Getting to (and Beyond) "Yes": How to Motivate and Lead Volunteers to Do What You Need

By:

Lisa C. Travis Fischer
Colorado Bar Association CLE

Mary Lynne McInnis
Atlanta Bar Association

Lisa C. Travis Fischer
Colorado Bar Association CLE
Denver, CO

Lisa C. Travis Fischer is the Acquisitions Editor/Manager at the Colorado Bar Association CLE. Ms. Travis Fischer is an active member of the Trust and Estate Section of the Colorado Bar Association. She has served as co-chairperson of the Orange Book Forms Committee for several years and is a current member of several committees of the Trust and Estate Section, including the Statutory Revisions Committee and the Publications Advisory Committee. Ms. Travis Fischer served as co-chairperson of the Statutory Revisions Sub-Committee on Disposition of Last Remains, 2002-2003. Ms. Travis Fischer graduated with a B.A. in Political Science from Trinity University in San Antonio. She graduated from St. Louis University School of Law and was a visiting law student at the University of Denver Sturm College of Law. Before joining Colorado Bar Association CLE, Ms. Travis Fischer was the managing editor at Bradford Publishing Company. Ms. Travis Fischer lives in Denver with her husband, Dave, and children, Nicholas and Jennifer.

Mary Lynne McInnis
Atlanta Bar Association
Atlanta, GA

Mary Lynne McInnis has served the Atlanta Bar Association and the legal community for over twenty years in the development and production of continuing legal education seminars. During that time she has been active in the Association for Continuing Legal Education (ACLEA), including six years of service on its Executive Committee culminating as President in 2004-2005; service on committees and Special Interest Groups; and as a presenter at several conferences. Mary Lynne received her MS in Human Resource Development (Georgia State University, 1994) and her AB in History (University of Georgia, 1982). She enjoys reading, movies, volunteer work, and many outdoor activities, including hiking, shooting, hunting, trail riding and competing in endurance races with her horses.

**Getting To (And Beyond) Yes: How to Motivate and Lead
Volunteers to Do What You Need**

CLE publishers and programmers rely on volunteers to write chapters, serve on planning committees and editorial boards, chair programs, and speak at seminars. CLE staff and volunteers both want the same thing: a successful program and book and a positive experience that serves the volunteers, staff members, and organization well. How do we ask these volunteers to take on projects and tasks that are often time-intensive and still get the answer we want – a (resounding) "Yes!"? After that, how can we get beyond the "yes" to nurture and build a relationship that becomes an effective partnership?

Several factors influence the volunteer experience:
- The particular volunteer format employed (e.g. planning committee, editorial board, a single program chair, editor, or author, etc.)
- Volunteer demographics (e.g. solo practice or small firm vs. large firm; associate vs. partner)
- Keeping your volunteers focused and on task
- Motivating your volunteers
- Leading your volunteers and ensuring they will come back

Volunteer Format
While the process of selecting the type of volunteer format for a particular project or task is beyond the scope of this discussion, the result of that choice is not. The initial planning and development stages of the project should keep in mind the goals and results you want to achieve with your program, book, or supplement. If possible, try to choose the volunteer format best suited for those goals.

> **Programs:** A two-hour program with one or two speakers is likely to require just a single program chair. On the other extreme, a multi-day program with several panel presentations, breakout sessions, exhibitors and sponsors, and outside activities probably works better using a planning committee with well-defined roles.

> **Publications**: A multi-topic treatise is best handled when the chapters are written by many different authors. A single-topic book is more easily managed if it is just written by one person.

Think Goldilocks. You want the number of volunteers for a project to be just right: Too many, and the experience may not be meaningful or significant, too few and your volunteers may be overworked and reluctant to say "yes" again.

Volunteer Demographics
Knowing the demographics of your lawyer-volunteers is vital to ensuring that you manage your volunteers the best way possible.

Time is a limited resource for most volunteers. For those in solo practice or in a more entrepreneurial role, time may be even more of a limiting factor. Thus, it is important to be brief and clear with these particular volunteers. Additionally, solo-practice lawyers are used to making decisions quickly. In order to make the volunteer experience a good one for these volunteers it means that the CLE staff needs to be ready to move equally quickly and find a way to be even more responsive than normal.

Associates in a large firm may be reluctant to say "yes" because of the demands of the partner they answer to and the hours they must bill. Thus, these volunteers prize efficiency. They want to know what is needed and when it is needed. Making the volunteer experience positive for these volunteers means focusing on clarity when working with them.

A partner at a large firm is a fabulous resource for a multi-author book or a recurring program. These lawyers often know who the "experts" are for specific subjects and can be fabulous at recruiting speakers and authors. However, they are often used to working at a pace wherein much time is given to deliberating various options. In order to make the volunteer experience a good one for these volunteers it can be helpful to ensure that you have plenty of time available before a decision needs to be reached.

Once your volunteers say "yes," you should be mindful of the constraints listed above. Communication of your expectations and needs is critical, but understanding your volunteers' needs and constraints is vital to guaranteeing the volunteers are having a great experience.

Keeping Volunteers on Task
Give your volunteers a clear vision of what is expected of them and what you will do to support them and the project. Be as specific as possible.

> 1. Know the deadlines – all of them. Figure out the best way for you to track deadlines for all of your programs and publications and then do it. Whether you use a manual calendar, an Outlook calendar, charts, spreadsheets, or some other computer/Internet-based calendar, having a record of all of your deadlines and due dates can ease your mind, help you to be professional and organized, and most importantly, keep you on track so that you can track your volunteers better.

Practice Tip
Be responsive. In the eyes of the volunteers, they are doing you a favor – oftentimes they see their participation as a personal favor. Thus, when you are contacted by a volunteer, make a concerted effort to give an immediate response. Even if your response is only that you will get back to them as soon as you have an answer, they feel they have been acknowledged and will probably participate again in the future.

> 2. Communicate the deadlines and other task-related information clearly and in as timely a manner as possible. A recent survey of Atlanta-area

CLE speakers revealed that while most speakers (90% of respondents) did note their deadlines on their calendars, nearly 86% of them also appreciated periodic reminders that a due date is approaching. Not surprisingly, written elaborations to these questions also showed that speakers assume that the deadlines we give them are artificial. One respondent went so far as to say he would appreciate receiving both the "artificial" deadline and the "real" deadline in advance.

Practice Tip
Send a "Welcome Letter" e-mail to your volunteers stating all of the deadlines for the project. Include attachments that show the format of the book or program materials you are requesting. Send reminders of the deadline that reference the original "Welcome Letter" so they remember this is a commitment they made and you are simply keeping them on track. CBA/CLE Books has found that contacting volunteers once a month with a subject line counting down the weeks to the deadline keeps the project on the volunteers' "to-do" list without becoming bothersome. CBA/CLE Books has even received "thank you notes" from volunteers regarding this approach.

3. Make effective use of your project leaders (i.e. program chairs, editors, boards and moderators). Share all relevant deadlines with your program chairs and moderators. They should know exactly what you are asking of the speakers or authors. If appropriate, ask them to check in with the authors and speakers periodically even if it's not an official reminder of a looming deadline. This helps keep all of your volunteers' commitment to your program on a front burner rather than a back one.

Practice Tip
Consider using project leaders to step in and deal with delayed volunteers. As the project leader is often the person that suggested the volunteers, the reminder about the volunteers' responsibility to the project can often sound different than it did from CLE staff.

4. Be volunteer-centric in your communication. Know how your speakers and chairs prefer to receive communication, but be ready for an alternative approach if the situation warrants it. Perhaps an email or two followed by a phone call would get the results you want. Don't discount the personal touch of a phone call. You may get useful information, or at the least a reasonable explanation. Take a minute or two to personalize an email. Though it's easy and fast to fire off a standard email, adding a speaker-specific touch to what they know is boilerplate can make an impersonal email more effective. Work to build a relationship with your volunteers, rather than just get through the series of deadlines. Remember: You are building for the future.

Practice Tip

Personalization can be an especially effective tool when it comes to granting deadline extensions. If a lawyer feels that she is the only one being granted the special favor of extra time, she is more likely to meet the extension and not have to ask for one on future projects.

> 5. Increase your efficiency. Ask yourself at least annually, perhaps in your so-called quiet season, what you can do better or differently in your job. Tweaking a long-standing procedure or process can yield positive results for you and your volunteers.

Practice Tip
Another method is to ask someone else on your staff how she would handle the task. This approach can lead to a great brainstorming session on becoming more proficient.

> 6. Use your technology in new or better ways. Most of us are not power users of our software. You may never be, but there are things hidden in email, word processing, and project management software that will make communicating with your volunteers easier, faster and better. Consider an online tutorial, a "Dummies" book, or training class – there is something for every budget and every schedule.

Practice Tip
Ask a co-worker or ACLEA colleague for a software secret. You will be pleasantly surprised what a few new key strokes can do.

> 7. Review, and revamp if necessary, your volunteer guidelines. Ask your ACLEA colleagues to share theirs with you. See how they do it, and how their methods might apply to your organization. Ask yourself if your guideline is getting the results you want and be prepared to change it for the better.

Motivating Volunteers
Knowing volunteers' motivations will help you get the answer you want (i.e. "yes") and give you insight into how to build a lasting relationship with them. There are personal and professional reasons why lawyers volunteer, including:
- Enjoyment
- Giving back to the Bar
- Professional development
- Exposure
- Networking
- Returning a favor
- Building a positive reputation
- Duty

Lawyers are conscious of with whom they work. Your organization has a certain reputation; you do, too, and so do the other volunteers on a project. Knowing how lawyers perceive you, your organization, and others involved in a project can do two things: (1) Give you a better chance at getting a volunteer to participate, or (2) Show you where you need make improvements. Strive to make yourself and your organization a motivator and not a de-motivator.

Lawyers have egos, believe it or not. Give them projects that they consider important and meaningful, and that will provide benefit to others in the legal community or the public, and you will be amazed at the results.

Do your best to get people to the seminar or to buy the book – lawyers want an audience and to know that others think the project is also important.

Practice Tip
The idea that another lawyer, or another law firm, is waiting to step in and take advantage of the opportunity to speak or write for CLE is an effective tool that can be used on specific lawyers. Certain lawyers are more competitive about aspects of their practice and the idea that someone else might be getting a perceived advantage can be just the thing to goad someone into participating. However, this is a delicate tool and should only be used in specific circumstances.

Respond with suitable fanfare. Nothing is more frustrating to a volunteer than being pushed to meet a deadline only to have their hard work go unacknowledged.

Thanking volunteers is also a key way to motivate volunteers. If you make it known how much you appreciate your volunteers and how vital their work is, it feeds their sense of value regarding the project. Additionally, it can leave a positive last impression regarding the book or program.

Practice Tip
CBA/CLE Books has one project wherein the authors "compete" to see which will be the first to complete updates to their chapters. The "prize" is simply pride, but these authors take it seriously and we do all we can to promote their efforts to one-up each other.

Leading Volunteers and Ensuring They Will Come Back
"It's not you, it's me." That's not just a break-up line. The "me" is you – the CLE staff. Recognize that you are as an important variable in the project equation as the volunteer. While you may not be in a supervisory or management position within your organization, your volunteers do look to you as a leader. You are the one who communicates vision and goals, problem solves, deals with adversity, knows when to nudge and when to nag, gets things done, and balances resource needs and wants with availability. You also know when to lead from the front, and when it's best to lead from the middle, or even the back. Wherever you are on a particular project, you are a leader.

How you lead and get things done influences your volunteers. You make a difference, positive or negative, in your volunteers' experience. Being professional and demonstrating integrity, responsibility, and accountability improve the likelihood of having a positive relationship with your volunteers. You create a bond with them and they rely on you – even above and beyond the project that they initially volunteered for.

Practice Tip
A recent "thank you" from a volunteer mentioned that the lawyer enjoyed working with a courteous, efficient, and supportive group. She felt her participation and effort was worthwhile, and she was looking forward to repeating the experience.

Conclusion
Remember your own volunteer experiences and what has been effective or not – apply those lessons to your volunteers.

Do the math.
Communication + Interesting/Important Project + Engaged and Professional CLE Staff + Understanding Constraints = Volunteer Who Wants to Say Yes (Again)

Your Experience as a CLE Speaker

SurveyMonkey

1. What is your preferred way to receive communication from CLE staff?

		Response Percent	Response Count
Phone call		3.0%	1
Email		**90.9%**	**30**
Letter/snail mail		3.0%	1
Via my assistant		3.0%	1
Other		0.0%	0
	Other (please specify)		1
	answered question		33
	skipped question		0

2. How do you react if staff follows up with you before you respond to the communication?

	Response Percent	Response Count
Embarrassed	0.0%	0
Frustrated	0.0%	0
Appreciative for the reminder	**100.0%**	**32**
Put upon	0.0%	0
Other (please specify)		3
answered question		32
skipped question		1

3. Think about any speaker or program chair guidelines or handbooks you may have received as a CLE volunteer (from any organization). If you received one of these, did you read it?

		Response Percent	Response Count
Yes		71.9%	23
No		28.1%	9
	answered question		32
	skipped question		1

4. Did you find the information contained in the volunteer pamphlet, guidelines or handbook useful?

		Response Percent	Response Count
Yes		38.7%	12
Somewhat		35.5%	11
No		6.5%	2
N/A - I have never received such a document		19.4%	6
	Please tell us why.		12
	answered question		31
	skipped question		2

5. What can CLE staff do to improve their communications with you?

	Response Count
	14
answered question	14
skipped question	19

6. When you receive due dates for tasks (e.g. written materials, biographies, seminar agendas, copy for marketing materials, etc.), what do you do:

		Response Percent	Response Count
Put them on the calendar		**53.1%**	**17**
Put them on the calendar with reminders		46.9%	15
Keep them in my head		0.0%	0
Ignore them because I know they are not real deadlines		0.0%	0
	Comments?		3
	answered question		32
	skipped question		1

7. Do you like to receive periodic reminders that a due date is approaching?

		Response Percent	Response Count
Yes		**87.9%**	**29**
No		12.1%	4
	answered question		33
	skipped question		0

8. What can CLE staff do to improve the due date process for you?

	Response Count
	10
answered question	10
skipped question	23

9. As a CLE speaker, which is your preferred delivery method:

		Response Percent	Response Count
Solo presentation		32.3%	10
Team presentation (2 people)		16.1%	5
Moderated panel presentation (3+ people)		**51.6%**	**16**
	Why?		19
		answered question	31
		skipped question	2

10. What is your preference for length of presentation?

		Response Percent	Response Count
30 minutes or less		29.0%	9
60 minutes		**67.7%**	**21**
More than 60 minutes		3.2%	1
	Will you elaborate?		15
		answered question	31
		skipped question	2

11. As a CLE presenter, do you want to incorporate interactive teaching methods into your presentation?

		Response Percent	Response Count
Yes		62.5%	20
No		37.5%	12
Why or why not? What stops you from doing it?			14
		answered question	32
		skipped question	1

12. Which of the following have you used in your CLE presentations? Check all that apply.

		Response Percent	Response Count
PowerPoint		54.5%	18
Video		6.1%	2
Audience participation/interaction		12.1%	4
Hypotheticals		9.1%	3
Small group discussion/table talk		6.1%	2
Creating action plans		0.0%	0
Responders or other audience response techniques		3.0%	1
None of the above		9.1%	3
Other (please specify)			14
		answered question	33
		skipped question	0

13. How often do you do CLE presentations?			
		Response Percent	**Response Count**
1-2 annually		**42.4%**	**14**
3-4 annually		30.3%	10
5-6 annually		21.2%	7
7+ annually		6.1%	2
		answered question	33
		skipped question	0

14. Why do you say yes when asked to give a CLE presentation?	
	Response Count
	24
answered question	24
skipped question	9

15. What are the reasons you say no when asked to do a CLE presentation?	
	Response Count
	21
answered question	21
skipped question	12

16. Does the State Bar requirement to provide substantive written materials for your presentation impact your decision to speak at a CLE seminar?

		Response Percent	Response Count
Yes		18.2%	6
No		**54.5%**	**18**
Sometimes		27.3%	9
	answered question		33
	skipped question		0

17. Do you enjoy making CLE presentations?

		Response Percent	Response Count
Yes		**63.6%**	**21**
Most of the time		24.2%	8
Sometimes		9.1%	3
No		3.0%	1
	Why?		10
	answered question		33
	skipped question		0

18. Do you ever find yourself doing as a CLE speaker what bothers you as a CLE seminar attendee?

		Response Percent	Response Count
Frequently		3.1%	1
Sometimes		**46.9%**	**15**
Rarely		37.5%	12
Never		12.5%	4
	What?		13
	answered question		32
	skipped question		1
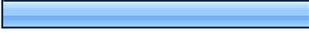
19. Tell us two things that we could do to improve your experience as a CLE speaker.

	Response Count
	14
answered question	14
skipped question	19

20. If the Atlanta Bar were to offer a multi-hour speaker development retreat/workshop that would help us improve the quality of our CLE seminars, increase their benefit to our members, and be of professional and personal benefit to you, would you be interested in participating?
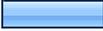
		Response Percent	Response Count
Yes		15.2%	5
Probably		24.2%	8
Maybe		**48.5%**	**16**
No		12.1%	4
	Why or why not?		16
	answered question		33
	skipped question		0

21. Please let us know any additional comments or feedback you have.

	Response Count
	4
answered question	4
skipped question	29

1. What is your preferred way to receive communication from CLE staff?

	Other (please specify)	
1	To discuss a complicated or lengthy subject, phone. If you are scheduling a call or phone, I'd cc or call an executice assistant if you have that info. Maybe a file opener where you get contact info, bio., etc would be helpful.	Jun 23, 2010 5:52 PM

2. How do you react if staff follows up with you before you respond to the

	Other (please specify)	
1	If I fail to respond to an e-mail, I deserve anything I get in the way of follow-up.	Jun 23, 2010 12:55 PM

2. How do you react if staff follows up with you before you respond to the

	Other (please specify)	
2	This really depends. Obviously, I don't want to be harassed, so give me reasonable time before reminder. If you think the speaker may not have gotten the communication, I might call first the exec asst and then the speaker to find out if there's a "problem." Some folks hide under the desk and won't communicate when they have a deadline and can't make it, but will likely be candid in a call.	Jun 23, 2010 5:52 PM
3	I am ok with a phone call if I dont respond to email in a day or two.	Jun 23, 2010 6:57 PM

4. Did you find the information contained in the volunteer pamphlet, guidelines

	Please tell us why.	
1	I've always benefitted more from the experience of watching myself on video than reading tips on speaking.	Jun 23, 2010 12:55 PM
2	Material prep guidelines differ. If seminar is being webcast or taped, information on how to dress is useful. Knowing how important staying to the time schedule is also important.	Jun 23, 2010 1:08 PM
3	I wasn't certain what the expectations were, particularly for something in writing.	Jun 23, 2010 1:20 PM
4	I usually skim such documents. Some of the info is helpful, some not. But different strokes for different folks.	Jun 23, 2010 1:31 PM
5	Provided guidelines on written materials, and info as to the event itself	Jun 23, 2010 1:32 PM
6	But your speaker are busy and some speaker materials are belabored and obvious (thus a waste of time for someone who is busy). So be concise if you prepare any materials.	Jun 23, 2010 5:52 PM
7	I have done it so much that I dont need it	Jun 23, 2010 6:57 PM
8	Every CLE is different, and it helps to know the ground rules if you've never spoken there before. It need not be anything elaborate.	Jun 24, 2010 12:43 PM
9	Proably wouldn't read it because I have done a lot of CLE presentations.	Jun 24, 2010 12:56 PM
10	same stuff every time.	Jun 28, 2010 2:26 PM
11	I want to know what is expected of me as a speaker, so any communication in that regard is appreciated. I also appreciate short, simple instructions/communications and not pages of info to read through.	Jun 28, 2010 4:50 PM
12	useful because it told me what was required of me	Jun 29, 2010 7:57 PM

5. What can CLE staff do to improve their communications with you?

	Response Text	
1	No suggestions.	Jun 23, 2010 12:55 PM
2	More reminders.	Jun 23, 2010 1:31 PM
3	I thought it was pretty good.	Jun 23, 2010 1:49 PM
4	I did not have any problem.	Jun 23, 2010 2:36 PM
5	Communication was fine.	Jun 23, 2010 4:38 PM
6	I think you're doing really well. Keep it up.	Jun 23, 2010 4:49 PM
7	My only experience was good. You were helpful and not a nusiance.	Jun 23, 2010 5:52 PM

5. What can CLE staff do to improve their communications with you?

	Response Text	
8	nothing really. I have always found my experience with staff to be exceptional	Jun 23, 2010 6:57 PM
9	Communication is excellent.	Jun 24, 2010 12:56 PM
10	This might be the TIP program's problem, not Atlanta Bar, but I get program announcements that tell me the name of the firm hosting a program WITHOUT GIVING ME THE STREET ADDRESS OF THE FIRM! Or giving me a building name w/o an address, as though I should know the difference between One Atlantic Center, One Atlanta Plaza, and 110 Atlantic Station! Creates confusion.	Jun 28, 2010 2:26 PM
11	Nothing I can think of -- you guys are great!	Jun 28, 2010 4:50 PM
12	Set out a one page summary with deadlines and staff contact numbers/emails. Also, it would be helpful to have a contact sheet with all contact info for fellow panel members.	Jun 28, 2010 10:16 PM
13	nothing!	Jun 29, 2010 7:57 PM
14	Nothing - you all are wonderful!	Jul 6, 2010 5:46 PM

1. When you receive due dates for tasks (e.g. written materials, biographies,

	Comments?	
1	I know there is some leeway, but I try to be prompt.	Jun 23, 2010 1:09 PM
2	I try to meet deadlines and would usually calendar, but I (and other speakers) know they are artificial. But you need to give deadlines two weeks or s before you absolutely have to have something because they are helpful in getting people to get things done and some people will depend on any deadline not being real.	Jun 23, 2010 5:56 PM
3	But I usually do ask for extensions because I know they are not real deadlines	Jun 29, 2010 7:58 PM

3. What can CLE staff do to improve the due date process for you?

	Response Text	
1	Give the desired deadline and the drop dead date.	Jun 23, 2010 1:09 PM
2	Keep the false early deadlines. When I learn they are false, it makes me feel better if I have missed them!	Jun 23, 2010 1:33 PM
3	I think its just important that the initial due date be flexible.	Jun 23, 2010 1:53 PM
4	Just make sure we know what it is ahead of time.	Jun 23, 2010 2:36 PM
5	Nothing	Jun 23, 2010 4:50 PM
6	Try to get your programs organized well ahead of time.	Jun 23, 2010 5:56 PM
7	nothing	Jun 23, 2010 6:58 PM
8	I expect the first 'deadline" is not the real deadline, so please don't make it the real deadline. But don't tell me what the real deadline is until I need an extension.	Jun 24, 2010 12:45 PM
9	Would appreciate Outlook Calendar invitations which will easily put items on my calendar.	Jun 24, 2010 12:56 PM
10	Nothing. You must accept the fact that we assume you have given us false deadlines, anticipating that we will not have materials due on time.	Jun 28, 2010 2:27 PM

1. As a CLE speaker, which is your preferred delivery method:

	Why?	
1	Solo presentations allow for better time management by individual speakers. With teams, there's a risk of one individual dominating the conversation; as a consequence, a strong moderator is better for those.	Jun 23, 2010 1:00 PM
2	It just depends on the topic. However, I prefer there to be responsibility on the speaker to know the material -- that can be accomplished with any of the above.	Jun 23, 2010 1:12 PM
3	Lessens the workload and offers a more diverse viewpoint.	Jun 23, 2010 1:22 PM
4	Actually I am open to all three where appropriate.	Jun 23, 2010 1:34 PM
5	Spreads the work out and audience seems to enjoy the interaction between speakers.	Jun 23, 2010 1:35 PM
6	More diversity of views.	Jun 23, 2010 1:42 PM
7	While speaking it is easy to get excited about one aspect and totally forget another point. Having another person helps to present comprehensively?	Jun 23, 2010 1:56 PM
8	I have done all three - any of them work for me - the real issue is how substantive the program is intended to be.	Jun 23, 2010 1:56 PM
9	Easier to coordinate with just one person involved. But I have no problem with the other two methods.	Jun 23, 2010 2:40 PM
10	Because it facilitates audience attention to have more than one speaker at a time.	Jun 23, 2010 4:53 PM
11	It's generally more interesting to the audience. Permits different expertise and points of view. Obviously, the answer depends on time allotted. If it's 2 hours or more, really need 3 panelists. If it's 30 minutes, not so important.	Jun 23, 2010 6:06 PM
12	I have done it all ways and like the team approach the most. Its more energetic and entertaining...	Jun 23, 2010 6:59 PM
13	I generally find panel discussions boring and often see them sidetracked into less relevant subissues.	Jun 23, 2010 7:25 PM
14	Depends on the amount of time for the presentation, but it is hard for a solo speaker to talk for more than 30 minutes. On the other hand, in a moderated discussion with more than 2 speakers, there sometimes isn't enough time for any of them to do a meaningful presentation. (and, usually one of the speakers is less prepared or less of an authority than the others, which makes for a lopsided presentation anyway)	Jun 28, 2010 2:31 PM
15	It's easier to prepare, and more interesting to the audience.	Jun 28, 2010 4:54 PM
16	Depends on subject matter. If subject is complicated, solo presentation is fine. If subject is common and topic likely heard before, having more than one speaker can keep audience interest and can allow panel members to have conversation among themselves in the event of no audience questions.	Jun 28, 2010 10:21 PM
17	because then the responsibility is all mine	Jun 29, 2010 8:00 PM
18	Takes less time to prepare.	Jul 6, 2010 5:49 PM
19	I believe that a panel discussion is usually more lively and interesting than a person reading a PowerPoint.	Jul 8, 2010 2:32 PM

2. What is your preference for length of presentation?

	Will you elaborate?	
1	I like to have 60 minutes to make my presentation and still have some time for questions. More than one speaker for longer than 60 minutes, however, gets tedious for the audience.	Jun 23, 2010 1:00 PM

2. What is your preference for length of presentation?

	Will you elaborate?	
2	Again, depends on the topic and format.	Jun 23, 2010 1:12 PM
3	Audience cannot concentrate much longer, and I can't either, very well. But I know the CLE police divide the day into hours, not increments thereof.	Jun 23, 2010 1:34 PM
4	Actually 40-45 minute presentation with time for questions.	Jun 23, 2010 1:56 PM
5	Anything more than an hour is hard, unless it is a team presentation or a moderated panel.	Jun 23, 2010 1:56 PM
6	30-45 minutes is best. Gets boring for the audience if longer.	Jun 23, 2010 2:40 PM
7	For a single speaker to speak for longer means audience attention will begin to fall off. If there are 2 speakers covering various aspects of the same topic, audience interest can be maintained for an hour or more.	Jun 23, 2010 4:53 PM
8	20 to 50 minutes. Preparing for longer is burdensome and audience goes to sleep during long lecture	Jun 23, 2010 6:06 PM
9	After an hour the audience needs a break and someone/something new	Jun 23, 2010 6:59 PM
10	This is the time of a typical college lecture and adequate time to cover a discrete subject in detail.	Jun 23, 2010 7:25 PM
11	30 minutes is not long enough, but over 60 make sit hard to gauge how much you can get it. As a result, you tend to bring 3 hours worth, and only get through half of it.	Jun 24, 2010 12:47 PM
12	enough time to flesh out a subject without running out of things to say.	Jun 28, 2010 2:31 PM
13	Depends on whether speaking solo (need at least 45 minutes then) or on panel (no more than 20 minutes or everyone starts saying the same thing).	Jun 28, 2010 10:21 PM
14	it takes that long at least to address a topic in depth	Jun 29, 2010 8:00 PM
15	I think an audience tends to lose interest with a speaker after half an hour or so.	Jul 8, 2010 2:32 PM

3. As a CLE presenter, do you want to incorporate interactive teaching methods

	Why or why not? What stops you from doing it?	
1	Again, it depends. Powerpoint can be great or it can be useless.	Jun 23, 2010 1:12 PM
2	Generally I do, but sometimes I don't have time to prepare such materials, particularly if something in writing is also expected in advance.	Jun 23, 2010 1:22 PM
3	Too much time commitment to prepare presentation.	Jun 23, 2010 1:35 PM
4	To keep people engaged. It helps everyone get the most out of it. As long as the interactive method does not monopolize the attention.	Jun 23, 2010 1:56 PM
5	The sophestication of the audience members tends to vary too greatly to make this effective - better to leave time at the end for formal or informal for questions.	Jun 23, 2010 1:56 PM
6	Too much time to prepare and many times it is not delivered effectively from a technical standpoint.	Jun 23, 2010 2:40 PM
7	Additional time to prepare.	Jun 23, 2010 4:42 PM
8	Getting the audience involved makes it much more fun and more interesting for the presenter. We also hope that it makes it a more effective presentation for the audience.	Jun 23, 2010 4:53 PM
9	Absolutely. There's lots of research showing people absorb and retain better thru eyes than ears. In years gone by THe Coca-Cola Company would not permit a speaker to get up without visual materials.	Jun 23, 2010 6:06 PM

3. As a CLE presenter, do you want to incorporate interactive teaching methods

	Why or why not? What stops you from doing it?	
10	the more high tech the better the audience responds	Jun 23, 2010 6:59 PM
11	I think audience participation helps them remember important points.	Jun 23, 2010 7:25 PM
12	If stopped, it is due to time constraints in preparing materials.	Jun 24, 2010 12:58 PM
13	Not sure what this means. I do take questions and comments. But I don't like methods that rely upon technology because of their expense (if the presentation is at a hotel, the fees for computer hookups can be enormous) and the liklihood of something going wrong with the technology.	Jun 28, 2010 2:31 PM
14	don't know	Jun 29, 2010 8:00 PM

4. Which of the following have you used in your CLE presentations? Check all

	Other (please specify)	
1	I tried to check Audience participation, but it would not let me.	Jun 23, 2010 12:53 PM
2	I was unable to check more than one but I have used Powerpoint, small group, hypos in addition to interaction	Jun 23, 2010 1:12 PM
3	This question would not allow more than one answer. But I have used all of the first five.	Jun 23, 2010 1:34 PM
4	All of above. Was not allowed to check all	Jun 23, 2010 1:49 PM
5	None for an Atlanta Bar Association seminar. Have used other techniques at other CLE events.	Jun 23, 2010 1:56 PM
6	Would not allow multiple clicks - I use hypos and small group discussions sometimes.	Jun 23, 2010 2:40 PM
7	The software won't let me choose more than one item from the above list. I also would have checked Audience participation/interaction.	Jun 23, 2010 4:42 PM
8	I've used all of the first five (but program only permits checking one).	Jun 23, 2010 6:06 PM
9	and audience participation (the survey woudl only let em choose one).	Jun 24, 2010 12:47 PM
10	The program will not let me make multiple selections. I have used the first 5 responses.	Jun 28, 2010 2:31 PM
11	Cannot check more than one here.	Jun 28, 2010 4:54 PM
12	Not allowing me to check more than one. I have used all except creating action plans.	Jun 28, 2010 10:21 PM
13	It would only let me select one but I do incorporate PowerPoint, video, audience participation/interaction, small group discussion/table talk, creating action plans	Jul 6, 2010 5:49 PM
14	PPT & Video	Aug 20, 2010 6:23 PM

2. Why do you say yes when asked to give a CLE presentation?

	Response Text	
1	Keeps me current.	Jun 23, 2010 12:55 PM
2	The visibility is good for business development.	Jun 23, 2010 1:14 PM
3	Group requesting, location of presentation, topic	Jun 23, 2010 1:16 PM

2. Why do you say yes when asked to give a CLE presentation?

	Response Text	
4	Opportunity for outreach with the IP Community and to develop professional relationships with members of the Atlanta Bar. I may want them to speak some time!	Jun 23, 2010 1:24 PM
5	I enjoy doing it. Forces me to stay abreast of latest developments. It's good for my bio.	Jun 23, 2010 1:37 PM
6	Asked by a friend or someone I respect, or asked to speak on a subject I think important. Time contraints always play a role.	Jun 23, 2010 1:38 PM
7	Keeps me on top of the issues/law. And to get myself exposure.	Jun 23, 2010 1:58 PM
8	Opportunity to give something back to the profession (as corney as that may sound)	Jun 23, 2010 2:00 PM
9	If it is something I think I have expertise in and it will help other practitioners I say yes.	Jun 23, 2010 2:45 PM
10	Exposure, networking, break up office routine, professional enrichment.	Jun 23, 2010 4:45 PM
11	I have a commitment to give back to my profession. (2) I like to make contact with people having issues that I can possibly provide solutions to. (3) I like to support the work of the Atlanta Bar Association.	Jun 23, 2010 5:00 PM
12	Being on programs contributes to profesional reputation. Give something back to profession (particularly, on ethics and professionalism programs).	Jun 23, 2010 6:18 PM
13	Its my professional responsibilty	Jun 23, 2010 7:04 PM
14	I like to give back to the bar and feel an obligation to do so.	Jun 23, 2010 7:27 PM
15	Good PR	Jun 23, 2010 11:09 PM
16	Credentialling, or doing a favor for the person who needs a speaker	Jun 24, 2010 12:49 PM
17	Enjoy the process, easy way to earn hours, good professional exposure	Jun 24, 2010 12:59 PM
18	I think I'm better at them than many speakers and I'm an expert in my subject area.	Jun 28, 2010 2:34 PM
19	It's a way of serving the bar and for improving professional image.	Jun 28, 2010 4:57 PM
20	Person I know is the organizer and saying yes will help him or her, or speaking will help me in terms of forcing me to master a subject, or speaking will allow me to give back to a particular community or group.	Jun 28, 2010 10:26 PM
21	A way to gain depth knowledge and I love public speaking	Jun 29, 2010 8:01 PM
22	I enjoy them	Jul 6, 2010 5:51 PM
23	I think that our duty as attorneys includes giving back by teaching.	Jul 7, 2010 9:03 PM
24	To assist with recognition and assists in my own education by doing the research	Aug 20, 2010 6:29 PM

3. What are the reasons you say no when asked to do a CLE presentation?

	Response Text	
1	Too far away or schedule conflicts.	Jun 23, 2010 12:55 PM
2	The sole reason I turn down invitations is because of scheduling conflicts.	Jun 23, 2010 1:14 PM
3	no for-profit CLEs, scheduling issues	Jun 23, 2010 1:16 PM
4	Lack of time or conflict, particularly if a writing is wanted in advance.	Jun 23, 2010 1:24 PM
5	Too much time commitment. Not reputable organization.	Jun 23, 2010 1:37 PM
6	Time constraints or relative unimportance of the topic.	Jun 23, 2010 1:38 PM

3. What are the reasons you say no when asked to do a CLE presentation?

	Response Text	
7	Timing / conflict issues and questions about the bona fides of the program sponsor. I routinely decline to speak at "pay for play" seminar sponsors or for "for profit" groups.	Jun 23, 2010 2:00 PM
8	If it is a subject that I don't know or that I don;t think will be helpful or interesting.	Jun 23, 2010 2:45 PM
9	Time constraint, employer policy against making public statements that could be construed against company.	Jun 23, 2010 4:45 PM
10	Not my field of expertise, date conflict or too busy.	Jun 23, 2010 6:18 PM
11	Only say no when the audience is less than 20 people. Its a waste of my time otherwise.	Jun 23, 2010 7:04 PM
12	Time pressures.	Jun 23, 2010 7:27 PM
13	No time, not my area of expertise	Jun 23, 2010 11:09 PM
14	Too busy	Jun 24, 2010 12:49 PM
15	Time constraints	Jun 24, 2010 12:59 PM
16	schedule conflicts	Jun 28, 2010 2:34 PM
17	Time constraints.	Jun 28, 2010 4:57 PM
18	Too busy with work.	Jun 28, 2010 10:26 PM
19	too busy	Jun 29, 2010 8:01 PM
20	too busy	Jul 6, 2010 5:51 PM
21	Schedule does not allow it. Topic is not one in which I have expertise to speak.	Jul 7, 2010 9:03 PM

5. Do you enjoy making CLE presentations?

	Why?	
1	I learn a lot from the preparation and I enjoy working with different people.	Jun 23, 2010 1:16 PM
2	Interaction with peers; study of important subjects.	Jun 23, 2010 1:38 PM
3	For reasons given earlier	Jun 23, 2010 5:00 PM
4	Its always enjoyable to mentor my piers	Jun 23, 2010 7:04 PM
5	I enjoy giving back.	Jun 23, 2010 7:27 PM
6	Most of them are boring.	Jun 24, 2010 12:54 AM
7	After they are over. Right before them, I usually wish I had not volunteered.	Jun 24, 2010 12:49 PM
8	It is usually a lot of preparation compared to the level of enjoyment.	Jun 28, 2010 4:57 PM
9	love getting to learn and love public speaking	Jun 29, 2010 8:01 PM
10	It helps me develop a better understanding of a topic.	Jul 7, 2010 9:03 PM

6. Do you ever find yourself doing as a CLE speaker what bothers you as a CLE

	What?	
1	Failure to act excited behind the podium.	Jun 23, 2010 1:14 PM
2	Not providing sufficient Q&A time.	Jun 23, 2010 1:24 PM
3	Rambling.	Jun 23, 2010 1:37 PM

6. Do you ever find yourself doing as a CLE speaker what bothers you as a CLE

	What?	
4	Failing to hammer the most important points.	Jun 23, 2010 1:38 PM
5	Using my PDA during someone else's presentation. Ugh!	Jun 23, 2010 5:00 PM
6	Maybe without recognizing it. Dumb question??	Jun 23, 2010 6:18 PM
7	Telling a war story.	Jun 23, 2010 7:27 PM
8	Telling war stories	Jun 23, 2010 11:09 PM
9	I hate speakers who read their materials.	Jun 28, 2010 2:34 PM
10	It is hard to be interesting for an entire hour, so sometimes it's easy to fall back on PowerPoints, which can be boring.	Jun 28, 2010 4:57 PM
11	I never read from the written materials supplied, and I always allow questions.	Jun 28, 2010 10:26 PM
12	Using tiny font in Powerpoint and putting too much content on the slide.	Jul 7, 2010 9:03 PM
13	Becoming a drone	Aug 20, 2010 6:29 PM

7. Tell us two things that we could do to improve your experience as a CLE

	Response Text	
1	I can't think of any.	Jun 23, 2010 12:55 PM
2	I've never had a bad experience as a speaker at an Atlanta Bar Association event. My primary (interrelated) concerns as a speaker generally, however, are having: (1) a monitor either on, or immediately in front of, the podium so that I can refer to my slides and break eye contact with the audience as little as possible; (2) an easy way to advance slides either by using a remote or by having the host laptop on the podium (having to bend over to reach a laptop on an adjacent table is distracting to speakers and audiences alike); and (3) a portable microphone. (As a speaker, it's very difficult to gauge how much you can move around on stage and still have a stationary mike still pick up your voice.)	Jun 23, 2010 1:14 PM
3	The requirement for written materials can be onerous (particularly since no one ever reads them). PowerPoint presentations should be sufficient. Also, make sure deadlines are reasonable. I have been asked to do "year in review" programs, where the written materials are requested months before the event, rendering them dated by the time of the actual CLE.	Jun 23, 2010 1:24 PM
4	Continue to ask me. Consult with me about topics.	Jun 23, 2010 1:38 PM
5	You folks are easy top work with and provide me with a lot of leeway in terms of format and presentation options. No sugggestions for improvement.	Jun 23, 2010 2:00 PM
6	I am content.	Jun 23, 2010 4:45 PM
7	Have a standing instruction that all PDA's will be turned totally OFF and that, as an alternative, you will provide breaks so that people can check email. No one is taking this step to curtail this outrageously interruptive and disruptive practice. Be the first! Someone's got to go there.	Jun 23, 2010 5:00 PM
8	Involve your speakers or at least chairs in program design and speaker selection.	Jun 23, 2010 6:18 PM
9	perhaps spend one on one time with each speaker at the beginning of the process and brainstorm with them on what works best and help incorporate technology. Being available to do the time consuming technology preparation.	Jun 23, 2010 7:04 PM
10	Free beer afterwards :)	Jun 23, 2010 7:27 PM
11	can't think of anything	Jun 29, 2010 8:01 PM
12	nothing that I can think of!	Jul 6, 2010 5:51 PM

7. Tell us two things that we could do to improve your experience as a CLE

	Response Text	
13	Follow my specific requests regarding a podium or a projector. Have someone available to make sure that the Powerpoint is set up correctly (an AV tech).	Jul 7, 2010 9:03 PM
14	Not much - all is good!	Aug 20, 2010 6:29 PM

8. If the Atlanta Bar were to offer a multi-hour speaker development

	Why or why not?	
1	Timing and location would be significant considerations.	Jun 23, 2010 1:14 PM
2	always looking to improve myself	Jun 23, 2010 1:16 PM
3	I don't have time for a retreat.	Jun 23, 2010 1:24 PM
4	Too much time commitment. If CLE credit was available, and there were good presenters, I would certainly consider attending.	Jun 23, 2010 1:37 PM
5	Time constraints only. (Why not). Everybody can learn. (Why).	Jun 23, 2010 1:38 PM
6	Depends on my schedule.	Jun 23, 2010 1:58 PM
7	Would need to know more about it before deciding	Jun 23, 2010 2:00 PM
8	ACLE needs to do more in-house developed CLE's. We have plenty of Atlanta Lawyers who can present rather than hiring professional speakers to come. Also, ACLE needs to concentrate on more substantive topics of current interest.	Jun 23, 2010 2:45 PM
9	IT would depend on who is talking and about what. We spend lots of time helping lawyers make their presentations better and it would take something new to get me involved.	Jun 23, 2010 5:00 PM
10	Probably not. I've been doing it a long time and I probably wouldn't want to take the time. Also, the quality of the program turns primarily on the expertise of the speakers in their subject matter, next on how much experience they have had as speakers in that subject and finally on whether they have really put time into preparing for their presentation and producing worthwhile materials. A generic program on how to be a speaker would be of less importance in my view.	Jun 23, 2010 6:18 PM
11	Time comittement would determine.	Jun 23, 2010 7:27 PM
12	I would be afraid that it would be a waste of time. I would need to know more about the topics that would be covered.	Jun 28, 2010 2:34 PM
13	I think this is a great idea!	Jun 28, 2010 4:57 PM
14	Sounds like a big time commitment for something that I only do once or twice a year, and I would be dubious about benefits.	Jun 28, 2010 10:26 PM
15	chance to learn and improve	Jun 29, 2010 8:01 PM
16	To assist with technique	Aug 20, 2010 6:29 PM

1. Please let us know any additional comments or feedback you have.

	Response Text	
1	This was an above average survey monkey survey.	Jun 23, 2010 1:39 PM
2	Diane and Mary Lynne are the absolute Greatest!	Jun 23, 2010 5:01 PM

1. Please let us know any additional comments or feedback you have.

	Response Text	
3	You obviously want broad involvement (race, gender, small firm, large firm, etc.) and don't want to be accused of having a small clique who do your programs, but you want high quality programs, which means being sure your speakers have real expertise and that they have a good reputation as speakers.	Jun 23, 2010 6:22 PM
4	I know of others who would benefit from a speaker development program if it were offered. It would be interesting to do something like a NITA-type program with feedback about an actual presentation.	Jun 28, 2010 2:35 PM