

BUSINESS & CAREERS

Changing directions? Here's a road map

Need to change practice areas? With so many things influencing the legal industry today, it's no surprise a growing number of associates and partners are considering changes to their practice area for a variety of reasons.

Perhaps it's the economy, or changing markets. Your firm is making strategic decisions in a direction that affects you, or you find yourself no longer enjoying the work you do in a diminishing practice area. It could be a personal choice based upon being unhappy with where you are in your career.



THE COACH

**GARY
MITCHELL**

Whatever the motivation, you can take steps to change direction without starting over. You don't have to start from scratch.

Over the years I have worked with a number of lawyers who have had to change direction for various reasons and at different stages of their careers. You can turn things around, take back your career and redirect your practice.

Identify what makes you tick

The first step in changing direction is to examine who you are, what you enjoy doing, and ask the question: Who do you want to serve? In other words, what makes you tick? What do you want to create? What type of work do you enjoy doing? What types of people do you like working with most? Are there industries or markets that are more aligned with your values? What do you want your legacy to be? What impact do you want to create? What truly motivates you? Five years from now, where do you want to be in your career?

How about 10 years? What defines success for you?

Your list of definitions may include monetary, career advancement and recognition, or anything else that truly defines success for you. Don't concern yourself with what other people consider to be success — this is about you.

What do you bring to the table?

What are some of the transferrable skills you could leverage in a new practice area? What has your experience taught you? Is there a way to leverage your current profile in a new prac-

tice area? What about your external contacts and relationships? Is there a way to leverage them for introductions?

The same goes for internal relationships. Who do you know at your firm who could help you? Which lawyers at your firm could make introductions for you in your new target market?

You have experience, you have skills and you have relationships. The key here is to look for ways to leverage the above and align those with current and emerging opportunities.

See **Change** Page 22

ANNOUNCEMENTS

Help us improve the discretion request process

Legal Aid Ontario (LAO) is seeking lawyer feedback on proposed guidelines for discretion payment requests.

Discretion is a compensation tool that allows LAO to approve, in exceptional circumstances, lawyers' written requests for additional compensation above the hourly tariff. LAO can provide lawyers with discretion pay when they represent vulnerable clients, manage complex cases or achieve extraordinary outcomes.

LAO is holding consultation sessions across the province May 7-25, 2012. For more information, to register for a session in your area or to provide feedback online, please visit legalaid.on.ca/discretion



We want your feedback!

Nous voulons vos commentaires!



Aidez-nous à améliorer le processus de demande d'augmentation discrétionnaire

Aide juridique Ontario (AJO) cherche à recueillir les commentaires des avocats sur les lignes directrices proposées en matière de demande d'augmentation discrétionnaire.

L'augmentation discrétionnaire est un outil de rémunération qui permet à AJO, dans des circonstances exceptionnelles, d'autoriser l'avocat qui en fait la demande par écrit à recevoir une rémunération additionnelle en plus du tarif autorisé. AJO pourrait accorder une augmentation discrétionnaire aux avocats qui représentent des clients vulnérables, qui s'occupent de causes complexes ou dont le travail a abouti à des résultats extraordinaires.

AJO tient des séances de consultation dans l'ensemble de la province du 7 au 25 mai 2012. Pour de plus amples renseignements, vous inscrire à une séance dans votre région ou fournir vos commentaires en ligne, visitez legalaid.on.ca/aug.discr



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**WE ARE DELIGHTED TO ANNOUNCE THAT JONATHAN HALE
IS THE NEWEST PARTNER OF THE FIRM.**

Jonathan has been an associate with the firm since its inception in 2008 and brings to the partnership a wealth of knowledge in the area of insurance defence litigation. He is an active member of a number of professional associations including the Ontario Bar Association and the Advocates Society.

Jonathan and his wife Nadine live in Toronto with their two cats and a puppy. In his spare time, Jonathan listens to a wide variety of music and enjoys going to concerts.

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BUSINESS & CAREERS

Press restart, but don't repeat mistakes

Change

Continued From Page 21

Identify the opportunities

Now that you have identified what you already have, it's time to look for the opportunities. Taking the economy into consideration, which practice areas are growing or emerging? What market trends are pushing new practice areas forward?

Talk to your leaders and approach firm management. Find out what areas the firm is focusing on moving forward. Which practice area(s) is your firm prepared to invest in? Is your firm willing to support you in your transition? What support can they offer?

Out of those practice areas identified above, which ones are aligned with your own personal goals and values? Which practice areas included lawyers who you want to work with? Which ones

“
Knowing what you know now, what would you do differently? What would you change?”

Gary Mitchell, On Trac Coach

have leaders willing to mentor you and support you?

Make a list

Now that you have identified your potential target market, the next step is to create your plan.

Things to consider include: What do you need to understand about your target market(s) that you don't already know? (Make a list.) What are the steps you need to take to reach them? (Make a list.) How can you begin to raise your profile to this market? (Make a list.) What continuing legal education (CLE) do you require

to get up to speed in this new practice area? (Make a list.) Who in your current relationships is best suited to make introductions for you? (Make a list.) Who else do you know who could make introductions for you? (Make a list.)

Into action

From the lists you made in your planning stage, you now have your actionable items. Consider it your road map. Prioritize your list based on importance and results. For instance, where you have really well developed relationships with well connected

people who could make introductions for you, put them at the top of your list. Approach them as soon as possible.

In your CLE category, what do you need to learn or know right now? Sign up and get started. What are some of the steps you can take sooner rather than later to raise your profile? Take them. By now, I am sure you can see a pattern.

Think of your situation as an opportunity to remake yourself. You are in a great position to learn from past mistakes. You have the chance to push the restart button. Knowing what you know now, what would you do differently? What would you

change? Think of your situation as an opportunity rather than a paralyzing challenge. You will soon begin to see things in a very different light. You will become aware of your potential. You can turn this into a career-changing experience for the better. ■

Gary Mitchell is a business development coach working exclusively with lawyers. His first book, The Business Development Guide Book for Lawyers will be published in July. You can reach Gary at gary@ontraccoach.com or by phone at 778-785-0001.

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Position Overview

The Counsel, Legal reports to the Assistant General Counsel and will assess legal risks, and ensure protection of CIBC Mellon's interests and image.

Responsibilities

- Provide legal advice to CIBC Mellon as a whole on general corporate matters
- Provide legal advice to CIBC Mellon units including plans administration, pension trust, and information services
- Represent CIBC Mellon at closings and other external meetings with clients, investors, counsel and others
- Manage complex and/or legal issues
- Manage threatened or actual litigation activity either internally or in conjunction with outside counsel
- Develop policies to enhance efficiencies and reduce risk as related to legal matters or other matters as requested
- Provide legal advice in the creation of new products or services
- Prepare or manage the preparation of precedent documentation for new products or services

Qualifications

- Member in good standing of a law society of a province of Canada with 3 to 7 years progressive experience
- Knowledge in some of the following areas of law: pensions, trust, custody of assets, investment funds
- Superior risk analysis, problem solving, negotiating and communication skills

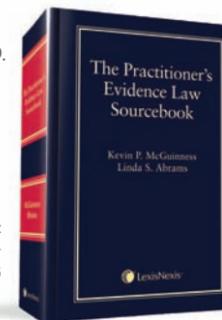
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