



Calgary (CALA)

A Chapter of the Association of Legal Administrators

August 2010

**September 30 - October 2, 2010
Hard Rock Hotel - San Diego, CA**



Prepare to “*ROCK Your Education*,” September 30-October 2 at the ALA Region 5&6 Conference & Expo at The Hard Rock Hotel in San Diego.

The conference will begin with a rousing keynote address featuring Sarah Reinertsen who speaks of courage and overcoming adversity. Ms. Reinertsen is the first female above-knee amputee to complete the Hawaii Ironman Triathlon. You may recognize her from the reality show *The Amazing Race season 10*.

Following the keynote address, a Welcome Reception will begin featuring a silent auction and “Couture for a Cause,” a fun and lively charity fashion show. This event will showcase models from participating organizations with proceeds benefiting children’s charities.

Overall, more than 20 educational sessions will provide necessary and current information for administrators and others in the legal industry.

Also featured is a 5K Fun Run/Walk so that you can “rock and roll” your way around San Diego with your ALA colleagues.

If you are planning to attend the Regions 5 & 6 Conference & Expo you can register online at alanet.org.

The CALA executive board is thrilled to announce that each CALA member who attends the conference will be eligible for a \$300 reimbursement.

Registration for the conference is now open. Once you have registered, submit your confirmation to Patti Sinclair who will then cut you a cheque for \$300.

We hope to see you in San Diego!

Leadership vs. Management

By Carole Sheets

Reprinted with permission from The Network, the newsletter published by the South Florida Chapter of the Association of Legal Administrators, June 2008

For many years scholars have questioned the difference between leadership and management. Some link leadership closely with the idea of management, some regard the two as synonymous, and others consider management a subset of leadership. It is an important question since leadership affects an organization's productivity, and because both leaders and managers have to choose leadership styles. While most people may be both a leader and a manager, the biggest difference is the way leaders motivate the people who follow them.

Some say leaders are born with traits that make them different. Others say leadership comes with the position in an organization, not with the person. Still others say leadership depends on the situation and some theories state that people's behaviours, not traits, make them leaders.

Some of the qualities that people often associate with good leaders include:

- Leading by example (role models) in accordance with their values
- Creating a vision to others (followers) in such a way that the followers adopt the vision as their own
 - Motivating people by satisfying basic human needs
 - Inspiring achievement and energizing people
 - Coaching followers, creating self-leaders and empowering them
 - Continually seeking improvement in their methods and effectiveness
- Being accountable for their actions and holding others accountable for theirs
 - Involving their workers by seeking their views
 - Being clear on expectations and providing feedback on progress
- Showing tolerance of people's differences and dealing with the issues fairly
 - Recognizing people for their contributions and performance
- Weighing alternatives and then being resolute in the decisions they make

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Overall good leaders have inspiring visions, are concerned about substance, and realize that achievements come through the goodwill and support of their followers. On the other hand, some view managers as planners who have concerns with process and tasks and may not realize the goodwill of their workers.

One commentator, Warren Bennis, drew twelve interesting distinctions between managers and leaders:

- Managers administer, leaders innovate
- Managers ask how and when, leaders ask what and why
 - Managers focus on systems, leaders focus on people
 - Managers do things right, leaders do right things
 - Managers maintain, leaders develop
 - Managers rely on control, leaders inspire trust
- Managers have a short-term perspective, leaders have a longer-term perspective
 - Managers accept the status quo, leaders challenge the status-quo
- Managers have an eye on the bottom line, leaders have an eye on the horizon
 - Managers imitate, leaders originate
 - Managers emulate the classic good soldier, leaders are their own person
 - Managers copy, leaders show originality

Regardless of whether a clear distinction between leadership and management is ever made, an effective leader should demonstrate management skills and an effective manager should possess leadership skills. Both leadership and management are imperative for an organization's overall success.

Are you a leader, manager or both? Do you have clearly defined convictions and the courage of your convictions to see them manifest into reality? In my humble opinion, leaders are not made or born; being a leader is a choice – a belief in and commitment to everything that is good and noble within you.

Annual CALA Golf Tournament – Sundre – June 22, 2010

- Thanks to all who attended this year's tournament -

The winners of the prestigious Pitney Bowes Trophy are:

Paul Deadman, Diana Pahl, Thomas Vo and Catina Aronson
who golfed an impressive 85!





10 Things Never To Put In Email



- **"I could get into trouble for telling you this, but..."**
- **"Delete this email immediately."**
- **"I really shouldn't put this in writing."**
- **"Don't tell so-and-so." Or, "Don't send this to so-and-so."**
- **"She/He/They will never find out."**
- **"We're going to do this differently than normal."**
- **"I don't think I am supposed to know this, but..."**
- **"I don't want to discuss this in e-mail. Please give me a call."**
- **"Don't ask. You don't want to know."**
- **"Is this actually legal?"**

If you find yourself typing one of these phrases, perhaps you should delete the entire email.

Member Profile

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Sylvie Ladriere
Osler, Hoskin & Harcourt LLP



How did you hear about CALA?

I learned about CALA upon joining Osler in my current position.

What do you hope to gain through your membership with CALA?

Additional resources, support, networking, building relationships.

What are some of the daily challenges you are currently facing in your firm?

Balancing the needs and expectations of the staff.

What was the best career advice you received that you would share with others?

“Do your best everyday because that’s all you can do”

What would we be surprised to know about you?

That I would have loved to be a professional photographer.

What do you do for fun?

I Like to practice Yoga/Pilates, hiking, read and photography and I love to host dinners.



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2010/2011



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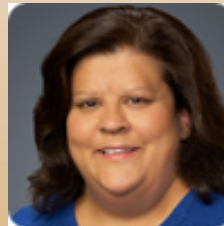
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Our Mission Statement:

CALA assists its members in acquiring skills for effective law office administration, and supports its members to achieve their goals and aspirations in a fulfilling and rewarding environment.