

FOLEY

LEGAL TALENT & DEVELOPMENT

YEAR IN REVIEW | 2021

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At Foley & Lardner LLP, people are at the center of our core values, and our success depends on our ability to attract, develop, and retain high-quality talent. **Our Legal Talent & Development team plays an integral role in fostering a culture of inclusion and professional satisfaction where people from diverse backgrounds deliver innovative solutions to our clients.**

Legal Talent & Development at Foley encompasses Legal Recruiting, Professional Development, Diversity & Inclusion, and Attorney Coaching initiatives that work together to provide an integrated experience for our people — from meeting for the first interview to engaging them as alums.

I'm proud of the many ways that the Legal Talent & Development team has taken a holistic approach to the opportunities and challenges in a highly competitive and in-flux market for talent.

We hosted new virtual recruiting programs for 2L students and leveraged systems to improve efficiency of the recruiting process. We revamped our training curriculum across numerous practice groups and offered new finance courses for our attorneys. We hosted a virtual Attorneys of Color Summit and began participation in Mansfield Certification 5.0. And, we have provided coaching services to nearly 220 attorneys since launching this program in 2020.

As we enter 2022 empowered to be more strategic and data-driven, it seems like the right time to recognize the successes of the Legal Talent & Development team in this **2021 Year in Review**. It features stories about our:

- **Accelerated lateral recruiting efforts**, including a large Northern California group and a new Salt Lake City office
- **Data-driven Foley Engage system** to aid in associate work allocation
- **Firmwide diversity, equity, and inclusion** initiatives backed by a new strategic plan
- **Skills-based Leadership Development Program** for senior counsel

As we look to the year ahead, many of our plans for 2022 are focused on advancing the aspects of Foley's new firmwide strategic plan related to recruiting and developing world-class talent. These include raising our brand on law school campuses, launching a new analytics tool to help us use data to drive our efforts, developing a new mid-level associate training curriculum, enhancing feedback mechanisms, and supporting attorneys over the arc of their careers.

Plans for returning to in-person gatherings are also in the works — and we look forward to being together again for our workshops, retreats, meetings, orientations, and other annual programming.



Jen Cafferty Patton
Chief Legal Talent Officer

LEGAL RECRUITING

A Banner Year for Lateral Hiring

Foley's strong reputation, competitive offerings, and creative thinking put the firm in a great position to find and attract top-tier talent in a fiercely competitive hiring market.

Last year, Foley was thrilled to welcome a significant number of lateral attorney hires at all levels across several of the firm's practices and offices, enhancing our ability to provide the very best service to our clients in key industries and markets.

Foley's strong reputation and people-centered culture enabled the firm to attract diverse, high-quality candidates. And our distinctive offerings helped us bring many of them onto the Foley team despite stiff competition in the legal talent market. These include the firm's **robust attorney integration program**, which offers consistent onboarding across the firm while providing a platform to create a customized plan for each new attorney. The firm's move to a **national salary scale** for all associates gave us additional leverage when competing for talent, especially in smaller markets.

Foley always seeks the top talent among recruits who share our passion for delivering business-focused solutions to clients and who will thrive in the firm's service- and team-oriented culture. "With a limited pool of candidates who align with our client needs, we had to think outside of the box to find talent," Director of Legal Recruiting Amy Moynihan said. "The pandemic has taught us that geography shouldn't limit where we look for talent, so we adopted a nationwide recruiting strategy with less emphasis on hiring in particular offices," she explained. We also did more intentional outreach to candidates, alumni, and recruiters, and regularly shared open positions within the firm to encourage referrals.

As part of Foley's exceptional year for lateral hiring, the firm targeted expansion in two strategic markets: **Northern California** and **Salt Lake City**.

- In spring 2021, we added multiple partners and associates in San Francisco and Silicon Valley and significantly expanded our corporate capabilities.
- Foley opened a new office in Salt Lake City in fall 2021, a significant step in the firm's strategic plan to expand its full-service offerings to clients in the Innovative Technology and Health Care & Life Sciences sectors.

"2022 is shaping up to be equally busy and competitive as law firms continue to aggressively hire," Moynihan said. "We're continuing to focus on adding additional lateral teams and individuals across the country. It's also a priority to keep developing our own talent internally through investment in the firm's associates."



"A swell in client demand, combined with the 'Great Resignation' and other pandemic-induced factors, shrank the legal talent pool in 2021. In spite of all the challenges, we were successful in recruiting an exceptional number of high-quality and diverse attorneys to Foley."

Amy Moynihan | Director, Legal Recruiting

PROFESSIONAL DEVELOPMENT

Rightsizing Work for Associates

Foley implemented a new tool — Foley Engage — that uses data to match people with projects that align with their skill sets, interests, and capacity, helping level the playing field for the firm’s associates.

When it comes to the growth and development of associates, there’s no substitute for the experience and mentoring gained through hands-on client work. **But ensuring the equitable allocation of work and training across attorneys using traditional methods is a well-known challenge for the legal industry.**

Foley took on this challenge in 2021, rolling out **Foley Engage** to a number of the firm’s practice groups. This new utilization system allows leaders, assigning attorneys, and the firm’s Professional Development team to collect, sort, and view real-time data on associate workloads and interests.

“Foley Engage gives us a view into the volume and type of work an associate wants directed their way as well as into their career progression. It helps us ensure all of our associates are consistently getting quality work and development opportunities,” Director of Professional Development Rebecca Bradley explained.

Associates in those groups that have implemented Foley Engage are regularly prompted to input their availability and areas of interest. **The groups then use this data to make more thoughtful decisions about who gets staffed on each new project that comes in.** Instantly, those responsible for allocating work know which associates are available and what types of skills they want to hone.

“The insight Foley Engage provides is helpful for knowing when we need to provide additional training, better mentorship, or other support resources to keep our associates on track with their professional development goals,” Foley Partner Chris Rasmussen said. This includes directing work to those who may need more or different opportunities, as well as steering work away from those who already have a full plate.

“Implementing a more data-driven utilization system is a meaningful response to the knowledge that implicit bias exists and can result in disparities in work allocation between men and women or between white associates and associates of color, for example. Not just at Foley, but in the legal industry at large,” Chief Diversity & Inclusion Partner Eileen Ridley said.

Foley Engage will soon be implemented across more of the firm’s practice groups, widening groups’ and offices’ staffing pools and helping them support, develop, and retain their junior talent.

“We care about the growth and development of all of our attorneys, and we want our associates to have a long, fulfilling career here,” Bradley said. “Being more intentional in how we staff matters is one way to help ensure success at the firm.”



A mobile version of Foley Engage launched in early 2022.



“The traditional methods used for allocating work can create inequity in the utilization of associates. Overutilization is often linked to burnout, while underutilization can result in missed opportunities to learn and grow. Foley Engage provides clear data to help guide staffing decisions on matters.”

Rebecca Bradley | Director, Professional Development

DIVERSITY & INCLUSION

DEI as a Talent Imperative

Diversity, equity, and inclusion are infused in all that we do at Foley as we strive to ensure that every inflection point of attorney development is evaluated through a DEI lens.

Foley continues to make strides in its DEI journey by taking a path that reaches throughout the firm, touching recruitment, professional development, business development, our legal departments, practice groups, leadership, and other areas.

In 2021, our Diversity & Inclusion team achieved a number of successes across the firm, including:

- Facilitating the adoption of Foley's 2026 DEI Strategic Plan and supporting data analytics tool.
- Collaborating with Foley's six national affinity groups — for women, ethnic minorities, members of the LGBTQ community, veterans, and their allies — to increase engagement and support 75+ firmwide and local office meetings and events.
- Supporting Foley attorneys in their client outreach and business development efforts, including responding to 125+ data and survey requests.
- Hosting a virtual Attorneys of Color Summit and eight firmwide programs for heritage, history, and recognition months. See the sidebar for more details.
- Participating in Mansfield Certification 5.0, an external certification aimed at increasing the diversity of law firm leadership.

"We also continue to be very focused on storytelling because it's important to learn about others so that we can perspective-take," Director of Diversity & Inclusion Alexis Robertson said. She hosts a podcast — The Path & The Practice — in which our people candidly share stories that highlight their diverse backgrounds, journeys, and perspectives.



80 episodes with
26,000+ downloads

While we are proud of our progress, we also recognize the need for more systemic solutions. "A 'diversity problem' is actually a people problem, so we must intentionally update and ensure fairness and equity across all talent-management systems," Robertson said. One of those critical systems — and one of the hardest issues to tackle — is work allocation.

Foley took on this challenge in 2021, piloting a new utilization system, Foley Engage, that provides a real-time view of associate workloads and interests and helps the firm to better ensure equitable work allocation among attorneys.

Many of the things that most impact DEI are not labeled as DEI, so collaboration across the firm will be critical as we continue to strive for meaningful change at Foley and at all large law firms in 2022 and beyond.

FEATURED FIRMWIDE PROGRAMS



A Conversation With Tony West |
General Counsel of Uber



"The Internalization of Racial Bias"
With Ritu Bhasin | Author of
The Authenticity Principle



A Conversation With Jiny Kim | VP of
Policy & Programs for Asian
Americans Advancing Justice



"Want to Be an Ally (Or Help One
Out?)" With Jean-Marie Navetta |
Director of Learning & Inclusion for
PFLAG National



"Foley is relentlessly focused on creating a workplace where everyone can bring their authentic self to work. Achieving this requires us to weave diversity, equity, and inclusion into the fabric of the firm, with a focus on its integration throughout the attorney talent development cycle."

Alexis Robertson | Director, Diversity & Inclusion

ATTORNEY COACHING

Leadership Development is a Lifelong Journey

Foley's 2021 pilot program exposed emerging firm leaders to skill sets for leadership success and strengthened bonds with their peers.

"The small groups were really important for bonding and having conversations with people who are at the same level and face similar pressures."

"The program made me feel good about the firm and its investment of time and resources to make this meaningful."

Stewardship is a core value of the firm, and leadership development is critical to Foley's success, growth, and long-term prosperity. Recognizing that leadership development is a career-long pursuit built on the premise of behavior change, we set out to create a program that enables participants to learn about leadership competencies in an experiential manner in small doses so they can start practicing new behaviors in real time.

Foley's Director of Coaching Anjali Desai designed and piloted the firm's **2021 Leadership Development Program** to provide a multimodal learning experience so participants could engage with the content in multiple ways to maximize their learning opportunities.

Recognizing that we cannot "teach" someone to be a leader, the program focuses on identifying traits, building essential skills, and changing behaviors that will allow participants to enhance their leadership abilities. For 2021, it included the following topical modules:

- **Leading Authentically**
- **Communicating With Emotional Intelligence**
- **Building High-Performing Teams**
- **Influencing Stakeholders and Navigating Difficult Conversations**

"In supporting this program, the firm is investing in the development of skill sets that emerging leaders need to navigate the constantly evolving and competitive marketplace for legal services," Desai said.

"This new program we created for senior counsel at Foley helps each participant identify traits, characteristics, and behaviors that will allow them to maximize their leadership effectiveness and gets them thinking more deeply about our firm," Foley Chairman and CEO Jay Rothman said.

Participants were selected by the leaders of the firm's Business Law, Intellectual Property, and Litigation departments. Selection criteria for this program included leadership potential and a demonstrated history of mentorship and stewardship within the firm.

The program encompasses:

- **Live, interactive training sessions**
- **Readings and reflections**
- **Small group discussions**
- **Behavioral assessment to identify communication styles**
- **Individual coaching to help participants define their leadership development goals**

The live training session for each module featured a different firm leader who shared their own leadership journey and insights related to the topic to highlight how effective leaders rely on a common set of skills but have a variety of styles based on their individual strengths.

Small group discussions in between modules brought together a diverse group of participants from different practice areas, office locations, and backgrounds to take a deeper dive into each of the four topics and develop meaningful connections across the firm.

"Law firms need people equipped to lead through change," Desai said. "This program enables emerging leaders to gain exposure to those skill sets and develop essential inter-firm relationships."



"Effective leaders can have different styles, and can adapt them for different situations, but there are certain skills that every leader needs. This program intentionally provides many touchpoints for participants to work on building those skills and to connect with each other."

Anjali Desai | Director, Coaching

2021 LEGAL TALENT & DEVELOPMENT | BY THE NUMBERS

275+

internal training programs held for attorneys

220

attorneys coached since program's launch in 2020

200+

new attorneys onboarded

2

new associate orientation programs rolled out

LATERAL HIRING

18

offices added lateral hires

18

practices added lateral hires

69%

of lateral hires were diverse**

DEMOGRAPHICS

LEADERSHIP

46%

of Management Committee is diverse**

38%

of U.S. Office Managing Partners are diverse**

PARTNERS

25%

are women

10%

are ethnically diverse*

ASSOCIATES/ SENIOR COUNSEL

52%

are women

25%

are ethnically diverse*

*Black, Latinx or Hispanic, Indigenous, Middle Eastern, Asian, and Pacific Islander

**Gender, ethnicity, LGBTQ, veterans, and people with disabilities

RECOGNITION

No. 19

AmLaw Summer Associate Survey ranking

Top 25

AmLaw Mid-Level Associate Survey ranking

100%

score on Human Rights Campaign Foundation's Corporate Equality Index

2021

Women in Law Empowerment Forum Gold Standard Certification

Our Core Values

Our People

Our people are our most valuable asset and their quality, creativity and dedication are indispensable to our success.

Clients First

Our clients are our first priority. When we provide quality work, value and superior service to our clients, our own success inevitably follows.

Citizenship

We embrace our responsibilities to our communities and profession and will lead by example through civic, pro bono, professional and charitable service.

Diversity

We embrace diversity and are committed to the inclusion of our diverse attorneys and staff and to the success of all our people.

Integrity

We will adhere to high standards of ethics, professionalism and integrity and safeguard the reputation of the firm at all times.

Trust and Respect

The success of our partnership stands on a foundation of trust, mutual respect, collegiality, communication and teamwork.

Stewardship and Accountability

As stewards of the firm, we are accountable to one another and will commit our time, talent and energy to the firm's success, growth and long-term prosperity.

Professional Satisfaction

Our work should be professionally satisfying and provide competitive financial rewards while affording the opportunity to achieve a reasonable balance between professional demands and personal commitments.



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