HOW THE MIGHTY RISE

The New Beginnings of Great Law

NEVER GIVE UP ON GREATNESS.
IT IS A MATTER OF CONSCIOUS
CHOICE AND DISCIPLINE.

THE BUSINESS OF LAW IS CHANGING. WHAT'S NEXT?

IN THE PAST DECADE,

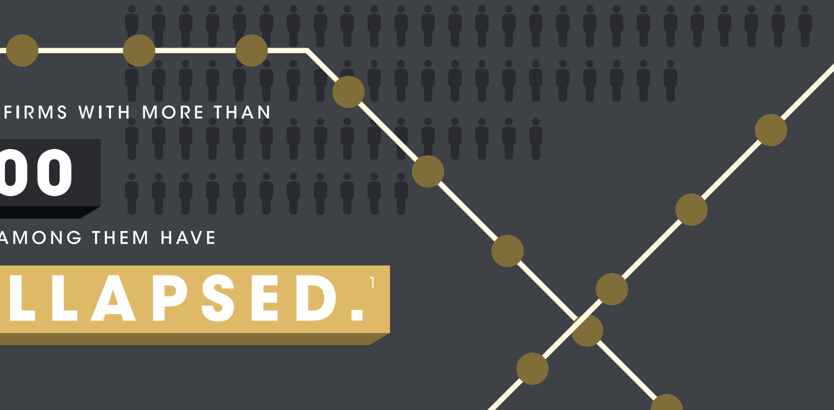
12

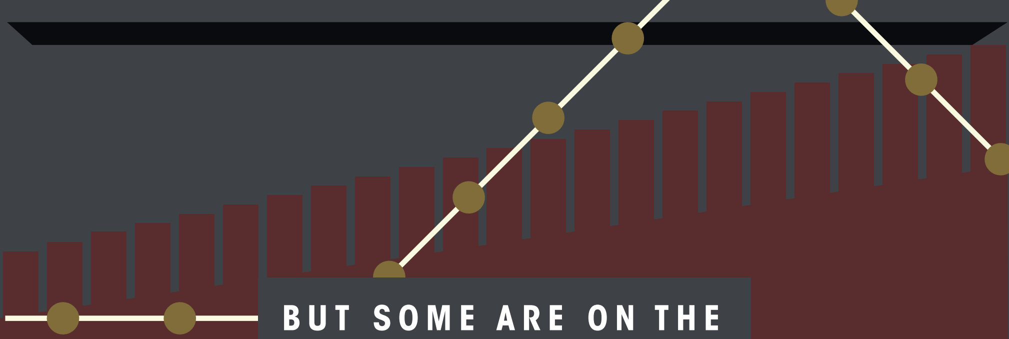
MAJOR US FIRMS WITH MORE THAN

1,000

PARTNERS AMONG THEM HAVE

COLLAPSED.[1]





BUT SOME ARE ON THE

RISE

BECAUSE THEY EMBRACE THE VALUE OF WISDOM & AUTHENTIC RELATIONSHIPS—NOT JUST THE BILLABLE HOUR & PROFITS PER PARTNER.

CHOOSE **GREATNESS**

BEGIN:

1

Tenacious commitment and alignment to a few distinct

CORE VALUES.

2

Deep and continuous skill building in

LEADERSHIP BUILT UPON SERVICE TO OTHERS

through generosity and humility.

3

Fanatical discipline to the

THREE P's

of culture building habits.

4

Avid advocacy for reality through regular

SOBER TRUTH TESTING.

5

Courageous celebration of failure as an opportunity for continuous

LEARNING & INNOVATION.

Stage 1

Core Values

Capture your core

Know your values, study your strengths and align the roles of your people.

Raise the bar

Translate your firm's values and standards into simple team rules of operation reflective of where you are and where you are going.

Walk the walk

Continuously minimize the saying-doing gap, starting with leadership.

Stage 2

Leadership Built Upon Service to Others

Count your blessings

Acknowledge the many factors that contribute to a firm's success, let responsibility trump rights, and invest generously to build relationship value capital.

Use windows and rearview mirrors

When things go right, point out the window to know where to go next; when things go wrong, look in the rearview mirror for lessons learned and figure out how you can do better.

Passionate investment in future generations

Use serving leader principles and manage generational differences.

Strong firms are strong on the inside, ready for the challenges that will come.[1]

Stage 3

The Three P’s

Preparation is a sign of honor

Be disciplined about preparation to honor others and their time.

Planning helps success happen on purpose

Use effective planning to maximize opportunity no matter what outcome occurs.

Practice, practice, practice

Practice to make perfect (or close to it).

Stage 4

Sober Truth Testing

Use ears and mouth proportionately

Double the questions to statements ratio.

Seek truth and understanding

Replace blind faith with facts through disciplined and ongoing measurement, metrics, feedback and data.

Use paranoia productively

Be productively paranoid by regularly generating a list of brutal facts that frame the reality of your landscape.

> “Great futures are determined not by the absence of the difficult, but the ability to come back. Hope always remains.”
> —Jim Collins

Stage 5

Learning & Innovation

Eliminate shame and blame

Examine messages for constructive criticism, and don’t attack the messenger.

Don’t get stuck in a rut

Eliminate sacred cows and bust old habits while protecting your core values.

Eradicate inconsistency

The signature of mediocrity is chronic inconsistency. Create consistency in performance through discipline, intentionality, and accountability.

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GENERATION GENEROSITY

Akina

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TRANSMISSIONS FROM THE FUTURE

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[1] Noam Schuber, The Last Days of Big Law, New Republic, July 21, 2013, http://www.newrepublic.com/article/113941/.