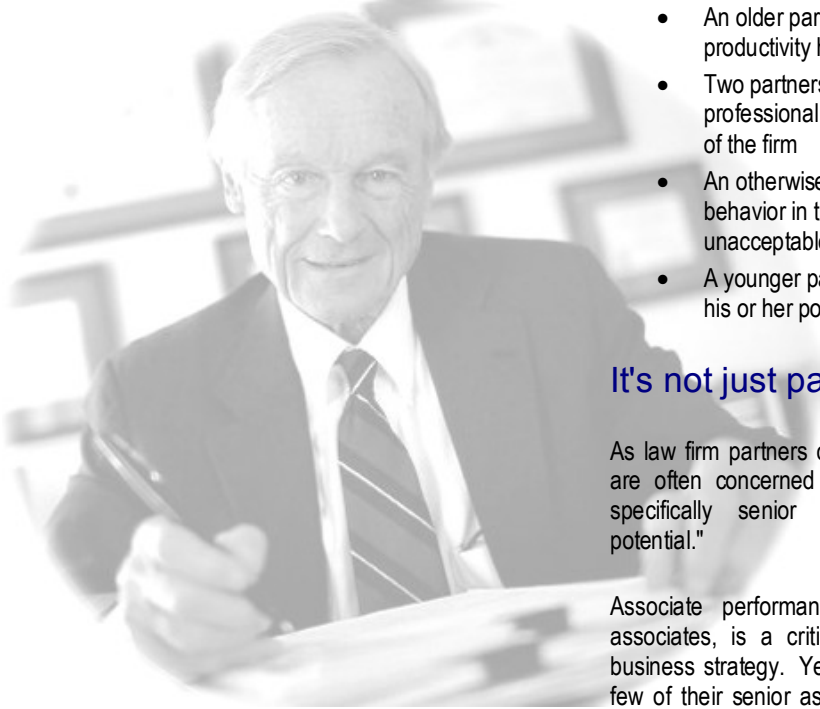


# Performance Recovery



*protecting  
your investment  
in people*





- An older partner whose performance or productivity has declined in recent years
- Two partners whose personal and professional conflicts have polarized the rest of the firm
- An otherwise outstanding partner whose behavior in the firm has deteriorated to unacceptable levels
- A younger partner who has not performed at his or her potential

### It's not just partners...

As law firm partners consider their firm's future, they are often concerned by what they do not see -- specifically senior associates with "partnership potential."

Associate performance, especially among senior associates, is a critical element of any long-term business strategy. Yet many law firms find that very few of their senior associates are working up to the firm's expectations and are not going to be ready for partnership. By then it is too late to hope that the problems will somehow solve themselves. At the same time, the firm has invested too much time, effort, money, and attention in its associates to get rid of the poor performers in the senior ranks.

Losing or firing a senior associate -- even a poorly performing one -- can produce direct and indirect costs equal to six to twelve months of the departing associate's compensation. The impact on morale can impose inefficiencies and hidden costs that cannot be measured easily, but which the firm feels every day.

Over the years, a law firm invests heavily in its key people. However, when performance declines many firms fail to take prompt, effective action to protect that investment.

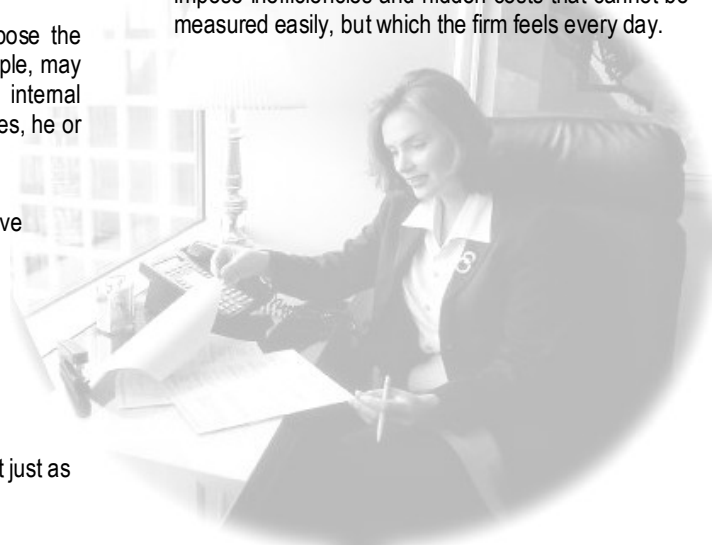
Performance problems can occur at any level in the law firm. The most serious ones usually occur among the firm's lawyers.

### The problem rainmaker

Some of the firm's best lawyers can also pose the biggest problems. A top rainmaker, for example, may be great with clients, but cannot deal with internal relationships. While bringing in clients and fees, he or she may also:

- Engage in disruptive and unproductive power struggles
- Abuse associates and staff
- Micromanage
- Hoard work
- Undermine management decisions

Sometimes the problems are less obvious, but just as harmful to the firm's success:





## The traditional response

Many law firms are reluctant to confront performance issues, especially among their most valued, senior people. Some lawyers do not want to appear to criticize a partner. Others are concerned about hurting the feelings of someone whom they have known for years and who has contributed to their own success. Still other partners sometimes see themselves as possibly being in the same situation some day.

Ignoring the problem never solves it. Resentment, bad habits, dysfunctional behavior will only build, increasing the drag on the performance of the entire firm. Abandoning, writing off, or shutting out someone with performance problems wastes a valuable resource. Either approach only makes a bad situation worse, with a definite and measurable impact on the firm's overall economic performance.

How can a law firm respond to these sensitive and costly issues decisively and in a businesslike manner, but also fairly and humanely?

## The Walker Clark approach

Walker Clark takes an integrated approach that reduces unproductive or disruptive behaviors in the firm. We help both the individual and management to set clear goals that will get a career back on course.

Performance Recovery is not feel-good job coaching. Instead, it is a results-focused joint venture between the individual and the firm's management to produce changed behaviors that contribute to the firm's overall economic performance, and which also restores the individual's reputation and self-esteem.

Walker Clark assigns a two-person senior team to each Performance Recovery engagement. A counseling psychologist works closely with the individual, on a confidential basis, using a highly customized mixture of psychological instruments and confidential counseling, both in person and by telephone. The other team member, an experienced lawyer, acts as a "best friend" for the firm's management by helping to define clear, measurable goals and milestones for improved performance, and to provide to management a frank and fair evaluation of the firm's options for the future.

Together, the Walker Clark Performance Recovery team helps both sides to understand the underlying issues in the individual's performance, to identify specific behaviors -- both individual and management -- that need to change, and to work together to build highly effective strategies to sustain performance going forward.

Performance issues are not the fault of the individual or the law firm, but they require a coordinated team effort of management, the individual, and external support to discover and implement solutions.

For a confidential discussion of whether Performance Recovery could benefit your firm, contact Lisa Walker Johnson at [lwalkerjohnson@walkerclark.com](mailto:lwalkerjohnson@walkerclark.com) or at 1.305.913.7180.



## Walker Clark... a better way

Walker Clark offers a compelling alternative to traditional legal management consultancies. Here is how we are different.

**We provide a multidisciplinary approach** to strategy, operations, and leadership. Walker Clark was founded by a lawyer and a psychologist. We apply knowledge from the fields of psychology and law practice management to the unique culture and needs of the legal profession. This produces breakthrough results for our clients.

Unlike consultancies that only occasionally work with lawyers, **we specialize in the special business needs and professional culture of the legal profession.**

**We build ongoing relationships with our clients, not just engage in transactions.**

**We deliver world-class consulting services at a reasonable price.** We believe that we should be responsible for the economical and efficient management of our engagements, not our clients. Therefore, we do not charge hourly rates. Whenever we can do so reliably, we include all expenses – even travel – in our fees.

**We stand accountable to our clients for the results of our services and advice,** and are willing to share in their risk and rewards.

Walker Clark consultants are based in Brazil, Chile, Germany, Italy, and the United States; but we deliver services whenever and wherever needed. For more information, please contact us at your convenience.

## The Walker Clark international team



*Walker Clark is an international network of highly experienced professionals in Europe, Latin America, and North America.*



*We come from many different professional and business backgrounds. Some of us have decades of experience in the legal profession. Others come from other professional disciplines or business environments.*



*Each Walker Clark consultant has extensive hands-on experience – measured in decades, not just years – in management or customer relations in major legal service organizations or in large businesses, government agencies, or quasi-governmental enterprises. We have experienced first hand the issues on which we advise our clients in the legal profession.*



*Each member of our team has substantial international experience. All of us are bilingual or multilingual. We constantly seek to learn about and learn from the diverse national and professional cultures that have enriched the global practice of law.*

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