

Feb / Mar 2017
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MEMBERSHIP



DON'T MISS:

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Building a Winning Culture
– It's More than a Pay Raise

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But Wait, There's More!

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Developing Initiatives

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THE VERDICT STAFF

Editor

Gretchen Luessenheide, MBA
Daniels & Kibort PLLC
763.235.2093
gluessenheide@danielskibortlaw.com

Advertising

Kimberly (Kim) A. Ess
Nilan Johnson Lewis PA
612.305.7619
kess@nilanjohnson.com

Letters to the Editor

Letters to the Editor of *The Verdict* are welcome and can be e-mailed to gluessenheide@danielskibortlaw.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.

2016 - 2017 ALAMN OFFICERS & DIRECTORS

OFFICERS



PRESIDENT

Sarah Didrikson
Nilan Johnson Lewis PA
612.305.7614
sdidrikson@nilanjohnson.com



PAST PRESIDENT

Katherine M. Hubbard
Madigan Dahl & Harlan P.A.
612.604.2585
hubbard@mdh-law.com



PRESIDENT-ELECT

Sarah Evenson, JD, MBA
Barnes & Thornburg LLP
612.367.8717
sarah.evenson@btlaw.com



DIRECTORS



ADMINISTRATIVE DIRECTOR

Laurie Greenberg, SPHR
Briggs and Morgan, P.A.
612.977.8608
lgreenberg@briggs.com



COMMUNICATIONS DIRECTOR

Abby Rooney, PHR, SHRM-CP
Foley & Mansfield
612.216.0369
arooney@foleymansfield.com



FINANCE DIRECTOR

Philip Rush, CLM
Moss & Barnett
612.877.5402
phil.rush@lawmoss.com



EDUCATION DIRECTOR

Theresa G. Stewart, PHR
Felhaber Larson
612.373.8450
tstewart@felhaber.com

ALAMN has adopted ALA's Mission Statement

To improve the quality of management in legal services organizations; promote and enhance the competence and professionalism of legal administrators and all members of the management team; and represent professional legal management and managers to the legal community and to the community at large.

2016 - 2017 ALAMN COMMITTEES & SIGs

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

BUSINESS PARTNER AND CONFERENCE

David Astramecki 612.347.9189 dastramecki@meagher.com
Tracey Grill 612.333.8844 tgrill@gustafsongluek.com

COMMUNICATIONS

Shannon Bonnett 612.305.7615 sbonnett@nilanjohnson.com

COMMUNITY SERVICE

Cheryl Nelson, CLM 612.349.0806 cnelson@robinskaplan.com
Norma Thayer 612.341.0400 norma.thayer@zimmreed.com

COMPENSATION & BENEFITS SURVEY

Jodi Schmidt 612.632.3321 jodi.schmidt@gpmlaw.com
Tammy Warren 612.492.7120 twarren@fredlaw.com

DIVERSITY & INCLUSION

Curtis Okerson 612.492.7552 cokerson@fredlaw.com

EDUCATIONAL PROGRAM

Rebecca Vaughn 612.349.6969 rvaughn@anthonyostlund.com
Neil Simmons 612.337.9200 nsimmons@kennedy-graven.com

HUMAN RESOURCES

Kelly Thaumert 952.746.2170 kthaumert@hjlawfirm.com
Kim Hansen 612.977.8554 khansen@briggs.com

LARGE FIRM

Tracey Skjeveland, CLM 612.371.5211 tskjeveland@merchantgould.com

MEMBERSHIP DEVELOPMENT

Deb O'Connor 651.332.8315 deb@aj-law.com

NOMINATING

Katherine Hubbard 612.604.2592 hubbard@mdh-law.com

SMALL & MEDIUM FIRM

Jessica Gerhardson 952.885.1294 jgerhardson@mmlawfirm.com
Kim Pepera 651.351.2129 kpepera@eckbergglammers.com

ALAMN SPECIAL INTEREST GROUPS (SIGs) are educational forums specific to functional specialty. Special Interest Group (SIG) meeting attendees need not be ALAMN members.

FACILITIES MANAGEMENT

Michelle Brauch 612.492.7589 mbrauch@fredlaw.com
Kelly Thaumert 952.746.2170 kthaumert@hjlawfirm.com

FINANCIAL MANAGEMENT

Bob Jackson 612.607.7248 rjackson@oppenheimer.com
Julie Zierden 612.216.0321 jzierden@foleymansfield.com

INTELLECTUAL PROPERTY

Val Studer 612.573.2008 vstuder@dbclaw.com
Susan Sutton 612.349.5764 sutton@ptsllaw.com

LEGAL PROJECT & KNOWLEDGE MANAGEMENT, PRICING AND PROCESS IMPROVEMENT

Bree Johnson 612.335.7101 bree.johnson@stinsonleonard.com
Adam Barvels 612.349.8500 abarvels@robinskaplan.com

ST. CLOUD

Ann Entenmann 320.656.3538 aentenmann@rinkenoonan.com

SYSTEMS & TECHNOLOGY

Craig Wilson 612.604.6455 cwilson@winthrop.com



ALAMN CALENDAR OF EVENTS



FEBRUARY 2017

SU	MO	TU	WE	TH	FR	SA
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	1	2	3	4

FEBRUARY

- 2 **ALA Webinar: Speak Like a Leader: Communicating with Confidence and Clarity**
2:00 p.m.
Location: Zimmerman Reed
- 4 **MN Lavender Bar Association Conference**
12:00 p.m.
Location: Mitchell/Hamline School of Law
- 7 **ALA Webinar: New Strategies to Reduce Legal Spend**
2:00 p.m.
Location: Zimmerman Reed
- 14 **ALAMN General Meeting**
11:30 a.m.
Location: Nilan Johnson Lewis
- 14 **ALA Webinar: Access to Relevant Prior Art**
2:00 p.m.
Location: Zimmerman Reed
- 15 **ALA Webinar: Employee Morale and Engagement: Unlocking Your Firm's Full Potential by Focusing on Strengths**
2:00 p.m.
Location: Zimmerman Reed

***PLEASE NOTE:**
SPECIAL INTEREST GROUP (SIG) attendees need not be ALAMN members

MARCH 2017

SU	MO	TU	WE	TH	FR	SA
26	27	28	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

- 21 **Facilities SIG Meeting**
12:00 p.m.
Location: Briggs & Morgan
- 21 **Membership Development Committee Meeting**
4:00 p.m.
Location: Madigan, Dahl & Harlan
- 22 **Diversity and Inclusion Committee Meeting**
8:30 a.m.
Location: Fredrikson & Byron
- 22 **Communications Committee Meeting**
12:00 p.m.
Location: TBD
- 22 **Simpson Shelter Meal Service**
5:00 p.m.
Location: Simpson Shelter
- 7 **Annual ALAMN Conference and Expo**
8:00 a.m.
Location: Hyatt Regency Minneapolis
- 14 **HR Committee Meeting**
11:30 a.m.
Location: Winthrop & Weinstine
- 15 **Community Service Committee Meeting**
11:30 a.m.
Location: Zimmerman Reed
- 21 **Facilities SIG Meeting**
12:00 p.m.
Location: Lindquist
- 21 **Membership Development Committee Meeting**
4:00 p.m.
Location: Madigan, Dahl & Harlan
- 22 **Diversity & Inclusion Committee Meeting**
8:30 a.m.
Location: Fredrikson & Byron
- 1 **Large Firm Administrators SIG Meeting**
12:00 p.m.
Location: TBD
- 22 **Communications Committee Meeting**
12:00 p.m.
Location: TBD

MARCH

MEET THE ALAMN BOARD NOMINEES FOR 2017-2018



PRESIDENT
Sarah Evenson

Sarah Evenson, JD, MBA, is currently the Minneapolis Office Administrator for Barnes & Thornburg LLP. Sarah graduated from Hamline University School of Law in 2002 and received her Masters of Business Administration in 2007 from the University of St. Thomas. Sarah practiced law for eight years before transitioning her career to the administrative side of practicing law.

Sarah joined ALAMN in 2009 at the suggestion of another member who transitioned from the practice of law to legal administration. Sarah believes you get out what you put into something, and your success will be proportionate to the quality and quantity of your efforts. As a result, she has actively participated in ALAMN through membership on the Small and Medium Firm group, Co-Chairing the Communications Committee two years, attending ALAMN general meetings and annual conference, participating in ALAMN community service projects, writing articles for *The Verdict*, traveling to the national ALA meetings, and regularly attending ALAMN socials and business partner events. Sarah has also worked diligently to build and grow ALAMN's relationships with the local bar associations and law schools. This has helped bring greater awareness not only of the association, but also the profession of legal management in general. Sarah currently serves on the ALAMN Board as the Director of Finance. Sarah has been on the Board since 2014.

Sarah and her husband, Thomas, live in Maple Grove. They enjoy cooking, baseball, running 5Ks, and Hawaii.



PRESIDENT-ELECT
Abby Rooney

Abby Rooney is the Director of Human Resources at Foley & Mansfield. She has a BA in Sociology from the University of Minnesota.

Prior to moving into Human Resources, Abby worked as an accounting professional. Abby was on a path to becoming a CPA when she realized that, while good with numbers, she prefers to work on the "people" side of business. Abby's accounting background often comes in handy when analyzing benefits data or reviewing vendor contracts.

Abby has been with Foley & Mansfield for about 11 years, and she enjoys her role at this mid-sized firm because she is truly an

HR generalist. Abby gets to work in many areas, including benefits, recruiting, employee relations and more. She appreciates the variety she gets from her role. Abby believes it is a wonderful organization, and she has a great team.

Abby has served as a co-chair on the HR Committee and is finishing her second term on the ALAMN Board.

When not at work, Abby enjoys spending time with her family. She lives in Edina with her husband, Colin, and their sons, J. J. (7 ½) and Will (4). The boys are very active and keep them exhausted and busy.

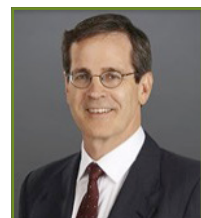


PAST PRESIDENT
Sarah Didrikson

Sarah Didrikson joined as the Applications and Database Manager at Nilan Johnson Lewis PA, where she has been since 2002. Sarah began as the firm's trainer and help desk technician and has transitioned her role over the past thirteen years.

Sarah began her ALAMN involvement by assisting with publishing *The Verdict* each month as a non-member. In 2008 she became a member of ALAMN and was asked to co-chair the new Communication Committee, which she led from 2009 through 2012. Sarah's involvement on the Communications Committee was vital in launching the new website in 2012. She has also served on the Business Partner and Conference Committees and on the Region 3 Conference Liaison Team. Sarah was appointed to the ALAMN Board in 2012 as the Communications Director and has also served as the Membership and Administrative Director.

Sarah and her husband, Mark, live in Brooklyn Park along with their Miniature Schnauzer, Roscoe. They enjoy traveling together, visiting family in Florida, walking the dog, and attending baseball games.



FINANCE DIRECTOR
Philip Rush

Philip Rush, CLM, is Finance Director at Moss & Barnett where he has been employed since 1997. With more than 25 years of legal administration experience, Phil's first connection with the association was as a charter member of the Finance

Special Interest Group (formerly known as the Controller's Group). Phil officially joined ALAMN in 1999 and has sought to increase his involvement with the association each year.

MEET THE ALAMN BOARD NOMINEES FOR 2017-2018

After serving as chair of the Finance SIG in 2006, Phil served on the Region 3 Conference Committee in 2012, the Communications Committee in 2013, was chair of that Committee in 2014, and has been a Board member since 2015.

Phil resides in the northeast metro, not too far from White Bear Lake, where he enjoys many outdoor activities, including biking, walking his dog, and spending time with family and friends.



COMMUNICATIONS DIRECTOR
Laurie Greenberg

Laurie Greenberg, SPHR, is the Benefits and HRIS/Payroll Manager at Briggs and Morgan, P.A. where she has been practicing in the Human Resources field for 25 years. Laurie joined ALAMN in 2006 and has served as Member Placement Coordinator and as Co-Chair of the HR Committee. She is also a current member of the Community Service Committee (past Co-Chair) where she enjoys volunteering and supporting local community organizations and charities, and she participated on the Diversity Career Fair in 2015. Laurie served as the Administrative Director on the Board last year.

Laurie resides in Blaine with her husband, John, and their two Maltese, Lexi and Micki. She enjoys reading, running, volunteering, and spending time at the lake.

Laurie resides in Blaine with her husband, John, and their two Maltese, Lexi and Micki. She enjoys reading, running, volunteering, and spending time at the lake.



EDUCATION DIRECTOR
Adam Barvels

Adam Barvels is the Pricing Director at Robins Kaplan LLP, where he has been employed since 2012. In this role he works closely with firm partners and clients with a focus on matter management and the development of innovative alternative fee

arrangements. He previously worked at UnitedHealth Group for over five years in various project management, finance, and pricing roles within several business units. Adam attended St. John's University, where he earned his bachelor's degree in Economics. He currently co-chairs the Special Interest Group on Pricing, Legal Project Management & Knowledge Management for ALAMN; he recently presented to the Small/Medium Firm SIG on these topics.

Adam has a passion to educate the next generation of leaders and has been involved in undergraduate recruiting efforts,

mentorships, board positions, and discussion panels for both corporate and nonprofit interests.

Adam resides in downtown Minneapolis and appreciates the ability to walk to the office each day. He enjoys anything outdoors, particularly skiing, hiking, and kayaking. He also enjoys traveling and spending time with friends and family.



MEMBERSHIP DIRECTOR
Jessica Gerhardson

Jessica Gerhardson is the Administrator at Monroe Moxness Berg PA. She has a Bachelor of Science in Legal Studies from the University of Central Florida. Jessica has been a member of ALAMN since 2010, and has served the Association as a member of

the Membership Development Committee, Communications Committee, and as the co-chair of the Small and Medium Firm Group (2014 – present).

Jessica lives in Richfield with her husband, Jeremiah, and their two dogs and two cats. When they are not vacuuming pet hair, they enjoy traveling to Jessica's native Florida to visit family, exploring the many Minnesota parks and trails, reading, and attending shows at the theatre.



ADMINISTRATIVE DIRECTOR
Kelly Thaemert

Kelly Thaemert, CLM, joined Hellmuth & Johnson as the accounting assistant in 2009. Her role has continued to transition through the years, and she was promoted to HR and Facilities Director in 2013 and Firm Administrator in December 2016.

Kelly joined ALAMN in the spring of 2013. She attended her first national conference in Toronto, Canada in 2014 through a scholarship from ALAMN. After that conference, she quickly realized the immeasurable value of ALAMN and jumped in head first. She was asked to co-chair the Human Resources Committee, and shortly after that volunteered to co-chair the Facilities Special Interest Group as well. Kelly also attends ALAMN general meetings, ALAMN Finance SIG meetings, ALAMN annual conferences and ALAMN socials. Kelly earned the distinction of the CLM (certified legal manager) designation!

Kelly and her husband live in Watertown along with their Puggle, Demsey. They enjoy traveling together, camping, riding their Harleys, and spending time with family.

FROM THE PRESIDENT OF ALAMN

By Sarah Didrikson, ALAMN President

Happy New Year! I hope everyone had a wonderful time celebrating the new year with their family or friends. As we begin 2017 many of us are reflecting on what we accomplished in 2016 and what we hope we to accomplish in 2017. The ALAMN Board is also doing the same thing as we look at ways to increase the value of the chapter for members and business partners. One of the focus areas in the first quarter is looking at ways to improve the website. Members of the Communications Committee as well as others are teaming up to upgrade our current website. Some of the things to look forward include:

- New design that is fresh and mobile-friendly
- Improved directory and event calendar
- Easy event registration, including guest registration
- Track attendance at events and meetings
- Easier to use administrative features to help our volunteers

The new website is schedule to be launched on March 7, 2017 in conjunction with the ALAMN Conference.

During my spinning class my instructor always states at the beginning that “this is your ride.” During class I can choose how much I want to participate, but the level of participation determines how much benefit I gain. As a participant it is up to me to make the most of our ride. The same is true for your membership with ALA and ALAMN. What you get out of your membership is based on the effort you put in. Both ALA and ALAMN offer a variety of membership benefits that can help you to improve professionally and personally. In order to gain those benefits you have to choose to engage in the ride.

Some of the areas you may want to check out in order to gain the most from your membership benefits include:

- Attend an ALAMN Educational Lunch, next one February 14, 2017 (Cost: \$25.00) [More Information](#)
- Attend the ALAMN Annual Conference on March 7, 2017 (Cost: \$125.00) [More Information](#)

- Attend the ALA Annual Conference in Denver, CO in April (Estimated Cost: \$2,500) [More Information](#)
- Read the Legal Management monthly digital educational magazine
- Join an ALA Online Community in order to network with other ALA peers
- Attend a meeting or join a list serve for your specialized area
 - » Human Resources (Kelly - kthaemert@hjlawfirm.com or Kim - khansen@briggs.com)
 - » Small & Medium Firm (Jessica - jgerhardson@mmlawfirm.com or Kim - kpepera@eckbergglammers.com)
 - » Facilities Management (Michelle - mbrauch@fredlaw.com or Kelly - kthaemert@hjlawfirm.com)
 - » Financial Management (Julie - jzierden@foley-mansfield.com)
 - » Large Firm (Tracey - tskjelveland@merchant-gould.com)
 - » Systems and Technology (Craig - cwilson@winthrop.com)
 - » Legal Project & Knowledge Management, Pricing and Process Improvement (Adam - ABarvels@RobinsKaplan.com or Bree - bree.johnson@stinsonleonard.com)
 - » Intellectual Property (Val - vstuder@dbclaw.com or Susan - sutton@ptslaw.com)
- Attend a webinar. ALAMN covers the costs of these webinars. The webinars are on the ALAMN Event Calendar on the website.
- Participate in a Community Service project

As I finish my last President’s Column I am thankful for the chance to serve in this capacity. I am reminded that when I joined ALA in 2008 I never dreamed that one day I would be the President of the chapter. This opportunity has truly been a rewarding experience for me. Thank you for giving me this opportunity.

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PLEASE WELCOME THE FOLLOWING NEW ALAMN MEMBERS:

Mary Eiden
Director of Finance
Merchant & Gould, PC

Mikalyn Kieffer
Office Manager
Roeder Smith Jadin, PLLC

Caitlin Niedzwiecki
HR/Marketing Specialist
Foley & Mansfield, PLLP

CONGRATULATIONS TO ALAMN'S NEWEST CERTIFIED LEGAL MANAGERS!



Kelley Thaumert, CLM
Firm Administrator
Hellmuth & Johnson



Teresa Reiner, CLM

A COMPLETE LIST OF ALAMN MEMBERS WHO HAVE EARNED THE CLM DESIGNATION can be found on our website at <http://www.ala-mn.org/alamn-member-clms>.

ALAMN General Meetings *Mark Your Calendars!*

Tuesday, February 14, 11:30 a.m. at Nilan Johnson Lewis, PA

Topic: "Building Cultural Competency in Your Organization"

Speaker: Mariel Piilola, Vice Chair of the ALA Committee on Diversity and Inclusion

We hope you can join us! Please watch the News Blasts and Website for more information to come.

"MMA's team of consultants continues to go above and beyond to make sure that our coverage is tailored to meet our needs."
Controller at a prominent Twin Cities law firm

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WAVES OF CHANGE

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March 7, 2017
Hyatt Regency Minneapolis

Date: March 7, 2017

Location: Hyatt Regency Minneapolis

Connect with fellow ALAMN members, enrich your knowledge from great education sessions and check out new products/ideas from our Business Partners.

Morning keynote speaker will be Theresa Rose. "Cannonballs in the Pool: Charging Through Change with Guts and Gusto"

AM Breakout Sessions:

- "Manage Your Time Without Losing Your Mind" – **Theresa Rose**
- "60 Legal Tech Tips, Gadgets and Websites in 60 Minutes" – **Debbie Foster**
- "Leading Across Differences" – **Val Jensen**

PM Breakout Sessions:

- "Technology: Slave or Servant – Time, Task Document & Email Management Own your technology – Don't let it own you!" – **Debbie Foster**
- "Employee Absences, Restrictions and Accommodations" – **Ashley Thronson**
- "Theory of Constraints - Gaining leverage in professional services" – **Bruce Lach**

Registration is open.

Fill out your Prize card and be eligible for prizes from our Business Partners.

Vote for your favorite Business Partner booth.



Theresa Rose

PROGRAM SCHEDULE:

8:00 – 8:45 a.m.	Registration and Breakfast	12:30 – 1:30 p.m.	Lunch
8:45 – 10:15 a.m.	Welcome & Keynote	1:30 – 2:45 p.m.	Exhibit Hall and Refreshments
10:15 – 11:15 a.m.	Exhibit Hall and Refreshments	2:45 – 4:00 p.m.	P.M. Breakout Sessions
11:15 – 12:30 a.m.	A.M. Breakout Sessions	4:00 – 5:30 p.m.	Reception

KNOW YOUR LEGAL JARGON

Mens Rea – Latin for "guilty mind"

One of the requirements for a crime to be committed, the other being *actus reus*, the guilty act. This essentially is the basis for the notion that those without sufficient mental capability cannot be judged guilty of a crime.



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COMMUNITY SERVICES COMMITTEE - BLESSING BAG RECAP

Thank you to all who donated goods and cash towards blessing bags for Avenues of Homeless Youth. On December 6, ALAMN volunteers enjoyed a pizza lunch and filled 60 bags to the rim.

The organization was very grateful to receive these bags and wrote a nice note of appreciation. Together, we *Make the Difference!*



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BUILDING A WINNING CULTURE – IT’S MORE THAN A PAY RAISE

By Bridget Martini, Innovative Office Solutions

Have you ever taken a step back to assess your company culture? According to Deloitte, research shows that culture has become one of the most important facets of retaining top talent in the workplace and is an iconic element for job seekers. Culture is a complex phenomenon based on a set of behaviors, values, artifacts, reward systems and rituals that make up your organization. As soon as you step foot into an office space, culture becomes evident by employee behavior, enthusiasm, and the space itself. It can be defined as “what happens when nobody is looking.” Company culture is pre-existing. It is not a trait that an employee brings to the table – it is the DNA that runs the business, and more and more companies are making it a key factor in the retention and attraction of top-tier talent. It is more than health insurance or a pay raise. It is about designing a culture that results in an engaging environment where visitors feel the energy and employees are empowered to succeed. Here are some ideas to enhance company culture and boost morale in your workplace.



Design an Aesthetically Appealing Environment

In other words, the way a workspace is designed to accommodate the needs of employees can tremendously impact company culture. There has been drastic change in the world of workplace design. The traditional desk and chair in a high paneled cubicle with minimal color is on the downward spiral, while collaborative, flexible, and multipurpose workspaces accompanied by bright pops of color have paved their way into new work environments. Designing a foundation that breeds employee engagement is crucial as culture continues to stay at the forefront.

Healthy Workplace = Happy Workplace

From company workouts to an employee walking challenge for some friendly competition, providing a healthy work environment is a must for all employees. With flu season in full swing, convenience your team with “flu shot day” in the office. Encouraging healthy behavior in the workplace can reduce absenteeism and insurance costs and increase productivity, morale, and employee engagement.

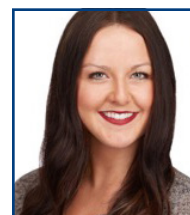
Make your workplace FUN

Work should be challenging, fulfilling, and very importantly – FUN! Since you spend a majority of your time, well, working, the environment in which you surround yourself should be fun. From company parties to team building exercises, make sure FUN is in the vocabulary of your office.

Open Company Culture

Relationships and open communication between company leaders and employees may be more important than you think! According to a survey conducted by 15Five, 81% of employees would rather join a company who values open communication than other benefits. Set the tone in your office by starting at the top. If company leaders take the time to build relationships with employees and model the importance of open communication for all, it can go a long way in enhancing company culture. Whether it is a small group meeting or a large company function, sharing goals, updates and financial reports with employees is extremely important.

Yes, health packages, employee bonuses, and paid time off are all elements to take into consideration when developing company benefits and compensation plans, but be mindful of your company culture, it is truly a benefit too!



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BUT WAIT, THERE’S MORE!

By Katherine Hubbard, Madigan, Dahl & Harlan, P.A.

Have you ever received a request from your managing partner for an alternative fee agreement form that she can use for a new client – in the next hour? Does the thought of finding unique and fantastic ways to show appreciation for your firm employees for staff appreciation make you groan inwardly? When you take a day off, does your email inbox explode as if you were the hottest thing on Match.com? Have you ever been kept awake at night with thoughts of how to balance a budget that has increased expenses and reduced revenue? If you answered yes to any of the above questions, then have we got a deal for you! For a small annual fee, equal to the cost of a great bottle of wine, you can have the answers to these and many other questions. All you need to do is belong to the ALAMN.

Belonging, either individually or collectively, to a group is a universal desire. Do you know why? Because that overused saying about strength in numbers is true. Belonging to the ALAMN has incredible benefits to its members and their firms. In addition to answers to your critical issues like the ones above, here is a short list of some of the benefits of belonging to ALAMN: **Education, Educational Conference, Professional Resource, Industry Trend Watching, Member Newsletter, Annual Salary and Benefits Survey, Member Directory, Member Placement Service, Networking.**

But wait, there’s more! Yes, not only will you personally and professionally benefit from membership in the ALAMN, but you may even experience the desire to become more involved. This phenomenon is often called membership engagement. ALAMN has many opportunities for you to experience membership engagement. You can become a member of one of the many incredible committees or special interest groups (SIGs). They include: **Business Partners and Conference Committee, Communications, Community Service, Compensation and Benefits, Diversity and Inclusion, Membership, Educational Programming, Large Firm, Human Resources, Small and Medium Firm, Facilities, Finance, Systems and Technology, Intellectual Property, and Legal Project & Knowledge Management, Pricing and Process Improvement.**

Personally, my membership in the ALAMN has been nothing short of miraculous. When I first moved to law firm management, I was full of drive but had no map. I was fortunate to find the ALAMN and direction on how to succeed. The ALAMN has provided me with fantastic peers who are sources of incredible amounts of information and act as wonderful sounding boards. I have access to national databases of forms, whitepapers, webinars, and educational programming that enhances, increases, and improves my performance for my firm. I have the great fortune to have made friends that make me laugh, listen to my lamentations, and remind me that I am not alone. Being in law firm management can often leave you feeling like the lone inhabitant on a desert island. But you are not alone, there is an oasis created just for you. It’s called the ALAMN.

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DEVELOPING INITIATIVES

By Jeff Gau, Marco

It's nearing the end of planning season here at Marco for fiscal year 2017, which reminded me of what separates a good year from one that goes down in the record books. Most people would say a great year is exceeding their sales and profit goals. This is a really good indicator, but we do need to know how and why it happened. It takes intention - and more importantly execution.

I believe we are a high-performing growth company because of our ability to identify and execute on key initiatives every year. That is why we start our strategic planning process three months before the new fiscal year begins.

This starts with our executive leadership team. We ask each team member to share 3-5 possible corporate initiatives for the coming year. Together, we determine our top five priorities and have agreed to include a sixth on customer satisfaction every year as a reminder of our commitment to keep our eye on this important metric.

We then ask each department to identify their own top five initiatives that support our corporate strategies when applicable. I personally meet with all of the department stakeholders to review their divisional plans. The outcome is a comprehensive business plan that guides us through the upcoming year.

Here is what has worked for us when developing our initiatives:

- **Do not get hung up on doing it by "the book."** There are many versions of what a good business plan looks like. This is where organizations sometimes overcomplicate things. It is not rocket science – we are simply documenting and committing to what we are going to accomplish in the new year. Create a process that works for you.

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DEVELOPING INITIATIVES - CONTINUED

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- **Focus on the verbs.** Words do matter and specifically the verbs we use to describe the action we are going to take. Evaluate, select, develop, and implement are key action words that we use to indicate what we intend to accomplish. Not every initiative needs to be about full implementation.
- **Prioritize the ideas.** Often we look at a list of 20 potential initiatives that all look pretty good. While we want to execute them all, we cannot. Not all ideas qualify as being strategic. However, they still might be important, so we document some of these as "tasks." The goal here is to make sure your priority items are focused on, your tasks are documented, and others just will not make the cut.
- **Clarify, communicate, and track.** We keep the statements simple and include a few bullet points under each initiative to further clarify our intentions. Then we share and explain our initiatives with Marco leadership at our annual strategic planning meeting and ultimately with all employees. We review and report progress on every initiative at least quarterly.

In case you are wondering what we have committed to in 2017, here are our corporate initiatives:

- Develop and execute a plan to replicate Marco's culture and brand in all regions.
- Develop and execute a plan to initiate IT services in acquired markets and accelerate in target regions.
- Create a leadership development plan that supports our growth strategy.
- Analyze and define a strategy to profitably grow the video business unit.

- Develop a 3-year IT services roadmap to include: technology, market price, focus regions and delivery cost.
- Achieve customer satisfaction at 90 percent or higher in all solution categories.

Our strategic planning process has worked well for us. I feel good about starting the year with a guidebook that we can follow to drive results.



Author Bio:

Jeff Gau is CEO of Marco, a technology services company founded in 1973. Jeff served in the United States Air Force and is a University of North Dakota graduate. He joined Marco in 1984 as a sales representative and held various management positions before he became president in 2004 and CEO in 2006. He believes in high performance, sustaining a fun workplace and keeping score. Jeff was named a Most Admired CEO by Minneapolis/St. Paul Business Journal in 2016 and the EY Entrepreneur of the Year for the Upper Midwest in 2015.

Community Involvement: Minnesota Chamber of Commerce Board Member, Sharp National Dealer Council Board Member, Cisco Channel Advisory Board Member, CentraCare Foundation Finance Committee, CentraCare Health Executive Compensation Committee, Greater St. Cloud Economic Development Corporation Board of Advisors and Stearns-Benton Workforce Council Board Member.

About Marco:

Marco was founded in 1973 and serves customers nationally with offices in Minnesota, Illinois, Iowa, Missouri, Nebraska, North Dakota, South Dakota, and Wisconsin. Marco specializes in copiers/printers, business IT services, cloud services, managed services, telecom carrier consulting services, phone systems, document management, and audio/video systems. Learn more at marconet.com.



GET TO KNOW YOUR BOARD

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Tell us about something you remember from the first ALAMN meeting or social event you attended.

Sarah Didrikson, President:

My first social that I attended was the St. Paul Saints game in July of 2009. I remember the event as being a really great way to spend time getting to know other members as well as having fun watching the Saints play.

Sarah Evenson, JD, MBA, President-Elect:

My first ALAMN event I remember how much fun everyone was having and how welcoming everyone was!

Katherine Hubbard, Past President:

The first social I went to I met my mentor Michele Brauch. She made me feel welcomed and included. As some of you may know, I am not a shy person, but that individual effort on her part made me feel connected to the group. So, you can thank or curse Michele for her great efforts on networking that began the ripple effect of my involvement in the world-famous ALAMN.

Laurie Greenberg, SPHR, Administrative Director:

My fondest recollection of my first ALAMN meeting was feeling in awe of being surrounded by so many successful and talented legal professionals. The atmosphere was

Abby Rooney, PHR, SHRM-CP, Communications Director:

The first time I attended a meeting I remember being very impressed with the members. Everyone seemed so credible, and so confident in their roles. I was immediately glad to be a part of such an esteemed group that supports one another in the field.

Philip Rush, CLM, Finance Director:

I started attending the Finance SIG before it was a part of ALAMN so my first memory is a bit hazy. However, the first annual conference that I attended was more recent and therefore easier to recall. The conference was a great experience. The educational sessions, chances to meet others in my position, and the ability to discuss different ideas about my firm and job were all extremely valuable to me.

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