

**On Your Mark:
Helping New Lawyers Hit the Ground Running**

Resources and Checklists

**NALP Annual Education Conference
Seattle, WA
April 9-14, 2014**

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PRESENTER BIOGRAPHIES

Grover E. Cleveland geccleveland@yahoo.com is a Seattle lawyer, speaker, and the author of *Swimming Lessons for Baby Sharks: The Essential Guide to Thriving as a New Lawyer* published by West in 2010.

A lawyer for more than two decades, he is a former partner at Foster Pepper PLLC, one of the Northwest's larger law firms. His clients included the Seattle Seahawks as well as other companies owned by Microsoft co-founder, Paul Allen.

He currently holds an environmental policy position in Seattle. In that role, he is the client of other lawyers in many disciplines and all stages of practice. This broad range of experience both as a supervising attorney and as a client gives him a unique perspective on the skills new lawyers need to succeed.

Grover is a frequent speaker on career success for law students, summer associates, and new lawyers, including presentations at law firms of all sizes, law schools, and national conferences. He is also a regular contributor on law career success for national legal publications and blogs.

He was named after his grandfather who was named after the 22nd and 24th President of the United States. There is no blood relationship.

Breanna Fameli BFameli@lrrlaw.com is the Director of Professional Development for Lewis Roca Rothgerber LLP, a 250-attorney law firm with nine offices across six states. She helps the firm's lawyers develop and grow in their careers. Her role includes integrating new attorneys into the firm; developing and administering the associate and junior partner performance evaluation, career advancement and compensation-setting process; and providing lawyers with guidance on setting and achieving their career goals.

In 2008, Ms. Fameli assisted in creating the firm's Lawyer Professional and Practice Development Program. This program involves a robust attorney training component, which helps attorneys develop crucial legal skills and other important core competencies such as client service, business development, leadership and management. Each year, Ms. Fameli plans, develops and presents at least eight internal programs on a variety of topics ranging from networking to developing a career plan.

Ms. Fameli, who has been with Lewis Roca Rothgerber for over ten years, works closely with the firm's Managing Partner, Chief Operating Officer, Chief Human Resources Officer and Practice Group Leaders to develop a strategic approach to training and development initiatives. She also works with the Business Development and Marketing Communications Departments to provide training

programs on networking, client relations, communication techniques, and presentation skills in ways that contribute to the firm's client development and profitability goals.

Since 2009, Ms. Fameli has been actively involved in the Professional Development Consortium (PDC) and National Association of Law Placement (NALP). She recently joined the Society of Human Resources Management (SHRM) and Society of Human Resources Management of Greater Phoenix (SHRMGP). She regularly attends meetings and conferences to stay on top of industry trends, to learn and share best practices and to network.

Gillian Murray Gillian.Murray@BryanCave.com is Senior Manager, Firmwide Professional Development at Bryan Cave LLP, where she is responsible for the planning, design, implementation and management of their professional development programs. Gillian began her professional development vocation in the non-profit arts, where she specialized in teaching arts organizations how to form mutually beneficial partnerships with business, and transitioned to the legal industry following a career at a global professional services firm specializing in business process outsourcing. She has over a decade of experience in managing organizational initiatives ranging from curriculum development to orientation/integration and mentoring, and has an extensive background in teambuilding and facilitation.

Gillian has spoken at several NALP-sponsored conferences, written articles for *The New York Law Journal* and *The National Law Journal*, and is a contributing author to the ABA/PDC handbook, Best Practices in Attorney Professional Development. She serves on the board of directors of the Professional Development Consortium and was formerly chair of NALP's Lawyer Professional Development section. Gillian graduated *cum laude* from Ursinus College and received her M.A. *magna cum laude* from Montclair State University. In addition, she is an alumni of the National Security Seminar at the U.S. Army War College and a qualified practitioner of the Myers Briggs Type Indicator® (MBTI).

RESOURCES

Books

- **Swimming Lessons for Baby Sharks: The Essential Guide to Thriving as a New Lawyer**, Grover E. Cleveland (West)
- **The Curmudgeon's Guide to Practicing Law**, Mark Herrmann (ABA)
- **Jagged Rocks of Wisdom**, Morten Lund (Fine Print Press)
- **The Opportunity Maker**, Ari Kaplan (West)
- **The Modern Rules of Business Etiquette**, Donna Gerson and David Gerson (ABA)

Periodicals

- **Harvard Business Review**
- **Law Practice Magazine (ABA)**
- **Law Practice Today Webzine (ABA, online)**
http://www.americanbar.org/publications/law_practice_today_home/law_practice_today_archive.html
- **The Young Lawyer (ABA, online)**
<http://www.americanbar.org/publications/tyl.html>
- **PD Quarterly**

Blogs

- **The Careerist, Vivian Chen (ALM)** <http://www.americanlawyer.com/the-careerist>
- **Legal Skills Prof Blog** http://lawprofessors.typepad.com/legal_skills/
- **Wall Street Journal Law Blog** <http://blogs.wsj.com/law/>
- **Above the Law Career Center** <http://abovethelaw.com/career-center/>
- **Adam Smith, Esq., Bruce MacEwen**, <http://www.adamsmithesq.com/>
- **Law21, Jordan Furlong**, <http://www.law21.ca>
- **Attorney at Work** <http://www.attorneyatwork.com>

TIPS FOR HELPING NEW LAWYERS HIT THE GROUND RUNNING

Law firm answers to the question: “What is your best tip for helping new lawyers hit the ground running?”

- ☐ Ask LOTS of questions of EVERYONE.
- ☐ Understand the current climate in the legal profession. New lawyers need to be entrepreneurs and not have the expectation that work will be handed to them when they walk through the door. And it is never too soon for new lawyers to hone their networking skills.
- ☐ Be humble. New lawyers should be focused on being humble, being willing to work, and doing good work.
- ☐ Don't underestimate a positive attitude and a smile.
- ☐ You'll need to make judgments about lots of things that aren't about the law (working styles, how to handle vacation, whether it is ok to work remotely, firm norms, etc); make sure they are informed judgments, and don't assume there is a single answer.
- ☐ Don't try to impress anyone by working really fast. Take your time, especially on new matters. Don't hand in the first answer you find. If time permits, think about everything that can go wrong or be argued or criticized.
- ☐ Enter your time accurately – even if you think a project took too long.
- ☐ Be a problem solver. Make your client's job easier by providing information that will help the client make a decision or move a project forward. Too often associates approach a project from their own perspectives, rather than the client's perspective.

- ☐ Focus on soft skills – like time management and communication skills – and people skills.
- ☐ Watch and listen to successful senior associates so you can figure out what success looks like in terms of behaviors.
- ☐ Get practical work experience before your first law job.
- ☐ Treat senior lawyers as your clients and make sure that you provide excellent “service” to them at all times.
- ☐ Make the effort to talk to senior lawyers face to face and become known in the office.
- ☐ Take ownership of projects; worry with the partner.
- ☐ No excuses; no missed deadlines; no “drafts.”

NEW LAWYER QUICK TIPS CHECKLIST:

Here is a very quick list of things for new lawyers to keep in mind to support their success.

- ☐ Make sure your answers are useful and provide value to clients.
- ☐ Be proactive about managing your career.
- ☐ Treat everyone with respect.
- ☐ Be pleasant, even when things are stressful.
- ☐ Plan your day every day.
- ☐ Work hard.
- ☐ Double check your work and never guess.
- ☐ Ask for feedback and follow the advice you receive.
- ☐ Listen and use every opportunity to learn.
- ☐ Develop a skill that others don't have and be assertive enough to tell other lawyers.
- ☐ Regularly think of things you can do to be helpful.
- ☐ Make a name for yourself writing articles for the firm's blogs.
- ☐ Always focus on building trust.

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A DOZEN PERSONAS TO AVOID:

Here are a dozen traits to avoid as a new associate (or even a senior lawyer):

- ☐ **The Disorganized Associate.** This is the associate who is always losing things, causing unnecessary stress for everyone.
- ☐ **The Gossip.** This is the associate who can't keep his mouth shut. That makes other lawyers decide he can't keep their clients' confidences. It's also very unattractive.
- ☐ **The Grump.** This is the associate who constantly complains. The trait will make other lawyers conclude you would be happier elsewhere.
- ☐ **The Luncher.** This is the associate who is more interested in the law firm's perks than in working to pay for them.
- ☐ **The Name-Dropper.** This is the associate who lets everyone know all of the important people he knows. Often unattractive.
- ☐ **The Panicky Associate.** This is the associate who becomes paralyzed under pressure. If this is in your personality, fix it fast.
- ☐ **The Schmoozer.** This associate spends most of his time being chummy. Yet another very unattractive trait.
- ☐ **The Procrastinator.** This is the associate who lurches from crisis to crisis because of her own delay. This is another bad habit to fix fast.
- ☐ **The Show-Off.** This is the associate who constantly brags about how smart she is or how many hours she is billing. She implies that everyone else is dumb or lazy. This breeds contempt and loathing among peers and staff.
- ☐ **The Under-Deliverer.** This is the associate who always takes on too much work and then returns inferior or late projects.
- ☐ **The Union Leader.** This is the associate who swoops into the firm and immediately starts organizing the associates to petition the firm for change.
- ☐ **The Unkempt Associate.** This is the associate who looks like he just survived a ship-wreck. If you look disheveled, people may assume you are sloppy in general. Keep up appearances.

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