


Unleashing Leadership Potential in Law Firms

Realize the leader you are
meant to be



“The business world used to rely
on Hero Leaders who knew it all
and made sure their will prevailed;
now the effectiveness of leaders
depends on whether they are
brave enough to do their
inner work.”

– **Jill Ader**

Former Chair and Partner
Egon Zehnder

Expert legal knowledge and high performance may lead to promotions and successful outcomes in your cases and mandates, but they do not prepare you for **becoming a successful leader** for your firm and for your clients.

Successful leaders today are **adaptive, relational and self-aware**. As today's world becomes increasingly complex, these three capabilities are just as important as more traditional leadership strengths, such as legal excellence, top-notch strategic skills and relentless performance orientation.

They are even more important for **the transformation from Senior Associate to Partner and Partner to Senior Partner**, which requires a set of skills that go beyond technical expertise and position you as a **trusted advisor to your clients**.

They are crucial to create **conditions for more care and humanity, which in turn bring higher performance, attract future talent and increase retention**. It holds true that people leave bosses, not organizations, so law firms should invest in developing human leadership skills.

As a leader in your firm, you have the power to shape its culture and drive its success. By investing in your own development and that of your future leaders, you can create a competitive advantage for your firm in today's rapidly changing legal landscape.

We offer the following solutions customized for law firms and your specific needs:



Shaping Your Firm's Culture

- **Unleash the true potential of your unique heritage and culture:** Our approach makes culture tangible, measurable and relatable - enabling us to evolve and transform it.
- **Develop a "leadership compass":** We partner with you to define a potential and competency framework that defines and unifies critical traits, behaviors and skills of great leaders, and by that bring it to life in your firm.



Discovering Your Future Leaders

- **Assess future leaders:** Our approach includes robust evaluation and assessment of their performance, competencies and potential to identify the next generation of Partners and leaders living and evolving your heritage.
- **Support transition to Partner:** We help your future Partners know where they are today, what their ambition for the future is and how to get to where they want and need to be tomorrow.



Developing Sustainable Human Leadership

- **Unlock the full potential of leaders:** We support your (future) Partners to continue evolving their identities, transforming themselves and building critical competencies while leading successfully in ever more complexity.
- **Promote collective high performance:** We ensure that your leadership group becomes more than the sum of their individual parts by having a shared ambition, building connection and trust, as well as creating routines and rituals to foster achievements



Shaping Your Firm's Culture

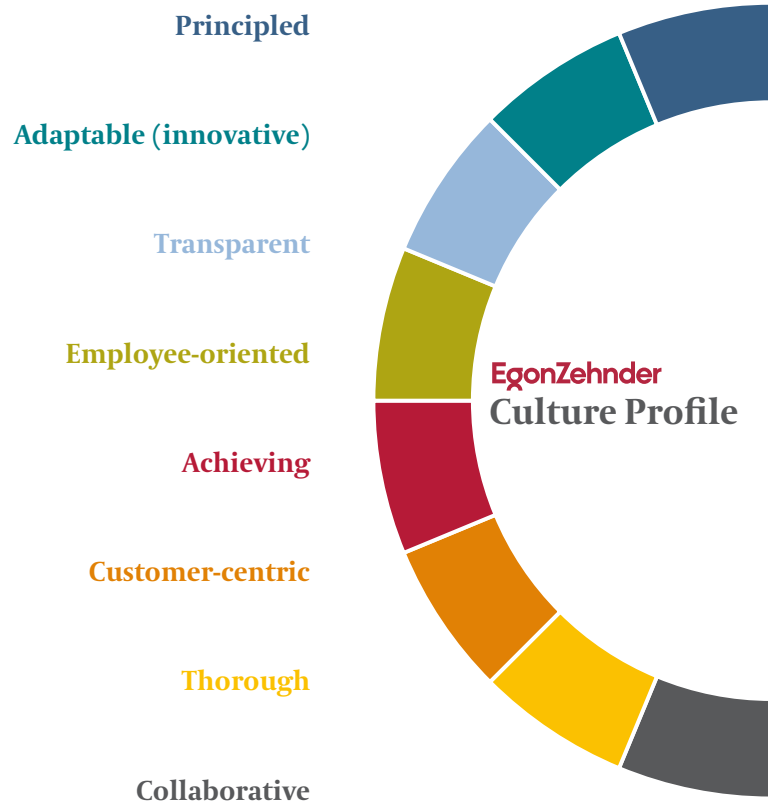
Unleash the true potential of a unique firm culture

Strong organizations demonstrate congruency between strategy, structure and culture and have a clear sense of purpose and values that are reflected in their culture. Our extensive experience shows that one of the biggest reasons new hires leave or fail is because of a cultural mismatch.

We help you to **define your desired firm culture** that serves as an internal “North Star” as well as a **market-facing employer** and **legal brand**. We also help leverage diversity and create more inclusive cultures that enable all voices to be heard and valued.

Our approach: While culture tends to be a fluffy concept, we make it concrete by focusing on observable behaviors. In cooperation with Stanford University Professor Charles O'Reilly, we developed a tool to measure culture across eight norms by comparing 24 behaviors of individuals and groups according to two questions:

- How characteristic is this behavior in your organization **CURRENTLY**?
- How desirable is this behavior for your **IDEAL** organization?



Develop a Leadership Compass

Our Leadership Competency Frameworks act as a leadership compass for Partners and future Partners to hone skills and behaviors aligned with its culture that are conducive to sustainable business performance. Our Potential Model helps predict your future Partners' ability to grow and handle responsibilities of greater scope, breadth and complexity.

They help in ...

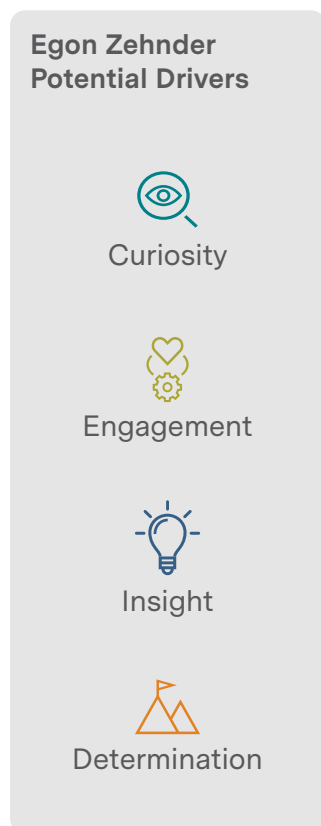
- Putting the right people in the right places.
- Speeding up individual development of your future Partners.
- Building organizational capabilities by seeing and developing collective talent as well as intentionally designing talent systems to interrupt bias.

Our approach: We partner with you to develop a model that covers specific traits, skills and behaviors your future Partners will need to win now and in the future. The model will be actionable, fitting into and shaping the whole firm as well as processes such as hiring, development, promotion and rewards.

We combine our expertise with a co-creation approach that enables us to:

- Understand the model leadership behaviors and aspirations among your Managing Partners.
- Identify the leadership behaviors, skills and traits that will play a key role in your firm's success.

Shape a simple, yet comprehensive model with clear definitions to ensure a common understanding across the firm.



Egon Zehnder Competency model

Thought Leadership



Shaping Strategy



Understanding Market



Leading Innovation

People Leadership



Influencing Collaboratively



Leading Teams



Developing Talent

Business Leadership



Delivering Results



Driving Change



Driving Commercial Outcomes



Building Customer Value



Discovering Your Future Leaders

Assess Future Leaders

Achieving Partnership is seen as the pinnacle and focus of a young lawyer's career – and yet, how do you know they **are truly ready for becoming a Partner who...**

- Enhances teams and actively develops an inclusive environment to collaborate and lead effectively across boundaries of difference and connect one's personal leadership purpose and narrative to the diversity and inclusion agenda.
- Influences the strategy of the firm.
- Transforms from “doing” to “leading” aspects of the job.

- Shifts the level of innovation and client intimacy in your firm.
- Embodies their own leadership vision, sense of purpose and values.

Our approach: Our holistic approach includes an in-depth assessment of essential expertise, experiences, leadership competencies in thought, business and people leadership and testing hypotheses about their potential to grow into a larger role quickly. Additionally, we evaluate the leader's identity, motivation and aspiration as drivers for future growth. **We go beyond the leader today to understand and enable the future leader.**

“...a sharp and insightful understanding of our needs, the business context and the required process...”

– participant in our leadership programs



Supporting the Transition to Partner

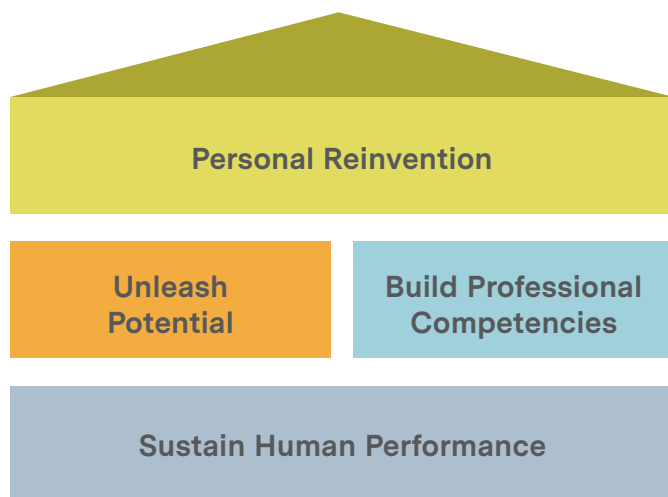
Elevating to the rank of Partner marks a critical point in a lawyer's career, but not all newly elected Partners are fully equipped for the transition. Many continue to operate as senior associates, missing out on the chance to bring innovative ideas and leadership to their firms. By investing in the development of your future Partners or newly elected Partners, you can gain a competitive edge and accelerate their growth toward visionary leadership.

Our development program focuses on the importance of a growth mindset beyond technical skills. Together, we will embark on a journey with your future Partners or newly elected Partners to adopt three key shifts:

- **Personal reinvention:** Redefining identity as a Partner by developing a personal brand and a compelling vision for the future.
- **Stepping up as Partner:** Equipping your lawyers with the tools to recognize and transform patterns and to build professional competencies, to foster a positive impact on the organization.
- **Sustaining human performance:** Cultivating mental agility, individual resilience, and energy management for sustainable performance and well-being, empowering your Partners to sustain high performance over the next 20 years.

Our approach: We offer a 6 to 8-month development journey with a 4-day intensive workshop, including a diagnostic phase to shed light on patterns, derailers and potential drivers and 1-to-1 coaching sessions.

Overview of a Future Partner Program



How do I evolve an identity as a Partner?



How can I unleash my potential to have a positive impact on the organization?



How do I set up my Partnership for success?



How do I sustain my performance as a Partner for the next 20 years?



Developing Sustainable Human Leadership

Support the Transformation from Legal Expert to Legal Leader

“Between stimulus and response, there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

– Victor E. Frankl

We believe leadership is not about a position or a title – it is the artful craft of uniting, inspiring and developing human beings to pursue a shared vision that each individual would have thought impossible on their own. In our development programs, we create a space for leaders and future leaders to pause, turn inward and write their own life scripts.

Who are you? What do you stand for in this life? Who do you want to be?

We invite and challenge leaders to fully experience themselves. To see what they were blind to, to let go of what was limiting them and to listen to the voices of new perspectives. We consider identity work as one of the biggest accelerators of unlocking potential. The stories we tell ourselves about ourselves. How we define ourselves in terms of values, traits and beliefs.

Our development programs focus on personal transformation, helping your leaders to make the shift in identity to unleash their emotional

and intellectual toolbox for a lasting impact on themselves and the firm. We offer a program that activates different human ways to make sense of and immerse in deep self-reflection and growth: Our courses touch hearts as well as minds, and work with the grandeur of art, music and nature, activating a conscious leadership presence through movements, and enabling scale into your firm by translating inner work into action and clear decisions.

When we work with leadership groups, we encourage a move beyond legal mastery in their field into a sense of co-creating the firm’s fate with one another, making space and time to hear diverse perspectives. Your leaders will tap into the moving power of shared experiences, mutual trust and collective commitments to enable sustainable change for the whole firm.

Our tailored programs combine the very best of our talent and leadership development work with our understanding, respect and care for the individual nature of your Partnership culture.

“I participated not because it’s about things like strategies or economic transfer but because it’s about you as a leader. What really surprised me was how much of a breakthrough you can make in just one week. ... I now have a much clearer picture of my journey in my career.”

– Senior Partner from a leading law firm

Unlock the full Potential of Leaders

Immersion Program for Managing Partners

“The key to mastery, to achieving greatness is not your toolbox. It’s you.”

– Erica Fox

Author and lecturer at Harvard Law School

Experience what becomes possible if your leading Partners embark on a customizable, in-house development journey for individuals and cohort groups to develop self-awareness, potential and cultural impact.

In today’s volatile and complex environment, your firm needs leaders who are agile purposeful and transformational in their approach. But the frenzied pace of day-to-day professional demands often leaves little room for reflection, development and space needed to foster this kind of leadership.

Developed by Egon Zehnder and Mobius Executive Leadership, our program is designed to widen one’s leadership approaches while increasing moment-to-moment choice and self-awareness. It is highly experiential and exploratory and is unique among executive leadership journeys. The program’s foundation is a three- to five-day Intensive retreat based on Winning From Within: A Breakthrough Method for Leading, Living, and Lasting Change, written by Mobius Executive Leadership’s Chief Thought Leader, Erica Ariel Fox, and in tandem with Egon Zehnder’s Potential

Model — to support each individual’s self-discovery while expanding their critical mindsets and leadership behaviors.

Our approach: Voyager’s format for leadership development is decidedly different, using a three-step format:

1. Pre-Intensive Baseline

Participants work with a designated Egon Zehnder development advisor to delve deep to understand their unique potential. Drawing on the firm’s assessment approach, participants create a leadership profile, receive a personalized report and attend an in-depth feedback review session with their consultant. It provides a clear baseline for participants to broaden their perspectives on their leadership abilities and enhance their self-awareness, a crucial input for the Intensive on participants’ learning journey to reaching their full potential.

2. Voyager Intensive

The Voyager Leadership Development Program is designed for groups of up to 24 people. Voyager may also be cascaded to your broader organization through a series of programs to scale across a broader leadership base. The three-to-five-day experiential session takes place in a restorative offsite environment ideal for unplugging and focusing on one’s inner life. Informed by adult-learning principles, the program draws on best practice methods for fostering self-discovery, integrating new facets of leadership expression and igniting a clear vision for future leadership contribution.

3. Post-Intensive

Following the Intensive, Egon Zehnder and Mobius may design further development for participants geared to particular objectives of the firm. Post-Intensive development may include individual coaching, team building, or systematically integrating learnings more broadly into the fabric of the organization.

Some of the sentiments our participants shared are:

“Seeing very talented people lay their egos at the door and be themselves was amazing.”

“Part of my soul has been opened up ... it’s been unbelievably powerful.”

“For me, it has made an indelible mark because you have changed me for the better.”

“It’s been a real privilege to be part of my learning circle for their honesty, friendship and trust.”

Promote Collective High Performance

Accelerate your leadership group: Measure where you are, understand where to go and make the move

Collective high performance further accelerates your overall business performance. Outstanding teams deeply connect to:

- **Create impact** – by agreeing on a direction to shape a shared narrative and identity.
- **Unleash emotions** – by attending to their inner dynamics created an atmosphere of trust, psychological safety and radical candor.
- **Step on the balcony** – by implementing shared rituals and routines and continuing to question and improve the status quo.

Yet, few senior leadership groups perform at an outstanding level and invest in themselves as a cohort. A highly effective leadership group of leading Partners in your firm doubles

the likelihood of delivering outsized financial performance. Together we establish a navigation plan to get you there.

Our journey follows an established roadmap of modules for several workshops, conducted by a highly experienced faculty. We use an insightful and compassionate approach to identify strengths and address the unintended consequences of the leadership group's competency and behavioral footprint. Our expertise enables us to understand, empathize and support the team and its individuals in the context of business requirements.

Our approach: We create a highly customized journey across four phases: Project set-up, diagnostic, offsite and an extended team journey based on your individual needs (i.e., accountability and ownership, team trust, strategy, etc.). The program also includes optional team and individual coaching.



“...we truly built trust. For the first time we became capable to tell the hard truth. We are much better now at asking /giving feedback, and we are more efficient, straightforward and constructive...”

– participant in our leadership programs



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About Egon Zehnder

Egon Zehnder is the world's preeminent leadership advisory firm, inspiring leaders to navigate complex questions with human answers. We help organizations get to the heart of their leadership challenges and offer honest feedback and insights to help leaders realize their true being and purpose.

We are built on a foundation that supports partnership in the truest sense of the word and aligns our interests with the interests of our clients. Our 560 consultants across 63 offices and 36 countries are former industry and functional leaders who collaborate seamlessly across geographies, industries and functions to deliver the full power of the Firm to every client, every time.

We partner closely with public and private corporations, family-owned enterprises, and non-profit and government agencies to provide a comprehensive range of integrated services, including executive search, leadership solutions, CEO search and succession, board advisory and diversity, equity & inclusion. Our leadership solutions cover individual, team and organizational effectiveness, development and cultural transformation. We work with world-class partners including Mobius Executive Leadership, a transformational leadership development firm.

We believe that together we can transform people, organizations and the world through leadership.

For more information, visit www.egonzehnder.com and follow us on LinkedIn and Twitter.