

Value Practice Profile: Professional Development at Howrey LLP

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Interviewed while Managing Director, Client Services

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Howrey LLP is among the AmLaw 100 and the Global 50, and is organized around three primary areas of law – Antitrust, Intellectual Property, and Complex Commercial Litigation and Arbitration. Howrey has more than 200 attorneys in each of these three areas, and has offices in ten locations in the United States and in six European locations plus Taipei..

The firm describes itself as a leader in providing training and development resources for its professional staff. From the time lawyers join Howrey, they have access to personal training and coaching, carefully designed group training, and a wide array of on-line training resources that include Howrey's own courses as well as those of the Practising Law Institute and Harvard ManageMentor.

Firm Leadership for Professional Development

- **Firmwide Training & Development Committee.** This committee, comprising more than 25 senior attorneys representing offices around the world, oversees the firm's program and sets overall direction for "Howrey U".
- **Professional Development Staff.** Howrey has a training and development function led by a Chief Professional Development Officer, Heather Bock, PhD.

Law Center

- **Developing Attorney Competency.** The Howrey core competency model comprises four clusters in which the firm's lawyers are expected to achieve the highest levels of competence. The four clusters are: 1) Building the Case for the Client; 2) Advocating for the Client; 3) Working with Others; and, 4) Positioning Self and Firm for Success. The competencies included in this model have been integrated into the firm's performance evaluations, pro bono work and other developmental activities.
- **Competency Czars.** One or more firm partners serve as the "czar" for each competency in the firm model. Czars prepare resources and insights about the competency that lawyers may access online as part of the firm's e-learning resources.
- **Pro Bono Work.** All attorneys are required to commit time to pro bono projects that have been approved by the firm. Projects are selected so as to offer lawyers developmental opportunities that are relevant to their training and professional growth objectives. Pro bono assignments approved by the firm count toward billable hours goals. Lawyers are expected to treat these assignments with the same professional commitment they treat every clients' representation.
- **Women's Leadership Initiative.** A steering committee comprising women senior partners from local offices creates programs designed to heighten personal growth for female

attorneys. This program includes topics such as networking, business development, leadership, negotiation and communication skills.

- **Academies.** The firm implements five intensive academies in the U.S. for associates every year. Each academy focuses on specific skills and competencies that associates will need to master. Associates attend these academies throughout their career and receive feedback and coaching on their performance in a risk-free environment. The five academies are:
 - **Client Relationship and Business Development Academy:** This two-day program focuses on learning key skills and receiving feedback on becoming a trusted advisor to clients.
 - **Leadership Academy:** This is designed for associates who are going to lead and manage case teams. Associates learn skills such as constructive listening, goal-setting, action plan development, and directing others and giving feedback.
 - **Junior Trial Academy; Midlevel Trial Academy; and Advanced Trial Academy:** The Trial Academies use case studies and videotape review to build associates' skills and confidence, and incorporate European advocacy segments so that U.S. and European associates can learn about cross-border litigation practices.

In-house Seminars.

- **New Associate Orientation.** This intensive two-day orientation at headquarters provides an opportunity for new associates to learn how to make the most of their career at Howrey.
- **Local Office Training.** To supplement opportunities provided by Howrey U and the associate academies, local offices also provide training that is relevant to the specific requirements in the office.
- **Partner Training.** All partners attend training programs to build their leadership and coaching capabilities. Included in the training is a three-day Howrey Partner Leadership Program taught by Harvard Business School and Harvard Law School faculty. Supervising partners also receive training that includes six months of one-on-one coaching from a professional executive coach.
- **Writing Curriculum.** Howrey has on staff a fulltime writing instructor who travels to every Howrey office two times a year to help associates improve their writing to the highest standards. Class training is supplemented by one-on-one coaching for lawyers.
- **European Training.** Howrey's European offices also implement training programs for associates. Training includes seminars on substantive legal topics as well as language training for associates who want to improve their fluency in languages used by clients.

E-Learning

- **Online Learning Resources.** Howrey offers more than 30 custom e-learning courses taught by Howrey attorneys on litigation topics. In addition, Howrey staff has unlimited access to the online courses offered by Practising Law Institute and the courses offered by Harvard ManagerMentor on 41 critical topics tied to key management, leadership and decision-making responsibilities. Howrey uses "Required", an online continuing legal education

tracking system for lawyers, to enable individual lawyers to check their status in relation to each state's requirements.

Information Services Center

- **Technology Self-service Platform.** The Information Service Center enables Howrey employees to learn how to better use software applications used in their jobs. Employees can access recorded and interactive courses as well as step-by-step instructions for software applications. Another major resource is Element K®, which offers more than 100 online courses and technical resources on software applications and operating systems, including all Microsoft Office® applications and courses created for Howrey-specific software.

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