



Information for Individuals 2012



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Excellence. Professionalism. Trust.

About you

You are a lawyer who is faced with a transition. Your first reaction may be to call your best contacts or to call a recruiter. Please don't! Give yourself an opportunity to take stock, develop a plan and put your best foot forward, so that when you make those calls you have the best chance for success. Your firm has engaged us to support you. Please call us at your earliest opportunity.

About Us

- We are engaged by law firms and legal departments to support lawyers in transition.
- Since 2002, we have worked with over 2,100 lawyers.
- 100% of our clients are lawyers.
- Our services are tailored specifically to the needs of law firms, legal departments and the individual lawyers they refer to us.
- We provide in-depth knowledge of the legal market – unbiased and informed.
- Every lawyer has unique needs, skills and goals. We customize our services to meet the individual requirements of each lawyer.

Our Service Model

We believe that every lawyer has individual strengths, skills and goals. Accordingly, we customize our services to the unique needs of each client. Our transition counsel support lawyers through the critical steps of their career transition. We raise self-awareness; we ground them with a historical perspective; we focus them on their future opportunities. Finally, while their need for support ebbs and flows with their job search, we are committed to their support until they land in a new opportunity.

Our model has five key steps:

1. Know Yourself
 - Debrief, Perspective and plans for Departure
 - Assessments (raise self-awareness and get grounded in their strengths)
 - Understanding priorities
2. Plan Your Future
 - Research and Evaluate the market
 - Prepare marketing materials (resume, cover letter)
 - Develop a Business Plan
3. Networking & Communications
 - Networking Skills Development (contacts, social networking and networking resources)
 - Managing time and activities
 - Communicating your message
4. Critical Meetings
 - Sourcing & negotiating references
 - Information gathering meetings
 - Interviews
5. Deciding, Negotiating & Closing
 - Evaluating opportunities
 - Negotiating the Offer
 - First thirty days – fitting in and learning fast

Members of Our Firm



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Karen MacKay has more than 20 years of professional services experience combined with an MBA from the Rotman School of Management at the University of Toronto; a Certified Human Resources Professional and licenses in a number of tools and assessments. Today she has a number of loyal and longstanding clients who have come to count on her for her knowledge and integrity, as well as for her sensitivity and flexibility in the face of their ever-changing business priorities. In 2009, Karen was elected to become a Fellow in the College of Law Practice Management in recognition of her contribution to the law practice management profession. She is a Certified Hudson Institute Coach and has been coaching lawyers since 2002.

With excellent communication, presentation, facilitation and coaching skills, Karen's practice is focused on professional service firms and the professional talent within them: leadership and strategy, governance and management; compensation, assessment and development through to succession planning and exit strategies. Further, Karen is a globally recognized expert on the challenges, expectations and motivations of the generations at work in law firms today; the management challenges around motivation, reward and retention of associates, of women and of partners nearing retirement.

Karen writes regularly for legal publications in Canada, the United States, the United Kingdom and Australia. She is a member of the Practice Management section of the American Bar Association and is a member of the Editorial Board of Law Practice Magazine, an ABA publication. Prior to founding Phoenix Legal, Karen led the Canadian legal practice of one of the largest human capital management consulting firms in the world. Before that she spent eleven years as the Chief Operating Officer of a large Canadian law firm.



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Natalie Jenner heads up the outplacement practice in Toronto. Natalie received her law degree from the University of Toronto. She summered, articulated and practiced corporate law at Osler, Hoskin & Harcourt from 1992 until 1997. She then joined a leading international legal recruitment company as it was setting up its first Canadian office. In 1998, Natalie took the position of Human Resources Manager at Ernst & Young where she developed experience in recruiting in the areas of legal, tax and accounting. Having practiced as a lawyer and having worked in recruitment, both in an agency and at a firm, Natalie brings uniquely comprehensive insight to her work at Phoenix-Legal Inc.

Natalie's consulting practice is focused primarily on outplacement, where she brings nine years of experience working with students, associates and partners in transition. She brings creativity, flexibility, integrity and professionalism to each unique engagement.

Natalie is also a novelist with four works of fiction in play with agents and publishing houses in Canada, the US and England.



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Shelley Appleby-Ostroff received her law degree from the University of Western Ontario and has over 20 years experience as a practicing lawyer, senior executive in the federal public service, mediator, and executive coach. She is a member of the International Coach Federation and has a keen interest in legal writing. She is currently completing her Masters degree in Writing Studies and teaches Effective Writing for Lawyers at the University of Ottawa's law school.

At Phoenix Legal, Inc., Shelley provides professional development programming, coaching, and consulting to law firms and legal departments with an emphasis on refining lawyers' writing skills. She also provides outplacement and coaching services.

Shelley's continued exposure to students at the beginning of their careers, and to lawyers as they develop, provides her with comprehensive insight into the mindsets of legal professionals throughout their professional careers.

What our clients say about our services

We are proud of the work we are doing, our in-depth knowledge of the legal community and our knowledge of the issues faced by lawyers in transition. Here is what some of our clients have told us:

- *"First and foremost, it was clear to me throughout our process that you really understood what more senior lawyers experience as they transition. On a personal level, your empathetic abilities are excellent, and on the business level you appreciate all of the issues involved in making a firm change."*
- *"I'm sure you know how I feel about the personal support you provide; it is without question the best one could hope for. Your investment in and concern for people on a personal level is obvious and sets you far apart."*
- *"Anyone needing your services has been put in a very awkward situation and usually thinks that they are the only one that this has ever happened to. The most important thing when you are put in a situation like this is to have support, which I got from you."*
- *"I have tended to have a difficult time accepting help in the past (always feeling that I need to be the one helping). By being such an excellent facilitator and enabler, you made the process an extremely comfortable one. I always felt I was in the driver's seat yet was comforted by the knowledge that I had a superb "navigator" on board."*
- *"Thank you for working with me on my job search. It was so helpful to have a neutral and informed third party who could act as a sounding board. My job search would have been much, much harder without you."*
- *"Because of your deep appreciation for the issues respecting a move to a new firm, you were able to alert me to a number of issues that I wouldn't have thought of, or if I would have it would have taken me much longer to get to those issues."*

So, I would certainly recommend your services even to those who are confident that they can land a new opportunity on their own.”

- *“You obviously understand the Toronto legal market very well, and your contacts, particularly in the mid-market firm space, are superb. The personal support you provide; it is without question the best one could hope for. Your investment in and concern for people on a personal level is obvious and sets you far apart from the usual recruiting or outplacement service.”*

How to begin? Call us.

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