



ONE MAGICAL EVENING

BY SARAH CLARK, CLM

Each year, one of our most anticipated events is the Holiday Social. It helps our members to kick off the holidays and get us all in the spirit of this magical season. This year's Social did not disappoint.

For the third straight year, we returned to the stunning Canoe Brook Country Club in Summit, New Jersey. This beautiful country club is always so festively decorated with holiday ambiance. This year's social was planned by Jackie Pampinella and her committee.

Our members report that they love these events because it gives everyone ample opportunity to socialize with our members and business partners. While we understand that education is very important, sometimes it is just nice (and perhaps equally as important) to spend an evening socializing and sharing thoughts and ideas with your peers. Throughout the night, you could see and hear the laughter and enjoyment of our members and business partners as they greeted old and new friends.

For the evening's festivities, Jackie arranged for a DJ to play holiday and dance music throughout the evening. As a party favor from the evening, members were presented with pre-made mix-CDs, prepared by the DJ himself. Each member had their choice of country, dance, rock and roll, or oldies music. We were

quick to notice that the CD containing "oldies" songs also had an elf with fellow member, Mary Ellen Dolan's photo on it! I am sure that is an inside joke between Mare and the DJ so you will have to ask her about it.

The food was fabulous. Our buffet included only the finest fare of salmon

and steak, potatoes, grilled vegetables, and plenty of salads and appetizers. This year, Canoe Brook offered fabulous mousse appetizers served in miniature martini glasses that everyone raved about. Even more impressive was the Viennese table filled with so many delicious desserts: It is a wonder we all did not gain five pounds. It was a fabulous feast for all.

In addition to all of the tasty delights we enjoyed, we continued the tradition of celebrating our members' milestone anniversaries. Although everyone was not present for the social, the following members were recognized for continuous uninterrupted ALA membership.

- 40 Years** Rosemary B. Jerome
- 25 Years** Kristine H. O'Connor, CLM
William P. Rebarick
- 20 Years** Jean M. Cadman
Elaine T. DeNoon
Mary Beth Donoghue
Norah M. Dowd
Margaret H. Hand
Anita C. Setaro
Audrey C. Young
- 15 Years** Elizabeth A. Bernier-Spiess
- 10 Years** Michele A. Bowens
Rose English
Brian James Hines
Michael J. Sikora
- 5 Years** Nancy M. Fosina
Michael F. Harrison
Audrey M. Serban
Gloria C. Smith

Also, many of our valued business partners attended the party, and our members had an opportunity to thank them for their continued support of NJALA. As we all know, without our business partners, we would be unable to host events of this type. Attending this year were:





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Document Technologies, Inc.:
 Susan Aldworth

Humanscale:
 Tom Belizzone

Jamison:
 Andrew Haugen and Robert Frattarola

LAN Associates:
 Jim Ahern and Mark Greenblatt

Micro Strategies:
 Dara Orsini and Tom Copeland

UPS:
 Maryann Lewis and Will Robertson

USI Affinity:
 Jack Fleming and Ray Keough

Lastly, much like the spirits of everyone at the social, the generosity of our members was, as usual, very high. This year, we collected gift cards and cash donations for the Youth Consultation Services (“YCS”). The gift cards were used to purchase gifts for many of the 400 at-risk children currently living in YCS residences. The gift cards will be especially helpful for YCS’s older children because they are presented with a gift card to shop for their own gifts. Therefore, your generous efforts served double-duty: It was used to purchase gifts for children, but also helped to teach them about financial responsibility, making your donation a win/win for YCS. I am pleased to report that NJALA donated \$1,070 in cash and gift cards to YCS.

So once again, all had a great time. The entire event was simply put, fantastic! If it has been some time since you attended a social, please be sure to join us at our spring social in June. Planning is already underway for that event and you can bet that it will be another fun and exciting evening.

We extend a special thanks to Jackie Pampinella and her committee for organizing such a fantastic night. We hope you and your family enjoyed the magical holiday season and we wish you much health and prosperity in 2012!

*Sarah Clark, CLM, is the Office Manager of
 McElroy, Deutsch, Mulvaney & Carpenter, LLP,
 in Newark*





RACING AROUND WITH ARLENE NOVACK

BY FRAN PUNTILLO, CLM

Arlene Novack is a true Jersey Girl; she was born in Jersey City and has lived in this state all of her life. She's married, and she and her husband, David, have two children: a daughter, Ashley, and a son, Jarrett. She went to high school at the Holy Family Academy in Bayonne, and graduated with no real direction or career path in mind. She then moved onto Fairleigh Dickinson University in Rutherford, and majored in Psychology and Sociology. Arlene took a secretarial job at a law firm while in college, and enjoyed it so much that she accepted a full time position at the firm and went to school at night to finish her degree.

Arlene said she considered going to law school at that point in her life, but when the firm she was working at suddenly announced that they were closing their doors in two weeks, she had other things to worry about. Arlene contacted Deborah Baseil, a recruiter whose name I'm sure NJALAsers will recognize. Deb helped her get settled at others law firms as Arlene sought professional advancement in the career that, she says, chose her. Deborah said she thought about hiring Arlene for her recruiting firm, because Arlene interviews so well. Every time Deb sent her on an interview, Arlene got a job offer. Now that's a remarkable achievement!

Arlene accepted a position at Budd Lerner, P.C., where she met David, her husband. After she got married, she earned her MBA at Rutgers. She had little time for hobbies as school, work, and babies filled her days. She decided she didn't enjoy being a stay-at-home mom too much, so she went back to work at a law firm in Newark within eight months of her daughter's birth.

Currently, Arlene is employed at Bressler Amery & Ross in Florham Park as their Director of Administration. The Bressler firm has 97 attorneys with additional offices in New York and Florida. Arlene oversees the operations of the firm, and reports to the managing partner in the New Jersey office. She thoroughly enjoys the diverse responsibilities of her

position, stating that, "Every day there's something new."

Arlene's philosophy for her staff: "It's your job; so do it and just tell me what I need to know so I can be sure we're all moving in the right direction." She says that ideology comes from Brian Amery, one of the founding partners of the Bressler firm. He encourages Arlene and everyone at the firm to be their personal best. He doesn't expect perfection, she says, but he does expect you to always do your best. Arlene says Avery is down to earth and easy to talk with. He says the key

to success is teamwork. He's the "big picture" type. He likes to be kept in the loop, but not necessarily hands-on, and Arlene models her leadership style after him.

Arlene will earn a lot of frequent flyer miles in the next few months, as the firm moves its Florida operation to a new building. This is one of the major undertakings she's looking forward to in 2012. That, and getting to the magic number of 100 attorneys at her firm.

Arlene has been a member of ALA and NJALA since 1983. Initially, she was very active in the New Jersey chapter, but work, family, and hobbies (more about this a little later) pulled her away. I asked her what changes, if any, she'd like to see for NJALA, going forward. She said her biggest frustration is not having more networking opportunities with firms of 100+ attorneys. She'd like to see NJALA have regular sectional meetings based on firm size, similar to what the New York City chapter does, so she could network with other large firm's administrators.

I asked Arlene to name her favorite author (James Patterson); and pet peeves (liars/lies). I asked her about personal goals. She said she plans to schedule a little more time for herself by rearranging her work hours (she leaves the office late on most nights), so there is time to get to the gym.

So, ok, those were the answers to the meat and potato questions I asked Arlene during our "interview." However,

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Arlene Novack (right, in car) with her daughter, fellow race car enthusiast, Ashley

Member Profile

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people are not always what they seem at first glance. Ms. Novack may be poised, polished, and professional—but there's another side to this lady that you may not know about!

Did you know, for example, that she loves cars? Well, not just ANY cars. Arlene loves FAST cars! She and her husband own 19 vehicles, 13 of which are Porsches. The Porsche she specifically mentioned to me was a 964 Cup Car—only 25 of the cars were ever made! And she's not just a member of—and another pretty face in—the Porsche Club of America.

Arlene has taught performance-driving courses since '89. Did you know she is the Safety Committee Chair of the Porsche Club of America? Her daughter, Ashley, is following in her Mom's footsteps. She too works at a law firm and she's the youngest performance-driving instructor in the Porsche Club. And the old saying, "Those who can't do, teach," is not true in this case. Although they do not race professionally, both ladies have placed in several autocross events. Ashley grabbed Third Place in the 2005 Porscherama; and Arlene placed First in several (yes, I said several) ladies'-division events. I'm quoting from an article entitled "Pedal Pushers" (great title, I wish I had thought of it!), in a recent edition of *New Jersey Monthly* magazine, when I say, "Behind the wheel, both women are liquid smooth, demonstrating extraordinary competence and nonchalance." So if a tangerine colored 914,

with "TNT" (The Novack Team) on the hood, slides by you on a New Jersey highway, smile and wave. It's probably one of the Novack clan.

But when (and if) the need for speed ever diminishes, Arlene has her next hobby all picked out. Her new hobby takes up a lot less space than the Porsche vehicles, and is probably going to reduce her car insurance premiums dramatically. She'd like to breed and show Havanese dogs. She's had dogs most of her married life. She and her husband have owned Dalmatians, and a Labrador. But her true love is the little Havanese breed. Watch her eyes light up when she talks about her five Havanese pooches! She has already successfully raised a litter of puppies and went through a serious vetting process before "allowing" her puppies to go to a new home. She still stays in touch with the puppies' new owners, setting up play dates for the dogs and their new families at her home.

I encourage you to get to know Arlene, if you can catch her, that is! I really enjoyed speaking with her in preparation for this article. She may not be your grandma's idea of a law firm administrator, but she is a talented woman with a wonderful sense of humor, a heart of gold, and true integrity.

Fran Puntillo, CLM, is the Office Manager of Weiner Lesniak, LLP



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For more information or to register, send an email to info@loebconsultinggroup.com or visit, www.loebconsultinggroup.com



Save The Date!

The NJALA Past Presidents

will be hosting their

7th Golf Outing on Monday, June 25, 2012

at the

Hyatt Hills Golf Course
1300 Raritan Road
Clark, New Jersey 07066

No prior golf experience is necessary! Whether you are a seasoned player or brand new to the game, a fun time will be had by all!! Join us this year.

Schedule

- 12:30 p.m. Registration and light lunch
- 1:00 p.m. Golf Clinic (A two-hour golf clinic for both experienced players and novices.)
- 3:00 p.m. Shotgun start – Best Ball Scramble Format
- 6:00 p.m. Cocktails and a Buffet Dinner
- 7:30 pm. Prizes

For more information, please contact one of the following event coordinators:

- Sarah Clark.....973-565-2004
- Patricia McGovern201-799-2121
- Anita Setaro973-424-2061
- Susan Leone908-394-6050
- Ken Bailey973-560-9000
- Sara Diaz201-348-6000
- Fran Puntillo973-403-1100



What's on Tap

ALA and NJALA 2012 CALENDAR OF EVENTS

Wednesday, March 21, 2012 (2:00 PM)

ALA Webinar. Topic: “The Art of Active Listening,” presented by Debra Bruce of Lawyer-Coach, LLC.

Tuesday, April 10, 2012 (6:00-8:30 PM)

Monthly Meeting and Workshop at the Highlawn Pavilion in West Orange. Topic: “An Introduction to DiSC Management,” presented by Natalie Loeb of Loeb Consulting Group. A buffet dinner will be served.

Wednesday, April 18, 2012 (2:00 PM)

ALA Webinar. Topic: “The Role of Legal Administrators in Legal Project Management—Unprecedented Opportunities & Current Challenges,” presented by Pamela H. Woldow, Esq., General Counsel of Edge International.

April 22-26, 2012

You’ve heard the news by now—the **2012 ALA Conference and Exposition** will be held at the Hawaii Convention Center in Honolulu, Hawaii! This year’s conference promises to be another landmark event. Join fellow ALA-ers from across the globe as we share in educational sessions, meet with business partners at the exposition, and reconnect with old ALA friends. Registration is underway!

Wednesday, May 8, 2012 (6:00-8:30 PM)

Managing Partner Night returns to The Manor in West Orange, and will feature David Dugan, Esq., a popular speaking who will present a program on Attorney Ethics. Your Managing Partner—or other firm partner—is invited to attend this event as well. An elegant buffet dinner will be served. Look for your and your Managing Partner’s invitation in the mail sometime in April.

Wednesday, May 16, 2012 (2:00 PM)

ALA Webinar. Topic: “Safe Stress,” presented by Judith Hissong, CLM, of Nesso Strategies.

June, 2012 (6:00-8:30PM)

More information will follow soon for the **June Social**.

Monday, June 25, 2012 (12:00 noon)

The Past Presidents’ Golf Outing returns to the Hyatt Hills Golf Course for an afternoon of golf and networking with our business partners. Enjoy a day of lunch, golf lessons, a round of Best Ball golf, dinner and, of course, prizes! All players from beginners to experienced golfers are welcome.

For information about:

Monthly meetings – Please contact Lisa Cuffari, CLM, of Fox and Fox at 973-597-0777.

Educational Workshops – Please contact Robbin Dolan, CLM, of Laddey Clark & Ryan at 973-729-1880.

NJALA Socials – Please contact Jackie Pampinella of Fox Rothschild at 973-992-4800.

ALA Webinars: Registration and general information is posted on the ALA site, www.alanet.org/education/regconf/telesem.html.





TAKING ADVANTAGE OF BAR MEMBERSHIPS

BY SARA M. DIAZ

You are well aware of the benefits you enjoy with your NJALA and ALA membership, including a network of peers, timely educational seminars, newsletters, websites, etc. For those of you who are members of the New Jersey State Bar Association, or have become involved with local bar groups while working at your firms, you may be aware of the benefits your attorneys receive with her/his bar membership. For those who are not familiar with bar benefits, I would like to highlight some of the benefits attorneys and firms can expect when they join a county bar association or the New Jersey State Bar Association.

Firms that support the participation, and pay attorneys' membership fees in local and state bars recognize the value of bar membership. In particular, newly admitted attorneys should join their county or state bar to support their growth in the profession. Bar groups promote the professional development and the highest standards of excellence in the profession by encouraging quality and ethics in the practice of law. Most firms do not have the internal resources to provide all the training young attorneys require when they start out in the profession, so the support of their county bar and/or state bar can shorten the attorneys' learning curve and benefit the firm.

Educational programs offered by bar associations can help prepare young attorneys to practice law and develop leadership skills. Young attorneys can join the young lawyers groups in their county and/or the New Jersey State Bar. They can develop relationships with attorneys in their age group and practice areas, as well as take leadership positions within the young lawyers divisions. Bar membership also offers many networking opportunities that attorneys can take advantage of throughout their careers.

Attorneys who join the New Jersey State Bar Association can join one of 36 sections covering a wide array of law areas allowing them to get the latest developments in their particular area of practice. Female attorneys can join the Women in the Profession section of the New Jersey State Bar Association, which is dedicated to the interest of women attorneys. In addition to the 36 law sections, the New Jersey State Bar Association has many special committees, including Internet and Computer Law, Drug and Alcohol Abuse, and Children's Rights.

In addition to the educational and networking opportunities, New Jersey State Bar Association membership offers its members

and their law firms discounts on many products and services. Some examples of savings and discounts are:

- \$100 in coupons with the renewal subscription of the New Jersey Law Journal
- Conference call service company discounts
- Over 20% in savings with well-known shipping companies
- Cellular phone companies discounts

In the past year, county bars have begun offering CLE credits at no charge to their members. The Hudson County Bar is offering up to 12 CLE credits free to their members in 2012. This alone may be worth the price of membership to attorneys and firms. **NJICLE offers members 30% discounts on NJICLE programs and products, including live seminars, self study kits and CLE video on demand.**

Some county bar associations offer a lawyer referral service to member firms. With the payment of an annual fee, the firm's name is given to individuals who call the county bar association in search of an attorney. While no one should expect the county bar to meet the marketing needs of most law firms, it is still an inexpensive option that will bring attention to the firm and its attorneys.

Attorneys refer clients to attorneys they have a relationship with, but most attorneys know that potential client referrals from other attorneys is not sufficient reason to join a bar group. Each attorney must decide which bar group they ought to join and why. The location where meetings are held is important in a state where driving is the only way to get around. Does his/her county bar offer the educational opportunities the attorney needs, or is it best to join the New Jersey State Bar Association and join a section or a committee they can benefit from? And most of all, if they have no intention of being active, then why join? For more information about the New Jersey State Bar Association and its benefits, visit www.njsba.com. Contact your local bar association for benefit information since they have very limited information on their websites.

Sara M. Diaz is the Director of Administration of Chasan Leyner & Lamparello, P.C. in Secaucus



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Rosa Verna
Business Support Manager
Greenberg Traurig, LLP

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SELF-IMPROVEMENT 101: CHANGING HABITS

BY LISA J. CUFFARI, CLM

Wouldn't it be great if a Good Samaritan and his or her crew would come in and do a complete makeover of our "selves," like in the home improvement shows? I am sure my children could write a very convincing request for their poor mom, who is stressed out every day. I could check out for two or three days, and then come back to myself as a calm and happy adult who is ready to handle all of life's ups, downs, and in-betweens. I think this could be a terrific new reality show concept.

Every day as I drive to work, I have an expectation for the day I am about to begin. My thoughts are clear, and I plan my first tasks. Sometimes I have a written list waiting for me on my desk, but more often I don't. I walk in the office door and head to my office. My feelings are neutral, which may be the first problem.

And, of course, that's when all the trouble begins. The senior partner has arrived early and is now following me to my office, dropping the first bomb of the day. With no notice, he has hired a law student to work at the office for two weeks during college break. The student will be here by noon, when the partner himself will be out at a meeting. This piece of news does not make me happy. I struggle to remember the things I planned for my day while driving in to work. Yet all I can think about is that I don't have a place ready for the temporary worker, I don't have an extra phone or computer set up. Details. I feel annoyed and put upon. Familiar? I am sure it is.

As legal administrators, we operate at top capacity on most of our days. We are used to juggling priorities. We know how to accomplish the most important tasks. Not only are we handling the business needs of the firm, but we are also managing others. We are pressed for time more often than not, and struggle to get back to our early morning expectations, hoping to accomplish a few of the things that we intended to do. The phone rings constantly, supplies will not be delivered until Wednesday, and the office clerk is late again.

In thinking reflectively on my needed self-improvement, I am struck by the idea that (a) I need to change my habits, and (b) I need to change the way I think about my habits. This would be easier if someone could do this makeover for me. So far, though, my reality show concept hasn't been picked up.

I start by looking up information on the Internet, naturally. What do the experts say that I haven't already heard? Or, better yet...how can I remind myself of the good advice that I *have* already heard. I find this quote by Winston Churchill: "Attitude

is a little thing that makes a big difference."

There are many quotes, but this one is nice and simple. In fact, I may be able to remember this and say it to myself when I feel my neck muscles cramping up. *Attitude is a little thing that makes a big difference.* Of course we KNOW this. But do we remember it when our boss says that we need to drop everything and sit in on an emergency budget meeting? Shift my attitude. Allow for a different point of view. Reach for the smile and the "sure, no problem" attitude.

Changing the way I think is, however, the second part of my two-part reflection on self-improvement. The first part is how to actually change my habits. Not all habits, because we need our routines—they are like bookends around our day. Surely I can develop a few new routines or processes. What old, tried and true advice can I find about habits?

Mark Twain said, "Habit is habit, and not to be flung out of the window by any man, but coaxed downstairs a step at a time." That's doable, I think. Gradual change is always easier than abrupt change. This is encouraging. Perhaps I can identify a couple of things to change—organize my desk instead of letting the papers pile up, and clear out my Outlook inbox. Shred what I no longer need and take control of the paper that's everywhere. Set aside fifteen minutes each day before lunch to re-organize my desk from the morning's chaos. If I start doing this every day, starting on Monday, I may feel less overwhelmed by Friday.

Hopefully the times when our jobs get the better of us are infrequent. We work at different-sized firms and have various job functions. Regardless of whether or not we have peers at the office to share with us the business of running the firm, we have vital positions. Our attitudes and habits can help us rise to the tasks ahead. Discover the mantra that works for you and take a breath of fresh air whenever you can. Winston Churchill is famous for many things, but what I remember now is this: *Attitude is a little thing that makes a big difference.* It's definitely worth repeating.

*Lisa J. Cuffari, CLM
is the Office Administrator of
Fox and Fox LLP
in Livingston*



PEOs: A METHOD OF EMPLOYEE OUTSOURCING

BY DONALD K. PIERMONT, JR., PHR

In these days of firms trying to “do more with less,” one solution is to investigate entering into a Client Service Agreement with a Professional Employer Organization (PEO). In such an arrangement, the PEO becomes the employer of record for the firm’s employees: the PEO issues pay checks; provides health insurance benefits; is responsible for providing workers compensation, unemployment and disability coverage as well as processing any claims; provides and administers 401(k) retirement plans; and performs other non-fee-producing activities.

Professional Employment Organizations were born in the 1970s. Employers who were facing high health insurance, workers compensation, unemployment and disability insurance costs believed they could reduce these costs by pooling their workforces. They were able to leverage the greater workforce size into cost savings. The industry has evolved, with many PEOs dropping by the wayside, into much more than a cost-saving vehicle. Interestingly, the concept is not as popular in the northeastern part of our country as it is elsewhere. California, Texas and Florida have much more Professional Employment than we do.

There are pros and cons to every relationship, and Professional Employment is no exception. Most of us already outsource payroll, but there are plenty of other time-consuming jobs the PEO will do for us. For example, they will handle health, dental and vision renewals as well as assist our employees with claims. If market conditions merit changing carriers, the PEO will take care of the employee enrollment. Often, rates and annual increases are lower because group sizes are larger. Depending upon the particular firm’s unemployment insurance history, the PEO’s rate can be lower than the firm’s individual rate. The PEO will also take care of fighting claims, when appropriate, and address any necessary follow up. A PEO won’t save any money on workers compensation insurance in New Jersey, because the state will maintain the individual employer’s rate, but the PEO staff will assist with accident investigation, claim filing, and follow up.

In addition to the above sampling of pros, a PEO provides consultative Human Resource services. Their staffs can advise on matters as simple as providing a cell phone policy to knotty issues such as sexual harassment claims.

Another potential benefit is the removal of certain liabilities. For example, many payroll outsource firms take care of making depository payments on behalf of the employer; however, those payments are being made under the employer’s Federal Employer Identification Number (FEIN). If the payroll company makes an

error, the employer is responsible. In the case of Professional Employment, employees are paid under the PEO’s FEIN, so there is no liability.

A PEO can offer and administer ancillary benefits, such as Employee Assistance Programs, discounted gym memberships, pet insurance, discounts on travel, etc. Often, these are not offered to smaller employers or, if offered, are costly because the group size is small.

There are also downsides to a PEO relationship. You may be offered affordable health, dental, and vision coverage, but you do not have much input in choosing carriers. There are certain laws which don’t affect smaller employers, such as the Family Medical Leave Act; once one signs on with a PEO, the overall population of the PEO determines employee eligibility. For some reason, attorneys seem to dislike having employee handbooks and most PEOs insist that all worksites have handbooks in place. Also, all firm employees must be W-2 employees of the PEO in order to be eligible for benefit plans. (Partners can receive nominal salaries through the PEO and can still participate in firm distributions.)

Often, employers who consider PEO relationships fear they will lose some control over their workforce, which is not the case. While the workforce is nominally employed by the PEO, it is actually co-employed: The employer retains direction and control of the workforce. As long as an employer is not doing anything illegal, the PEO is not going to step in and try to run the firm; in fact, that’s the last thing they want to do. The worksite employee still does all of the hiring, firing, pay rate adjustments, job assignments, and the like, although the PEO can often assist with employment advertising, employee screening, and background checks. On the back end, PEOs can provide severance letters and assist with employee terminations.

A very important factor in any decision to ally a firm with PEO is the makeup of the PEO’s workforce. Many such organizations cater to blue-collar workforces and, as a result, do not provide the level of benefits and service appropriate to a law firm. Be sure to ask a potential provider the makeup of their client population, or one may have a very unhappy workforce. A properly-chosen PEO can free up an Administrator’s time while providing the firm’s employees with world-class benefits and service.

Don Piermont has been a member of NJALA since 2008. Before becoming an Administrator, he worked for three PEO’s and he was co-employed in his most recent position.



BOOST FINANCES BY REDUCING NEGOTIATION FEARS

BY GREG WILLIAMS

When you negotiate, what fears do you harbor? Are you concerned about getting the best deal? Do you fear negotiations, due to a lack of negotiation skills? Are you afraid you will say or do something dumb, stupid, or wrong during a negotiation? Committing such actions during a negotiation will impede on your financial success. If you possess apprehensions about negotiating, you can overcome those fears and improve your financial plight.

This article will allow you to glean new thoughts, suggestions, and insight into how you can increase your negotiation outcomes, while enhancing the process through which you increase your financial well-being.

Every day, no matter what activities we're involved in, we negotiate. Whatever fear(s) you possess about and during a negotiation, you can allay such thoughts by following the suggestions below.

Identify the source of your apprehension

If you possess a phobia about negotiating, psychologically, you are maintaining that attribute because of a past negotiation interaction that caused you dread. Whatever the source of the apprehension, identify it, and you can begin to combat the source of your fears and enhance your skills.

In many situations, fear stems from an innate feeling of being inadequate for the challenge you're about to face. To the degree you identify the source of your fear and thwart it, you can create a scenario by which you can become a better negotiator.

Once you identify your apprehension, determine what skills are required to achieve the successful negotiation outcome you seek. Obtain the skills, and then assess the role you need to project during the negotiation, in order to cast the image required to be perceived, at minimum, as someone who is equal to the other negotiator. At that point you'll be playing a game within your mind, but in so doing, your mind will begin to adopt a new sensation for how great you can be as a negotiator.

Create a negotiation plan to help combat your trepidation

Why is a plan paramount to the success of your negotiation efforts?

In planning, you prepare. You determine the role you will play (*i.e.*, submissive, challenging, aggressive, consoling, passive, etc.), how you will begin the negotiation process, how you will determine when you have received a good deal, how to combat ploys that might be thrust against you, and when to walk away from the negotiation. All of this is accomplished in the planning stages of the negotiation, in an effort to allow you to reach the goals of the negotiation. No matter the negotiation skill level you possess, the better your plan (with appropriate synopses to thwart possible foils), the greater the possibility you will achieve your negotiation goals.

A psychological benefit comes with planning your negotiation. In knowing what might occur during the negotiation and rehearsing for it, you create a road map from which the negotiation might progress. In essence, you get to look into the future and determine how the negotiation might flow, and what might be required to be successful. You create a mental path upon which you can reach your goal, which will serve as a soothing reflection upon your mind.

Use the time you have before the negotiation to test the covenants of your plan

Before a negotiation, testing your plan's hypothesis can be the difference between failure and success.

Professional negotiators understand the inherent value in testing the covenants of a negotiation plan. Sometimes, tests come in the form of sending trial balloons. In such a scenario, trial balloons consist of approaching those who might have a stake in the outcome of the negotiation.

By allowing stakeholders to gain insight into your thoughts and plans for the negotiation, you get a glimpse into their mental makeup, which allows you to measure how receptive they might be to your plan. Be cautious about giving too much

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Boost Finances By Reducing Negotiations Fears

(Continued from page 32)

insight into your plans. You don't want to give so much away that you disadvantage yourself by doing so.

Determine what role you will play in the negotiation and the role the other negotiator might adopt

In a negotiation, the displayed demeanor signals the makeup of the characters participating in the negotiation. As it does so, one negotiator assesses the degree of maneuverability he might be able to inject in the other. That assessment allows him to determine to what degree he will display determination or reluctance during the negotiation.

In a negotiation, everyone plays a role. If an individual is gregarious and passive by nature, and he knows he'll be up against a very "no nonsense, get to the point personality," it would behoove him to cast a different demeanor than that which would be his dominant display.

By matching demeanors, the other negotiator will sense that you may be like him, which should serve to create a subliminal bond. In so doing, the negotiation should flow more smoothly. Be aware of when to change demeanors based on the flow of the negotiation.

Speak strategically to gain power in a negotiation and know when to allow the person with whom you are negotiating to speak over you

Power is perceptual and partially conveyed through speech.

During a negotiation, some people believe the person doing the majority of speaking is in control of the negotiation. The truth lies in what is being said when a person is speaking. If someone speaks to pontificate, such actions might belie their thoughts, pertaining to aspects of the negotiation they do not wish to discuss. In essence, they are bellowing hot air to confuse you. When negotiating, listen to what is said, the manner in which it is said, but also listen for what is not said. What's not said can be more insightful, and thus give you greater direction to where the negotiation is headed.

In order to be successful when negotiating, one has to strike a fine balance between knowing when to speak and what to say at the appropriate time, coupled with when to allow the other negotiator to speak over you. When someone speaks over another person, the person doing so is indicating through his actions that he is in a superior position, and what he has to say is more important than what the other person was saying. If you wish to convey passivity, allow the other negotiator to speak over you and a silent signal will be sent, indicating that

you may be subjugating your position to his. Such a signal can be the ploy you employ to obtain a better position in the negotiation.

Last, increase your negotiation skills

If you negotiate everyday of your life, don't you think you should get better at it?

Enhancing your negotiation skills does not require a massive undertaking on your part. All you need to do is learn how to use the appropriate strategy at the appropriate time during a negotiation (see offer to view free video at the end of this article).

In any negotiation, the better prepared you are, the greater the reduction you'll have in your fear to negotiate. If you remember you are always negotiating and adopt the thoughts in this article when doing so, you'll have more successful negotiation outcomes ... and everything will be right with the world.

Greg Williams is "The Master Negotiator and Body Language Expert." He is the bestselling author of "Negotiate: Afraid, 'Know' More." Greg has appeared on numerous TV and radio programs discussing the finer points of the negotiation process. He consults with clients and speaks to international audiences on the subject of negotiation and reading body language to enhance that process.

You can reach Greg at (609) 369-2100 or by going to his website www.TheMasterNegotiator.com to sign up for an unlimited number of "Free Negotiation Tips."

* * *

Bonus: Increase your knowledge of negotiations. Use the QR reader on your Smartphone to view the video titled, "Seven Steps to Negotiating Successfully," by scanning this QR (Quick Response) code:



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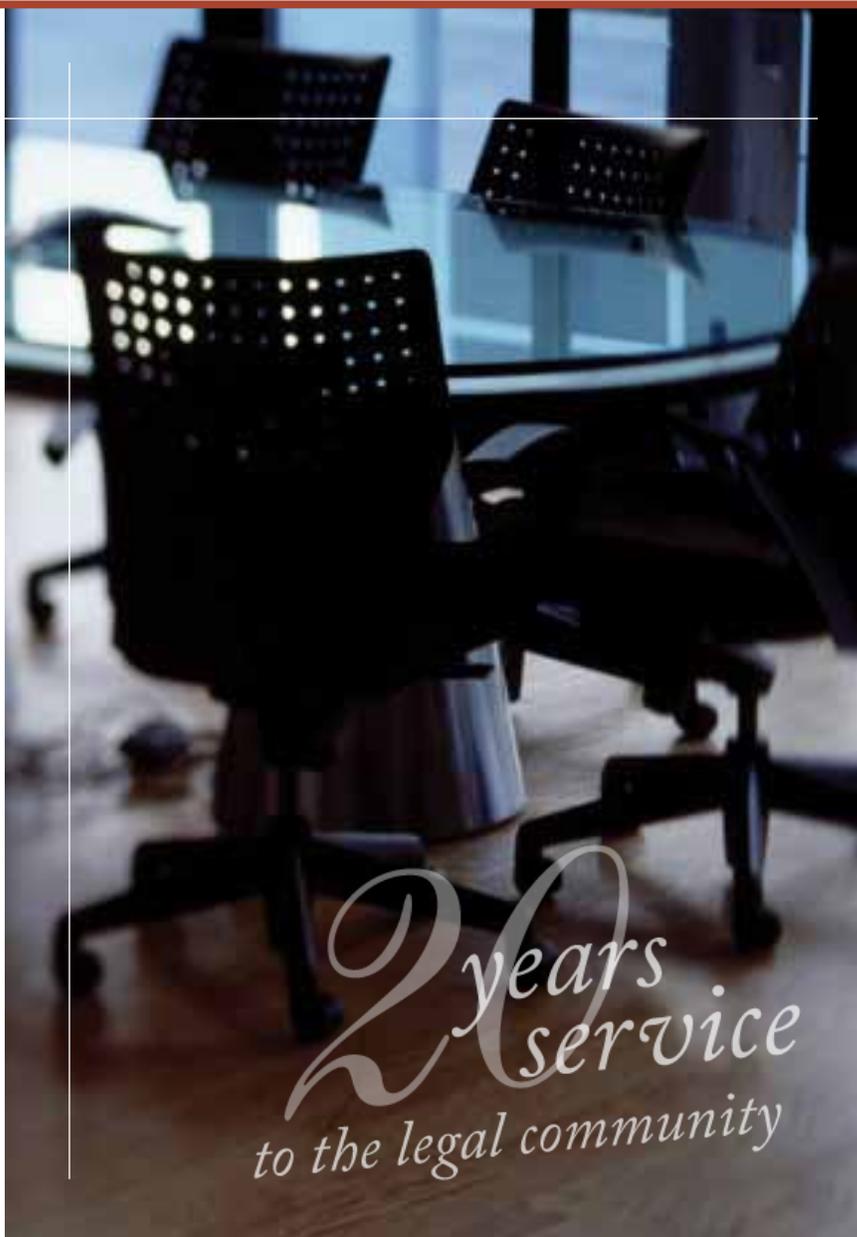
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(Continued from page 35)



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HATCHES, MATCHES & DISPATCHES

BY TOM J. KAMINSKI

New Year, new things. What will 2012 bring? Hopefully not as much snow as 2011. Perhaps a positive turn in the economy? Heck, I hope 2012 brings me a job... But regardless of all those things, I hope 2012 brings you all health and happiness, and the tidings of good things to come. For now, let's have a look at what some of you have done.

Congratulations to **Judy Carberry!** She has moved to Charleston, South Carolina, and started a new position with the law firm of Barnwell, Whaley, Patterson and Helms, LLC in January. She and her husband had been considering retiring to the Charleston area for several years, and when her firm folded in August, Judy was torn as to what to do. But Judy decided to respond to an ALA posting for the position, and was one of 160 resumes they received. Her selection as their new administrator was both surprising and gratifying. As Judy puts it, "Who thought they would hire a 'senior' Yankee woman??!" She says she will miss all her NJALA friends, but she is very excited about this new opportunity. Well, Judy, we are excited for you too. On a personal note, welcome to SEC country where college football is a way of life. You just have to learn two words: "Roll Tide!"



Congratulations to Elli Albert (**Berman Sauter**), who is thrilled to report that older son, Brian, graduated from West Virginia University in December with a bachelor degree in multidisciplinary studies. Elli happily states: "One down and one to go!" Brian is now diligently

looking for a full-time job in business-to-business sales, so if you happen to know of anyone looking for an entry level employee, Elli would be gratified to hear from you!

Don Piermont and his wife, Barbara, spent a glorious week at El Conquistador in Puerto Rico with their two sons, their daughter-in-law, and their younger son's girlfriend.

Way to go Judy Sotardi (**Forman Holt**)! Last year, Judy had made her New Year's resolution to quit smoking after promising her 7-year old son that she would do it. It has been a year, and she has kept her promise. Congratulations Judy, how do you feel?



Carole Sanguino (**Fein Such**) had an exciting finish to her 2011. She and her husband welcomed two additional grandchildren into the family. Lara Katelyn was born September 22nd to their daughter, Kristin,

and son-in-law, Darren Daniolowicz. Nicholas Gabriel was born December 13th to their son, Anthony, and daughter-in-law, Maria Sanguino. Along with the new additions, Carole finally got her brand new kitchen, renovated by her talented and wonderful husband, Tony, who is retired. It took five months to complete and Carole says that it was a pleasure to finally cook in it for the first time on New Years Day, with all of the children and grandchildren present for a wonderful family dinner. As most of you know, Carole was the lucky winner of the iPad 2 at our holiday party on December 6th. With everything else going on, she has not had time to use it yet, but she is waiting for her son to come over and set up the new flat screen TV in her new kitchen and connect the iPad at the same time. Carole says she cannot wait to become a member of the iPad generation, thanks to the NJALA!



Barbara Maglin (**Simeone Law Group**) is ready to sweat!!! She recently purchased the fitness program P90X2 and has started the program.... Barbara said she already completed P90X1... and it was brutal!

And finally... You see that picture at the top of the page? He may be handsome, but he is not me. Not anymore. As of January 1st, I have lost 110 pounds. Still have some more to go, but nothing like losing a whole other person to make a one feel lighter, healthier, and ever so much happier.

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Hatches Matches & Dispatches

(Continued from page 38)



* * *

One last minute change: At the beginning of this article, I wrote that I hoped 2012 would bring me a job. No sooner did I write this, that it happened. I am now the Director of Administration at Shanholt Glassman Klein Kramer & Co., a CPA firm in NYC. But alas, there is no joy without a little bit of sorrow. As I am leaving the legal industry, I will no longer be part of the NJALA and as such, this will be my last HMD. It has been an honor to write this section for the past three years, and I will miss it. In addition, I have made many friends in the NJALA and you will be missed. The importance of the NJALA to the success of the legal administrator cannot be measured. Thank you all for the help and friendship you have so freely given me over the last few years. I wish you all health, success, and prosperity (not to mention a little bit of serenity mixed in). You can always reach out to me at my email address TommyJKaminski@msn.com, and I look forward to hearing from you. For now, Goodbye.

Well folks, that concludes another edition of Hatches Matches & Dispatches. Remember: If life gives you a melon... you may be dyslexic!

Hope you all have a fabulous 2012!

*Tom J. Kaminski has been a member of
NJALA since 2008*

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Q & A: TODAY

BY ANITA SETARO



If your firm's financial condition improves in 2012, what would be the first investment you would make for your firm?

Sara Diaz of Chasan, Leyner & Lamparello: I would like to invest in a proper records department, with electronic records software and bar coding. Our files are not centralized and are all around the office making it difficult to organize and manage.

Fran Puntillo, CLM, of Weiner Lesniak: Digital dictation equipment.

Renee Durbecq of Patton Boggs: I would invest in SMART Boards for our conference and war rooms. Continuing to meet clients' driving demands of increased technology platforms also provides an ability to lower spending by replacing more costly, less efficient resources required to maintain data. In my opinion, financial investment with IT infrastructure results in effective utilization of electronic and other resources, and enhances user proficiencies.



Karen Steinberger, CLM, of Saiber: We have remained stable in these tough times and have made investments in technology that we plan to continue into 2012. Last fall we implemented a new accounting system, and we are planning to implement a computer upgrade and a new document management system.

Elli Albert of Berman, Sauter, Record & Jardim: This is an easy one. I'd replace every single component—servers, desktops, hardware and software—of my currently eight-year old computer system!

*Anita Setaro is the
Office Manager
of Duane Morris, LLP in Newark*

Do you have a legal management problem, question or issue that you need to resolve? The **ALA Legal Management Resource Center (LMRC)** is designed to immediately provide the information you need or to quickly direct you to other resources, most on the Internet, where the knowledge you seek can be found. For more information, visit www.alanet.org/lmrc.



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Managing Partner Night

Tuesday, May 8, 2012, 6:00 p.m.
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David H. Dugan, III, Esq. “Legal Ethics for Everyone in the Firm”

Lawyers are ethically required to ensure that subordinate lawyers and non-lawyer staff understand the fundamentals of professional ethics and abide by those principles.

This session will focus on confidentiality—the lawyer's duty to preserve in confidence all information relating to the representation of a client. We will also consider the exceptions to that duty, where disclosure is sometimes permitted or even required. Our approach will be practical, with abundant illustrations and hypothetical situations designed to encourage audience participation.

David H. Dugan, III, is a sole practitioner in Medford, New Jersey. His practice is restricted to legal ethics matters and includes providing ethics counsel to other lawyers, serving as an expert witness in legal malpractice and lawyer discipline cases, and representing lawyers who face disciplinary charges.

*He is the author of ICLE's Manual on Legal Ethics, which he updates annually. He served as a Special Ethics Master by appointment of the New Jersey Supreme Court from 1992-2001. He has been moderator or a presenter in more than 100 ethics seminars for New Jersey ICLE, New Jersey Association for Justice and other organizations. He is a former chair of the New Jersey State Bar Association's Professional Responsibility and Unlawful Practice Committee, and represented the State Bar as an amicus curiae party before the New Jersey Supreme Court in *In re ACPE Opinion 697, 188 N.J. 549 (2006)* and *Brundage v. Estate of Carambio, 195 N.J. 575 (2008)*.*

Mr. Dugan is a graduate of Wheaton College (Illinois) and Yale Law School.

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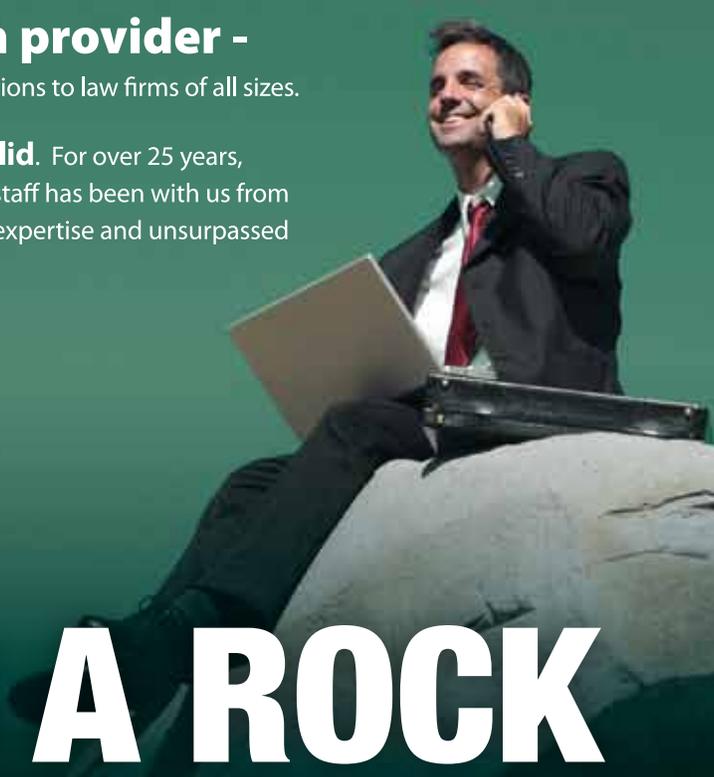
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A man in a dark suit and red tie is sitting on a large, grey rock. He is smiling and talking on a mobile phone held to his ear with his right hand. A laptop is open on his lap, and a briefcase is resting on the rock next to him. The background is a solid green color.

SOLID AS A ROCK