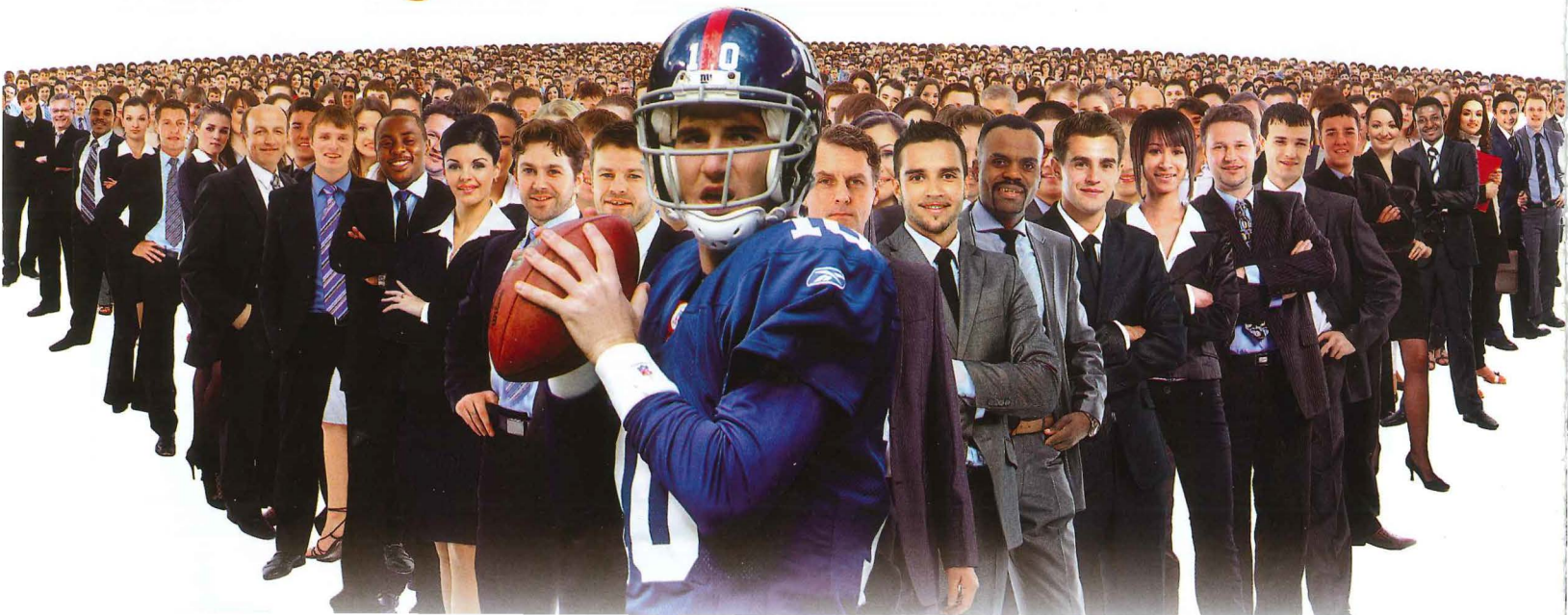




PRESIDENT'S VIEW

Introducing Our Annual Best Practices Guide





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tool. Culture starts at the top—research shows that organizational culture tends to reflect the CEO—and job candidates zero in on it. Figure out what your company values, and communicate so that every employee can say clearly what it means to work for your company. Add flexibility when possible: not everyone will put in 90-hour weeks, and more people now work remotely, at least sometimes. Consider nontraditional candidates, including candidates across industries, and hire more for potential than for skills with a focus on finding collaborative change agents who are innovative. Hold every manager accountable for building the talent pipeline and prioritize diversity, including diversity of thought. In a changing talent landscape, complacency comes with serious costs; from turnover costs to missed opportunities for innovation. But companies that are proactive have an advantage that no technology can match, because ultimately, success comes down to people.

INSURANCE



Singer Nelson Charlmers
By David J. Singer, EVP and Managing Director

The most important thing I have done is surround myself with a fantastic team of people. We hire people to do things they are great at and love to do. There are several things I am great at and love to do and there are many others I am not good at and do not love to do. We work together to share the responsibilities of keeping our clients happy. Each of us almost exclusively focuses on one thing: sales, customer service, management, admin or bookkeeping. We use testing and personality profiles as part of our hiring process to increase our chances of getting the right people on our team. I am a positive person, yet one famous saying I do not believe in is, "If you put your mind to it, you can do anything." There are plenty of things I cannot do, no matter how hard I try—or if I do get them done, there is too much frustration and stress along the way. What I do

believe, and what I have experienced over and over, is when people work together, each doing what they are great at and love to do, we can do anything if we put our collective minds to it.

LAW



Archer & Greiner, P.C.
By Stacey J. Sinclair, Esq., Chief Operating Officer

From the legal research we have been familiar with for years to the business analytical tools that inform firm management as to the financial impact of every matter, the evolution of technology influences every level of legal practice. While legal managers have used technology to assist their operations, perhaps the best use of today's technology allows not only legal managers but practice group leaders, and attorneys at every level, to bring efficiency and cost savings to their clients. In this competitive landscape, there is every need to contain costs internally, but to also recognize the needs of our clients to do the same. The increased use of technology creates efficiencies to be passed on to clients—whether that be to provide a centralized document production team with advanced word-processing tools to better meet attorney

needs; the use of business intelligence that permits matter budgeting based on historical experience; or integrated in-house, e-discovery support that supports litigation through trial. A decade ago, Archer committed to bringing in-house its own litigation support team, virtually eliminating the need for vendors, streamlining the data management process and working strategically with clients and attorneys every day—resulting in better litigation and trial experiences.



Beattie Padovano, LLC
By Martin W. Kafafian, Esq., Managing Member

As a service firm, our success is measured by how well we serve our clients. I have been the Managing Member at Beattie Padovano since 2001, and am blessed to be part of a dynamic organization with highly motivated people. I routinely emphasize that our clients' needs are the priority, and that we must promptly respond to our clients courteously so that each client knows that he or she has our undivided attention. The attorneys here are already motivated by the intellectual challenge of practicing law, and are further inspired by the understanding that our goal is to achieve the most favorable results. That same

TTI Environmental, Inc., President
Craig Durand, LSRP, CHMM

"The spills and accidents that have occurred over the last couple of years have influenced regulatory programs, and prompted environmental professionals to improve controls in physical assets and their risk approach."

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emphasis motivates our management team to foster an environment that allows attorneys and staff to concentrate on professional performance. It is comforting for our attorneys and staff to know that they have the support of our management team who will handle the company's "operations," so that the primary focus of the organization can be maintained. The entire staff understands the importance of "striving to

exceed expectations." That phrase inspires all of us at Beattie Padovano to achieve the highest quality product and outcome for our clients.



Callagy Law

By Sean Callagy, Esq.,
President

At Callagy Law, we are an innovative and rapidly growing, 100-person law firm. The foundation of our success is based on two key ingredients. First, we are clear on our "Why," as in "Why Callagy Law exists." Callagy Law exists "to fundamentally change the way people feel about lawyers, one client at a time." Our entire team is clear that having an inspired common vision to change people's feelings about lawyers is crucial for maintaining the highest levels of focus, energy, synergy, motivation and results for our clients and our firm. The second key ingredient to our success is our commitment to learning and implementing our

"results formula." Our results formula has been synthesized over 20 years of studying success and results from every perspective. We believe that success is scientific, predictable and FUN. Our team receives regular training, coaching and mentoring in our three-part results formula, which includes everything from time management, to influencing skills, to leadership, to remaining energized and self-motivated and more. Through these key ingredients, we believe our firm will remain an industry leader in New Jersey and beyond.

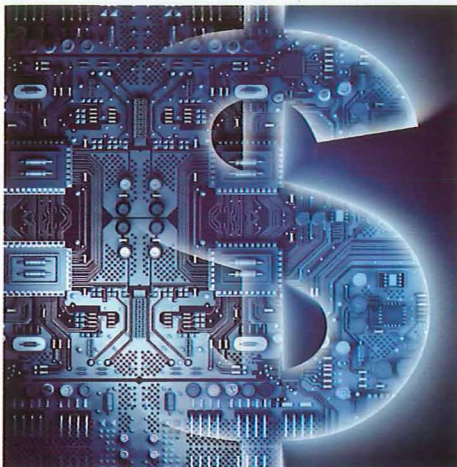


Cole Schotz P.C.

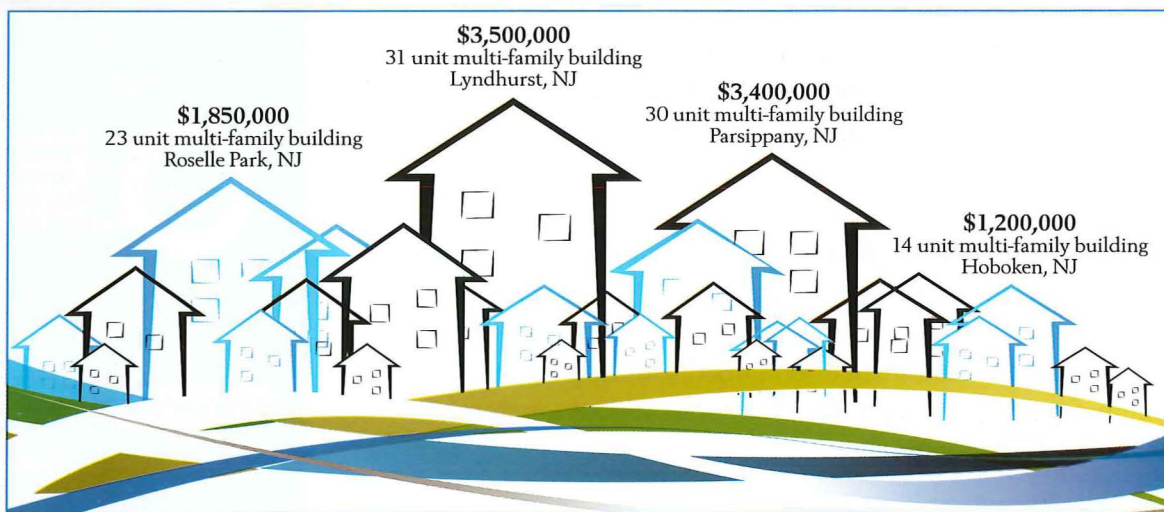
By Norm Pernick, Esq.,
Delaware Office
Managing Partner

The "Information Age" challenges how lawyers have traditionally provided legal services. Cole Schotz P.C. believes that new technologies present the opportunity to meet client needs and demands more creatively and effi-

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ciently. We have enthusiastically embraced and implemented these historic changes with the goal of being at the head of the pack. Technology has impacted how we collaborate with our clients and with each other, how we interact with adversaries and the courts, and how we safeguard those communications. We consistently review our internal workflow and processes to provide the most cost- and time-efficient services. Embracing technology makes us better suited to represent clients than a great many of our competitors who have not made the same infrastructure and training investments. One of the most significant technologies we have employed is electronic discovery. It is now estimated that 98 percent of all data being produced is in electronic form. Cole Schotz provides full-cycle, all-in discovery services, offering start to finish e-Discovery counseling, project management, data processing, analytics, hosting, review and production. We understand how to leverage advanced technology to reduce

discovery costs and burdens. We minimize “eyes on” review of every document, saving our clients enormous fees without sacrificing quality results.



Connell Foley LLP

By Michael X. McBride, Esq., Managing Partner

A true leader must foster an environment of respect and collaboration among all members of an organization. In this day when data and information are so readily available, it is imperative for leaders to establish transparency from the top down. This ensures that everyone understands the organization’s core values and strives to work together for the firm’s success. At Connell Foley, we structured our Executive Committee, a six-person group consisting of three women and representatives of different practice groups, to represent the interests of all members of the firm. As the managing partner, I work with the Executive Committee to

make sure we always lead by example—by demonstrating consistency and integrity in all decisions and actions we undertake. Our firm has long prided itself on its culture, and we believe that fair leadership is the key to maintaining that. When team members (our partners, associates and staff) feel heard and trust in the information that is communicated to them, you create an organization in which everyone feels vested. This in turn supports a culture of collaboration and respect, and ensures that everyone is working in the best interest of the firm and its clients.



Day Pitney LLP

By Stanley A. Twardy, Jr., Esq., Managing Partner

I find that the most effective leadership practice is to know the strengths and weaknesses of your team. When you understand your employees’ skill sets, you are able to determine their most successful

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Where Leaders Learn

John Hayes
 Chief Marketing Officer
 American Express Company
 Seton Hall Class of 1976



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role. Each individual has different gifts and a good leader knows how to utilize those strengths to maximize the efficiency of the organization. In a law firm, it is extremely important to utilize the appropriate lawyer to assist a client, as clients have diverse needs. In our firm, we pride ourselves on building relationships with our clients. You could say our players each have separate skill sets, but working together as a team, we have an unbeatable lineup.



Gibbons P.C.

By Patrick C. Dunican, Jr., Esq., Chairman and Managing Director

Relentless follow-up is the most effective leadership best practice I have observed. Successful leaders never cease to push, cajole, encourage and inspire. Persistence and perseverance are essential to a successful ultimate outcome. I meet regularly with practice group and administrative leaders—and



expect them to meet regularly with their teams—to ensure they are performing to their maximum potential. Every meeting begins with follow-up from the last meeting, determining whether and how successfully previous action items were undertaken. Follow-up should address the interests of both those providing the service and those receiving it. For example, for every matter we handle, the partner in charge constantly follows up with attorneys assigned to the matter to ensure optimal service delivery. That partner also provides the client regular status reports and, ultimately, after-matter reports to capture feedback for fur-

ther improvements. With respect to new business development, relentless follow-up is the only measure that successfully ensures the beginning of a new relationship. Once the relationship begins, the same level of close contact must be maintained.



Greenbaum, Rowe, Smith & Davis LLP

By W. Raymond Felton, Esq., Co-Managing Partner

The past few decades have brought unprecedented growth in the use of technology in most businesses, and the practice of law is no exception. The Internet, e-mail, computerized legal research, enhanced word processing features and electronic filings provide capabilities that prior generations of attorneys could not have imagined. Still, the benefits of modern technology do not come without costs or risks. Although this is true for businesses in general, certain issues are unique to

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ALL BANKING SHOULD BE PRIVATE BANKING

When Kate Tiedemann sold the successful business she'd built in New Jersey and moved to Florida, she took her PGB Private Banking relationship along with her.

"Personal relationships," she says, "have always been primary in my mind because that's the way I built my business. You want to be with somebody you trust."

How much does Kate trust us?

One night, driving home late from a Peapack-Gladstone Bank event, she hit a pothole causing her tire to blow out. Not wanting to be alone by the side of the road while waiting for service, she called the person she trusted most in the area—Gary, her PGB Private Banker. Gary stayed with her until the tire was fixed.

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legal practices, and law firm management and attorneys deal with these concerns regularly. Client confidentiality has always been a hallmark of the attorney-client relationship. In an age where ubiquitous smartphones enable recording and photography, we can rarely be certain of privacy. Mistakenly hitting "reply all" to an e-mail may cost a client the otherwise privileged nature of an

attorney-client communication. We constantly caution our attorneys and clients about the care they need to take in this regard. Another concern is the use of meta-data or cookies in documents, which can be an unwanted source of evidence. We therefore "scrub" our documents to remove this potential problem. Used wisely, technology is a great benefit to the practice of law. When used imprudently, however, it can cause embarrassment or even harsher consequences.



Harwood Lloyd, LLC

*By Curtis J. Turpan, Esq.,
Co-Managing Partner*

Harwood Lloyd uses technology to benefit both its business litigation and transaction clients. On the most basic level, all of our attorneys are available to our business clients virtually 24/7 by cellphone, e-mail or text. We use litigation tracking programs to maintain a current status of

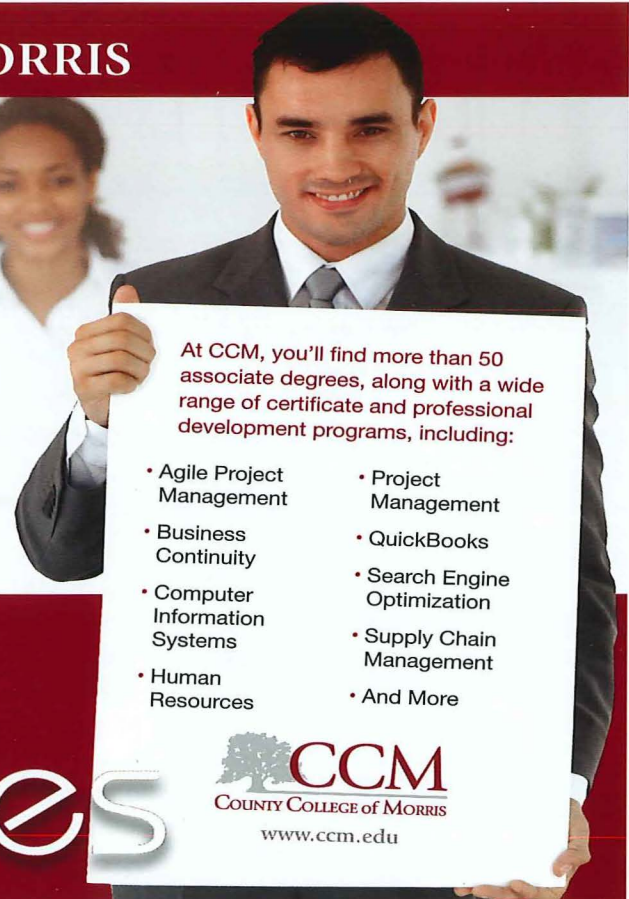
each matter, resulting in our being able to quickly provide the client with up-to-date information. On the federal level and increasingly on the state level, pleadings and other court filings are expedited and simplified with "e-filing" of pleadings and other documents with courts. Through government Web sites, we are able to quickly form new business entities, as well as file online reports required to maintain an entity's ability to do business in New Jersey or other jurisdictions. In litigation and transactional business matters, we use computer-assisted legal research both to research issues and to keep abreast of current developments in relevant areas of the law. Technology also allows us to locate public information relevant to both transactional and litigation matters. In short, the use of technology allows us to provide our business clients with comprehensive representation that is more efficient both as to the substantive work involved, as well as to keeping client costs down.

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Hoffmann & Baron, LLP
By Ronald J. Baron, Esq.,
Managing Partner

Identifying the firm's best practices with respect to use of technology in today's world is best answered as a philosophy rather than a list of technical devices and/or software advances which become obsolete as they are named. Simply stated, the firm uses technology to provide the most efficient and convenient legal and

business solutions to the client while preserving requisite confidentiality and the highest standards of professionalism. We implement our philosophy using a cloud-based wide area network (WAN), seamlessly integrating two highly productive tri-state offices; and remote access with all of the firm's operating, management and storage capabilities. This enables instantaneous 24/7 access to documents and communications; and the firm has incorporated an electronic document production package to support litigation and inter partes proceedings. Firm administration has also been technically enhanced by a fully electronic billing system, which ties in directly to the financial functions of our major clients, such that most of the billing can be transmitted expeditiously and "paperlessly." Attorneys and staff are provided maximum flexibility as to work location, resulting in maximum convenience and continuous service to our clients—even in the face of hurricanes and snowstorms.



Jackson Lewis P.C.
By Vincent A. Cino, Esq.,
Chairman

The most effective leadership best practice is to inspire confidence, which I believe requires the following three components: leading by example, maintaining fairness, constancy and objectivity in all matters, and communicating effectively. One approach I use to accomplish this goal is periodic written and oral reporting, including a bi-monthly shareholder teleconference addressing various financial issues and major firm initiatives. In this way, I can provide the transparency necessary to ensure stakeholders understand the considerations that went into decision-making on a particular issue and have an opportunity to voice their concerns. Even in situations where someone disagrees with a firm decision, he or she will know there is a process in place for evaluating ideas and making a determination. Finally, like a quarter-

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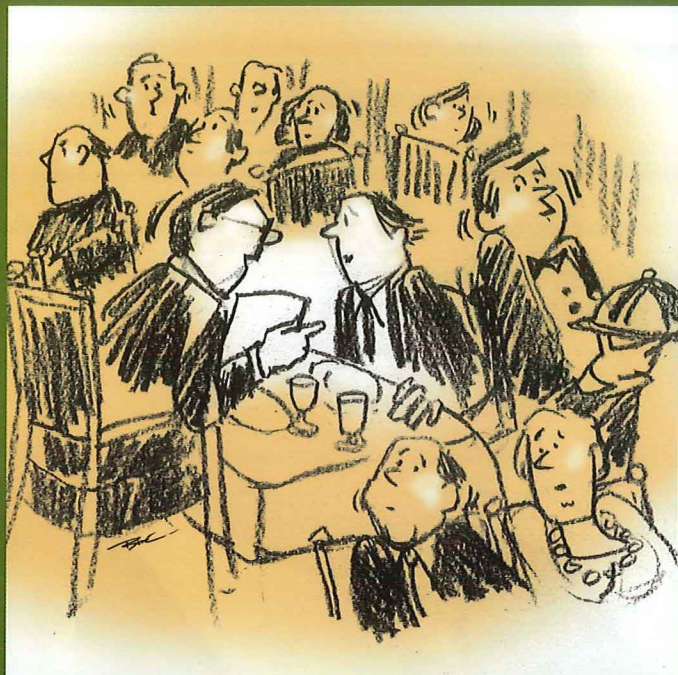


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back, an effective leader must be able to change direction if warranted by circumstances. By reporting and communicating openly, I am in a better position to know when it is time to change course or rethink a particular issue.



NPZ Law Group, P.C.

By David H. Nachman, Esq., Managing Attorney

I continue to thank my mentors for instilling me with a management style that benefits the NPZ Law Group as well as our clients.

As Managing Attorney, I continue to be called upon each day to make difficult decisions. As my mentors did with me, I openly challenge our staff of immigration professionals to propose creative options and methodologies that “they” would use to problem-solve. This form of “empowerment” allows members of our staff to: (1) be creative and expansive in their thinking, which is highly valued for immigration-related issues; (2) promote “teamwork” and collaboration in the organization; and (3) indirectly instill creativeness and teamwork in the organization’s corporate culture. Recently, a member of our immigration specialty staff asked me how to prepare a particular document for a client. I asked her to return to me and to propose three ways that SHE would prepare such a document along with the advantages and disadvantages of doing it each way. When she returned, she proposed a method that we had not previously considered. Now this standard is the norm. We learn from those with whom we work—the same way that they learn from us.



Riker Danzig Scherer Hyland & Perretti LLP

By Glenn A. Clark, Esq., Managing Partner

Much attention has been given to the use of e-discovery and litigation support tools to collect and comb through the surfeit of information generated by businesses today. With those tools, however, comes a substantial cost that clients often find difficult to appreciate or anticipate. To address this problem, our litigation teams hold early and candid conversations with clients at the inception of litigated matters to balance the need for relevant information with the cost to obtain the information and process it. More important, the explosion of e-mail communications, document management systems and online information resources has made finding client and firm information increasingly more difficult. To address that problem, improve efficiency and lower costs, the firm has invested in several knowledge management tools to make better use of firm-generated assets, such as pleadings, research memoranda, e-mail and letter communications, and online resources. In addition to using CaseMap® and TextMap®, Riker recently began using Allegory®, a cloud-based litigation management software that helps its litigators organize, visualize, cross-reference and locate information found in a variety of documents, media and databases. These knowledge management

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tools encourage collaboration, sharing of work product and locating precedent, thus benefiting both the client and the litigation team.

LOCAL GOVERNMENT



Town of Newton
By Thomas S. Russo, Jr.,
Newton Town Manager

It is critical in my role as Town Manager to continuously communicate work product expectations effectively to my employees. The expectations set the tone and tenor for how they interact with external customers (taxpayers, business owners, visitors, etc.) and how they interact with internal customers (employees) on a daily basis. If there is a breakdown in this line of communication, it can have an adverse impact on morale, productivity and results. The reputation of the Newton municipal organization is driven by customer-centric results. We take

pride in running Newton as a small business. With a \$16 million budget, 8,000 residents and 150 employees, we take our responsibility for the health, safety and general welfare of all customers very seriously. Setting the proper tone from day one is vital with the employees



I hire. I believe in the process of constant contact and feedback between Council members, myself, department heads, staff members and volunteers, on how things are going and how we can better serve. The 360-feedback commu-

nication loop is critical to our long-term success as the thriving County Seat of Sussex County and economic engine of the region.

MANUFACTURERS



ACUSTRIIP Company, Inc.
By Ron Schornstein, CEO

ACUSTRIIP Company, Inc. since 1987 is a manufacturer and marketer of Fluid Diagnostics test strip products. It is imperative that products used for testing be manufactured in an environment that provides for reproducibility, accuracy and traceability. Goals and objectives are set as a team annually with bonus expectations based on meeting individual, department and overall company goals. To meet our overall objectives, the team places an emphasis on utilizing quality KPIs; measuring what is important regularly and on a timely basis. Management emphasizes that quality

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When you are free to focus on what counts, business thrives. With foresight, technical proficiency, and an understanding of the industries we serve, Citrin Cooperman simplifies the complex.

We work with our clients to provide strategic advice for key lifecycle moments, actively bringing our best-in-class resources so you can focus on what counts.

THERE'S STRENGTH IN NUMBERS



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