



Fostering a Strategic Talent Management Culture

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Jean Durling, Chief Talent Officer, Fox Rothschild LLP
Marguerite Eastwood, Chief Human Resources Officer, Crowell & Moring, LLP
Carrie English, Chief Diversity, Inclusion & Professional Development Officer, Husch Blackwell



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Agenda

- Panelist Introductions
- Integrated Talent Management
 - Benefits
 - Drawbacks/Challenges
- Fostering a Strategic Talent Management Culture
- Q & A

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Lisa Cuevas, Weil, Gotshal & Manges LLP

- Former NYC Criminal Prosecutor
- Started second career in Legal Personnel; moved into Litigation Management, Professional Development and Global Diversity & Inclusion
- Joined Weil, 2004 as their first Global Diversity Director
- After two years, promoted to Director of Strategic Attorney Programs
- Promoted to Chief Talent Officer in 2014
- Responsible for
 - Global HR
 - Legal Personnel and Legal Compliance,
 - Performance Management & Compensation,
 - Global Diversity & Social Responsibility,
 - Professional Development
 - Recruitment
 - Also responsible for New York Secretarial and Paralegal Departments.

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Jean Durling, Fox Rothschild LLP

- Joined firm in 1997
 - Director of Recruitment and Development
 - Chief Recruitment and Development Officer
- Chief Talent Officer (Executive Committee)
 - Attorney Recruitment and Professional Development
 - Attorney Professional Development
 - Human Resources, Benefits and Staff Compensation
 - Office Administration: Oversight of all Office Administrators (22 firm wide for 27 offices)
- Other (Direct assistance to Firm wide Managing Partner)
 - Executive Committee Retreat (Creation of Agenda)
 - Succession Planning
 - Individual Partner/Counsel Compensation Arrangements
 - Assessment/Recommendation of Newly Created positions and or replacement hires

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Marguerite Eastwood, Crowell & Moring LLP

- Crowell & Moring Chief HR Officer (2017 – present)
 - Attorney, partner, professional staff recruiting
 - Associate/counsel/staff professional development, performance management, compensation, benefits
 - Diversity & Inclusion
 - Practice Support (paralegals) + secretarial support
- Booz Allen Hamilton Group People Leader (2007 – 2017)
 - Integrated recruiting, staffing and talent management functions for various management consulting and IT consulting businesses
- MedImmune/Astra Zeneca Director Human Resources (2006 – 2007)
 - Integrated talent management for clinical research organization
- Pfizer Inc. (1993 – 2006)
 - Various talent management roles across the pharmaceutical business

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Carrie English, Husch Blackwell LLP

- Director of Recruiting & Professional Development (2011-2014)
- Chief Talent Officer (2014-2018)
 - Legal recruiting
 - Associate/Counsel/Paralegal evaluations and compensation
 - Pro Bono
 - Diversity, Equity & Inclusion
 - Associate Management
 - Professional Development
- Chief Diversity, Inclusion & Professional Development Officer (current)
 - Diversity, Equity & Inclusion
 - Pro Bono
 - Professional Development
 - Ombuds Investigations
 - Strengths Based Coaching
 - Attorney Wellness

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What is Integrated Talent Management?

Talent management generally is the skill of attracting and retaining highly skilled and valued employees, integrating new employees, and developing and retaining current employees to meet the current and future business objectives.

Integrated Talent Management means working with all of your teams to ensure that the functions that you are responsible for are **well aligned and support and drive your Firm's overall strategic objectives**.

"Talent management is not only a process to integrate dozens of different HR and training practices — it is really a tool which helps your...leaders make better decisions and operate more effectively."
Josh Bersin, "A New Talent Management Framework", May 24, 2010

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Employee Life-Cycle



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Integrated Talent Management At Law Firms

- Generally, an integrated approach to HR, recruiting, performance management, compensation, professional development and learning, and diversity and inclusion.
- Varies from firm to firm. One size does not fit all!
- More emphasis on increasing productivity through engaging, developing, deploying, recognizing and retaining the employees that we have—greater capacity to execute overall firm strategy.
- Doing “more with less” is the new standard.

Integrated Talent Management At Law Firms

- Bring teams together with common goals and maintain a baseline of consistency.
- Identify bottlenecks and potential pitfall areas
 - Examples:
 - HR Policies v. Legal Personnel Policies
 - Global Responsibilities
 - Varying Performance Management Tools
 - Employee Engagement
- Encouraging collaboration and innovations across departments and functions. Prioritize information sharing.
- Review systems annually to ensure efficiency and proper alignment with Firm strategic goals.

Centralized Talent Management

- **Benefits**
 - Strategic Approach
 - Consistency
 - Everyone on same message
 - Cross training
 - Ability to present team as “business partner”
 - Fostering of employment brand and organizational culture
 - Greater satisfaction of team members, built in learning
 - Larger team creates additional career paths
 - Better communications and transparency
 - Culture of collaboration and cooperation
- **Challenges**
 - Differing work styles
 - HR more policy driven, less flexible
 - Attorney teams used to “exceptions”
 - Office Administrators less big picture
 - Strategic priorities favor attorneys
 - More defined path for attorney groups
 - More willingness for spending on attorney programs
 - Staffing with enough senior level expertise; “overhead”
 - Too many people reporting to chief directly

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What works well, what doesn't...

Do's	Don'ts
<ul style="list-style-type: none"> • Integrate functions where it makes sense – teams with common goals tend to work better together. 	<ul style="list-style-type: none"> • Make changes to a team you recently inherited without understanding the work they do and the challenges they will have with it.
<ul style="list-style-type: none"> • Give disparate functional teams a common project or goal to accomplish together. Teams work better together when they have a common/shared goal. 	<ul style="list-style-type: none"> • Take resources from one team and move them to another team without moving functions, explaining rationale etc.
<ul style="list-style-type: none"> • Develop an ally (change agent) on each team who you trust and trusts you to help you understand disparate points of view on the team. 	<ul style="list-style-type: none"> • Worry if people seem unhappy at first. Some folks need more time to adjust to changes than others.
<ul style="list-style-type: none"> • Listen and hear the perspectives from disparate teams. Talk with team members 1:1 to hear their point of view and/or aspirations, concerns. 	<ul style="list-style-type: none"> • Be afraid to make changes when you are ready even if not all have come around yet. Some disruption is usually good to make positive change.
<ul style="list-style-type: none"> • Use firm management /Exec Committee member/ally to help convey messages about combination of teams/changes. 	
<ul style="list-style-type: none"> • Hold multi-functional team events/meetings to reinforce that they are all part of the same team. 	
<ul style="list-style-type: none"> • Be clear with your expectations about how the team should operate (collaboratively, less rigid approach, getting to yes, etc.). 	
<ul style="list-style-type: none"> • Find ways to build team camaraderie among groups that were not previously in same group or department 	

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Tips for Fostering Strategic Talent Management Culture

- Establishing trust
- Be open to ideas from multiple perspectives
- Break down traditional “silos”
- Open and frequent communication
- Needs assessment
- Team building
- Programs geared toward unified approach
- Clearly articulated paths for development with rewards
- Continual education/reassessment of what works and what doesn't
- Working through transition and attrition (some is likely good)
- Identify common goals/unite behind common, unifying purpose
- Understanding strategy and developing a shared mission statement (one that demonstrates the larger integrated functions and gets to the core strategic plan)

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Focus on your people.....

Employee engagement is the extent to which your **employees** feel passionate about their jobs, are committed to the firm, and put discretionary effort into their work.

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Employee Engagement--Trends

- Feedback
- Flexibility
- Communication and Transparency
- Work/life Balance
- Acknowledgement
- Doing good beyond the workplace—Social Responsibility

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Professional Networks/Resources

- Association for Continuing Legal Education (ACLEA)
- Association of Legal Administrators (ALA)
- International Practice Management Association (IPMA)
- National Association for Law Placement (NALP)
- Professional Development Consortium (PDC)
- Society for Human Resource Management (SHRM)

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