

Contents

Introduction	5
The History of Partner and Practice Group Movement	5
Users' Guide for This Primer	7
Chapter I. Before the Acquisition.....	8
Strategic Planning for the Acquisition	8
Cultural Planning for the Acquisition	11
Selection Criteria.....	13
Choosing a Team to Oversee the Process.....	15
Responsibilities of the Committee	16
Chapter II. Finding Qualified Candidates	18
Where to Look for Candidates	18
Applying Your Selection Criteria to Potential Candidates and Groups.....	23
Framework for the Interview Process.....	26
Goals for Each Interview Phase.....	28
Gathering Evaluative Information	29
Chapter III. Candidate Consideration	30
Confidentiality.....	30
Respect and Honesty	31
Responsiveness.....	31
Screening the Applications	31
The Face-to-Face Interview Process	32
Chapter IV. Selling the Firm in Lateral Recruiting	41
The Lateral Attorney Mindset.....	41
Delivering the Message	42

Chapter V. Follow-Up to a Successful Recruiting Effort45
Announcing the Decision within the Firm.....45
Announcing the Decision Outside of the Firm46
Details, Details, Details46
Orientation46
Planning for the Future48

Sample Forms & Policies49
Partner Acquisition Checklist — Business Factors50
Shared Values Checklist.....52
Partner Candidate Priority Selection Criteria55
Partner Candidate Evaluation Form56
Due Diligence Checklist.....58

Bibliography & Resources 61