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NALSC®

National Association of Legal Search Consultants

Fall 2016

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President's Message with Symposium Details & Dates for Future Events

by Kenneth E. Young, Esq.

Dear NALSC® Members,

I hope everyone enjoyed their summer. I am thrilled to report that NALSC® continues to run strong! Our membership continues to thrive, and we continue to grow in 2016, with a steady stream of new members joining the organization this year. We are also in the process of redoing the NALSC website to make it mobile friendly and more useful for our members.

Our NALSC® 2016 Fall Symposium is almost here! Taking place at the New York office of Orrick, Herrington & Sutcliffe LLP on Friday, October 21st, the Symposium continues to be a must-attend event for legal recruiters and law firm professionals in the NY metropolitan area and beyond. Our theme this year is *"Building on Success: Recruiting Vision, Clarity and Purpose."* This full day program will include a star line-up of dynamic speakers combined with interactive sessions. In response to your feedback of requested topics, the program will focus on recruiting tips from veteran recruiters; recent research and best practices for successful lateral hiring; keynote presentation by Bernero & Press Partner Aric Press; strategies for helping partner candidates write effective business plans; the wide range of real-life recruiter dilemmas from both an ethical standpoint as well as a good business perspective; interactive sessions with audience participation; and more.

Our NALSC® program will offer educational sessions, receptions, and great networking opportunities throughout the event. I continue to be impressed with the caliber of our membership and event attendees—from the numerous speakers,

discussion leaders, and individual conversations over food and drink—it is inspiring to spend time with so many leaders in the recruitment industry. **This event has sold out every year despite increasing our venue capacity, and we have had to turn away late registrants.** Be sure to reserve your seat now at the early rate before it is too late!

Also, we thank our generous sponsors for their continued support of NALSC®. Our Platinum Sponsors are ALM and lawjobs.com; Gold Sponsor is Kelley Drye & Warren LLP; Silver Sponsor is Leopard Solutions; and Bronze Sponsors are Above The Law, AttorneyPeople, The Cluen Corporation, Firm Prospects, Greenberg Traurig LLP, Invenias, Kirkland & Ellis LLP, LegallyLooking.com, and TFI Resources a division of People2.0. Also, our law firm Honorary Sponsors are Akerman LLP; Bilzin Sumberg Baena Price and Axelrod LLP; Cadwalader, Wickersham & Taft LLP; Chadbourne & Parke LLP; Dechert LLP; Duane Morris LLP; Gibson, Dunn & Crutcher; Lowenstein Sandler LLP; Michelman & Robinson LLP; Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.; Nixon Peabody LLP; Orrick, Herrington & Sutcliffe LLP and Seyfarth Shaw LLP.

Symposium details and registration material are available on www.nalsc.org.

Finally, regarding the NALSC® 2017 Annual Conference, we are excited to return to the Golden State! Escape the winter doldrums for warm weather and sunshine from April 6th-8th at the exquisite waterfront Ritz-Carlton Marina del Rey. In addition, every reception

will be held outdoors in this 5-star luxury paradise. The hotel, amenities, service and location are second to none. Fodor's Travel said, "You might have a sense of déjà vu here since this resort, overlooking L.A.'s largest marina, is a favorite location of dozens of TV and film productions. Traditionally styled rooms in warm, gold tones have French doors, marble baths, and feather beds, but the true luxury is in the spectacular, panoramic views of the marina, its boats and the many kayakers and paddleboarders playing in the water." We are looking forward to a terrific event in this fantastic venue! Stay tuned for exciting details and booking our fantastic rate within the NALSC room block...

I wish you all much success for the remainder of the year!

Best regards,
Kenneth E. Young, Esq.- President
of NALSC®

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Career Navigation: Effective Tips on Strategic Connecting at Events

By Jodi Standke

Whether we seek out events to attend or try to avoid them, they are part of our lives in one way or another. We gather socially, professionally, for business development, etc. Regardless of your position, you are taking your time to attend, so use the time wisely and enjoy yourself. Here are some tips to help you build relationships and gain real results from your next event.

BE A CONNECTOR

Are you known as a *connector*? When you attend events, who do you like to be around? Is it the stick-in-the-mud who obviously does not want to be there? Chances are no, you enjoy being around someone who is interested. No matter the event, whether you are trying to gain support with your board, your executive team, among your staff, persuade a prospect or customer to make a purchase, or deliver an A+ presentation, the starting point is always connecting with the individual.

Here are five key ways to connect:

No. 1 – Project a positive presence. A smile and an upbeat comment can make all the difference in those first few seconds. When someone asks how you're doing, do you simply say, "Fine" or do you say, "Excellent!" Even a one word response sets a tone or makes the difference.

No. 2 – Be the first to reach out. Rather than waiting for others to take the initiative, *you* be the first to reach out. When you walk into a room of strangers, pretend you're the host. Greet people, introduce yourself and introduce people to each other.

No. 3 – Communicate with care. Keep other's feelings in mind when you're making a comment that they might take personally.

No. 4 – Hear people out. Remember, the key conversational skill is not talking, but asking questions and listening to the answers.

No. 5 – Eliminate your need to be right. It's not a contest. You don't win points for always being right.

BUILD RELATIONSHIPS

Once you have made an initial connection, the next step is to build relationships. Look for a couple of people who you want to get to know a bit more. Stay open and curious as to whom you may build that relationship with as you might be surprised to discover it is not with whom you first expect.

Here are a few tips on how to find and build relationships at an event:

No. 1 – Set a goal. Like every business effort, you should have a goal. For example, you're going to meet five new people and invite them to coffee. Identify your goal before you arrive at your event. You can do this for every event, including family and friend events.

No. 2 – Arrive early and think of yourself as the host. Greet people when they arrive. They will have more energy at this point and be more likely to remember you.

No. 3 – Work the room. Although it might be more fun and comfortable to hang out with those you already know, don't spend all your time with friends or with any single individual. Move around and see who is in the room.

No. 4 – Ask questions of value. If you don't know what to talk about or how to enter a conversation, you can ask, "What brings you to this event?" Or, "What is a good contact for you?" Questions such as this can help you figure out how or if you can help them – even if it is by introducing them to someone else in the room.

No. 5 – Bring your business cards. Don't ever be caught saying, "I'm out of cards." You never know when you'll meet the next breakthrough prospect for your business, which goes to demonstrating preparedness, interest and the expectation to engage. Make it easy for people to be in touch with you after the event.

FOLLOW UP

Finally, there is no point in attending a social or networking event unless you've got a plan to follow up and implement that plan almost immediately after the event. It's better to go to one event a month and really follow up on the new individuals you met than to attend 10 events without any follow up.

Here are five ways to create great results by following up on events:

No. 1 – Follow up quickly. Don't bother going to an event if you're not going to follow up quickly. A good rule of thumb is to enter their contact info into your system and send them a LinkedIn connect, an email or a handwritten note within 24 hours of the original event.

No. 2 – Connect through social media. Be sure to personalize the invitation reminding them that, "I enjoyed meeting you last night at the ABC event and sent you an email about the coffee we wanted to schedule."

No. 3 – Follow up coffee or lunch. Set it up instead of just talking about it. Also remember, if you invite them to coffee or lunch, you should pick up the tab.

No. 4 – Schedule next actions before you leave the table. Regardless of what the next action is, see if you can get your calendars out and schedule it before you conclude your coffee or lunch.

No. 5 – Create follow-up time on your weekly calendar. Use your running list or calendaring plan of key individuals you've met and schedule them for follow-up in the appropriate timeframe. Depending on the conversation, you may follow up weekly or annually. Scheduling it into your system immediately will help you stay on top of actions while freeing your head space for current activities.

"When you walk into a room of strangers, pretend you're the host. Greet people, introduce yourself and introduce people to each other."



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NALSC is All Grown Up...The Rollercoaster Ride To Get There!

By Flo Frey

After a four- year absence because of calendar conflicts I was really happy that I could attend the most recent NALSC Conference in Florida. Of course it was great seeing long time friends who were there in 1986 when I began my “smiling and dialing” career, but even more exciting to see so many new faces who chose this industry as their career path. I really laughed when Joe Ankus introduced me as a “legend,” not sure whether he meant I am old enough to be his mother or that I am a dinosaur in the industry. Both happen to be true!!

When I joined NALSC, its members could fit around a conference table, or smaller. It was a very risky business. We had no advocates. NALP officers would not talk to us or recognize us. Law firm partners shivered at the thought of paying legal recruiters a placement fee. There was no Code of Ethics, so every step taken to advance the industry was thwarted by those out there who hung a shingle and were “resume mills.” The newly established Code of Ethics was hardly the panacea because law firms and corporations did not care if recruiters adhered to the Code. It was all about the candidate’s resume and what he or she brought to the table, not the deliverer. We were lucky to get the attention of the inside recruiter (most of whom wanted nothing to do with us) or that of a partner. Exclusive searches? Retained searches? Forget it. There was once a time when partners and associates were so loyal to their firms that pulling teeth may have been easier than enticing them to move.

Determined to set our members apart from those “resume mill” non-members, copies of the Code were sent to the hiring parties along with candidate resumes. The words “As members we abide by the NALSC Code of Ethics” appeared on members’ stationery and candidate cover letters. Yes, resumes were mailed or faxed.

In an effort to get name recognition, NALSC spent a considerable

portion of its budget listing its members’ names in the *Legal Times* and the *National Law Journal*. At the same time that NALSC was trying to become a household name in the legal industry, employment agencies were establishing legal recruiting desks for the purpose of placing temp attorneys. The Board understood that, during the best of times, we were viewed as an industry making a lot of money and everyone wanted to get on the bandwagon. The NALSC Board and its members were at a crossroads, wanting to keep its membership limited to those recruiters whose sole business was permanent attorney placement and whose reputation was known and respected.

A Code of Ethics Committee was established to deal with business ethics issues involving NALSC members. But our hands were tied when there were issues between members and non-members. We could not impose the Code on non-members. After months of discussion, we decided to open membership to all interested recruiting firms, unless they had a track record for unethical business practices. Our rationale for this decision was that, if we could attract a significant portion of the legal recruiting firms out there, it would not only be a marketing tool to law firms and corporations showing them that NALSC has established itself as the trade association for our industry but also that we had in place a method for dealing with conflicts, thus taking the onus off the hands of our clients.

NALSC membership grew and our growth was not easy to handle. Our volunteer board did not have the time or expertise to deal with all the moving parts of running an association, including the financial components, advertising, and producing conferences. The saying “You get what you pay for” certainly applied to the first few professional administrators we hired. It was a hiring and firing nightmare.

The economic boom in the nineties worked in our favor. There was a hiring frenzy with firms beefing up their practice areas for work they expected. Law firms and corporations finally recognized NALSC members as value-added partners. Law firm

recruiters wanted to be on panels at our conferences where they promoted their firms and the benefits offered new hires. Law firm partners and General Counsels followed suit.

Then, in the early 2000s, the bubble burst. Law firms were hiring only for work already being serviced. Corporations cut back their hiring. Many NALSC members were hurting financially so paying their dues was not at the top of their list. Paying our professional administrator was in jeopardy. NALSC would have folded had a board member not loaned NALSC \$10,000 to stay afloat. Recognizing that the conference attendance fees resulted in minimal profits, the board and conference chairs decided to bring in outside vendors to sell their wares, with a portion of their profits going to NALSC. The estate jewelry dealer, one of the many vendors, was a major donor to the NALSC coffers! And, to our surprise, conference attendance was marginally affected during this economic downturn because we needed each other to be incentivized and lift each other’s spirits. We instituted programming that allowed for more interaction between members, thus the advent of the round table discussions whose sole purpose was to deal with those issues affecting our members and how to learn from each other. We looked to our members as panelists because they best knew our industry and how to move forward. And we became salespersons extraordinaire, getting law firms to partner with us and sponsor conference programs. The icing on the cake was convincing the giant legal publications to sponsor our conferences.

Underlying all of this “openness,” members still remained guarded, fearful in the best of times about sharing their recruiting tricks and fearful in the worst of times that other recruiters would steal their “trade secrets.” Behavior was comparable to those who return to their 10th high school reunion spouting their financial accomplishments as if they held the magic to success. As time went on, NALSC solidified its presence in the legal community, its members seen as offering value-added services to their clients. And the trust factor between

“Of course it was great seeing long time friends who were there in 1986 when I began my “smiling and dialing” career, but even more exciting to see so many new faces who chose this industry as their career path.”

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recruiters became evident. It was no longer a matter of which legal recruiting firm was the best and biggest. That competitive edge was gone and the more seasoned recruiters were willing to share their experiences with the newest NALSC members to help them succeed. Members were more receptive to serving on the NALSC board and, under the incredible administrative leadership of Stephanie and Joe Ankus, NALSC went from teenage crisis to adulthood. The vision of four people meeting around the table in a Manhattan apartment in the early 80's became a reality.

I served on NALSC'S board and as one of its Presidents during the above mentioned volatile years. I lived the frustration of our members competing against non-member recruiters with sketchy business practices and the law firms and corporations turning a blind eye. I witnessed the passion of our association leaders, determined to make NALSC survive and thrive. I watched NALSC emerge from an association of individuals to a

cohesive group sharing referral fees and asking member recruiters to interview candidates residing in their city that belonged to a recruiter in the city of the employer. I thought it was great that NALSC members in the same city met periodically, whether for programming or social events. Some thought that these gatherings would take away from attendance at the annual conference, which never happened.

So how does all of this history relate to the recent NALSC Conference I attended? I realized NALSC is all grown up. I liked the energy and camaraderie. I liked seeing so many new faces whose passion for the industry mirrors that of all NALSC leaders who brought our association to this place. I loved the openness and bantering with no filter. I was impressed with the partnering of law firms and vendors who want their names associated with NALSC.

Success is measured in many ways. The success of NALSC is due to its

members who, since its creation, are the sole reason it has attained respect and status throughout the legal community. Each of us has played a role taking this association from infancy to adulthood. Congratulations to all of us.



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“Success is measured in many ways. The success of NALSC is due to its members who, since its creation, are the sole reason it has attained respect and status throughout the legal community.”

Recent Legal Cases of Interest

by Lynsey T. Kmetz, Esq.

There have been three recent lawsuits that should interest legal recruiters, and we are providing a brief summary of the allegations in the cases and links to two news articles below.

The first involves a lawsuit in Albany, New York by an executive recruiting firm against a large accounting firm, in which the recruiting firm alleges they referred two CPAs to the accounting firm but were not paid their 20% commission, per their written agreement, on either candidate. The case involves the not uncommon situation where the recruiter refers the candidate and the client allegedly doesn't actually hire the candidate until the time period in which the application is considered active (in this case one year) expires. The accounting firm denies the allegations and says it was a communications issue. These are only allegations in a news article at this point and there has been no ruling or

settlement to our knowledge in the case. However, one lesson to be learned is if a recruiter has submitted candidates to a client with which it has a written agreement, there should be constant communication with both the candidates and the client as to whether an offer will be made and, if so, when. Also when the actual start date will be. For more, see:

<http://www.bizjournals.com/albany/news/2016/04/13/recruiter-sues-biggest-albany-accounting-firm.html>

Also of interest is a 2016 case in California involving a group of lawyers who left their law firm to set up a new firm, and are accused by their ex partners of spending 18 months using the law firm's email and phones to discuss potential office locations, to consider a name for the new firm and to schedule meetings with a financial adviser. Once the law firm discovered the plan of their soon to be ex partners, they fired them and are seek-

ing damages, injunctive relief and disgorgement of portions of the ex-partners' salaries. Although this case has not been resolved in court, it suggests attorneys should pay close attention to their partnership agreements related to departure, and should not use law firm email or any other systems of their existing firm when contemplating other employment. See <http://www.therecorder.com/id=1202757214928/Firm-Accuses-ExPartners-of-Stealing-Clients-Trade-Secrets?slreturn=20160612151020>.

According to Law 360, in a case that was filed August 12, 2016, a Texas legal recruiting firm, Cassidy Recruiting LLC, sued Dean Schaner, a Houston partner previously with Haynes and Boone. The recruiting firm alleges that it made Schaner aware of an opportunity at Holland & Knight but

“...one lesson to be learned is if a recruiter has submitted candidates to a client with which it has a written agreement, there should be constant communication with both the candidates and the client as to whether an offer will be made and, if so, when.”

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that Schaner stopped communicating with them and went with Holland & Knight through Major, Lindsey & Africa. Cassidy alleges they disclosed the opportunity to Schaner on the promise that he would work exclusively with them. Schaner denies he made any promises to Cassidy. Cassidy estimates, according to the article, that its fee would have been \$100,000- \$125,000. The suit seeks far more in damages, however, alleging fraud and negligent misrepresentation in addition to breach of contract. The news article also states

that Cassidy recorded a conversation with Schaner, which opens up a whole different set of legal issues for recruiters. No doubt there will be follow up stories after our newsletter goes to print.

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Firm Leaders Predict Modest Growth in Second Half of 2016

by Nell Gluckman, *The Am Law Daily*, Reprinted with Permission from *The American Lawyer*, July 7, 2016

Most law firm leaders expect demand for their services to increase by less than 5 percent in the second half of 2016, according to a report released Thursday by Citi Private Bank's Law Firm Group. The majority of those surveyed predicted that net income would grow, but not as much as revenue, suggesting that firms are also forecasting an increase in expenses.

Only 8 percent of the 155 law firm executives surveyed by Citi are predicting that demand, as measured by billable hours, will rise by more than 5 percent over the next six months. Twenty percent expect demand to decrease.

Nearly 80 percent said that revenue will grow, while just over 70 percent said that net income will grow.

The firm leaders had lukewarm confidence in the overall economy, according to the report. While 44 percent said that they expect the economy to improve, 34 percent said that they expect it to remain the same, and 22 percent think that the second half of the year will be worse than the first half.

David Altuna, a client adviser in the Law Firm Group at the bank, said that the results of the survey were mostly positive, with some caveats.

"There's confidence in the industry," Altuna said, referring to the

predicted growth in revenue. He also noted that though demand is not expected to surge, 61 percent of firm leaders think that they will see more billable hours logged.

Citi Private Bank surveyed firm chairs, managing partners, executive directors, COOs and CFOs at 72 Am Law 100 firms, 39 firms in the Second Hundred and 44 smaller firms.

The survey was conducted in April and May of this year, which means that firm leaders were asked to make predictions about the coming six months before two events that could have an impact on their finances: the rise in associate pay at top firms and the United Kingdom's vote to leave the European Union.

Altuna said that some uncertainty about the so-called Brexit vote was reflected in the survey. Firm leaders reported relatively little confidence in the global economy, with about half of those surveyed saying that it will remain the same and 32 percent predicting it will get worse. Only 16 percent said that they expect the global economy to improve. By contrast, 32 percent anticipate that the U.S. economy will improve.

Nearly two-thirds of the firm leaders questioned said that they expect to grow their associate

ranks in the near future. It remains to be seen whether that growth will come to fruition, given that many firms will be paying associates more since Cravath, Swaine & Moore announced in June that it will increase first-years' pay from \$160,000 to \$180,000. Many top firms characteristically followed suit.

"It will be interesting to watch how firms digest that move generally," Altuna said, noting that not every firm made the jump. "You're going to find stratification within the industry that is greater than it was before."

Realization rates, which reflect the amount of money that firms collect from their clients, are expected to remain stagnant, according to the survey. Altuna said that pressure to give clients discounts has kept this figure flat for the past few years after it dropped during the recession.

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“Nearly two-thirds of the firm leaders questioned said that they expect to grow their associate ranks in the near future. It remains to be seen whether that growth will come to fruition, given that many firms will be paying associates more since Cravath, Swaine & Moore announced in June that it will increase first-years' pay from \$160,000 to \$180,000. Many top firms characteristically followed suit.”

The Executive Recruiter as a Trusted Advisor

by David S. Garber, Esq.

In 1999, I made a significant and life changing decision to leave the practice of law and founded a legal search firm, Princeton Legal Search Group. I am often asked what about the business inspires me, motivates me, and continues to energize me 16 years after founding and now leading a growth company.

The answer is found in my role as a trusted advisor to my clients and for the lawyer candidates our company represents. There is great meaning in the work that we do as legal search consultants and my recruiting colleagues and I derive tremendous satisfaction from our role as trusted advisors. The work that we do is important. On the client side, law firms, corporations and non-profit institutions want and need to make the right hire. People are the greatest assets of organizations and bad hires are costly. Hiring the wrong person is disruptive, results in lost productivity, and has a negative impact on fellow employees and customers. Getting it right matters. This is why our clients consistently entrust their searches to us and place great confidence in our ability to listen, ask questions, advise clients and present exceptionally qualified attorneys.

For candidates, the work we do as trusted advisors is of paramount importance. A career change or move to a new opportunity is a major life event, impacting personal life, family and even health. Mistakes are costly and a lawyer

seeking a career opportunity wants and needs to make the correct decision. Our attorney candidates rely on us for counsel and advice so that they find the right career fit and continue on their career trajectory.

Serving as a trusted advisor means to move beyond transactional decision making to a more probing advisory role, asking the questions that have not been asked, and looking beyond the immediacy of the existing needs to what else may exist in the future for the company and the individual. It means exploring alternative possibilities when appropriate. As trusted advisors, our top search professionals guide clients and attorney candidates in considering the organizational relationship and the style and cultural fit for long term relationship continuum.

Our employer clients want to minimize risk when hiring for important attorney roles in their organizations. Our attorney candidates likewise want to minimize risk in their career decision making. But the reality is that career decision making for the individual lawyer and for the hiring organization requires levels of risk taking. Both parties want to succeed and feel *confident and comfortable* in their decisions. In our role as trusted advisors, we help both sides reach the point where they are empowered to move forward.

Can you imagine the positive energy in bringing two parties together whose goals and objectives, once aligned, can achieve their professional, and often, personal goals? The ultimate in career satisfaction is when the skills, competencies values and styles align with the hiring organization and management teams. That is when individuals, teams and organizations soar and an energy lift is experienced. It does not feel like work anymore. It is deeply rewarding to be at the center of some of the most important decision making by hiring organizations and by attorneys who are advancing their careers.

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David S. Garber is the President of Princeton Legal Search Group. David serves on the Board of Directors for NALSC and is the Vice President of Membership as well as Treasurer.

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“As trusted advisors, our top search professionals guide clients and attorney candidates in considering the organizational relationship and the style and cultural fit for long term relationship continuum.”

Helpful Tips to Become a Key Strategic Advisor in the Search for Partner Talent

by Howard I. Flack, Esq.

This is a brief summary of a presentation given by Howard Flack, a partner of Hogan Lovells US LLP, at the NALSC 2016 Annual Conference. The views and opinions expressed herein is a summary of the presentation made by Howard Flack and do not necessarily reflect the views and opinions of Hogan Lovells US LLP.

The questions on the following pages are examples of questions that you can use to prepare your candidates for the type of interview experience they should expect.

The questions relate to: Cultural fit, business strategy, the candidate's vision for his/her practice, the nature of the candidate's practice, the quality of the

business case, the candidate's management skills and the candidate's role in their current firm.

Cultural Fit

- What three adjectives describe you? What three things are you known for professionally? Personally?
- What was the integration process when you joined your current firm? What things do you think would be helpful to you here?
- What do you think you would miss if you were to leave your current firm?

- What factor led you to success at your current firm? What has held you back? What led to it being that way?
- How can we make sure that you have all the information that you need to make an informed decision?

Strategy and Vision for the Practice

- What are your business goals for the next 6 to 12 months?
- What is your own recipe for success? Do you have a strat-

“...prepare your candidates for the type of interview experience they should expect.”

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egy to achieve it? What practice areas are relevant to your strategy?

- What aspects of a firm's strategy would be most important to your practice from your perspective?
- In terms of your getting familiar with a new firm and exploring what the opportunity for you may be there, what are the key factors?

- What two or three things would be the most important considerations in your making a move? Why are these factors important to you?
- If you were able to design your ideal work environment, what would your three "must haves" be?
- What support do you anticipate needing if you make a move? Are there resources or people you could not do without?

Your Practice

- How do you typically obtain new work in your practice? Of your current matters, how did you become involved?
- What about your practice or industry experience makes you unique? Can you share a few highlights as to how your "uniqueness" assisted you in obtaining new work or retaining existing clients?
- What formal or informal roles do you have in your group/department/team?
- If you look back over the last few years, which matters gave you most satisfaction? Why?
- Of your recent matters, what have been some of the challenges you've encountered? How did you address them?
- How does your unique experience complement the existing practice or industry team?

- What countries and/or jurisdictions do you have experience working with?
- What new capabilities does the target firm bring to your practice?
- What would you like to do at the target firm that you are not able to do in your current role?

Quality of Business Case

- What marketing and business development activities do you currently engage in? Perhaps you could provide examples relating to several recent clients?
- If you could go back and give yourself advice as a new partner on business development, what would you say?

- To what extent have you worked with other practice groups on cross-selling initiatives? What are some examples of recent successes you've had in cross selling? What lessons you have learned in any unsuccessful efforts to cross sell?

- What two or three factors do you see as essential to supporting your practice?

- How much time do you feel you can devote to marketing and business development?

- What do you consider to be your strengths when it comes to marketing and business development?

- What do you find difficult about marketing and business development?

- How have you worked with marketing and business development teams in the past?

- What are some of the more significant matters you've handled recently? How did these matters come to you?

Managing Your Practice Team

- How do others describe you in terms of managing matters?
- In terms of getting the best out of the associates you work with, what have you found works best?
- How do you decide to staff matters? Do you always work with the same associates?
- What attributes does your best associate have?
- How often do you give feedback to your associates?

Role at Current Firm

- How do you see your role in terms of practice group management?
- Are there firm initiatives which you are particularly involved in? What role do you play?
- What sort of involvement have you had with firm committees at your current firm?
- To what extent do you have the opportunity to get involved in firm-wide initiatives?
- What are some recent examples of citizenship and/or pro-bono initiatives in which you have been engaged?

Examples of "Top 10" Worst Recruiting Practices

1. The "I Know Better" approach
2. Real Estate Broker/Car Salesman Syndrome
3. Presenting Problem Children
4. Unprofessional Behavior
5. Asleep at the Switch/Know who you are submitting/to whom you are submitting, and why
6. Don't Promise What You Can't Deliver
7. Exaggerated Overselling
8. Insufficient Or No Diligence
9. Blind Submissions
10. Double Billing (i.e. telling both the candidate and the firm that the other has targeted them -- when neither is true)

"If you could go back and give yourself advice as a new partner on business development, what would you say?"

"What do you consider to be your strengths when it comes to marketing and business development?"

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Examples of “Top 10” Best Recruiting Practices

1. Above all -Maintain Your Reputation for Quality & Integrity
2. Don't Appear Fee Driven
3. Prepare your candidates
4. Use the LPQ as Your Chance to Shine
5. Don't Oversell on Either Side
6. Look for Ways to Add Value
7. Become Part of the Team but Let the Firm Decide

8. Help the Firm Improve Its Process
9. Be Prepared Yourself
10. Be Selective and Strategic

ABOUT THE AUTHOR:
Howard I. Flack, Esq. is a Partner in the Washington, DC office of Hogan Lovells (www.hoganlovells.com) and he leads the firm's global recruitment team. Mr. Flack was NALSC's Keynote speaker at the recent NALSC 2016 Annual Conference.



Member Spotlight: NALSC President Ken Young, Young Mayden LLC, Charlotte, NC

Interviewed by Dan Binstock, Esq.

Ken grew up in Spartanburg, South Carolina and spent seven years at the University of South Carolina (the “real USC”) where he majored in English, minored in Religion, and obtained his law degree in 1978. He never intended to practice law and went to law school for only two reasons: 1) to avoid the indentured servitude of going to work for his granddad, dad, and older brother in a small family office supply and furniture business in



Spartanburg; and 2) to be like his great grandfather, who read law under a judge in North Carolina (there were few law schools in the South at the time), passed the bar exam in 1897, and started a food brokerage business.

Despite never intending to practice law, in 1978, labor unions were invading the South and organizing manufacturers. Management labor law firms were offering quite a premium for first year lawyers: \$18k a year versus \$14-16k other SC and NC firms were offering. So Ken thought it would look good on his resume to practice law for a year or two in Greenville, SC, with Ogletree Deakins, where he would make top dollar, and then go into business. But, in 1979, Ken and his wife Cindy, who

have now been married 41 years, welcomed daughter Mary and, in 1982, daughter Anne. Leaving a steady paycheck which was going up every year, as well as good benefits, to start a business with two small children was too big a risk. Plus, employment law was fun and interesting. Ken says people do crazy things in the workplace, so there was never a dull moment with sex harassment, drug busts, OSHA death cases, executive terminations, religious discrimination, non-compete agreements, workplace violence, and more.

Fast forward to 2007: Both daughters were out of college and Ken had practiced labor law for 30 years, the last 20 as head of the Labor & Employment Group at Nelson Mullins Riley & Scarborough. During that period, Ken had cases before many state and federal courts, and one case in the United States Supreme Court. Ken had also served on the Board of Governors of the South Carolina Bar and the American Bar Association Board of Governors, as well as numerous community leadership positions such as Chair of the South Carolina Children's Theatre Board, and a member of the Vestry at the largest Episcopal Church in South Carolina.

But it was Ken's involvement in Nelson Mullins' growth from 60 lawyers in 3 offices to over 500 lawyers in 14 offices, vetting the books of business of lateral partner or merger candidates under consideration, that led him to legal search. By then Ken was 54 and it was “now or never” if he was to complete his life-long dream of starting a business. So, drawing on his

experience as a marketer and recruiter for his growing law firm, he talked a fellow ABA junkie and close friend for 30 years, Barbara Mendel Mayden, into leaving her law firm, Bass Berry & Sims in Nashville. Thus Young Mayden was launched in January, 2008. Ken thought Barbara would diversify the firm as he was a litigator and Barbara was a corporate and securities lawyer, having previously worked at White & Case and Skadden for years in NYC. Barbara had also served on the ABA's Commission on Women with Hillary Clinton and had written for Harvard Business Review on issues affecting women in law firms.

Ken and Barbara's law partners thought they were nuts to leave the financial security of large successful law firms to become recruiters, and the economy proved them right! Everything crashed in 2008, and Ken thought they had whatever was the opposite of “The Midas Touch”. Nevertheless, Young Mayden not only survived, but thrived. Barbara and Ken served in the ABA House of Delegates for over 28 years, and their “niche” continues to be utilizing their vast network of contacts across the country to do mergers and office openings for law firms in cities such as in Dallas, Boston, Kansas City, Charlotte, Charleston, SC and Columbia, SC. They also have placed numerous in house counsel as well as partners and associates with law firms. Young Mayden has great success working with other NALSC recruiters across the country and finds the NALSC network to be a huge advantage.

The best advice Ken can give, and it served him well in 30 years of

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“The best advice Ken can give, and it served him well in 30 years of practicing law as well as now almost nine years of recruiting, is to always tell the truth—no matter how difficult the circumstances. He says one of its many side benefits is that you never have to worry about getting your story straight!”

(continued from page 8)

practicing law as well as now almost nine years of recruiting, is to always tell the truth—no matter how difficult the circumstances. He says one of its many side benefits is that you never have to worry about getting your story straight!

ABOUT THE INTERVIEWER:
Dan Binstock, Esq. is Co-head of the Partner and Practice Group Division of Garrison & Sisson, Inc., based in Washington, DC. Dan is a member of the NALSC Board of Directors, Chair of the NALSC Ethics Committee, and member of the Newsletter and Document Review Committees.

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My Gambling Habit - A Confession

by Mitch Satalof

Going to a casino has never been my thing. Just never felt it added anything to my life experience. Come to think of it, even though I'd been playing poker in a neighborhood game for the past 20 years, I dropped out this year when I realized I just wasn't enjoying it anymore.

And so as we all do, I found myself talking to a friend about the state of things - and he asked me why I stopped playing poker after all these years. It was at that moment of clarity that it occurred to me that I really hadn't stopped gambling at all.

What has dawned on me is that I - and that means the majority of those of us known as Legal Search Consultants - are all hopeless gamblers. In fact, we gamble every day. Each day when we begin our work ritual, we handicap who we are betting on.

The only difference is we pick people - not horses. And then we ride those people until they either win or lose the race. We not only bet on our horses but we bet on which track they will come in as winners. The tracks are the jobs we choose to work - the people, our horses.

And when they win - we win. And when they lose - there's nothing in return. Its winner takes all and everything else nets zero. These are the facts of our business so, in truth, we better be damn good handicappers because there is no place or show money here.

As Kenny Rogers sang:
You've got to know when to hold 'em
Know when to fold 'em
Know when to walk away . . .

So take heart fellow gamblers. We're

all going to the track daily.

Now when I'm asked what I do, I simply reply "I'm a gambler". Truth be told, it's apropos - and truth be told - it's really who we are.



**"Each day
when we begin
our work ritual,
we handicap
who we are
betting on."**

ABOUT THE AUTHOR:

Mitch Satalof is CEO of Juris Placements, Inc. based in Pennsylvania. In addition, Mitch is a Board member of NALSC.

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NALSC Membership and Election News

by David S. Garber, Esq.

NALSC is pleased to welcome six new members since the last newsletter (Spring 2016). We currently have 159 members consisting of 127 search firm members, one affiliate member, eight branch office members, five individual members, 16 supporting members (law firms) and two associate members (vendors).

Our new members are:

David Associates - Washington, DC
Grover | Bond - Washington, DC
Lenigan Consulting - Mansfield, TX
Orrick, Herrington & Sutcliffe LLP -
New York, NY
Schneider Legal Group -
Ft. Lauderdale, FL
Seyfarth Shaw LLP - New York, NY
Pemberton Whiteman & Hill LLC -
Kansas City, MO

In Board news, we announced at our annual meeting in Florida this spring that incumbent Board Member Jodi Standke was elected as a Board Member for another three-year term. Ken Young was elected as the new President of NALSC, Nick Rumin was elected as VP- Long Range Planning, David Garber was elected as Treasurer and Warren Smith is NALSC's immediate past President. Valerie Fontaine continues in her role as Secretary and David Garber continues in his role as VP-Membership.

Darnell Stuart Schoen with Stuart & Associates, Inc. and David Shapiro with Sanford Rose Associates - Legal Search concluded their elected terms as Board members. On behalf of NALSC and our membership, thank

you, Darnell and David, for your dedicated service as Board members.

ABOUT THE AUTHOR:

David S. Garber is the President of Princeton Legal Search Group. David serves on the Board of Directors for the National Association of Legal Search Consultants and is the Vice President of Membership as well as Treasurer.

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