



★ ★ ★ 2018 ★ ★ ★
ANNUAL EDUCATION
CONFERENCE

Making a SPLASH

Is Ivy League Enough? The Risks of Lateral Hiring.

April 26, 2018

Moderated by: Michael Ellenhorn
Co-Founder & General Counsel of Decipher



April 24 – 27, 2018 • Hollywood, FL

Sarah Borders

Chair of Lateral Partner Committee, King & Spalding

Sarah Borders is a nationally recognized restructuring and finance lawyer. Her practice focuses on developing, structuring, documenting and closing financing transactions, representing borrowers and lenders in debt restructurings, workouts and forbearance arrangements; and representing debtors, lenders purchasers and unsecured creditors in Chapter 11 reorganization cases. Sarah's practice spans a number of industries including infrastructure, real estate, energy, healthcare, manufacturing, retail, restaurant, hospitality and transportation.



Sarah is the Chair of the Firm's Lateral Partner Committee, has served multiple terms on the Firm's policy committee and had led both the Financial Restructuring and Real Estate practice groups.

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Gary Wingens

Chairman & Managing Partner, Lowenstein Sandler

Gary Wingens has served as Chairman and Managing Partner of Lowenstein Sandler since 2008, leading its continued expansion as a national firm with approximately 275 lawyers working from offices in New York, Palo Alto, New Jersey, Utah, and Washington D.C. Gary believes that what makes Lowenstein Sandler different from other leading law firms is the intensity of the firm's commitment to its people, its clients and its communities. Under Gary's leadership, and following his example, Lowenstein Sandler's lawyers regularly invest their skills and passion to support their colleagues, advance their clients' businesses and strengthen their communities. Gary successfully inspires this dedication among his firm's lawyers because he lives each of these values.



Niki Kopsidas

Director of Lateral Partner Recruitment, Hogan Lovells

Niki Kopsidas is the Director of Lateral Partner Recruitment and Integration for Hogan Lovells LLP where she leads the recruitment and hiring efforts of lateral partners and groups for the Americas, and oversees laterals' individual professional and business development through a formal lateral integration program. She works closely with leadership to assess market trends and develop long-term lateral recruitment and branding strategies and programs that support the growth and expansion of Hogan Lovells' practice groups. Niki has 18 years of experience in the legal industry in strategic recruiting for the hiring of attorneys of all levels across a wide range of domestic and international markets. She has published several articles in The New York Law Journal regarding CQ and EI competencies in the legal recruiting field, as well as networking to create opportunity, and has been asked to speak on matters related to hiring, career development, and business development. Niki has her B.A. in Journalism-Public Relations from the University of Maryland at College Park.



In the News

EXCLUSIVE: Behind The Downfall Of Latham's Chairman

Before his sudden departure Tuesday, Latham & Watkins LLP Chair Bill Voge engaged in a pattern of reckless behavior starting with sexually explicit messages sent to a woman he approached on behalf of a Christian men's group and culminating in threats to her husband to have her thrown in jail.

By **Sam Reisman** | UPDATED Mar 20, 2018 at 09:51 PM



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In the News

Mayer Brown Partner Resigns Amid Sexual Misconduct Allegations

James Tanenbaum, who joined Mayer Brown's New York office last week, has resigned from the firm following reports that he was allegedly dismissed from Morrison & Foerster in connection with allegations of sexual misconduct.

By **Meghan Tribe** | UPDATED Mar 08, 2018 at 08:36 PM



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In the News

Ex-Linklaters partner sentenced to three years in prison for sexual assault

Former Linklaters Germany tax partner Thomas Elser was sentenced in a trial at a Munich Court today for his conduct at a law firm event in 2014, when he was accused of sexually assaulting an intern at the firm.

By Alexandra Rogers | Feb 15, 2018

ABOVE
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In the News

Ex-Paul Weiss Lawyer Gets 5 Years for Child Porn

Jason Mark Sims, who pleaded guilty in September to distributing videos of child sexual abuse, was sentenced Friday to five years in federal prison and 10 years of supervised release.

By Brian Baxter | UPDATED Dec 04, 2017 at 09:22 PM

THE
AMERICAN LAWYER

In the News

Akin Gump Lawyer Charged With Trying to Sell Sealed Suit

Jeffrey Wertkin arrested by FBI in lobby of California hotel. Wertkin wore wig and said 'My life is over' after arrest.

By Jef Feeley, David Voreacos, & Joel Rosenblatt | UPDATED February 8, 2017, 2:55 PM CST



In the News

Former Skadden Partner Disbarred for Child Pornography

Edmund Duffy had practiced law for fifty years until it all came to an end. The attorney was disbarred Thursday a result of the conviction for charges of child pornography against him in July 2016.

By Amanda Griffin | February 13, 2018



In the News

Biglaw Firm Under Investigation For Failing To Disclose Partner's Alleged Sexual Assault To Regulators

The accused partner will be leaving the firm.

By Staci Zaretsky | February 6, 2018

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In the News

Male partner leaves multinational law firm Dentons after investigation into claims of sexual harassment

The partner came to an agreement with Dentons following the investigation. A number of complaints had been made about the partner by female employees. A spokesman for Dentons said there was no evidence of any sexual harassment

Charlie Bayliss | February 9, 2018

Daily Mail
.com

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State of Lateral Hiring

- 96% of Managing Partners believe that lateral hiring is their most effective growth strategy.
- Roughly 25% of all AmLaw 100 partners are laterals.
- Almost 17% of AmLaw 100 partners move each year.
- Most large law firms must utilize lateral hiring just to keep up with natural attrition.

State of Lateral Hiring

- It takes 3-5 years to learn (objectively) whether a lateral is successful, and only 46% of laterals will break even within five years.
- More than 50% of all lateral hires will fail within five years.
- Virtually no lateral hires recoup their cost of acquisition and surpass compensation-beyond-contribution in the aggregate within five years.

State of Lateral Hiring

- Nearly 33% of laterals will not produce even half of their promised book of business. More than half will not even produce 75% of what they promised.
- Once a lateral fails, the cost of replacing that partner will run between 200% - 400% of annual compensation.
- The largest 400 US firms lose \$9.1 Billion per annum due to failed laterals.

A Path Forward

- Know your Candidates (Really)
- Confirm your Lateral's Book of Business
- Hire with a Strategy – Be Proactive & Make Choices

Contact Information

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