

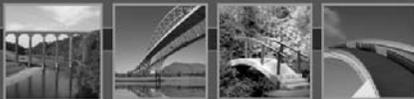
Onboarding: *Lateral Partner & Associate Integration*

Panelists:

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Martha Ann Sisson, Garrison & Sisson
Caren Stacy, Arnold & Porter LLP



Moderator: Susan Manch, Shannon & Manch



SHANNON & MANCH

Agenda

- The relationship between effective integration and success
- Strategic planning
- Best practices

Why Laterals Fail



- Poor hiring decisions/match
- Unrealistic expectations—theirs, yours
- No one is responsible for their success
- Law of unintended consequences
- Left to their own devices or actively avoided
- Want a fiefdom for protection
- End up on the “island of misfit toys”

Integration & Success



- Creates a foundation on which the lawyer can build
- Inculcates new lawyers into the acquiring firm's culture, values
- Opens the door to cross pollination
- Builds relationships that tie them to the firm

What Associates Need

- Realistic performance expectations
 - Training, preparation can differ wildly
- Socialization is critical
 - "Home-grown" preference can be debilitating
- Access to work
 - Navigating politics and supply
- A plan to be successful



What Partners Need

- Realistic revenue generation expectations
- Seamless transition
- Strong platform
- Appropriate support
- Collaborative partners, leaders
- A plan to be successful



One Firm's Approach
Associate Integration



ARNOLD & PORTER LLP

One Firm's Approach
Partner Integration



HOGAN &
HARTSON

Collaborating With a Search Firm



 GARRISON & SISSON

Best Practices

- Before you hire
 - Responsible parties in place to guide process
 - Strategic recruitment approach
 - Utilization of core competencies/success profiles
 - Strategic use of search firms
 - Background checks
 - Use of business development plans
 - Gaining partner/associate buy-in
 - Involving the CMO, CFO, CIO, etc.



Best Practices

- After the hire
 - Sponsorship
 - Incentivizing cross-selling
 - Building an internal network
 - Connecting with laterals' external networks
 - Aligning laterals' plans with practice and firm plans
 - Regular check-ups
 - Monitoring and measuring



Key Points

- Have a strategic recruiting and integration plan
- Marshall internal and external resources
- Set the stage before the hire and build on that after the lateral is onboard
- Assign responsibility and monitor



Questions?

