



Materials for Presentation

**Legal Services Corporation
Board of Directors/Provisions Committee**

January 19, 2007
Washington, DC

LIST OF PARTICIPANTS

LSC Leadership Mentoring Pilot Program

List of Participants

PROTÉGÉS

Aida Ann Zaragoza

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(San Antonio, TX)

Alison Paul

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Montana Legal Services Association
(Helena, MT)

Anthony Young

Managing Attorney
Community Legal Services, Inc.
(Yuma, AZ)

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Bay Area Legal Aid
(Livermore, CA)

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Legal Aid of East Tennessee
(Cleveland, TN)

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Statewide Legal Services of Connecticut
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Southeastern Ohio Legal Services
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Georgia Legal Services Program
(Waycross, GA)

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Supervising Attorney
Legal Services of New York City
(New York, NY)

Thomas Mlakar

Supervising Attorney
The Legal Aid Society of Cleveland
(Cleveland, OH)

MENTORS

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Chief Executive Officer
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Legal Aid Society of Northeastern New York, Inc. (Albany, NY)

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Legal Aid of North West Texas
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Professional Technical Assistance, LLC.
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Donald Isaac

Executive Director
Florida Rural Legal Services, Inc.
(Ft. Myers, FL)

Allison Thompson

Executive Director
Three Rivers Legal Services, Inc.
(Gainesville, FL)

Joan Howard

Chief Counsel
Legal Aid and Defender Association, Inc.
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¹ In November 2006, Mr. Lescault joined the staff of LSC's Office of Program Performance as a Program Counsel.

PILOT PROGRAM DESCRIPTION

LSC LEADERSHIP MENTORING PILOT PROGRAM

DESCRIPTION

August 11, 2005

Program Goals

The development and implementation of the LSC Leadership Mentoring Pilot Program, a research and demonstration initiative, will enable LSC:

- 1) To develop and evaluate mentoring and leadership development models that can be replicated and used by individual LSC programs in furtherance of providing quality legal services.
- 2) To foster a recognition and commitment among legal services programs boards of directors and management, that the program and its clients ultimately benefit from the deliberate nurturing and cultivation of diverse staff to increase the leadership capacity within programs.
- 3) To design and implement a mentoring and development model that will provide successful candidates the knowledge, skills, exposure, and analytical abilities to become a diverse corps of future leaders in the legal services community.

Program Objectives

Goal 1 Objectives:

- LSC will research and obtain information needed to develop a model leadership and mentoring program for training a diverse corps of future leaders which may be replicated, modified and used by LSC programs in the future.
- LSC will build the leadership mentoring models on core competencies and principles of leadership, and will, on an ongoing basis, evaluate their effectiveness in leadership development.
- LSC will identify challenges to developing diverse leadership that a mentoring program cannot effectively address, and identify strategies that might address those challenges.

Goal 2 Objectives:

- LSC will highlight the importance of developing principles of leadership and implementing strategies to cultivate and encourage future leaders.
- LSC will encourage participation in available leadership development programs (e.g., an LSC program, programs conducted by other entities) and encourage grantees to undertake their own efforts in leadership development and mentoring.
- LSC will support diverse leadership within LSC programs.

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Goal 3 Objectives:

- LSC will help foster mentoring and peer relationships that enable the LSC Leadership Mentoring Pilot Program participants to develop leadership skills which participants can use to benefit LSC and the national legal services community.
- LSC will encourage participants and similarly situated staff in other LSC-funded programs to seek leadership opportunities within the national legal services community and thereby strengthen LSC's national delivery system.

Program Description

General

In consideration of the goals and objectives previously outlined, the LSC Leadership Mentoring Pilot will seek to examine and evaluate the benefits and impact of mentoring relationships. The LSC Leadership Mentoring Pilot Program will seek to use appropriate technology to provide a range of opportunities for mentors and protégés to interact. Participants will benefit from collaborative learning through several mentoring events, including training events, brainstorming opportunities and mentoring relationships. These mentoring relationships will include traditional individual mentoring and group mentoring based on substantive skill development.

Over the course of the LSC Leadership Mentoring Pilot Program, the mentoring pairs will be studied. Successful applicants will build one-on-one mentoring relationships as well as have opportunities to engage in full group mentoring relationships. An on-going analysis of the combined model using traditional one-on-one and group mentoring relationships will be conducted.

Mentoring Events

1) Orientation

An orientation session will be scheduled for all mentors and protégés. During this one-day orientation session, mentors and protégés will be provided an opportunity to provide LSC with their views on leadership development, and their expectations regarding the LSC Leadership Mentoring Pilot Program. Other types of pre-evaluative data related to leadership mentoring will be gathered from participants by the LSC Leadership Mentoring Pilot Program's evaluation team.

The orientation session will provide participants with a general overview of leadership, and the importance of effective mentoring as a tool for developing a culture of inclusion. A critical component of this orientation session will be a thorough review by LSC of the guidelines and procedures governing the implementation and evaluation of the LSC Leadership Mentoring Pilot Program, including the responsibilities of all participants.

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Based on data gathered by LSC during the application process, protégés will be assisted in the mentor matching process. Each protégé will be matched with a primary mentor as well as secondary mentors who will provide mentoring in various areas of expertise within the group.

2) *Training and Curriculum*

LSC, in collaboration with its national partners, will provide participants with at least three training events. These will be held in conjunction with the 2005 NLADA Annual Conference, the 2006 MIE Managers in the Middle Conference, and the 2006 NLADA Annual Conference. Other training opportunities related to leadership and management development presented by MIE or NLADA may be added. These training events will specifically address leadership skills, and the curriculum will focus on areas such as:

- Professional development and leadership skills
- Effective communication
- Creating organizational vision
- Strategic thinking and decision-making
- Building consensus, team building and motivation

Other management-specific curriculum elements include:

- General grantee program supervision, including fiscal and compliance management
- Board governance, including board development and relationship building
- Cultivating community partnerships
- Human resource issues
- Program and resource development
- Ensuring quality in the delivery of legal services

3) *Individual Mentor/Protégé Relationships*

Protégés will have an opportunity to develop and sustain a relationship with a selected mentor. Generally, protégés can expect that mentors will provide confidential coaching, feedback, counseling, and professional development opportunities. Mentors and protégés will experience in-person meetings as appropriate, and will be in regular contact via email, listservs, telephone, and other means.

The basis for interaction and goals of the mentoring relationship will be clearly defined by a mentoring plan developed by the protégé and the mentor. As outlined in this document, each mentoring pair will provide specific information to the program's coordinator and/or evaluator at pre-designed stages of the LSC Leadership Mentoring Pilot Program. Mentoring agreements will be provided and executed to guide these interactions and to clearly delineate the purpose and the scope of the mentoring relationship.

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4) *Group Mentoring and Interaction*

Another component of the LSC Leadership Mentoring Pilot Program is the availability of a group mentoring panel based on the specific substantive needs of selected protégés. Protégés will have an opportunity to interact with all of the mentors. Issues or projects deriving from the mentoring work plan will require tapping into the expertise available from the mentoring panel. These occasions will be planned and coordinated by the LSC Leadership Mentoring Pilot Program coordinator so that all participants are offered opportunities for interaction. These sessions will also be evaluated to gauge the overall effectiveness of the group mentoring relationships and the impact of lessons learned.

LSC Leadership Mentoring Pilot Program Implementation

Basic Features

1) *Participants*

The LSC Leadership Mentoring Pilot Program will consist of 10 mentors and 10 protégés.

2) *Length of the LSC Leadership Mentoring Pilot Program*

The LSC Leadership Mentoring Pilot will have duration of 18 months.

3) *LSC Leadership Mentoring Pilot Program Oversight and Staffing*

The LSC Leadership Mentoring Pilot Program will be staffed by an LSC staff coordinator who will work closely with LSC management and the LSC Leadership Mentoring Pilot Program Committee to oversee:

- The LSC Leadership Mentoring Pilot Program's application and selection processes
- Coordination of committee meetings and assignments
- Planning and logistics for protégé and mentor orientation and training events
- Coordination and implementation of the training curriculum
- Coordination of the LSC Leadership Mentoring Pilot Program's evaluative process, and working with evaluators to provide to the LSC Leadership Mentoring Pilot Program Committee a full report of the LSC Leadership Mentoring Pilot Program's findings and recommendations

4) *Committees*

- **LSC Leadership Mentoring Pilot Program Committee** – The LSC Leadership Mentoring Pilot Committee will provide input to LSC regarding design, implementation and evaluation of the LSC Leadership Mentoring Pilot Program. The LSC Leadership Mentoring Pilot Program Committee will include LSC staff.

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- **Ad Hoc Working Groups** – Ad Hoc Working Groups will be designated as necessary to work on discrete tasks and develop specific criteria as LSC moves through the process of establishing the LSC Leadership Mentoring Pilot Program. To date, Ad Hoc Working Groups have included Criteria Development, Application Development, and Evaluation. The role of the Ad Hoc Working Groups is to develop and/or refine elements of the LSC Leadership Mentoring Pilot Program for presentation to the LSC Leadership Mentoring Pilot Program Committee. Ad Hoc Working Groups will be drawn from the LSC Leadership Mentoring Pilot Program Committee, other LSC staff, and may have participation from outside LSC.
 - **Curriculum Subcommittee** – The Curriculum Subcommittee will design and develop the curriculum for each training event in collaboration with NLADA and MIE. The Curriculum Subcommittee will be drawn from the LSC Leadership Mentoring Pilot Program Committee and will also have participants from NLADA and MIE.
 - **Screening Subcommittee** – The Screening Subcommittee will make recommendations to LSC on the mentors and protégés to be selected to participate in the LSC Leadership Mentoring Pilot Program. The Screening Subcommittee will be a broad representative group. NLADA, MIE, the ABA and the National Association of IOLTA Programs will each appoint two members to the Screening Subcommittee. LSC will appoint two members of the Leadership and Diversity Advisory Council (see below) as well as two LSC staff members to participate in the Screening Subcommittee. The Screening Subcommittee will be provided with specific criteria to be considered in selecting mentors and protégés.
- **Leadership and Diversity Advisory Council (LDAC)** – LDAC will be the advisory group to the LSC Leadership Mentoring Pilot Program Committee. LSC will make appointments to LDAC to include representatives from LSC and other organizations selected by LSC.

Participant Eligibility and Selection Criteria

Specific criteria will be used to select participants for the LSC Leadership Mentoring Pilot Program. Participating protégés must be attorneys currently employed by an LSC program. Mentors may be executive directors or other staff with leadership and management experience and qualifications. Protégés must have at least 5 years of experience as an attorney in a legal services program or similar public interest program.

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Mentors must have at least 10 years of experience as a senior manager in a legal services program.

Particular consideration will be given to the following criteria in selecting mentors and protégés.

- Achieving the overall goal of the deliberate cultivation of a diverse, trained and prepared corps of high quality leaders in the legal services community
- The leadership potential demonstrated by protégé applicants and the extensive experience and leadership acumen demonstrated by mentor applicants
- The level of commitment of protégé and mentor applicants to the mission of LSC¹ and to the client communities their programs serve, and their ability to commit time to the LSC Leadership Mentoring Pilot Program
- Protégé applicants must have the approval of their program's executive director
- Mentor applicants who are not executive directors must have the approval of their program's executive director
- Mentor applicants who are executive directors must have the approval of their program's board chairperson

Protégé applications will be reviewed first so that information gathered about any specific needs of the protégés may be considered for selecting mentors to participate in the LSC Leadership Mentoring Pilot Program.

LSC Leadership Mentoring Pilot Program Evaluation

LSC is undertaking the LSC Leadership Mentoring Pilot Program to research and potentially address the need to develop a diverse core of leaders in the legal services community. It is expected that the evaluation will generate the data LSC requires to assess the extent to which and ways the LSC Leadership Mentoring Pilot Program can support the development of diverse leadership in the legal services community. In particular, if the LSC Leadership Mentoring Pilot Program demonstrates the effectiveness of a mentoring program, it will provide the information needed to develop a model leadership and mentoring program to be used by local programs in training future leaders.

Mentors and protégés will be evaluated throughout the LSC Leadership Mentoring Pilot Program. Different aspects of the individual, group and combined mentoring models will be analyzed to examine effectiveness of the combined leadership mentoring model. Specific elements of the LSC Leadership Mentoring Pilot Program, such as the use of technology and distance learning, will be evaluated as well.

¹ As defined by the LSC Act, this mission is to “promote equal access to the system of justice and improve opportunities for low-income people throughout the United States by making grants for the provision of high-quality civil legal assistance to those who would be otherwise unable to afford legal counsel.”

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The evaluation design will use at a minimum, multiple research methods including in-depth interviews, surveys,² and the analysis of administrative data to generate data from a variety of sources. The evaluation will also incorporate appropriate comparative and longitudinal data.

The analysis will provide data at four stages of the 18-month pilot period – at the first group session, after each of the two succeeding group sessions and at the conclusion. It is expected that data will continue to be collected at regular intervals after the LSC Leadership Mentoring Pilot Program conclusion.

² The identities of individuals who provide specific information through evaluation surveys or interviews will remain confidential. Only the evaluation staff will have access to this information.

LSC CORE COMPETENCIES OF LEADERSHIP

LEGAL SERVICES CORPORATION

Core Competencies of Leadership

AN EFFECTIVE LEADER:

- ◆ Possesses unquestioned integrity and adheres to the highest ethical and professional standards
- ◆ Develops, articulates and implements a vision for the organization
- ◆ Champions an models inclusiveness and respect within the organization and externally
- ◆ Develops leadership in others at all levels of the organization
- ◆ Communicates effectively to achieve organizational goals
- ◆ Strategically aligns the vision and core values with organizational goals.
- ◆ Collaborates with partners to further the goals and objectives of the organization.
- ◆ Welcomes change and effectively addresses the challenges of uncertainty
- ◆ Is creative and willing to try new ideas.

LIST OF ACTIVITIES

LSC Leadership Mentoring Pilot Program

List of Activities

To accomplish the major goals and objectives of the Leadership Mentoring Pilot Program, mentors and protégés participated in discussions about the history and development of the national legal services delivery system, a broad range of leadership principles, selected management skills and self-awareness tools. Along with the private discussions between individual mentors and their protégés and work on the special private attorney involvement project, much of the learning occurred in a group context. The following list, extracted from Group Session Agendas, reflects the major topics that were explored with participants.

<u>Date</u>	<u>Description of Activity</u>
November 14-16, 2005	<p><i>Mentor Orientation</i> The Elements of Mentoring Coaching Persons of Diverse Backgrounds</p> <p><i>Mentor and Protégé Group Sessions</i> History of Legal Aid – “The Quilt Exercise” Workshop on <i>Leadership Practices Inventory</i> Presentation on Defining Leadership Presentation on Defining Mentoring Presentation on Teambuilding Teambuilding – “The Survivor Exercise”</p>
December 2005	<p><i>Online Webcam Training (3 sessions)</i></p>
March 8-11, 2006	<p><i>Mentor and Protégé Group Sessions</i> Financial Management Sessions I & II Private Attorney Involvement Plan Project Assignment</p> <p><i>Leading from the Middle, Management Information Exchange’s (MIE) Biennial Conference for Legal Services Managers</i></p>
October 19, 2006	<p><i>Telephone Training on the Application of LSC Performance Criteria</i></p>
November 6-8, 2006	<p><i>Mentor and Protégé Group Sessions</i> Private Attorney Involvement Plan Presentations Leading from a Different Perspective Workshop on Board Relations Workshop on Management Workshop on Resource Development Quality Conversation with Helaine Barnett <i>360° /Leadership Practices Inventory</i></p>

**LIST OF RESOURCES AND MATERIALS PROVIDED TO
PARTICIPANTS**

LSC Leadership Mentoring Pilot Program

List of Resources and Materials Provided Participants

Among the many responsibilities of leadership are the responsibilities to be well-read, open to new ideas, and constantly acquiring new skills. As part of the LSC Leadership Mentoring Pilot Program, LSC wanted to expose mentors and protégés to resource materials that would become a part of their developing leadership/management libraries. These materials were carefully selected for the Pilot and several were used in the training sessions. Additional articles and a recommended bibliography were included in training notebooks distributed to all participants.

Books

ABA Standing Committee on Legal Aid and Indigent Defenders. *Innovative Fundraising Ideas for Legal Services*. American Bar Association. 2004

Brown, Cheri R. and Mazza, George J. *Leading Diverse Communities*. National Coalition Building Institute. 2004

Cohen, Norman H. *The Mentee's Guide to Mentoring*. HRD Press. 1999.

Dropkin, Murray and LaTouche, Bill. *The Budget-Building Book for Non-Profits: A Step-by-Step Guide for Managers and Boards*. Jossey-Bass. 1998

Johnson, Brad and Ridley, Charles *The Elements of Mentoring*, Palgrave MacMillan. 2004

Management Information Exchange. *Principles of Leadership in the Legal Aid Community*. 2004

Marquardt, Michael. *Leading with Questions: How Leaders Find the Right Solutions By Knowing What To Ask*. John Wiley & Sons. 2005

Shea, Gordon F. *Making the Most of Being Mentored*, Crisp Publications. 1999

Wilkinson, Michael. *The Secrets of Facilitation. The S.M.A.R.T. Guide to Getting Results With Groups*. Jossey-Bass. 2004

Other Publications

MIE Journal. Volume XX, No. 2 Summer 2006 – Special Focus – Boards: Roles, Responsibilities and Impact

MIE Journal. Volume XX, No. 3 Fall 2006 – Special Focus – Executive Leadership Transitions and Succession Planning

LSC Developed Resources

LSC Core Competencies of Leadership

Training Notebooks with a variety of additional resources, for use in the Group Sessions.