



September 2009

## Anne Malloy Tucker's Decade-Long Partnership with Goodwin Procter

**A**s she approaches her ten-year anniversary as Chief Marketing Officer of Goodwin Procter LLP, Anne Malloy Tucker describes her job with characteristic clarity and focus: "The common theme linking virtually everything I do is that I help the firm navigate change." From the rigors of strategic planning to the aesthetics of the firm's website, Tucker treats no responsibility of a CMO as too great or too small, one of the principal reasons why she was an ideal person to build the robust marketing function Goodwin Procter wanted. Tucker already had over 15 years of marketing experience under her belt when she arrived at the firm, and since then she has worked tirelessly on projects big and small; but from the beginning, it was obvious to her new colleagues that she brought strong leadership skills to the enterprise.

Speaking from Goodwin's office in Boston, Tucker says she joined the firm through a "confluence of coincidences." The recruiter who called in 1998 about the Goodwin opening found Tucker eager to settle down again in Boston—where her fiancé was based—after a long stretch of extensive business travel. Although her plan was to transition out of professional services marketing, to which she already had devoted 12 years, she went to the interview. "Goodwin felt different," Tucker says of the courtship. "Here, the partners had already achieved consensus on what they were looking for." All 12 partners who separately interviewed her for the position articulated a common expectation: they wanted her to create a marketing department that would play an active role in the firm's growth and development, she recalls. Tucker was hired as director of marketing, and in 2004 was named the firm's first CMO.

Tucker is quick to admit that a principal force that drew her to Goodwin was the magnetic personality and inspiring vision of Regina Pisa, who at the time of Tucker's first interviews, had recently been elected Chair and Managing Partner. "My experience here has been shaped by her understanding of marketing, her vision, and her extraordinary qualities as a person," says Tucker of Pisa, who still chairs the firm, identifying her as one of her two "great mentors." The other, a partner at a prior employer, global accounting firm KPMG, shares with Pisa what Tucker describes as an unparalleled depth of character and an ability to marshal constituents with differing agendas to find common ground.



Courtesy of Goodwin Procter LLP

Tucker and Pisa's close working relationship dates back to the months immediately following Tucker's arrival at Goodwin. Pisa had been charged with taking Goodwin from its regional roots as a Boston firm to a national—and eventually international—firm. The partnership had laid out the broad strokes of a vision, but Pisa asked Tucker to help her create the firm's first strategic plan. Less than six months into her tenure at Goodwin, Tucker found herself engaged in

the kind of strategic and substantive planning on which talented CMOs thrive, and it was that focus on fundamental questions about the firm's future direction that set the tone for her ongoing role at the firm.

Even today, a major part of Tucker's job is to help the firm stay focused on its strategic plan, and to revise that plan when appropriate, she explains. Tucker also devotes significant time to integrating the marketing function into every aspect of firm life, which Goodwin enabled early on by weaving her into the firm-wide leadership circle. She became part of the firm's "functional director's group," established to foster joint goal-setting, cooperation and cross-pollination of ideas across the firm's primary practice groups and administrative departments. "The firm was very committed to establishing ways for all of us to share information," Tucker explains, adding, "We have a lot of communication among the leadership, without artificial silos and barriers around each department." In this way, Tucker delivers a marketing perspective to decision-making in groups such as the diversity committee and the women's initiative. "That's what an effective marketing group is all about, because everything an organization does ultimately serves to strengthen its overall brand," she says, with the characteristic wisdom of a veteran who has lost none of her initial enthusiasm.

If she didn't have such a strong marketing team she could not devote so much of her own time to firm-wide strategy and planning, says Tucker, remembering how much she enjoyed the challenge of building a department in collaboration with Jasmine Trillos-Decarie,

the firm's current Director of Marketing, who joined Goodwin at the same time. Tucker was recruited to be the fourth person on a team that today has 32 members, serving a firm of nearly 900 lawyers. In her hires, Tucker prefers prior experience in marketing for professional services organizations, a team spirit of collaboration, and above all, a healthy sense of humor, a characteristic she herself possesses and one that informs how she builds effective relationships. She sees herself as an informal, collaborative leader. "Even though I'm very big on having formal processes for how things should be done, because it's easier and more efficient to accomplish things that way, I leave room for people to suggest new ways of doing things," says Tucker, who seeks to strike a balance between being actively engaged and hands-on when needed, without being controlling.

Tucker's role is not limited to big-picture planning and strategy; she also gets involved in the details of how that strategy gets implemented. In 2004 Goodwin took on a major internal restructuring to realign its historic department structure into practice areas and to revamp the firm's compensation system and procedures for tracking franchise-building activities, Tucker explains. "The organizational realignment sounds so unsexy, but it was so important, because it enabled so much of what happened later in the firm's trajectory to happen seamlessly, without us having to go back to fix systems that were not aligned," she says. "I spent a lot of time on that," she says, adding: "Even though everyone favored the restructuring, no one actually wanted to sit in a room with organizational charts to figure it all out." Waving her arms, reenacting the many days spent with poster board, markers, and charts to reinvent a complex organization, her simultaneous sigh and smile are a dead giveaway that what exhausts her also energizes her, and she thrives on a good challenge.

Yet Tucker readily admits that the amount of work she and other CMOs face can be daunting. Her relaxation regimen includes time with her husband, stepchildren, and friends. To keep her creative juices flowing, Tucker looks for inspiration outside of law firms. She nourishes her interest in design and art at museums and galleries, and by reading avidly. "I try to do things that aren't particularly related to the day-to-day professional world that I live in, and I draw a lot from that," she says.

Tucker's creative streak is apparent in programs that have grown out of the marketing department. The "incubator initiative," for example, in effect at Goodwin since 2005, was the firm's approach to fostering creativity among partners who wanted to explore new markets or service offerings not yet ripe enough to comprise full-blown practice areas. Twice a year, the firm comes together for an "incubator day" where lawyers share dreams and aspirations that may have potential, and discuss ways to network and leverage the firm's dispersed resources and talent around a new idea. Selected projects are launched as pilot practices, and are given marketing, research, and financial support, Tucker explains, adding that some of the firm's

strongest practices, including the life sciences group, have grown out of incubator projects.

One highlight of her tenure at Goodwin came in 2006, when Tucker played a key role in the firm's entry into the California markets. That feat earned her the 2008 Hubbard One Excellence in Legal Marketing CMO of the Year Award: "Tucker led aggressive marketing communications campaigns" which led to "increased national awareness of the firm and its capabilities," Hubbard One wrote at the time of its honoree. "You heard about that!" Tucker exclaims, her smile and tone revealing traces of unpretentious excitement and gratitude for the award.

Internal and external communications were indeed essential for the firm's successful California expansion, Tucker says of her work. But what made the expansion a success was the firm's ability to hire just the right lateral partners, she explains. The marketing department's history of involvement in lateral recruiting and its participation in the firm's prior growth in New York City and Washington, D.C., had contributed to the firm's development of processes for lateral vetting and integration. "We are very careful about cultural fit, which is just as important as a prospective lateral's client roster and book of business," Tucker recalls.

Asked about her other large projects at Goodwin, Tucker pauses. Deep in thought, she smiles, and reveals: "So much of the story is in the little details, and the implementation, not in the uber ideas."

After the launch of five California offices over an 18-month period, the marketing team turned to helping overhaul the firm's Intranet. The new office openings had added to what already felt like an unwieldy amount of internal messaging, Tucker explains. "We were hearing that people at the firm were overwhelmed with the volume of internal e-mails, so we knew we needed a new system that would help people parse through the information coming at them." Animated, Tucker describes in detail her team's involvement in the Intranet redesign. The new interface, launched last year, aligns the firm's external and internal branding and is more user-friendly, Tucker says, unveiling the end-result.

Tucker's love of variety parallels her ability to navigate from the big to the small, the macro to the micro: "What I like most about my job is how diverse and dynamic it is. I may be working on a directors' forum one day, creating a client feedback initiative the next, and coaching an attorney another day."

As the legal industry navigates the recession, Tucker's job is increasingly focused on implementing successful communications campaigns for Goodwin. Helping firm leadership craft and deliver internal messages that become external in real-time has become a priority, she says. Looking ahead, Tucker foresees where the next big challenge will lie: "It won't be business as usual any more, and firms will have to reposition themselves coming out of the recession," she says. "My task will be helping this firm understand what that means for us, and what we need to do to arrive where we want to be."

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