

TABLE OF CONTENTS

Prologue	ix
CHAPTER 1: Methods and Background	1
How	1
CHAPTER 2: How Do You Ensure You Make Partner?	5
Making Partner	5
Who Are the Partners?	7
Billables	8
Highly Networked: “I Have People for That”	9
Plan It, Stick to It, Make Partner	12
Master of Your Fate	14
Partnership Ahead of the Pack	16
Your Own Best Friend and Worst Enemy	17
CHAPTER 3: Who Is Flourishing	19
How You Think: Your Mental Game	20
Flourishing	21
Being Valuable to Others	21
Take Control, Embrace Challenges, and Learn	22
Making an Impression	24
Working with Others	26
What’s In Your Tactical Toolbox?	29
Being Master of Your Fate and Networking Pay Off Again	30
What about the Workplace?	31

CHAPTER 4: Health	33
The Ailing Personality	34
Master of Your Fate—or Not	35
Self-limiting	36
Dependent	37
Context Matters	38
CHAPTER 5: Context Matters	39
The Go-Getter Attitude	41
Don't Be a Political Pawn	41
Micromanaged	43
CHAPTER 6: Does Mentoring Matter?	45
What Is a Mentor?	46
Informal v. Formal	48
Leveraging the Hand You're Dealt	48
Informal Mentors	49
Benefits	51
Formal Mentors	54
Benefits	58
CHAPTER 7: Does Gender Matter?	61
Does Teamwork Spell Success?	62
Work Friends? Yes. Please.	63
A Quick Word on Mentors	65
To Plan or Not to Plan	66
Clear Boundaries	67
Billable Hours	68
Women in General	72

Taking Claim over Your Life—and Problems that Come Your Way	72
Outlook: How Full Is Your Glass?	72
Conclusion	73
CHAPTER 8: Does Ethnicity Matter?	75
Winning	76
Formal Mentoring	78
Success as a Minority	79
Different Law-Firm Experiences	80
CHAPTER 9: The Superstars	81
Boundaries and Control	82
Give 'em a Challenge	83
Glass Half Full	83
Plan	84
Workplace Environment	85
CHAPTER 10: Second-Career Lawyers	87
Second-Career Partners	88
Making Partner a Second Time Around	88
More Informal Mentors	88
Flourishing More	89
Micromanaged? Not Me.	89
See the Workplace as Less Political	90
Second-Career Lawyers Overall	91
No Need to Plan . . . as Much	91
Difficult Tasks? Check.	92
Work Friends? No Thanks, I'm All Set.	93
Conclusion	95

APPENDIX A: Study Procedure and Measures	101
Study Phase 1—Associate Performance	101
Study Phase 2—Lawyer Health, Flourishing, and Promotion to Partner	105
BIOS OF AUTHORS	109