

News and Press Clips

New Book Examines Ways to Accelerate Lawyer Success

The August 2015 *PD Quarterly* featured an article entitled “Examining the Connections Between Lawyer Mindset at Work, Physical Health, and Career Trajectories” based on a portion of a research study conducted by Lori Berman (Director of Professional Development for Hogan Lovells and Research Affiliate and Adjunct Professor at the Georgetown Law School Center for the Study of the Legal Profession), Heather Bock (Global Chief Learning Officer for Hogan Lovells and Executive Director of the Center for the Study of the Legal Profession at Georgetown Law), and Juliet Aiken (Deputy Director and Research Director at the Center for the Study of the Legal Profession). A more complete exploration of their findings on what makes lawyers successful can now be found in their new book, *Accelerating Lawyer Success: How to Make Partner, Stay Healthy, and Flourish in a Law Firm* (ABA, 2016).

Berman, Bock, and Aiken are all social scientists, and over the past six years they surveyed, interviewed, and collected performance and promotion data on more than 500 lawyers to determine what success looks like in law firms. In the process they learned that while successful lawyers work hard, billable hours may not determine success as much as the ability to build relationships, plan, enjoy difficult tasks, strive for “bestness,” and maintain an optimistic outlook.

Each of the nine chapters addressing the findings of the authors’ study begins with a list of traits exhibited by the lawyers who are successful in the area discussed by the chapter. Chapters then go on to describe in more detail what success looks like in each area and how it is achieved. The nine chapters address making partner; who is flourishing; health; context (a chapter that not only explores the traits of successful lawyers relative to their context but also such contextual issues as micromanagement); which forms of mentoring matter; gender and

ethnicity (two chapters that explore what success looks like for women lawyers and minority lawyers); superstars; and second-career lawyers. An introductory chapter discusses the authors’ research methods, and a final chapter summarizes key findings on lawyer success.

Accelerating Lawyer Success is available from the [ABA Bookstore](#).

The End of the Professions?

Richard Susskind, best known for his prescient and provoking 2008 book *The End of Lawyers?*, has written a new book that might well be called *The End of the Professions*.

The Future of the Professions: How Technology Will Transform the Work of Human Experts (Oxford University Press, 2015), co-written with his son Daniel, an economist at Oxford, is a wide-sweeping and thorough exploration of what is likely to become of the professions over the next 20 years. At its most basic, the premise of this new work is simple: rapid advances in technology happening now and in the future will create automated systems that do the work that many professionals have traditionally done, and these new systems will do that work faster, better, and cheaper.

“We predict what we call an ‘incremental transformation’ in the ways in which we organize and share expertise in society,” say the Susskinds, “a displacement of the traditional professions in a staggered series of steps and bounds. Although the change will come in increments, its eventual impact will be radical and pervasive.” (Susskind at 231)

For those in PD and talent management roles, some of the most compelling reading will be chapter six, where the Susskinds write, “We can begin to describe, if only tentatively, the types of role, task, and activity for which human beings will be required in a post-professional society.” They go on to describe 12 roles