Table of Contents

Introduction: Learning from Law Firm Leaders ......................vii
For Law Firm Strategists .......................................................viii
For Aspiring, Current, or Succeeding Leaders .........................ix
A Word of Gratitude .................................................................x

1. Followership: Looking at Leadership Through a Different Lens ....1
   What Scientists Say About Followership ...............................2
   Changing Demographics of the Lawyer and Firm Population ......11
   Summary for Firm Strategists ..............................................26
   Summary for Leaders ..........................................................27

2. Motivation to Lead .................................................................29
   Mechanics of Motivation ....................................................30
   Extrinsic Rewards ..............................................................32
   Intrinsic Rewards ..............................................................35
   Leadership as an Identity ...................................................37
   Role of Firm Culture in Supporting a Motivation to Lead .........40
   Building Motivation to Lead .................................................41
   Summary for Firm Strategists ..............................................42
   Summary for Leaders ..........................................................43

3. Paths to Leadership ...............................................................45
   Personal Pathways ..............................................................46
   What We Can Learn from Leaders’ Career Paths ....................54
   Creating a Framework to Support Successful Leadership Paths ...56
   Summary for Firm Strategists ..............................................59
   Summary for Leaders ..........................................................61
4. The Core Competencies of Leadership .................................................63
   Core Competencies of Leadership ..................................................64
   Background on Competencies .......................................................65
   Law Firms and Competencies .......................................................68
   Summary for Firm Strategists .......................................................73
   Summary for Leaders ................................................................73
5. Knowledge and Skill Mastery and Openness to Learning ...............75
   Legal Excellence As a Baseline .......................................................76
   Beyond Legal Skills and Knowledge ..............................................78
   Lawyer, Leader, or Both? ...............................................................81
   Openness to Learning: Maintaining a Growth Mind-Set ..................83
   Resources and Programs Recommended by Our Leaders ..............85
   Summary for Firm Strategists .......................................................87
   Summary for Leaders ................................................................88
6. Effective Communication and Interpersonal Style ..........................89
   The Challenge ............................................................................89
   Keys to Effective Communication ...............................................91
   Building Trust and Loyalty: Stories from the Front ......................93
   Relationship Building ................................................................96
   Liaising with the External Marketplace .......................................98
   Adopting a Productive Interpersonal Style ...................................99
   How Firms and Leaders Can Use Assessment Tools in
     Leadership Development ..........................................................106
   Summary for Firm Strategists ....................................................107
   Summary for Leaders .................................................................107
7. Mentorship ...............................................................................109
   The Impact of Mentoring on Leaders .........................................110
   Mentoring Next-Generation Leaders .........................................114
   Summary for Firm Strategists ....................................................115
   Summary for Leaders .................................................................117
## CONTENTS

8. **Vision** ..........................................................119  
   Crafting a Vision .........................................................121  
   Creating Space to Set Vision ....................................122  
   From Critical Thought to Vision .................................124  
   Vision in the Formative Stages .................................127  
   Challenges in Executing Vision .................................129  
   Personal Stories of Vision .........................................134  
   Summary for Firm Strategists ...................................138  
   Summary for Leaders ................................................139  

9. **Leadership and Diversity** .....................................141  
   Why Does Diversity in Leadership Matter? ..................143  
   Diversifying the Leadership Pipeline ..........................145  
   Leadership Challenges for Women and Minorities ........152  
   The Upside of Leading As a Woman or Minority ...........155  
   Nurturing Leadership in Developing Women and Minority Lawyers .........................................................156  
   Communicating a Strategic Vision for Diversity ...........158  
   Summary for Firm Strategists ...................................160  
   Summary for Leaders ................................................162  

10. **Succession Planning** ..............................................165  
    A Trending Issue for Law Firms ...............................167  
    Sustainability Through Succession ............................168  
    Succession Challenges ..............................................169  
    Planning for Smooth Transitions ...............................170  
    Demanding a High-Performance Pipeline ....................170  
    Preparing the Pipeline for Succession ........................172  
    Succession Stories ....................................................175  
    Policies and Practices That Support Effective Succession ..................................................180  
    Summary for Firm Strategists ...................................183  
    Summary for Leaders ................................................184
11. A Model Leadership Development Program .........................187
    Rationale for a Formal Leadership Development Program ....187
    Program Design, Structure, and Oversight .......................189
    Sample Leadership Development Program Curriculum ..........194
    Measurement of Program Effectiveness .............................199
    Summary for Firm Strategists ........................................200
    Summary for Leaders ....................................................200

12. Advice for Next-Generation Leaders and Their Firms ..........201
    The Changing Marketplace .............................................201
    Our Leaders Say it Best ................................................202
    Cultures That Support Leadership Development .................208
    Summary for Firm Strategists ........................................211
    Summary for Leaders ....................................................212

13. Concluding Thoughts ....................................................213
    Core Competencies of Leadership Revisited ......................214
    Addressing Ineffective Leadership ..................................215
    Next Steps for Firm Strategists and Firm Leaders ..............218
    Where Do We Go from Here? .........................................222
    What We Can Learn from Geese ......................................223

    Professional Biographies of Leaders Interviewed ............225
    Bibliography of Leadership Resources .............................245
    Authors ...........................................................................249
    Index ...............................................................................253