

The Talent Wars: What Are the Drivers? Why Is it Important?

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Recruiting and Retention: Critical Leadership Skills

- Recruiting and retention are critical to building a highly effective team

Law Firms Are Utilizing More Legal Marketing Talent

- Law firms are increasing the size of their marketing departments
- Legal marketing has moved beyond marketing communications and events and into deep involvement with business development
- Newer functions include positions focused on competitive intelligence and client research, client and industry teams, client service interviews, and even sales
- The law firm structure and the lawyers themselves create a challenging environment for marketing and business development professionals
- Unlike in other businesses, consolidation of law firms leads to increased demand for marketing as firms use their size and buying power for competitive advantage

The Increased Demand Is Fueling a War for Talent

- CMOs report that positions are increasingly hard to fill
- A recent survey of 60+ AmLaw 200 CMOs indicated that there will be no letup; they plan to add a total of 85 new positions in 2008
- The same survey indicated that salaries for marketing staff at all levels have climbed 25-30% in three years

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"I still say we're stretched dangerously thin."

The Marketing Department's Success Hinges on the Quality of the People

Complex Jobs Require a Higher Level of Performance

- Research shows that for highly complex work, four top performers can accomplish the same amount as nine average performers
- These are complex jobs—they require good skills but even better emotional intelligence attributes
- Even the largest marketing departments are lean; every position counts

Strong Leaders Unleash Higher Productivity

- Research shows that employees will give an organization about 60% of energy because they get paid; the other 40% is discretionary
- Discretionary productivity is unleashed when:
 - Their work interests them
 - They feel cared about and understood
 - They feel they can believe in their work—it makes a difference

Unleashing Productivity: People Need Satisfiers and Motivators

- Satisfiers—basic fairness and respect:
 - Fair salary and benefits
 - Decent working conditions/freedom from abuse
- Motivators—release energy/passion:
 - Feeling understood and valued by the boss
 - Having opportunity to learn and grow
 - Working with a high-performance team
 - Believing in the mission
 - Feeling personally challenged

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"I don't mind the whip. It's the cubicles I find demoralizing."

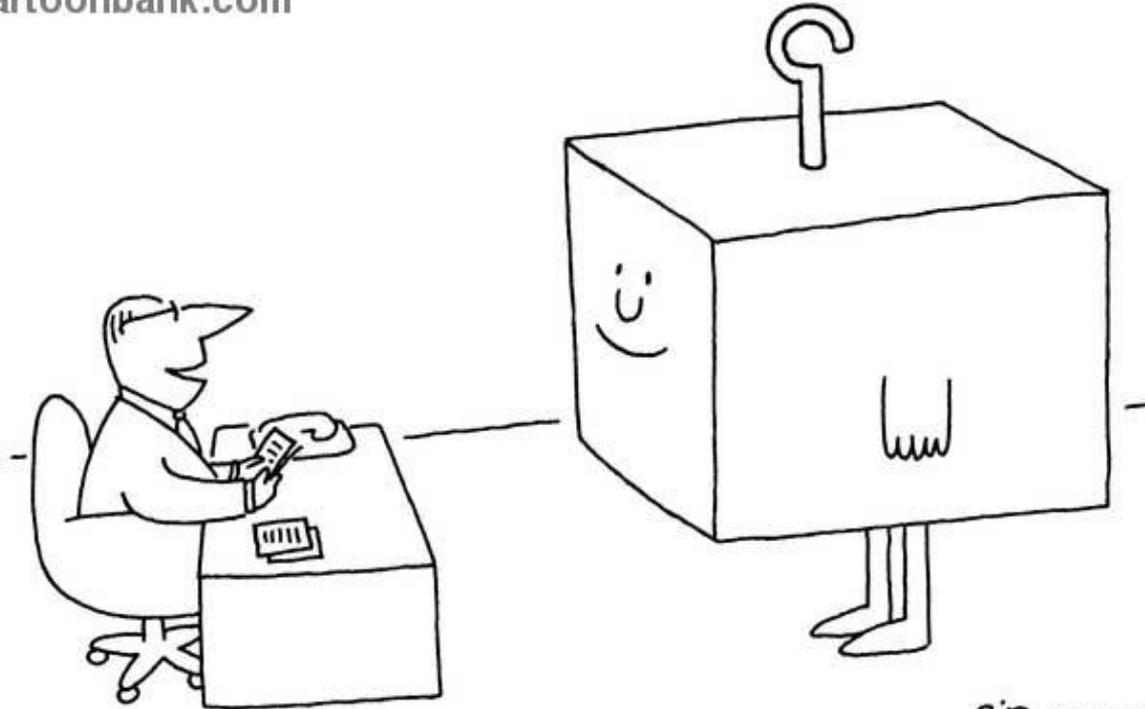
Great Leaders Work to Get the Extra 40% of Energy and Effort

- Great organizations select the right leaders and create the right systems to get the extra 40%
- The extra 40% productivity gained from recruiting highly talented people can be staggering

Leaders are Architects of Talent: Most of Leadership Is About Selection and Delegation

- Powerful component of leadership comes from properly assessing talent
 - Know what you are looking for
 - Put forth the effort to make sure candidates meet your criteria
- Then delegate the right tasks to the right people
- Provide the satisfiers and motivators

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C. Bernotti

"Congratulations. You have the skills we're looking for, and you'll just fit a cubicle."

Leaders are Architects of Talent: Identifying the Right People for the Right Positions

- Everyone has weaknesses
- Place each person so that his greatest abilities are maximized
- Fill the weaker areas with another person

Senior Leaders Must Teach Junior Leaders How to Get the Extra 40%

- To build a highly performing organization, senior leaders must become experts in developing junior leadership talent
 - Help junior leaders discover their own effective styles

Skills, Experience and Personal Attributes; Skills Are Learned—Attributes Are Hard to Change

Skills and Experience

- Communication
- Knowledge of marketing and business development tools and processes
- Organizational and project management
- Business savvy
- Creating and managing budgets
- Attracting and developing talent
- Knowledge of technology tools

Personal Attributes

- Leadership
- Strategic thinking
- Professional maturity
- Interpersonal skills—team builder and team player
- Judgment
- Analytical ability
- Results-orientation
- Adaptability and flexibility
- Customer-service orientation

Thank you!

Questions?