

GOWLINGS

FINANCIAL EXECUTIVES INTERNATIONAL CANADA Jasper – June 11, 2008



Managing Growth in a Professional Services Firm

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Old Gowlings



New Gowlings – since 2008



Old Gowlings

- 400 professionals
- Unwieldy management structure
- Need to integrate seven offices into a national platform with consistent vision
- Traditional law firm problems
 - No “sales”
 - Organize by office
 - Organized by legal specialty
 - Build it and they will come
 - Too much “eat what you kill”
 - Pay silos

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New Gowlings – since 2008

- **Client focused**
- **Common and articulated vision**
- **Service dealing through industry groups focused on clients' industries**
- **Supported by new external management/internal management structure**
- **Industry groups have sales and pay for performance mandate**
- **Team play is key**
- **One pot compensation system**
- **Strategic board**
- **Lean executive committee**
- **We now say “sales” and “profit”**

Road Map – Technology Industry Group

- **Mandate from management to “make it go”**
- **National plan 1-3-5 years**
- **Clean budget and ownership aligned to plan**
- **Physically site players together in cross-disciplining style**
- **Measuring performance against goals**
- **Tying pay to performance**
- **Local office leadership comprising national leadership team**

Road Map – Technology Industry Group ... con't

- **Faster on sales**
- **Lots of specific tasks**
 - **Target clients – national and local**
 - **Develop precedents**
 - **Penetrate the local/national community**
 - **Foreign initiatives to capture inbound work**
 - **Profile**
 - **Cross-sell like crazy**

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Thank You

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