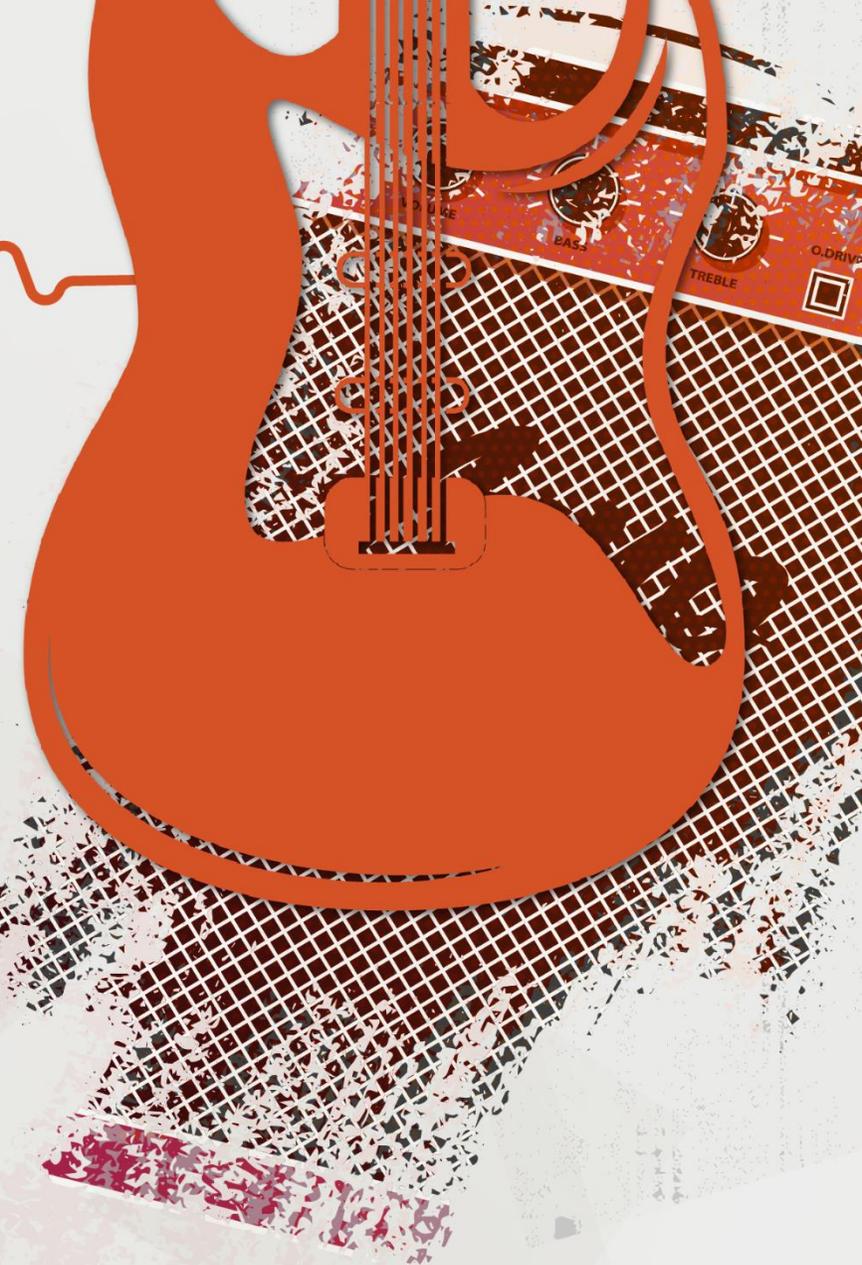


Amplify Your Voice

5 **NALP** **ANNUAL**
202 **EDUCATION**
2 **CONFERENCE**

APRIL 8-11 | Huntington Convention Center

Welcome



Herding Cats!?!?

Crafting a firm wide competency framework to create alignment

Dentons Canada

Kara Sutherland

Agnes Kovios

Suzanne Thomas





What were we trying to solve?

Unclear performance standards

Dissatisfaction with feedback

Need to develop future leaders

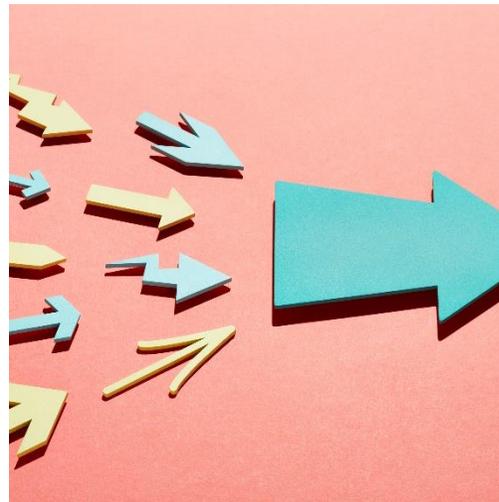
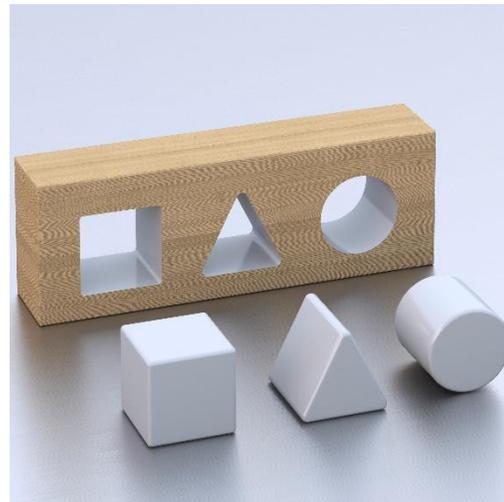
Unclear expectations for advancement

Need to make better hiring decisions

Lack of focused career conversations



Why did we review our framework? (aka what were we thinking?!?)



The non-negotiables

**SINGLE
FRAMEWORK FOR
ALL FIRM
MEMBERS**

**FUTURE READY
AND ADAPTABLE**

**BUILT AROUND
FUNCTIONAL,
CORE, AND
LEADERSHIP
COMPETENCIES**

**FOCUSED ON
EXCELLENCE,
BELONGING,
RECOGNITION AND
WELL-BEING**

**CENTRAL
REFERENCE POINT
FOR ALL FIRM AND
TALENT
PROGRAMS/**

**EMPOWER
INDIVIDUALS AND
SUPPORT
MANAGERS**



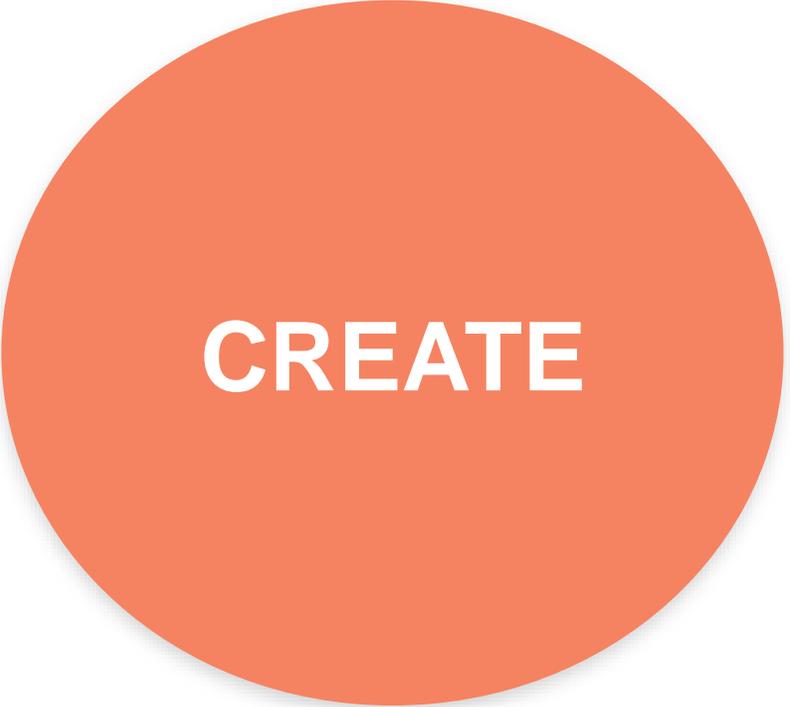
Where did we start?



RESEARCH

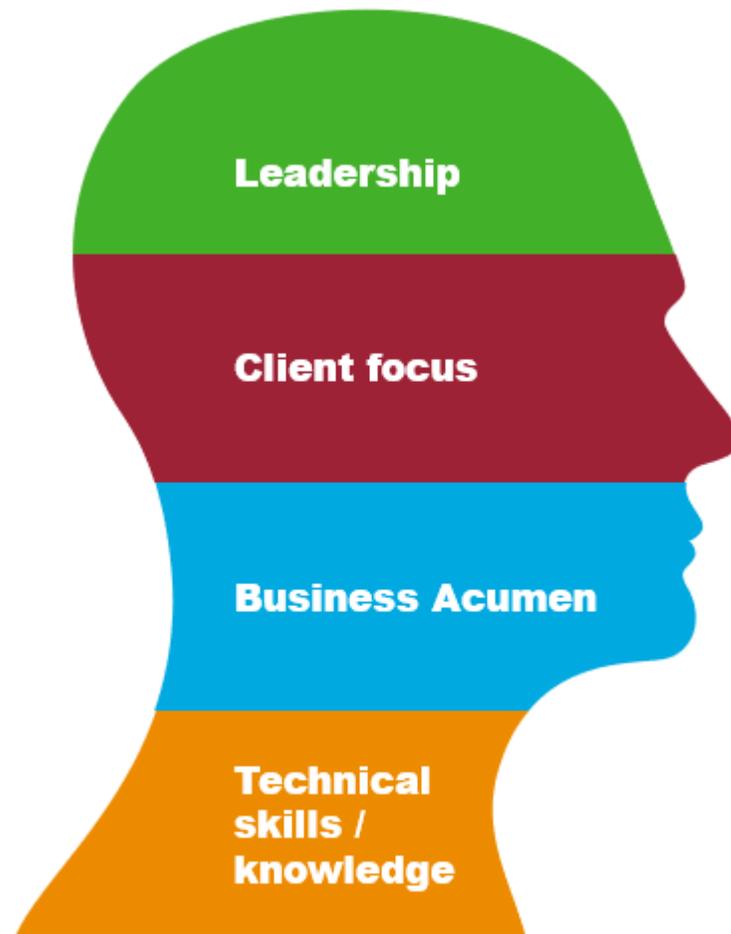


COLLABORATE

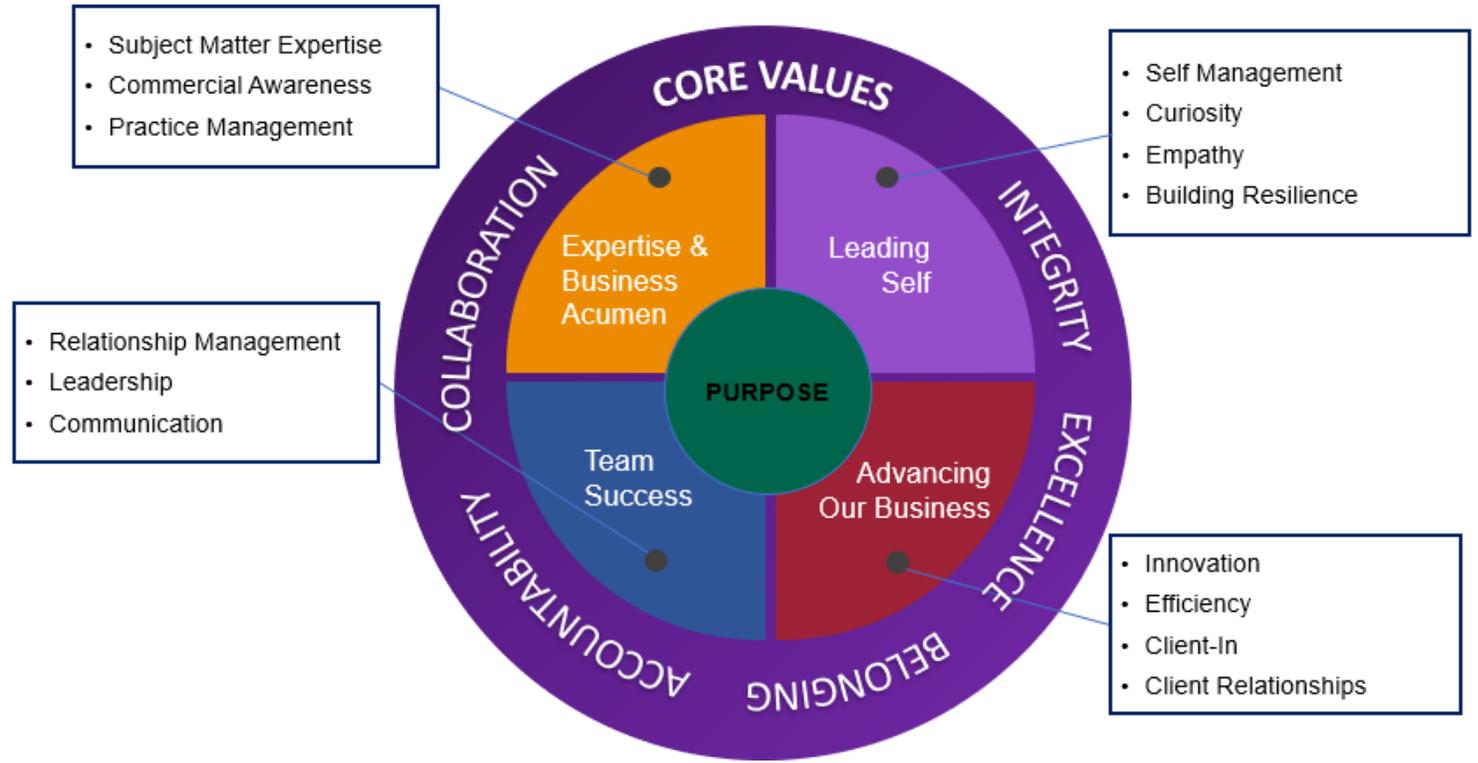


CREATE

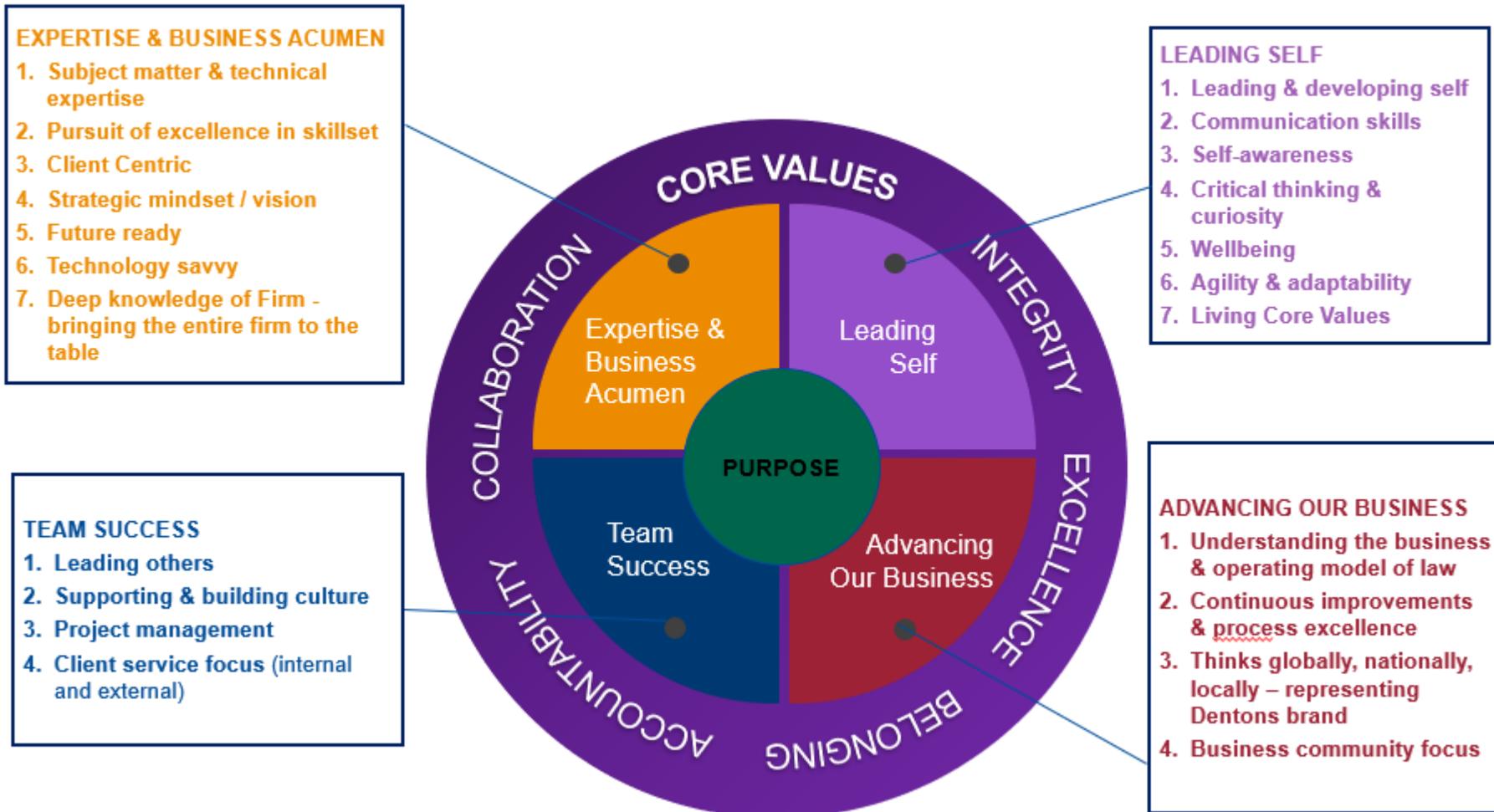
Starting...



Iterating...



FINAL* VERSION



*or so we thought

Taking it on the road...

1. Feedback from Talent leaders
2. Stakeholder engagement and consultation

FEBRUARY 2023



SEPTEMBER 2023

Everyone has a plan... until...

1. Feedback from Talent leaders



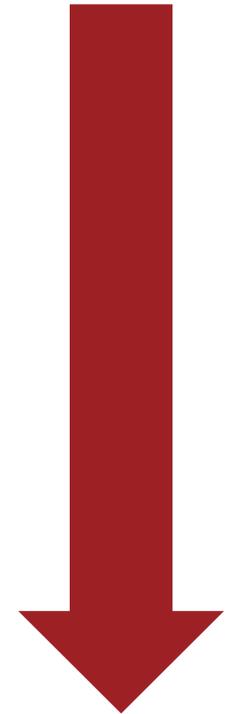
Completed on time with minimal issues

2. Stakeholder engagement and consultation



Let's share an actual slide prepared as part of reporting back on the results of the stakeholder engagement and consultation activities

FEBRUARY 2023



SEPTEMBER 2023

General response to consultation so far...



Emerging themes



Lacking specificity/too general/too much



Make use of existing terminology/say what we mean



Metrics/measurability



Training & development/additional supports will be needed



Too much information in the slides/information is confusing

SKRATCH ATTACK!



What next?

1. Final round of feedback from Talent leaders
2. Stakeholder engagement and consultation
3. Off-site Talent meeting – change management planning
4. Approval from Dentons Canada Leadership
5. Rollout and implementation

FEBRUARY 2023



SEPTEMBER 2023

Why is change management important?

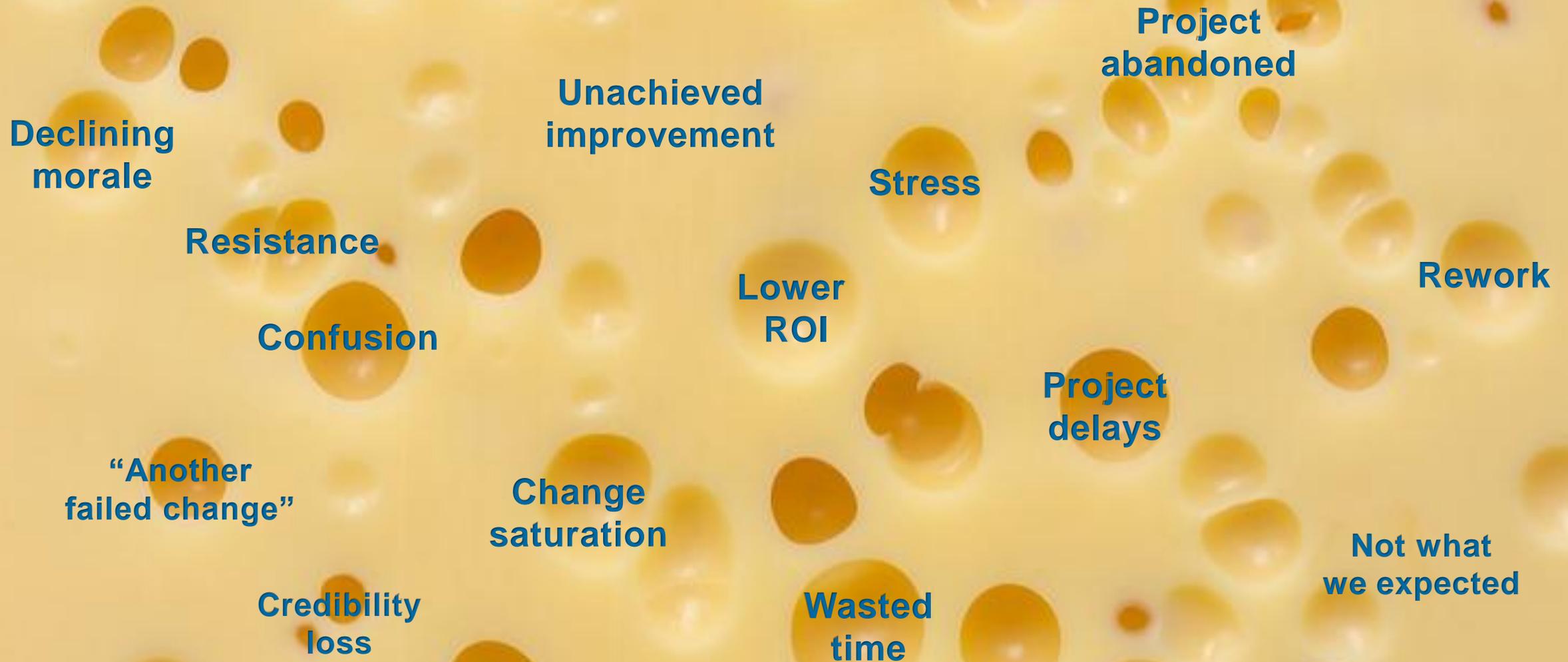
With Change Management



Without Change Management

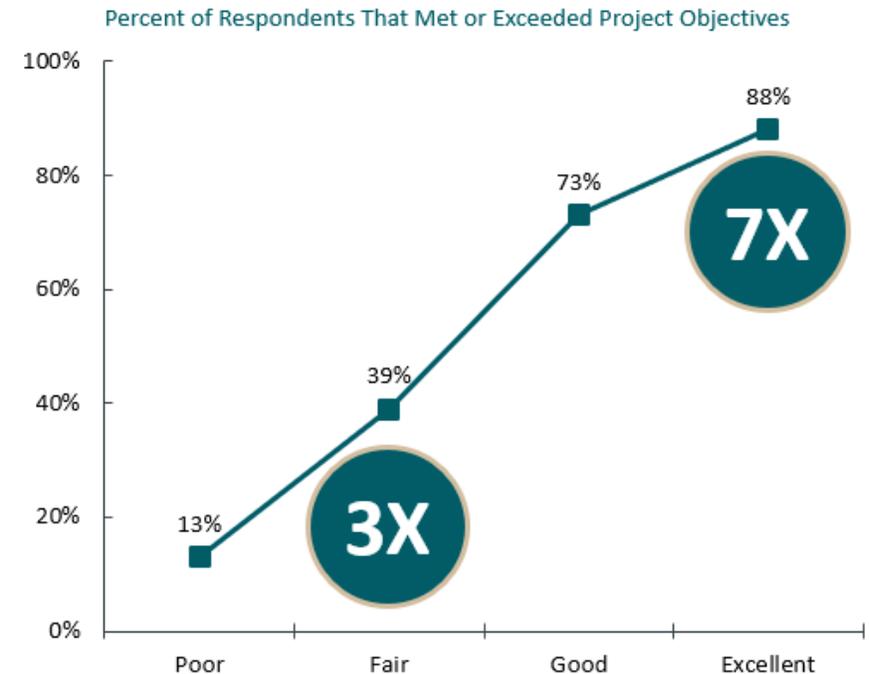


Consequences of the “Swiss Cheese Future State”



Scaling the process to the size of change and identifying tools/resources needed

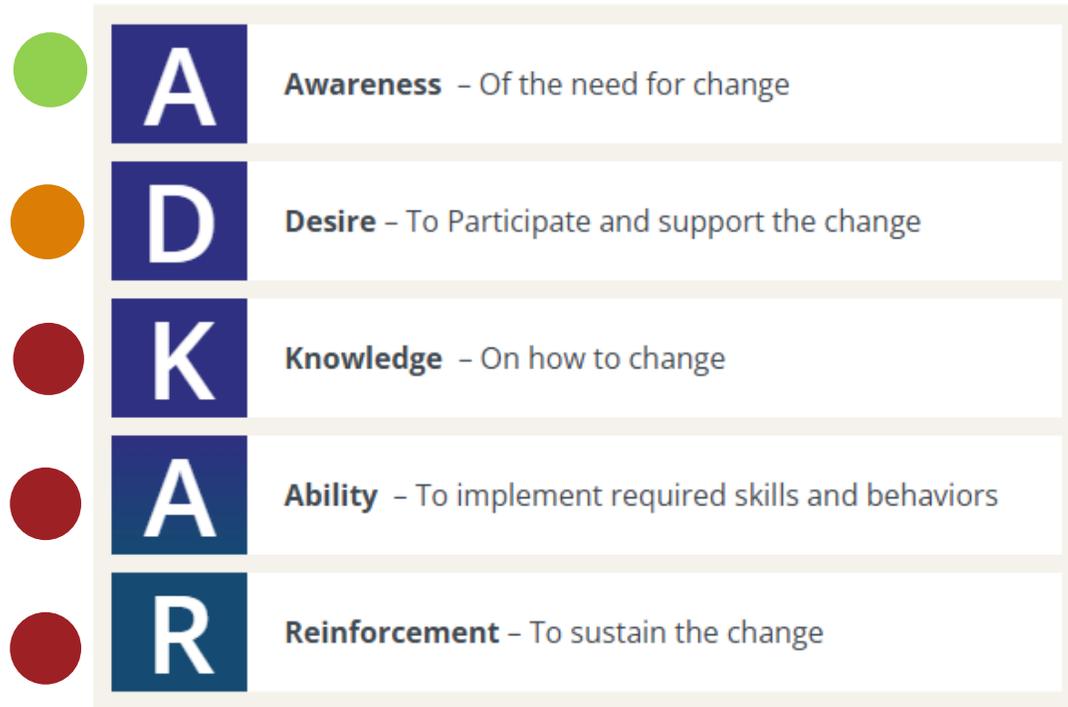
- Selected a trusted change management methodology that is structured, adaptable and repeatable and offers practical tools and models that can be scaled to navigate the people side of change
- Decided what we were going to leverage off the shelf and what we were going to create internally
- Determined pressure test needed for maximum buy-in



© Prosci Inc., Prosci Research Hub

Prosci® Methodology

ADKAR® Model



PCT Model (Prosci Change Triangle)



Change Workshop: Clarifying our path forward

- What is the project?
- Why are we changing?
 - What are the project objectives? Dates, %
 - What are the organizational benefits?
- What are we changing as Phase 1 of the project? Specifics
 - Framework and supporting documentation
 - Knowledge and behaviours (i.e. Talent and People Leaders)
- Who is impacted by the project?



Change Workshop: Assessing Impact

- Focused on 3 groups: Partners, People Managers, Associates
- Through the lens of each group we identified the change impacts each role would experience across various dimensions of their job including processes, tools, mindset/attitudes/beliefs etc. and how they will experience these aspects after the launch of the Career Compass.
- Generated ideas on how to address these impacts, considering related good/bad motivating factors, skills and knowledge required to support the change.
- Reflected on potential objections and how to avoid or manage them.
- Documented our findings and ideas in a Playback Deck.



Change Workshop: Checking in with Talent Leaders

What do you need to feel better equipped to support the launch of the new Canada Career Compass?

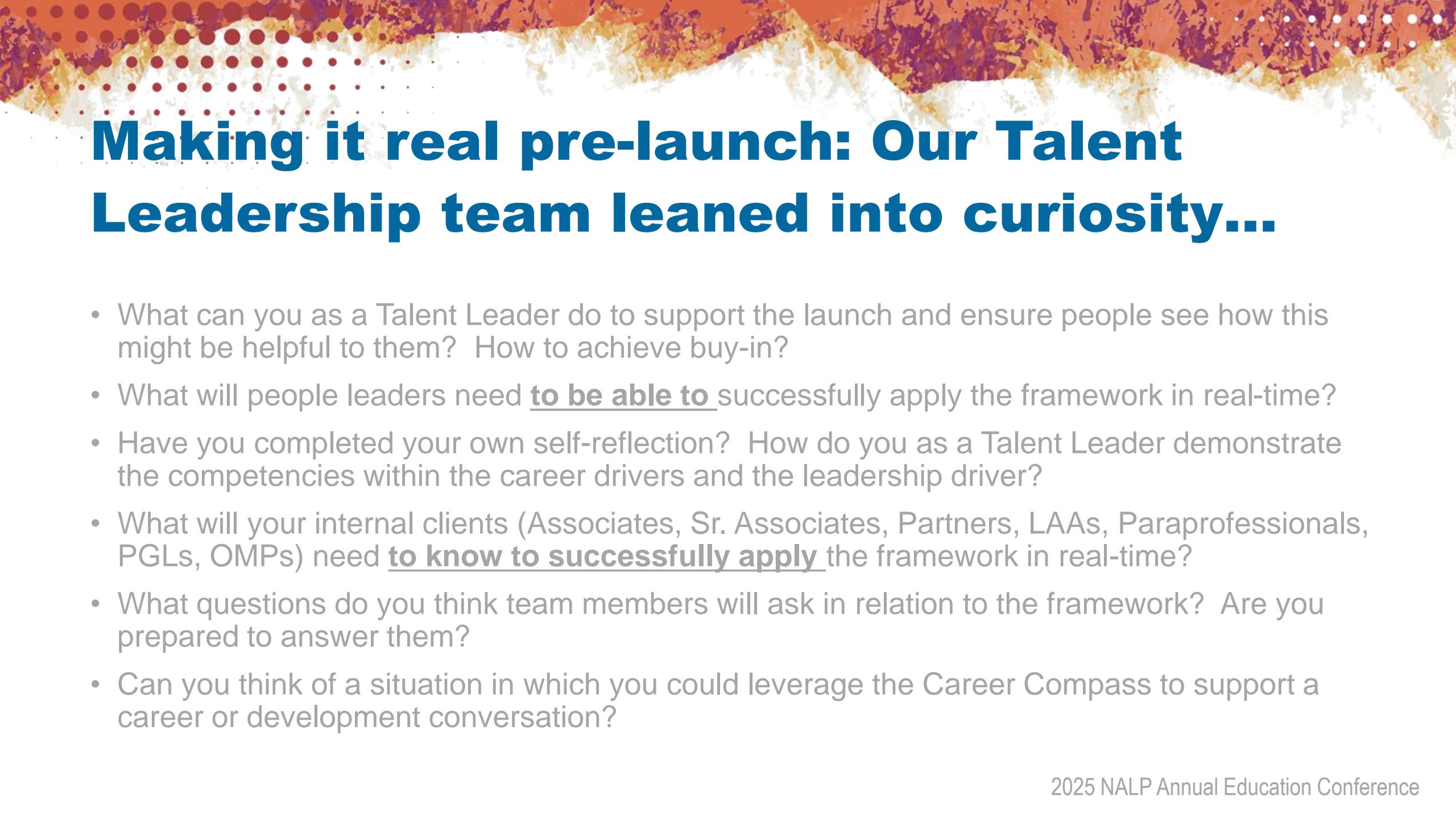
- Finalized competency framework
 - Application across roles and levels
 - Connection with performance expectations
 - Guidance on how to leverage for development
- Clear communication and launch plan including key messages
 - For leadership and Talent
 - For managers
 - For lawyers
 - For all Firm team members
- Transparent application across levels
 - Need to be able to share expectations of leaders

Robust and careful planning

- Project plans for each project incorporating change management steps
- Focused project meetings with clear documentation of output and next steps
- Tracking of training and workshops
- Assigned PM



Dentons Canada Career Compass Project List						
LAUNCH: January 24, 2024						
Item / Deliverable	Owners	Partners	Start Date	Deadline	Status	Notes
Meetings and Share Outs	x	x	x	x	x	x
Firm Leadership Approval	Kara	Firm Leadership	Jul-23	Jul-23	Complete	
SME Leader Review (e.g. Talent, IDEA, RISK, KLO)	Agnes; Suzanne	SME Leader(s)	1-Sep-23	7-Sep-23	Complete	
Stakeholder Consultation (e.g. Legal Support and other department leaders)	Agnes; Suzanne	Department Leader(s)				
Firm Leadership Presentation - Final	Kara	Agnes				
Definition and Proficiency Level Review	x	x	x	x	x	x
Talent Leader Review	Talent PM	Kara				
Peer Review	Agnes	External Partner				
Creative / Collateral	x	x	x	x	x	x
Competency Framework Creative	x	x	x	x	x	x
Intake discussion	Brand/Creative Project Manager	Brand/Creative Team, Talent				
First draft creative review	Brand/Creative Project Manager	Brand/Creative Team, Talent Team				
Edits/Final creative review	Brand/Creative Project Manager	Brand/Creative Team, Talent Team				
CPO review / approval	Agnes; Suzanne	Kara				
Competency Framework - Video	x	x	x	x	x	x
Draft creation	Suzanne	Agnes				
Draft review	Suzanne	Agnes				
Draft finalized	Suzanne	Brand/Creative Project Manager				
Change Management Next Steps	x	x	x	x	x	x
Comms plan - build out	Agnes; Talent PM	Internal Communications Leader				NOTE: Separate detailed Comms plan was developed
Talent Team Training	x	x	x	x	x	x
Talent Advisory Meeting	Agnes	Talent Advisory Team	19-Dec-23	19-Dec-23	Complete	Talent Advisory training session; reflection exercise (break out session).
DoT meeting	Agnes	DoT	20-Dec-23	20-Dec-23	Complete	DoT Training; reflection exercise (break out session).
Materials	x	x	x	x	x	x
Explainer Document	x	x	x	x	x	x
Dentons Canada Career Compass Guide	Agnes; Suzanne	Talent PM	28-Dec-23	24-Jan-24	Complete	



Making it real pre-launch: Our Talent Leadership team leaned into curiosity...

- What can you as a Talent Leader do to support the launch and ensure people see how this might be helpful to them? How to achieve buy-in?
- What will people leaders need to be able to successfully apply the framework in real-time?
- Have you completed your own self-reflection? How do you as a Talent Leader demonstrate the competencies within the career drivers and the leadership driver?
- What will your internal clients (Associates, Sr. Associates, Partners, LAAs, Paraprofessionals, PGLs, OMPs) need to know to successfully apply the framework in real-time?
- What questions do you think team members will ask in relation to the framework? Are you prepared to answer them?
- Can you think of a situation in which you could leverage the Career Compass to support a career or development conversation?

Lights, camera, action!





Dentons Canada Career Compass
is our new competency framework

Dentons Canada Career Compass

A central reference point for all Firm and Talent Programs

Current Challenges

What are we trying to solve?

Unclear role expectations

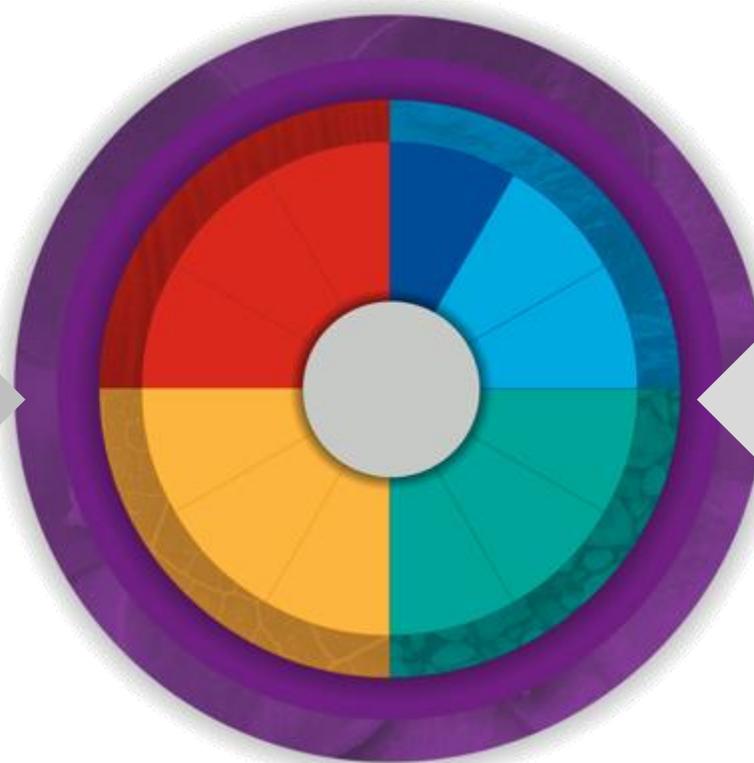
Challenging performance expectations

Recruitment and retention

Delivering on Firm Strategy

Dentons Canada Career Compass

One framework to drive a **One Team** approach; grounds the work; aligns to the overall strategy

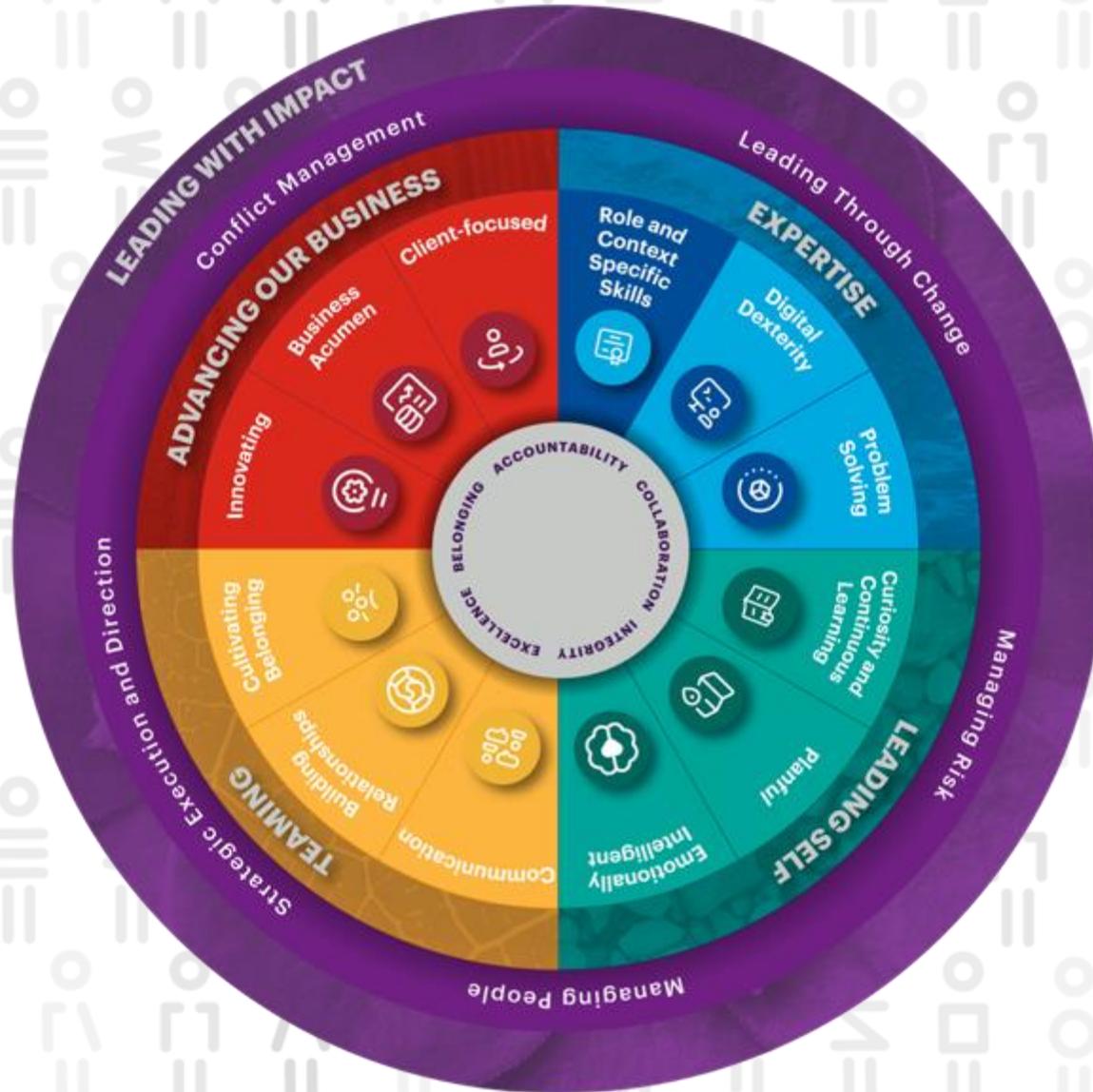


Firm and Talent Programs

Enabling our people to deliver on vision, values and strategy

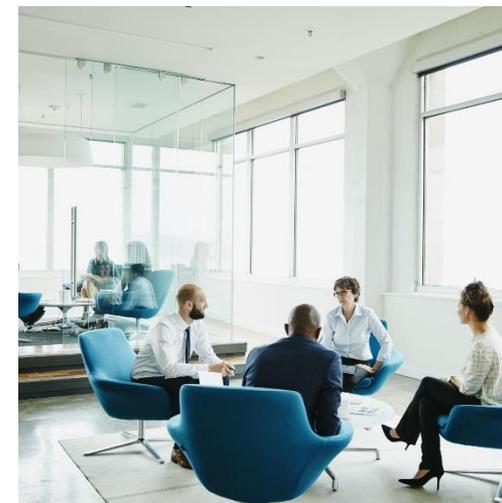
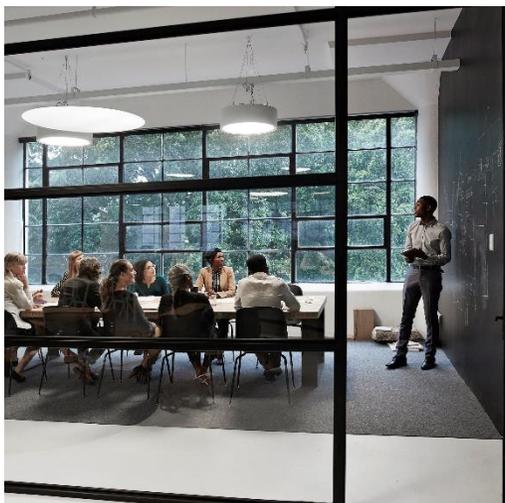
- Strategic and business planning
- Workforce planning
- Succession planning
- Talent acquisition
- Total Rewards
- Learning and development
- Performance management
- Legal/regulatory compliance

Dentons Canada Career Compass





Building buy-in



Communications & reinforcement

Internal MyCareer@Dentons page

MyCareer@Dentons
Dentons Canada Career Compass

The Career Compass aligns with Dentons' new vision, supports Dentons' critical drivers, embeds Dentons' core values and underpins all processes that impact our people. Connect with a member of your local office Talent Team for guidance and support.



Dentons Canada Career Compass: An introduction
Dentons Canada Career Compass - introductory video

General

-  Dentons Canada Career Compass
Download the one-page PDF version of the Career Compass
-  Dentons Canada Career Compass Guide
Click here for a comprehensive guide of the Career Compass
-  Self Reflection Exercise
Reflect on the competencies and their relevance to your work
-  Individual development plans
Outline your objectives, establish a timeline for achieving your goals, and track your progress

[La version française suit le texte anglais]

DENTONS

INTERNAL ONLY

Introducing the Dentons Canada Career Compass

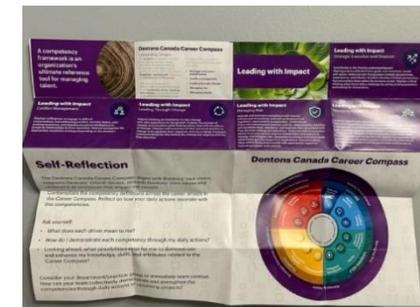
Dentons Canada Career Compass

One of the clear messages that we heard from Firm members during the lead up to the formulation of our 2028 Strategy and from our 2023 Engagement Survey was that we need to have a clearer articulation of expectations, career paths and engage in more robust conversations around performance and progression.

In addition, as we consider the future of work which will continue to be shaped by technological innovations, it is critical that we empower our teams to embrace the opportunity to consider how they will navigate their careers in this ever-evolving landscape. Through extensive research on best practices, economic data, peer reviews and internal consultation sessions with various stakeholder groups, our goal was to design a framework that will help to cultivate a mindset of growth, curiosity and flexibility.

To that end, it is my pleasure to introduce the Dentons Canada Career Compass, our new competency framework. This robust competency framework sets out the knowledge, skills and attributes that our people need to exhibit in order to excel in their careers. It also provides a foundation for our efforts to clarify expectations, demystify career paths and to further support our IDEA goals. The Dentons Canada Career Compass will be a central reference point for all of our Talent programs, leveraging a common framework to drive our one team approach.

Promotional items for team members (foldout card / one pager of the Career Compass)



Communications & reinforcement

Internal MyCareer@Dentons page – Reflection Exercises

MyCareer@Dentons
Home

Self-reflection exercise

This tool will help you consider the competency definitions across the career drivers in our competency framework and by working through this exercise you will be able to reflect on how you can identify some areas you would like to develop further.



Self Reflection - Leading with Impact
[PDF](#) | [Word](#)



Self Reflection - Advancing our Business
[PDF](#) | [Word](#)



Self Reflection - Leading Self
[PDF](#) | [Word](#)



Self Reflection - Expertise
[PDF](#) | [Word](#)



Self Reflection - Teaming
[PDF](#) | [Word](#)

DENTONS
MyCareer@Dentons
Self-Reflection Exercise – Expertise

Contemplate the competency definitions in the Expertise career driver for Role and Context Specific Skills, Digital Dexterity, and Problem Solving. Reflect on how your daily actions resonate with the competencies, highlighting the values of excellence, accountability, and integrity.

- What does Expertise mean to me?
- How do I demonstrate each competency in the Expertise career driver through my actions?
- Looking ahead, what possibilities exist for me to demonstrate and enhance my knowledge, skills, and attributes related to the three competencies?

Career Driver – Expertise		WHAT THIS MEANS TO ME
HIGHLIGHTING VALUES OF EXCELLENCE, ACCOUNTABILITY, INTEGRITY		
 <p>Role and Context Specific skills</p>	Using expertise and knowledge specific to the role to execute the work. Understand emerging trends and threats about implications and can evaluate and choose the appropriate method through experience. Compare, relate and contrast various approaches and applies judgement and decision making from on-the-job learned abilities.	
 <p>Digital Dexterity</p>	Successfully adopts and champions new technology (digital solutions) relevant to role and responsibilities. Is aware of technological trends and improves or solves business challenges by identifying, applying, or creating technological solutions.	
 <p>Problem Solving</p>	Simplifies complex problems by using critical thinking to evaluate problems, gathering information, incorporating multiple perspectives, understanding causes, applying past experience/knowledge when appropriate, and identifying best possible solutions. Invests time in planning, lateral thinking, discovery, and reflection to drive better decisions and more efficient implementations. Adopts an audience-centric approach, understanding the needs of the audience and incorporating them, as appropriate, into the decision.	

Consider your department/practice group or immediate team context. How can your team collectively demonstrate and strengthen the competencies within Expertise through daily actions or upcoming projects?

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MyCareer@Dentons
Self-Reflection Exercise – Leading Self

Contemplate the competency definitions in the Leading Self career driver for Curiosity and Continuous Learning, Planful, and Emotionally Intelligent. Reflect on how your daily actions resonate with the competencies, highlighting the values of accountability, integrity and belonging.

- What does Leading Self mean to me?
- How do I demonstrate each competency in the Leading Self career driver through my actions?
- Looking ahead, what possibilities exist for me to demonstrate and enhance my knowledge, skills, and attributes related to the three competencies?

Career Driver – Leading Self		WHAT THIS MEANS TO ME
HIGHLIGHTING VALUES OF ACCOUNTABILITY, INTEGRITY AND BELONGING		
 <p>Curiosity and Continuous Learning</p>	Continuously seeks opportunities to learn, displays curiosity, demonstrates an ability to operate in uncertainty, owns growth, persists when faced with obstacles, and embraces failure and mistakes as a learning opportunity. Is open to feedback from different levels within the Firm, and takes active steps towards change and growth.	
 <p>Planful</p>	Invests time in planning, discovery & reflection. Engages in active mindfulness to identify and adjust mental shortcuts. Seeks out the perspectives & experiences of others to test assumptions. Proactively anticipates and plans for the reactions of others, multiple outcomes, potential issues and industry trends.	
 <p>Emotionally Intelligent</p>	Demonstrates self-awareness in identifying their emotions, understanding triggers and modifying/adjusting their behaviour. Recognizes when their own blind spots may be impacting their decisions. Seeks to understand and empathize with others' emotions, needs, and perspectives to guide their interactions.	

Consider your department/practice group or immediate team context. How can your team collectively demonstrate and strengthen the competencies within Leading Self through daily actions or upcoming projects?

Where are we now? What's next?

Performance
Management

Development
Planning

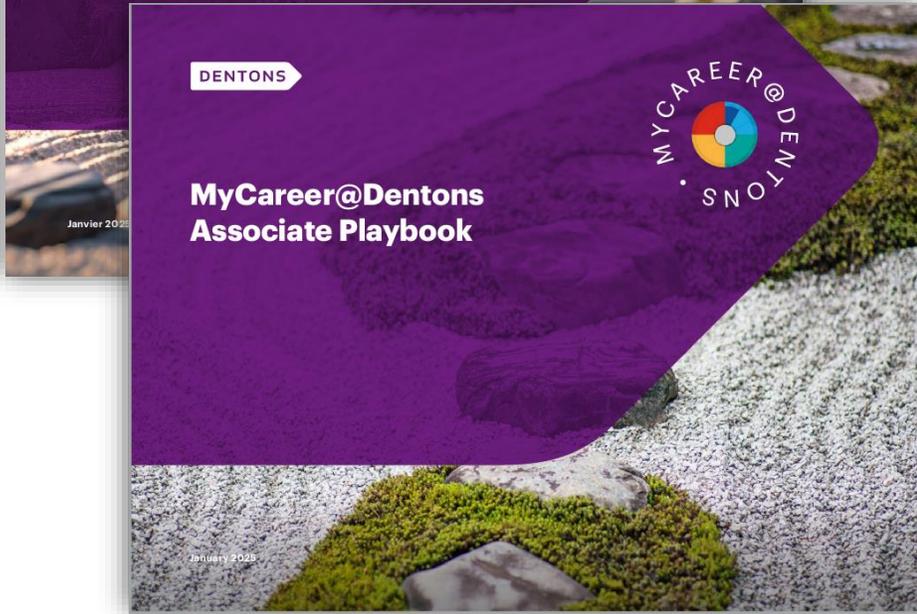
Proficiency Levels

Playbooks

Recruitment
Playbooks

People Management
Enhancement and
Training

Enhancing Learning
Curricula



A Playbook for successfully navigating your career

Our **Career Compass** identifies the capabilities we expect of all of our team members, regardless of role, while the **Career Pathways** identifies roles with the Firm to which our lawyers might aspire.

Based on the opportunities discussed in the Career Pathways, and the drivers and competencies outlined in the Career Compass, the **Student Playbook** acts as a navigational tool, providing you with:

- the language to understand and describe the knowledge, skills, and attributes expected in every competency, and
- the Firm's expected proficiency level at this stage of your career.

Use this **Playbook** to help you identify your current strengths and opportunities for growth, and to set goals for your career development. Take it to the next level! by:

- Taking a sneak peek at the **Associate Playbook** to see what's coming!
- Leveraging the **Self-Reflection Exercises** to increase your awareness about all competencies and reflect on your current level of proficiency in each.



Un guide pour bien progresser dans votre carrière

La **Boussole des compétences** définit le savoir, les habiletés et les qualités que nos membres doivent posséder pour exceller dans l'exercice de leurs fonctions, quel que soit leur poste, tandis que le guide **Parcours carrière** décrit les postes auxquels nos avocats et avocates peuvent aspirer.

Le **présent guide** est quant à lui un outil qui vous permet de :

- Disposer de la terminologie pour comprendre et décrire les connaissances, les habiletés et les qualités attendues pour chaque compétence.
- Savoir le niveau que vous devez posséder pour chaque compétence à chaque étape de votre carrière.

Utilisez ce **guide** pour vous aider à identifier vos forces et vos axes de croissance, ainsi que pour établir des objectifs de perfectionnement professionnel. Vous pouvez aller encore plus loin en faisant ce qui suit :

- Consulter le guide **Profil carrière | Avocats et avocates** pour voir ce qui sera attendu de vous une fois que vous exercerez comme avocat ou avocate!
- Faire des **exercices d'auto-réflexion** (voir les documents à cet effet dans le centre de ressources MaCarrière@Dentons), afin de vous sensibiliser à toutes les compétences et réfléchir à votre niveau de compétence actuel dans chacune d'elles.



DENTONS

Associate Practice Skills Checklist: Corporate



The competencies set out below identify the types of work a corporate lawyer is expected to do and/or be exposed to during their tenure as an associate, along with some general guidance regarding year(s) of call during which an associate would encounter the related type of work. These competencies should be used as a career planning and workflow tool by the associate, mentor(s), personnel partner, and department/practice group head.

Information regarding years of call is provided by way of guidance only around when you might first be expected to encounter the work set out in this document. However, exposure to the work set out in this document may depend on availability of such work from a client and matter perspective and on the individual development of each particular associate and as such may, in some circumstances, occur earlier or later than the guidance provided. Please also note that any references to years of call continue to perform the tasks as the

1. Corporate Matters and Processes

SKILL
Complete incorporation and organization of a corporation under local legislation
Complete and understand basic corporate law including: <ul style="list-style-type: none"> • annual maintenance resolutions • change the name of a corporation • add and remove directors

DENTONS

Liste des habiletés requises des avocates et avocates spécialisés en : Droit des sociétés



Les tableaux qui suivent recensent les habiletés qu'un(e) avocat(e) spécialisé(e) en droit des sociétés doit maîtriser, en fonction des types de dossiers qui lui sont confiés. Il fournit également une indication générale du nombre d'années d'expérience depuis l'admission au barreau pendant lesquelles l'avocat(e) pourrait être amené(e) à travailler sur des dossiers nécessitant ces habiletés. Les avocat(e)s, les mentor(e)s ainsi que les associé(e)s responsables du personnel et les chefs de groupe de pratique doivent utiliser ce document en tant qu'outil de planification de carrière ou d'acheminement du travail.

Les indications sur le nombre d'années d'expérience depuis l'admission au barreau où les avocat(e)s peuvent s'attendre à mettre en pratique les habiletés décrites dans le présent document sont fournies à titre indicatif seulement. Les tâches auxquelles les habiletés sont liées varient en fonction des clients et des dossiers. Ainsi, certaines personnes seront appelées à mettre en pratique les habiletés visées plus tôt ou plus tard que ce qui est indiqué, selon les circonstances. Il est également important de noter que les références aux années d'expérience ne sont pas rigides et que les avocat(e)s sont appelé(e)s à mettre les habiletés en pratique tout au long de leur carrière, avec des responsabilités croissantes au fil du temps.

1. Dossiers et procédures en droit des sociétés

Habilitété	Nombre d'années de pratique visé
Fournir du soutien dans le cadre de la constitution en société et de l'organisation d'une entité en vertu des lois fédérales, provinciales ou territoriales.	1 an
Comprendre et maîtriser les éléments de base relatifs à :	1-2 ans

Associate Practice Skills Checklists

- Associate Business Development Checklist (EN)
- Associate Practice Skills Checklist - Corporate (EN)
- Associate Practice Skills Checklist - Employment & Labour (EN)
- Associate Practice Skills Checklist - Financial Services (EN)
- Associate Practice Skills Checklist - Insolvency (EN)
- Associate Practice Skills Checklist - Litigation & Dispute Resolution
- Associate Practice Skills Checklist - Real Estate (EN)

Liste des habiletés requises des avocates et avocates spécialisés

- Bâtir stratégiquement son image de marque et une pratique...
- Droit bancaire et financier - Liste des habiletés requises des...
- Droit des sociétés- Liste des habiletés requises des avocates...
- Droit du travail - Liste des habiletés requises des avocates...
- Droit immobilier- Liste des habiletés requises des avocates...
- Insolvabilité et restructuration- Liste des habiletés requises des...
- Litiges et règlement des différends - Liste des habiletés...



Lessons learned

- Identifying business need – the why?
- Leadership buy-in through the process
- Change management is key
- Investing in our own team allowed us to scale and be agile
- Knowing when to leverage external experts – how to do this in a fiscally prudent manner and ensure value is added in the right spots
- Clarity around project scope and deliverables
- Credibility of ultimate product is key



Additional benefits

- Additional outcomes
 - Impact on the Talent Team – project that touched many people
 - Business partnering
 - Level of investment – individual learning
 - What we accomplished & how we did it – living example of the model
 - Inspired curiosity and growth – deepened our culture of learning
 - Feeling of accomplishment in advancing the business strategy and our employee value proposition
 - Highlighted how effective change management can be (and some is better than none!)



Questions





Contact Information

- **Kara Sutherland**
Chief People Officer
Dentons Canada LLP
kara.sutherland@dentons.com
- **Agnes Kovios**
Canada Director, People Experience and
Talent Strategy
Dentons Canada LLP
agnes.kovios@dentons.com
- **Suzanne Thomas**
Director, Talent (Learning)
Dentons Canada LLP
suzanne.thomas@dentons.com

Thank You