



The 2011–2012 LCLD Fellows Program

Background Information

Program Purpose and Training Focus

The Fellows Program is designed to connect high-potential attorneys (Fellows) with General Counsels and Managing Partners from preeminent organizations for a year-long professional development program that focuses on relationship-building and leadership skills. The unique value of the Fellows Program is that it offers Fellows an opportunity to network with and learn from top leaders in the legal field during the Program and into the future. The Program will employ the following training methods that are described in detail below: In-Person Training, Virtual Training, a Personal Journey Series, Team Projects and, upon graduation from the Program, individual mentoring with an LCLD member.

In-Person Training and Calendar

In-person training will be delivered on the core topics of relationship-building, team development, and personal leadership. In-person meetings will take place as follows:

March 6–8, 2011, New York

September (dates to be announced), Washington, D.C.

First Quarter 2012 (dates to be announced), Chicago

Each meeting will be 1.5 days in duration and will feature some combination of the following activities:

- Two (2) in-person training sessions
- Two (2) Personal Journey presentations
- Guest speaker presentation
- Team project meeting and update
- Relationship-building dinner event



The 2011–2012 LCLD Fellows Program

Virtual Training Sessions

Virtual or online training will focus on strategic and tactical issues and will be offered in an interactive setting (via video or webinar), enabling Fellows to ask questions of the faculty delivering the training. Potential topics for virtual training include:

- The First 100 Days: GC Perspectives
- The New Department Head: What Your Managing Partner Needs From You
- The Perfect Pitch: A GC Perspective
- Keeping the Keepers: Cultivating the Top Performing Staff Attorney
- The Impact RFP: An In-house Perspective
- From Staff Attorney to Manager: 10 Things I Wish I Had Known
- Preparing the Law Department Budget

These sessions will be recorded and made available to LCLD member organizations through the LCLD website. Over a period of two (2) years, we will build a library of virtual programming that will serve as a resource to any attorney in a member corporation or law firm.

Personal Journey Series

The Personal Journey Series consists of recorded interviews with LCLD member leaders, both General Counsels and Managing Partners. These leaders will engage in frank discussions concerning their personal journeys on topics that include the following:

- Career turning points
- Wake-up moments and lessons learned
- High points and setbacks
- Sources of inspiration
- Personal mentors
- Areas of growth and development
- Perspectives on top performance
- Vision for the future
- Personal call to action



The 2011–2012 LCLD Fellows Program

Team Projects

In order to cultivate meaningful bonds among Fellows and LCLD leadership, Fellows will be divided in to teams of 6–8 attorneys and assigned projects from member organizations that address actual legal or operational needs of an organization. Projects will have the following core features:

- A legal and business challenge of strategic importance
- The opportunity for interface with internal business stakeholders
- The opportunity to generate an output of tangible value

Each project team will be responsible for generating a written recommendation, as well as making an oral presentation to the sponsor organization executive team. Several teams will be selected to present to the broader LCLD membership at the graduation meeting.

Individual Coaching with an LCLD Member Leader

At graduation, each Fellow will be partnered with a coach who is an LCLD member. Coaches will be available in a mentor capacity to help the Fellow continue to build relationships within the LCLD and to provide career guidance and feedback.

Nomination Process

In order to become a Fellow, an individual must be nominated by an LCLD member through the LCLD on-line application process. Candidates must have a strong desire to participate in the Fellows Program and should expect to invest significant energy into the Program, including participating in all Program events as well as completing the Program. Candidates should demonstrate performance and leadership attributes described below under Candidate Requirements.



The 2011–2012 LCLD Fellows Program

Candidate Requirements

The LCLD Fellows Program seeks applications from mid-career emerging leaders who have distinguished themselves within their corporation or law firm. Attorneys with between 8 and 15 years of experience will benefit most from their interactions in the Fellows Program.* Candidates will have a career history that reflects strong performance and leadership skills, such as those set forth below:

- Impact Player – Widely recognized as indispensable to key clients and teams, and routinely demonstrates high levels of initiative and performs beyond what is expected. Focused on delivering value.
 - Institution Builder – Reflects a deep sense of engagement (intellectually and emotionally) in their organization and has a history of meaningfully investing in attorney mentoring and professional development.
 - Leadership Track – A trajectory directed to leadership positions in their organization.
-

Program Timeline

Activity / Location	Date
Informational Dial-In (described below)	January 11, 2011, 1 p.m. (EST)
Nomination Applications Due	January 28, 2011
Fellows Kick-Off Conference (New York)	March 6–8, 2011
Leadership Workshop (Washington, D.C.)	September 2011
Leadership Workshop and Graduation (New York)	First Quarter 2012

The Information Dial-In call will be conducted by the leaders of the LCLD Talent Development Committee—Geoff Kelly, General Counsel, The Coca-Cola Company and Greg Jordan, Global Managing Partner, Reed Smith. The call will provide information on the background and purpose of the Fellows Program. To join the call, dial 1.877.294.8214 and enter pass code: 7878044.

* While candidates with 5+ years of experience are eligible for nomination, our programming is targeted to attorneys with 8–15 years of experience.



The 2011–2012 LCLD Fellows Program

Fellows Program FAQs

Who do I contact if I have questions?

Please contact the LCLD at lclidnet.org/fellowsprogram and click the “Contact Us” tab, or email your questions to Werten Bellamy at mwbellamy@lclidnet.

Is there an application fee or any other fee related to the Fellows Program?

Each LCLD member organization that is either in the Fortune 500 or National Law Journal 250 will pay a fee of \$2000. For all other organizations, the fee is \$1000. Fellows will be responsible for any travel and lodging expenses related to our in-person meetings.

How many Fellows can I nominate?

LCLD Law Firm members can nominate one fellow and LCLD Corporations can nominate two fellows.

May I nominate myself?

No. A Fellow must be nominated by the General Counsel or Managing Partner from their LCLD member law department or law firm. The nomination of a Fellow is entirely at the discretion of the LCLD member organization.

How is this Fellows Program any different from past diversity programs?

The Fellows Program is a first-of-its kind program in that it brings together high-caliber Fellows and top leaders in the legal industry for professional development and networking opportunities that focus on relationship-building and leadership. The Program is designed to support ongoing and consequential relationships between Fellows and LCLD leaders, and among Fellows classes for years to come. Program highlights are as follows:

- **Investment in High-Potential Attorneys:** The Program is specifically directed to attorneys who are “high potentials”—identified by their leadership as having the potential, ability, internal support and aspiration to achieve leadership positions within their organization. We are focused on helping these attorneys become indispensable, long-term contributors to their organization.
- **Relationship-Building Skills for Leaders:** The Program will equip Fellows with the practical relationship-building skills needed to become leaders and impact players in their organization.
- **Relationships with Long-Term Impact:** Our interactive conference format and team projects position Fellows to work closely together and with LCLD members. Such concentrated shared



The 2011–2012 LCLD Fellows Program

experiences create an environment in which meaningful relationships can be forged. One of our primary goals is to foster relationships of impact and long-term value among our Fellows.

- **Sustained Engagement of Leaders in the Legal Industry:** Many diversity programs have financial support but lack the sustained personal engagement of senior leaders. Our Fellows faculty members and team leaders consist entirely of General Counsels, Managing Partners (LCLD members) and other senior leaders.
- **Realistic Expectations:** Many new initiatives over-promise results. As a start-up, we are mindful that we must deliver great programming and meaningful results. Our current focus is confined to relationship-building and leadership training (not diversity events). As we prove our value in these critical areas, we will consider developing additional offerings. We view our efforts as a complement to the larger-scale internal professional development of our member firms and corporations.

What is the unique value of the Fellows Program to the in-house Fellow?

- **Business Partnering:** Today's top performing law department must deliver enterprise value: (1) exemplifying the behaviors and practices of a business partner, and (2) making contributions that drive specific operational and commercial results.

Our training and team projects are directed to helping Fellows build their business-partnering skills and capacity for commercial impact.

- **Career Progression:** In-house attorneys with successful career progression are those who reflect the best practices of top-performing in-house leaders. Our in-house members will serve as a tremendous career development resource for our in-house Fellows.

What is the unique value of the Fellows Program to the law firm Fellow?

- **Client Relationship Managers:** A focus of the Program's training will be to equip Fellows to serve as client relationship managers in their respective firms—as indispensable leaders of client teams, and particularly teams that support in-house LCLD members.

Working with the LCLD Profile Committee, we plan to track the progress of Fellows in the areas of client succession and client team leadership.

- **New Client Development:** Successful new client development is a by-product of distinguished skills and experience coupled with high-value relationships. The Fellows Program is designed to furnish Fellows with relationship-building know-how through training and mentoring that will be conducted by General Counsels and Managing Partners from top organizations.



The 2011–2012 LCLD Fellows Program

How will you measure the success of the Fellows Program?

- **Member Expectations and Satisfaction:** A key measure of our early success rests in our ability to meet and exceed member expectations. We will be ambitious yet realistic in setting a clear set of goals for the Fellows Program and will survey members for feedback.
- **Substantive Programming:** We have eliminated ceremony and fluff from our programming. Our Program is designed to be a high-value product of unmatched substance and quality through training and sustained mentoring by LCLD members who are leaders in the legal industry.
- **Leadership Engagement:** We have an exceptional membership and member participation – General Counsels and Managing Partners from many of the world’s greatest corporations and law firms. Our leadership is a competitive advantage as leaders participate in our team projects and serve on our conference faculty.
- **Pipeline Impact:** Following the first Fellows Program graduation, we will urge Fellows to serve as a resource to incoming Fellows classes and to participate in the Program as panelists.

What is the time commitment and expectations for Fellows?

We expect Fellows to participate in each of our three (3) in-person trainings and a team project. Each in-person training is 1.5 days and we anticipate each Fellow will spend at least five (5) hours per month on their team project. The program will begin with the first in-person meeting March 6–8, 2011 in NYC and will conclude in the first quarter of 2012.

Is the Program open to all attorneys regardless of ethnicity, gender, sexuality and disability?

Yes.

What if a Fellow leaves their company/firm after being selected?

If a Fellow leaves his or her company/firm: (1) The Fellow will continue in the Program; (2) the new employer will be encouraged to become an LCLD member; and (3) the Fellow’s former company/firm will have the opportunity to replace the Fellow.

After the Fellows Program, what is the role for Fellows in the LCLD?

Following the Fellows Program, each Fellow will be eligible to serve on our LCLD faculty and will serve as a mentor in LCLD pipeline initiatives.



LEADERSHIP
COUNCIL
ON LEGAL
DIVERSITY

The 2011–2012 LCLD Fellows Program

General Counsel and Managing Partners say they are committed, but what real role will they play in the Fellows Program?

Our members will demonstrate their commitment by their participation as team leaders, faculty members and coaches to individual Fellows.