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TEACH – COACH – MENTOR – LEAD

Coaching

By Brent Reeves

February 15, 2019

Coaching, giving instruction to an individual or advising in order to better their performance and confidence in accomplishment of given tasks. We, as Legal Administrators, are in a very unique position within our organizations to serve as coaches to our personnel. Very few personnel across the Corps have the depth and breadth of our experience. It is rare to find the officer-attorney who also served as an enlisted Soldier before going to law school and receiving their commission. Even rarer is the case of the enlisted soldier who first applied for and was accepted to OCS and later decided to attend law school. These cases do exist, but they are extremely rare. We should consider ourselves to be the default individual in any organization who has the benefit of both experiences.

That being said, we must never forget where we came from. Relying on our experience as one-time enlisted soldiers gives us a very unique perspective to issues that arise. We as Legal Administrators are able to also analyze the issue from the perspective of an officer, also makes our input to any situation singularly unique in most situations. When enabled by our senior leaders, Legal Administrators can bring that singularly unique approach to problems to the table, and see issues from both perspectives. It should be the goal of every Legal Administrator to be entrusted with this coaching ability.

I knew that I wanted to become a Legal Administrator about three weeks into my very first assignment in the Army. I watched “Chief” solve problems for the entire office. Enlisted or Officer, she was the person everyone turned to in order to solve issues they were either unfamiliar with, or just couldn’t figure out how to solve. I thought to myself at the time, “What a unique position this person holds - - she is the hub of the office



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wheel. She makes everything happen, for everyone.” All the while, while making stuff happen behind the scenes, “Chief” also was teaching, instructing, and mentoring individuals about the actions she was taking. This, in the best sense of the word, is coaching. Enabling others to do the tasks that you are helping them with at the time. Passing on knowledge and ability to accomplish the task in the future. It improves the abilities of the individual you are helping, while simultaneously (hopefully), lightening your future workload.....because you have coached them well.

Some individuals take well to coaching and are eager learners. But just like greater society, we also have individuals in our Corps that are resistant to learning. These individuals require a more tactful approach to being coached - - especially if they are our seniors. It can still be done in a tactful way, however. One example that proved particularly challenging in my career was an SJA that had to travel quite frequently. This officer desperately needed to carry his .PST (personal files from e-mail) back and forth from theater with him. This proved to be difficult, as he did not understand the concept of associating those files back to the Outlook application. It was difficult to get him to sit down and be taught the process, but after multiple examples being shown just how important this skill was to him and the use of analogies to simplify the process, he eventually learned to perform the steps himself. Later in his tour, he developed a great appreciation for that skill, as it allowed him access to information he needed to form the basis of several high-profile opinions in theater when I was not forward deployed. Coaching will help people become independent. When done correctly, it will enable them to carry out actions without your involvement, which should be a goal for all of us. Coaching makes everyone a better Soldier - - it should be all of our goal to be the best coach we can be. So go forth and coach, “Chief,”.....your life and their life will be the better for it!!

Member Spotlight

CW4(R) B. John Schreiber, U.S. Army (1954-1978)

-In his own words

I would like to thank Chief Hurst for his January 2019 article in the Member Spotlight concerning his life after the Army. I now have been asked to write an article about my life after the Army. I feel much more comfortable attempting to do such after having read another person’s post-Army-retirement endeavors.

In as much as our Association’s prime goals have to do with learning, mentoring and the transfer of knowledge, I have got to believe that our Editor’s goals with the Member Spotlight Section is much more than simply giving us old fools an opportunity to let everybody know about all the good, bad and ugly that we experienced in our post-20+ years in the Army.

It is with those thoughts in mind that I ask your indulgence in allowing me to go back some four years or so before I retired from the Army in my article which is supposed to be about “my life after the Army”. You see, it is my belief, that my post-retirement years have been extremely happy, satisfying and rewarding. It is also my belief that I have been privileged to enjoy that form of life style mainly because of my activities during the last four years of my military service.

In terms of transferring knowledge, I believe that it is critical that everyone gets this: My activities in the last four years of my military service had a great deal to do with what I consider a very, very successful post-Army retirement.

Note that I said my activities. I hasten to admit that some were planned and some just happened.

In 1974 I was assigned to the Staff Judge Advocate Office at Fort Gordon, Georgia. I remember breathing a sigh of relief. I was getting back to the basics – a simple SJA office. That feeling came from some of my previous assignments: 1970,

U. S. Armed Forces Claims Service, Seoul, Korea; 1971, Office of the Judge Advocate General's Office, The Pentagon; 1972, Fort Benjamin Harrison, IN, to establish and teach the new legal clerks' course; 1973, The first JAG warrant to attend the Warrant Officer Senior Course at Fort Rucker, AL. Interesting enough that was the very first course of instruction I had ever been provided as a warrant officer. While I really was glad to get back to the basics at Fort Gordon, I think my previous assignments had taught me to think outside the box. Fort Gordon had a fair size office. We occupied three WWII barracks for our offices plus a large single story building as our Post Courtroom. There was Claims, Legal Assistance and Trial Defense Services in one building, the SJA, Admin and Civil Affairs and Contracting in one and Military Justice in the third; the court room being in the single story building. The SJA, Colonel Carney, stayed active in most everything going on, including the Georgia Bar Association. He and some of his officers would go to the monthly meeting of the Bar. At some point I started going with them as a guest. Frankly I cannot remember whether I asked to go or whether it was suggested by Colonel Carney. I can tell you that there probably was not any one activity that had a greater impact on my post-retirement life than starting a relationship with the members of the Georgia Bar Association in Augusta.

It all started very casually. I would make it a point to sit with some guys that I did not know at lunch and we would soon be talking about the kind of things I (and JAG warrants in general) did for the Army's legal field. Fairly frequently our conversation would be joined by one or more civilian attorneys that had represented a military person at Fort Gordon. We ultimately ended up talking about most any subject that could come up in an office. As I recall managing files, different types of equipment, managing personnel, partner relations and use of partnership agreements were some. I learned quickly that most lawyers could be very good at providing legal counsel to their clients but they were not very good at managing their own affairs and very few law schools taught them anything about running an office.

These general discussions grew to the point where I was asked on more than several occasions to make presentations concerning different types of office management matters. I recall one being the use of office equipment. Another interest was in the area of records management. One year I was asked to offer a presentation at the Annual Georgia Bar Association meeting on Time Keeping. On several occasions I was hired as a consultant to offer specific advice on resolving internal office management matters in multi-lawyer offices. Please do not think I am blowing my horn and down grading the lawyers. We simply were dealing with matters they knew very little about and I had spent most of my adult life working with.

All of this concluded with a presentation at a monthly Bar meeting concerning a Word Processing Center we had established in our JAG office. Shortly after my presentation the senior partner of one of the largest (and oldest in the state) law firms in Augusta contacted our SJA and asked if he and several of his partners could tour the Center. A week or so later I got a call from the partner asking me to meet with several of his partners. I met with them and they offered me a job as their First Time Office Administrator.

Before I get to the offer, I hope the above tells you that if there is any chance at all you should make yourself aware of the market; how you might fit in it but before that there is one over-riding question you need to ask and answer:

At the time in your life when you retire from the Army which is more important to you: (1) Money or (2) Quality of life for you and your family? In my situation, I was about 135 miles from Atlanta and I found that I could come close to doubling my salary if I chose to seek employment in the Atlanta area compared to what was being offered me in Augusta, Georgia. Did I want the big money and the big city life or did I want the smaller town of Augusta that was several hours from a lot of things but not the big city life style.

I took the job offer, chose Augusta, Georgia in 1978 and my wife and family are happily still there

in 2019. Now, finally, on to my life after retirement from the Army.

I took some terminal leave in early 1978, left the Army on Thursday and went to work downtown on the following Monday. Don't remember the month. Outwardly all I had to change was my uniform. Same home, same street address and same school for the kids. The changes in the work environment more than made up for the lack of changes elsewhere. Gone was the structure and work discipline that had ruled my life. I had entered as conservative a law firm as one might find in those days. The men all still wore coat and ties to work and still had cuffs on their pants. There was some 10-12 lawyers in the office and I think eight of them were partners. That meant there was at least eight acceptable ways of doing things. Once I recognized and accepted the fact that there was no primary leader in the firm things began to settle down. I got the partners to all agree on what there two or three main problems were. The main one was the rapid turnover of legal secretaries. We solved all of their main problems (none of which were that serious from a management standpoint) in fairly short order.

Things went fairly smoothly from that point on. Somewhere in the early to mid-1980's one of the partners started getting heavy into class action law suits. These suits required a tremendous amount of discovery involving weeks at a time in distant cities reviewing and copying documents, the short term rental of equipment, office space and the hiring of temporary personnel. This was right down my alley and really enjoyable from my standpoint and the firm let me have total control. They even let me take my wife along and hire her as one of our team. Like all good things it came to an end after about a year and a half and it was back to the office on a regular basis. I pause here to make a point. Maybe my experience at this point in "retirement" when looked at correctly may make a learning point for someone else out there before he or she reaches a critical point. You may or may not recall but in Chief Hurst's epistle, January 2019 issue, toward the bottom of column two, page four he says when he took another job he chose a simpler path than office management and sought to avoid stressful positions of leadership and

responsibility...that he thrived on his new job being responsible for no one but himself. As I returned to work in my regular routine office management functions I began to occasionally feel harassed by the comments or observations of the ten plus secretaries and other non-lawyer personnel. Their comments and/or observations were becoming more and more frustrating. Where, in years past, I enjoyed dealing with the support staff almost looking forward to helping them through the day by helping them deal with their work problems. No More. It felt like constant irritation. As with Chief Hurst looking back it was clear that it was time for me to get out of the supervisory or management of personnel business!!!

Around 1993 the attorney I had done so much class action discovery and investigation for left our firm and joined another law firm several blocks away. Several months later this same attorney asked me if I would come to work for the firm he had joined doing his investigative work. I jumped at the chance and became his firms "in-House Investigator" responsible for only my own work product. Like Chief Hurst I loved it. I retired from that office after about 10 years in 2002, at age 65.

I spent almost two years playing around the house, our lake-house, and boat on Clarks Hill. Then I decided it was time to go back to work. I found a job working as a courier for a logistical company moving their paper work from warehouse to warehouse in the company car. Once again I was responsible for only me. The work schedule: 0800 to 1300 Monday thru Friday, EVERY OTHER WEEK. Left that job after a couple years at age 70 when they asked me to start including a couple of hours in the afternoon. That was over 10 years ago. Haven't had a job in over ten years and really don't miss it. Not sure I know how I had time to work. I hope that all who read this can enjoy their work life as much as I have.

Monthly Themes

All members are encouraged to write articles and provide content for the AMLA Times. If you'd like to submit content for a specific issue, we are ready to receive that content at any time, there is no need to wait. In order to ensure they are added to your desired issue, there are deadlines posted next to each issue, this gives us time to insert, format, review, and publish each issue on time. We encourage you to send us your content as soon as you have it completed, preferably before the 15th of the previous month

The themes for each of the monthly AMLA Times for FY19 are listed below:

Issue

Oct 2018 – Teaching
Nov 2018 – Digital Leadership
Dec 2018 – Work-life Balance
Jan 2019 – Goal Setting
Feb 2019 – Coaching
Mar 2019 – Community Outreach, Giving
Back
Apr 2019 – Mentorship
May 2019 – Membership Drive
Jun 2019 – Setting Yourself Apart, Branding
Jul 2019 – Leading
Aug 2019 – Building Morale, Esprit de Corps
Sep 2019 – Back to School, Refocusing

Email all of your content to:

public_relations@amla-tcml.org

Monthly Board of Directors Meetings

Monthly Board of Directors Meetings are conducted at 7:00pm. The next scheduled meetings will be held on the following dates:

February 20, 2019
March 20, 2019
April 17, 2019
May 15, 2019

All members are encouraged to attend these meetings by calling in with phone number (515) 606-9300, with the Access Code 294964.

The monthly meeting agenda can be found on the AMLA Facebook page or on the AMLA website. If any member wishes to comment or share an idea there is time before we close the meeting to hear from you. Let us know you're on the call.

2019 Campaign Plan (Resolution 2019-04)

We need your help. Attached to this newsletter is the 2019 Campaign Plan identifying AMLA's various objectives.

Please join one of our committees listed here to help us accomplish our goals for our organization. If you are remotely interested or have any experience kick-starting a campaign or a committee like this we need your expertise and new innovative ideas.

2019 Elections

AMLA's Board of Directors elections will be coming up in June. If you are interested in any of the Executive Board of Director positions please send a letter of interest and a small biography to governance@amla-tcml.org. Our job descriptions can be found on the AMLA website in the Original Bylaws (2016).



ASSOCIATION OF MILITARY LEGAL ADMINISTRATORS

CAMPAIGN PLAN FY2019

AS OF JANUARY 15, 2019



Vision

Through continued fellowship, the Association seeks to preserve old friendships, uphold the values of military service, and to continue to share knowledge in an ongoing mission of teaching, coaching, mentoring and leading.

Mission

The Association is a values-based veteran's organization seeking to preserve old friendships, to support and uphold the values of military service, and to continue to share knowledge in an ongoing mission of teaching, coaching, mentoring and leading.

ENGAGEMENT LEADER: TBD

Area of Emphasis 1

Public Awareness

Deliver a measurable, impactful, and broad-based Campaign that elicits public confidence as well as legitimizes and connects members and donors to the core principles of our existence.

Objective 1a: Brent Reeves

Ambassador Program.
Build awareness by reaching out to, and connecting with, past and present Legal Administrators and Legal Administrative Officers.

Action 1a1: Define the Program

Action 1a2: Develop the Program

Action 1a3: Execute the Program

Objective 1b: Rebekah Stuyvesant

Candidate Outreach Program.
Build awareness by reaching out to, and connecting with, newly accessed Legal Administrators and Legal Administrative Officers

Action 1b1: Define the Program

Action 1b2: Develop the Program

Action 1b3: Execute the Program

Objective 1c: Matt Casey

Social Purpose Marketing.
Build awareness through ongoing internal and external communications with the Public through varying media strategies.

Action 1c1: Define the Campaign (Scan, Plan, Implement, Evaluate)

Action 1c2: Develop the Campaign (Newsletters, Branding, etc.)

Action 1c3: Execute the Campaign

Objective 1d: TBD

Strategic Partners.
Build awareness through dedicated goodwill partnerships that embrace our cause and align themselves with our vision and values.

Action 1d1: Support Action that develops this Objective (abbreviated)

Action 1d2: Support Action that develops this Objective (abbreviated)

Action 1d3: Support Action that develops this Objective (abbreviated)

Objective 1e: Membership-at-Large

Community Connections.
Build awareness through individual goodwill endeavors that elicit public confidence and share the core principles of our existence.

Action 1e1: Support Action that develops this Objective (abbreviated)

Action 1e2: Support Action that develops this Objective (abbreviated)

Action 1e3: Support Action that develops this Objective (abbreviated)

ENGAGEMENT LEADER: TBD

Area of Emphasis 2

Education & Engagement

Promote continued development of our core principles – support through teaching, coaching, mentoring, leading – and bolster opportunities, manage expectations, develop relationships, and ignite the passion to see the future of our organization.

Objective 2a: Jonnee Carter

Reading Program.
Promote a culture of awareness through learning opportunities and essential strategies for teaching, coaching, mentoring and leading.

Action 2a1: Define the Program

Action 2a2: Develop the Program

Action 2a3: Execute the Program

Objective 2b: TBD

Webinars.
Promote a culture of education through targeted, timely, and relevant learning.

Action 2b1: Define the Program

Action 2b2: Develop the Program

Action 2b3: Execute the Program

Objective 2c: Katrina Steddum

Scholarships.
Promote a culture of growth and continuing support by providing financial opportunities to eligible beneficiaries.

Action 2c1: Define the Program

Action 2c2: Develop the Program

Action 2c3: Execute the Program

Objective 2d: Eddie Hernandez-Gomez

Associate Membership.
Promote growth through a campaign offering greater levels of interaction within our membership Community and the Public.

Action 2d1: Support Action that develops this Objective (abbreviated)

Action 2d2: Support Action that develops this Objective (abbreviated)

Action 2d3: Support Action that develops this Objective (abbreviated)

Objective 2e: Membership-at-Large

Member Connect (Bridging the Gap).
Promote a culture of Community and continuing support through individual exchange and engagement with our Network.

Action 2e1: Support Action that develops this Objective (abbreviated)

Action 2e2: Support Action that develops this Objective (abbreviated)

Action 2e3: Support Action that develops this Objective (abbreviated)

ENGAGEMENT LEADER: TBD

Area of Emphasis 3

Advocacy

Exercise potent strategies that illuminate the commonality of underlying issues that face our membership-at-large and establish lasting solutions to overcome them.

Objective 3a: William Teeple

Veteran Success Program.
Inspire and empower veteran success beyond military service through a dedicated network of support and administration.

Action 3a1: Define the Program

Action 3a2: Develop the Program

Action 3a3: Execute the Program

Objective 3b: Jim Steddum

Charitable Transparency.
Communicate and promote the organization's message and purpose and instill public trust in a meaningful and impactful way.

Action 3b1: Support Action that develops this Objective (abbreviated)

Action 3b2: Support Action that develops this Objective (abbreviated)

Action 3b3: Support Action that develops this Objective (abbreviated)

Objective 3c: Jim Steddum

Veteran Service Organization Accreditation.
Establish and communicate an honest and developing culture that promotes competency and credibility recognized Nationwide.

Action 3c1: Support Action that develops this Objective (abbreviated)

Action 3c2: Support Action that develops this Objective (abbreviated)

Action 3c3: Support Action that develops this Objective (abbreviated)

Objective 3d: TBD

Systematic Support.
Align the efforts of our organization with other charities involved in similar purpose that may gift or seek funds for charitable purposes.

Action 3d1: Support Action that develops this Objective (abbreviated)

Action 3d2: Support Action that develops this Objective (abbreviated)

Action 3d3: Support Action that develops this Objective (abbreviated)

Objective 3e: Membership-at-Large

Service through Support.
Pledge to be informed, build relationships, increase visibility of, and seek responsibility in, our enduring mission of Community.

Action 3e1: Support Action that develops this Objective (abbreviated)

Action 3e2: Support Action that develops this Objective (abbreviated)

Action 3e3: Support Action that develops this Objective (abbreviated)

ENGAGEMENT LEADER: TBD

Area of Emphasis 4

Sustainability

Establish an environment sufficient to ensure the future of our charitable purposes that formalizes and fosters a culture promoting success through organizational functioning.

Objective 4a: William Teeple

Capital Fundraising.
Build and prioritize a diverse revenue stream to fund core and innovative programs costs.

Action 4a1: Develop a sustainable financial structure

Action 4a2: Develop a sustainable and dynamic business model

Action 4a3: Develop sustainable financial function and infrastructure

Objective 4b: William Teeple | Jim Steddum

Authentic Purpose.
Instill a constant, consistent sense of focus for the leaders, members, and followers of the organization's charitable purpose.

Action 4b1: Support Action that develops this Objective (abbreviated)

Action 4b2: Support Action that develops this Objective (abbreviated)

Action 4b3: Support Action that develops this Objective (abbreviated)

Objective 4c: TBD

Mentorship.
Develop and nurture an environment of caring, sharing, and positive influence amongst members.

Action 4c1: Support Action that develops this Objective (abbreviated)

Action 4c2: Support Action that develops this Objective (abbreviated)

Action 4c3: Support Action that develops this Objective (abbreviated)

Objective 4d: Jim Steddum

Board Recruitment.
Seek out, nominate, and/or encourage talented individuals for board membership consideration through effective governance practices.

Action 4d1: Support Action that develops this Objective (abbreviated)

Action 4d2: Support Action that develops this Objective (abbreviated)

Action 4d3: Support Action that develops this Objective (abbreviated)

Objective 4e: Membership-at-Large

Mutual Missions.
Establish an individual culture of personal enrichment through volunteer service and meaningful engagement.

Action 4e1: Support Action that develops this Objective (abbreviated)

Action 4e2: Support Action that develops this Objective (abbreviated)

Action 4e3: Support Action that develops this Objective (abbreviated)