

## Training & Development

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We believe that the best training is a combination of targeted practical learning and hands-on experience. From the moment you begin work at Fredrikson, you will find yourself welcomed by both associates and shareholders willing to answer your questions and help you become a competent and confident lawyer.

By rotating throughout the firm during the summer associate program, you can find your niche along with a group of attorneys who will serve as your friends and mentors.

There are three ways Fredrikson lawyers learn about the practice of law: formal, informal and self-directed. Training begins on your first day as a summer associate, as lawyers and administrators explain everything from how to structure a memo to how to track your time.

Fredrikson University has training programs for lawyers and staff members at all levels and focuses on developing business and legal skills.

Fredrikson also encourages associates to direct their own learning. When you find an area of law that interests you, Fredrikson will help you pursue that interest.

You will have access to both a promotional account and a CLE budget that allow you to further your legal education by attending seminars and on-demand webinars and purchasing books or journals. The firm provides funding for associates seeking to build an area of expertise. We count diversity and inclusion-related activities toward qualified billable hours.

Beyond the tangible economic benefits with Fredrikson, we will provide you with an extraordinary opportunity for personal and professional growth. Our firm has earned a broadly recognized reputation among our Midwest colleagues for quality client service and excellent financial results. We nurture initiative and reward success.

Our marketing staff works with attorneys on developing their practices by enhancing their professional reputations through writing, speaking and media opportunities, assisting with proposals, and developing strategies for achieving goals at an individual, group and firm level. The firm's pro bono director assists our lawyers in contributing their skills to the community.

We would look to you for skill and leadership commensurate with your past work experience and exceptional academic achievement. In return, you would be a valuable member of our team.

## MAIN CONTACT

Kristin Huotari  
Director of Professional Development  
khuotari@fredlaw.com

## Fredrikson University

Building a successful practice takes time, effort and most importantly skill. Technical legal skills are at the core of the legal profession; however, many other skills are essential, including providing excellent client service, having an understanding of business issues and marketing your practice.

Fredrikson University is a professional development program designed to provide our attorneys with the tools they need to develop and grow successful practices. Four “colleges” make up the University:

- Corporate/Transactional
- Litigation
- Business Development
- General Firm

### *Corporate/Transactional*

Fredrikson University’s Corporate/Transactional courses are designed to familiarize attorneys with the many areas of law commonly associated with business transactions. Having this exposure helps them become well-rounded business lawyers and advisors. The courses, which are scheduled monthly, cover a variety of topics including entity selection, confidentiality/nondisclosure agreements, purchase and sale of businesses, and the essentials of securities, tax, and intellectual property issues.

### *Litigation*

Fredrikson University’s Litigation courses take place monthly, and the level of training varies from courses that benefit all levels of litigators to courses specifically geared towards associate litigators. The programs often draw on the expertise of outside resources, such as judges, expert witnesses, and clients. They cover a wide range of topics including discovery strategy, settlement agreements, subpoenas, evidence/objections, and mediation advocacy. The courses are not just informational; shareholders frequently demonstrate various skills, and associates participate in skills training exercises ranging from practice arguments to day-long mock trials.

### *Business Development*

The Business Development courses of Fredrikson University supplement attorneys’ technical expertise with the skills needed to build a successful practice. Courses are taught by Fredrikson attorneys and staff, as well as seasoned outside experts. To

provide attorneys with an inside perspective on clients' expectations, we also periodically invite clients to take part in panel discussions. Practice Development courses range from "Mastering the Art of Networking" and "Strengthening Your Presentation Skills" to "Responding to Calls from the Media" and "Polishing your Professional Image."

#### *General Firm*

These training courses are typically geared towards support staff and cover a range of topics including communication skills, moving from secretary to assistant, and business writing.

## Shareholder Career Path

#### *Skills Development*

##### **Year 1**

- Complete Division/Client Service Group Core Competency Requirements
- Master Technical Skills (at least one "major" specialty)
- Begin Networking
- Participation in Professional Development Programs and CLEs

##### **Year 2**

- Master Organizational Skills
- Master Advisory Skills (particularly listening skills and business judgment)
- Continue Networking, Participation in Professional Development Programs and CLEs

##### **Year 3**

- Obtain Significant In-depth "Lawyering" Experience
- Master Legal Writing Skills
- Continue Networking, Participation in Professional Development Programs and CLEs

#### *Practice Management*

##### **Year 4**

- Continue to Master Technical Skills (add select "minor" specialties)
- Reinforce and Expand "Lawyering" Experiences
- Continue Networking, Participation in Professional Development Programs and CLEs

## Year 5

- Assume Independent Responsibility for Assigned Tasks
- Demonstrate First Chair Competence in Appropriate Litigation or Transactional Tasks
- Perform Substantial Direct Client Contact
- Develop and Implement Personal Business Plan
  - Client Relations
    - Internal and External Networking
    - Effective Presentations
    - Marketing Plans
- Participate in Professional Development Programs and CLEs

## *Leadership*

## Year 6

- Assume Associate Supervisory Responsibility

## Year 7

- Demonstrate Ability to Assume Sole Responsibility for Complex Matters
- Demonstrate Ability to Meet Shareholder Criteria (Personal Qualities, Professional Abilities, Functioning as a Shareholder)
- Participate in Professional Development Programs and CLEs

## Year 7+

- Shareholder

Associates upon completion of 48 months full-time work at F&B (or approved equivalent time for lateral associates), whose performance is otherwise satisfactory as determined by Associate Committee, would be promoted to Senior Associate status and entitled to the following additional benefits:

- Paid parking
- Customized marketing plan and promotion.
- Promotional Account of \$1500/year.

Senior Associates, on a case-by-case basis, upon recommendation by Associate Committee and approval by Board of Directors, may be appointed Officers.

Senior Associates and Officers will be eligible for consideration for shareholder status in accordance with published criteria and subject to Associate Committee review, approval by the Board of Directors and Shareholders.

## Culture

### *Our Goals*

- To advise and advocate for our clients with intelligence and imagination
- To provide outstanding value in our legal services
- To prize these principles as the foundation for our professional success and personal satisfaction

Retired Justice Sandra Day O'Connor of the United States Supreme Court gave us this definition of professionalism:

"To me, the essence of professionalism is a commitment to develop one's skills to the fullest and to apply that responsibility to the problems at hand. Professionalism requires adherence to the highest ethical standards of conduct and a willingness to subordinate narrow self-interest in pursuit of the more fundamental goal of public service. Because of the tremendous power they wield in our system, lawyers must never forget that their duty to serve their clients fairly and skillfully takes priority over the personal accumulation of wealth. At the same time, lawyers must temper bold advocacy for their clients with a sense of responsibility to the larger legal system which strives, however imperfectly, to provide justice for all."

### *Democratic Management*

Our philosophy is that all attorneys can and should be deeply interested in the operations of the firm. Due to this philosophy, Fredrikson is managed by a board, whose members have been determined through an election involving all shareholders. The firm also distributes financial information to all attorneys on a monthly basis. At Fredrikson, we believe the future of our firm is inexorably intertwined with each attorney and therefore, our attorneys should have the insight and knowledge of how the firm is performing and navigating in today's market.

### *Entrepreneurial*

The firm is designed to be a platform that allows each attorney to develop an expertise and an individual practice. We support personal success in a culture of teamwork and encourage you to take your career in the direction you see the most gain. With an entrepreneurial foundation and colleagues to rely on, we want to help you achieve your career goals.

### *Stability*

While many firms rely on just a few principal “rainmakers” for most of their work, the vast majority of shareholders at Fredrikson have practices that could be considered “independent,” that is, large enough that the lawyer is a net exporter of work. The fact that so many lawyers have thriving practices keeps the firm stable.

When a few shareholders are responsible for most of the firms’ work, those shareholders generally hold the power in the firm. At Fredrikson, the breadth of lawyers with practices strengthens the democratic culture of the firm. If one sector of the economy struggles, or some clients fall upon hard times, the breadth of the client base helps minimize the financial impact on the firm.

### *Balance*

Finally, our lawyers place a big emphasis on life outside of work. Our attorneys have passions in addition to the law. Whether it is spending time with family, storm chasing, playing in a band, playing with the firm’s basketball team, softball league, touch football games or hockey teams, volunteering, lawn bowling, serving on a school board, or traveling around the world, you can find a lawyer at Fredrikson who has done it while practicing at the firm. We believe that these activities make us more effective lawyers, but realistically, we do them to have fun. There is no doubt that working as a lawyer is a substantial time commitment, but we make it a priority to have a well-balanced life.

Collegial, democratic, entrepreneurial, stable and balanced. We at Fredrikson may take our work seriously, but we certainly do not take ourselves too seriously.