

# THE CAREER OF A LAWYER

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## Creating Success at Each Stage

Friday, November 2, 2018  
9:00 a.m. - 12:00 p.m.

Presented by:  
Oregon Attorney Assistance Program

Qualifies for 1 Practical and 1.5 Personal Management  
Assistance MCLE Credits

World Trade Center  
25 SW Salmon St.  
Portland, OR 97204  
Mezzanines 2,3,4



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# MCLE FORM 1: Recordkeeping Form (Do Not Return This Form to the Bar)

**Instructions:**

Pursuant to MCLE Rule 7.2, every active member shall maintain records of participation in **accredited** CLE activities. You may wish to use this form to record your CLE activities, attaching it to a copy of the program brochure or other information regarding the CLE activity.

**Do not return this form to the Oregon State Bar. This is to be retained in your own MCLE file.**

Name:		Bar Number:	
Sponsor of CLE Activity:			
Title of CLE Activity:			
Date:		Location:	
<input type="checkbox"/> <i>Activity has been accredited by the Oregon State Bar for the following credit:</i>  <div style="text-align: center;">             ____ <b>General</b>              ____ <b>Prof Resp-Ethics</b>              ____ <b>Access to Justice</b>              ____ <b>Child Abuse Rep.</b>              ____ <b>Practical Skills</b>              ____ <b>Pers. Management Assistance</b> </div>	<input type="checkbox"/> <b>Full Credit.</b> <i>I attended the entire program and the total of authorized credits are:</i>  <div style="text-align: center;">             ____ <b>General</b>              ____ <b>Prof Resp-Ethics</b>              ____ <b>Access to Justice</b>              ____ <b>Child Abuse Rep.</b>              ____ <b>Practical Skills</b>              ____ <b>Pers. Management Assistance</b> </div>	<input type="checkbox"/> <b>Partial Credit.</b> <i>I attended _____ hours of the program and am entitled to the following credits*:</i>  <div style="text-align: center;">             ____ <b>General</b>              ____ <b>Prof Resp-Ethics</b>              ____ <b>Access to Justice</b>              ____ <b>Child Abuse Rep.</b>              ____ <b>Practical Skills</b>              ____ <b>Pers. Management Assistance</b> </div>	

**\*Credit Calculation:**

One (1) MCLE credit may be claimed for each sixty (60) minutes of actual participation. Do not include registration, introductions, business meetings and programs less than 30 minutes. MCLE credits may not be claimed for any activity that has not been accredited by the MCLE Administrator. If the program has not been accredited by the MCLE Administrator, you must submit a Group CLE Activity Accreditation application (See MCLE Form 2.)

**Caveat:**

If the actual program length is less than the credit hours approved, Bar members are responsible for making the appropriate adjustments in their compliance reports. Adjustments must also be made for late arrival, early departure or other periods of absence or non-participation.



# **The Career of a Lawyer: Creating Success at Each Stage**

**Friday, November 2, 2018**

## **A.M. Session Agenda**

<b>8:30 a.m.</b>	<b>Registration</b>
<b>9:00 a.m. – 9:50 a.m.</b>	<b>OAAP Introduction &amp; Session - Clarifying Your Career Path through Self-Assessment– <i>Doug Querin, Bryan Welch, Shari Gregory</i></b>
<b>9:50 a.m. – 10:00 a.m.</b>	<b>Break</b>
<b>10:00 a.m. – 11:00 a.m.</b>	<b>Leveraging Your Leadership Strengths – <i>Kirsten Meneghello, JD, PCC</i></b>
<b>11:00 a.m. – 11:10 a.m.</b>	<b>Break</b>
<b>11:10 a.m. – 12:00 p.m.</b>	<b>Success at 5-10 Years Panel – <i>Nathan Morales Jacqueline L. Alarcon Ms. Myah Osher Kehoe Karen Neri, Moderator</i></b>



## Presenters' Biographies

**Kirsten Meneghello, JD, PCC**, is the founder of Illumination Coaching LLC. She partners with companies to provide coaching, training, and development resources to their leaders. She is an ICF-certified coach, facilitator, and award-winning Authorized Partner for Wiley's Everything DiSC® solutions and Five Behaviors of a Cohesive Team™. Kirsten has proven leadership skills from over 20 years of nonprofit and corporate experience. She is a member of the Oregon State Bar, graduated from Georgia State University College of Law, Coach University, and studied broadcast journalism at the University of Florida. [kirsten@illuminationcoaching.com](mailto:kirsten@illuminationcoaching.com)

**Shari R. Gregory, LCSW, JD** is the Assistant Director and an Attorney Counselor with the Oregon Attorney Assistance Program (OAAP). Shari is a graduate of Wurzweiler School of Social Work (MSW 1987) and Rutgers School of Law (JD 1992) and received her Certificate of Business Management from Portland State University (2003) and her license in clinical social work (2010). She is experienced in career and life transition counseling, mental health and trauma counseling, crisis intervention, alcohol and drug counseling and relationship counseling. She worked in indigent criminal defense here in Portland for four years before joining the OAAP staff in 1999. Shari is the OAAP Liaison to the OSB Advisory Committee on Diversity and Inclusion, has served on the boards of the Oregon Women Lawyers, Queen's Bench and the OSB Diversity Section Executive Board. Shari has a passion for helping people and building community.

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**Douglas S. Querin, JD, LPC, CADCI**, works as an Attorney Counselor with the Oregon Attorney Assistance Program (OAAP), where he provides resource referrals and confidential mental health and addiction counseling services to lawyers, judges, and law students throughout the state. Before starting with the OAAP in 2006, he worked as a trial lawyer for over 25 years with a firm specializing in state and federal civil litigation. After leaving active law practice, he obtained his Master's Degree in Counseling, and thereafter, became licensed as a Professional Counselor. He also received his Certification as a Drug and Alcohol Counselor. Doug's experience includes working with stress, anxiety, depression, transition, and alcohol and drug issues as well as facilitating work-life balance and healthy habits workshops for the OAAP. Doug has also served as an Adjunct Professor at Portland State University and George Fox University. He frequently presents at law schools and law firms on a variety of wellness topics.

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**Bryan R. Welch, JD, CADC I**, is an Attorney Counselor with the Oregon Attorney Assistance Program. He is a graduate of Northwestern School of Law at Lewis and Clark College and a Certified Alcohol and Drug Counselor (CADC I). Prior to joining the OAAP staff in 2015, he was in the private practice of law for 12 years, focusing primarily on family law and family mediation. In addition to his work at the OAAP, his experience includes providing drug and alcohol counseling services for a court-mandated DUII treatment program and for a local non-profit working with people impacted by homelessness, poverty, and addiction. As a group facilitator, Bryan leads peer support groups including groups for lawyers practicing law with ADHD, while going through divorce, or while experiencing anxiety and depression. He has been in recovery since 2001.

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503-226-1057 ext. 19

**Karen A. Neri, JD, MA-MCFC candidate**, is an Attorney Counselor with the Oregon Attorney Assistance Program (OAAP). Prior to joining OAAP, she was in private practice, and litigated family law, and personal injury cases. She has provided counsel and representation to families and individuals of lower socioeconomic status, or with some appreciable assets. She is completing her MA in Marriage, Couple and Family Counseling, and pursuing dual licensure as a professional counselor (LPC) and marriage family therapist (LMFT). She has a strong interest in diversity and inclusion, in advocating for marginalized populations, and in social justice. It is in building relationships, bringing harmony to personal lives, and promoting well-being that affirmed her commitment to counseling. In her spare time, she loves being outdoors, especially with her three favorite creatures, her husband, and the most adorable Border Collies you will ever meet, named Riley and Rex.

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# Clarifying Your Career Path through Self-Assessment

Friday, November 2, 2018, 9:00 a.m. – 9:50 a.m.

Shari R. Gregory, LCSW, JD

&

Bryan R. Welch, JD, CADC I

## The Case for Self-Assessment:

Trying to find an appropriate next job/career niche in an organized fashion will help you stay on track with your search. The goal is finding a good fit where you can thrive.

What should you assess? The ingredients for job/career satisfaction are present when the fit works in the following areas:

- **Values**

The most important component of any job is that it is consistent with the things you value about your work and yourself.

- Evaluate using the values card sort exercise which can be found in the *New What Can you Do with A Law Degree* book (pp. 42-48, and Appendix E) or other values lists. Ask:
  - What do I like/value about work?
  - What are my personal values?
  - What do I need to thrive?
- Fits with your personal mission - see attached Mission Statement exercise.

- **Psychological Needs**

- When our psychological needs are being met, we feel comfortable and therefore more like ourselves. We are able to learn, think, grow and be productive. What is challenging is that when a particular need is met we may not notice it as a need at all.
- When a need is *not* being met we will more readily notice. We may feel like we do not belong or are not appreciated. We may feel anxious or unappreciated.
- Writing down what type of support and tools we need to feel whole, healthy and competent can be useful. The *New What Can you Do with A Law Degree* has a great chapter on meeting psychological needs (pp. 49-56).

- **Communication Style**

- Be clear about how you best interact with others, and what you need from them to be successful. For instance, are you at your best when you can bounce ideas off of other people while you are forming them, or do you prefer to have your ideas more fully developed before you share them? Do you prefer being part of a team, or do you need time to work by yourself?
- Personality type assessments like the Myers-Briggs Type Inventory (MBTI™) can help you think about the way you prefer to work with other people.

- **Skills**

Appreciating the skills we have developed can be a challenge in and of itself if we have been working at something for a while.

- Exercise: Look at a work day and job duties from the jobs that you have had. Then decide if the skills are something that you would like to continue to use.
- You may have competencies and skills that you enjoy using, as well as those that you do not enjoy as much.
- Look for transferrable skills.

- **Career Subject Matter Interests**

- When we are searching for a job you may be very motivated by subject matter and your passions. Or, you might not have a clear idea of what subject matter interests you.
- It is important to not just look at the subject matter but to inquire if your workplace values will be met.
- Many people enjoy the subject matter but do not enjoy the job because their workplace values are not satisfied, and vice versa.

- **Workplace Environment**

Evaluate the jobs you have had and what you liked about each job. What type of people were there? Was it big/small office? Formal or informal? Structured or not? How far are you willing to commute? Does the location matter lots? Do you need a window and a door that closes? Consider environmental factors prior to taking a job.

# Ideal Job Grid

	Must Have	Must Avoid
<b>Interests</b>  (subject matters)		
<b>Skills</b>  (things you do)		
<b>Values</b>  (what makes the work meaningful)		
<b>People</b>		
<b>Environment</b>  (physical & intangible)		



**Elevator Speech - The elevator speech is a short summary about you that is a clear and concise way to describe yourself in an engaging manner. The speech should be 20 seconds to 2 minutes long.**

**Create an elevator speech. Include your mission/vision, values and skills/strengths.**

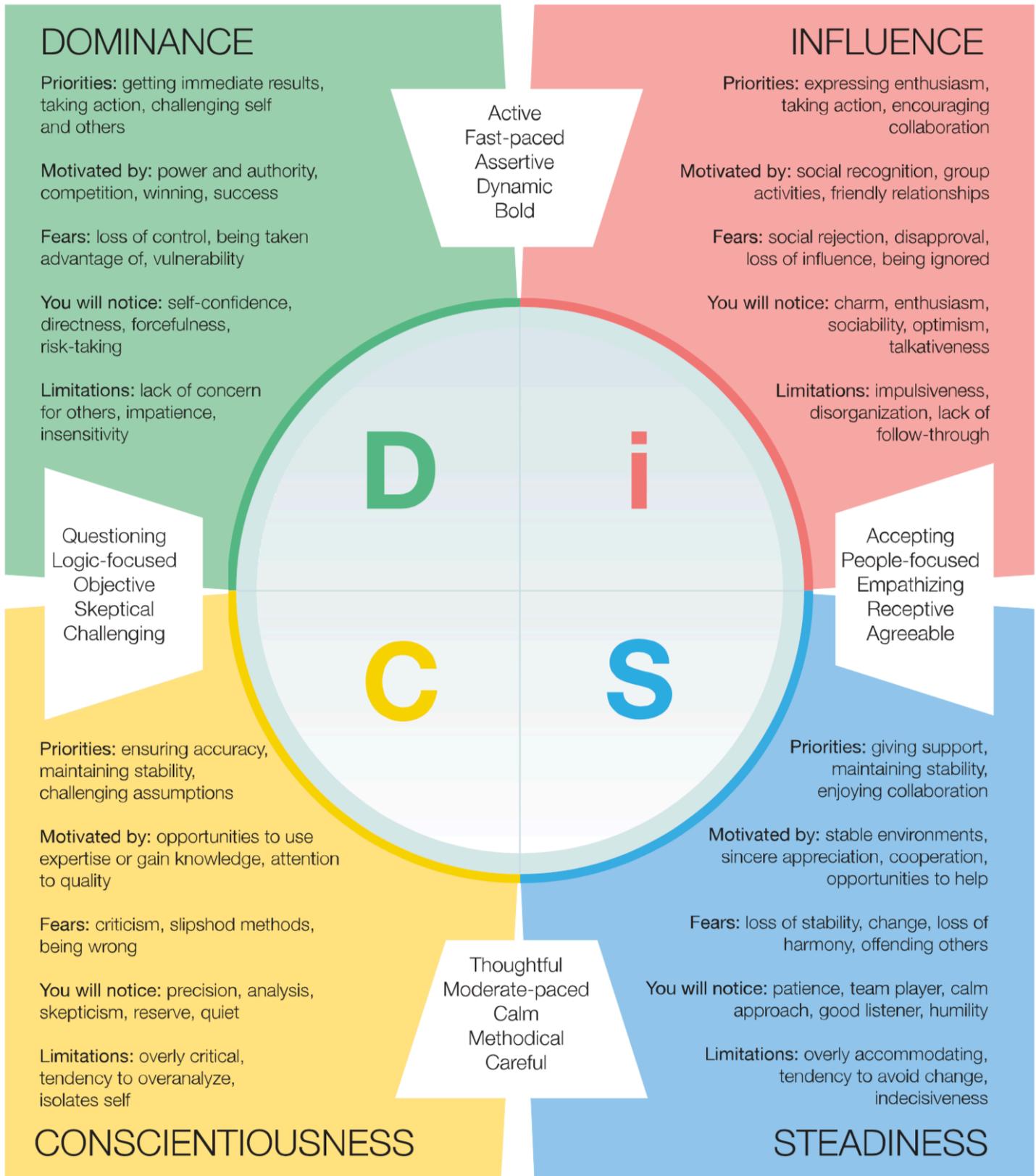
**Mission/vision:** Mission defines your fundamental purpose succinctly describing what drives/motivates you. This is a statement that can show your enthusiasm and passion for type of work, commitment to a particular cause, and commitment to achieving specific goals. Vision defines how you see your future unfolding including career goals and personal goals. **Example of a Mission/vision statement-** "I would like to help people and build community. My goals include utilizing both my counseling and legal skills experiences in a fast pace and friendly environment. I imagine myself in a position of influence and in the role of a change agent, counselor and advisor."

**Values:** Beliefs that drive you and help frame your priorities and choices. You can use the values exercises and readings to assist.

**Skills/Strengths** that make you unique, qualified and help define the work you want to do (think of skills you acquired prior to and during school. If skills and strengths are important to you, it does not matter if you acquired them at school, work and home.

# OVERVIEW OF THE DiSC® STYLES

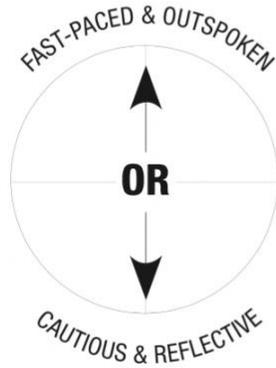
The graphic below provides a snapshot of the four basic DiSC® styles.



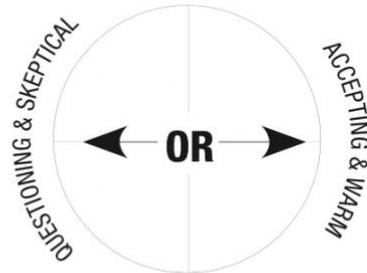


# EIGHT DIMENSIONS OF LEADERSHIP OVERVIEW\*

**1** Consider whether this person tends to be more:



**2** Then, consider whether this person also tends to be more:



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## PIONEERING Leadership Style

**DiSC style:** Di, iD

**Goals:** Quick action, new opportunities, exciting breakthroughs

**Influences others through:** Charm, bold action, passion

**Judges others by:** Confidence, influence, ability to think creatively

**Fears:** Loss of power, stifling environments, loss of attention

If you're naturally this type of leader, you're probably very confident in your vision and enjoy winning others to your point of view. You have a high need for freedom and see opportunities where others don't.

On the other hand, you're likely to ignore the needs of your followers, or just not take the time to understand their reality. Your bias towards action can get your team moving quickly, but it can also cause you to overlook systemic problems.

## ENERGIZING Leadership Style

**DiSC style:** i

**Goals:** Popularity, approval, excitement

**Influences others through:** Charm, optimism, energy, personal connection

**Judges others by:** Openness, social skills, enthusiasm

**Fears:** Rejection, not being heard, not being liked

This leadership style tends to be the most collaborative and enthusiastic. It's a great dimension to draw upon when launching a new initiative, before a big game or when initiating a change in the focus of your team.

If you act most comfortably in the energizing dimension, you probably love taking a new idea and running with it. You're naturally excited by new ideas and new people.

The energizing dimension has its potential failings, too. New ideas can distract you from the routine details and obstacles that need to be taken care of. You can appear to be scattered and inconsistent. Your excitement and optimism can lead you to neglect or discount potential problems. Who wants to get bogged down by analysis?

## AFFIRMING Leadership Style

**DiSC style:** iS, Si

**Goals:** Friendship, acceptance, close relationships

**Influences others through:** Agreeableness, empathy, being patient

**Judges others by:** Ability to see good in others, warmth, approachability

**Fears:** Pressuring others, being disliked, facing aggression

This leadership style tends to be the most laid back, patient and supportive of their staff and colleagues. They often promote an informal collaborative culture.

If you act most comfortably in the affirming dimension, you're probably good at building morale and creating a supportive environment. Acknowledging and appreciating the contributions of your team members comes naturally to you.

The affirming dimension has its potential failings, however. Their discomfort with conflict can make them hesitate to hold others accountable or give tough feedback. They can also take criticism too personally.

## INCLUSIVE Leadership Style

**DiSC style:** S

**Goals:** Harmony, stability, acceptance

**Influences others through:** Accommodating others, consistent performance

**Judges others by:** Dependability, sincerity

**Fears:** Letting people down, rapid change

Inclusive leaders are people-oriented, great listeners, able to tap into the talents and motivations of their teams. They are patient, understanding, soft-spoken, and genuinely interested in others.

A preference for the familiar can keep this type of leader from initiating or embracing change. They are more comfortable with incremental changes that will minimize tension and uncertainty. They prefer to be cautious.

You won't see this leader clawing his or her way to the top. Their need for status and achievement is lower than most. They might be competitive, but not from a need for them to be on top. They want to see the group succeed.

## HUMBLE Leadership Style

**DiSC style:** SC, CS

**Goals:** Stability, reliable outcomes, calm environment

**Influences others through:** Practicality, diplomacy, self-control, humility

**Judges others by:** Precise standards, reliability, even temperament

**Fears:** Emotionally charged situations, ambiguity, time pressure, chaos

Humble leaders are fair-minded and practical, often able to discern what systems and structures would meet other people's needs.

They can be overly cautious because they value stable environments. They're naturally wary of change and innovation can cause them stress. They are also more comfortable out of the spotlight.

You're likely to notice these leaders giving others credit or acknowledging their own mistakes. They are better able to maintain their composure and keep their personal egos in check than leaders strong in the other dimensions.

## DELIBERATE Leadership Style

**DiSC style:** C

**Goals:** Accuracy, objective processes

**Influences others through:** Logic, exacting standards

**Judges others by:** Expertise, systematic processes

**Fears:** Being wrong, strong displays of emotion

Deliberate leaders tend to be systematic, cautious and analytical. They most comfortable working at a disciplined and moderate pace, ensuring accuracy in their craft or profession.

They also can be overly risk-averse and perfectionistic. They can be demanding of their followers, paying less attention to their needs than more inclusive and affirming leaders.

You might find this type of leader working independently, deep in analysis and planning, solving complex problems. They can seem detached and unemotional in their pursuit of high-quality outcomes.

## RESOLUTE Leadership Style

**DiSC style:** CD, DC

**Goals:** Independence, personal accomplishment, efficient results

**Influences others through:** High standards, determination, strict standards

**Judges others by:** Competence, common sense, use of logic

**Fears:** Failure to achieve their standards, lack of control

Resolute leaders are often seen as having a fighting spirit in that they will push for what they see is right. On the DiSC scale they are the CD or DC style. This is a dimension leaders will want to turn to when a very visible project fails, a strategic project goes awry, a project goes grossly over budget, or market competition is forcing a disciplined focus.

Leaders occupying the Resolute dimension probably shy away from giving motivational, emotional speeches or showing much enthusiasm. You're more likely to see them deep into a debate or working on a tricky problem.

## COMMANDING Leadership Style

**DiSC style:** D

**Goals:** Bottom-line results, victory

**Influences others through:** Assertiveness, insistence, competition

**Judges others by:** Ability to achieve results

**Fears:** Being taken advantage of, appearing weak

Leaders who primarily use the commanding dimension tend to be competitive, driven and assertive. They can be powerful, decisive leaders who enlist others to work quickly toward ambitious goals. They enjoy blazing new trails even through unfamiliar territory.

In their hurry to get results and beat the competition they can be challenging and demanding. At their worst they can be forceful, egotistical leaders who push others without a care for organizational morale or cohesion.

*\*Content excerpted from article on TalentGear.com by Kristeen Bullwinkle & Talent Gear Team, Nov. 3, 2015. Based on the book "The Eight Dimensions of Leadership: DiSC Strategies for Becoming a Better Leader" by Sugerman, Scullard & Wilhelm.*



## Panelists' Biographies

**Nathan Morales, JD** has experience representing businesses with their litigation, appellate and administrative law issues. He has assisted with cases involving shareholder disputes, consumer class actions and real property disputes. Additionally, Nathan has represented both state administrative agencies and parties challenging agency action. Nathan also has written and filed briefs in both the Oregon Court of Appeals and Oregon Supreme Court.

Prior to law school, Nathan worked in a professional capacity in several industries, including construction, building design and apparel manufacturing. As a result of those experiences, Nathan is uniquely suited to take into account the business concerns of his clients when handling their legal matters.

After earning his J.D. from the Lewis & Clark Law School, Nathan served as judicial law clerk for Judge Erin C. Lagesen of the Oregon Court of Appeals, where he drafted opinions on issues concerning civil and administrative law.

**Jacqueline L. Alarcón, JD** of Yates Family Law PC has focused her practice solely on the area of family law. Jacqueline has had the pleasure of working with a firm, which is recognized as one of Portland's preeminent family law firms. Her grasp and understanding of family law concepts for a young attorney is unparalleled and she has proved herself to be an asset to her firm and the family law community. Her work in family law has not gone unrecognized. Recently, Jacqueline was named as "Rookie of the Year" by the Multnomah Bar Association for her contribution in creating and implementing the Young Lawyer Section 2014 Family Law Series.

Jacqueline is a proud Salvadorian and one of a few handful of Latina lawyers in the Portland, Oregon legal community. As a native Spanish speaker, Jacqueline's background has served to expand her worldview teaching her the proper skills for cross-cultural communication. Recognizing the importance of a diverse bar, Jacqueline is the first to volunteer her efforts to help diversify the Oregon legal and non-legal Latino community. Jacqueline obtained her undergraduate degree from Willamette University in Politics and French and graduated from Willamette University College of Law in 2010. Jacqueline currently serves on the Oregon Women Lawyers (OWLS) Executive Committee as "Historian" and is the President of Adelante Mujeres, a local non-profit that assists Latina women and their families educationally, socially and professionally.

**Ms. Myah Osher Kehoe, JD** owns her own family law practice in downtown Portland, established in December 2008, and she started taking her first clients in January 2009. She provides clients with a variety of options in family law by offering mediation services, *pro se* assistance/unbundled services, collaborative family law, and some family law litigation. Ms. Kehoe has served on several boards and executive committees, including the Oregon Trial Lawyers Association, the Oregon Minority Lawyers Association Board, as Chair of the OSB Sole and Small Firm Practitioner's Section Executive Committee, and as a delegate for the OSB House of Delegates. She is currently on the OSB's Executive Committee for the Alternative Dispute Resolution section, as well as several subcommittees.



