

LATERAL PARTNER HIRING

*The Final Mile of Arrival, Integration,
On-Boarding, and Retaining New Partners*



Panel Moderator : Mardy Sackley ESQ.



Acknowledging Frank Kimball

In Ever Honored Memory



*Long Term Friend and Contributor to NALP
Originally Scheduled Presenter
1953-2011*

Frank D. Kimball

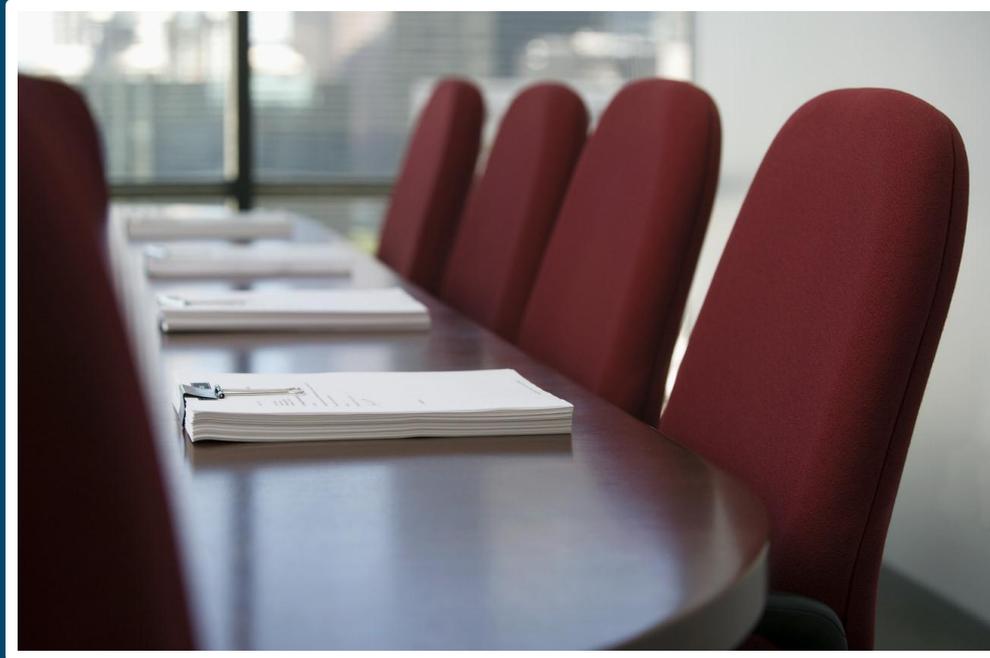
Acknowledging Frank Kimball

Some of His Accomplishments

- ***Nationally Renown Legal Recruiter:*** Frank Kimball was the only former hiring partner of one of the largest national firms who provided search services, project consulting and training for leading law firms. He interviewed, hired, placed, or counseled more than 11,000 law students and attorneys.
- ***Personally Committed to Shaping the Legal Industry - One Attorney at a Time:*** Each year he met 1:1 with more than 200 law students who were considering joining the nation's leading law firms and with more than 200 lawyers considering lateral moves. Frank was a partner with McDermott, Will & Emery from 1986-1992, served for six years on the hiring committee, ran two summer programs, and was chair of the national hiring committee in 1990-1992.
- ***An Industry Thoughtleader:*** Frank placed partners and associates with more than thirty firms. He trained hundreds of campus and office interviewers and presented programs for hiring partner retreats for more than twenty AmLaw 200 firms. He presented more than 90 programs at the nation's leading law schools including Harvard, Northwestern, Chicago, Michigan, Columbia, UCLA, Illinois, UC Irvine, Hawaii, Indiana, Virginia, NYU, Georgetown, DePaul, Loyola (Chicago), SMU, Washington & Lee, and New Hampshire.
- ***An Accomplished Attorney:*** A practicing litigator in two national firms, he argued appeals in takeover, shareholder derivative, class action, banking, tax, and probate cases and represented leading investment banks, commercial banks, and targets in more than thirty contested takeovers and tender offers.
- ***Highly Accredited:*** A 1977 Michigan graduate, Frank won the Campbell Moot Court Competition (with his brother George), was a Note & Comment Editor of the Michigan Journal Of Law Reform, and a Senior Writing Instructor. He graduated *magna cum laude* from UCLA, was a member of Phi Beta Kappa, and was Second Speaker at the 1973 National Debate Tournament.

Agenda

- **The Panel**
- **Challenges with Lateral Partner Hiring**
- **Success in Lateral Partner Hiring**
- **The Lateral Partner Bubble**
- **About Lateral Link**
- **Questions & Answers – Open Discussion**



On The Panel

On The Panel

- **Mardy Sackley** Managing Director Lateral Link
(Panel Moderator)
- **C. Wade. Cooper** Managing Partner Jackson Walker, L.L.P.
- **Rob Little** Hiring Partner Gibson, Dunn &
Crutcher LLP
- **Chuck Curtis** Director of Partner Pillsbury Winthrop
Hiring & Integration Shaw Pittman, LLP

Introducing Mardy Sackley

Managing Director – Lateral Link

- Partner, Associate & In-House Recruiting for Texas Region
- Moderator, and Contributor to Panels and Forums Across Texas Major Cities and Universities
- McDermott, Will & Emery – Chicago
 - 17 Offices, +1000 Lawyers
 - Litigation Partner, Summer Associate Committee
- The University of Iowa College of Law
 - J.D. with Honors
 - Note & Comment Editor for Iowa Law Review



On The Panel

Introducing Wade Cooper

Managing Partner, Jackson Walker L.L.P.

- 345 lawyers
- 6 offices
- *Lateral partner hires in 2010 - 9*
- *Lateral partner hires in 2011 - 11*
- Best Lawyers in America (2008-2012)
- Regularly Recognized as Texas Super Lawyer by Texas Monthly
- The University of Texas School of Law
 - J.D. with Honors



On The Panel

Introducing Rob Little

*Partner, M&A and Capital Markets, Hiring Partner
Gibson, Dunn & Crutcher LLP, Dallas, Texas*

- 1069 lawyers
- 17 offices
- *Lateral Partner Hires 2010 - 5*
- *Lateral Partner Hires 2011 – 21*
- Annually recognized as a “Rising Star”
by Texas Monthly
- The University of Texas School of Law
 - J.D., Order of The Coif
 - Articles Editor, Texas Law Review



On The Panel

Introducing Chuck Curtis

*Firm Wide Director of Partner Hiring & Integration,
Pillsbury Winthrop Shaw & Pittman LLP*

- 700 lawyers
- 14 offices
- *Lateral partner hires in 2010 - 14*
- *Lateral partner hires since 1/1/2011 – 24*
- President, Los Angeles Area Legal Recruiters Association (LALRA)
- 26 Years experience in human resources and recruiting for professional service firms
- San Diego State University, M.S.
- Seattle University, B.A.



pillsbury

On The Panel



Challenges with Lateral Partner Hiring

What AmLaw 50 Law Firm used this quote to promote the firm in its brochures in the 1970's and early 1980's?

“No Partner Has Ever Left Our Firm
For Another Firm”

Challenges with Lateral Partner Hiring

Was it.....?

- Baker McKenzie
- DLA Piper
- Dewey Le Boeuf
- K&L Gates

Challenges with Lateral Partner Hiring

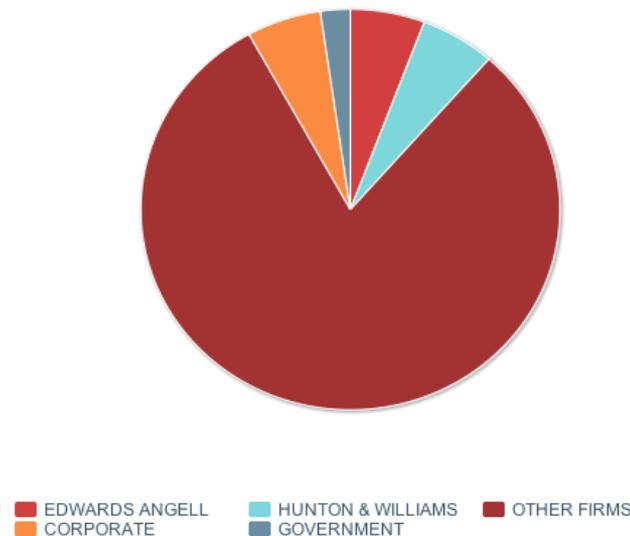
The Answer..... DLA Piper... 87 Laterals

Top Gaining Firms: Lateral Partner Hires

After a soft 2010, the lateral market picked up steam in 2011. Here is where the top-gaining firms got their new hires. If laterals arrived in a group of five or more, we named the firm they left.

- DLA Piper (87)**
- Jones Day (59)
- K&L Gates (49)
- Greenberg Traurig (46)
- SNR Denton (46)
- Baker & McKenzie (36)
- Winston & Strawn (36)
- Perkins Coie (35)
- Dewey & LeBoeuf (33)
- Kirkland & Ellis (32)
- Polsinelli Shughart (32)
- Reed Smith (32)
- Baker Hostetler (26)
- Ogletree, Deakins (26)
- Cozen O'Connor (25)
- Morgan, Lewis (24)
- Barnes & Thornburg (23)
- Latham & Watkins (23)
- Mayer Brown (23)
- Foley & Lardner (22)
- Gordon & Rees (22)
- Hogan Lovells (22)

DLA Piper - 87 New Partners



Challenges with Lateral Partner Hiring

Sample of Partner Gains/Losses American Lawyer 2012

	Gains	Losses
DLA	87	33
Jones Day	59	25
K&L Gates	49	69
SNR Denton	46	32
Winston & Strawn	36	23
Morgan Lewis	24	22
Hogan Lovells	22	21

Challenges with Lateral Partner Hiring

Challenges with Lateral Partner Hiring

- **Law firms spend hundreds of millions of dollars on lateral partner moves, and the unions all too often are not successful.**

WHY?

- Free Agency
- Less Institutional Loyalty
- Lost collegiality and culture
- Loss of trust
- Failure to Integrate



Success in Lateral Partner Hiring

Success in Lateral Partner Hiring

- **Managing the Front End**
- **Considerations for Partners Contemplating a Lateral Move**
- **Things Law Firms Can Do After The Hire**
- **The Lateral Partner Bubble**

Managing the Front End

- Know Who You Are
- Know Why You're Looking
- Know Your Culture
- Know Your Prospective Partner
- Conflicts & Billing

Success in Lateral Partner Hiring

Managing the Front End

Know Who You Are

- Know Your Brand
- Be Realistic
- Communicate Who You are Clearly
- Communicate Early in the Process

Success in Lateral Partner Hiring

Managing the Front End

Know Why You Are Looking

- Reactive vs. Proactive
- Succession Planning
- Broaden Your Platform, Key Areas of Growth
- Opportunistic Hiring
- Attrition
- Financial Goals
- Niche Practice
- Diversity

Success in Lateral Partner Hiring

Managing the Front End

Know Your Culture

- Collaborative vs. Non-Collaborative
- Senior Partner Personalities
- Go-to-Market (GTM) Strategy
- How to Measure Cultural Fit

Success in Lateral Partner Hiring

Managing the Front End

Know Your Prospective Partner

- Know the Book of Business
- Know Their Background, Reputation
- Know What The Partner is Looking For and Whether it is a Fit
- Compensation Goals
- Leadership Goals
- Cultural Fit

Success in Lateral Partner Hiring

Managing the Front End

Conflicts & Billing

- Be Clear and Work Conflicts Out on the Front End Before Hire
- Be Clear in Communicating Billing Origination and Process

Success in Lateral Partner Hiring

Considerations for Partners

Contemplating a Lateral Move

- Broader Platform
- Opportunities to Cross Sell
- Financials/Compensation
- Leadership
- Pension Plans (Closed, Open, None)
- Stability
- Dedication of Resources to Practice Area

Success in Lateral Partner Hiring

Things Law Firms Can do After The Hire

- Lateral Integration Plan
- Handling Conflicts

Success in Lateral Partner Hiring

Things Law Firms Can do After The Hire

Lateral Integration Plan

What is a Lateral Integration Plan?

- A Plan to Start New Partners on a Successful Path
 - Determine the timeframe you would like the plan to cover (3 months, 6 months, 12 months etc.)
- How Does it Work?
 - Brings together appropriate partners and firm personnel invested in the new partner (Integration Partner, Section Leaders, HR, Recruiting, Marketing/Business Development)
 - Facilitates Cross-Selling Opportunities, client introductions

Success in Lateral Partner Hiring

Things Law Firms Can do After The Hire

Improvements / Challenges

- *Consider Cultural Issues*
- *Make Plan Participation Part of Law Firm Culture*
- *Incenting Partners to Participate—Plan Must Be Embraced TOP DOWN*
- *How to Measure Success?*
- *Include Conflict Issues in Integration Plan*

Success in Lateral Partner Hiring

Things Law Firms Can do After The Hire

Orientation Activities:

- Local Office Tour/Building Pass/Photo/Business Cards
- Introduction to Local Office Management
- Meet with New Partner to Review Integration Plan
- Local Facilities/Support Orientation
- Computer & Telephone Training
- Time Entry Training/Diaries
- HR Orientation
- Benefits Orientation
- Welcome Lunch

Success in Lateral Partner Hiring

Things Law Firms Can do After The Hire

Lateral Integration Plan

FIRST WEEK Activities:

- Press Release / Internal Announcements
- Library and Information Services Overview
- Financial Systems Overview
 - Billing
 - Collections
 - Expense Reimbursements
- Meeting With Business Development Manager
- CLE / Firm University Overview

Success in Lateral Partner Hiring

Things Law Firms Can do After The Hire

Lateral Integration Plan

FIRST SIX MONTHS Activities:

- Weekly Lunches With Various Partners to Discuss Practice and Possible Synergies
- Effective Press Interviews and Presentation Techniques
- Business Growth Program and Focus Initiatives
 - Business Matrix
 - Institutional Client Data
 - Major Initiatives and Clients Around the Firm
 - **Cross Collaboration Opportunities** & Possible Points of Contact
- Meet With Firm Chair

Success in Lateral Partner Hiring

Things Law Firms Can do After The Hire

Lateral Integration Plan

12 MONTH CHECK-UP Activities:

- Annual New Lateral Partner Check-Up
- New Lateral Partner Year 1 – Feedback – Process Improvement

Success in Lateral Partner Hiring

Things Law Firms Can do After The Hire

Lateral Integration Plan

Cross Collaboration Opportunities:

- Arrange Informal Lunches and Calls with Other Attorneys to Discuss Partner's Practice and Identify Cross-Selling Opportunities
- Discuss Possibility of Partner Presenting at Regional Lunches
- Overview of Firm Committees to Identify Areas of Interest/Participation
- Arrange Calls With Practice Section Leaders (PSL) to Explore Potential Synergies and For the PSL to Highlight Strengths and Selling Purposes

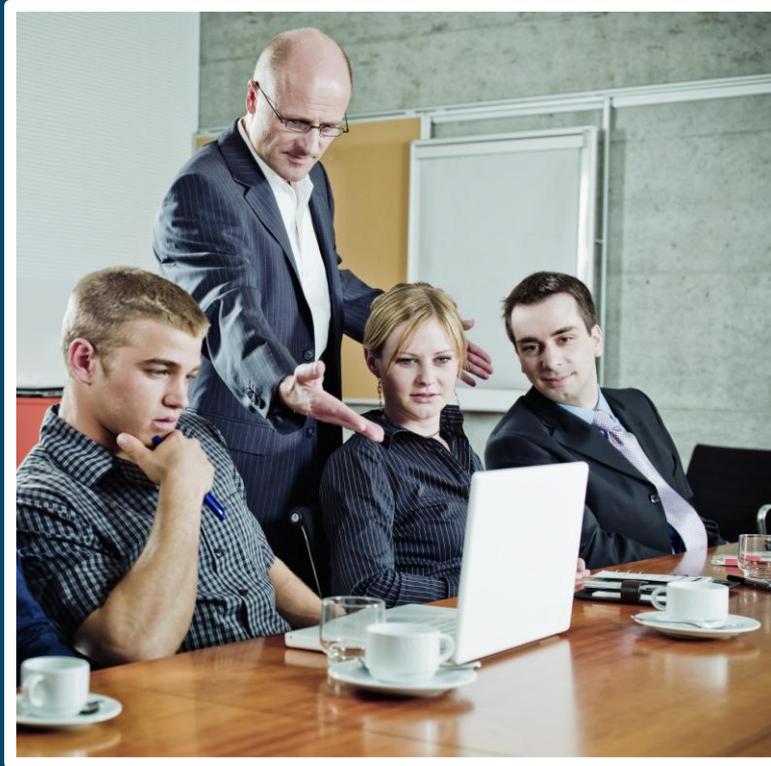
Success in Lateral Partner Hiring

Things Law Firms Can do After The Hire

Handling Conflicts

- *In Spite of All of The Best Efforts, Billing Issues May Arise After the Hire*
- *Problem-New Hire May Feel Alienated*
- *Provide an Advocate for the New Hire*
- *General Counsel-Person with Deep Institutional Knowledge, Respected by Peers*
- *Split Origination vs. No Origination*

Success in Lateral Partner Hiring



The Lateral Partner Bubble



About Lateral Link



LATERAL LINK

For attorneys, by attorneys.

Lateral Link's client list includes virtually every law firm in the Am Law 200 as well as many of the nation's most prominent corporations, including financial institutions, Fortune 500 companies, media companies and high tech start-ups.

Our Clients



*For attorneys,
by attorneys.*

About Lateral Link

- Our recruiting team of former practicing attorneys specializes in contingent and retained search for partner, associate, General Counsel, and corporate counsel candidates.
- Our clients demand and deserve the best legal talent. We partner with them to out perform their competition in attracting and hiring the right candidates. As a regular thought leader in the legal hiring industry, from NALP conferences and bar association seminars to local trade organization sponsors and diversity hiring panels, we are part of the conversation, not just following it, and we make sure our clients are leaders when it comes to legal recruiting.
- For more information about partnering with Lateral Link on your next legal need, please contact Mardy Sackley, Managing Director (214-673-4384).

Our Clients



*For attorneys,
by attorneys.*



Questions & Answers - Open Discussion

Panelists, Participants

And



THANK YOU !

Our Clients



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