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FIVE NEW YEAR'S RESOLUTIONS FOR MANAGING PARTNERS

NOTE: For the January issue of the superb newsletter, *Of Counsel*, writer Steve Taylor asked several firm leaders and three "prominent consultants" for New Year's resolutions managing partners should make for their firms. I was one of the consultants. Here is my list, reprinted with permission.

- “One: We will draft a statement that really differentiates our firm – and stop using statements like ‘we’re committed to client service.’
- Two: We will reinvest in the firm and not pay all our profits out to the partners.
- Three. We will develop and implement a program to integrate lateral entries into the culture and operations of the firm.
- Four: We will recognize and respect the generational differences in our firm.
- Five: We will give prompt feedback to our associates and develop an effective program to mentor them.”

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