INDEX

Alliances, 97, 100, 102, 103 Ambition, 45 advice from partners to women in their firm, 61 ambition at work, 52 career management, 45 - 46communication mismatch, 53 - 55expressing, 56-58 my challenges to you, 60 - 61timing of expressing, 59 - 60what do you want, 47-49 work/life balance, 46 your choice, 55 Anonymous feedback, 65–66 Appraisal(s) advice from partners to women in their firm, 191 annual appraisal preparation, 187 - 190being proactive rather than reactive, 183-184 conversation, 185-186 development 'contract', 190-191 my challenges to you, 191

talking about your achievements, 184–185 Appraisal preparation, 187–190 Assessments for promotion processes, 201 assessment events tips, 204 interviews tips, 201–204 Attributable feedback, 66–67 simple model for, 67–68 Authenticity, 11

Brief, Enthusiastic, Successful, Take-aways (BEST), 88-89 response, 126 Building relationships with clients, 172–173 Bull (or elephant) in china shop, politics, 99 Business, 163, 171 Business development, 171 advice from partners to women in their firm, 181–182 business development specialists, 179 building relationships with clients, 172-173 client relationship building events, 177-178

client's trusted advisor, 173–174 cross selling work, 178 hunting and farming, 178–179 interview with senior inhouse lawyer, 172 my challenges to you, 180–181 productive relationships with clients, 175–177 professionals in firm, 125 questions, 179–180 trust equation, 174–175

Career, 9 advice from partners to women in their firm, 14 authenticity, 11 development, 18-19 learning cycle, 12–13 management, 27 my challenges to you, 13 - 14what do you want, 10-11 Clever foxes, politics, 99 Client relationship building events, 177-178 Clients, productive relationships with, 175 - 177Client's trusted advisor, 173-174 Clients important, building relationships with, 172 - 173Commercial advice from partners to women in their firm, 169

benefits, 165 commercial about contribution, value and pay, 167-168 competitors, 167 consequences, 163 financial contribution, 164 my challenges to you, 168 - 169strategic and commercial context, 166-167 Communication mismatch, 53-55 Competitors, 167 Composite role model, 147 Connections making with networking, 123 - 124Conscious incompetence, 12 Contribution, commercial about, 167-168 Conversation, 59, 103 appraisal, 185–186 networking, 130-133 at work, 125-127 Credibility, 174 Cross selling firm's services, 178 work, 178

Delegation, 28–29 Development file, 18–19, 26, 65 Developmental network, 136, 143 Diary, 23 finding energy boosting slots in, 23–25 as tool, 27–28 Disclosure, 102 Driving force, 109 Due diligence, 154–155 Energy boosting slots in diary, 23 - 25success from, 19–22 Equality, 5 Equilibrium, 151, 152–153 advice from partners to women in their firm, 159-161 due diligence, 154–155 information from firm, 155 my challenges to you, 158 successful partner, 153 - 154type of leader, 155–158 Events, networking, 127 - 130Excellent work production, 102External maps, 123 Farming, 178–179 Feedback, 63, 69, 184 advice from partners to women in their firm, 71 importance, 65–66, 68 - 69my challenges to you, 70 - 71simple model for attributable feedback, 67-68 specific, 69 types, 66-67 Female partners, 2–4, 145, 148 Financial contribution, 164, 165 Firm, 39

advice from partners to women in their firm, 14, 37, 44, 61, 71, 93-94, 103-104, 115, 134, 143-144, 149, 159-161, 169, 181-182, 191, 206-207 business development specialists, 179 information from, 155 relationship, 190-191 Focus, success getting from, 16 - 18Framing, 102 Gravitas, 5 Group discussions tips, 205 Human brain, 15 assumptions and stereotypes, 36 checklist, 15-16 committing vital information to memory, 35-36 components, 33-34 development file, 18–19 success getting from focus, 16 - 18tasks when to do, 34-35 'to do' lists, 16-18 Human Resources functions, 167 Hunting, 178-179 Impression management, 81, 83 - 84advice from partners to women in their

firm, 93–94

BEST, 88-89 binary choice, 81-83 choice, 87 exercises, 86 importance, 84-85 information, 92 my challenges to you, 93 opportunities, 88-90 partners, 91 perception others, 87-88 Individual, 4–6 Inept asses, politics, 99–100 Informal process, 194 Information, 10, 18, 92 committing vital information to memory, 35-36 from firm, 155 sources of, 195 see also Feedback Innocent lambs, politics, 100 Internal maps, 123–124 Intimacy, 175 Leader, 148, 155-158 Limbic system, 33 LinkedIn, 92, 128 'Male orientated' relationship building events, 177 - 178Memory, committing vital

information to, 35–36 Mental capacity, success getting from, 32 Mentors, 137–138 Meritocracy, 2, 3

Neocortex, 33 Network(ing), 117–118, 133 advice from partners to women in their firm, 134 carving out precious time to. 120 conversations, 130-133 events, 127-130 everyday conversations at work, 125-127 external maps, 125 within firm, 178 goals, 120-123 internal maps, 123-124 making connections, 123 my challenges to you, 133 opportunities to, 125 people in, 120 at work, 118

Official process, 194 Organisation(al), 4–6 detritus, 108 dusting, 107

Paperwork preparation, 199-201 Partner(s), 88, 91, 95–96, 153-154, 163 appraising, 136 Pay, commercial about, 167 - 168Planning, recurring time to, 25 - 27Playing field analysis, 1, 96 female partners, 2-4individual vs. organisation vs. society, 4-6Politics, 95, 96 advice from partners to women in their firm, 103–104 challenges, 103

clever foxes, 99 inept asses, 99-100 innocent lambs, 100 political map, 96-97 professional service firms, 95 using map, 101–103 wise owls, 101 Practice, 11–13, 43, 59, 60 Prefrontal cortex, 33–34 Productive relationships with clients, 175–177 Professional service firms, 1, 2, 5, 9, 16, 27, 95, 194, 198 female partners, 2-4individual vs. organisation vs. society, 4-6Promotion process preparation advice from partners to women in their firm, 206–207 assessments, 201-204 case studies, 205 group discussions tips, 205 mobilising support, 195 - 199my challenges to you, 206 paperwork preparation, 199-201 processing procedures, 194 - 195Reliability, 174 Reputational contribution, 164 Role models, 145, 146

Role models, 145, 146 advice from partners to women in their firm, 149 composite role model, 147

lack of role models, 145 - 146leader, 148 my challenges to you, 149 women assessing other women, 148–149 Selection process, 194 Self orientation, 175 Senior role in professional service firm, 153 Seven Habits of Highly Successful People, 16 Skill, 43 Society, 4-6 Specialist expertise, 29–31 Specific feedback, 69 Sponsor(ship), 138–140 advice from partners to women in their firm, 143–144 appraising partner, 136 challenging for women, 141 - 142developmental network, 136 mentors, 137-138 mixed roles, 141 my challenges to you, 143 roles in development, 140 sponsor, 138-140 supporters, 137 tips, 142–143 Stephen Covey's four box model, 16-17 Stepping forward, 105 advice from partners to women in their firm, 115 exercise, 113-114 high fliers, 106

hurdles women to navigating way around before, 107 - 111my challenges to you, 114 steps, 111-113 Stereotypes, 36, 178–179 Strengths/Weaknesses/ **Opportunities**/ Threats (SWOT), 73-80 Success delegation, 28-29 getting from energy, 19 - 22getting from focus, 16–18 getting from mental capacity, 32 getting from others, 28 getting from time, 23–28 identifying and using support network, 31 - 32specialist expertise, 29-31 Supporters, 137 Taking stock, 73 challenges, 80 opportunities, 77-78 strengths, 75–76 threats, 78 weaknesses/development areas, 76 Thinking, recurring time to, 25 - 27Time advice from partners to women in their firm, 191 assumptions and stereotypes, 36 checklist, 15-16

committing vital information to memory, 35-36 development file, 18 - 19diary as tool, 27 - 28finding energy boosting slots in diary, 23 - 25human brain, 15 my challenges to you, 36 - 37recurring time to thinking and planning, 25 - 27tasks, 34-35 'to do' lists, 16–18 Trust equation, 174–175

Unconscious bias, 5 Unique selling proposition (USP), 83

Value, commercial about, 166–167

Wise owls, politics, 101 Women, 9, 164, 171 achievements, 184–185 advice from partners to women in their firm, 14, 37, 44, 61, 71, 93–94, 103–104, 115, 134, 143–144, 149, 159–161, 169, 181–182, 191, 206–207 assessing other women, 148–149 Work/life balance, 46