



California Lawyers Association

presents

Fostering Associate Growth Is the Best Way to Grow Your Practice

1.25 Hours MCLE

Thursday, September 21, 2023

3:00 PM - 4:15 PM

Speakers:

Lana Manganiello

Jonathan R. Fitzgarrald

Conference Reference Materials

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FOSTERING ASSOCIATE GROWTH IS THE BEST WAY TO GROW YOUR PRACTICE

Presented by Lana Manganiello and Jonathan
Fitzgarrahd, Equinox Strategy Partners

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Roadmap for Today's Session

PART 1 – STAGNATING GROWTH

The Impact of Neglecting Junior Talent on
Expanding Your Legal Practice

PART 2 – UNCOVERING THE ROADBLOCKS

Why Senior Attorneys Struggle and
Junior Attorneys Leave

PART 3 – CULTIVATING SUCCESS

Building Connection, Opportunity, and
Respect for Associate Inclusion & Growth

STAGNATING GROWTH:

The Impact of Neglecting Junior Talent on Expanding Your Legal Practice



STAGNATING GROWTH:

The Impact of Neglecting Junior Talent on Expanding Your Legal Practice

- Attrition rate from 26% (2021) to 20% in 2022
- Attrition for associates of color was 26% (2022) and it is getting worse
- Geographic relocation cited for associate departures in 2022
- 2x+ litigation associates left (compared to business and corporate) in 2022
- 72% of associates departed <5 years
- Of the departed, 41% took another associate role; 23% took a corporate or in-house positions
- Reasons included the pursuit of practice interests, changes to a different type of job, and unfavorable work quality standards

Source: NALP Foundation & Law360

UNCOVERING THE ROADBLOCKS: Why Senior Attorneys Struggle and Junior Attorneys Leave

UNCOVERING THE ROADBLOCKS: Why Senior Attorneys Struggle and Junior Attorneys Leave

Herding Cats: The Lawyer Personality Revealed
By Dr. Larry Richard

- Resilience/Ego Strength:
 - 90% below the average of 30%
 - Leads to defensiveness, sensitivity to criticism
- Emotional Intelligence:
 - Vital for effective leadership
 - Personal traits aids management
- Autonomy:
 - 89th percentile among lawyers
 - Resistant to management; value independence
 - Challenges in collaboration and teamwork
- Urgency:
 - Common trait among lawyers
 - Leads to brusqueness, poor listening
 - Adds tension to meetings; affects mentorship
- Low Sociability:
 - Average score: 12.8% (vs. 50%)
 - Affects mentoring, teamwork, client retention

A JUNIOR ASSOCIATE IS FEELING UNCERTAIN AND FRUSTRATED.
THEY PERCEIVE A LACK OF CLEAR PROGRESSION OPPORTUNITIES
AND FEEL UNSURE ABOUT HOW TO APPROACH SENIOR COLLEAGUES
FOR GUIDANCE

- How might the junior associate's uncertainty impact their motivation and performance?
- What steps can senior colleagues take to provide clarity and support for career growth?
- How can the firm ensure transparent communication about career opportunities?
- What mentorship or development programs might be beneficial in this scenario?



CULTIVATING SUCCESS: BUILDING CONNECTION, OPPORTUNITY, AND RESPECT FOR ASSOCIATE INCLUSION & GROWTH

- Connection
- Opportunity & Growth
- Respect & Recognition

CONNECTION

- **Personal Meetings:** Regular, non-client-related connections
- **Use Technology:** Embrace platforms like Teams, Slack
- **Regular Check-Ins:** Proactive support; enhance professional growth
- **Work Boundaries:** Discuss, honor, and build trust; care for well being

OPPORTUNITY & GROWTH

- **Align Work with Goals:** Connect work with career objectives
- **Include Associates in Processes:** Engage in client strategy, calls, emails, events
- **Collaborate on Thought Leadership:** Articles, projects for visibility
- **Offer Guidance:** Constructive criticism; growth as practitioners
- **Advocate for Associates:** Introductions, encouragement, seek growth opportunities

RESPECT & RECOGNITION

- Acknowledge Value: Public recognition on platforms like LinkedIn
- Kindness and Decency: Platinum rule; praise, humility, acknowledge mistakes
- Respect Work Boundaries: Honor specific requests like "no meeting Wednesdays"
- Set Fair Time Expectations: Prompt delegation; avoid false urgent deadlines

ROLE- PLAY EXERCISE: NAVIGATING CAREER PATHWAY CHECK- INS

Senior attorney will guide the conversation.

Junior Associate will share career goals and interests.

Focus on active listening for understanding, transparency, and empathy.

Q & A



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Career Pathway Check-In

Supervising Attorney's Name:

Date:

Associate's Name:

Understanding Goals, Feedback, and Support

What are your career aspirations, and how has the firm supported you so far? What feedback have you received, and what additional support or resources would you find valuable?

Exploring Work Preferences and Interests

How do you feel about the work you're currently engaged in? What do you enjoy most about it, and are there specific areas or projects you'd like to explore further? Are there areas you know you're definitely not interested in?

Network and Community

How are you engaging with our firm's network and the broader legal community? What connections or community involvement would you like to pursue, and how can we support you in building those relationships?

Partnership

Is partnership something you're considering? How clear are the partnership criteria to you, and what aspects would you like to understand better?

Work Environment, Well-being, and Mentorship

How can we enhance your work environment, well-being, and mentorship opportunities? What specific support or accommodations would help you thrive?

Uncovering Roadblocks and Challenges

Are there any roadblocks or challenges you're facing in your career development? How can we work together to overcome them, and what changes or support would make a positive difference?

Climate of Inclusion and Growth

How can we foster a climate of inclusion, connection, opportunity, and respect within our team? What actions or initiatives would resonate with you and contribute to your growth?

Next Steps

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Next Meeting Scheduled _____ / _____ / _____