

Chapter 1 : Everyones Guide to Successful Publications, Elizabeth Adler. (Paperback X)

*Everyone's Guide to Successful Publications: How to Produce Powerful Brochures, Newsletters, Flyers, and Business Communications, Start to Finish [Elizabeth Adler] on www.nxgvision.com *FREE* shipping on qualifying offers.*

Introduction As long ago as the early s, leading trading associations in the United States began warning their members of impending shortages in the labour force. Employers were exhorted to focus on labour training, development and recruitment to address the ever-shrinking pools of skilled industry employees. Similar warnings were made to the legal community but, right up until the year , most well established firms took for granted that they had access to any of the top people they wanted and that talent pools would continue to deepen. Just having a name, law firms reasoned, made them marketable—any " name" firm felt it was able to choose from well-stocked pools of qualified candidates. The Shrinking Talent Pools To the extent any of that was true, the legal recruitment landscape has changed dramatically over the pastthree years. The oceans of skilled lawyers firms used to fish for talent have now become small ponds. Those ponds are continuing to shrink. They are shrinking for reasons we intuitively know are sometimes helpless to control. First, the baby boom is over. There are simply fewer bodies around. Second, globalization is chewing up the marketplace—many of our best candidates are being snapped up by London, New York, Hong Kong and until a couple of years ago, the Silicone Valley. Many of those places have slowed down of late, but we have no system in place to retrieve candidates once they are lost to the international marketplace. Third, gender factors enter the process. As recruiters, we see it as an established fact that women are leaving the profession sooner, whether going in-house, to non-traditional organizations or taking a temporary or permanent leave to have children. There are other reasons whywe are having to fish in small ponds today. One key observation is that law firms have not been good at either anticipating or responding to this very important talent market trend. Shifting Recruitment Strategies to Attract the Best As recruiters, we have been observing the effect of this shift every day for the pastthree years. Indeed, until about the year , we used to provide service to law firms in much the same way we did for the placement of in-house counsel in corporations—we would be retained by a firm, go to market, develop a pool, participate in the interview process and identify candidates from the interview pool, help the firm narrow it down toone ortwo candidatesand, sure enough, the law firm would soon have a new lawyer on board. While recruiters continue to do all of that, because the pool of skilled lawyers has dried up tremendously since the s and s, we also spend a very large amount of time as beauty consultants to the firms. They measure those factors in ways that are both expected and sometimes surprising. For candidates, the problem lies notin finding opportunities but in narrowing down those opportunities to the one that can offer them the best career management path: Does the firm have good work? Does it have fair compensation? Are they sensitive to people issues? Am I going to flourish as a lawyer there? In short, the market has shifted from the selection model to the attraction model. This is a fundamental change that both law firms and the recruiting business must take on board. Another fact of life that firms have been slow to accept is that loyalty of associates and partners to the mother ship is waning. The onslaught of firms merging, downsizing and changing directions has caused many lawyers to view their firms with some skepticism. Particularly at the associate level, loyalty is short-lived. Many associates today do not expect to be with the same firm after a few years. A Plan to Get the Best Lawyers Available What can law firms do to ensure they have the best access to top pools of talent? The answer to this question is integrally tied to the second variable of the employment equation—lawyer retention i. But first let me make two suggestions on what a firm might do to access the cream of the crop: Professionalize your recruiting processes; Become an employer of choice in your market. Professionalizing your recruiting processes means being more strategic in handling your recruiting. In short, recruit smarter. Involving your employees in the recruitment process is one of the single best strategies to fill the firm with the top of the available talent pools. The people you have are already a good fit and believe in your firm. Firms that fail to use their existing lawyers to recruit new talent are overlooking one of their most successful recruiting tools. In the United States, law firms use these referral programs aggressively, because they work. The lawyers in your office want to refer people they like, people they think

will succeed and people they think will make them look good. That is just one example of a tool to professionalize your recruiting system. There are many others, including: Getting a Leg Up on the Competition Your firm should consider getting some advice from a management or recruitment consultant to design a specific plan that fits your firm, that delivers a consistent message to the marketplace and that will ensure a constant flow of good people. Firms spend a great deal of time trying to assess the qualities, talents and skills of potential candidates. They do so without any formal process or consistency and often find the task of identifying top talent akin to predicting the future through the reading of entrails. A professional can best advise on steps to define the qualities, characteristics and aptitudes and core competencies necessary for a lawyer to be successful in your firm. It is important to remember that not every top candidate is a fit at every firm. Culture, style, demographics, work-flow systems, client bases, mentoring and training processes all make a difference in identifying which top star would likely come to and stay with your firm. For example, if your firm culture expects its lawyers to handle deals on their own, to develop work without senior supervision in short, to "sink or swim" , only a candidate with significant independence, confidence, entrepreneurial instincts and higher-level skills will flourish in such an environment. In a professional recruitment process, the firm is assisted with professional interview skills which seek to identify the characteristics suited to and sought by the firm. Most Stars are Already Aligned Another key consideration for your firm is the fact that the top of all talent pools are already employed somewhere else. It is only in the rarest of instances that we are approached by a superstar who is not already working in a law firm or corporation. Odds are the replying candidates will all be inappropriate to your firm. Many will be unemployed and simply looking for a place to land. Others will oversell themselves as marquis players with burgeoning practices. Still others will claim to be perfect cultural fits with top level skills and a pocketful of loyal, lucrative clients. Subsequent interviews often put the lie to such claims and can be deflating, expensive and frustrating experiences for your firm. Hiring the wrong person is not only expensive, it saps the morale of your best people and misdirects the very important strategic energy of the firm. To be sure, firms have had some very happy successes in catching superstars who have become leaders in their firms. Indeed, the most successful law firms have a host of talented people contributing at top levels year in, year out. But the chance of coming across a superstar at just the right time, persuading them to join your firm and being lucky to find they are a good fit professionally and personally is nothing if not serendipitous. Knowing who might be favourably inclined to move and when and how to approach those superstars is one of the best ways a professional recruiting process can deliver value to your firm. It will also relieve the cost, frustration, inertia and disappointment of fruitless efforts and, worse still, wrong hires. Becoming an employer of choice entails gaining a clear understanding of exactly what the top lawyers in the talent pools are seeking and then providing the platform through which they can maximize their professional fulfilment. Assessing those needs and determining how your firm is best positioned to respond to them is a critical part of the recruitment and retention challenge. A law firm is an employer of choice when its lawyers believe they are working at a great firm and tell people as much. They also ask trusted friends and advisors including professional recruiters what the reputation of the firm is and the chances it will deliver exceptional career opportunities. They ask the hard questions about what kind of work platform the firm offers and how will they be treated in the professional environment. How do you know if you are an employer of choice? In our experience, employers of choice have the most effective lawyer recruiting and retention programs. Those programs all have three key components contributing to their success: What Do These Lawyers Want? People can work for a variety of reasons—personal challenge, professional fulfilment, contributing to society with others, pursuing personal passions related to meaningful work, a love of clients, desire to serve the community, a chance for interaction with like-minded professionals, or team-work and esprit de corps. But most, including all of these people, work for one reason—money. Whatever form this money takes, whether salary, draw, bonus, profit share, dividend, or benefits, it lets them live their lives and eventually retire. Fair compensation and benefits are first and critical components of a successful recruiting and retention program. Money Changes Everything It is important to point out that fair compensation and benefits does not necessarily mean top dollar. If your office expects its lawyers to bill over 2,000 hours per year, it can and should pay top-of-market compensation. These are the same firms that spent countless hours and

dollars hiring and training lawyers only to watch them walk out the door "out of the blue". More than anything else, employees want to be valued for a job well done by those they hold in high esteem. Many firms offer their lawyers bonus plans that take into account personal performance, team or project performance or firm profitability. These plans can reinforce the behaviours valued by the firm. If your firm only cares about financial performance, then bonuses for hours or billings alone are fine. If, however, your firm culture expects its lawyers to contribute in other ways, then it should reward those people who make those contributions if it wants the behaviours reinforced. Too many firms claim they want their lawyers to contribute in ways beyond dollars but then turn around and reward only those with exceptional financial performance. Every day, lawyers leave firms because of such inconsistent recognition programs. Saying one thing and doing another is a virtually guaranteed way for a firm to see a high turnover rate in its lawyers. Creating the Better than Usual Working Environment In my view, the single most valuable aid in lawyer retention is effective communication. Too often, lawyers in senior or management positions run their firms as if they had a glass head. They become wrapped up in the day-to-day practice of law or firm management and simply assume that the lawyers with whom they work can see what is on their mind. If goals are not being met, firm managers often assume that the lawyers understand that they are performing below par. Worse still, many firms do not communicate to lawyers that they are doing a good job, meeting or exceeding expectations, and are valued as contributors to the success of the business. As a result, the law firm misses a tremendous opportunity to motivate and reinforce the behaviour of its starts through formal recognition. The benefits of communication run along a two-way path. As important as imparting information to retain lawyers is the need to listen. Law firms tend to be populated more with good talkers than listeners. To retain people, especially your stars, you must be a good listener.

Chapter 2 : Canadian Bar Association - Guide to Successful Associate Evaluations

This thorough yet accessible reference shows readers how to package their information powerfully and imaginatively in print so it gets the attention and response they want. Print that Works pulls together in a clear and concise manner all the information essential to developing and producing printed.

Chapter 3 : "4-H Everyone a Gardener : A Guide for Successful Gardening" by Susan Schoneweis

Add tags for "Everyone's guide to successful publications: how to produce powerful brochures, newsletters, flyers, and business communications, start to finish". Be the first. Similar Items.

Chapter 4 : Everyone's Investment Guide | Texas State Securities Board

Everyone's Guide to Successful Publications by Elizabeth Adler. (Paperback) We see that javascript is disabled or not supported by your browser - javascript is needed for important actions on the site.

Chapter 5 : AACRAO Publications - Student Information Systems: A Guide to Implementation Success

Find helpful customer reviews and review ratings for Everyone's Guide to Successful Publications: How to Produce Powerful Brochures, Newsletters, Flyers, and Business Communications, Start to Finish at www.nxgvision.com Read honest and unbiased product reviews from our users.

Chapter 6 : Books By Author

Everyones Guide Successful Publications by Adler. Paperback. Everyone's Guide to Successful Publications: How to Produce Powerful Brochures, Newsletters, Flyers.

Chapter 7 : Leading a Culture of Safety: A Blueprint for Success

Pelloux regrette les publications de certains médias après les attentats contre «Charlie Hebdo».