

# FIRST 100 DAYS

## MASTER CLASS FOR THE NEW MANAGING PARTNER

It may not be fair, but it's true: Your first few months as Managing Partner—the time when you are just starting to grasp the totality of your new job—may well turn out to be the most crucial in setting the stage for a tenure that hopefully should last for years.

In spite of how well your peers might claim to know you, during those first few months, your formal decisions, informal behavior, and symbolic acts will be closely scrutinized. Everything you do and say will send messages, set tone, establish expectations, and communicate direction about what is of priority to you.

While these first 100 days represent a unique window of opportunity, they also hold the potential of your being easily misunderstood. How quickly you move may have your peers categorizing your management style as either rash, purposeful, or indecisive. Whom you consult with, on your first decisions, will feed the notion that you're inclusive, authoritarian, or even playing favorites. People may rush to label you as fair or arbitrary; a visionary or a cautious bureaucrat. Some may even be looking to test your authority.

Your initial decisions will shape perceptions of you that may last for years. In addition, the breakneck speed at which everything moves today will allow you little time to ease into your new role. These six steps to your 'First 100 Days' will help guide your efforts:

- Begin Before The Handoff
- Plug Your Gaps
- Establish Performance Standards
- Seize Your Day
- Set Your Agenda
- Exploit Early Successes

This one-day master call is designed to help you develop critical skills and a plan for a successful transition as you move into your role as your firm's new leader.

### ***Who Should Attend?***

New Firm Managers/Leaders in law firms who want to learn how to be effective in their new roles, learn how to work effectively with their peers and explore where to direct limited and precious leadership time in order to maximize their impact.

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**Tuesday, February 6, 2007 • Chicago**

**8:30 a.m.**

**Registrations / Refreshments**

**9:00 a.m. Part One: Transitioning Into The Role**

### **Case Study**

Participants will explore what action they might take and what counsel they might offer if they found themselves in the situation confronting the managing partner in this case study.

### **Moving Into A Leadership Role & Negotiating Your Standards of Performance**

As the firm leader you are no longer measured by your individual contribution alone and what has made you successful up to now will not automatically carry you through in your new position. Meanwhile, you cannot meet expectations if you are not very clear on what is expected of you. You will therefore, want to determine with the Executive Committee as a group, their perceptions of the firm's current situation and what they think your priorities as a new managing partner should be. In this session, we will also discuss how your predecessor should set the firm in the right position for you to take over.

### **Create Constructive Dialogue With Key Thought Leaders & Power Brokers With Your Firm**

While you make not officially take office for a number of weeks (or months), you need to use this time to schedule numerous meetings and consultations with key individuals. When you consider the group of lawyers who comprise your Executive Committee, you often have different substantive skills, diverse experiences, a variety of work styles, and sometimes conflicting priorities, such that the process of managing the interactions can be challenging. Learn effective communication skills for understanding and appealing to your executive team members' differing styles.

### **Enhancing Your Leadership Influence**

It is challenging enough to lead those who agree with us. But inducing others to willingly follow us when they are initially skeptical or opposed to our goals is the greatest challenge facing aspiring leaders. Learn a set of techniques drawn from proven principles of social psychology which can be employed to build consensus and enhance your influence skills during any face-to-face or group interaction.

**12:00 noon – 1:30 p.m. Lunch**

**1:30 p.m. Part Two: Transforming Your Firm**

### **Case Study**

Participants will explore what action they might take and what counsel they might offer if they found themselves in the situation confronting the managing partner in this case study.

### **Engaging Your Executive Committee & Setting Your Agenda**

While you may have a number of important objectives to tackle, to satisfy both your and the Executive Committee's requirements, you need to start with establishing only your key imperatives. Learn how to harness the energies of the members of your Executive Committee toward focusing your collective resources and energies on only your most important goals. Work with your leadership team to create real ownership of a few key priorities and develop your plan to mobilize the broader partnership.

### **Avoiding Common Leadership Pitfalls**

Many of your partners may be reluctant to mention that certain of your behaviors is stifling or that you have this habit that alienates a number of your key colleagues and diminishes your support. Learn about some of the more common traits that can adversely impact the new managing partner.

### **Q & A**

This concluding session is designed to summarize, synthesize, debate, question and answer any of your "real world" management and leadership issues. As a group, we will determine and discuss those challenges unique to the new managing partner.

**4:00 p.m. Reception**

#### ***Follow-Up Component:***

For 100 Days following completion of this Master Class, participants may e-mail us at [leadershipadvisor@edge.ai](mailto:leadershipadvisor@edge.ai) with any short questions related to the content of this program or their unique management challenges. This service is included in your registration fee.

## About Your Master Class Leaders

**Patrick J. McKenna** is a seasoned law firm strategist and leading management advisor. He has worked with the top management of premier law firms to discuss, challenge, and escalate their thinking on how to compete and manage effectively.

McKenna is a partner in Edge International ([www.edge.ai](http://www.edge.ai)) one of the top three highest rated management consultancies in the world serving law firms. He did his MBA graduate work at the Canadian School of Management, is one of the first alumni of Harvard University's Leadership in Professional Service Firms, and has professional certifications in both accounting and management.

He is the author of numerous books including *Herding Cats: A Handbook for Managing Partners and Practice Leaders* (1995); *First Among Equals: How to Manage a Group of Professionals*, (The Free Press, 2002) which topped business bestseller lists in the United States, Canada and Australia; has been translated into nine languages, is currently in its fifth printing, and received an award for being one of the best business books of 2002. Last year, the book *Management Skills* (John Wiley / Jossey-Bass) named McKenna among one of the leading thinkers in the field of management.

His published articles have appeared in over 50 of the leading Management and Professional Journals, Newsletters, and online sources; and his work has been featured in such publications as *Fast Company*, *Business Week*, *The Globe and Mail*, *The Economist*, *Investor's Business Daily* and *The Financial Times*.

McKenna has worked with law firms since 1983 and has served at least one of the top ten largest firms in each of over a dozen different countries on issues associated with developing competitive strategies, improving profitability, client service excellence, and systems for effective practice group governance.

**Duane C. Quaini** is a partner at Sonnenschein Nath & Rosenthal LLP and has served as the full-time Chairman of the firm for over a decade. Quaini oversaw the firm doubling in size to its current 670 attorneys in nine offices, with a corresponding 250% increase in profits per partner

Before becoming Chairman, he practiced general litigation with an emphasis on complex insurance and financial services cases and consumer class action

defense. He has represented clients in federal and state suits at both the trial and appellate levels throughout the United States.

For three years up until September 2006, Quaini served as Chair of the Stanford Law School Board of Visitors and has been a member of that Board's Executive Committee since 1995. He is Chair of the Board of the Jane Addams Juvenile Court Foundation and a Director Emeritus of the Les Turner ALS Foundation. He also is a member of the Board of Legacy Charter School in Chicago. Over the years, he has handled a variety of pro bono litigation, working in conjunction with organizations such as the ACLU and the Chicago Lawyers' Committee for Civil Rights Under Law.