

## How leadership challenges evolve over the career of a lawyer

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**There is a lot more to the career of a lawyer than the typical step changes of qualifying as an associate and then becoming a partner. This article explores how the more informal step changes and what personal development needs they can create for a lawyer. Recognising, understanding and addressing those needs not only impacts performance and therefore career progression but also a sense of personal fulfilment in the job.**

### Introduction

Helping individual lawyers diagnose the nature of their needs is a key step in identifying the type of support they might benefit from. The intention of this article is to provide greater perspective on the needs of lawyers as they evolve during their career. Career phases will alternate between stable and transitional periods. Career and professional development support in law firms has traditionally been concentrated at associate level rather than at partner level – the peak of achievement in the profession. The need for coaching and mentoring is being increasingly felt at partner level with the broadening range of contributions being expected notably in business development and firm management. Partner succession is also becoming an increasingly new area of attention and will be addressed when talking about needs of senior partners.

Career stages are influenced by professional factors such as changes in formal roles and in seniority. There are also numerous informal career changes that matter. During those stages a lawyer may face a number of professional or even personal challenges such as having to renegotiate relationships, coping with anxieties linked to acquiring new skills and greater responsibilities. These challenges will surface irrespective of the size of firm as they are inherent to a lawyer's career progression. Careers are also impacted by less identifiable personal factors.

These will typically affect levels of career motivation, ambition and choices. Both professional and personal factors will be explored in this article.

Addressing these needs, with coaching, is essential as they influence behaviours that will help a lawyer become a better professional and may therefore enhance career satisfaction and progression.

### **Associate career stages**

The career of an associate will be shaped by the nature of the work, requiring an ever-broadening range of skills. Some law firms decide to formalise these stages to provide a sense of career path and progression, and may apply a selection process to move from one step to another.

Professional development needs are at their most pressing in the run-up to a potential promotion and in the first months following promotion. This is therefore an effective moment to resort to coaching.

In the career of an associate there is a gradual shift from an early emphasis on developing a broad legal grounding to a wider range of skills, primarily client- and people-related. The technical development is naturally maintained throughout the career of the lawyer, but from a developmental perspective it will diminish in importance over time.

When looking at possible coaching and mentoring needs, stages of development (needs) of an associate can be broadly grouped under the following categories:

- individual contributor/junior associate;
- case/matter manager/senior associate; and
- counsel/partner candidate.

### ***Junior associate***

*“I need to fit in and get up to speed as quickly as possible”*

The first years of an associate are principally about developing legal, research and drafting skills applied to a business environment. The priority is to enable the associate to become operational as a business lawyer as efficiently and swiftly as possible. The emphasis is primarily on the acquisition and fine-tuning of professional and technical skills. This development process is achieved through practice and is often referred to as the apprentice model. In many ways informal mentoring characterises this apprentice model in which there is a virtuous loop of practice-feedback-learning-application. The custom of a more junior lawyer sharing an office with a more senior one is in many ways also a form of informal mentoring – helping the younger associate move up the learning curve. This helps the junior associate gain exposure to how legal expertise is applied in practical client work. The reflective dialogue created in mentoring will help the young associate in reframing, probing, generating hypotheses and designing new approaches to adopt in applying legal expertise to client matters. Many junior associates regularly share how much they learn by just listening to a more senior lawyer working on the phone.

There is also a parallel exercise of integration into the workplace environment, where mentoring can play an important role. This may even take the form of buddying. The objective of such an integration exercise is to help the individual lawyer understand the values of the firm they joined, standards of behaviour and work ethics – all critical to ensure a long-term future for the new recruit.

### ***Senior associate***

*“I will only be able to take on more responsibility if I let go of my urge to control and therefore delegate more.”*

The key evolution as a lawyer moves from junior to senior associate is a wider scope in responsibilities in managing matters, the teams involved and dealing with clients. These are gradual changes and formal promotion, when in place, confirms a potential that has already emerged with the associate. A senior associate will also start to feel pressure from both below (juniors) and above (partners) and will be expected to know everything on a matter.

This is the first significant career transition for a lawyer because it requires a shift towards greater management-type of activity and represents a departure from what has been one of the main sources of professional progression so far – technical competence. It will engage the lawyer in a regular exercise of self-awareness. This exercise in self-awareness and consequent fine-tuning will remain a vital ability throughout the rest of the lawyer’s career.

### *People management*

The senior associate needs to balance supervising and taking responsibility for work done by more juniors without an excessive form of micro-management. This process means to shift from a position of individual to a team contributor.

It is important to stress the sense of loss of control for the senior associate in the exercise of delegation. Being prepared to let go of tasks in order to engage in new ones represents a significant challenge and will remain with the lawyer as they grow into the career and in responsibilities. In an environment where setting ambitious targets for billable hours is often the norm, delegation may pose a dual threat – fewer recorded hours for the senior associate and possibly a budget overspend of recorded hours for the junior associate trying to get to grips with stretching tasks.

The senior associate’s development needs will revolve around how to provide feedback, reflecting on and understanding different motivational drivers in a team and linking those to setting targets. All of which requires the senior associate to develop greater emotional intelligence – an ability to recognise and guide one’s emotions and those of others. These are areas where coaching can really provide value.

### *Client management*

*“How can I pay more attention to what my client really needs?”*

At senior associate stage (or at times earlier), lawyers need to develop an understanding of how to manage and meet clients’ expectations and gradually learn how to grow a relationship with a client. Such an ability requires the lawyer to be able to form – through excellent listening and questioning skills – a highly individualised picture of what a client needs and how the legal service should be provided to meet that client’s needs most effectively. In other words, it implies

developing a greater commercial awareness of the client's situation. Lawyers will also need to handle challenging client conversations. As such, client management relies on similar aptitudes of emotional intelligence used in managing people.

Developing the relationship beyond the (regular) transactions requires developing a greater commercial understanding of the client's business drivers beyond the provision of a technical/legal solution.

### ***Partner candidate***

As discussed earlier, coaching needs can be more pronounced in preparation for and just after important career stages. Preparing for partnership, the most significant career stage in a lawyer's career, is one of those critical moments. This moment is defined from the stage when partners believe that a senior associate is on track and therefore needs further support to provide him or her with the best chance of success. This could, therefore, cover several years. Ideally, the earlier this is engaged, the better the results from a development point of view.

First is the need to reaffirm the expectations outlined above for senior associates around people and client management skills as well as a greater sense of commercial awareness. The possible reward of partnership can also be a real incentive to address a need that might have been put aside for a while.

### **Partner career stages<sup>1</sup>**

Partners' careers are not structured in the same way as that of associates, yet phases of development can be identified over the whole career of a partner. These phases are influenced by the nature of contributions and level of responsibilities in client relationships and in firm

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<sup>1</sup> This section draws on a Europe-wide study conducted in law firms on partners' careers highlighting new trends in partners' careers and identifying key phases of career transitions of partners. The study was conducted by Christopher Bockmann between July and December 2013 across international law firms with a combined revenue of €2.5 billion. The study included a survey of more than 270 partners on career aspirations and challenges, as well as some 60 interviews of partners across Europe.

management, whether formal or informal. These phases will engage primarily the leadership and entrepreneurial qualities of the lawyer.

### ***On-boarding***

*“As a new partner I feel the clock has been reset and because I am now a partner I am expected to deal with the situation on my own.”*

On-boarding for recently elected partners can represent a challenging transition.

The essential challenge met by a recently promoted partner is a paradoxical combination. The partner will feel tremendous personal satisfaction at having achieved the highest form of recognition at their firm – joining the partnership – yet it is also a form of professional ‘reset’. The newly elected partner will also rapidly realise that what has been a major contributor to their professional success so far may be insufficient to grow and meet the new expectations as a partner. Many partners have shared the challenges of having the clocks put back to zero again, going from a high-performing senior associate held in high regard by partners, to becoming the most inexperienced member of the partner group who needs to demonstrate the validity of the decision in making him or her a partner.

At this particular stage, the need revolves principally around reassurance on the normality of the ambiguous feelings of satisfaction and anxiety. Mentors can respond well to such needs.

### ***Junior partner***

Junior partners are primarily concerned with being on track and meeting their firm’s expectation of being a partner. Legal expertise, transactional skills, client management skills and hard work have already become part of the assets of the lawyer and have contributed to making it to partner.

One of the difficulties for a junior partner lies in the fact that firms seldom express explicitly what is expected of their young partners. The culture of law firms is characterised by a socialised process whereby expectations are not formulated explicitly, rather they get revealed over time, a

process that is faithful to the apprentice-model of learning. As a senior associate, some leadership and entrepreneurial qualities may have been developed but the need becomes much more acute as a junior partner. At this stage of their career, junior partners face several professional challenges that can be grouped as follows.

### *Business generation*

There are two elements to business generation: developing clients and increasing market visibility by developing new services and products.

A partner needs to grow legitimacy with clients, developing further commercial sense, moving from being a key contact in a client relationship managed by a partner to developing a partner badge and becoming the principal client contact on his or her own account. This is in fact key to the partner's future.

Raising market visibility requires increasing investment time, placing pressure on effective billing time (see more under 'Balancing producing and managing' below). The challenge resides in balancing the short-term need to generate billable hours and the long-term goal to raise overall level (rate) of billable hours through greater added value, visibility and innovation in legal advice. Peer pressure may force the relative inexperienced partner to go either way. Resisting this peer pressure may provoke misunderstandings or trigger unhealthy reactions.

### *The changing nature of relationships*

The junior partner goes through a phase in which relationships need to be re-contracted with former peers – senior associates – with whom a new form of legitimacy and authority needs to be established. Credibility also needs to be built with the new peers – partners. As the balance of those relationships shifts, the new partner needs to demonstrate greater empathy to understand the possible reactions of others and exercise greater assertiveness with subtlety. One of the more complex relationships to manage is with the partner(s) that sponsored the senior associate for partnership. These partners were more than likely the most important source of work for the senior associate. The junior partner may still depend in the early years on this work referral but some of the sponsoring partners will want to see the new partner start to develop their own book of business. Some of those sponsoring partners may even start refraining from passing on work

because of implicit fear of competition. This last point matters because it can be a source of confusion.

The nature of the relationship with clients is also changing. The young partners will realise that as a partner they have ultimate responsibility for the client relationship and will need to address any performance or communication issues that may originate in the team. Clients go to partners for advice but also for criticism on the performance on a matter. The most stressful times in a young partner's early career are likely to be around coping with this challenging responsibility and the fear of losing a client.

### *Balancing producing and managing*

*"I have now five jobs but only one is billable, please help!"*

In addition to building up one's practice, the junior partner will be exposed to a number of new areas of responsibility and will need to balance producing and billing matters with carefully managing the investment time (business development, team and financial management). As Lorsch and Mathias pointed out in the *Harvard Business Review* (1987), this balance is skewed towards producing by the identity of a lawyer – advising clients and applying legal expertise is what initially drew the individual to the profession. Depending on the opportunities provided as a senior associate, a partner may be more or less familiar with some of those areas of responsibility. Although the junior partner will have learnt to delegate at an earlier stage, becoming partner places renewed emphasis on the ability to free up time (delegate and prioritise) for investment-type activities. So from a professional point of view this means further letting go of control yet containing the risk of negligence. It becomes even more important for the partner to accept and strengthen the ability to succeed through others.

The complexity for the young partner is that all the three needs set out above are interlinked – it is only by freeing up more time (delegating) that the partner will be able to engage in greater business development, which in turn will help generate a pipeline of work for their team and reinforce/validate the changes in relationships. Re-positioning oneself is what will contribute to greater support from associates and fellow partners who might be more predisposed to share clients and matters/cases.



### ***Seasoned partner***

At this stage, which is probably the longest phase of all, partners will have developed a personal reputation in the market but also within the firm. Professional developmental challenges will mainly arise from a role change such as taking on management responsibilities.

### ***Management roles***

*“In a management role, the challenge is to be both part of the partnership and ‘above’ it, in order to steer it.”*

A possible significant evolution for a seasoned partner is when taking on executive responsibilities (practice, office level or wider geographic ones). This tends to be more complex in a partnership than in other types of organisation by virtue of the nature of partnerships. These roles yield limited formal powers and are not always held in high regard by peers/fellow owners of the business. As a consequence, partners taking these roles need to make a particular effort to use and further develop leadership qualities – an ability to articulate, embody and realise a story of possibilities that connects meaningfully with those over whom influence is exercised. It is above all an informal method of authority.

From a development need point of view, a seasoned partner may find the challenge of management roles particularly difficult as it calls upon a different skill set from being a successful lawyer. It is true that having an impressive portfolio of clients and deals/cases will often be a prerequisite for getting into management roles, but it is more about legitimacy for getting the role than necessarily a reflection of competence for the role. Such success in the practice and the confidence that comes with it may also reduce a partner’s ability to listen, a key ability in a management role. Partners are particularly prone to such behaviour because they have a status that equates with professional achievement, and as partners they are likely to be more isolated from external feedback that may provide perspective.

Partners taking management roles are likely to face two imperatives in extending their informal authority:

- Manage a different time frame. The cycles of strategy formulation, execution and impact which are key in any executive role tend to be much longer than legal practice related. This can be a source of frustration and even impatience in how the executive role is lived. Timeframes change from the practice – partners craving short-term results in order to feel satisfied and fulfilled are likely to be frustrated.
- Enlarge one’s network of people. This requires working with a broad range of people of different personalities, values and ambition. This ability to overcome personal differences for the sake of a greater goal can also be described as developing political skills.

Another significant change in taking a management role is the shift in the source of professional satisfaction from an external one, clients who show their appreciation through the fees they pay and the feedback, to an internal one where the prime source of appreciation is from the peer group of partners. In taking those roles, partners move away from the day-to-day activity and the frequency of client contact is likely to change and possibly diminish. Partnerships sometimes have difficulties in evaluating and appreciating the different type of contribution involved in taking a management role. Coaching may provide support insofar as taking management roles may affect a partner’s self-image and therefore confidence.

### ***Senior partner***

Senior partners are those who have reached full professional maturity. Their role is likely to concentrate on managing senior client relationships, enhancing the firm’s reputation in the market, enriching the partnership, and mentoring other partners. As very experienced professionals, none of these challenges are likely to provoke a need for support.

Where a need may arise is in relation to stepping down from a management role or passing down over other major responsibilities, for example client relationship, in other words preparing for one’s own succession. The challenge lies in the fact that these changes mean that the partner may start contemplating the concluding years of their career at the firm. This career phase may occur at the same time as the personal transition into late adulthood (addressed below). This transition is further accentuated where the partner is a founder of the firm or has played a significant role in its development.

The nature of the challenge in this career stage is two-fold:

- Stepping down and the prospect of leaving behind a role and all that comes with it (eg, status, identification with a role of power). There is a real issue for partners stepping down from a management role, as the challenges of rebuilding a practice after several years of having concentrated a significant time on management are numerous. In the future, as working life extends for health and financial reasons and firms need to explore ways to capitalise on the experience of their most senior partners, the 'of counsel' type of role may become a more regular feature at law firms. This role may have an important part to play in the transmission of expertise, networks and client relationships.
- Stepping out. This relates to options for continued professional fulfilment beyond the firm. In the past decade, stepping out for senior partners was primarily towards retirement, in itself anxiety provoking. Increasingly, this will change towards continued professional activity albeit at a lesser rhythm and maybe in the form of a portfolio of activities. This could be seen as a post-career.

The two are intrinsically linked: the more attractive the options in stepping out, the easier it will be to step down. Many factors facilitate the transition: a sense of having left a legacy and completed a lifetime's work, having been a good steward – leaving one's firm better than it was found – and having found a trusted implicit heir.

At this stage of their career, it is helpful for senior partners to consider a number of elements:

- Coming to terms with the transition. For a partner taking an of counsel type of role, it is accepting a (reduced) role which has a different status and recognition in the firm, reconciling oneself with the need to work longer than planned. For some partners this transition may be more clearly associated with the final years at their firm.
- Gaining clarity on the key and possibly evolving personal ambition that will continue beyond the role and being a partner at that firm. Reconnecting with one's personal aspiration may facilitate developing a range of options for moving beyond one's firm.

- Seeking a better understanding of any awkward dynamics and changing patterns in power relationships that may take place in a succession process between an incumbent leader and potential successor.

### **Personal life cycles in a career**

It is important to review other triggers for making use of coaching. These triggers are not linked to formal changes in roles but rather originate in personal life cycles and individual drivers, yet have a clear spill-over effect onto the professional realm.

The nature of the triggers for these cycles will vary. These can be associated with the various development cycles of adulthood, while others will find their origins in the high-pressured environment or be associated with some traits linked to the profession. Those development needs may not necessarily be age-related and therefore may affect a lawyer at any time in their career. These cycles may differ in cause but may have common characteristics, for example feelings of doubt, anxiety, sadness or weakened motivation. The effects can be felt professionally, affecting performance, but also in private life by disturbing relationships.

Although some of these cycles and syndromes may occur at any time in a lawyer's career, they are more likely to affect partners because of greater pressure, a longer career as a partner (as opposed to an associate). Moreover, as there are no real formal career stages, some of those cycles may feel more pronounced in the absence of career milestones.

### ***The midlife transition***

*"I have had a successful career as a partner, but what now?"*

In the words of L Mainiero and S Sullivan, "the first half of life is about compulsion, second half is about choices". Many professionals will pass through one or more mid-life transitions. Those transitions can be gradual or abrupt and a professional may be more or less conscious of the transition. In some cases, transition may be provoked by the individual (loss of professional fulfilment, confidence) or induced by external factors (eg, absence of promotion to partner, market slow down). This period highlights the importance of engaging in meaningful activity for a

professional, whether in relationship to society (making a contribution), clients (adding value), one's team (sense of belonging), but also to oneself (feeling empowered). David Maister highlighted the importance in engaging in meaningful work for professionals like lawyers.

Mid-life transitions are characterised by a feeling of a reduced congruence between chosen professional goals and ambition (eg, wanting to be a lawyer, a partner or a litigator) and achieved goals. There can be several possible sources of disappointment – maybe the lawyer has not been able to achieve the goal, or maybe not to sufficient satisfaction. The lawyer may have succeeded in achieving the ambition but realises it does not bring the hoped-for personal fulfilment and therefore is characterised by a certain form of disillusionment.

The mid-life transition, sometimes several months long, will have an impact on the mental presence, relationships and ultimately the performance of the lawyer. It will typically lead to two outcomes: either recommit to initially chosen professional goals and ambition, maybe with some fine-tuning (eg, taking a management role in one's firm, or developing a new line of business) or a reassessment leading to more profound choices (changing type of organisation or changing profession). US psychologist, Bob Kegan, calls this the stage when adults move into self-authoring mode in which an adult will develop an internal compass, be able to formulate their own sets of judgement rather than being dependent on an inherited frame of mind and ambitions (eg, family, professional peers, significant others, or pressure of a perceived role such as partner).<sup>2</sup>

It is important to stress that it is normal for all professionals to have these periods at various times in their career. It may be that in some cases it is helpful to bring these questions to light with the help of a coach to gain perspective on underlying causes rather than just understanding symptoms at the surface. Clarity can then support building strategies that bring greater alignment between personal drivers and professional context.

### ***Late adulthood transition***

Professionals reaching the concluding phase of their careers may feel the need for broader contribution, having achieved their set goals to a certain level of satisfaction. The developmental

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<sup>2</sup> See Robert Kegan, *In Over Our Heads: The Mental Demands of Modern Life* (Harvard University Press, 1994).

psychologist, Erik Erikson, refers to this period as one of generativity<sup>3</sup>: striving to make a mark and create something that will outlast them, whether at their firm or in society more generally as a source of motivation and reward. This desire to contribute is what leads lawyers at this stage to take on greater mentoring roles, and to encourage their firms to take an active role in corporate social responsibility.

The prelude to this second transition may manifest itself through similar symptoms (motivational or behavioural) as the earlier midlife transition.

## **Other professional crisis and syndromes**

### ***Disillusionment with partnership***

A partner may become disillusioned by the evolution of the profession and/or the role of partner. He or she may feel alienated by an increasing detachment from key decisions in the firm or loss of control over client relationships, a weakening sense of entrepreneurialism. This could also simply be caused by a too large a gap between perception and reality of what is associated with partnership. It is likely that such disillusionments will be combined with one of the mid-life or late-adulthood transitions.

### ***Bathsheba syndrome***

With professional success can come a certain amount of complacency, partially reinforced by status, level of financial reward and access to information, people and resources. A secondary effect identified by Ludwig and Longenecker<sup>4</sup> is a temptation of thrill-seeking activities and possible transgression of firm values and even ethical norms. "Power corrupts" goes the popular saying. The Bathsheba syndrome is named after the wife of King David of Israel (1000 BC). The king was a visionary, highly appreciated by his people and wealthy. He could not resist seeking the forbidden – having an affair with the wife of his best army officer. He ordered his commander to send this officer unsupported to a lethal battlefield. The officer was killed, the king lost his best soldier, his commander rebelled against him, and internal strife in his kingdom grew when this was

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<sup>3</sup> See Erik Erikson, *Childhood and Society* (WW Norton & Co, 1950).

<sup>4</sup> Ludwig and Longenecker, "The Bathsheba Syndrome", *Journal of Business Ethics* (1994).

discovered. He lost the child he had with Bathsheba. It is as if some form providential punishment for his actions had fallen upon him. The authors suggest a number of lessons against such self-destructive behaviour:

- it can happen to anyone – King David was not unethical at the outset;
- a balanced life (including private/professional) reduces the likelihood of such slippage;
- avoid complacency by maintaining focus on the primary task; and
- surround oneself by people at work and in private that can either challenge or comfort when either is needed.

This last point is particularly important for senior partners who may feel alone in handling the challenges of their roles.

Coaching can provide a safe space for a partner to be both supported and guided in their reflections and yet be challenged on some assumptions that may be the source of dissatisfaction.

### ***The summit syndrome***

This syndrome is linked to the notion of reaching a plateau in one's career. For Pascale and Parsons,<sup>5</sup> this is a "vulnerable time for over-achievers ... after the novel demands of the current position have been conquered and before the next job begins". Some partners may experience after many years a feeling of boredom in keeping on with the same type of work, even if the law evolves and new client relationships are developed. The negative impact on performance, health and private life can be significant. The authors suggest a number of symptoms as one approaches, reaches and descends from the plateau. Internal symptoms will include discontent, doubt about personal impact and cynicism. From the outside, the person is likely to see a dip in performance, and, worse, may start hiding this dip from the organisation. Distractions may start to dilute focus through various coping mechanisms such as engaging in obsessive behaviours (eg, hobbies, food), in dangerous sports or in substance abuse, and others not so different from the Bathsheba syndrome.

### ***Burnout***

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<sup>5</sup> Pascale and Parsons, "Crisis at the Summit", *Harvard Business Review* (2007).

The pressure of the legal profession is high and periods of physical and mental tiredness are common. Lawyers learn how to manage these pressures – there is in fact a form of natural selection in which endurance grows over time. However, in some cases, the challenges may be more profound and lead to a burnout. A burnout is characterised by a number of signs both physical (loss of/excessive appetite, sleep, fitness) and mental (mood swings, helplessness, feeling alone).

Coaching will help by:

- breaking down the challenges;
- reality checking;
- reconnecting with personal desires; and
- regaining control over one's life.

### ***Impostor syndrome***

The term 'insecure over-achievers' (in fact the two are linked) is sometimes used to describe lawyers. A partner working for a large firm once said that a lawyer, and especially a partner, may feel insecure when considering the hourly fees 'objectively'. Were the partner to provide the same legal service outside their firm, would the same rate be accepted? In other words, is there real value for the fees charged? The impostor syndrome is more about perceptions and fear than an effective weakness in professional capability. The impostor lives in fear of being discovered one day and that their role and success is seen as a fraud. As a consequence, these individuals can be particularly reluctant to receive feedback on performance and sensitive to criticism, which in some cases is necessary to continue progressing professionally.

### **Conclusion**

Development needs have multiple origins and feed lifelong learning. There are also real opportunities in personal growth. Growing self-awareness over time is key to the ability to recognise those needs and how they affect professional and private behaviour. Such an ability is also critical in understanding the sources of professional satisfaction and growth, an essential ingredient for the high performance that the law firm environment requires. When there is no role change, any development needs are likely to have their origins in a gap in alignment between one's sense of purpose and fulfilment and the professional activity one engages in. The meaning of



being a partner is also evolving, with the increase in the size of firms, market changes and demands of the role.

The practice of self-awareness supports the lawyer in becoming more autonomous and better prepared to face future challenges. Above all, it helps to bring greater coherence between the professional and the private, an essential foundation for the overall personal wellbeing and therefore improved and sustainable performance.

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*Other publications include:*

- *“Leadership succession in law firms and its paradoxes: continuity or renewal? A personal or a firm matter?” published in Leadership and Coaching for Lawyers, Global Law Publishing, 2015<sup>6</sup>*
- *“Leadership and law firms” published in Strategy and management of law firms – edited in French by Jean-Marc Lefevre, Lextenso Publishing, 2014*



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<sup>6</sup> Practical handbook coordinated by Rebecca Normand-Hochman and Heidi Garner on behalf of the Management Law Firm Committee of the International Bar Association