't wear a tag if you give them stuff, but

you do if you charge fifty cents on the dollar".

- \* Don't waste your marketing resources on the wrong approaches for lower level work.

Don also touched on some of the keys for switching from hourly billing, which included the following:

- \* Forget the axiom "If it ain't broke, don't fix it". According to Don, if you have been doing the same thing over a lengthy period of time, it is in all likelihood in need of repair.
- \* Study, study, study.... there are all sorts of reference materials available in books and on the Internet.
- \* Learn about cost accounting.

*Continued on page 6*

- \* Acquire knowledge about key clients.
- \* Client interviews.
- \* Case studies from closed files.

Unfortunately time ran out before Don had a chance to talk about how to determine the value added or in other words "how to determine price for a matter". He did, however, identify the following key points to consider in his handouts:

- \* How much partner, associate, and paralegal time will be required?
- \* What are the matter's novel features and difficulties?
- \* What skills are needed to perform the services?
- \* What risks does the firm assume in taking on this job?
- \* Is the "nobody else can do it" factor present?
- \* What is the firm's comfort level?
- \* What time limits do the clients or circumstances impose?
- \* What special expertise or knowledge does the firm possess for the matter?
- \* What special resources are available to the firm, such as software or access to similar jobs completed for other clients?
- \* Who on the organizational chart does the firm deal with?
- \* What is the firm's relationship with the referral source?
- \* What is the timeline on the decision to select the firm?
- \* What impending deadlines are driving

the decision to engage a firm?

- \* Who is paying for the service?
- \* Are there any competitors for the work?
- \* How profitable is the client? How long has it been in business?
- \* Who was the prior firm? Why is the client changing?
- \* Is the service the firm will provide a need or a want?

*Continued on page 7*



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- \* Does the client add to the firm's skills, or will it be using existing skills?
- \* Does this client open a new niche or market segment for the firm?
- \* Does the firm like this client? Is the client in a business the firm is interested in?

Don presented many concepts and initiated discussion. Certainly lots to think about and to consider in our firm's environment.

*Jeff McKay*  
Accounting Manager  
Stikeman, Elliott



## UNDERSTANDING THE NE(X)T GENERATION

**I**rshad Manji, a bright, young mind (a Generation Xer) on Tuesday, February 12, 2002 enthusiastically presents to a majority of baby boomers an overview on Canada's diverse youth and how it will impact our marketplace.

Through Irshad's energy and optimism, on this day we explore different generations and particularly the upcoming workforce. Can we break from equation and embrace the diversities and needs of "Generations X and Y" to attract and retain the brightest minds? Or will we be bound by precedent where we must equate, conclude, pigeon-hole groups to a single role, department, responsibility listing, profession? Questions rapidly on the rise. Questions that dictate a responsibility to arrive at least at an understanding for these individuals and the future marketplace?

Who are these people? Where have they come from? What do they do and most importantly what do they want? They are the youth of this nation and this world. They are born (for the most part) from baby boomers. They have come from different parts of the world. They

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have been knee deep in technology and all its wonders and woes. They bring a wealth of knowledge (information as Irshad puts it), culture, insights, interests and a restlessness.

Below are some distinguishing facts of our generations.

<u>Generation</u>	<u># of Canadians</u>
Baby Boomers (36-56)	9.9 Million
Generation X (26-35)	4.3 Million
Generation Y (16-25)	4.1 Million

### Generations X and Y

There is not a great mass (as in the case of baby boomers) but they are truly different and widely diverse in their cultures, personalities and many have brilliant minds.

*Continued on page 9*



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**Generation X** can grasp some of the baby boomers' world. They have some interest and can retain some of the history and appreciate the future of Generation Y. We will rely on Generation X to mediate the future.

**Generation Y** ("Nexus") will either make or break the future. Currently they surf, link, multi-task. They are children of information. They master connections. They play the world of technology. Their world is the digital world. By the way, they simply are the future of workplace and political arenas.

In this world of constant change and technology, they are easily bored and hungry for a voice. Their growth is rapid and they mature intellectually at an accelerated rate. What does this mean to the legal field and future of employment? It appears we have no choice but to accommodate some, if not the majority, of their requirements in

the future and are challenged today with attracting and retaining brilliant minds with diverse attitudes, features, and needs. This task is undertaken where the volume of two generations (Generation X & Y) combined falls below the population of baby boomers. We must motivate, and above all be prepared for negotiation. Otherwise these entrepreneurial individuals will shy away from the market place and sustain themselves independently. They are restless but they know what they want and they are up to the game of constant negotiation.

To balance their brilliant minds they have tall orders. They are in search of recognition to satisfy their fluid multi-faceted natures. Fluidity is the theme running throughout Irshad's presentation.

Imagine baby boomers - they want to play as they work. Parents and future employers beware. On the approach of this new workforce, it worries us as much as it excites us. Let's think about it seriously though. We really have no choice but to study the species, understand them, motivate them and negotiate the most comfortable working relationship for all concerned. The plus of negotiation is it'll be as much to our benefit as to those belonging to Generations X and Y. Therefore we can negotiate fair compensation and focused, value added, result oriented work habits.

They love to hyperlink. Imagine. All I want to know is what the heck is hyperlink. Do you have to be hyper to link? A very current dictionary tells me it is "an electronic link providing direct access from one distinctively marked place in a hypertext or hypermedia document to another in the same or a different document". It's taken some of us a long time to stop being hyper and now hyper is the "in" thing.

**Baby Boomers** want to retire early. In the meantime we remain a big bold face in the marketplace. Many of us are and will be employers of Generations X and Y. I appreciate we want to wind down but in this world of constant change we are being called upon once again to take on an exciting and challenging role by investing time in discovering the worlds of Generation X and Y.

The great debate will be their impact on a declining employment force and by whom and under what circum-

## WEBSITE OF THE MONTH

*Thanks to Karen Gerhardt, Office Manager, Sim & McBurney, for recommending this month's website.*

For those times when you need a blissful moment of trivia, or just a good laugh, check out:

**[WWW.WORKINGWOUNDED.COM](http://WWW.WORKINGWOUNDED.COM)**

Their by-line .... Adding insight to injury.

The website includes among other things:

Corner Office Column;

Advice Board;

*Top 10 lists:*

- *questions for the office manager*

- *ways to survive the workplace*

- *be a team player . . .;*

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*Rejuvenate yourself and have a laugh. Enjoy!*

*Continued on page 10*



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stances they will be hired. Their pursuit on a large scale will be anything is negotiable.

True to Irshad's interactive nature she is open to further discussions and can be reached at [irshadm@blackberry.net](mailto:irshadm@blackberry.net).

In listening and pondering Irshad's presentation I believe the key is to take the positive out of the negative or for example the word hyper. Based on numbers we will get a small volume of applicants with great big minds, expertise and appetite. We will give them multiple roles over formal titles and grotesque compensation. We will respect their multi-dimensions and multi-disciplinary exposure, education and experience. In exchange for fluidity and flexibility on our parts we will get and benefit from great minds and appetite for success.

Once again we thank Irshad for her insightful presentation and look forward to the unfolding future of all generations.

*Connie Roti  
HR Manager  
Power Budd*

There was some conversation at our table about partnering in law firms with clients. A topic previously presented and that continues to be discussed. On a similar note, what we are being asked to do here is to partner with current and potential future employees unlike we have partnered anytime in the past.



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# ANNOUNCEMENT

As of April 1, 2002 TDX will be moving from  
**111 Richmond Street West to 30 Duncan Street, Lower Level, M5V 2C3**

TDX's service will be changing from a membership to a more accurate per piece billing system based on the delivery to our hand delivery postal codes. Please note, billing will not change until 2002 renewals.

TDX will now be picking up and delivering to all our clients. Delivery will in most cases be morning or early afternoon and the pick ups will all be done in the afternoon between 1-5pm.

Should you have any questions, please contact Samantha Williams, Regional Account Manager at her new phone number at 30 Duncan Street, 416-595-7287 as of April 1, 2002.

At TDX we believe that the changes will allow us to provide our clients with a more efficient and cost effective service. We would like to thank our clients for their patience and continued support during this time.

## TECHNOLOGY - Q&A

On February 19th, Blakes hosted part two of the Technology Q&A SIG, "Ask an Expert". Chaired by TLOMA Technology Section Head Brian McLaughlin, the following expert panel made themselves available for questions from the floor on IT strategy and application/service integration in a legal environment:

- Amar Gill - Blake, Cassels & Graydon LLP
- Venky Srinivasan - Stikeman Elliott
- Ivo Nikolov - Davies Ward Phillips & Vineberg LLP
- Charles Bennett - Torys LLP
- Peter Lamb - Osler, Hoskin & Harcourt LLP
- Jody Hewitt - Blake, Cassels & Graydon LLP
- Dick Jensen - Cassels Brock & Blackwell LLP

Ask an Expert was well attended with a varied number of topics covered during the session.

## Interaction - Who is using this solution?

Interaction (*Interface Software*: <http://interfacesoftware.com>) is a client/customer relationship management (CRM) solution, providing a centralized repository of firm contacts. Using industry-speak, Interaction delivers "Relationship Intelligence" and the ability to leverage connections between 'people, companies, relationships, experience and expertise'.

A number of firms represented on the panel have adopted the Interaction solution, with Peter stressing the importance of obtaining firm wide buy-in prior to implementation. The decision to implement a CRM solution should not be based on IT objectives, but rather the business goals and objectives of the firm; without previous buy-in, Interaction will only prove to be a wasted (and very costly) investment.

Oslers opted for a two-staged rollout which allowed the application to "hit the ground running" with a full complement of data. Before introducing Interaction to its legal professionals, the Marketing Department at Oslers scraped up every possible contact at the firm (30,000 in

*Continued on page 13*

all!) and entered this information into the database. This initial effort in populating the database delivered a critical mass of information from the outset, while removing the onus from the lawyers to re-input their data from a disparate number of sources. Cleanup of the initial data store, to ensure consistency and accuracy, represents one of the steeper challenges facing a successful rollout of Interaction.

It was agreed that once implemented, Interaction should become the authority database when integrating with Outlook, CMS and Word templates to create an environment that will maximize the collective use of information throughout the firm.

### Wireless

Jody brought the group up-to-speed on the latest wireless technology available for the legal professional. Despite the increasing number of multifunctional wireless gadgets coming to the market, Jody suggested that there is still no singular device that is extremely good at doing *everything*. The Kyocera 6035 Smartphone (<http://kyocera.com>) comes close in delivering full Palm-pilot functionality with a cell phone, but the larger size and intermittent lock-ups have presented difficulties for some users.

Jody advised those in attendance that despite the capabilities of wireless *hardware* to run at speeds of 56 Kbps (and higher), the Canadian wireless *infrastructure* is still only capable of delivering speeds of 14.4 Kbps. Technically, the equipment makers are correct in promoting the higher speeds, as some U.S. networks are already capable of 144 Kbps, however Canadian wireless providers (including Bell Mobility) are still developing 'next generation' networks which promise to offer comparable speeds.

### The Project Management Office - What are the benefits?

Peter discussed Oslers positive experience in establishing a Project Management Office (PMO), which has eliminated the surprises from the planning and execution of firm projects. Oslers PMO is designed to deliver projects based on firm-wide priorities and initiatives, using resources independent of any particular administrative department or group.

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The relevance of the PMO at Oslers has become significant with its ability to deliver complex solutions that require coordination between multiple administrative departments and professional groups within the firm. PMO principles are based upon the recognition that projects are generally not "IT-driven" or "Accounting-driven" or "Litigation-driven", but rather "firm-driven" and as such, require an umbrella organization that can strategically tap into the necessary resources of the firm at the right time.

Most IT departments do not have the time to adopt formal project management practices (e.g. *Microsoft Solutions Framework* (MSF): <http://microsoft.com/msf>), which further stresses the importance of establishing a PMO, with dedicated staff, to carry out the requirements of a "plan-build-manage" IT life cycle.

### Disaster Recovery

"How many people in the room currently have in place a formalized disaster recovery plan?" Brian's question was met with overwhelming silence from both the panel and audience, aside from a couple of individuals who hesi-

*Continued on page 14*

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tantly raised their hands half-way, as if to indicate 'well ... sort of'.

Disaster recovery planning became necessarily fashionable in the months leading up to Y2K, as firms reacted to the predictable tick of the clock bringing us into the year 2000. Proactive disaster recovery planning (of any real significance) was not part of the lexicon of most law firms until the terrorist attacks in the United States last September. The attacks focused attention on the need for significantly more resources to enhance disaster-recovery plans, beyond what was accomplished for Y2K. As firms began the budgeting process for the 2002 fiscal year, the focus was on permanent alternative space arrangements and the need to physically re-create entire network infrastructures within days of an incident. Brian stressed the importance of engaging disaster recovery experts to formulate an all-encompassing solution of which IT's role would constitute a significant portion.

In minimizing the risks associated with non-catastrophic IT disasters, Amar and Venky discussed the capacity for firms to properly design and maintain server rooms. There isn't much recourse if the tenant upstairs has per-

mission to store a 100-gallon tank of water above your server room, but you can minimize the risks by ensuring mission-critical equipment is strategically located to avoid potential disasters. When designing new space, ensure to leave room for growth, to avoid having to store excessive amounts of equipment in a small area. Fire suppression systems in your server room (including dry sprinklers) are a must, along with properly strung cables to avoid homemade "disasters" from IT staff tripping over their own wires!

#### In Brief ... from the panel

- When implementing an **Active Directory** solution, hire a consultant from the outset who has experience in the AD migration process and whose services can be retained throughout the implementation period. Most law firm IT Departments do not have the required AD skill set to properly carry out the migration, during which some decisions are made which are non-reversible.

*Continued on page 16*

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- No firms represented on the panel are using **digital signatures** on documents and probably will not do so until the courts recognize this method of authentication. Brian noted the time it took before courts accepted *faxed* signatures, which suggests it could be some time before the digital signature is fully accepted and recognized.
- Most firms on the panel are beginning to evaluate the **Office/Windows XP** solution, however the point was made that if your firm is already on the Office/Windows 2000 platform, there is probably no compelling reason to migrate to XP.
- Both **Backup Exec** (*Veritas Software*: <http://veritas.com>) and BrightStor ARCserve (Computer Associates: <http://ca.com>) were deemed by the panel to be the most trusted and reliable methods of backing up NT and Novell networks. The panel also recommended using an open file manager agent to

ensure all files are backed up, including those in use at the time of the backup.

Building upon the success of the first Q&A session last November, both seminar attendees and panel members benefited from the exchange of ideas in an open forum.

*Brian Will*  
*IT Consultant*  
*Blake, Cassels & Graydon LLP*



## MASTERING THE ART OF COMMUNICATION

**T**ake a minute to reflect on your last month at work. Can you think of any instances where poor communication resulted in a bad decision or mistake that negatively impacted the firm? If yours is like many law offices, you're able to recall several examples - whether it was a comment made by someone that unintentionally affected staff morale or a confusing email that caused a project to be implemented incorrectly.

As technology plays an even greater role in how we interact with each other, it's become all the more critical to build strong communication skills. In your position as a legal administrator, employees look to you to set the example of how to work effectively with each other. This includes communicating well both verbally and in writing.

### No More Daydreaming

One of the easiest ways to brush up on your skills is to focus on listening. By paying more attention to each conversation, you'll convey genuine interest in what the per-

son is saying and also better understand what's being explained to you.

When meeting with others, make sure you look directly at the person speaking. Instead of thinking about your response, listen to what's being said. Be aware of your body language. Poor posture, drumming fingers and tapping feet can break the connection between you and the speaker. Also try to minimize distractions, such as using your computer while on the phone. If you're conducting a meeting in your office, forward incoming calls to voice mail.

You can also become a better listener by making sure you let the person speaking finish his or her thought. While it's tempting to break into the conversation when you have a point to make, learn to become comfortable with the moment or two of silence that may occur when someone pauses mid-thought. This isn't necessarily an invitation for you to interject.

When it's your turn to talk, try to stay focused. No one enjoys listening to individuals who love to hear their own

*Continued on page 19*

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All ready-to-print copies should be submitted no later than the 15th of the month to be included in the following month's publication. Contact:

Liz Barrington  
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### BOOK REVIEW

Chris Overholt, Vice President of Sales and Service for Maple Leaf Sports & Entertainment, spoke at the February PSMA meeting "The Delicate Art of Marketing a Diversified, Full Service Firm" which discussion was focused on marketing multiple brands. Chris discussed MLS&E investment in and commitment to employee development. He indicated he is taking his employee group through JACK: Straight from the Gut by Jack Welch and John Byrne. This book captures an essence of innovative approach and is apparently an anecdotal and easy read. Next on my growing reading list. Check it out!

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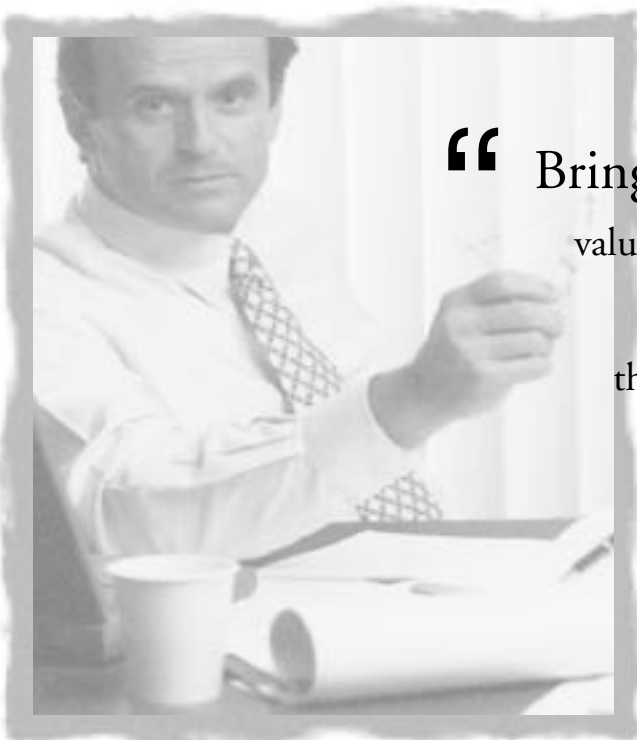
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voice. It's important to know what you want to say, and then say it succinctly and effectively.

### Send the "Write" Message

Understanding the needs of your audience is also critical when you're writing. Always try to explain things in simple terms that all of your readers will understand. You may be your firm's expert on the intricacies of the new employee health plan, but you won't make a connection with your audience if they don't know the terminology you're using.

When drafting memos in email or paper form, be sure to present your primary message or call to action as quickly as possible. Few busy professionals today have time to wade through long introductory paragraphs or information that doesn't apply to them.

After you've completed a written document, make sure you edit and proofread it before it's submitted. While the spell-check function on your computer can help find some mistakes, it won't catch everything. Re-read your

draft word by word to make sure there are no typos, omitted words or grammatical problems.

By making an active effort to communicate more effectively, you'll not only help set a positive example for your employees, but you'll also see noticeable improvement in your interaction with others in the firm.

*This article was submitted by Sheron Hindley-Smith, regional manager of The Affiliates.*

*The Affiliates provides law firms and corporate legal departments with specialized temporary and full-time professionals including project lawyers, law clerks and legal support personnel. The Affiliates offers online job search services at [www.affiliates.com](http://www.affiliates.com).*

*Sheron Hindley-Smith*



## THE LAWS OF WORK

1. The first 90% of a project takes 90% of the time, the last 10% takes the other 90% of the time.
2. Don't be irreplaceable, if you can't be replaced, you can't be promoted.
3. It doesn't matter what you do, it only matters what you say you've done and what you're going to do.
4. The more crap you put up with, the more crap you are going to get.
5. You can go anywhere you want if you look serious and carry a clipboard.
6. Eat one live toad the first thing in the morning and nothing worse will happen to you the rest of the day.
7. Important letters that contain no errors will develop errors in the mail.
8. If you are good, you will be assigned all the work. If you are really good, you will get out of it.
9. You are always doing something marginal when the boss drops by your desk.
10. If it wasn't for the last minute, nothing would get done.
11. When you don't know what to do, walk fast and look worried.
12. Following the rules will not get the job done.
13. Getting the job done is no excuse for not following the rules.
14. No matter how much you do, you never do enough.

15. The last person that quit or was fired will be held responsible for everything that goes wrong.

*SOURCE: <http://www.winn.com/bs/work.html>*

## LAWYERS SAY THE DARNDDEST THINGS

- Q. Were you present when your picture was taken?
- Q. Was it you or your younger brother who was killed in the war?
- Q. You say the stairs went down to the basement?  
A. Yes.  
Q. And these stairs, did they go up also?
- Q. Can you describe the individual?  
A. He was about medium height and had a beard.  
Q. Was this a male, or a female?
- Q. Is your appearance here this morning pursuant to a deposition notification I sent your attorney?  
A. No, this is how I dress when I go to work.
- Q. Are you qualified to give a urine sample?  
A. I have been since early childhood.

*Source: <http://Photiades.com/jokes.html>*



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Only those candidates selected for interviewing will be contacted.

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John Carayanis	Borden Ladner Gervais LLP	Senior Manager, Finance
Patricia Morris	Osler, Hoskin & Harcourt LLP	Manager, Project Office

**We look forward to seeing you at the meetings.**

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Name	Phone #	Fax #	E-Mail
Liz Barrington TLOMA	905.472.2002	905.472.5115	lizbarr@interlog.com
Marva Bethune Torys LLP	416.865.7519	416.814.8445	mbethune@torys.com
Kim Kelly Lerner & Associates LLP	416.601.2366	416.601.8674	kkelly@lerner.ca
Linda McNevin Brans, Lahun, Baldwin LLP	416.601.1038	416.601.0655	lmcnevin@blbcdnlaw.com
Christine Mittendorfer Ricketts Harris	416.364.6211	416.364.1697	cmittendorfer@rickettsharris.com
Edmund Reid Ogilvy Renault	416.340.6035	416.340.6100	ereid@ogilvyrenault.com
Barbara Russell Orange & Chari	416.601.8455	416.601.8454	brussell@orpat.com

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Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3 CONFERENCE COMMITTEE	4 EXECUTIVE	5	6
7	8	9 HR SIG	10	11	12	13
14	15	16	17	18 GENERAL MEETING	19	20
21	22	23 PSMA	24	25 FINANCE SIG	26	27
28	29	30				

### May 2002

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2 IT SIG	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28 PSMA	29	30	31	

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## 2001/2002 TLOMA Executive

**President**  
Dennis Nault  
Bus: (416) 957-1675  
Fax: (416) 361-1398  
Email: dnault@bereskinparr.com

**Vice President**  
Carole Paskin  
Bus: (416) 777-5453  
Fax: (416) 863-0305  
Email: cpaskin@torkinmanes.com

**Secretary**  
Karen Schrempf  
Bus: (416) 941-8823  
Fax: (416) 941-8852  
Email: kschrempf@foglerubinoff.com

**Treasurer**  
John Gambles  
Bus: (416) 868-3461  
Fax: (416) 364-7813  
Email: jgambles@tor.fasken.com

**Program Co-ordinator**  
Edmund Reid  
Bus: (416) 340-6035  
Fax: (416) 977-5239  
Email: ereid@ogilvyrenault.com

**Past President**  
Diane Carty  
Bus: (416) 369-4120  
Fax: (416) 864-9223  
Email: dcarty@mggg.com

## TLOMA Administrator

Liz Barrington  
Bus: (905) 472-2002  
Fax: (905) 472-5115  
Email: lizbarr@interlog.com

## 2001/2002 TLOMA Section Heads

**Facilities**  
Tina Pack  
Bus: (416) 863-4486  
Fax: (416) 863-4592  
Email: tina.pack@fmc-law.com

**Finance**  
Heidi Vesely  
Bus: (416) 601-7593  
Fax: (416) 601-8137  
Email: hvesely@mccarthy.ca

**Human Resources**  
Laureene Lee  
Bus: (416) 865-5121  
Fax: (416) 865-4498  
Email: llee@tor.fasken.com

**Technology**  
Brian McLaughlin  
Bus: (416) 863-3055  
Fax: (416) 863-2653  
Email: bmc@oblakes.com

## 2001/2002 Newsletter Committee

Karen Schrempf  
Liz Barrington  
Bus: (416) 941-8823  
Bus: (905) 472-2002

## 2002 Conference Committee

Edmund Reid	(416) 340-6035	Chair
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