

Business & Careers

Making sure your goals fit with your firm



Warren Smith
The Headhunter

I was recently working with a partner who was struggling to determine whether his current firm was the "right fit" for him and his clients. Instinctively, he knew something wasn't quite right, despite having been with the firm for many years and enjoying the friendships he had built up over the years.

When we sat down to discuss his career objectives, the disconnect became more readily apparent once he was able to articulate his current career goals against his current firm offerings. Here are some of the key questions which

led him to this revelation.

What are your three most important career goals in the next five years? Our starting point was a discussion on his current career goals and also how they had shifted in the past few years. As his practice matured, so too, did his career objectives. Articulating his current goals was a key step in identifying what he needed from his firm platform in the medium term. One helpful tool is to rate your current environment based on these identified goals, while also determining what the minimum level your goals need to be in order for you to feel like they are being met, wherever you continue to practise.

How effective is your current firm at helping you achieve these goals? Next, we examined how his current goals matched up against his current platform. For example, one of the key areas he

needed increasing help with was marketing and client outreach, as he wanted to continue to expand his footprint in his market and specialization. Whereas his earlier goals had been around skills development, as he became more confident in his skill set, this was replaced by priority around profile—an area which his firm was notably deficient in.

What would it take to meet or exceed these goals at your current firm? In examining any discrepancies between your firm's current offering and your needs, the next step is to consider what it would take from your firm to close any gaps. Often, these issues can be addressed through consultation with the firm's leadership and/or practice group leaders—but having a plan and being able to identify your needs are critical in helping the firm adapt to match your practice demands. Moreover, by flagging

these gaps for your firm, should they not prove able (or willing) to address these shortfalls, should you end up needing to make a move, the firm is less likely to be surprised (which is frequently the root of anger/poor treatment by partners on exit).

What other options exist in the market to achieve your goals? Finally, should there prove to be any significant gaps in practice needs and platform, it may be helpful to assess other options in market in determining how best to move forward. It may be that the combination of needs your practice requires (resources, skills development, supporting practice areas, regional/national/international reach, for example) may simply not be reasonably found in your current market. If that is the case, you may need to consider whether your current firm offers the best practical option in market, or

whether you are prepared to undertake greater/different risks in achieving your most important practice objectives. Whether you use a recruiter or rely on your professional network, understanding the realities of your local market relative to your current position can be helpful in assessing whether staying or moving is the best next step for your practice.

In the end, the key here is to ensure you are making a conscious decision to assess your current environment against your future needs. Maintaining a proactive approach to these issues can greatly mitigate the potential of reaching a level of frustration with your firm where a rational plan may seem no longer possible.

Warren Smith is managing partner of *The Counsel Network*. You can follow him on Twitter @lawheadhunter.



**Ontario
Securities
Commission**

**Commission des
valeurs mobilières
de l'Ontario**

PART-TIME COMMISSIONERS

The Ontario Securities Commission (OSC), as the regulatory body responsible for overseeing the capital markets in Ontario, administers and enforces the *Securities Act* (Ontario) and the *Commodity Futures Act* (Ontario) and certain provisions of the *Business Corporations Act* (Ontario). The mandate of the Commission is to provide protection to investors from unfair, improper, or fraudulent practices, and to foster fair and efficient capital markets and confidence in the integrity of the capital markets.

The OSC is seeking to recruit two Part-time Commissioners to replace Commissioners whose terms of office will be expiring. One position is for a candidate having capital markets experience and the other position is for a candidate having legal experience. The qualifications sought are as follows:

(a) Capital Markets Background: candidates should have held senior positions of responsibility in the capital markets and have knowledge of securities regulatory issues that affect investors and Ontario's capital markets. Preference will be given to candidates with extensive skills and experience in one or more of:

- Global Capital Markets (Equities, Derivatives, or Fixed Income)
- Investment Banking
- Wealth Management
- Investment Fund Management
- Risk Management
- Formation of regulatory policy
- Previous board experience in the public or not-for-profit sector

(b) Legal Background: candidates should be lawyers who have practiced for at least 15 years as solicitors, litigators, adjudicators, or professors of law. Candidates will ideally have experience in securities law matters, and investor protection, knowledge of the securities regulatory issues that affect investors and Ontario's capital markets, and experience in the formulation of policy.

Candidates must be prepared to sit on and chair adjudicative panels that conduct hearings and render decisions in connection with enforcement and other regulatory matters and be willing and able to dedicate the necessary time to fulfill the responsibilities of the position, which is estimated to be from 80 to 100 days a year. The actual number of days required will fluctuate as the result of the OSC's adjudicative requirements.

Candidates for the position must have (i) demonstrated an ability to maintain an independent perspective; (ii) high moral and ethical standards and integrity; (iii) an ability to exercise sound business or professional judgment; and (iv) a demonstrated commitment to the principles and values of public service. Fluency in both of Canada's official languages would be an asset.

Please visit www.pas.gov.on.ca to find a full description of the role and to download an application form. All forms, quoting file number PAS-1655, must be addressed to: Public Appointments Secretariat, Room 2440, Whitney Block, 99 Wellesley Street West, Toronto, ON M7A 1A1. You may also apply online or by fax to 416-327-2633.

Applications must be received by **May 5, 2016**. Only those applicants selected for an interview will be contacted.



**Ontario
Securities
Commission**

**Commission des
valeurs mobilières
de l'Ontario**

COMMISSAIRES À TEMPS PARTIEL

À titre d'organisme de réglementation chargé de superviser les marchés financiers de l'Ontario, la Commission des valeurs mobilières de l'Ontario (CVMO) administre et applique la *Loi sur les valeurs mobilières*, la *Loi sur les contrats à terme sur marchandises* ainsi que certaines dispositions de la *Loi sur les sociétés par actions* de l'Ontario. La Commission a pour mandat de protéger les investisseurs contre les pratiques déloyales, irrégulières ou frauduleuses et de favoriser des marchés financiers justes et efficaces et la confiance en leur intégrité.

La CVMO est à la recherche de deux commissaires à temps partiel pour remplacer des commissaires dont le mandat touche à son terme. Elle désire combler un des postes en recrutant un candidat ou une candidate qui possède de l'expérience des marchés financiers et l'autre poste en recrutant un candidat ou une candidate qui possède de l'expérience dans le domaine juridique. Les compétences recherchées sont les suivantes :

a) Expérience des marchés financiers : Les candidats et candidates doivent avoir occupé des postes de haute responsabilité au sein des marchés financiers et posséder des connaissances des questions de réglementation des valeurs mobilières qui ont une incidence sur les investisseurs et les marchés financiers de l'Ontario. La CVMO priviliera les candidats et candidates qui ont des compétences et une expérience approfondies dans un ou plusieurs des domaines suivants :

- Marchés financiers mondiaux (actions, produits dérivés ou titres à revenu fixe)
- Services bancaires d'investissement
- Gestion de patrimoine
- Gestion de fonds d'investissement
- Gestion du risque
- Élaboration de politiques de réglementation
- Participation à un conseil d'administration dans le secteur public ou sans but lucratif

b) Expérience dans le domaine juridique : Les candidats et candidates doivent être des avocats possédant au moins 15 années d'expérience à titre d'avocats, d'avocats plaignants, d'arbitres ou de professeurs en droit. Idéalement, les candidats et candidates possèdent de l'expérience dans le domaine du droit des valeurs mobilières, et de la protection des investisseurs, des connaissances des questions de réglementation des valeurs mobilières qui ont une incidence sur les investisseurs et les marchés financiers de l'Ontario, ainsi que de l'expérience en matière de formulation de politiques.

Les candidats et candidates doivent être prêts à siéger à des comités d'arbitrage qui tiennent des audiences et rendent des décisions en matière d'application de la loi et d'autres questions de réglementation et à les présider. Ils doivent également avoir la volonté et la disponibilité nécessaires pour s'acquitter des responsabilités du poste, qu'on estime entre 80 et 100 jours par année. Le nombre de jours requis fluctue selon les besoins de la CVMO en matière d'arbitrage.

Les candidats et candidates doivent être prêts à siéger à des comités d'arbitrage qui tiennent des audiences et rendent des décisions en matière d'application de la loi et d'autres questions de réglementation et à les présider. Ils doivent également avoir la volonté et la disponibilité nécessaires pour s'acquitter des responsabilités du poste, qu'on estime entre 80 et 100 jours par année. Le nombre de jours requis fluctue selon les besoins de la CVMO en matière d'arbitrage.

Veuillez visiter www.pas.gov.on.ca pour obtenir une description détaillée de ce poste et un formulaire de demande téléchargeable. Tous les formulaires portant le numéro de dossier PAS-1655 doivent être envoyés à l'adresse suivante : Secrétariat des nominations, Salle 2440, édifice Whitney, 99, rue Wellesley Ouest, Toronto (Ontario) M7A 1W4. Vous pouvez également postuler en ligne ou par télécopieur au 416 327-2633.

Les formulaires de candidature doivent nous parvenir au plus tard le **5 mai 2016**. Nous communiquerons uniquement avec les candidats retenus pour une entrevue.