

Partner Development in a Global
Legal Services Environment:
Views from Three Nations

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Norm Letalik, Borden Ladner Gervais LLP



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Overview

- Overview of programs
- Training needs and partner track training
- Partner Orientation programs
- Beyond first year partnership
- Inside and outside resources used
- Results and tips for new PDP's

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Partner Development Path

Meet with
Mentor

New Partner
Orientation

New Equity
Partner
Orientation

BLG 501

BLG 701

BLG 901

Self Awareness

Business Development

Personal Business Plans

Delegation

Leadership

Responding to RFPs

Business Development

Client Development

Leadership

Difficult Conversations

Leveraging Opportunities

Producer-Manager Dilemma

Collaboration With Partners

Strategic Priorities

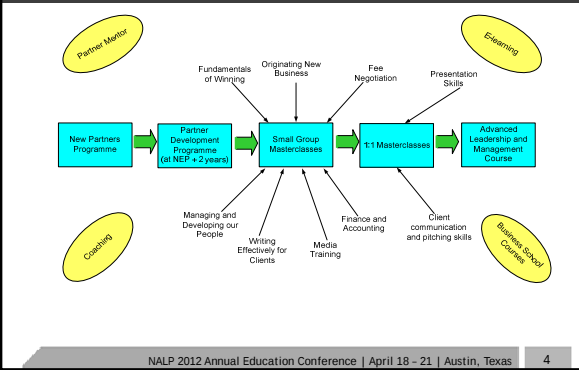
Business Development Strategies

Communications With Your Team

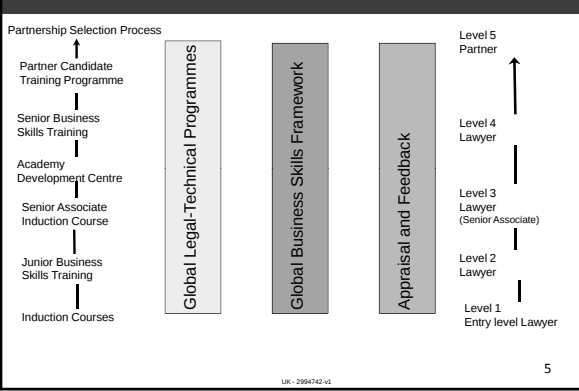
Implementing Action Plans

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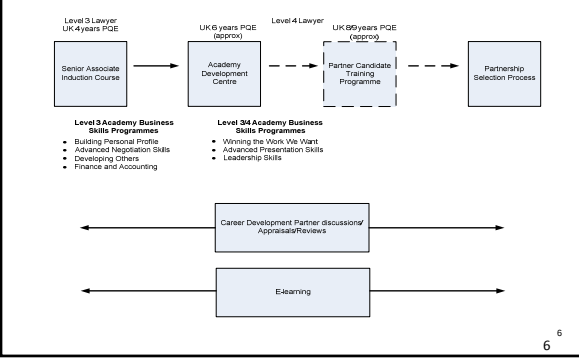
Clifford Chance LLP – Partner Development Path

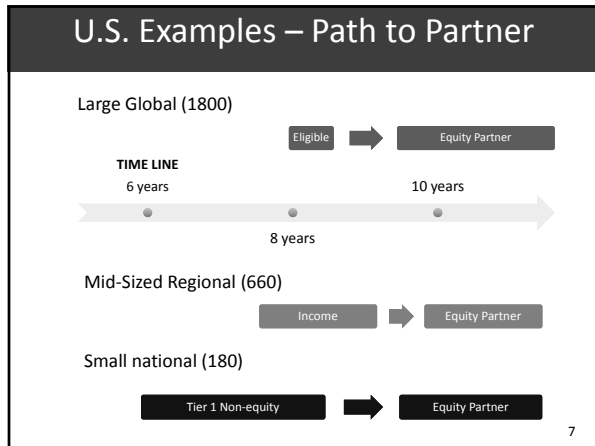


Clifford Chance LLP - Associate Training Track



Clifford Chance LLP - Partnership Candidate Training Track







- ### Objectives of PDP's (U.S.)
- Business development
 - Management skills
 - Project management
 - Communication skills
 - Leadership
 - Culture of continuous learning
 - Cope with challenges of transition
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Partner Professional Development Surveys

Q. In which areas do you feel you need more development?

		2008	2011
1.	Business Development	85%	81%
2.	Leadership	63%	61%
3.	Legal Project Management: Managing Large Files	46%	49%
4.	Conflicts	40%	20%
5.	Mentoring	39%	35%
6.	Organizing Your Practice	38%	44%
7.	Public Speaking	28%	42%
8.	IT Skills	27%	32%



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Borden Ladner Gervais LLP-
BLG 501

Preparation:

- 1) Partner interviews for partner models
- 2) Meet with mentor or PGL
- 3) Complete a Myers-Briggs test
- 4) Identify partners with key given traits and explain how they use these traits

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Borden Ladner Gervais LLP -
BLG 701

Preparation:

- 1) Update personal business plan
- 2) Review past RFPs
- 3) Review program support materials
- 4) Review RFP fact scenario

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**Borden Ladner Gervais LLP-
BLG 901**

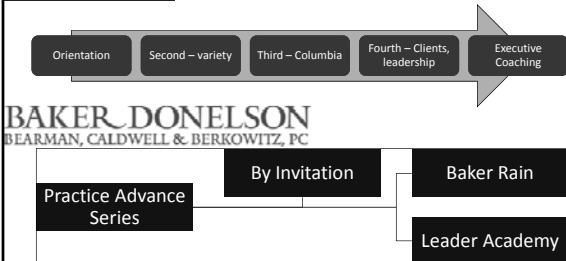
Preparation:

- 1) Meet with Department Head to fix project
- 2) Do background research
- 3) Develop draft action plan to execute project

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Beyond First Year (U.S.)

Skadden



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Typical Subjects (U.S.)

**Business Development,
Business of Practice**

- Making pitches
- Communications
- Client relations
- Networking
- Firm economics and profitability

**Leadership, Management,
Personal Insights**

- Leading teams
- Mentoring
- Self-assessments (EQ, M-B)
- Project management
- Delegation and feedback skills
- Change management
- Getting things done
- Harvard program

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Tips and Trends (U.S.)

TIPS	TRENDS
• Promote partner behavior during partner track • Do plenty of needs assessment before starting PDP • Intensive work with new partners and laterals (before they stray) • Give PDP attendees separate time at all-partner retreats • Evaluate and revise constantly	• Resource-intensive (and costly) programs – admit by application • Plan bonding opportunities in PDP across offices and practices – as important as the training.

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The Panel

- David Cruickshank
Partner, Edge International Consulting
- Tony King,
Director, Clifford Chance Academy
Clifford Chance LLP
- Norm Letalik
Partner and Managing Director, Professional Excellence
Borden Ladner Gervais LLP



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