

Critical Skills Institute

Comprehensive Training and
Development Program

2016-2017 Curriculum



At Dechert, we don't believe in random acts of training.

The Critical Skills Institute is Dechert's core competency training program, focusing on leadership, communication, client relations and management skills. Some consider these to be "soft" skills, but we believe they are critical. The firm bases its evaluations on associates' mastery of 16 performance factors derived from these critical skills as well as practice-specific benchmarks defined by each practice group.

We believe in and support our people, from summer associates to partners. Our team prepared a great curriculum for this year's Institute, featuring exceptional teachers from within and outside of the firm. Among the highlights is *Taking Care of Business... and Business Development* by the firm's CEO, Henry Nassau, and *Business Skills for the Legal Marketplace* by Dr. Silvia Hodges Silverstein of Columbia Law School.

For more information on these programs, please contact Kaitlin Sullivan, U.S. Attorney Training and Development Director, at kaitlin.sullivan@dechert.com.

We are proud of our culture of learning and invite you to read more about this year's programs.

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Critical Skills Framework Performance Factors

Leadership

Strategic Thinking
Decision Making
Integrity
Collegiality

Management

Self Management
Project Management
Performance Management
Career Management

Communication

Interpersonal Skills
Written Communication
Oral Communication
Information Management

Client Relations

Adding Value
Client-Centered Approach
Accountability
Entrepreneurship

Critical Skills Institute 2016-2017 Curriculum

We offer the **Critical Skills 101** series (shaded in blue) to train our newest lawyers and provide **Advanced Programming** for more senior associates. All programs are open to all associates. The following are the courses confirmed at the time of publication, and additional programming will be added. All programs will be accessible via videoconference, and many will be recorded and available for replay.

Law Firm Economics 101: The Business of Law

Monday, September 19, 2016, during new associate orientation

Corey Smith, Chief Financial Officer

Dechert's Chief Financial Officer will provide our new associates with an overview of the business of law and insights into law firm economics and finances.

Practice Management 101:

How to Make the Most of Your First Year

Monday, September 19, 2016, during new associate orientation

Panel of Dechert Speakers' Society Members

Dechert Speakers' Society members will share advice and practical tips with junior associates, including "What I wish I knew as a first-year associate," and answer questions about practice management.

Taking Care of Business ... and Business Development

Monday, October 10, 2016

Henry Nassau, Philadelphia partner, Chief Executive Officer

Henry is Dechert's CEO and most recently served as the Deputy Chair

for Practice Group Management. He chaired Dechert's Corporate and Securities group for an aggregate 14 years and has been recognized as a leading corporate M&A and private equity lawyer. Henry will share his thoughts on practice development and his approach to client relations, including thinking strategically about client needs and adding value to clients' businesses.



Self Management and Productivity 101:

Building Efficient Habits

Monday, November 14, 2016

Carrie Marker, Associate Development Counselor

Dechert's in-house career counselor will share tips on how to work more efficiently and how to implement changes in personal work styles.

Leading and Managing Effectively

Monday, December 12, 2016

Tim Leishman, Firm Leader Inc.

Tim Leishman, a consultant and former law firm partner, has provided leadership and management training programs for many global law firms. This workshop will provide detailed, practical advice for delegating, supervising and coaching to get the best results from others and to work effectively with peers and more senior lawyers.

Client Relations 101: What Partners Want

Monday, January 23, 2017

Panel of Partners: Gus Black, Financial Services, London; Ermine Bolot, Corporate and Securities, Paris; Allison Fumai, Financial Services, New York; Dennis Hranitzky, Complex Commercial Litigation, New York; and Jason Rozes, Finance and Real Estate, Philadelphia

This panel of partners will talk about client service, including their expectations for associates.



Business Skills for the Legal Marketplace

Monday, February 13, 2017

Dr. Silvia Hodges Silverstein, Columbia Law School

Dr. Hodges Silverstein is a lecturer in law at Columbia Law School and researches, teaches and speaks on topics related to purchasing decisions and metrics in the legal market. She is also a fellow of the College of Law Practice Management, executive director of the Buying Legal Council and has written extensively on law firm management and legal procurement initiatives. Dechert is committed to providing cost-effective legal services that meet our clients' needs without compromising excellence. This session will discuss clients' perspectives of the delivery of legal services, including legal project management.

**Written Communication 101:
Writing Clearly and Persuasively**

Monday, March 13, 2017

Rosie Warren-Cafferty, Director of Legal Learning and Development, EMEA

This session will help junior lawyers identify ways of structuring their writing so that it is engaging, informative and clear.



Consider Your Clients:

Relationship Management and Business Development

Monday, April 3, 2017

Vince McFarlane, Miller Heiman Global, Inc.

With over thirty years of international experience, Vince McFarlane facilitates training on how to implement business development and client relationship management processes. This session will focus on how associates can leverage relationships to build upon business development efforts. Attendees will learn how to measure the strength of their client relationships, and how to strategically describe their practices in a way that appeals to client needs.

Leadership 101: Membership Has Its Benefits

Monday, May 8, 2017

Panel of Partners: Adrienne Baker, International and Domestic Tax, Boston; Steven Bizar, Antitrust/Competition, Philadelphia; Vincent Cohen, White Collar and Securities Litigation, Washington, D.C.; Shane DeBeer, Corporate and Securities, London, Moscow; and José Manuel García Represa, International Arbitration, Paris

Associates will hear how to raise their profiles by strategic involvement in bar associations, minority and special legal organizations, and community and civic associations.

Training at Dechert: A culture of learning

In addition to the 2016-2017 Critical Skills Institute programs listed inside, we also offer:

Summer Associate Training

We design and develop a curriculum that gives summer associates hands-on training in writing, depositions, negotiations and the critical skills. Our summer associates also are exposed to the firm's core practice areas through a series of presentations by partners and associates.

Dechert Speakers' Society

Now in its second year, this program gives associates the opportunity to hone presentation skills in a supportive, learn-by-doing environment. Associates practice upcoming presentations and receive immediate peer feedback as well as one-on-one coaching. Associates can opt into this voluntary program, and meetings occur each month.

Practice Group Training

In addition to the training associates gain from working closely with partners day to day, each practice group conducts training programs in substantive law. Many of these training programs provide hands-on experiences, like the Litigation Department's intensive Trial Advocacy Program and Mock Deposition Camp.

Exceptional Teachers Awards

Dechert is full of exceptional teachers, each committed to training and developing our associates. Each year, we ask for nominations from associates to honor the very best. The selected lawyers receive a commemorative plaque as well as a significant cash bonus.

Regional Programs

Office and regional programming is also provided, such as advanced finance training and individual brand development.