

LEAP

BAKER & HOSTETLER'S ASSOCIATE ACADEMY:

A PERFECT COMPLEMENT TO THE THEORETICAL MINDSET OF LAW SCHOOL

According to Ben Dusing, a Cincinnati first year associate, Baker & Hostetler is "one-of-a-kind" when it comes to the training first year associates receive: "My experience has been that every firm has some semblance of a 'new hire orientation.' Usually it's a day or two, maybe some computer and systems training. But I've never heard of any other firm doing what B&H does—flying every new associate to a single location for four days of training and socializing. Honestly, the Academy is one of the reasons I picked Baker."

For the sixth year, first year associates descended upon Cleveland in February for the four-day Associate Academy program. The Academy brought together 32 new associates from nine of the firm's ten offices. From business development etiquette and communication skills to due diligence and pre-trial preparation, the Associate Academy provided targeted training for our first year attorneys, while giving them the opportunity to meet and network with peers from other offices.

"I feel like the Academy did much to fill in the gaps of law school. There is just so much to learn—particularly from a practical perspective—and you can't squeeze it in to three years. For me, the



Ben Dusing, Cincinnati, University of Kentucky

Academy was basically a tutorial on the practical aspects of being a lawyer—a perfect complement to the theoretical mindset of law school," said Dusing.

Beginning with an overview of the program by this year's agenda coordinators, Hurlie Collier, Houston Employment & Labor Group Coordinator and

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Associate Academy Develops People. First year associates from around the country met for four days of professional and personal development.

NEGOTIATION: A PROBLEM TO BE RESOLVED OR A BATTLE TO BE WON?

Paul Lisnek, of Paul Lisnek and Associates, posed this question to attendees at the Associate Academy. His presentation, "The Art of Negotiation: Strategy, Technique, Communication," included useful points for all lawyers to consider:

Negotiation is psychological

All parties need to think/believe/perceive they have done well

Negotiation mindset

A problem to be resolved vs. a battle to be won?

Negotiation attitude

Represent the client as advocate, not adversary

Negotiation

- Always competitive
- Information control
- Search for underlying interests
- Valid, reliable positions
- Awareness of styles & process
- Awareness of nonverbal cues

REFLECTIONS ON ASSOCIATE ACADEMY

First year associates were asked to comment on their experience at the Associate Academy—how it compared to their expectations, what they found most valuable, and how they see the training benefiting them, both now and in the future.

Letitia Bryant, Columbus, The Ohio State University

"The Associate Academy far exceeded my expectations. As a litigation attorney, I found the training session on trial preparation and advocacy most advantageous. It provided practical tips regarding effective advocacy at all stages of an adversarial proceeding.

Moreover, the workshops on communication skills and investigation and interviewing strategies supplied an immediate benefit to my practice. My days at the Academy were well spent."

Rachel Morris, Houston, University of Texas

"The experience was more than I expected. I benefited not only from the speakers and workshop facilitators, but I also learned a great deal from my colleagues. It was an outstanding opportunity to glean from the experiences of my peers and to forge new relationships in the process.

Not only did I return to Houston reassured that B&H is an outstanding place to practice law, but also with a new appreciation for the support systems in place to help me to grow as a lawyer. Moreover, I made contacts firmwide that I look forward to calling upon in the future, and just recently



Letitia Bryant (left) and Rachel Morris (right)

had an opportunity to assist in a project born out of a relationship forged while at the Associate Academy."

Rafael Ribeiro, Orlando, University of Florida

"Meeting my fellow first year associates was by far the highlight of the event for me. While we know we work for a national firm, sometimes it's difficult to grasp the concept when working in one of the smaller offices. Apart from being very impressed by the variety of backgrounds and interests of the lawyers making up my first year associate class, meeting them brought home the point that I work for a firm that's investing heavily in young lawyers and that I could see myself working with them all in the future.

For me, the 'fact investigation/interview' training was the most helpful at this point in my career. Knowing how to get good information from a client or a potentially hostile witness can be difficult tasks, and the facilitators provided us with good techniques and methods to accomplish this. The negotiation training and the 'trial preparation and advocacy' session provided me with useful information that I will no doubt use as these situations come up in my professional career."



Sarah Gabriel, Rafael Ribeiro (both Orlando), Marcella Lape (Columbus) and Mark DeLaquil (Washington, D.C.)

STANDING COMMITTED TO DIVERSITY

The firm's fifth annual Minority Business Development and Retention conference, with the theme, "Standing Committed to Diversity," was held on February 3 & 4 in Houston, with the firm's Executive Partners, office and practice leaders and 45 minority attorneys attending. Guest speakers included client representatives from Ford, Cardinal Health and Pfizer in addition to the President of the National Bar Association and the Executive Director of the MCCA (Minority Corporate Counsel Association).

A wide range of subjects were discussed following presentations from the prominent guest speakers, including the unique perspective of Sandra Phillips, Assistant General Counsel for Pfizer and a former B&H partner in the Houston office. Discussion focused on the firm's efforts to attract, support and retain minority

This year's conference produced meaningful dialogue on measurable objectives that the firm can set in recruiting, supporting, retaining and promoting our minority attorneys. Diversity is not achieved by good intentions, there must be both commitment and action. A commitment to diversity is evidenced by having everyone, including management and non-minorities, participate.



*Johnnie Barnes
Partner and
Program Chair,
Annual Minority
Attorney Conference*

attorneys, which is the charge of the Diversity Committee and its four subcommittees. Augmented law school recruiting initiatives, including possible enhancements of the Paul D. White Scholarship were considered. A review of existing efforts to attract lateral hires and assist associates and partners with marketing and client development led to suggestions from both attorneys and the client representatives in attendance. One result of the conference is the recent publication of the firm's first Diversity brochure.

The conference concluded with the Executive Partners answering questions and providing the context in which the Diversity

Committee can continue its work to increase the value of our firm's service and culture by increasing its diversity.

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Suzanne Hanselman from the Business Group in Cleveland, the associates also heard opening remarks from Executive Partners Steve Kestner and Alec Wightman.

The program provided the opportunity for guidance on topics relative to all new associates, including career development, firm management and culture, effective legal negotiation, professional liability and the aforementioned business development etiquette and communication skills. In addition, representatives from the four Practice Groups also spent time with the associates,

providing an overview of the type of work done in each area.

One full day was spent focusing on Group-specific training. Business and Tax attorneys learned about merger and acquisitions structuring and financial statement basics, while the Employment and Litigation attorneys were instructed on pre-trial preparation and fact investigation and interviewing. During the busy week there was time for socializing during the group dinners, at a wine tasting presentation and over cocktails at the Cleveland office.

2005 ABA SPIRIT OF EXCELLENCE AWARD WINNER



The American Bar Association's Commission on Racial and Ethnic Diversity established the Spirit of Excellence Award to promote a more racially and ethnically diverse legal profession.

José Feliciano, a partner in Baker & Hostetler's Cleveland office, was one of only five individuals selected for this award in 2005.

He was the original Chair of the firm's Diversity Committee and continues as a member. He also founded the Ohio Hispanic Bar Association and was named Minority Business Advocate of the Year by the Cleveland District of the U.S. Small Business Administration.

NEW PARTNERS STRENGTHEN PRACTICE GROUPS

Eight of the firm's ten offices welcomed new partners in the last quarter of 2004 and early 2005. Of the 30 partners named, over half were associates promoted to partner status. The new partners' areas of emphasis range from Labor Relations and Intellectual Property Transactions to Debt Finance and Appellate Litigation.

We continue to see a steady number of lateral candidates in

many of our markets and we will pursue those who we feel will make a positive contribution to the firm. We are also committed to expanding our presence in New York and enhancing our positions in Washington and Los Angeles, since we believe that strength on the coasts is particularly important for national firms. Our efforts to accelerate the firm's growth may lead to the acquisition of practice groups or other law firms.

COMING SOON!

Baker & Hostetler representatives will be visiting your campus this Fall. Check with your Career Services Center or our website (www.bakerlaw.com) for dates. We look forward to meeting you!



BAKER & HOSTETLER: IN THE NEWS

The Wall Street Journal, The New York Times, The Washington Post, MSNBC.com, Court TV

Baker & Hostetler attorneys were sought out for their experience in a variety of areas by national media outlets, including:

The Wall Street Journal

- Tom Canova: BlackBerry patent-infringement case
- Mark Cymrot: Argentinean debt crisis

The New York Times

- Angela Agrusa: WorldCom/MCICEO fraud trial
- Elliot Feldman: US/Canadian lumber dispute
- Mike Asensio: NHL labor dispute/season cancellation

The Washington Post

- Angela Agrusa: WorldCom/MCICEO fraud verdict
- Robert Lystad: FDA report

MSNBC.com

Patrick Muldowney: Florida minimum wage amendment

Court TV

"Catherine Crier LIVE": Marc Powers: Impact of the Martha Stewart case

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