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National Association of Legal Search Consultants

WINTER 2013

## President's Message by Marina Sirras

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Dear NALSC® Members,

As we begin 2013, I am delighted to report on the many positive things happening for NALSC®.

First, we are excited to announce that the NALSC® 2013 Annual Conference is scheduled for April 18th (registration at 2pm) to April 20th (concluding at 10:30am) at the 4-star oceanfront Hotel del Coronado. This destination resort is located in the beautiful, warm and sunny city of San Diego. Be sure to [book your travel plans and room block reservations as soon as possible.](#) Details and Conference registration forms are available on [www.nalsc.org](http://www.nalsc.org).

Our exciting and informative program includes a wide-array of educational and interactive sessions combined with invaluable networking receptions. We will launch the Conference with an "In-House Recruiting" Panel featuring prominent speakers from Blackberry, Sonova Holding AG, Sony Electronics Inc. and Southern California Edison. Following our opening panel, lawyer turned comedian Matt Ritter will provide a lighthearted and comical insight into the perils and pratfalls of the legal recruiting world. Concluding the first day of our Conference, friends and colleagues will enjoy a sunset cocktail reception overlooking the Pacific Ocean.

Our Conference will continue on Friday morning with a panel presentation featuring three different perspectives on "New Trends in Associate Hiring." Panelists will include well-respected law firm professionals from Gibson Dunn & Crutcher, Perkins Coie, and McKenna Long

& Aldridge. Rounding out the morning, we are honored to welcome Keynote Speaker Robert I. Bodian, Esq., Managing Member of Mintz Levin Cohn Ferris Glovsky & Popeo, who will share his expertise on "The New Normal of Law Firm Recruiting."

Friday afternoon will begin with acclaimed luncheon speaker Aric Press, Vice President and Editor-in-Chief of ALM, a Silent Auction and a raffle for an Apple iPad Mini. Back by popular demand, interactive *roundtable discussions* will follow emphasizing current topics such as *International Recruiting; Recruiting with Job Boards; Anatomy of a Law Firm Merger; Law Firm Economics; Internal Recruiting Department Functions; Cold Calling Strategies; Best Practices for Splits; and Developing New Clients.* Our Friday sessions conclude with a "Strategic Law Firm Expansion" Panel featuring renowned partners from Mintz Levin, DLA Piper and Kelley Drye. After a full-day of learning, attendees will relax over a glass of champagne at our SunDeck Cocktail Reception followed by our beachfront Gala Dinner. As the "#1 Best Beach in America," this will be an event to remember! On Saturday morning, our Conference concludes with the Breakfast Town Hall Meeting.

We greatly appreciate the continued support of our sponsors: ALM; lawjobs.com; Mintz Levin; Leopard Solutions; Broadlook Technologies; The Cluen Corporation; LegallyLooking.com; and TFI Resources. Also, we thank our law firm contributors Bilzin Sumberg; Cadwalader, Wickersham & Taft; Fox Rothschild; Gibson Dunn &

Crutcher; and Kelley Drye.

Second, our organization continues to welcome new members. Thanks to all - our members and our hard working Board of Directors - for making all of this possible. We continue to focus on NALSC's national and international visibility, especially as we strengthen our relationships with NALP, ALM, and all of our loyal sponsors.

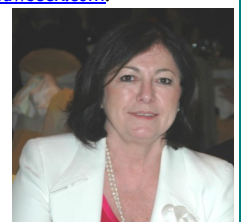
On a personal note, thanks to all who attended our NALSC® 2012 Fall Symposium at Cadwalader, Wickersham & Taft in NYC. This full-day event was an overwhelming success. Legal recruiters, sponsors, speakers, and professional colleagues all gathered and enjoyed this educational and networking meeting.

I wish you much success in 2013.

Best regards to all,  
Marina Sirras, President

### ABOUT THE AUTHOR:

*Marina Sirras is President of NALSC®. She is the owner of Marina Sirras & Associates LLC ([www.lawseek.com](http://www.lawseek.com)), a NYC based legal search firm specializing in the placement of attorneys at all levels of experience in law firms and corporations in the US and internationally. Marina has 25 years of experience in legal recruiting, and she can be reached at [msirras@lawseek.com](mailto:msirras@lawseek.com).*



## 2012 Symposium Wrap-Up / 2013 Conference Preview

by Joe Ankus

The NALSC® 2012 Fall Symposium took place on Friday, October 26th at the New York offices of Cadwalader, Wickersham & Taft LLP. 120 attendees gathered to enjoy this full-day event consisting of panel presentations, speakers, a luncheon, gala cocktail reception and more.

The theme *“Delivering Value in a New Legal Recruiting World”* was highlighted in the panels *“Making Lateral Partner Hiring More Rational,”* *“Recruiting Cases in the News,”* *“Opportunities and Techniques vs. Legal Pitfalls in the Use of Social Media for Legal Recruiting,”* and *“Roundtables-Learning from Your Colleagues.”* We thank Chairs Nick Rumin and Marina Sirras, as well as our esteemed speakers and generous sponsors for making this event such a tremendous success!

Looking forward, the NALSC® 2013 Annual Conference will take place April 18th through April 20th at the iconic landmark resort Hotel del Coronado in San Diego. Come to learn, network, relax, and enjoy. Many of our event’s receptions will take place

by the beach, notably one of the country’s best! San Diego is a wonderful destination with incredible weather, world famous attractions, delicious cuisine and fun night life.

We expect this three-day event to be dynamic, engaging, and thought-provoking. Beginning on Thursday (at 3pm) and ending after a Breakfast Town Hall Meeting on Saturday, attendees will have the weekend to enjoy all that San Diego has to offer.

So far the response to this upcoming Conference has been overwhelmingly positive. We expect it will be an extremely successful event. The star line-up of informative speakers, panels, and roundtables will focus on the theme *“Legal Recruiting-Adapting to the New Normal.”*

Keynote Speaker Robert I. Bodian, Esq., Managing Member of Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C., is a high profile and well-respected industry leader. Our panels will delve into the specifics of recruiting partners, associates

and in-house counsel. We strive for participants to leave with practical tips, strategies, and goals to take home with them back to their businesses.

The Conference program also combines interactive networking receptions and roundtables. Additional surprises will include a Gala Dinner beachfront, as well as two Sunset Cocktail Parties. You won’t want to miss this exciting event!

### ABOUT THE AUTHOR:

Joe Ankus is Executive Director and past board member of NALSC®. In addition, he is the President of Ankus Consulting, Inc. ([www.ankusconsulting.com](http://www.ankusconsulting.com)) at which he has specialized in legal recruiting for over 21 years as well as training seminars specifically for legal recruiters. Joe can be reached at [info@ankusconsulting.com](mailto:info@ankusconsulting.com).



**“So far the response to this upcoming Conference has been overwhelmingly positive.”**

## Lateral Growth Is The New Normal

by Kenneth E. Young, Esq. - Reprinted from The American Bar Assn *Law Practice* Jan/Feb 2013

Before examining the concept of lateral growth and its attendant risks and rewards, whether in the form of acquiring a lateral partner, a group, a new office in a different city, state or country, or a merger of two firms, it is important to consider the market trends currently influencing or affecting these situations.

First and foremost is the decline of leverage-driven profitability models in law firms. Today’s purchasers of legal services, from Fortune 500 general counsel to

individuals needing a will or divorce, are more sophisticated and have many resources at their disposal. Corporations have in-house lawyers who can do much that law firms used to do. Individuals have LegalZoom.com and a multitude of similar Internet services. No one wants to pay for research by first- and second-year associates.

Also gone are the days when corporations used one law firm for all their needs. General counsel proudly say, and with

good reason, that they hire lawyers, not law firms. And they put out requests for proposals for new work and dictate the billing practices of law firms. So, often the best way to obtain profitable new work is to hire the partner at a firm and others in his or her group who are already doing a great job of keeping that general counsel happy.

Another trend is that the use of contract lawyers—temporary lawyers hired to assist on specific matters—by firms of all sizes is

**“First and foremost is the decline of leverage-driven profitability models in law firms.”**

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here to stay and is not just a phenomenon associated with the recent fiscal crisis. The same holds true with staff attorneys, who may be more permanent but who come in at lower than market price for first-year associates and have no promised path to partnership. Many are pleased just to have a job without the pressure to build a book of business. And if a firm needs a third- or fifth-year associate in a particular area of expertise who will have a crack at making partner, it simply posts the opening on its website or uses a trusted search firm. It usually will have its position filled fairly quickly, and without having spent the time and resources in training.

Finally, unlike the days when a lawyer remained at one firm until he retired, lawyers have never been more mobile. Some are attracted by a firm's large geographical footprint, a better practice platform or a more entrepreneurial business platform. Partners also increasingly question if they are practicing in an environment that best suits the needs and demands of their best clients.

#### WHY GROW IF LEVERAGE IS HISTORY?

The best reason for growth has always been to meet the needs of clients. It is hard to go wrong there, unless those client needs drive a firm toward taking unprofitable work that it really needs to jettison. But a well-thought-out strategic plan that includes a broader range of practice groups or geographic locations, and which is embraced by the full partnership or management group, usually results in smart and profitable growth. Another good reason for growth is what is called "opportunistic" growth—good lawyers are available and need to make a move.

At the end of the day, most firms seeking to grow or considering a merger want to know if 1 plus 1 can equal 3, and they are less likely than ever to take unnecessary risk or "bet on the come."

#### THE RISKS

The most obvious risk in lateral acquisitions is that the acquired partner and group do not bring in the work projected and fail to justify the salary levels at which they joined. They then have to be managed down or out of the firm, and in the meantime have made the firm less profitable. The most obvious risk in a merger is that it turns into a Dewey & LeBoeuf. Dewey Ballantine and LeBoeuf, Lamb, Greene & MacRae merged in 2007 and struggled financially and otherwise for a multitude of reasons, including a clash of cultures. Numerous partner defections occurred in early 2012, and by mid-year the firm had filed for Chapter 11 bankruptcy protection.

Most firms do not borrow money to acquire a group and prefer to make large group acquisitions early in their fiscal year. Salaries of the acquired attorneys and staff begin immediately, as do hard costs such as office space and computers, but it takes months for collections to catch up with the initial hours billed at the acquiring firm. In lateral situations, receivables usually stay with the group's former firm. In mergers and acquisitions of entire firms, however, the receivables transfer to the surviving entity, and timing is less of an issue.

The group moving to the new firm will also have downtime spent getting acclimated to new systems and getting to know new partners, not to mention working with clients on the many issues involved in successfully moving them to the new firm. If unforeseen snags arise and clients balk at moving firms, or the anticipated business does not materialize, the hoped-for returns can quickly turn into real losses. And all the vetting in the world cannot anticipate market forces such as the recent recession. Witness the many national and international firms that acquired groups and opened offices in Charlotte, N.C., in the early 2000s due to the then-flourishing bank

and securitization work, only to close them in 2008 and 2009.

Properly vetting the professional history and book of business of a lateral partner, group or a firm is another risk area and is complicated by many factors, not the least of which is that the very information the acquiring firm needs to know to make a sound business decision may in fact be proprietary or privileged information that subjects the departing partner or group and the acquiring firm to liability. Generally, the acquiring firm will need access to the following areas regarding lateral candidates and groups:

- Personal and professional history
- potential conflicts
- anticipated portable business
- obligations to the prior firm

With regard to conflicts, most law firms interested in talking to a lateral, a group or another firm will agree up front to keep their discussions confidential and preliminary until all potential conflicts can be examined. Aside from technical conflicts, there may be clients involved whose policies dictate that their law firms cannot represent competitors, or whose businesses might raise "issue conflicts." No one wants to waste valuable time and energy on discussions if conflicts and the policies of major clients are doomed to derail the talks.

Geri S. Krauss, in [Partner Departures and Lateral Moves: A Legal and Ethical Guide](#), published by LPM, states that "[u]nlike the issues of professional and personal due diligence, vetting business opportunities raises numerous issues involving fiduciary duties and confidential information." Krauss provides a thorough laundry list of the various causes of action that are in play in such situations, including breach of fiduciary duty, aiding and abetting a breach of fiduciary duty, civil conspiracy, tortious interference, unfair competition, defamation and fraudulent inducement. Remedies include

***"...a well-thought-out strategic plan that includes a broader range of practice groups or geographic locations, and which is embraced by the full partnership or management group, usually results in smart and profitable growth."***

***"Another good reason for growth is what is called 'opportunistic' growth - good lawyers are available and need to make a move."***

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compensatory and punitive damages.

#### REWARDS AND OPPORTUNITIES

Obvious rewards in successful lateral acquisitions and mergers are gaining new clients, gaining practice groups or areas that add tremendous value to the firm, increasing the amount of work received from existing clients and increased profitability.

There are also several categories of firms “seizing the day” in the current market. Some have little debt and see today’s market as the perfect opportunity to grow because of partners bailing out of financially unstable firms. No partner appreciates a steady draw as much as one who has rarely had one.

Regional firms continue to enjoy growing with partners “jumping down” to platforms with no “Hong Kong overhead” and little pressure to bill at higher rates than their clients can bear. Our experience has been that these partners rarely have to accept less compensation when they jump because the regional firms have less overhead to sustain. And firms with international offices are strategically merging with firms in other cities around the world where synergies and opportunities for client development exist. We continue to see successful mergers of U.S., Asian, U.K. and Australian firms.

In summary, there are many opportunities for smart growth and concurrent rewards in today’s market that, in my opinion, clearly outweigh the risks. But being

bigger simply for the sake of being bigger or cracking some list is rarely the goal these days.

#### ABOUT THE AUTHOR:

*Kenneth E. Young, Esq. practiced labor and employment law on the management side for 30 years before founding Young Mayden LLC, a legal search and consulting firm that provides services to law firms and law departments nationwide. He also serves on the ABA Law Practice Management Section Council. His direct dial is (704) 366 - 8546, and his email address is [kyoung@youngmayden.com](mailto:kyoung@youngmayden.com).*



**“There are also several categories of firms ‘seizing the day’ in the current market. Some have little debt and see today’s market as the perfect opportunity to grow because of partners bailing out of financially unstable firms.”**

## Search Firm Hit For Over \$1.3 Million by Fired Attorney

by Kenneth E. Young, Esq.

Legal recruiters should be aware of a \$1.382 million federal court jury verdict in Charlotte, North Carolina on September 19, 2012 by an in house attorney against an executive search firm, Waverly Partners.

Waverly contacted Shawn Smith, then General Counsel and Secretary of Cato Corporation, in 2007 regarding a position Waverly was trying to fill in Nashville for a client. Smith warned Waverly at the outset of conversations that her job would be in jeopardy if Cato found out she was looking for a new job. Smith signed Waverly’s consent form that gave the search firm authorization to verify her past employment. The search firm outsourced a background check to a third party investigator, however, who sent an employment verification form to Cato.

Smith was terminated by Cato although she was a high performer there because she was in a sensitive high level position. The company to which the search firm had proposed Smith chose another applicant. The economy deteriorated and Smith, in her 50’s, was unable to find another

job, although she was willing to consider positions below the level of general counsel. Smith sued Waverly for breach of contract based on the plain language of the authorization form which limited employment verification to past employers and alleged that the search firm had exceeded the scope of its authority. The jury returned a verdict, after only 90 minutes of deliberation, against Waverly for the amount requested, \$1.382 million. That amount will be reduced by severance Smith received, and post trial motions are pending. Smith’s counsel, Meg Maloney of Charlotte, is a friend of mine and I will keep up with her and report on subsequent developments in the case.

The caution for legal recruiters is to make sure there is clear understanding between the recruiter and the candidate with regard to communication with current and past employers; and, to ensure that principals, employees or third party service providers stay within the authority granted by the candidate with

reference to communications with potential employers or others.

The broader implications of the case for legal recruiters raise cautionary considerations about preserving the strict confidentiality of all communication and negotiations on behalf of a candidate even in the absence of written agreements.

#### ABOUT THE AUTHOR:

*See above article for Ken’s biography and contact information.*

**“Legal recruiters should be aware of a \$1.382 million federal court jury verdict in Charlotte, North Carolina on September 19, 2012 by an in house attorney against an executive search firm, Waverly Partners.”**

## Useful Resources for Recruiters

by Dan Binstock, Esq., Garrison & Sisson

This is a new column to share useful resources with the NALSC community. The primary focus will be on business books that can be applied to your recruiting practice (and, in most cases, your life) as well as new technology, tools, etc. We also would like this to be a participatory column. You are welcome to contribute your own resources (or write a product description for an upcoming newsletter). If interested, please contact Dan Binstock at [dbinstock@g-s.com](mailto:dbinstock@g-s.com). I hope you find these resources useful.



### BOOKS

***Total Workday Control Using Microsoft Outlook (3<sup>rd</sup> ed.)* by Michael Linenberger.** Is your inbox your de facto to-do list? Do you have more emails in your inbox when you go home than when you arrived that morning? If so, you are not alone. Email management is one of the most challenging aspects of recruiting because, unlike many other professions that focus on large, singular projects, our profession requires juggling frequent correspondence with many different smaller projects at one time. On top of that, working on commission requires us to constantly prioritize what we are working on and whether it's likely to result in a placement. There are no easy answers and many different systems, but if you use Outlook, this book is a good starting point for getting your inbox and task management system under control. The book covers a comprehensive range of time management and planning subjects, from daily and weekly planning to effectively utilizing your task list in connection with email. Even if you don't use Outlook, there are still some excellent tips.

Another classic book in this arena of time-management (although not as focused on email) is ***Getting Things Done* by David Allen.**

***The Power of a Positive No: How to Say No and Still Get to Yes* by William Ury.** Recruiters tend to be people pleasers, which is a good thing in this profession. But sometimes we confuse saying "no" with being selfish. So we say "yes" again ... again ... and again. We think, "This has always worked, right? So why stop doing this." But saying "yes" as a people-pleasing reflex has more downsides than we might be consciously aware of. And sometimes saying "no" leads to receiving more positive benefits than we anticipate. This book—written by William Ury, co-author of the famous "Getting to Yes" and "Getting Past No" books on negotiation—does a very good job of demonstrating how there are many ways to say "no" in an elegant way. More importantly, though, he helps the reader appreciate how saying "no" (e.g., [To a mediocre candidate who calls you seeking help finding a job]: "I'm sorry, but I can't assist you with your job search at this time") usually means saying "yes" to something bigger and more important (e.g., freeing up time to cold call top-quality candidates who are more likely to result in placements).

If you struggle with saying "no" to weak searches or borderline candidates—even though your gut is screaming that this is probably not the best use of your time—this book will help you.

***Leadership and Self Deception* by Arbinger Institute.** Most of us tend to blame others when things don't go our way. For example, if we find out a current candidate has been working with another recruiter (but hasn't shared this with us), we might reflexively characterize the candidate as sneaky or underhanded. "It's them, not me." Or, more directly, if we are having a conflict or a disagreement with a colleague, client, or family member, our inner-dialogue tends to be, "If they could just 'get it' and see my point of view, they will understand why I'm right and they are wrong." This book—written as an easy-to-read parable—will show you a different but powerful way of viewing the dynamics of your relationships with candidates, clients, colleagues (and everyone else in your life) as well as your own self.

This book has become a word-of-mouth phenomenon with virtually no advertising. Why? Because around ½ to ¾ through the book a light bulb will go off and, once this happens, you will see things differently from that point forward. And, you will immediately tell your colleagues, friends, and family about it. If you have time for only one book on this list, start here.

### USEFUL TECHNOLOGY

**Wrike (<http://wrike.com>):** Wrike is an excellent online collaboration and project management tool that works well for teams (and managers of teams). This program has a bit of a learning curve but you can try the free version.

**ScanSnap (by Fujitsu):** Compact, simple to use, and very high quality document scanner. I hate using my printers to scan documents because it takes way too long and has too many steps. This makes scanning a breeze.

**OneNote:** Most of you probably aren't aware that this program is likely on your computer (assuming you have the Microsoft suite of products). It's an often overlooked but extremely powerful and flexible tool for organizing information.

**Evernote.com:** Terrific resource. Think of it as an online notebook that can be accessed from anywhere and syncs between different computers. You can store notes, documents, etc.

**Dropbox:** Another great resource. It's enables you to access your documents from any computer with an Internet connection.

### TIME MANAGEMENT STRATEGIES

**Pomodoro Technique (<http://www.pomodortechnique.com/>):** Effective strategy for people who get easily distracted and need to improve focus time. The PDF of the book is free on the website and you can also download the free timer at <http://www.focusboosterapp.com/>. This system has developed a huge cult following.

## Surviving a Slowing Economy

by Jodi L. Standke

**Experts agree that we experienced (some argue we are still in) a recession. These tips will help you not only survive but thrive in the good times and bad.**

In these last few years of a down economy, every recruiter/search consultant was affected, from national offices all the way down to the individual. Some argue that a down economy is particularly cruel for search consultants who are already working against the odds—changing fee expectations, in house competition and having only 24 hours in a day.

What can you do to survive the downturn and find continued opportunity? Here are a few tips that some recruiting offices used successfully.

**Process and Data:** One common pitfall of a recruiting office is that it is easy to cut corners in the business. For example, many recruiters still handwrite invoices, use word processing programs and spreadsheets instead of a database, or simply don't have standardized processes. Without automation and systems, it is easy to forget to send an invoice, follow up with a potential lead and lose sight of how you are spending your time.

**Adapt:** A big mistake in a recession is to not realize that business as usual needs to change and adapt quickly. Too many people put their heads in the sand and wait for the market to come back to where it was. In our world today, there is no going back – if you stop and wait, you miss the bus. Switching gears when approaching clients and candidates is a *must* during a downturn - you may need new ways to sell to your clients and candidates and you may need new services to offer based on their needs. For example, you might offer alternative fees, career counseling or begin to staff project people. Finally, a good rule of thumb is to not turn down business. In challenging times, no business is too small. Take the work now and it may develop into a new relationship or equally it may strengthen a relationship.

**Money:** This tip is fairly obvious and the reevaluation of costs and spending is pretty much mandatory. Consider -

- **Review** expenses, sales, margins, cash flow and other indicators so that you can make informed decisions in an economy that can be shifting relatively quickly. Where have you been wasting money? Where can you cut expenses? Where can you bring in more cash?

- **Collect.** Receivables can be an indicator of how hard your clients are being hit in a downturn. Part of watching receivables is ensuring you have a healthy cash flow. You may need to revise your process for collecting payment by increasing reminders, phone calls or offering payment by credit card.

- **Negotiate.** Many vendors will provide a discount for payment up front and others will provide discounts to loyal and longtime clients. Request an extension of credit with them, so that your business can pay invoices in 60 days, and not 30.

**People:** With employees, consider asking them for suggestions for improvement and cost cutting. Layoffs are an option but consider temporary, flexible or reduced hours for employees. After all, no one likes to lay people off any more than they like to be laid off, so listening to suggestions from employees while keeping them informed can create a culture of respect being maintained or even gained, during difficult times. Remember, cutting staff too drastically can cause your business even more problems down the road, like burning out the employees you keep or not being able to handle the business when it comes back.

**Client Satisfaction:** Clients are scrutinizing their hires and engaging resources in a smarter way. Work on retaining the client base that you have built with follow-through, good customer service, and quality control. Ask clients what would be useful or valuable to them if they don't have budget for headcount. Staying in a value position even when no hiring is needed will be rewarded when budgets come back.

**Be Visible:** when times are good it can easily mask everything you are not doing with marketing, networking, and social media. When times aren't so good, you will suffer, while the well-advertised consultant will continue to thrive.

Finally, it is human nature to want to hibernate and not be in social situations when business is suffering so remember, you are not alone. The best thing you can do is to force yourself to reach out and connect with others. A supportive community of people like you is only one of the many benefits your membership with NALSC has to offer.

### **ABOUT THE AUTHOR:**

Jodi Standke is Chief Executive Officer of Talon Performance Group. In 1999, she founded Legal Liaisons, Ltd., a successful, full-service executive search firm for the legal industry. In order to meet the evolving needs of her legal industry clients, she transformed the business from recruitment into a comprehensive talent management firm: Talon Performance Group. Contact Jodi Standke at [jstandke@talonperformancegroup.com](mailto:jstandke@talonperformancegroup.com) or at 612.827-5165.



**“ Staying in a value position even when no hiring is needed will be rewarded when budgets come back.”**

**“ A supportive community of people like you is only one of the many benefits your membership with NALSC has to offer.”**

## Do the Right Thing

I have a new law firm client. This is a client I have been trying to get business from for 5 years. They potentially have a lot of business for me. The firm gave me and two other groups a chance to work on a lateral attorney position. I identified a candidate that I thought would be a great fit, talked with the candidate and got his verbal permission to represent him at this firm and for this job. There was a minor issue with the candidate that I felt would need to be discussed and agreed upon prior to me submitting the candidate paperwork. I called the client and in a voice mail left my

message and disclosed the name of the candidate. When the client called me back, we discussed the candidate situation and the client asked for me to submit the full paperwork on the candidate. During the time of my original voice message and my phone conversation with the client, the client received the candidate resume from another recruiter (Recruiter 2). I didn't know a resume was received on this candidate. And, worked with the candidate as expected through the process - the client offered and candidate accepted the position. Recruiter 2 is claiming the full fee

for this placement or they will take legal action. The client doesn't want to pay two fees. What would you do?

What would you do?

*Note: "Do the Right Thing" is not reviewed by the NALSC® Ethics Committee, nor does NALSC® approve or disapprove of the thought process or proposed resolution of the dilemma presented. If you would like to submit a "Do The Right Thing" scenario for future Newsletters you can email it to HQ at [info@nalsc.org](mailto:info@nalsc.org).*

**"During the time of my original voice message and my phone conversation with the client, the client received the candidate resume from another recruiter."**

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