McKenna's Leadership Transition
Virtual Advisory Sessions

Leadership transitions do not occur as a series of linear or logical steps. If you are about to take the reins and transition into the role of **Firm Leader**, than you are about to make a quantum leap into a new reality – one often containing big goals and complex challenges. Will you be prepared to successfully navigate this transition?

How My Advisory Sessions Can Really Make A Difference

Do these sound like some of the perplexing questions that you are asking yourself:

- Am I really clear on the reasons why I accepted this position?
- How can I be sure that I have correctly understood what is expected of me?
- Which tasks should be a priority and which tasks can be put on hold?
- Who am I going to meet with first and what am I going to say?
- Have I defined the challenges facing my firm and determined an approach to dealing with them?
- When can I begin to introduce change and what is my initial plan of action?
- How do I make sure that I have the support I need from the partnership?

These questions can rattle around in your brain with little clarity. But I can help you achieve the clarity you need by way of private advisory sessions based on proprietary content developed and contained within my unique First 100 Days Master Class. Here is how I propose that we tackle your transition:

One-On-One Consultations

We will schedule an advisory session approximately every second week (or weekly if required) – each lasting about 60-90 minutes by telephone or desktop video conferencing; and I will provide (unlimited) additional counsel by email as needed. The intensity of the support depends entirely on your unique needs. I am here to help you get the job done and your problems are my problems.

Homework and Reflections Assignments

I will provide prescriptive **reading** materials, things to think about, thought-provoking **exercises** and **homework** assignments – all to help you be highly successful in your leadership transition.

Document Review

I will also review and provide detailed feedback on any documents, report or written notes related to your leadership transition – from formal job descriptions to your First 100 Days action plan.

These sessions will give you practical insights and actionable perspectives about how to succeed in your new role. And my entire process is:

TOTALLY CONFIDENTIAL – no one in your firm need know that you have retained a special advisor to assist you with your leadership transition.

EASILY ACCESSABLE – from anywhere in the world through audio (telephone) or video (Zoom or other) desktop conferencing and either during regular office hours or at a time that is most convenient to you.

AFFORDABLE – your one-on-one advisory assistance is priced on a flat fee for Ten (10) Sessions (plus any disbursements) complete with my satisfaction guarantee: I will ***unconditionally guarantee*** *to the complete satisfaction of you, the client – If you are not completely satisfied with the services provided during any session in this engagement, I will, at your option, either completely waive my professional fees or accept a portion of those fees that reflects your level of satisfaction.*

HIGHLY EFFECTIVE – Since 2007, I have helped dozens of new firm leaders, many from AmLaw 100 and 200 firms, navigate their first 100 days by way of my highly successful Master Class (see: First 100 Days Masterclass and the various testimonials). These advisory sessions provide that same expertise and content – only in a highly interactive and customized one-on-one process.

What Is Involved In My First 100 Days Advisory Sessions

Here are the issues that we will address over the course of our sessions together.

Session 1:
Beginning Before the Formal Handoff

What competencies, resources and skills do you bring to this new role and how will you leverage them?

We will review your need to confer with your key clients, prepare your family, assess your strengths and weaknesses, and determine how much non-billable time may be required of you in this new role. I will advise you on what may be appropriate actions and what to do and not to do during your initial days. I will introduce you to the same personality assessment taken by Fortune 500 CEOs, designed to identify your 'Dark Side' – those strengths you possess that, when under extreme pressure or stress, can turn into vulnerabilities; and help you determine what to do about them.

Session 2:
Getting Clear on Your Mandate

What is the scope of your mandate from your Board / Executive Committee?

I will take you through the 4 predictable stages of your transition process - from your initial eagerness to "what the hell did I get myself into" and identify the common traps and what to do at each stage. Whether you are replacing an icon or following a train wreck, we will review 24 critical questions you need to ask of your predecessor to ensure a proper briefing together with an 8-point action plan for working with your predecessor going forward. I will help you identify a 4-point action plan for getting clarity with your elected Board / ExecComm and 6 specific discussions you need to initiate in order to ensure the most effective working relationship.

Session 3:
Understanding Your New Role

How does your firm's current circumstances shape your expectations of what your first steps should be?

We will explore and assess your firm's unique situation from five different archetypes that represent the different leadership challenges that any new firm leader might be facing – from the firm facing the crisis driven situation to the firm that is doing okay financially, comfortable with where it is at but your partner's thinking is trapped by the prevailing success the firm has enjoyed in years gone by; and times are changing. We will also discuss the various traits, characteristics, and expectation that any firm leader needs to manage in order to enhance trust and credibility among their partners.

Session 4:
Hitting the Ground Listening

What do partners view as the most important areas where you *must* succeed?

You know that you need to discern your partners' appetite for change – because you know that you can only move your firm as far as your partners are willing to allow it to be moved. To that end, I will show you how to make a positive first impression with your partners, how to build trusting relationships, how to be seen as someone respectful of the perspectives of others, and how to identify those whose support is essential to your success and get them on your side.

Session 5:
Working with Your Administrative Professionals

What impressions will result from having a well-run administrative team?

We will determine whether your first formal meetings with your administrative team should be one-on-one or as a group and whether they should be get-to-know you sessions or focus on business issues. We will identify how to communicate with your administrative professionals on how they should work with you.

Session 6:
Working Effectively with Your Business Units

How will you know whether your practice/industry groups are accomplishing anything?

It has often been said that what you are managing as a firm leader is not one homogenous firm, but actually a portfolio of very different businesses, such that the requirements for market success of a Health Care practice will be very different from an Employment and Labor practice. We will discuss the 10 elements of structural integrity that you, as the firm leader, need to carefully manage with your unit leaders in order to ensure results. We will also discuss some alternative approaches for dealing effectively with your Office Heads.

Session 7:
Setting Your Strategic Agenda
What is your initial plan of action?
From your various internal interviews and discussions I will help you determine which critical issues are 'ripe' in that there is a general appetite among many partners for action and which are 'unripe' - where there is some readiness for change but which require you to spearhead some proactive attention. We will then develop your specific, written First 100 Days Action Plan and identify those initiatives that you view as an important part of your leadership mandate going forward.

Session 8:
Stimulating Change That Sticks
How will you begin to build awareness of the need for change?
We will review 25 different strategic levers you have available to you to bring about change in your firm – none of which include trying to stimulate change by dictum or thru some artificial crisis; and determine your plan of action for moving your important initiatives forward. We will also discuss the various leadership symbols and rituals you have available to signal those issues of most importance and explore which ones you might wish to employ to bring consistency between your words and actions.

Session 9:
Securing Early Wins
How can you capitalize on the power of realizing some small, quick wins?
I will show you examples of how to design early wins that are pivotal in building political capital, building momentum around results, and an all-pervasive sense that good things are happening. We will work together in determining which specific undertakings can secure early wins, which may have the highest impact with the least internal disruption, and which are likeliest to be achieved given available resources.

Session 10:
Managing Your Time – Priorities Dilemma
How will you balance your time in the early weeks, given the demands that will be made?
We will explore what portion of your management time should be spent solving problems *versus* what portion spent on exploring opportunities. I will help you keep focused by making sure that you are working on the right things, and help you get the very best return from the very limited time you have to manage and lead the entire firm.

LET'S ARRANGE A NO-OBLIGATION, GET-TO-KNOW-EACH OTHER CONSULTATION.
Call today @ **780.991.8286** to set up a time for a get-to-know-you conversation. I will ask about the challenges and issues you are expecting to face in your first 100 days and you may ask me any questions you wish about my background and specific expertise. There is no obligation to enlist my services as a result of our discussions and at the very least, I'm sure that I can provide you with some valuable initial counsel.