

INTRODUCTION

These are the results of the short, on-line survey to facilitate learning and best practices sharing at the PDI workshop "**Training More Lawyers in More Offices with Fewer Resources: Videoconference and Other Distance Learning Solutions**" on December 10, 10-11:30 with Marsha Redmon.

We appreciate your survey participation and hope to find the results useful.

There were seven (7) questions and all responses are reported in the aggregate. Names and email addresses remain confidential.

Thank you for participating!

Marsha Redmon

<p>1) In how many different offices of your law firm is training for attorneys delivered in a typical year?</p>	<p>2) How often does your firm deliver live training to lawyers in multiple offices using videoconferencing?</p>	<p>3) Which types of training are delivered via videoconferencing?</p>																																		
<table border="1"> <caption>Number of Training Locations</caption> <thead> <tr> <th>Number of Training Locations</th> <th>Responses (%)</th> </tr> </thead> <tbody> <tr> <td>1-2</td> <td>10</td> </tr> <tr> <td>3-5</td> <td>42</td> </tr> <tr> <td>6-10</td> <td>28</td> </tr> <tr> <td>>11</td> <td>20</td> </tr> </tbody> </table>	Number of Training Locations	Responses (%)	1-2	10	3-5	42	6-10	28	>11	20	<table border="1"> <caption>Frequency of Videoconference Training per Year</caption> <thead> <tr> <th>Frequency of Videoconference Training per Year</th> <th>Responses (%)</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>5</td> </tr> <tr> <td>1-5</td> <td>5</td> </tr> <tr> <td>6-10</td> <td>10</td> </tr> <tr> <td>11-20</td> <td>22</td> </tr> <tr> <td>>21</td> <td>58</td> </tr> </tbody> </table>	Frequency of Videoconference Training per Year	Responses (%)	0	5	1-5	5	6-10	10	11-20	22	>21	58	<table border="1"> <caption>Type of Training</caption> <thead> <tr> <th>Type of Training</th> <th>Responses (%)</th> </tr> </thead> <tbody> <tr> <td>SL</td> <td>92</td> </tr> <tr> <td>BD</td> <td>82</td> </tr> <tr> <td>CS</td> <td>74</td> </tr> <tr> <td>PS</td> <td>77</td> </tr> <tr> <td>OTH</td> <td>18</td> </tr> </tbody> </table> <p>SL: Substantive law (taught by partners) BD: Business development skills (networking, article writing, public speaking) CS: Communication skills (presentation skills, client communications) PS: Practice skills (feedback, delegation, time management) OTH: Other (ethics, writing, mentoring, deposition, recruiting)</p>	Type of Training	Responses (%)	SL	92	BD	82	CS	74	PS	77	OTH	18
Number of Training Locations	Responses (%)																																			
1-2	10																																			
3-5	42																																			
6-10	28																																			
>11	20																																			
Frequency of Videoconference Training per Year	Responses (%)																																			
0	5																																			
1-5	5																																			
6-10	10																																			
11-20	22																																			
>21	58																																			
Type of Training	Responses (%)																																			
SL	92																																			
BD	82																																			
CS	74																																			
PS	77																																			
OTH	18																																			

4) How often do you experience the following issues with regard to your firm's videoconference-based training (or similar distance learning)?

	Never	Occasionally	Somewhat Regularly	Fairly Often	Regularly	N/A
Session is boring	13%	59%	15%	5%	5%	3%
Session is hard to understand or learn from	15%	46%	23%	8%	5%	3%
Feedback that speaker is hard to see or hear	2%	30%	38%	15%	12%	2%
Difficulty getting associates to attend sessions	11%	37%	24%	11%	16%	3%
Difficulty getting partners to teach via videoconference	33%	44%	3%	5%	10%	5%

5) What best practices does your firm follow to make videoconference-based (or other similar) training more successful?.

1	Whenever possible we try to have at least one live speaker in as many offices as possible. We host only the lecture portion of the training programs via video conference and then we'll host a facilitated discussion in each office following the lecture.
2	Practice, equipment checks, sound checks
3	Rotating the live trainings to different offices, creating office specific trainings that don't use videoconference.
4	n/a
5	Make sure we get into the room ahead of time to confirm sound, camera angle, etc.; we send reminders to the attendees just before the presentation; provide food
6	WE train our staff on room set up, meeting prep, etc. for best results. We also do a substantive faculty prep for each course and address technology issues as part of that.
7	My firm doesn't recognize "best practices" ;)
8	Request no cell phones for conference calls into meeting, keep electronics away from microphones, mute offices not presenting and only open mics for questions, never put a call on hold because music may play causing disruption, never have food/refreshments behind the speaker - very distracting, always have IT professionals on standby in each office to quickly resolve any problems that arise
9	We try rotate live speakers among the offices. Or we try to arrange co-facilitation among the offices to ensure that there is a live person in each of the office on a somewhat regular basis,
10	Ensure microphones other than speaker's are muted; ensure meals are eaten prior to sessions so food wrappers aren't making noise; work closely with IT dept. to determine proper set-up for best results; have session monitored by IT person to immediately fix any issues

5) *What best practices does your firm follow to make videoconference-based (or other similar) training more successful?. (Continued)*

11	The best thing to happen to our videoconferences was the ability to LiveMeeting presentations along with the video. Associates can see the presentation as it happens, which lets them feel more connected. If the presentation can not be seen, I discourage having PowerPoint or visual aids. Also, having a partner present in each office (if an associate training) for questions helps keep associates focused and encourages discussion after the programs.
12	Use of webinar technology, sometime an additional phone conference bridge, facilitators in office with video conference.
13	Consistent delivery of cutting edge legal topics to all of our offices via v/c. Two-week minimum notice through a calendar appointment in Outlook with two reminders, via email, as the event approaches.
14	Making sure the presenter(s) is aware of those in the room and those on videoconference. Asking the presenter to acknowledge and involve all participants and encourage questions.
15	We ask the trainer to encourage remote offices to participate. When possible, we try to have a partner in each local office attend and serve as a local resource.
16	Most sessions are offered during lunch to accommodate schedules.
17	Providing an interactive presentation engages videoconference participants; making sure presenters repeat questions for the videoconference participants to hear; providing materials prior to the presentation so all participants can discuss and interact throughout the program.
18	We have an IT person focus the camera only on the presenter so that those attending via video conference feel like the speaker is right there in the conference room. The IT person also makes sure that the cameras in each office are focused directly on the attendees where they are sitting and not just the big board room and empty chairs. We also always use video conference in conjunction with Live Meeting so that the power point is displayed on a screen in each conference room and is controlled by the host presenter. This type of set up takes about an hour since our programs are typically broadcast to 10 or more offices at a time (we have a contact in each office set up the projector and laptop and then connect to the Live Meeting). It is worth the time in order to deliver a better videoconferenced program. When we want a particular program to be interactive, we will give a list of attendees to the presenters and ask them to specifically call on participants in the remote offices (of course, we give a heads up to the attendees). We have also given "homework" in advance of associate training programs and told the associates that the program is interactive and they will be called upon. We have also designated partner moderators to sit in each location to facilitate discussion and answer questions following the conclusion of a program. Finally, we always have someone from the PD department attend every program. We are able to watch all participating offices at one time. If we see that the attorneys (especially associates) are talking amongst themselves or on the blackberry, we will call the receptionist from that site and tell them to pay attention or follow up with those individuals following the program to remind them that they are visible to the host location.
19	We require that non-presenting offices mute conference room speaker phones during presentation other than for questions to cut down on bounceback interference noise. We also ask that pdas not be on (I'm sure we are not at all successful in getting this to happen). We allow no "crunchy" food such as chips or "crunchy" bags containing whatever in the room. We do our best to encourage our presenters to structure their programs to be as interactive as possible. We use PowerPoints and also provide copies to each attendee.
20	Absolutely none.
21	CLE accreditation where possible.

5) What best practices does your firm follow to make videoconference-based (or other similar) training more successful?. **(Continued)**

22	<ul style="list-style-type: none"> • Tight shot on speaker • IT staff to mute/unmute various offices at different times throughout presentation to avoid background noise • Provide tips for an effective videoconference in advance of the presentation
23	We try to ensure that we have faculty members in several different locations and/or encourage participation by asking attorneys in other offices specific questions/to comment, assigning each office to cover a specific section of the materials, etc.
24	We try to make sure there is someone there who can moderate the discussion across offices... calling on people or engaging those who are not in the "live" office.
25	We are beginning to make presentations to only one office at a time with only the presenter in the remote office.

6) Indicate the frequency with which your firm uses any other distance learning methods (other than videoconference) to train lawyers in multiple offices.

	Never	Occasionally (1-5 times/year)	Somewhat Regularly (6-10 times/year)	Fairly Often (11-20 times/year)	Regularly (21+ times/year)
Webinar. Lawyers see only slides and watch together in conference rooms	12%	45%	25%	15%	2%
Webinar. Lawyers see only slides and watch alone	15%	40%	18%	18%	10%
eLearning platform. Lawyers watch alone at desk (Includes interactive tools ex. green check, whiteboard, virtual meeting room, chat function)	50%	35%	5%	8%	2%
On demand training. Non-live training that lawyers access and complete on their own	20%	22%	5%	20%	32%

7) What one thing would be most helpful for you to take away from this workshop at PDI?

- 1 Best practices for effectively engaging the remote offices where there is not a live speaker.
- 2 ideas for getting teaching partners to use interactive tools (polling) and other tricks for making more interactive.
- 3 Methods for providing effective ethics training via videoconferene or live webcast.
- 4 How to get and maintain interest in programs that have been scheduled and how to combat lawyer unwillingness to take part in a training that lasts longer then an hour or two. Thank you!
- 5 some low cost methods to accomplish videoconferencing
- 6 Any tips for getting all offices more involved in the training we present.
- 7 New ideas for how to provide successful training and development at a low cost
- 8 What others are succeeding at.
- 9 Keeping up with the constant demand for new programs, but none of the old programs 'go away' and the staff doesn't get increased!
- 10 To better understand and solve the issues with using technology such as video conferencing and best practices for engagement. Maybe something about the various video conferencing platforms.
- 11 Anything innovative but not expensive to implement!
- 12 I'm open to learn as much as possible. I'm new to the industry.
- 13 We will be rolling out "on demand" training programs this month and would love to hear how that has worked at other firms.
- 14 Tips and ideas on how to make the most of it. It seems that so much of the success depends on technology available in each of the offices but it also seems to be whether the culture encourages active participation.
- 15 Learning ways on how to retain videoconference audience members throughout the entire program.
- 16 Suggestions for teaching non-substantive law. Programs designed to train lawyers to improve their behavioral skills, such as writing, oral presentations, business development skills seem particularly difficult to teach effectively.
- 17 obtaining best practices of what colleagues are doing at other firms.
- 18 Learning how to better engage participants in other offices and make attending programs via videoconference more interesting for them.
- 19 If you have poor videoconferencing equipment, what methods are there to make the sessions more engaging? We don't have the budget for instapoll (which I think would be fantastic) and the topics are all pretty dry. Perhaps discuss pedagogy ideas? (did I spell that right?) :)
- 20 How to most closely replicate in each office the sense that the remote speaker is in the same room as the attendees.

Thank you!

Results will be reported at the workshop, **Training More Lawyers in More Offices with Fewer Resources** on Friday, December 10, 10:00 - 11:30.

For more information or questions, please contact mredmon@marsha.com or visit www.marsha.com