

MANAGEMENT



DON'T MISS:

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President's Column

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Practices of a Law
Firm Leader

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Is Analysis Paralysis
Holding Back
Your Practice?

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Letters to the Editor of *the Verdict* are welcome and can be e-mailed to Gretchen Luessenheide at gluessenheide@bgs.com. In your letter, please include your name, firm name, mailing address, daytime phone number, and e-mail address. Letters that do not contain full contact information cannot be published. Letters typically run 150 words or less and may be edited. Your letter may be on any topic. You will be contacted before your letter is published. Thank you.

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Paylocity

Shepherd Data Services

ALAMN TEAMS & SIGs

ALAMN Teams serve as liaisons between membership and the respective director, representing the ALAMN Board of Directors.

BUSINESS PARTNER RELATIONS

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Open Position

Open Position

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Open Position

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Open Position

SIGs

Open Position

EMERGING LEADERS

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ALAMN SPECIAL INTEREST GROUPS (SIGs)

are educational forums specific to functional specialty.

Special Interest Group (SIG) meeting attendees need not be ALAMN members.

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Val Studer	612.573.2008	vstuder@dbclaw.com
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Open Position

ST. CLOUD

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If you are interested in serving as a co-chair for a Team or SIG, please contact Chong Lee (clee@fr.com, 612.204.4633).

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ALA's Career Center is a place to find a variety of articles and resources to help you develop your skills and enhance your career. Check out the featured article from Robert Half, "2022 Forecast: In Demand Practice Areas and Jobs," found [HERE](#).

ALAMN ORGANIZATIONAL TABLE

BOARD OF DIRECTORS

President: Chong Lee

President Elect	Past President	Communications Director	Membership Director	Education Director	Administrative Director	Finance Director
Carrie Patton	Caitlin Niedzwiecki	Samantha Tschida	Sarah Duerscherl	Gretchen Luessenheide	Pat Stender	Vanessa Kahn

SERVICE TEAMS

(ALAMN Membership is required to participate; Regular ALAMN Membership is required to Chair; Service Teams work serves entire chapter)

Business Partner Relations	Diversity, Equity, Inclusion & Access	Communications	Membership Development	General Meetings		Compensation & Benefits Survey
Deb O'Connor Kelly Thaemert	(Open Position) (Open Position)	Gayle Hildahl	(Open Position)	(Open Position)		Laurie Greenberg Laurie Pearcy
	Community Service			Education & Conference		
	Wendy Cornelius Pam Gerads			Catherine Gorr		

SECTION TEAMS (ALAMN Membership is required to participate;

Regular ALAMN Membership is required to Chair; Section Teams work serves sub-section of chapter membership)

			Large Firm Chief Officers	Small and Medium Firm	Human Resources	
			Abby Rooney	Jeff Downes (Open Position)	Kim Motzko Josh Campion	

SPECIAL INTEREST GROUPS (Non-members may participate; Regular ALAMN Membership is required to Chair)

Corporate & Government					Facilities Management	Financial Management
(Inactive)					Kim Motzko Katie Burns	Suzette Allaire Rebecca Doyle
St. Cloud					Intellectual Property (IP)	Pricing, Legal Project Management (LPM) & Knowledge Management (KM)
Ann Entenmann					Val Studer (Open Position)	

ADMINISTRATIVE VOLUNTEERS (Regular or Associate ALAMN Membership is required)

Also serves as:	Also serves as:	Newsletter Editor	Emerging Leaders Group	CLM Study Group Coordinator	Staff & Member Placement Coordinator	
LPACC Liaison	Past President Liaison	Gretchen Luessenheide	Nick Manty	Tracy Overson Tracy Skjeveland	(HR) Laurie Greenberg	
ALA Region 3 Representative	Nominating Committee (chair)	Social Media		Bar Liason		
		Jaffe Management		Sarah Evenson		

PRESIDENT'S COLUMN

By Chong Lee, ALAMN President



On a random day back in March of 2011, I sat down to write my first President's column and struggled with what to share. Fast forward eleven years, and the universe (or some crazy ALAMN members) decided that I deserved another opportunity to serve as President of this great organization. So here I am once again writing the first President's column for a second time. You might think that having done this once, this would be an easy task for me, but that is so far from the truth as there are so many things to share.

First and most importantly, I am a firm believer that ALAMN gives each member exactly what he/she/they want. For many, the value of ALA and ALAMN is the education and camaraderie of their fellow members. This is your professional organization. As a member, if ALA or ALAMN is not providing something that you would like to see, I invite you to reach out to any of my fellow board members and me. We would love to hear your thoughts, ideas, and suggestions on how we can better serve your needs.

Second, I encourage and challenge each of you to step out and do something with ALAMN that you have not done before. No matter your tenure, ALAMN has something for you. Here are some suggestions:

- Attend a meeting or event
- Join a service team or special interest group
- Write an article for *The Verdict*
- Share your ideas with Chapter Leadership
- Attend the ALA Annual Conference in Kissimmee, Florida, May 15 – 18
- Attend the ALAMN Conference in September

Third, I shared my thoughts on the value of ALAMN membership in the last issue of *The Verdict*. What I did not have time to share are the amazing people that make ALAMN what it is. As I stated, the value of ALAMN is our membership, from the colleagues who share their experiences to our dedicated Board members who voluntarily give their time and energy to keeping this organization going. So many people that have given so much to the Chapter, from the chairs of the Special Interest Groups and Teams to all of our Board members, past and present. Thank you!

Fourth, I want to thank our outgoing and incoming Board members. Kelly Thaemert and Stacy Locsin, thank you for your years of service on the Board. Your presence will be greatly missed. Caitlin Niedzwiecki, thank you for your leadership this past year. Vanessa Kahn, Pat Stender, Sam Tschida, and Sarah Duerscherl, thank you for your service this past year. Gretchen Luessenheide and Carrie Patton, thank you for answering the call to serve and welcome to the Board. I look forward to working with all of you.

Last, but not least, thank you all for the opportunity to have this redo. I am excited for this chance and look forward to crossing paths with you.

ALAMN MASTER CALENDAR

ALAMN leadership has created a master calendar for 2022. This calendar includes the all-member events and special interest group meetings. Service team meetings are not included on the master calendar and will continue to be scheduled by service team chair(s). You will notice fewer events on the ALAMN master calendar. Our goal is to elevate the quality of and attract more attendees to each event.

Be sure to check out the Full Calendar on our ALAMN website for more details about upcoming meetings and events!

JANUARY	FEBRUARY	MARCH	APRIL
<ul style="list-style-type: none"> 1/18 - Facilities 1/25 - Small/Medium 	<ul style="list-style-type: none"> 2/1 - HR 2/8 - General Meeting 1 2/17 - Finance 2/22 - Facilities 2/22 Winter Mixer w/ BPs 	<ul style="list-style-type: none"> 3/1 - Community Service 3/8 - General Meeting 2 3/15 - Facilities 3/22 - Finance 3/24 - IP Leadership Orientation 	<ul style="list-style-type: none"> 4/12 - Small/Medium 4/19 - Facilities 4/26 - HR 4/28 - Foot in the Door Social
MAY	JUNE	JULY	AUGUST
<ul style="list-style-type: none"> 5/10 - Finance 5/15 - 5/18 ALA National Conference 5/17 - Facilities 	<ul style="list-style-type: none"> ALAMN Summer Social 6/7 - IP 6/14 - General Meeting 3 6/16 - Finance 6/21 - Small/Medium 6/21 - Facilities 	<ul style="list-style-type: none"> 7/19 - Finance 	<ul style="list-style-type: none"> 8/2 - HR 8/23 - Finance
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<ul style="list-style-type: none"> ALAMN Education Conference 9/13 - Salary Survey Results 9/15 - Finance 9/20 - Facilities 	<ul style="list-style-type: none"> ALAMN Fall Social 10/4 - HR 10/11 - Diversity & Inclusion Education Event 10/18 - Facilities 	<ul style="list-style-type: none"> 11/8 - Law Firm Leaders Networking Event 11/17 - Small/Medium 	<ul style="list-style-type: none"> ALAMN Holiday Social 12/13 - IP 12/20 - Facilities

ALAMN Has Adopted ALA's Mission Statement

ALA is the premier professional association connecting leaders and managers within the legal industry. We provide extensive professional development, collaborative peer communities, strategic operational solutions, and business partner connections empowering our members to lead the business of law.

ALAMN CALENDAR OF EVENTS

APRIL

SU	MO	TU	WE	TH	FR	SA
27	28	29	30	31	1	2
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	29	30

MAY

SU	MO	TU	WE	TH	FR	SA
1	2	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
29	30	31	1	2	3	4

*PLEASE NOTE:

SPECIAL INTEREST GROUP (SIG) attendees need not be ALAMN members

APRIL

12 **Small/Medium Firm SIG**
11:30 am – 1:00 pm

19 **Facilities SIG Meeting**
12:00 – 1:00 pm

26 **HR Team**
12:00 – 1:00 pm

28 **Foot-in-the-Door Social**
4:00 – 6:00 pm
FlannelJax

MAY

10 **Finance SIG Meeting**
12:00 – 1:00 pm

15-18 **ALA Annual Conference & Expo**

17 **Facilities SIG Meeting**
12:00 – 1:00 pm

KNOW YOUR LEGAL JARGON

Etc. (abbreviation of “et cetera”) - Latin for “and other things.”

Typically used at the end of a list of things to indicate that there are other things not listed.



The Association of Legal Administrators has specially designed its events to advance the development of professionals from all walks of law. View the ALA Event Calendar [HERE](#).

PRACTICES OF A LAW FIRM LEADER

By Samantha Tschida



When I sat down to write this article, I didn't feel equipped to touch on a topic as important as "management and leadership." My educational background primarily focused on how to navigate the marketing and business of law; I've only held leadership roles for about the last five years; and—like many of you—I rely quite heavily on the philosophies of authors such as Simon Sinek and Brené Brown to teach the human element of leadership. However, many years ago I picked up a book by a couple of leadership scholars and authors, James Kouzes and Barry Posner. *The Leadership Challenge* shifted the way I looked at leadership, and inspired me to seek out other similar authors and educators. If you haven't already, I highly recommend you check it out.

We've all heard the phrase, "Management is a science; leadership is an art." Almost anyone can be taught to manage people, but leaders have an innate desire to continuously learn, create, and support others. The characteristics of a great leader are vast, but Kouzes and Posner have identified what they call "The Five Practices" of any good, effective leader: model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart. These are my interpretations of "The Five Practices."

Model the Way

Job titles can be given out to anyone, but that doesn't make you a leader. Leaders are passionate about their company, their teams, and what their company is capable of. They are able to identify and put a voice to their values, and they are able to affirm shared values among their team. This takes building a level of mutual trust and appreciation through your consistent words and behaviors. Leadership is not about who you are. It's about what you do.

Focus as a Law Firm Leader: Walk the walk, and talk the talk.

Inspire a Shared Vision

Every organization, every movement, every vision starts somewhere. As leaders, we need to be able to envision what the next exciting move is, and be able to recruit others to share in our aspirations. This means being very clear about what it is and why it's important. A recent LinkedIn post by Simon Sinek said, "Transparency doesn't mean sharing every detail. Transparency means providing the context for the decisions we make." When the next exciting move is understood to be a shared dream, and it fulfills the common good, a unity of purpose is formed.

Focus as a Law Firm Leader: Transparency.

Challenge the Process

This may be the toughest of "The Five Practices." Particularly for law firms, change can be difficult and is often rejected. If you think about it, the entire practice of law doesn't change much. So, why are we surprised when we feel stuck in the status quo? Innovation and change require the pursuit of opportunities focused—once again—on the common good. Initially, it comes from listening more than telling; find out what the vested interest is in the status quo, seek and support the exploration of ideas, and promote learning from experience. Mistakes are inevitable; risks are necessary. Start small.

Focus as a Law Firm Leader: Keep going; incrementally move projects forward.

Enable Others to Act

Trust has a neuropsychological element to it, and neuro responses occur to certain stimuli. That stimuli may be a leader passing more authority, more information, and more discretion to their team. Oxytocin is the trust chemical in our brain, and when oxytocin is released, the brain receives the message that it is okay to proceed.

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PRACTICES OF A LAW FIRM LEADER - CONTINUED

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Action in this context propels performance forward. The virtuous circle is when an individual begins to witness their leadership and their peers believing in them, they develop self-determination and competence; they become leaders in their own league.

Focus as a Law Firm Leader: Set the groundwork for mutual trust; be a leader to future leaders.

Encourage the Heart

Appreciation and recognition for a job well done are only meaningful if it feels personal, if it pulls on the heart strings in some regard. The recognition will look different for each individual; the one who wants a loud

public acknowledgement and the one who wants a quiet thank you note are not the same person. Each reward has its own purpose, and the overall theme is one of creating and encouraging self-fulfilling initiatives, connecting with people, and respecting preferences for recognition. Every person has a strength, and every leader needs to take the time to learn what that strength is and how to reward for it.

Focus as a Law Firm Leader: Tailor the reward.

The context of leadership is always shifting, yet the content of what makes a leader is fairly consistent. Let's keep the awareness and conversation going.

PRACTICE ANALYSIS

Transform your firm.

Step 1: GAIN CLARITY

Positive change starts with absolute clarity.

Step 2: GET INSIGHT

Leverage the power of perspective to change the way you think about your firm's future.

Step 3: DEVELOP YOUR ROADMAP

Finally understand where you're going and how to get there.



Unlock your potential.



IS ANALYSIS PARALYSIS HOLDING BACK YOUR PRACTICE?

By **Affinity Consulting Group**

Have you ever been told: you're just overthinking it?

Whether it's the inconsequential choice between soup and salad, or the high-stakes decision of which document management system is right for your firm, you're no stranger to weighing your options...or to struggling to land on an answer.

This phenomenon actually has a name: analysis paralysis.

When you're trapped in the difficult cycle of analysis paralysis, you hyper-analyze the pros, cons, and implications of every decision until you ultimately fail to make a decision at all. You remain stuck in your fear, never taking action.

Legal professionals tend to be very analytical and deliberate, as well as perfectionists. Which of course is often a job requirement – until it results in analysis paralysis.

Men and women of all ages and professions experience analysis paralysis, but it can be especially prevalent among those in the legal field. There's a good reason for this. As legal professionals, you're trained to evaluate every potential option, comprehensively research laws, legal cases, and outcomes, and weigh all possibilities before deciding on the best course of action for your clients.

Immediate access to high-quality information hasn't actually made decision-making easier. Instead, it has created more anxiety, indecision, and dissatisfaction. Legal professionals struggle to feel empowered to make choices because unlimited access to information triggers a greater fear of making the wrong decision.

Signs You're Suffering from Analysis Paralysis

Does any of this sound familiar to you? Maybe you can finally put a name to the fear and immobility you've been experiencing.

Or maybe you're still not convinced that analysis paralysis is the root cause of your practice's sluggish momentum.

Consider these defining symptoms of analysis paralysis as the warning bells you can't ignore:

- You have something you desperately want to do, but you haven't done it
- You have conversations about the same topics, but you're not taking action
- You overthink the business decisions you need to make
- You watch others driving more revenue into their businesses, but you're stuck where you are

Analysis paralysis is frustrating, but it's not a life sentence. You can take action to overcome your tendency to overthink. Here are a few things that can help:

- **Ask Others:** If the decision is truly significant and has life altering consequences, ask others for advice and counsel. Getting the opinions of several other people can help put things in perspective.
- **"Trade places" with a friend:** Think about what you would recommend a friend to do if your role was one of advisor and not the one making the final decision. This can help separate your logical analysis from the emotional tension.
- **Face Your Fear:** Get more comfortable with the potential cons of a decision. If finding the perfect option is not possible, then think about a potential negative consequence of a decision and get more comfortable with it. Try telling yourself that you can handle the feared outcome.
- **Money Talks:** Enlist the help of a coin. Flipping a coin can be helpful in a couple of ways. First it can provide you with a scapegoat for the decision ("Not my fault, the coin came up tails."). And second, flipping a coin can sometimes have a clarifying effect. Many people report that something crystallizes mid-toss and either one option becomes the obvious choice or they notice a feeling hoping that one particular option wins the coin toss ("I hope it comes up heads").

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IS ANALYSIS PARALYSIS HOLDING BACK YOUR PRACTICE? - CONT.

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And finally, remember that innovative people and organizations often adopt the philosophy of "try fast, fail fast, evaluate fast, try again fast." It is better to make a decision, act on it, and learn from it than to stay stagnant in the perceived safety of indecision.

If you still find yourself struggling with making an important decision about your firm, Affinity Consulting Group is here to help. Through our Practice Analysis, we

can help empower you to reach levels of efficiency and productivity you never thought possible by taking you beyond the analysis.

If you're interested in learning more about a practice analysis for your law firm or legal department, just reach out to Affinity by visiting www.affinityconsulting.com or by calling 877-676-5492.

ALA'S 2022 ANNUAL CONFERENCE & EXPO

2022 ALA Annual Conference & Expo

May 15 - 18, 2022 | Gaylord Palms Resort & Convention Center

REGISTRATION IS NOW OPEN



**ALA Annual
Conference & Expo**

May 15-18

Gaylord Palms Resort & Convention Center

CLICK HERE TO REGISTER

Registration for ALA's 2022 Annual Conference and Expo is now open! Join ALA May 15 - 18, 2022 at the beautiful Gaylord Palms Resort & Convention Center, located just 25 minutes from Orlando International Airport. Click the link above to register today!

Advance your travel plans and make your hotel room reservations today. Be sure to [reserve your room online](#) by April 22, 2022 to take advantage of the lowest rates!

ALA is continuously monitoring pandemic developments and updating health and safety protocols for a safe, productive gathering in May. [Learn more](#) about current health and safety requirements

If you have any questions, please contact ALA via email at info@alaannualconf.org or call 1-888-593-7243.

PROTECTING YOUR FIRM FOR FUTURE GENERATIONS

By Kim Brown Goodwin (KIP Search), Executive Recruiting & Consulting (former Legal Administrator and ALA Member)

Would you purchase a home without insurance or a home warranty? Or delay creating an estate plan or will to provide for your family if the worst happens? We all know the value of protecting our assets, so what about the future of our law firms?

In the world of law firm leadership, creating a solid and sustainable succession plan can be overwhelming, especially with so many moving parts. The last thing law firm leaders need is guilt about another unfinished project when countless emergent issues are already shouting for our attention.

This "come as you are" presentation is designed to provide you with understanding, fresh insights, and hopefully a little excitement as we consider how to address our succession plans. Wherever you are on the continuum of progress, we'll pause together to strategize on this process.

"Design and Execute Your Succession System" will be presented live at the ALA national conference in Kissimmee, Florida on Monday, May 16 at 2 p.m. Our Minneapolis-based team will lead a strategy session to review "real time" challenges (submitted anonymously by ALA members throughout the nation, including our very own ALAMN) and to provide practical solutions. (A special thank you to those who provided feedback already, and there is still time to do so for other ALA members! [Click this link to the brief survey.](#)

Succession planning can be a daunting project for some firms, depending on various complexities and the available resources, so we'll break it down to help you move forward, wherever you are in the process:

- Identify where you are in the continuum
- Review "real time" challenges
- Provide solutions and strategies
- Consider a plan with next steps to make progress in 2022
- Return to your office with resources for what to do when you get stuck

One of my favorite things about ALA conferences is the power to unite, encourage, share wisdom, and know we are not alone. Our ALA chapter is comprised of some of the most resilient and strategic professionals I've met, so I am excited to gather with this powerhouse team to share inspiration and walk away with confidence, renewed vision, and the peace of mind that "we've got this"!

Registration is now open!

2022
Kissimmee, Florida

ALA Annual Conference & Expo

May 15-18
Gaylord Palms Resort & Convention Center

Attend Our Session!

Design and Execute Your Succession System
Monday, May 16th at 2 p.m.

Kim Brown Goodwin
Recruiter & Principal
KIP Search

Kip Knippel
President & CEO
KIP Search

Chelsey Paulson
Chief Strategy Officer
Keystone Group Int'l

If you are unable to attend our session in Florida and wish to receive our session materials, or if you have questions prior to the conference, please feel free to contact me!

Email: kimbrown@kipsearch.com

Phone: 763-228-8988

LinkedIn: www.linkedin.com/in/kimbrowngoodwin

COMMUNITY SERVICE EVENT – SALEM LUTHERAN CHURCH

On March 1, 2022, a small but hardworking group of ALAMN business partners and members assisted staff and volunteers of Salem Lutheran Church with their weekly meal distribution. Salem Lutheran is located at 4150 Dupont Ave North, Minneapolis.

Salem Lutheran Church's outreach services provides curbside pickup by car, bike, or on foot to neighbors and members every Tuesday night.

We decorated cookies, prepared fruit salad, and assisted in packaging, assembling and distributing the meal of ham, cheesy hash browns, fruit salad, bread/rolls, and cookies for 100 (50 'to-go' bags, with two servings per bag).



Additional information about Salem Lutheran Church and their outreach programs can be found at salemelca.org/outreach.

Thank you to the following volunteers (and superb cookie decorators!):

- Justin Jez - Gallagher Benefit Services
- Caleb Golberg - Gallagher Benefit Services
- Laurie Pearcy - Bassford Remelé
- Pat Stender - Cousineau, Van Bergen, McNee & Malone



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thriveon.net/grow



FOOT IN THE DOOR SOCIAL

We are excited to announce the first ALAMN **Foot in the Door Social** of 2022! This is an exclusive opportunity for our Superior, Mille Lacs, and Minnetonka business partners to network and connect with members of ALAMN. The event will be held on **Thursday, April 28 from 4-6 pm at FlannelJax** in St. Paul. We will have axe throwing, food, drinks, and meaningful conversation. This event is by invitation only.

FlannelJax – 755 Prior Ave N, Suite 102, St. Paul, 55104



ALAMN'S SHINING STAR - KELLY THAEMERT

The ALAMN Board is pleased to announce that Kelly Thaemert has been selected as a Shining Star for the Minnesota Chapter! Kelly's star has been shining brightly ever since she joined ALAMN nine years ago!

Kelly is the Firm Administrator at Hellmuth & Johnson where she spent the first four years as an accounting assistant/administrative assistant and moved into the Administrator position nine years ago.

Kelly has been on the ALAMN Board of Directors for five years. On March 31, 2022, Kelly completed her service on the Board of Directors in the position of Past President. Other roles she has had on the Board include President, President-Elect, Membership Director, and Administrative Director. In addition to this, Kelly is an active member of the following Teams and Special Interest Groups: Business Partner Relations, Membership Development, Human Resources, Finance, Facilities, and Community Service. Kelly's enthusiasm for ALAMN is obvious to all who encounter her!

Kelly recommends that ALAMN members "get involved, take advantage of educational opportunities, and build your network." Kelly says that she could not do her job without the support of ALAMN and the relationships she has developed with members and business partners. Kelly is a big proponent of attendance at local and national conferences – one of her most memorable experiences at an ALA conference was the year that Laura Broomell became ALA President.

Outside of ALAMN Kelly and her husband enjoy camping, traveling (favorite vacation spot is Hawaii), day trips on their Harley Davidson motorcycles, attending activities and sporting events for nieces and nephews, and volunteering in their local community of Watertown. Kelly enjoys reading, particularly thrillers, and recommends watching *Virgin River* and *Yellowstone*. She loves being outside, when the weather is nice, and she is ready for spring!

Please join the Board in thanking Kelly for her extraordinary commitment to ALAMN!

PLEASE WELCOME OUR NEWEST ALAMN MEMBERS

Paula Suchy
IP Practice Manager
Fredrikson & Byron, PA

Deirdre Johnson
Benefits Manager
Larkin Hoffman

Pattie Wagner
Office Administrator
Dykema



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GET TO KNOW YOUR ALAMN BOARD

What is one skill you recommend everyone should learn?

Chong Lee, President

The one skill everyone should learn is to be flexible.

Caitlin Niedzwiecki, Past President

Everyone should learn how to follow written directions to assemble a piece of furniture. Nothing fancy. Just something like a dresser from Ikea.

Carrie Patton, President-Elect

Get comfortable being uncomfortable. That is some of the best business advice I ever received. A lot of what all business professionals do is just not comfortable sometimes, and the sooner you become better at navigating how to be uncomfortable, the better you will be at navigating new situations.

Pat Stender, Administrative Director

I believe that listening is a very important skill, and one I am always working to improve in both my personal and professional life.

Samantha Tschida, Communications Director

Have knowledge and understanding of Excel; there is so much that can be done with that program. Also, I think everyone should learn how to provide an effective apology.

Gretchen Luessenheide, Education Director

A second language. The ability to communicate with others opens so many opportunities and can bring people closer together.

Vanessa Kahn, Finance Director

Adaptability.

Sarah Duerscherl, Membership Director

Money management – being able to budget and live within your means is a gift whether you make a little or a lot.



ALA members receive an association newsletter every week titled **BOLD Bites**. BOLD stands for "Business of Law Discussions," which is also the inspiration for BOLD Bites talks during ALA events. The newsletter is a source for quick, informational "bites" about upcoming ALA events, new offerings, chapter kudos, industry thought leadership and more. Current and past issues of **BOLD Bites** can be found [HERE](#).

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An advertisement for Haworth Fluid. It features a modern office setup with a light-colored wooden desk, a black office chair, and a grey office chair. A white mug and a small notepad are on the desk. The word "HAWORTH" is printed in the top left corner of the image. In the bottom left, the text "Transforming the Legal Workplace" is displayed in large, bold, white letters. A small circular logo with the word "FLUID" is in the bottom right corner.

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