SHAKE HANDS OR BOW?

Practical Tips for Cross-Cultural Negotiations

a continuing legal education program sponsored by

Association of Corporate Counsel

Colorado Chapter

International Practice Group

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Program Agenda

1. **Welcome** and introductory remarks – Randal Reid
2. **How to Prepare for Negotiations in Latin America** – Nina Colburn
3. **Negotiating In Different Cultures** – Richard Clark
4. **Negotiating With Americans: The View from the Other Side** – Randal Reid
5. **Panel Discussion on Cross-Cultural Negotiation Issues**

THANK YOU

to our hosts:

Dick Clark

and

Lewis Roca Rothgerber

www.lrrlaw.com/

How to Prepare for Negotiations in Latin America

Nina Colburn

Effective Cultural Connections

When we make generalizations regarding the national characteristics of a country, we run the risk of creating stereotypes.

We can talk about the characteristics of Latin America, but we have to remember that it is a very large continent, and many different nationalities emigrated there in the 1930's and 1940's.

Did you know that Latin America has a very large population of Germans, Italians, Lebanese and Jews?

It is evident that we American differ greatly from each other and that no two Argentinians are alike.

After living for over thirty years in Latin America, I am convinced that people of any given country do have certain core beliefs and assumptions which will really affect their behavior.

When preparing for a cross cultural negotiation please remember the following:

As Americans we are very goal oriented and we are reluctant to walk away from a meeting without having accomplished our preliminary goals of negotiation. For us in the United States, time is of the essence,

I can tell you that in any country of Latin America, there is an unwillingness to commit oneself to involvement if trust has not first been established.

There is a slow tempo in the building of relationships.

I would advise you to do a lot of listening at the first meeting.

Ask a lot of questions and show interest in learning about the company.

Ask how much time the person has to give you, rather than showing that time is of the essence to you. Then you will know how to pace yourself.

Ask about the person you are meeting with, and have him or her explain what he does, and always ask them to tell you more.

Do all of this first without making any proposals.

Ask why they have invited you to come today, and what they would like to accomplish today, rather than making your own pitch first.

You might be very surprised at the answers you receive, and again these answers will guide you as how to proceed.

x

LATIN AMERICAN CHARACTERISITICS

LOVE OF SPACE

IMPATIENCE WITH EUROPEAN CAUTION

HIGH LEVEL OF SOPHISTICATION AND WORLDLINESS

A FORMALITY IN SOCIAL PROTOCOL

MACHISMO

IMPORTANCE OF STATUS

ART OF CONVERSATION

FEELING OF CULTURAL SUPERIORITY TO NORTH AMERICANS

THEATRICALITY

HUMAN BEINGS ARE MORE IMPORTANT THAN RULES

LITTLE CORRELATION BETWEEN LAW AND ACTUAL LIFE

GOOD GRASP OF HUMAN VALUES

CATHOLICISM

STRONG FAMILY TIES

CULTURAL DIFFERENCES IN BUSINESS

MEXICO		UNITED STATES
Develops personal connections in order to insure a task well done. Trust and fellowship are imperative for teamwork or one on one.	**The Business Relationship**	Personal interaction is brief. The task is the objective. Personal accomplishment is very important.
Deference to authority. Upper management makes the decisions. Little to no delegation of authority. Social classes are distinct and adhere to a social order. Age and gender are important factors in teamwork relationships.	**Hierarchy, Status & Social Class**	Most Americans see themselves as members of an egalitarian middle class. Delegation of authority occurs at various levels. Equality is the preferred social mode even within hierarchy.
Indirect, physical and contextual. Focus on loyalty and trust. Reluctance to self-disclose. Passive.	**Communication**	Direct, concise with focus on the facts. Speaking up and participating encouraged. Active.
Few established rules. Very "hands-on" style. Family and friends given leadership positions. The ability to "put out fires". Reactive.	**Training and Development**	Precise and practical. Structured programs and procedures utilized. Periodic evaluations. Norms and standards. Proactive.
Works to live. Money is for the enjoyment of life. Lives in the present. The future takes care of itself. Fatalistic.	**Attitude Towards Life**	Lives to work. Duty before pleasure. Focus is on the future. Retirement is the time for enjoying life. Leisure time is a reward for hard work. Feels in control.
Managers are autocratic. Subordinates accustomed to not being given assigned tasks, not being given authority.	**Management Style**	Managers delegate responsibility and authority. Executive. Subordinates seek responsibility and individual authority.
Loyalty to superiors. (Loyalty to the individual rather than to the organization.)	**Loyalty**	Loyalty to self. (Loyality to one's self above all.)
Formality and protocol with superiors. Relationship driven.	**Working Style**	Informality at all levels. Task driven.
Time is relative and flexible. Project plans adapt to problems that arise. Delays are seen as natural and are accepted.	**Time**	Time is linear and immutable. Deadlines are firm. Delays are considered unprofessional and disrespectful.
Tradition and custom are highly respected, but not adverse to change.	**Change**	Change is considered desirable, a dynamic reality.

COMMENTARY

Bridging the communications gap

Guest commentary by Nina Colburn

An old Paul Newman movie memorialized a classic line: "What we have here...is a failure to communicate."

In the movie, the consequences of the alleged communication failure were tragic.

In real-life, communication failures usually have less-tragic consequences, but communication problems nevertheless complicate our workplace.

It's tough enough when we're all speaking the same language. But when we're working to communicate across two languages, communication problems quickly multiply.

Managing the growing Hispanic workforce requires good and clear communication, but when we try to send messages to the workers in our own native way, the messages often miss the mark. Even worse, when we try to open up the communication lines to hear back from our Spanish-speaking workers, many times nothing happens at all.

The reasons for these kinds of communication problems go beyond language barriers. They stem from basic cultural differences.

American managers are very direct in their communications to workers. Facts predominate. The words are concise and to the point. "Here's what I need. Here's when I need it."

In addition, American-born workers and bosses are very comfortable thinking into the future, sorting through issues that might occur sometime down the road. American workers are used to bringing up a variety of issues with their bosses face-to-face — issues about today's work plan as well as potential issues with tomorrow's work plan.

In Latin America, it's totally different.

The Hispanic worker is much more used to communicating in a contextual manner, reacting to what is in front of him or her right now. The boss gives the order. The worker works on it. If a tool breaks, or a procedure fails, now is the time they are ready to talk about it.

But ask that worker to think about a new policy manual for the future or talk about a company benefits program for his or her long-term welfare and the eyes glaze over. It's just not a place where the worker is used to going.

Dealing with this cultural difference in the Colorado workplace takes some getting used to and a little adapting, but there are ways to bridge the communication gap and perk up the company's communication channels.

You just need to know a few things.

First, your bilingual foreman is the key to effective communications. Why? Because he or she is the person the workers expect to deal with problems and longer-term issues.

If the workers see a problem coming, they won't feel comfortable discussing this with the big boss. But they may share it with the foreman, depending on the foreman's ability to encourage input.

Going through the worker's mind is something like the following: "I see a problem coming, but telling the boss isn't my job. Besides, if I say anything, it won't make any difference. Anyway, that's what the foreman is for, not me."

When you hire your foremen for Spanish-speaking workforces, ask him or her to sign an agreement on communication styles and policies that requires building an environment where the workers are encouraged to speak up — both to the foreman on a daily basis and in group meetings with several layers of management on hand.

Second, acknowledge the Hispanic worker's generally outstanding problem-solving skills and show them that their ideas are important to you and that you welcome and need their important contributions. Take advantage of contextual communications situations — talking about problems when they occur — to use their problem-solving skills, providing, of course, the solutions stay within OSHA guidelines and company policies.

Third, when you are around the workers, use a little of your own Spanish — no matter how limited — to ask some simple questions. You might ask what nationality he or she is and whether their family is here or back home. No matter how many mistakes you make, you are showing interest in your people and you are showing that you care about who they are and what they need.

Over time, the cultural styles can and will change throughout your Hispanic workforce. Your people will start speaking up. More-timely communication will flow up and down the line. When it does, you'll be in a position to improve your company's operations and results at every level.

Nina Colburn is principal of Effective Cultural Connections, a Denver-based consulting firm specializing in cross-cultural communication.

Cross-cultural Training and the Bottom Line

by David Eaton

More than just a "soft-issue service" cross-cultural training is imperative to meeting your company's bottom-line goals. Here an expert on the subject tells you what your programs should include -- and why.

Decision-making. Negotiations. Deadlines. Commitments. Another meeting this morning... finish that report this afternoon. Just another day at the office, right? Now take it overseas. Just as easy? Perhaps not.

We all know that business practices vary around the world. Countless articles have been written about business cards in Japan, or building relationships in Mexico. The latest focus is on China and India. *Guanxi*, saving face, patron, *kaizen, meishi* -- all are terms introduced in the context of training expatriates to conduct business overseas or cross-border.

At least we are now dealing with business acumen that is skill-based, rather than relying on protocol tips, or do's and don'ts, as we've done in the past. But although it's encouraging to know we are moving in the right direction, we need to do more.

Global managers must be skilled in the *intricacies* of a culture. They must understand how to manage a country director in Malaysia, or negotiate with a vendor in Brazil. Human resource directors managing the global relocation process must know how to evaluate and select a cross-cultural firm that has solid credentials in business training. If the training program doesn't adequately prepare employees to do their job in-country, we are missing the opportunity to build skills that lead to success in bottom-line business objectives.

Family adjustment to a global assignment is equally critical. Employees whose partners and families can't make a satisfactory adjustment will opt to end their assignment rather than sacrifice their family's welfare.

To successfully prepare your employees and their family members for an international assignment, your pre-departure cross-cultural training program should focus on three main areas: cultural profiles, cultural adaptation, and application.

Cultural profiles

All cross-cultural training programs should begin with a profile of the target country comprising the cultural propensities of time, risk, decision-making, communication and negotiation styles, and issues surrounding hierarchy and formality, to name just a few. Key background information about the country's history, political structure, religion, geography and economy also should be included.

The true test of any cross-cultural training program is whether its participants are able to make the link between the target country's profile and their own. In his book, *Training for the Multicultural Manager*, Pierre Casse notes that the most important skill for effectiveness in an international assignment is to "know thy own culture." Unless expatriates have a benchmark from which to measure similarities or differences, all they have left are generalities and stereotypes. This makes it extremely difficult for them to read another culture on an individual basis.

Cultural adaptation

Quality training programs include significant time to review challenges the family may face as they build their infrastructure in the new culture. Where do they buy certain groceries? How about gift giving, tipping, taking taxis, or putting their kids in school? These topics must be

covered - either by the relocation company under the guise of destination services, or as part of a cross-cultural workshop.

Culture shock is a term with which we are all familiar, but how do you avoid it? How can you ensure the family rides the wave of change without a bump? Let's not kid ourselves. It's tough out there. Try moving *your* family to Fuzhou, China, or Bombay, India - and these aren't even the most difficult locations, according to hardship allowance statistics. Rather than avoid unpleasant inevitabilities, why not meet them head on? Realigning expatriates' expectations leads to the greatest success stories.

Cross-cultural application

Unless expats are able to apply the information they've gained from the target country profile to the roles they will assume in the new culture, all they have done is increased their awareness of the culture.

Whether your training program lasts two hours or two days, employees' job descriptions should be dissected to determine what cultural adaptations they will need to make. This ensures they are as effective in the target country as they are in their own backyard.

For example, Joe is a trainer about to implement a new performance management system at his company's Tokyo subsidiary. The design he uses back home in the US involves brainstorming, individual participation, and self-initiative. If he doesn't hear there is a problem with the content, and receives adequate nonverbal feedback (head nodding, eye contact, etc.), he assumes everyone agrees with him.

Based on the cultural differences between the two countries, what are the adjustments he might want to make to ensure his effectiveness in Japan? Three possibilities that come to mind are:

- Work style - Japanese employees prefer to work in groups, sharing the task or exercise with others;
- Feedback process - Due to their low-risk nature, issues of hierarchy, and the need to "save face," Japanese seminar participants are unlikely to offer Joe their opinions, particularly if their supervisor also happens to be in the room with them;
- Communication style - In Japan, it is rude to maintain eye contact with a superior, (in this case, Joe), who is "deserving of respect." In fact, if participants were to look Joe steadily in the eye, they would be conveying the message that they considered themselves his equal.

Based on these cultural differences, Joe must redesign his seminar so he can achieve the same bottom-line goals as in the US.

Choosing a cross-cultural trainer

If your cross-cultural training program does not address these three core areas, you may want to reevaluate your service provider. Four questions to consider when choosing a cross-cultural trainer are:

- Does the trainer have extensive experience living overseas?
- Does the trainer have an advanced degree in intercultural training?
- Has the individual been trained as a trainer? Does he or she have education in instructional design?
- Does the trainer have significant business experience, either in-house or as a consultant?

Without these core skills, you risk hiring individuals who lack the credentials necessary to add significant value to your company. Ultimately, cross-cultural firms should be required to link their training effectiveness to your employees' performance results.

You might also take a look at successful expatriate assignments at your or peers' companies, and isolate the key factors contributing to their success. You'll likely find that:

- The accompanying partner and children thrived, not just survived;
- Housing and other logistical details were addressed and resolved to the family's satisfaction;
- Language acquisition took place before and during the initial states of the assignment and continued at a reasonable pace throughout the sojourn;
- The employee achieved bottom-line business objectives to the satisfaction -- and even admiration -- of headquarters management.

None of these events happened by accident. The long hours HR directors put into the management of an overseas assignment attest to that. But along with the global relocation department's efforts, a quality cross-cultural program is vital if employees and their families are to succeed in the new culture. Only with the right program in place will employees achieve the performance levels necessary to meet the corporation's bottom-line business objectives.

Dave Eaton is president of The David Eaton Group, a Boston-based cross-cultural training and consulting firm providing programs for senior management, traveling executives, expatriates and their families. He holds a Master's degree in Intercultural Relations from Lesley Graduate School.

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Negotiating in Different Cultures

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NEGOTIATING IN DIFFERENT CULTURES

Dick Clark
Chair, International Business Practice
Lewis Roca Rothgerber LLP
April 1, 2015

I. **Introduction: No ten rules, exceptions to every suggestion so this presentation focuses on generalities.**

II. **Respect for the culture and customs.**
   - A. **Listen, learn and follow lead**
   - B. **Import of professional cards/treat with respect**
   - C. **Cards translated into foreign language**
   - D. **Join cultural organizations in Colorado**

III. **Planning, preparation & organization:**
   - A. **Cross cultural consultants**
   - B. **Translators**
   - C. **Written communications/agendas in foreign language**
   - D. **Import of local counsel**

IV. **Body language:**
   - A. **Mexico & South America**
   - B. **Asia, especially Japan**

V. **Importance of personal relationships**
   - A. **Asia and South America**
   - B. **EU such as Germany**

VI. **Social events**
   - A. **Dinners – Asia and South America**
   - B. **Drinking alcohol**

VII. **Dress**
   - A. **Casual is for the US**
   - B. **Wear suits (tie for men)**
   - C. **Conservative colors**

VIII. Meeting and greeting including punctuality

A. Mexico & South America

B. Asia

C. EU

IX. Gifts

A. Low value/ Representative of Colorado

B. Comply with Foreign Corrupt Practices Act: anti-bribery provisions of the FCPA make it unlawful for a U.S. person to make a payment to a "foreign official" for the purpose of obtaining or retaining business for or with, or directing business to, any person. No "materiality" level- all things of value are illegal.

C. Wrapping, especially in Asia

D. Not typical in EU

X. Role of Meetings

A. Set reasonable expectations for meeting

B. EU especially Germany – important, direct

C. Asia-much of work should be done previously

XI. At the meeting

A. Negotiating is a team sport in Asia

B. Seating arrangement

C. Identify the decision maker

D. Import of junior executives

1. South America and Mexico
2. Japan
3. Germany

E. Small talk at outset

F. Do not refuse refreshment when offered/ drink when they do

G. Formality

XII. Avoid false sense of complacency by culture

A. China

B. Japan

C. Korea

XIII. Is aggressive approach appropriate

A. Avoid high pressure tactics and confrontational behavior

B. Fervent debate is OK

C. Asia (Japan compared to China & Korea)

D. Germany

XIV. How companies make decisions

A. South America including Mexico

B. EU (Germany)

C. Japan

XV. Written agreement

A. Language for agreement

1. Consider two versions (foreign language and English) both signed
2. Some countries (China) must be in the foreign language to be enforceable.
3. Translation by native speaking lawyers.

B. Respect foreign drafting style (Asia- outline form)

1. Asia – outline form
2. Germany – formal, complete and precisely - written

C. Dispute resolution procedures/venue/choice of law

1. Fear of court systems
2. Include period to explore mandatory informal dispute resolution
3. Arbitration: Administered cases (International Chamber of Commerce, AAA, International Center for Dispute Resolution, etc.) v. Non-administered cases United National Commission on International Trade Law, US Federal Arbitration Act etc.).

XVI. Import of patience

XVII. Questions

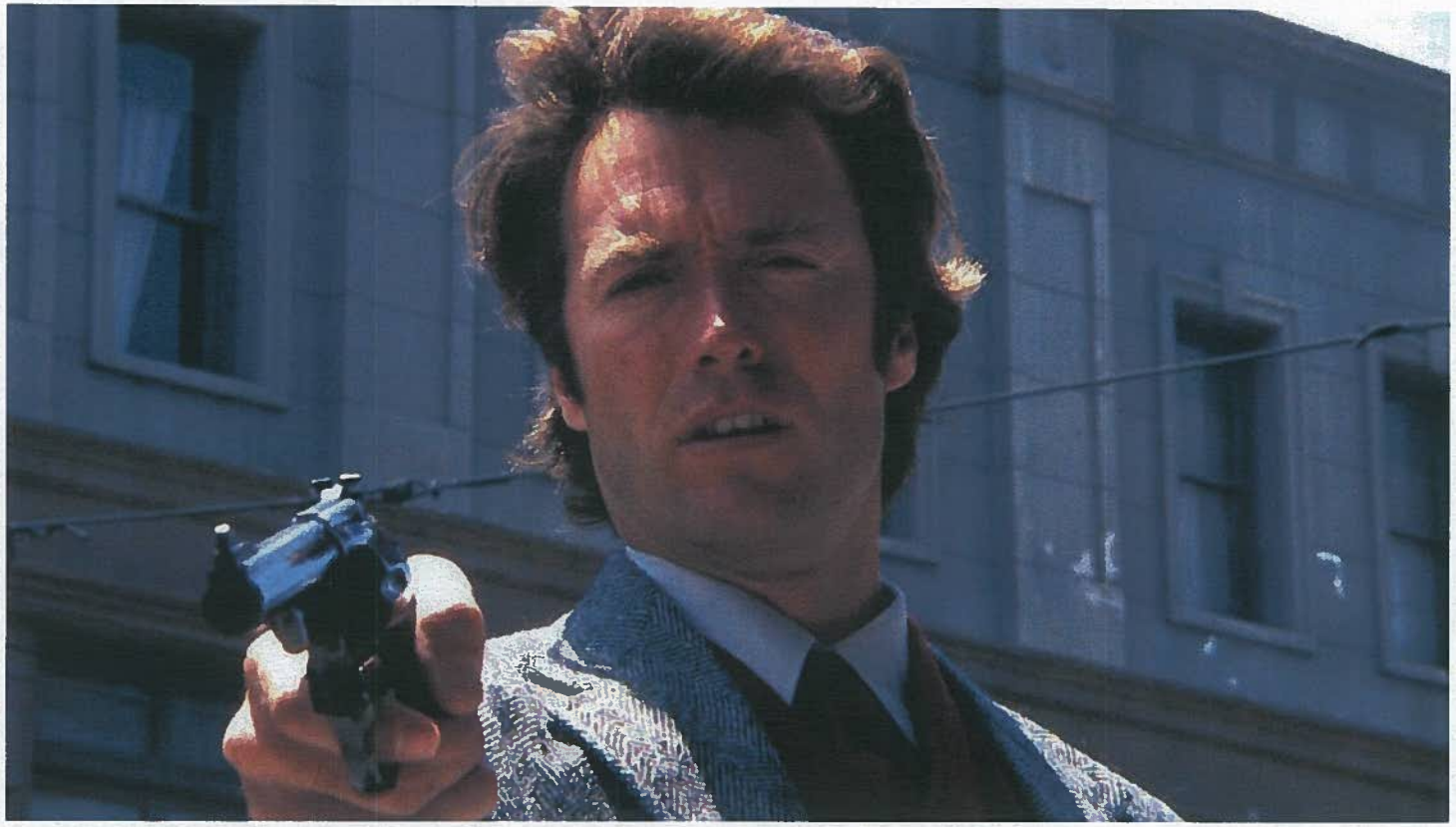
Negotiating With Americans:
The View From the Other Side

Randal Reid

Assistant General Counsel

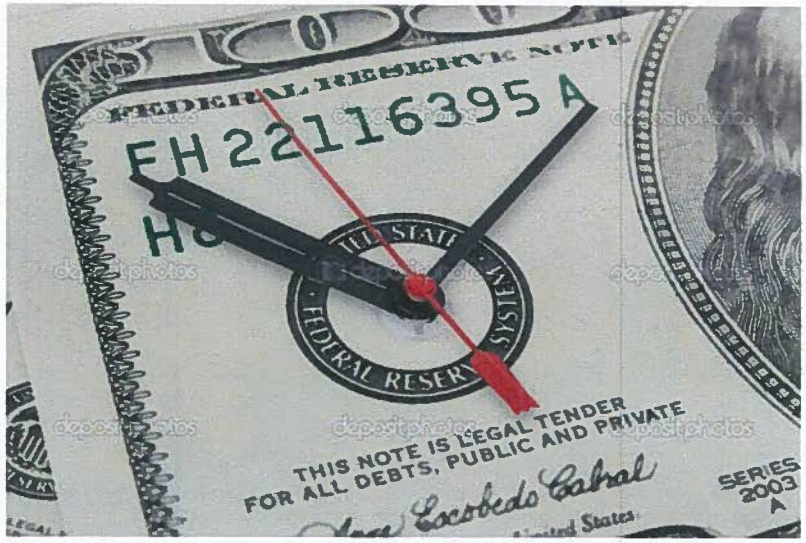
Molycorp, Inc.

Negotiating with Americans:



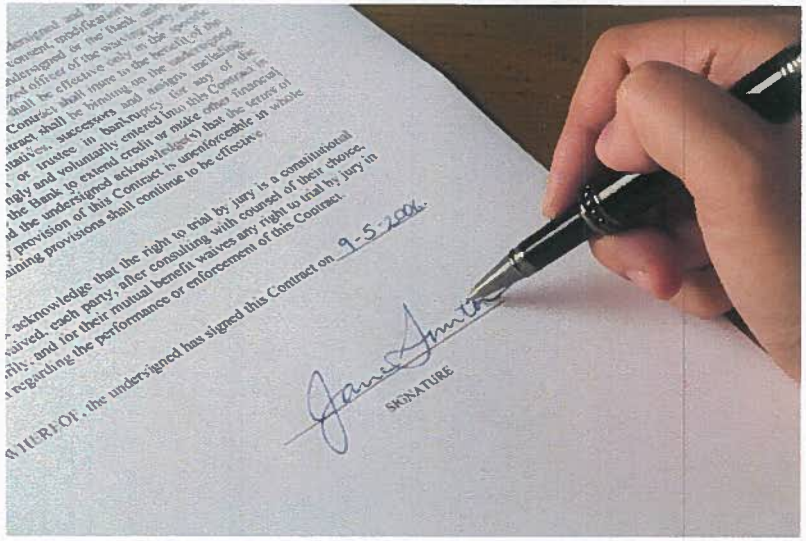
The View From the Other Side

1. They have a sense of time urgency



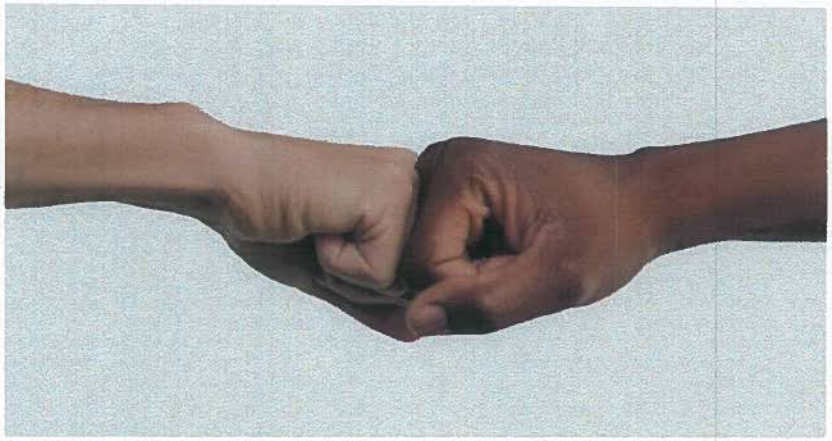
- Time is money.
- Want to get down to business quickly.
- Intolerant of lengthy negotiations.
- Time pressure can be used as leverage.

2. Goal of Negotiation: signed contract



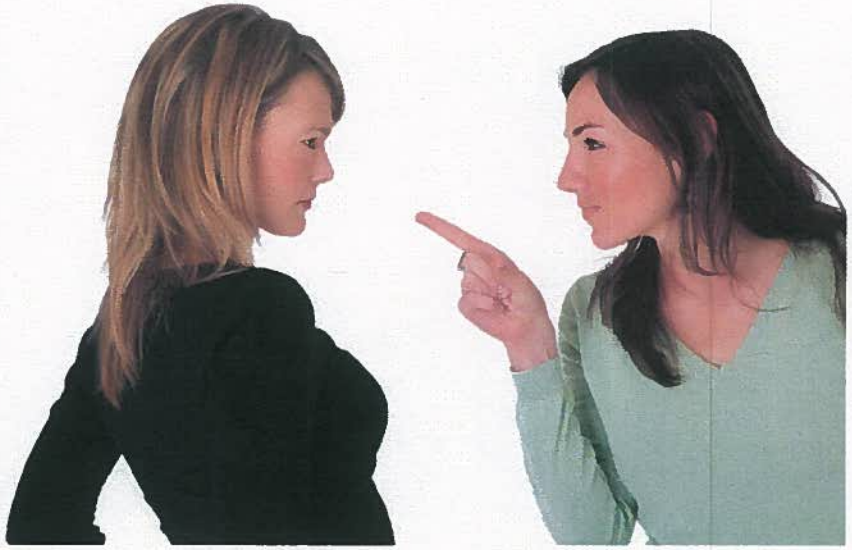
- vs. creation of relationship.
- Pleasantries are tolerated – as long as they don't last too long.

3. Personal Style: Informal



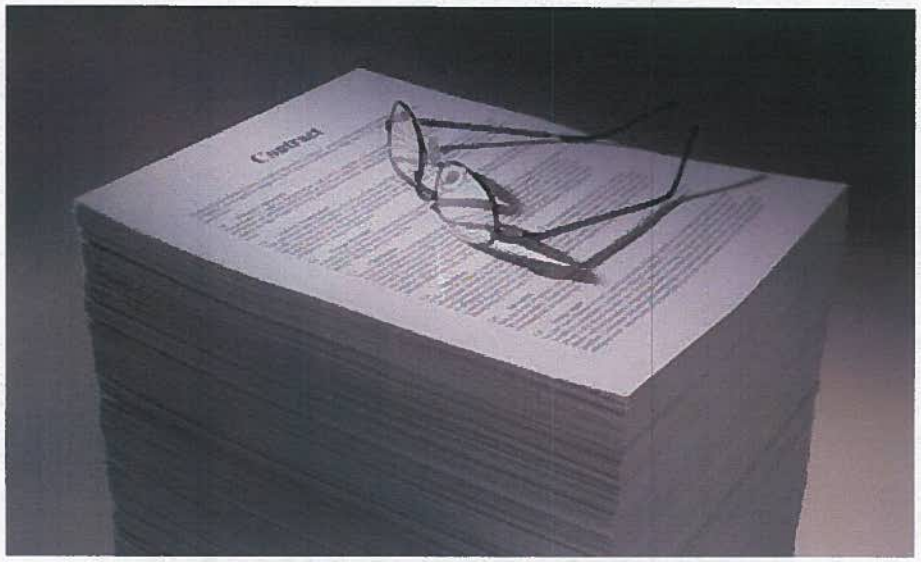
- Will address you by your first name (vs. formal titles).
- Quickly seeks to develop personal, friendly relationships.
- May ask questions about family/personal life.
- May dress casually.

4. Communication Style: Direct



- Values directness.
- Expects clear, definitive responses. Yes or No.
- Views indirect or vague responses as lacking sincerity, and may react with frustration or impatience.
- Don't avoid conflict.

5. Form of Agreement: Detailed



- Prefer very detailed contracts vs only general principles.
- Attempt to anticipate every possible circumstance, no matter how unlikely.

6. Team Structure: Leader with Authority

- Negotiating team will have clear leader.
- Typically has broad authority to decide most matters.
- May be frustrated by consensus process or need to seek approval from HQ.

A parting thought:

"Perhaps travel cannot prevent bigotry, but by demonstrating that all people cry, laugh, eat, worry, and die, it can introduce the idea that if we try and understand each other, we may even become friends."

-- Maya Angelou

Panel Discussion:

Cross-Cultural Negotiation Issues

Moderator: Randal Reid

Panelists:

Jeff Brown

Associate General Counsel

TELUS International

Jeff Brown serves as Associate General Counsel for TELUS International ("TI"), a wholly-owned subsidiary of TELUS (NYSE: TU; TSX: T), an $11.4 billion publicly traded Canadian telecommunications company. Jeff is based in Denver, Colorado, and serves as lead counsel for TI, including its operations in the U.S, Europe, Central America, the Caribbean, Singapore and the Philippines. TI is a business process outsourcing (BPO) provider delivering contact center, back office and information technology outsourcing services across a range of industries. He chairs the "Risk and Insurance" Center of Excellence, and serves as a member of the TELUS Business Contracting Team. He oversees all aspects of legal support for TI and its "Customer First" initiatives, as well as providing legal counsel to all levels of management, senior business unit executives, and general counsel on mergers & acquisitions, litigation, compliance, labor and employment, regulatory, and other special projects related to sales and corporate/strategic development activities.

Prior to joining TELUS, Jeff was with the Denver office of Lathrop & Gage. Before Lathrop, Jeff was Vice President and Assistant General Counsel at TeleTech (NASDAQ: TTEC), a $1.1 billion global provider of customer engagement solutions based in Denver, and previously, Senior Counsel at Hewlett-Packard, where he negotiated and closed multinational information technology and business process outsourcing transactions in the U.S, Europe, Latin America, and Asia.

Jeff received his AB, Honors, from the University of Michigan, Ann Arbor, and his J.D. from the University of Michigan Law School. He is a member of the Colorado, Michigan, and Illinois bars.

Richard Clark

Chair, International Business Practice
Lewis Roca Rothgerber LLP

Dick Clark has more than 30 years of experience as an international business lawyer and chairs the International Business Practice at Lewis Roca Rothgerber through which the firm handles international matters from its nine offices in the Western US. Dick has successfully handled international transactions and resolved international disputes regarding business and trade with Japan, Argentina, Canada, China, France, Germany, Greece, Italy, Mexico, Mongolia, Taiwan and the UK. He serves on the Executive Committee and Board of the World Trade Center Denver; the Executive Committee and Board of the Japan America Society of Colorado and the Global Leadership Council for CSU. He and the firm serve as legal counsel to the Foreign Ministry of Japan in the Western US and in 2012 Dick received the Foreign Minister's Commendation Award from the Foreign Ministry of Japan. In March of this 2015, Mayor Michael Hancock appointed Dick to chair the International Strategic Planning Committee for the City of Denver to assist in making Denver a more global city for international trade and business.

Jeffrey L. Popiel

President and Chief Executive Officer
Geotech Environmental Equipment, Inc.

Jeffrey Popiel graduated with a BS from the University of Colorado in 1992. He is President and CEO of Geotech Environmental Equipment which manufactures and distributes equipment used to sample, monitor and remediate water, soil and air. Jeff leads a team which develops new equipment as well as improves existing technology for state-of-the-art products used in environmental engineering applications in 100+ countries for over 20,000 companies. Jeff focuses on the technical side of product development and delivering the products government, environmental and industrial customers need to solve problems in the field. Geotech Environmental Equipment is known as a family-oriented, multi-cultural, sustainable and technology-driven manufacturing business leading environmental innovations and community development since 1996.

Nina Colburn

Effective Cultural Connections

Nina Colburn is an authority on Latin American culture. She is 100 percent bilingual and bicultural, and has served as a cultural liaison between the United States and Mexico for several international companies. She served as a Commercial Trade Aide for the U.S. Trade Office and the U.S. Embassy in Mexico City, where she lived for 32 years. She now lives in Denver, Colorado, where she continues her work in cultural orientation, translation, teaching, and cross-cultural communication in the workplace.

Nina grew up speaking a high level of Spanish and English every day, and living in both the American and Mexican cultures. Thirty two years of living and working in Mexico, followed by her years of teaching, consulting, and translating in the U.S. have equipped her to open doors and help you achieve success in your cross-border enterprises.

During her years in Mexico, Nina served the U.S. Embassy as an official liaison for American business men and women who requested close support in meetings and trade shows. Among other services, Nina stood with these business people in their booths, not only translating in both directions, but actively assisting them to tailor and present their messages in ways that speak compellingly to the Latin American.

Professional Education:

- Bachelor of Arts in History and Art
- Latin American Culture & Tradition, a five year degree program featuring Mexican Social History, Archeology, Anthropology and Pre-Columbian Art

Randal Reid

Assistant General Counsel
Molycorp, Inc.

Randal is a self-described "cultural explorer". He has negotiated cross-border transactions in more than 28 countries during his 30 year career as an in-house counsel and in executive management roles. He currently serves as Assistant General Counsel to Molycorp, Inc., a producer of products containing rare earth minerals, with operations in 11 countries. He previously served as Global Technology Counsel at Travelport, Inc., where he was responsible for supporting technology deployments globally and sales and marketing organizations in Asia-Pacific, Europe, and Latin America. Randal serves as the chairman of ACC Colorado's International Practice Group.

Randal received a Bachelor of Science from Missouri State University, and a Juris Doctor and Master of Business Administration from Southern Methodist University. He is a member of the Colorado, Missouri, and Texas bars.

Panel Discussion Topics

1. Stereotypes: We use stereotyping as a kind of shorthand to understand our counterparts' culture. Do you find stereotyping to be helpful or harmful? Is it even the right approach to use? Can you really generalize about the behaviors of an entire people group? What is the most common mistake that you see people make when interacting across cultures?

2. Trust. In cross-border negotiations, the parties are often arriving from opposite sides of the world to sit face-to-face for the first time, with little or no prior relationship or interactions. How do you establish trust in that kind of setting? Especially where being "open" is not part of the culture. What tools/techniques do you use?

3. Time. I read recently that when the Paris Peace Accords got underway to negotiate the end of the Vietnam War, the American negotiators would reserve hotel rooms for several weeks at a time, while the Vietnamese delegation moved their entire families to Paris and in some cases bought houses to stay in. It is clear that each side approached those negotiations with a different time frame in mind. Based on my experience, most cultures have a much different perception and values relating to TIME than Americans. Can you share some stories from the trenches where differences in the parties' values regarding TIME played a role in the negotiation?

4. Decision-making process. In the US, we are accustomed to having people at the negotiating table with a certain amount of discretion to make decisions. That is not the norm in some other countries, where hierarchical structures and processes necessitate reviews and approvals by people that you can't interact with. What are your secrets to handling a negotiation when the decision maker is not in the room?

5. Mistakes. Sometimes we can learn from others' mistakes. What's the biggest blunder you've made in a cross-cultural interaction?

6. Non-Verbal. My linguist friends tell me that 90% of communication is non-verbal. So if our words provide only 10% of the communication, how do we manage the other 90%? How do non-verbals affect cross-cultural interactions?

7. Gender. Gender differences can make communication challenging -- even when you are operating within your own culture! What are the dangers when you are trying to navigate two cultures—male/female and country culture?

8. Roles of Lawyers. I have found that lawyers in some countries do not play the same role in negotiations as US lawyers do. How does that affect how you engage with the other side?

RECOMMENDED RESOURCES

- **iTranslate app** – instantaneously translates spoken words into several different languages. www.itranslateapp.com/

- **Rough Guides** – for quick intro to a country and essential words and phrases. www.roughguides.com/

- Investigate the opposing party and its lawyers by getting information from your local **foreign counsel** or the involved **foreign government**.

- Join **cultural organizations** in Colorado that are focused on countries where you negotiate so you can learn general do's and don'ts (e.g., Asian Pacific Bar Association, Hispanic Bar Association, Japan America Society of Colorado, German American Chamber of Commerce, etc.)

- **Get an overview of the law** of a particular country as a primer before a negotiation:
  - http://www.asil.org/topics
  - http://eisil.org/
  - Martindale-Hubble International Law Digest (hardcopy or via Lexis)

- **Study the language**. Making the effort to speak a few phrases in the other's language will be very much appreciated. You learn the culture as you learn the language. www.michelthomas.com/

- **Central Intelligence Agency's The World Factbook** – for a high-level overview of every country's geography, people and society, government, economy, energy, communications, transportation, military, and transnational issues. https://www.cia.gov/library/publications/resources/the-world-factbook/geos/af.html

- **A world map**

- **World Trade Center Denver** (www.wtcdenver.org) - facilitates international trade by educating, serving, and connecting businesses in the Rocky Mountain region to a global network of 330 World Trade Centers in 100 countries.

- **42nd Annual World Trade Day Conference** - Rocky Mountain World Trade Center Institute, May 19, 2015, The Ritz-Carlton Denver (http://www.wtcdenver.org/WTD2014) – international trade and investment conference.

CONNECT INFORM ADVOCATE EDUCATE

For 25 years, the World Trade Center Denver has facilitated international trade in the Rocky Mountain Region connecting our members to our global network of 330 World Trade Centers in 100 countries.

We provide access to connections, education and trade services to help businesses in Denver and the Rocky Mountain Region grow through international trade.

What is your reason to join the World Trade Center Denver?

Top Ten Reasons Companies Join the World Trade Center Denver.

1. To network locally and internationally with globally-minded professionals and companies.
2. To rely on a knowledgeable resource to guide my company to international success.
3. To access free and discounted international business skills training by experts in the field.
4. To have the opportunity to speak, sponsor or train at major events, promoting my company as a global leader in the Rocky Mountain Region.
5. To take advantage of World Trade Center member services offered around the globe.
6. To acquire free Certificates of Origin and Certificates of Free Sale for exported products.
7. To access member-only content on the World Trade Center Denver website, including an extended directory of member companies.
8. To tap trade research demonstrating movement of goods, leads, and potential suppliers.
9. To learn first-hand about trade policy affecting my company and approximately 60 events offered by the World Trade Center Denver and its partners.
10. To learn from other companies' mistakes to avoid our own.

For detailed member benefits and membership levels, see the reverse side. Contact us now to discuss membership by calling 303-592-5760 or join online at wtcdenver.org/membership.

WORLD TRADE CENTER®
DENVER

PROSPERITY THROUGH TRADE™

Sign up for our free newsletter at wtcdenver.org/newsletter

MEMBERSHIP LEVELS

	INVESTORS CLUB 5 Global services cards	AMBASSADORS CLUB 4 Global services cards	CORPORATE (100+ Employees) 3 Global services cards	CORPORATE (16-99 Employees) 2 Global services cards	CORPORATE (1-15 Employees) 1 Global services card	INDIVIDUAL or STUDENT 1 Global services card
ANNUAL DUES (For Profit)	$5,000	$2,500	$1,000	$600	$350	Individual $250 Student $100
ANNUAL DUES (Non-Profit / Government)			$750	$500	$250	N/A

BENEFITS OF MEMBERSHIP

EDUCATE	INTERNATIONAL BUSINESS TRAINING* (new & renewing members)	10 sessions or one Certificate in International Trade	5 sessions	3 sessions	2 sessions	1 session	1 session *Students receive 50% off member pricing for sessions and special pricing for events
CONNECT	ROUNDTABLES & NETWORKING EVENTS* (new & renewing members)	10 passes	5 passes	3 passes	2 passes	1 pass	1 pass
CONNECT	MARKETING OPPORTUNITIES	Investors Club and Ambassadors Club Members are promoted on World Trade Center Denver marketing materials and event signage, have first right of refusal for major sponsorship and speaking opportunities; Ambassadors Club and Investors Club members have an additional listing on our website and Investors Club will have company logo on the home page and weekly newsletter reaching 4000 contacts; also entitled to Corporate Member benefits		World Trade Center Denver website listing in the members' directory with a link to company website. Members have the opportunity to promote their products or services through sponsorship, training and booth opportunities at events & programs			Not Included
CONNECT	ADDITIONAL BENEFITS	All members receive access to a "Members Only" section of the website which includes coupons and discounts to fellow member companies, specific demographic information on fellow members, as well as participation in blogs and discussion boards. Members are also invited to regular member-only events and may post to our international jobs board free of charge					
INFORM	ACCESS TO PUBLICATIONS, RESOURCES & DIRECTORIES	In addition to the Corporate Member benefits, Ambassadors Club and Investors Club Members receive access to international business directories and international trade services free of charge		Members, including all employees of Corporate Members, have access to World Trade Center Denver e-mailings, Member Updates, membership directories, event mailings and invitations			
INFORM	INTERNATIONAL TRADE ASSISTANCE	Ambassadors Club and Investors Club Members receive most of these services free of charge		Members can receive international trade services such as export & trade statistics, COFACE International Credit Reports, databases of Colorado companies conducting international business & staff assistance for detailed research at a discounted rate			Not Included
ADVOCATE	TRADE ADVOCACY	The World Trade Center Denver's Trade Policy Committee takes positions on laws or resolutions affecting trade and advocates locally, nationally and globally on behalf of its members in the Rocky Mountain Region					
ADVOCATE	EXPORT DOCUMENTS	The World Trade Center Denver advocates on behalf of its members by issuing Certificates of Free Sale and Certificates of Origin at no cost					Not Included

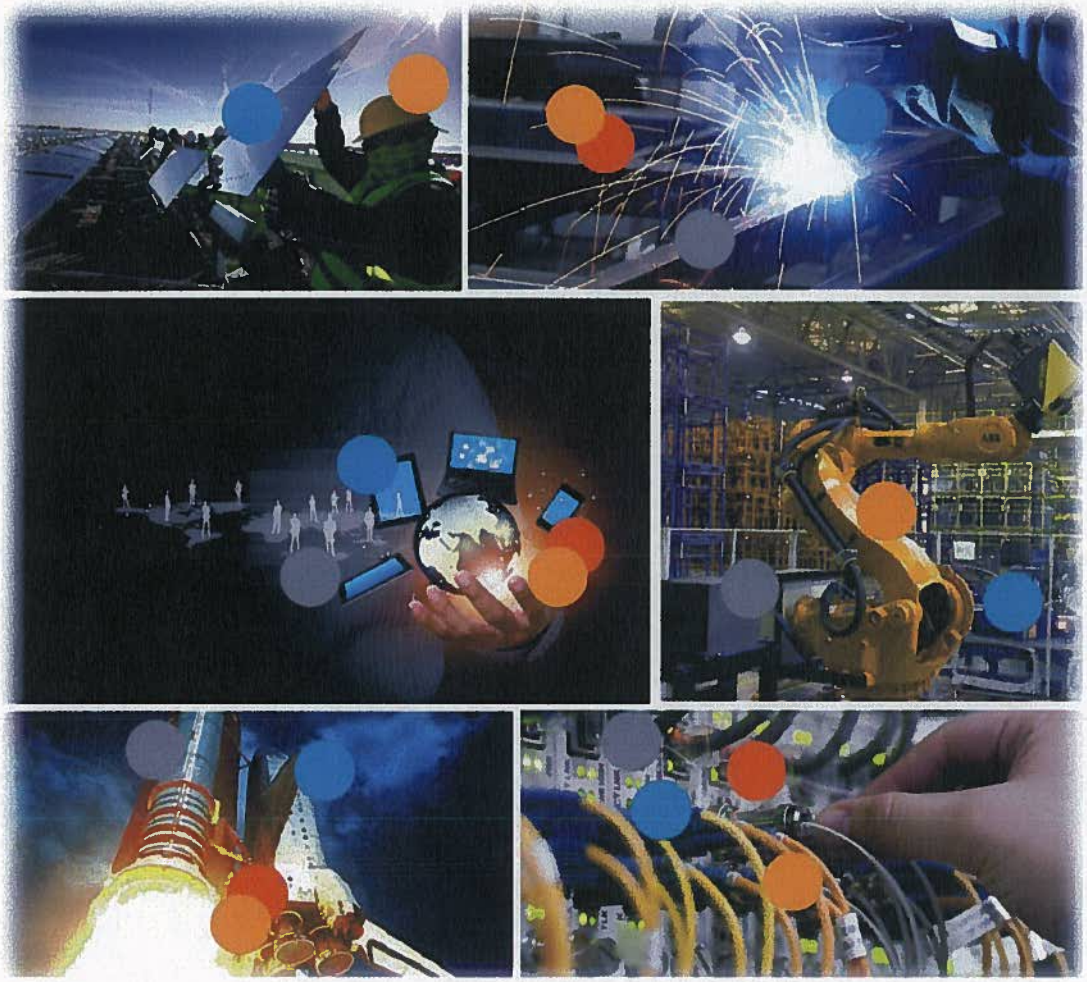
* All members, including all employees of Corporate, Ambassadors Club, & Investors Club Members, are able to attend business training sessions, roundtables or other networking events at a discounted rate. Global Services Card holders are also eligible to receive reciprocal services from other World Trade Centers globally by showing their Global Services Card. Complimentary training courses and passes may not be used for World Trade Day, the Annual Meeting, or BIS.

ROCKY MOUNTAIN
WORLD TRADE CENTER INSTITUTE®

World Trade Day 2015

CO.nnect

Advancing Colorado Around The Globe



May 19th, 2015

THE RITZ-CARLTON® DENVER

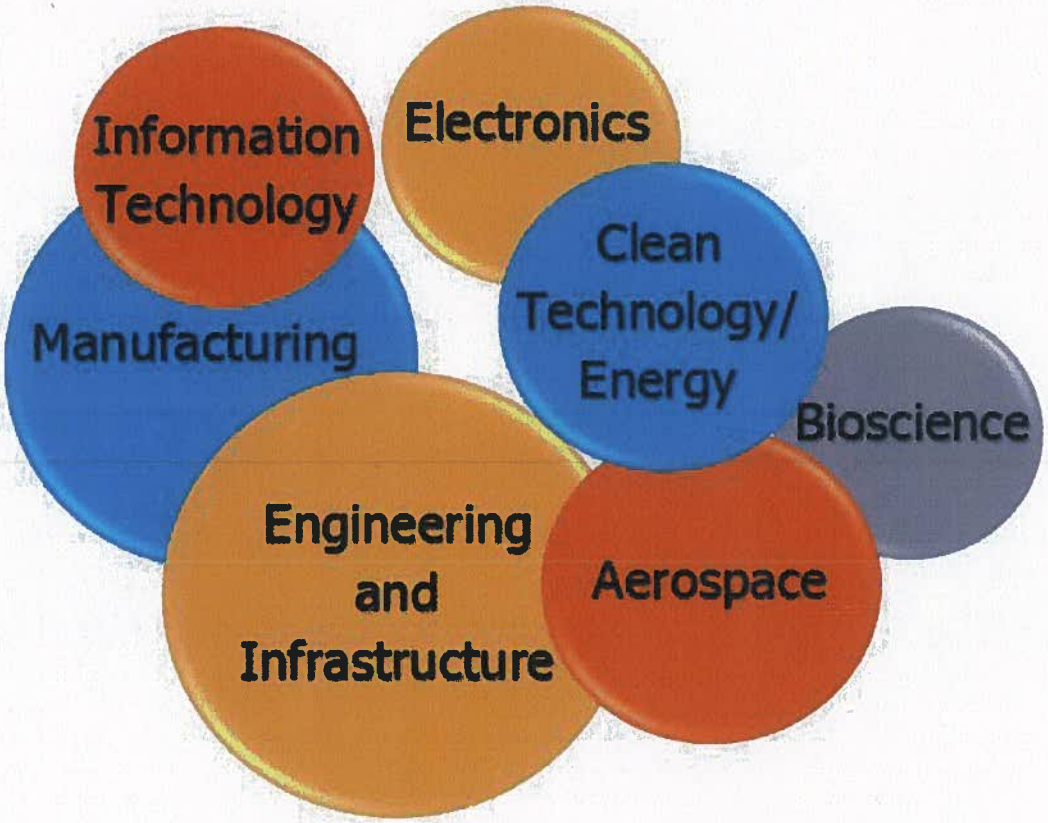
Presented by:

Crowe GHP Horwath™

Presenting

International Opportunities for our

Advanced Industries



Imagine an international trade and investment conference with over 400 participants from across the Rocky Mountain Region and with visiting delegations from around the globe discussing the seven most internationally relevant advanced industries in our state – **aerospace, bioscience, clean technology, electronics, engineering, information technology, and manufacturing**. This, all set in the most conducive venue for networking, is the 42nd Annual World Trade Day Conference hosted by the Rocky Mountain World Trade Center Institute. This year's theme, ***"Advancing Colorado Around the Globe"*** will include discussions on different international business opportunities within Colorado's seven advanced industries. An opening plenary breakfast will set the stage of the importance of these industries within the state of Colorado, and we will showcase the many global opportunities through breakout sessions and via a keynote luncheon session.

During the afternoon, we will be hosting an interactive simulation that delves into the intricacies of the global supply chain and trade finance, in addition to offering business to business (B2B) meetings with over 30 international delegates who will be attending the conference from Brazil, Canada, China, France, Germany, India, Indonesia, Japan, Kenya, Mexico, Slovenia, and UAE. Further information on how to request these matches will be available shortly. The simulation will be managed by the global leadership of The Cool Connection, giving attendees the hands-on, experiential learning of turning around the ROI of a global firm through a series of decisions based on the global business topics the World Trade Center teaches on a daily basis. The decisions will be focused through the lens of the sales, purchasing, supply chain, and finance departments of the firm, and how each department's decisions are interconnected and affect the final outcome of the firm's ROI. The day will conclude with a reception held in partnership with the Colorado Office of Economic Development & International Trade, where we will celebrate Colorado's advancement in exports, in the key sectors we have showcased throughout the day.

With a different theme every year, World Trade Day has become the Rocky Mountain Region's most successful and exciting focal point for the international business community. Attendees gather to learn and discuss the most interesting and pressing issues facing global business today. This year, World Trade Day will take place May 19th, during World Trade Week, which President Franklin Delano Roosevelt decreed in 1935.

Please visit www.wtcdenver.org for continuous updates to the day's agenda, speakers, and breakout sessions. More information on the agenda and speakers will be added to as World Trade Day gets closer. Individual early-bird tickets start at $150. Opportunities for corporate sponsorships and corporate tables are also available.

KEYNOTE SPEAKERS

Jeff Seeley, CEO Carew International, Inc.

Jeff Seeley is Chief Executive Officer of Carew International, a leading sales training and leadership development provider. Prior to becoming CEO in 2001, Jeff had been affiliated with the Carew organization for over 25 years as a customer, board member and executive team member.

Seeley came to Carew International from Hillenbrand Industries (NYSE - HI), a Fortune 1000 Company, where he served as Senior Executive Vice President in charge of sales, marketing and corporate development for a $1.4 billion segment. Throughout his 13-year tenure at Hillenbrand, Jeff also held executive leadership positions in strategic planning, mergers and acquisitions, international business and operations.

Today Seeley enjoys a leadership role in the training industry and business community. He is a frequent keynote speaker at industry events, national corporate sales meetings and professional conferences, as well as a widely published author of articles and white papers. Under his leadership, the Carew organization has been consistently named among the best sales training companies by *Selling Power* Magazine. Seeley is a graduate of Central Michigan University, where Carew International helped establish the nationally recognized CMU Professional Sales Institute.

Seely has been a featured TED Conference speaker and has been published in both Business Week and Fortune Magazine.

Watch Jeff Seeley in action here:
https://www.youtube.com/watch?v=eQsLlL3ZLLQ&feature=youtu.be

Damien Levie, EU Delegation to the United States

Damien Levie heads the Trade and Agriculture Section of the European Union Delegation in Washington, DC.

Before coming to Washington, he was a member of the Cabinet (personal office) of EU Trade Commissioner Karel De Gucht from 2009 to 2012. He subsequently headed the USA and Canada team of the Directorate General for Trade at the European Commission.

During that period, he contributed to the pursuit of an ambitious EU trade policy agenda with the Americas, in particular the launch of the Transatlantic Trade and Investment Partnership (TTIP) negotiations between the U.S. and the EU, for which he was deputy chief negotiator.

Damien joined the European Commission in 2001, working on issues including merger control policy and REACH, the EU's basic chemical regulation. From 2005 to 2009, he served in the Cabinet of Louis Michel, EU Commissioner for Development and Humanitarian Aid. During that period, he worked on economic development policy in Africa as well as European economic integration issues.

Damien Levie has law degrees from KU Leuven and the University of Chicago Law School and an economics degree from UC Louvain. He was a lawyer at a major US law firm in Brussels and New York from 1994 to 2001.

The Governor's Award for Excellence in Exporting will be formally presented during the luncheon plenary. This award has been given to Colorado exporters every year since 1970 and recognizes economic growth through international trade. The Excellence in Exporting award provides official recognition from the State, and can help Colorado companies increase their competitiveness in international markets. Colorado's product and service exports totaled approximately $20 billion in 2013. The Excellence in Exporting Award recognizes this contribution to the State's economy by highlighting one or more firms for noteworthy accomplishments in international business. For more information about the award, or to apply for the award before the due date on April 17, 2015, please visit http://www.advancecolorado.com/international-business/exporting-colorado/governors-export-award.

BREAKOUT SESSIONS

1. **Emerging Markets for Advanced Industries**
   Learn about the most promising investment opportunities in emerging markets from financial service partners coming from Indonesia, Kenya and Chile, as well as Colorado's corporate successes in other emerging markets.

2. **Recipe for Regulatory Soup**
   An interactive session asking about all of your regulatory hurdles, including CE, ITAR, EAR, FCPA & more!

3. **Get LEAN with Your Supply Chain**
   How do you optimize inventory control and adapt manufacturing process for global business? This breakout session will show you how a LEAN rating can impact your global sales and drive profits.

4. **Born Global – The DNA of Entrepreneurial Successes**
   Learn from other entrepreneurs who were born global – Taking your products or services global out of the gate.

5. **Discovering Talent & Managing Diversity Globally**
   How do I successfully recruit global talent? What do I have to know when managing global HR regulations? Which communication tactics should I use that are most effective with my international employees?

6. **CO LABS - Colorado's National Laboratories and the Global Impact They Have - NREL – National Renewable Energy Lab, UCAR – University Corporation for Atmospheric Resources**
   Learn how to plug into the success of Colorado's gems of global innovation. Our national laboratories are impacting global markets in significant ways. This session will highlight those opportunities and how you can plug in to the projects.

Breakouts subject to change based on availability of speakers.

SIMULATION – *by The Cool Connection*

A high-performing supply chain needs the collaboration of team members from across the organization. Tearing down silos and creating the right cross-functional mindset, however, can be a serious challenge.

The Cool Connection is a cross-functional business simulation which motivates your team to deliver optimal performance by using supply chain management best practices from real-world situations.

the COOL connection

Bridging physical and financial supply chains

"This format provides a balanced mix of analysis and experiential learning, combined with ample opportunity for relationship-building."

- Highly interactive web-based business simulation
- Sophisticated experiential learning tool
- Increase cross-functional awareness
- Rewarding team building opportunity
- Powerful team building opportunity

"An experience of a lifetime – The game converts you from being an analyst or engineer to being an artist. It's a fast forward version of year of experience: challenges, nightmares and thrills"
– Sagar Neel De, MIT USA

Why is The Cool Connection different?

For a subject as vital as (Financial) Supply Chain Management, it is not enough to **tell** people what needs to be done. They must **experience** it. The Cool Connection is a different way of learning that puts participants at the heart of a lifelike simulation so they can experience the impact of every decision they make, not just in their own 'silo' but across the business.

By team experience, participants measure their own performance against others and receive constant feedback from the professional trainers leading the simulation. It is this Magic Circle that makes **The Cool Connection** so powerful.

"The simulation is highly interactive and realistic. Great training tool!" -DHL

INTERNATIONAL DELEGATES

Colorado OEDIT Global Consultants

Mexico
Luis Domenech
Market Intelligence Latin America

Canada
Ken Flanders, President
New Business Navigators

Brazil
Anand Hemnani
IndoBras

Chile
Barbara Silva Troncoso
BSTInnovation

France
Louise Gibbons
Location Marketing

Germany
Thomas Klement
Location Marketing

United Arab Emirates
Ann Jafery
Channels

Japan
Rike Wootten
Gotairiku

China, Korea, Taiwan
Alan Mockridge
Intralink

India
Abel Cherian
Maeflower

Crowe GHP Horwath International Partners

Our title sponsor will be bringing in members of their partner firms from Canada, Chile, China, Indonesia and Kenya to share their knowledge and expertise in international finance as it relates to mergers, taxes, audits, and more.

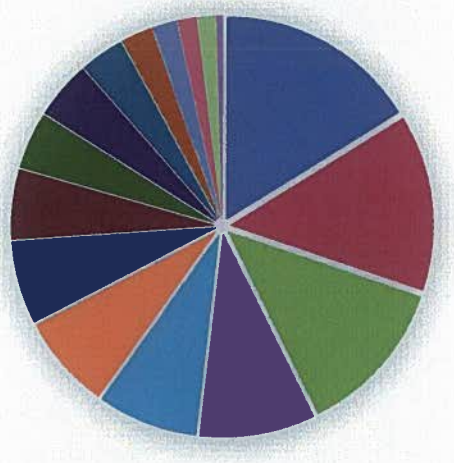
AmCham Slovenian Delegation

The American Chamber of Commerce in Slovenia will be bringing a delegation of Slovenian companies working in many of the same advanced industries showcased at World Trade Day. Company representatives will be available to schedule B2B meetings during the afternoon session of the event.

PAST ATTENDANCE

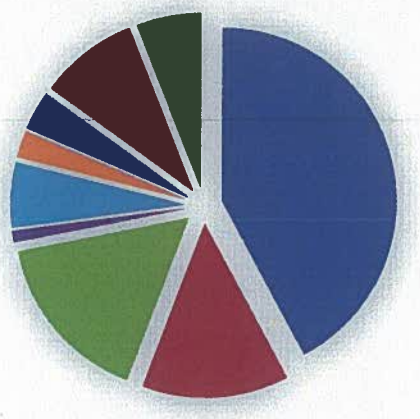
World Trade Day always attracts a diverse audience across all industries. Approximately 75 percent of attendees are managers or executives in their fields, with one common interest – success in global business. World Trade Day 2014 attracted nearly 600 attendees over a two-day period. This year's conference will be consolidated into one full day, with an estimated attendance of 350-400.

Attendees by Sector



- Education
- Legal/Business Services
- Financial
- Government
- Manufacturer
- Chamber/Non-Profit
- Transport
- Other
- IT
- Consular Corps
- Agriculture
- Engineering
- Bioscience
- Mining
- Importers
- Aerospace

Attendees by Function



- Executive
- Director
- Manager
- Attorney
- Mid-Management
- Support
- Professors
- Students
- Guests

For more details on World Trade Day 2015, please visit our website at www.wtcdenver.org, or contact a World Trade Center staff member at 303-592-5760. To see photos of last year's event, we invite you to visit the following link: http://www.wtcdenver.org/WTD2014.

PLANNING COMMITTEE

Deiadra Swartz, Chair - Jeppesen
Chris Barlow – AFEX
Randie Barthlome – Italian American Business Association
Paul Bergman – USEAC
Nicole Bludeau
Stephan Britz – ParadoxSolve
Jeff Carlisle – IT and M&A Consultant
Luis Colon – Xcelente Global
Shelly Curtiss – Colorado Cleantech Industry Association
Steve Eisenhart – Space Foundation
Bill Emison – Merrick
Natascha Hubert – Crowe GHP Horwath
Liz Iracki – Colorado Technology Association
Paul Kullman – USEAC
Sandi Moilanen – OEDIT
Felicia Naranjo Martinez – Colorado European Union Center of Excellence
Suzette Nickle – USEAC
Tracey Nilson – Colorado Bioscience Association
Denis Perron – National Renewable Energy Laboratories (past WTD chair)
Joshua Seeberg – German American Chamber of Commerce
Peggy Severson – Denver Office of Economic Development
Sumer Sorensen-Bain – Manufacturer's Edge
Trevor Trout – APICS
Elise Vischi – Crowe GHP Horwath

STAFF

Karen Gerwitz, President
Alex Knopes, Director of Education
Amanda Galant, Director of Business Engagement
Todd Pruett, Office Manager

PARTNERING ORGANIZATIONS

APICS
U.S. Export Assistance Center & District Export Council
Colorado Office of Economic Development & International Trade
Colorado Department of Agriculture
Metro Denver Economic Development Corporation
Crowe GHP Horwath
Manufacturer's Edge
Denver International Airport
Colorado Technology Association
Colorado Bioscience Association
Colorado Cleantech Association
Small Business Development Centers
Small Business Administration
Colorado Advanced Manufacturing Alliance
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Denver, CO 80203
(303) 928-7771

NOTICE OF ACCREDITATION

The Board has accredited the following continuing legal education seminar under Rule 260:

NAME OF SEMINAR	LOCATION	DATE	SPONSOR	GENERAL CREDITS	ETHICS CREDITS
CROSS-CULTURAL NEGOTIATIONS	DENVER CO	4/1/2015	ACCACC	2	

Colorado attorneys and judges who attend the entire seminar may claim the credits indicated. If any Ethics Credits are indicated, they may be claimed by attending those parts of the seminar indicated below the seminar's name. Ethics credits are NOT IN ADDITION TO General Credits. General and Ethics Credits are NOT added to or subtracted from each other. This accreditation is awarded provided the sponsor permits the Board's staff to attend the seminar; gives every Colorado attorney and judge attending a copy of this combined notice/affidavit form; accepts at the seminar, this form after it is executed by attending Colorado attorneys and judges; and delivers the executed forms to the Board within 10 days after the seminar.

Date Reviewed: 3/26/2015

AFFIDAVIT

INSTRUCTIONS: Colorado attorneys and judges may report CLE Credits earned at this seminar by logging into the Online CLE Transcript. You can access the online entry of Affidavits by visiting http://www.cletrack.com Click on CLE Transcripts, login and select Enter Online Affidavits. You can enter your affidavit using the Course ID located at the bottom of this page.

DO NOT CLAIM THESE CREDITS ON ANY OTHER AFFIDAVIT

CERTIFICATION OF ATTENDANCE: By signing below I certify that I am entitled to claim:

_____ General Credits _____ Ethics Credits

ATTY NUMBER _____ LAST NAME (print) _____

SIGNATURE _____ DATE _____

COURSE ID: 747576

ACC Association of Corporate Counsel
COLORADO

PRESENTS

WATERGATE:

TODAY'S LESSONS FROM A WHITE HOUSE SCANDAL

PRESENTED BY JOHN DEAN

WHITE HOUSE COUNSEL, 1970–1973

& JAMES D. ROBENALT

ETHICS EXPERT & PRESIDENTIAL HISTORIAN

JUNE 18, 2015 – STAGE THEATRE
DENVER CENTER FOR PERFORMING ARTS

1:30–5:15PM (3.5 CLE ETHICS CREDITS)
5:15–6:30PM NETWORKING RECEPTION

REGISTRATION: $50 ACC MEMBERS,
$50 STUDENTS, $75 NON-ACC MEMBERS

CO-HOSTED BY:

CBA COLORADO BAR ASSOCIATION
Established in 1897

Colorado Bar Association CLE

How often do you get the opportunity to explore history with one of the participants? "Watergate" was a political scandal stemming from the break-in at the Democratic National Committee headquarters at the Watergate office complex in Washington, DC. The break-in and subsequent attempts to cover up the crime were orchestrated by President Richard Nixon's White House staff members and others who supported his bid for reelection in 1972. The fallout from the scandal eventually led to the resignation of President Nixon on August 9, 1974 – the only resignation by a U.S. President in our country's history. The scandal also led to the convictions of dozens of top Nixon administration officials (many of whom were lawyers), including John Dean, who served as Counsel to the President at the time of the break-in.

Meet and hear John Dean explain what President Nixon said and what he asked his counsel after the Watergate burglary, and how that conduct today would trigger an entirely different set of duties for a lawyer within an organization. Hear him recount his famous warning to President Nixon that there was a "cancer growing on the presidency."

James Robenalt will explain the direct tie between today's ethical obligations and Mr. Dean's conduct. The course focuses on John's role as in-house counsel and his attempt to "report up" to the CEO about ongoing crime within the organization. The course uses John Dean's experience as White House Counsel to explore an attorney's obligations under today's rules of professional conduct when the attorney uncovers wrongdoing within an organization. The course will explain, with video and White House audio tapes from the time, how the Nixon tapes were discovered, the fight for the tapes, and the so-called Saturday Night Massacre (the firing of Special Prosecutor Archibald Cox), and its aftermath. The ethics lessons still resonate today.

ACC Association of Corporate Counsel
COLORADO

2015 SCHEDULE OF EVENTS

DATE	EVENT	SPONSORED BY
JANUARY • 22	**ACC Annual Meeting** Brown Palace Hotel	THOMSON REUTERS
FEBRUARY • 25	**Ski & CLE® Day Trip to Vail** (includes coach transportation from West Denver)	Davis Graham & Stubbs LLP TRANSPERFECT LEGAL SOLUTIONS
MARCH • 19	**CLE Program & Social Networking Event** Omni Interlocken Hotel	LATHROP & GAGE LLP
APRIL • 8	**CLE Luncheon**	GreenbergTraurig
APRIL • 29	**In-House Counsel Forum** Grand Hyatt Denver	LEWIS ROCA ROTHGERBER GIBSON DUNN Fox Rothschild LLP ATTORNEYS AT LAW CATALYST FAST SIMPLE SECURE Perkins Coie Jackson lewis Preventive Strategies and Positive Solutions for the Workplace CSC CORPORATION SERVICE COMPANY
MAY	**CLE Program & Social Networking Event** Denver Tech Center	Armstrong Teasdale
JUNE • 18	**Watergate CLE, Ethics Program** Denver Center for Performing Arts - Stage Theatre	
JULY • 12	**Family Day with the Colorado Rockies** vs. Atlanta Braves • Coors Field	Shook, Hardy & Bacon L.L.P. Merchant & Gould An Intellectual Property Law Firm
SEPTEMBER • 17	**Fall Frenzy** Grand Hyatt Denver	KILPATRICK TOWNSEND FISHER & PHILLIPS LLP ATTORNEYS AT LAW Altep IRELAND STAPLETON THOMSON REUTERS Jordan Lawrence WILLENKEN WILSON LOH & DELGADO LLP
OCTOBER	**CLE Program & Social Networking Event**	JACKSONKELLY ATTORNEYS AT LAW PLLC
OCTOBER • 18–21	**ACC Annual Meeting** Boston, MA	
NOVEMBER	**Social Event at Cook Street School of Culinary Arts** Downtown Denver Gourmet food paired with fine wine	Armstrong Teasdale
DECEMBER First Week	**Ethics Day**	KILPATRICK TOWNSEND LEWIS ROCA ROTHGERBER FISHER & PHILLIPS LLP ATTORNEYS AT LAW WELLS, ANDERSON & RACE, LLC ATTORNEYS AT LAW

Calendar Version 03-30-15

For more information, call the Colorado Chapter Office at 303-757-1847 or go to www.acc.com/chapters/colo

ACC Chapter of the Year 2008 & 2011