

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
How to Think, Act & Perform Like a Partner
FOLA Fall Plenary 2025

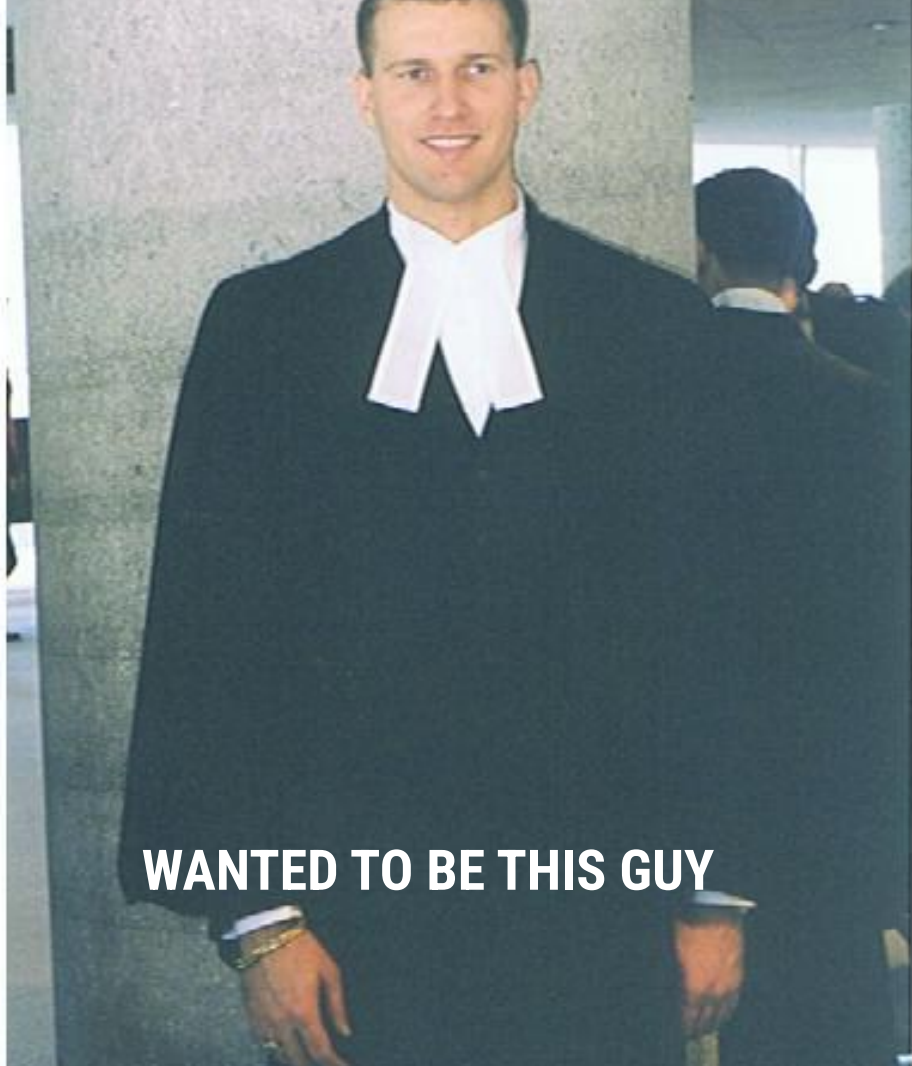


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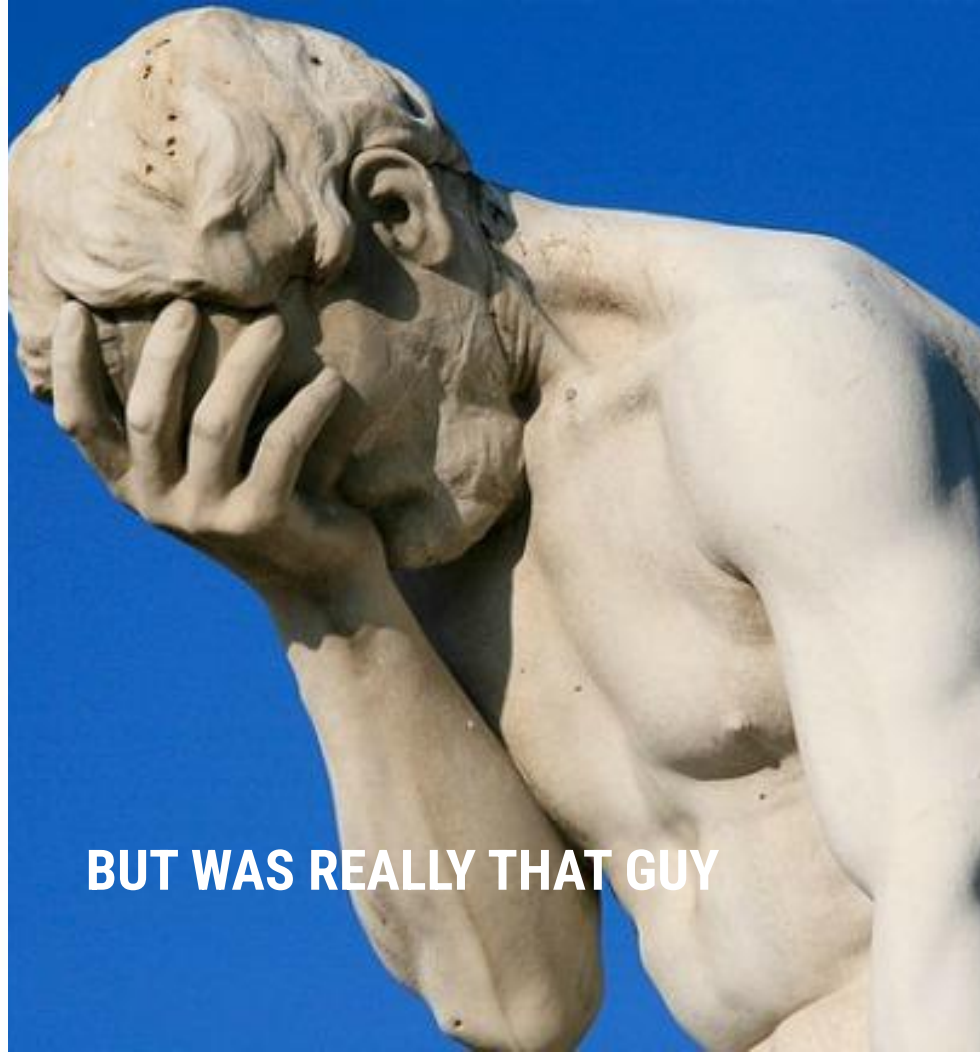
LET'S GO BACK

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



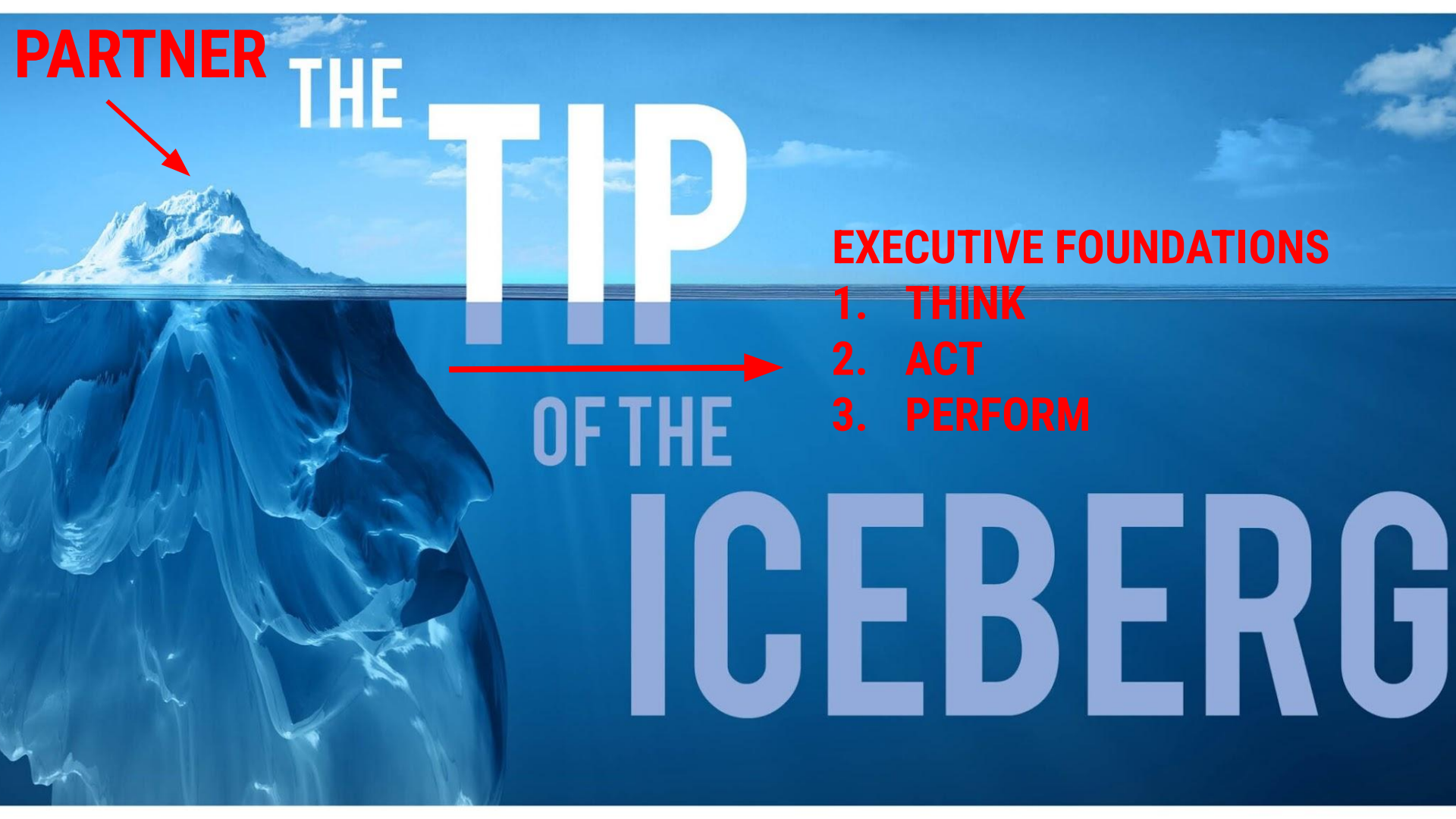
\$250,000 – \$500,000

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

A person wearing a white long-sleeved shirt is shown from the chest up, holding a black marker in their right hand. They are writing the word "REPUTATION" in bold, black, uppercase letters on a transparent surface. The background is a plain, light-colored wall.

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