

# Reduce Turnover and Retain Your Highest Performers By Supporting Their Success

Help Them Think, Act, and Perform Like a C-Level Executive™ With Executive Coaching

for Early Career Professionals

**Executive Performance Skills for Lawyers**  
on Exploratory Call  
**How to Think, Act & Perform Like a Partner**  
**FOLA Fall Plenary 2025**

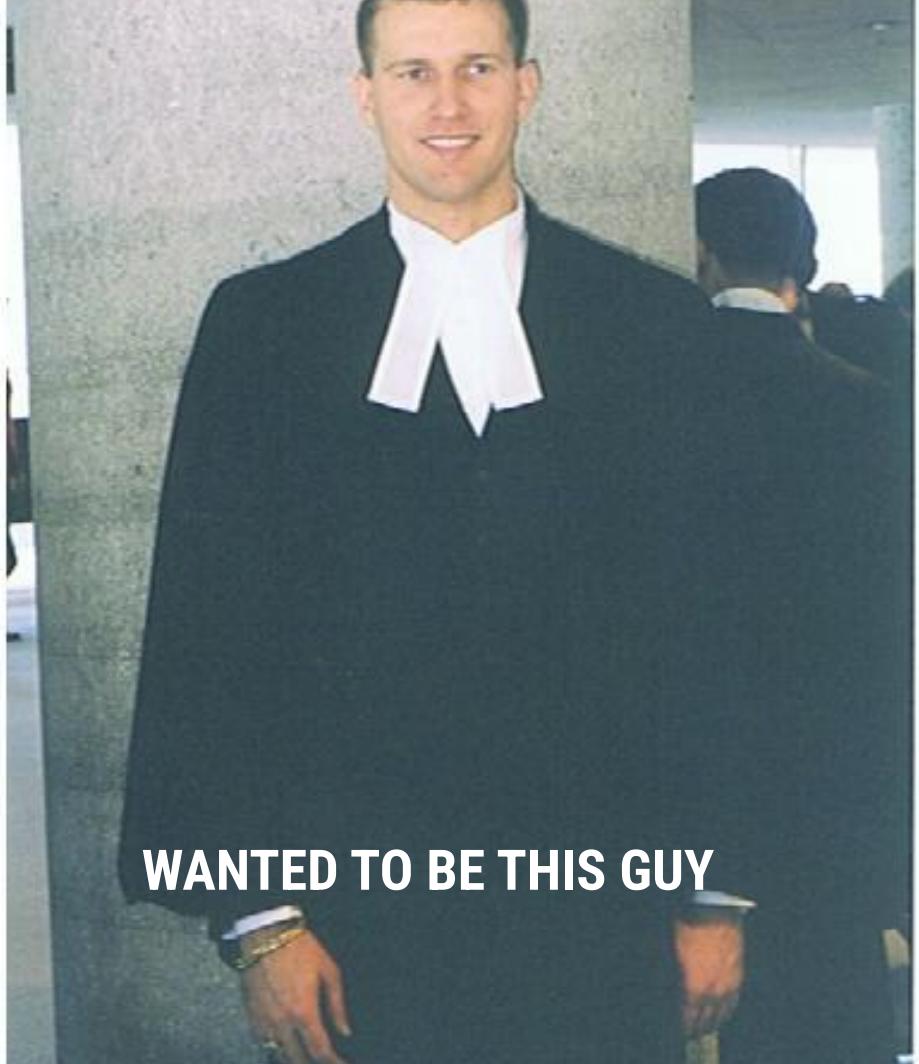


# LET'S GO BACK

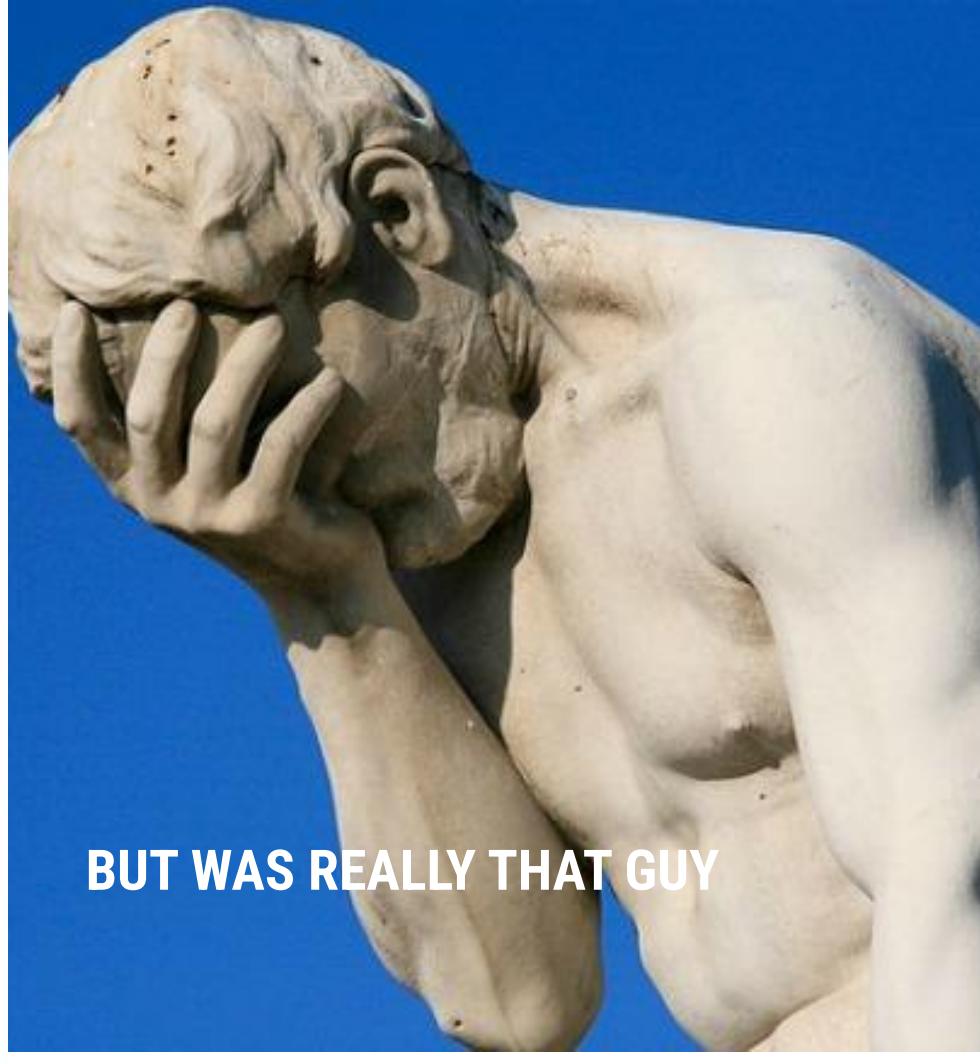




ME



**WANTED TO BE THIS GUY**



**BUT WAS REALLY THAT GUY**

What's one thing you wish you'd known earlier in your career?



**Remember...the STRUGGLE  
We all learned... eventually.**

# UNSPOKEN FRUSTRATIONS OF LAW FIRM LEADERS

Many bright, hard-working Associates still...

- Default to waiting for direction instead of taking proactive ownership
- Struggle to balance time, deadlines, and shifting partner priorities
- Miss clarity in client communication – too vague, too formal, or overly long
- Hesitate when the next step isn't fully defined
- Focus on legal tasks in isolation from broader business and client context



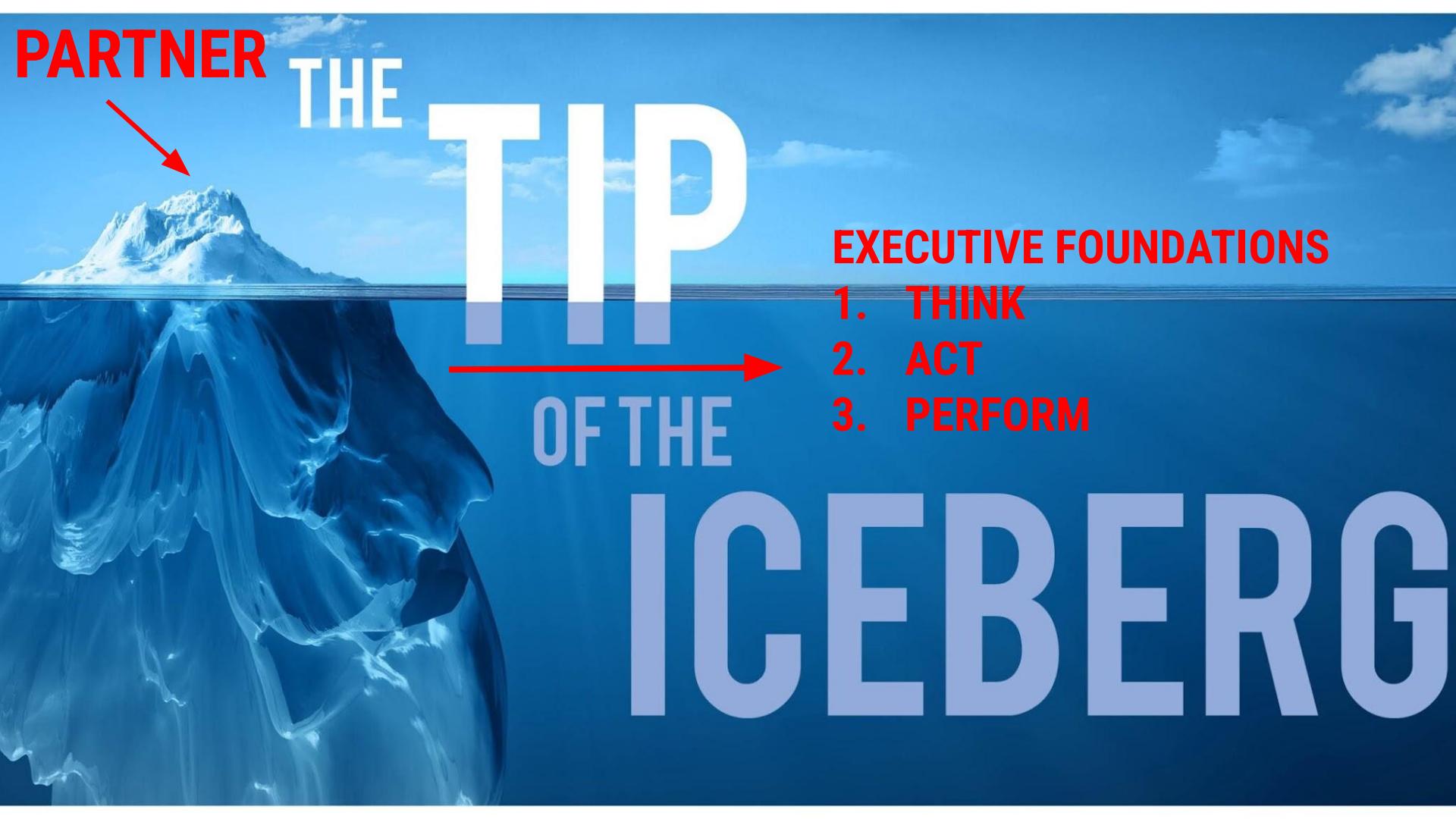
**\$250,000 – \$500,000**

**Estimated cost to lose a single Associate**

**Early-career retention is now identified as a top strategic risk for Canadian law firms**

**This is not a performance problem.**

**This is a professional development and support problem.**



**PARTNER**

THE

**TIP**

OF THE

**ICEBERG**

**EXECUTIVE FOUNDATIONS**

1. THINK
2. ACT
3. PERFORM

# WHAT ARE EXECUTIVE SKILLS?

Macro Skills

Micro Skills

**THINK • ACT • PERFORM like a Partner**

# Macro Skills



Leadership Skills



Conflict management



Critical thinking



Strategy



Communication planning



Organizational skills



Decision-making skills



Management

# Micro Skills

Little everyday things that add up to a big impression:



Email practices



Eye contact



Making &  
executing lists

## WHEN ASSOCIATES BUILD EXECUTIVE SKILLS EARLY...

**Work comes in closer to partner-ready** → fewer rewrites, faster pace

**Partners can spend more time on strategy + clients**  
→ not constant re-explaining

**Clients feel clarity, responsiveness, and confidence**  
→ trust grows

**Retention strengthens** because people feel **capable** and progressing

**WHEN WE GET THIS RIGHT,**

**EVERYBODY WINS.**



# HOW DO WE BUILD EXECUTIVE PERFORMANCE?

There are two ways firms typically build these skills:

## INTERNAL

Mentorship from Partners

## EXTERNAL

Structured Leadership Development

# INTERNAL TRAINING

- Deep understanding of firm culture and expectations
- Leverages in-house expertise and lived client knowledge
- Hard to deliver consistently – partners are stretched thin
- Teaching is a skill – not everyone has the tools or time
- Results vary when coaching depends on who's available



# TRAINING - EXTERNAL

- Gives Associates dedicated time and protected space to grow
- Brings structured frameworks that build confidence consistently
- Reinforces – rather than replaces – firm culture and expectations
- Often easier for Associates to hear and apply guidance from outside
- Scales development so it doesn't depend on partner bandwidth



**Let me give you something you can use tomorrow.**

this part changes careers

# Think

## "Executive prep"

- All about your mindset
- Understanding people's perceptions of you



REPUTATION



Is there a framework or  
is there a way I can think  
about my reputation  
so that I can make sure  
that I'm on top of it,  
understand it, and  
manage it?





# User Experience

# UX - WHAT IS IT

## Every Touchpoint is Important

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# You have a....



Think of someone you work with.

You know their **UX** instantly.

How does it feel to work with them?

If I can leave you with one thing today:

Start seeing your work through **UX**.

# Executive Skills are not optional anymore.

**If we raise the floor, we raise the profession.**

**Take this back to your associations.  
Shape how the next generation learns.**

# Oliver Gleeson

*Creator of Executive Coaching Built for Early & Emerging  
Career Professionals - Associates on the Partner Track*

***Think, Act & Perform like a Partner™***



**TEN (10) Hours of CPD  
Professionalism Hours**



**SalientMap**  
Executive Consultancy



**LET'S CONNECT**