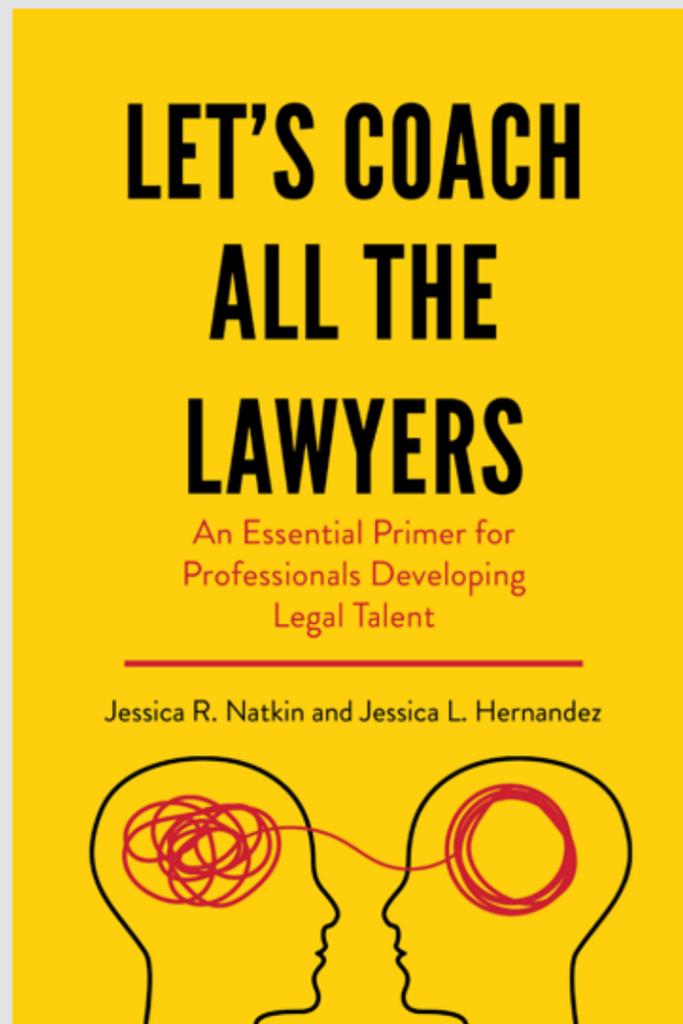


NEW BOOK PREVIEW: **LET'S COACH ALL THE LAWYERS**

By Jessica R. Natkin and Jessica L. Hernandez



According to the International Coaching Federation, coaching techniques are most commonly used by managers and leaders in concert with their other skills, as opposed to by those operating as dedicated coaches. In *Let's Coach All the Lawyers: An Essential Primer for Professionals Developing Legal Talent*, we draw on our many years of experience as lawyers, talent development professionals, and coaches to explain how legal talent professionals, Human Resources, partners, and other mentors can use basic coaching techniques to powerfully transform developmental conversations.

Published by NALP, *Let's Coach All the Lawyers* grew out of our deep appreciation for how coaching skills can productively guide lawyers throughout their career. Particularly in today's times, with communication suffering in new ways, the approaches conveyed in the book can help to break down barriers, promote better working relationships, and foster a more engaged and effective workforce.

Let's Coach All the Lawyers is divided into three main sections:

- **Enhancing Your Lawyer Development with Coaching Techniques** contains an overview of coaching and an explanation of the business case for its use within the legal industry.
- **Employing Coaching Techniques** provides clear explanations of the mindset, skills, and strategies we have found most useful in the legal world, as well as worksheets designed to help you work through common scenarios with these techniques.
- **The Legal Environment** covers the unique attributes of one-on-one coaching in law while explaining how coaching concepts can also be applied to other aspects of lawyer development such as training, business generation, and internal politics.

Coaching's efficacy rests on fostering deeper, more productive conversations. As a result, the use of coaching concepts in legal talent development is particularly powerful. In this book, we describe how to employ coaching

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The use of basic coaching techniques can powerfully transform developmental conversations.

skills to work through common topics that arise in the legal workplace, such as:

- **Moving performance reviews beyond a simple expression of problem areas.** Performance reviews often result in perfunctory communication of areas for improvement. Additionally, career trajectories are often hampered by cognitive bias based on perceptions of what is behind a lawyer's underperforming areas. Coaching techniques facilitate deeper understanding of the root of a development issue, help the lawyer uncover new ways of approaching the matter, and build a feedback loop for accountability around a new plan of action.
- **Improving work-life balance issues.** Lawyers often express feeling overwhelmed by the volume of personal and professional demands on their time. By focusing the lawyers on a deeper level, partners, mentors, HR, and talent professionals can help

lawyers define priorities more clearly and, accordingly, help them better manage their time.

- **Resolving career path decisions.** Coaching skills greatly enhance career trajectory discussions by clarifying a lawyer's values and priorities and applying them when making professional choices.
- **Enhancing business development skills.** When lawyers struggle with developing business, it is often because they feel inauthentic "selling" their services or do not know where to start. Coaching conversations can break down these obstacles and help a lawyer find a sustainable, authentic marketing strategy.

Working through real-life scenarios in these areas will allow you to gain confidence in utilizing these tools, both in one-on-one development conversations and more broadly at a programmatic level.

Janet Stone Herman, Director of WaterStone Consulting and certified coach, offered advanced praise: "In *Let's Coach All the Lawyers*, Hernandez and Natkin impart simple, effective, and user-friendly concepts from the world of coaching to transform everyday attorney development conversations. Its clear explanations, relatable real-life examples, and skill practice worksheets give readers a deep understanding of how to engage attorneys in their own development on a deeper

level. An excellent resource for anyone supporting lawyers on their career journeys."

Let's Coach All the Lawyers, a new NALP resource, is available for pre-order at www.nalp.org/bookstore. We will host a session on our book at the Professional Development Institute, December 2-3, 2021, in Washington DC. Learn more and register for PDI 2021 at www.nalp.org/events. We will also host a session about our book at the Annual Education Conference in New Orleans in April! +



Jessica R. Natkin

Jessica R. Natkin, JD (jessica@totaltalentdesign.com) has 20 years of experience in lawyer career development. Jessica has counseled and coached over 1,000 lawyers in Big Law and beyond.

Jessica focuses on engagement and long-term career satisfaction and has coached attorneys on leveling up their performance, making partner in their firm, exploring and obtaining new positions, working on interpersonal matters, and flexible work. Jessica is Principal of Total Talent Design (www.totaltalentdesign.com) and Co-Founder, with Jessica Hernandez, of Law Career Center (www.lawcareercenter.com).



Jessica L. Hernandez

Jessica L. Hernández, JD, CPPC (jlhcoach@gmail.com) is a certified coach and PD consultant who partners with attorneys and organizations to enhance career fulfillment at all levels. Jessica has

helped lawyers successfully navigate issues in areas such as career transition, leadership, delegation and supervision, business development, personality conflicts, time management and delivering and receiving feedback. Jessica is the Principal of J LH Coaching and Consulting (www.jlhcoachingconsulting.com) and a Co-Founder, with Jessica Natkin, of Law Career Center (www.lawcareercenter.com).