



# “FUTURE-PROOFING” YOUR FIRM: KEYS TO DEVELOPING AN EFFECTIVE SUCCESSION PLAN

A Discussion at the SCG Legal Spring Meeting, 2017, Miami, March 18, 2017



THOUGHTS OF

CRISTINA SANCHEZ VEBBER, MEXICO  
SHIVPRIYA NANDA, INDIA  
HERMAN H RASPE, USA

With **Jorge Sánchez Devanny** and **Jyoti Sagar** on film; and  
**Sajai Singh** Moderating

Law Firm culture is expressed in patterns of behaviour that are based on shared meanings and beliefs about those behaviours; such shared meanings and beliefs facilitate coordination of activities within an organization by making behaviours both understandable and predictable to interacting members

Thus, the development of cultural elements can reduce the need for more direct, coercive mechanisms of control and coordination

It has been argued that law firm professionals are necessarily subject to work role conflict because the exercise of direct organizational control over their behaviour and activities is inherently incongruent with professional values of autonomy.

The knowledge, skills, and norms of behaviour acquired through professional training are presumably designed to enable individuals to carry out specialized work without direct supervision.

The institutionalization of behaviour is completed when habitualized activities are transmitted to new members, who may have no knowledge of the historical origins of the cultural elements that are transmitted; new members approach them with a normative, fact-like quality.

Socialization of new organizational members requires not only transmission of particular patterns of behaviour but transmission of the rationalized myths as well. Consequently, the myths must "make sense" to the new members in order to be readily accepted



# EN MEXICO

*LESSONS FROM SANCHEZ-DEVANNY ESEVERRI S.C.*

**Cristina Sanchez Vebber**, with **Jorge Sánchez-DeVanny** on film



# IN INDIA

*LESSONS FROM J. SAGAR ASSOCIATES*

**Shivpriya Nanda**, with **Jyoti Sagar** on film



# IN THE USA

*LESSONS FROM PATTERSON BELKNAP WEBB & TYLER LLP*

**Herman H Raspe**



*ISSUES RELATING TO*

# CREATION OF A FIRM CULTURE

How does a group of lawyers work together? What holds them together?  
What creates a 'common vision'?



*THE ISSUE OF*

# LATERALS AND TRANSMISSION OF CULTURE

Including the challenges faced in attracting, engaging and retaining lateral hires,  
while retaining and reinforcing firm culture





*ISSUES RELATING TO*

# LOYALTY AND CLIENT RELATIONSHIPS


Including handing over Client relationships to younger partners, both at a firm level  
and a practice group level ...



*ISSUES RELATING TO*

# SUCCESSION PLANNING & FIRM MANAGEMENT

Including involving laterals in firm management, selecting the management, etc.



# Q&A

Or comments, experience sharing and ideating ...

# MUCHAS GRACIAS

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