

# Global Talent Management Development Framework

BAKER & MCKENZIE

# DEVELOP SUCCESSFULLY

At Baker & McKenzie, we know how critical career development is to our lawyers' success. Our Development Framework aims to help inform, guide and inspire you at every stage of your career development.

We recognize that the skills you need to be an excellent lawyer are complex and broad based. And we help you develop them through world-class career and development opportunities. This is made possible by our coordinated approach to talent management and the integrated way we link the recruitment, professional career development and performance management of our people.

The Development Framework paints a comprehensive picture of what high performance looks like in our Firm. It takes into account all the complexities, challenges and opportunities of a dynamic legal career. And it provides everyone in our Firm with a common language for discussing performance.

How does The Development Framework help you?

- Clarity on what is expected of lawyers at all levels
- Specific skills and behaviors needed to demonstrate progress
- Common language and reference points for discussing performance, achievements and progress
- Clearly explained performance expectations on which associate and partner performance reviews are based
- Guidance and inspiration for learning and development

We will help you develop as far and as fast your talents and drive will take you.

Harvard Business School selected our talent management approach for two of its best practice case studies, based in large measure on our Development Framework.

## Two Main Components:

### Key Performance Areas ( KPA's )

The five KPAs articulate the skills that we expect our lawyers to demonstrate at each job level: Business Development, Client Service, Legal Knowledge & Expertise, Matter Management and People Management.

### Personal Qualities (PQs)

The PQs describe the behaviors that Baker & McKenzie's high performers bring to the job.

The 14 PQs apply to all levels of seniority and are grouped into 4 categories: intellect, dedication, humanity and gravitas.



## Baker & McKenzie has been global since our inception. It is part of our DNA.

Our difference is the way we think, work and behave – we combine an instinctively global perspective with a genuinely multicultural approach, enabled by collaborative relationships and yielding practical, innovative advice. With 3,900 lawyers in 39 countries, we have deep understanding of the culture of business the world over and are able to bring the talent and experience needed to navigate complexity across practices and borders with ease.

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