

Desirable Dimensions of Executive Committee Member Performance

Source of Starting Document on Board Performance: Campbell Leadership Institute

- Collegiality (Clg)
- Collaboration (Clb)
- Contributor to ExComm Discussions (Cont)
- Knowledgeable about the Firm's Vision, Strategy, Clients and Economics (Knl)
- Marketing Force (Mktg)
- Public Relations (PR)
- Reputation (Rep)
- Technical Expertise (TE)
- Uniqueness of Ideas (Inov)

On the pages below, rank the member of the Executive Committee on a scale of One (1.00) to Five (5.00). You can see what each rank means when you read to the following pages.

ExComm Member Attribute %	Clg	Clb	Cont	Knl	Mktg	PR	Rep	TE	Inov	Tot

Collegiality (“Clg” on the Scoring Card)

- O. A pain to be around.
- 1. Organizationally and socially invisible.
- 2. Likeable enough, approachable.

-----The minimum standard is listed below-----
- 3. Takes some friendly initiatives; remembers employees names; sparks some friendly conversations about personal issues, careers, and families.
- 4. A real source of enthusiasm; people like having him/her around. A notable and positive social force.
- 5. #4, plus plays this role with a wider audience, i.e., "A National Personality."

Collaboration (“Cib” on the Scoring Card)
Accountability to the Firm and Its Mission

- 0 Accountable to no one in the firm, a shark interested in his own compensations.

1. Accountable to his or her own clients and not to the Firm.

2. Apparent accountability to the Firm but does not walk the talk of the values of the firm.

 -----The minimum standard is listed below-----

3. Accountable to the Firm’s vision and its values for treatment of clients, other lawyers and the Firm’s staff.

4. # 3, plus walks the talk and demonstrates the values of the Firm through his or her actions.

5. #4, plus plays an active role in demonstrating and reinforcing the values of the Firm to all lawyers and staff.

Contributor to ExComm Discussions (“Cont” on the Scoring Card)

0. People cringe when he/she opens their mouth.
1. Passive, inert, distracted by personal matters or maybe even sleepy.
2. Participates in normal flow of conversation, pleasant, makes a normal contribution.

-----The minimum standard is listed below-----

3. Normal participation, plus has some effective "Take Charge of Conversation" skills without appearing to dominate.
4. #3, plus confronts issues in a forceful way without creating rancor. Seen as strong contributor but not abrasive.
5. #4, plus done in a masterful style, confronts tough issues, helps everyone be heard, aids in finding consensus and solutions.

**Knowledgeable about the Firm's Vision, Strategy, Clients and Economics
("Knl" on the Scoring Card)**

0. "No Show" in every sense.
1. Doesn't come to meetings, or leaves early, or spends significant time on the phone; doesn't appear to have read ExComm materials.
2. Comes to meetings, reads materials.

-----The minimum standard is listed below-----

3. Comes to meetings; has obviously studied materials, makes obvious attempts to be informed.
4. #3, plus spends extra time getting to know lawyers and employees, and the effects of the issues on those people.
5. #4, plus spends time with "clients" to understand their viewpoints on the issues facing the firm.

Marketing Force (“Mktg” on the Scoring Card)
(generates resources)

0. Basically a cash drain (through ExComm fees, travel expenses, etc.)
1. No financial impact either way.
2. May not bring in new clients or other resources directly, but through referrals and similar activities does steer organizations toward the Firm.

-----The minimum standard is listed below-----

3. Through direct contacts, generates a modest amount of new clients for the Firm.
4. #3, but a few million.
5. #3, but in the multiple millions.

Public Relations (“PR” on the Scoring Card)
(generates visibility)

0. Does nothing.
1. Can talk knowledgeably about the firm in informal settings.
2. Can interact with visiting lawyers and clients smoothly, can talk about the Firm in social and professional setting.

-----The minimum standard is listed below-----

3. Can speak at luncheons and similar settings, and can interest new clients in learning more about the Firm.
4. Acts as a good Firm sales representative, attracts new clients, and opens doors for others to have sales opportunities.
5. Can appear on national platforms, such as professionals conferences and TV.

Reputation (“Rep” on the Scoring Card)

0. Negative image.
1. No one has ever heard of him/her.
2. Well-thought of, has wide circle of contacts.

-----The minimum standard is listed below-----

3. #2, plus is in a position that brings automatic credibility with referrals, e.g. CEO, President, General Officer, Professor in leading University, etc.
4. #3, plus a strong reputation in his/her field; "something more" than usual; widely known and respected.
5. #4, plus national visibility; provides instant credibility and visibility to any Board he/she sits on.

**Technical/Marketing/Legal/Accounting/Etc. Expertise
("TE" on the Scoring Card)**

0. None
1. A person with no particular knowledge.
2. In at least one area of importance to the Firm, can be considered well-educated, experienced, and knowledgeable.

-----The minimum standard is listed below-----

3. Has sufficient expertise in some relevant area so that others listen carefully when he/she talks about issues in this area.
4. Has a strong background in some relevant area, and is widely recognized as an expert. People call him/her for advice and specific recommendations.
5. #4, plus a national reputation for this particular expertise.

Uniqueness of Ideas (“Inov” on the Scoring Card)

0. Passive contributor, or even kills the ideas of others.
1. Modest contributions, mostly bland.
2. Has good ideas; presents and defends them well.

-----The minimum standard is listed below-----

3. Brings in ideas that would not be there if this person were not on the ExComm; represents his/her implicit constituency well, e/g/, educators, bankers, the military, women, minorities, academics, etc.
4. Truly a novel thinker and effective presenter. Has fresh, intriguing, and stimulating ideas.
5. A grand and effective philosopher or creator, one-of-a-kind.