



The Path To Partnership:

Navigating the Associate-to-Partner Journey

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Speaker Bios

Greg Hamman – Chief Data Officer

Greg Hamman is the Chief Data Officer at Decipher Investigative Intelligence. He is responsible for analyzing, organizing and managing Decipher's internal and external data framework, maintaining the company's data infrastructure, overseeing the firm's data collection processes, and productizing the company's unique data sets. He has been with Decipher for 10 years.

Greg's perspective – and data – is often sought out by the business and trade media; he has been quoted by the American Lawyer, ABA Journal, The Recorder, Law360 and more.



Nate Richard – Director of Client Growth & Business Ops

Nate oversees the company's day-to-day operations involving intelligence collection and analysis. He guides clients through individual product debriefs, product explanations, project troubleshooting, and any process-related questions. Nate has been with Decipher for 7 years. Prior to Decipher, he served in the U.S. Air Force as an all-source intelligence analyst, which involved briefings to senior officers and civilians regarding threats to military assets located globally.

PART I

A. Welcome & Introductions

Speaker introductions; Brief summary of roles; Decipher's mission

B. Setting the Stage: The Evolving Legal Landscape

- † 42% of new partners report longer partnership tracks (ALM)
- † 23% of Gen-Z lawyers aspire to partnership (ALM)
- † 56% of associates would trade a portion of their salaries for fewer billable hours (Bloomberg)
- † 40% of associates would accept a smaller salary for more time off (Bloomberg)
- † Growing disconnect between traditional models and current staffing realities

C. Presentation Roadmap

- † Market trends and data analysis on the modern partnership track
- † Understanding the partnership track
- † Challenges and considerations
- † Strategies for success

D. Why is this Topic Important?

- † Future leaders
- † Diversity
- † Competitive advantage

PART II

A: The Changing Concept of Partnership - Understanding the Shift

- † Firms adapt to changing demographics and career aspirations
- † Historical inertia of law firm structures
- † The practice of law is changing rapidly (Technology, Priorities, Business Influence)

B. Defining the Partnership Track

- † Traditional Associate to Partner model
- † Associate to Intermediate Position to Partner model
- † Alternative career paths (In-House/Government to Partner)
- † Defining "Intermediate Positions" and current trends

C. The Challenge of Standardization

- † Lack of a uniform progression across firms
- † Strategic nuances of partnership tracks
- † Increased role and impact of non-equity partnership positions on the track (Trial period, Associate 'plus', Destination position)

PART III

A. Data-Driven Market Analysis – Quantitative Trends

- ┆ Average time to partnership data by demographic:
 - By Track Type
 - By AmLaw rankings
 - By Firm Size
 - By Gender
 - By Geography
 - By Practice Area
- ┆ Growth of the non-equity partnership headcount
- ┆ Historical Associate mobility data

B. Qualitative Insights

- ┆ Impact of lateral hiring vs cultivating institutional talent
- ┆ Layoffs and market volatility
- ┆ Movement to in-house, government, and/or SmallLaw
- ┆ Recent survey data

C. Driving Forces Behind the Trends

- ┆ Main factors contributing to length of partnership tracks
- ┆ Changing associate aspirations
- ┆ Increased competition
- ┆ Market consolidation

PART IV

A. Strategies for Success - Key Conclusions

- † Key takeaways

B. Pathways to Success – Status Quo

- † Embrace Volatility and Selective Talent Retention
- † Identify and retain high-potential talent
- † Implement robust tracking and evaluative data

C. Differentiated Strategies

- † Re-evaluate Partnership Models (lower barriers, horizontal structures, develop new positions)
- † Examine how other industries handle leadership/executive tracks
- † Accelerated Career Progression Model
- † Talent Acquisition and Development Model
- † Adaptive Feedback Model

PART V

Conclusion

- † Getting partnership track right drives competitive advantage
- † Attract and retain top talent
- † Increase efficiency and reduce costs
- † The importance of continuous adaptation and innovation
- † Q&A