
Stories
from
7 New
Partners

Lateral Moves

BakerHostetler

Wanted: Team Players

"I'm often asked what it is about BakerHostetler that attracts and keeps so many excellent lawyers—more often than not for their entire careers. There is no one answer of course. But if you read through a few of these stories—personal stories from laterals who have come aboard recently—I think you'll notice some compelling themes."

Not surprisingly, most of the stories talk about our national platform. Lawyers who lateral to our firm have done their homework. They know our reputation for excellence, our commitment to our clients' businesses, our determination to provide impeccable service, and our demonstrable value. They know that the magic is not just in what we do, but in how we do it. So their stories take our extraordinary platform for granted. What surprises them is not so much the number of offices and practices, but the way the lawyers in those offices and practices work together seamlessly. Our new lawyers talk about being able to pick up the phone and call any partner in any office and instantly get help with anything they need. It's the kind of cross-office collaboration that many firms claim, but few actually deliver.

Why is that? We believe it has a lot to do with our culture, and the stories confirm that belief. Ours is a culture that insists on—and rewards—team players. Accordingly, there's a flip side to that phone call for assistance: you must be willing—and ready—to receive a similar call and pitch in whenever your partners need you.

We understand that not every lawyer can do that, which is why we take great care to make sure that anyone who joins us is a good fit with this team-oriented culture.

The stories you read here are about lawyers who recognized the opportunity—what the combination of a great platform and true cross-office teamwork could represent for their clients and their practices. It's the application of our experience and knowledge to our clients' greatest opportunities and challenges that distinguishes BakerHostetler lawyers.

If you happen to be considering a move—and you think you might like working with BakerHostetler lawyers—we hope you'll take these stories to heart.

Steven Kestner, Chairman

Contents

- 01 Chairman's Message
- 02 Theodore J. Kobus III
- 04 Elizabeth A. Green
- 06 Robert G. Abrams
- 08 Dennis W. Russo
- 10 Bryce D. Linsenmayer
- 12 R. Scott Feldmann
- 14 Jay P. Krupin

Theodore J. Kobus III

Privacy and Data Protection

Several years ago, Ted Kobus found himself at the center of a practice that was hot and getting hotter. High-profile data breaches were starting to surface regularly, and issues of data privacy and security were top of mind for executives all over the world. Simply put, to serve them effectively, Ted recognized that he needed a more robust platform and a support system to match—a realization that was dawning on his clients as well.

Clearly, New York was the right place to be, and the firm he chose needed to offer his clients the diverse and integrated services and the reputation of major New York firms. While he wanted the reach and resources of a large multi-office firm, Ted also wanted a collaborative culture in which he and his clients could thrive—a place where “I would enjoy going to work every day.”

Everything about BakerHostetler felt good. The firm has a large New York office, and “it’s a place where you aren’t surrounded by a lot of sharp elbows.” He was eager to give

up the role of “one-man band,” and BakerHostetler offered Ted tremendous client-service support, including the ability to offer them a full range of legal services beyond privacy and data security.

But more than that, in BakerHostetler he now had a national platform with a firm that “got it,” that completely understood the huge potential of his practice and was committed to its growth. Creative marketing ideas were always welcome, and the firm underwrote a highly successful series of industry roundtables and webinars that attracted hundreds of companies, many of which subsequently became firm clients.

Ted’s practice doubled in his first year at the firm, then doubled again in his second year. Now, as privacy and data security top the agenda in boardrooms everywhere, Ted’s practice can scale with the need. It’s a win-win-win: for Ted, for his clients, and for BakerHostetler.

“I have no problem attracting laterals to our practice now. I tell them ‘the firm gets it.’ When I joined, the firm understood very quickly what I needed to capitalize on the platform and grow the practice. And it has seen the growth. BakerHostetler has supported my practice and together we’ve enjoyed the significant growth we envisioned.”





"I had worked with some of the BakerHostetler lawyers before on the other side of cases, and they were always professional —and nice. Everybody seemed to work really well together and if somebody wasn't available, the next person would pick up the slack. Since I've been here, there isn't one person who I've asked to help me that said no."

Elizabeth A. Green

Bankruptcy

It took Elizabeth Green a full year to decide to come to BakerHostetler. It's not that she was not considering a move—she was.

The problem was that she was far too busy. It was 2009. The world financial system had crashed, the nation's economy was tanking, and companies were failing right and left. For a bankruptcy lawyer like Elizabeth, it was boom time. She had no time to fully contemplate a change of firms.

Still, BakerHostetler had much to offer. There was, first and foremost, an enviable depth in the areas that complemented Elizabeth's practice. Bankruptcies frequently involve a host of ancillary legal issues—real estate, tax, labor and employment, environmental, land use, litigation, and more—and she was gratified to see that the firm was strong in every one of them.

Beyond that, she was attracted to the culture, which was collaborative and client-service focused, and among the best she'd seen.

BakerHostetler has lived up to Elizabeth's expectations. She now has five bankruptcy lawyers working with her in Orlando. She has a national platform that brings her cases she would never otherwise have gotten. She has access to an e-discovery team that allows her to take cases that were previously too large for her to contemplate. She can draw freely on the enormous resources of the firm, especially the nationwide bankruptcy practice of which she is now an integral part. She works regularly with every practice group that dovetails with her own. And she is a member of the firm's Policy Committee.

Some of Elizabeth's clients were nervous at first, fearing a big national firm might mean higher billing rates and less attention. Instead, the additional resources have created efficiencies that result in more attention, not less. For Elizabeth and her clients, the move has been a success on every level.

Robert G. Abrams

Antitrust and Trade Regulation

"Of all the firms I talked to, BakerHostetler didn't raise the thought of cherry-picking people from the team. The firm respected who I wanted to bring with me and was happy to take all of us."

It's one thing to change law firms after 38 years in the same place. It's quite another to bring 17 of your colleagues with you. Yet that is exactly what Robert Abrams did when he came to BakerHostetler.

A major client of Bob's first urged him to contact the firm, and he liked what he saw. He recognized this would be a place where he could continue to handle the types of major cases that were the cornerstone of his practice. Adamant about bringing his entire team with him to any new firm, BakerHostetler was immediately enthusiastic. They understood the collective strength and power of a team that had worked together for years. And where other firms were reluctant to take on the large contingency case Bob was in the middle of handling, the firm was totally positive. BakerHostetler clearly wanted Bob and all his people to come aboard, and they let it be known in no uncertain terms.

The transition was well organized, the business development people were highly supportive, and the integration process was geared to make the entire team feel comfortable right from the start.

Bob was co-chair of his prior firm's Global Litigation practice and he was asked to lead BakerHostetler's national antitrust group. This was the firm's idea, not his, and he was encouraged to hop any plane, set up any meeting, and generally do whatever it took to get to know the lawyers in his new group. In short, the firm extended an open door and a welcoming environment, and after nearly four decades at his previous firm, Bob is still surprised at just how easy the move was.



"BakerHostetler really does understand the mind-set and the uncertainties of being a lateral. You're leaving a place you've been at for so long and now you have to ramp up again. For any lateral, it's a huge risk. Here, they appreciate that."

Dennis W. Russo

Real Estate

A veteran of both bigger firms and small boutiques, Dennis Russo came to BakerHostetler because "I like to build things"—in this case, the firm's New York real estate group, from the ground up. The firm is determined to be a player in this demanding market, and having someone with Dennis's credentials is key to that effort.

To be sure, there were risks involved—as there are for all laterals—but Dennis was ready for the challenge. Fully half his clients are in banking, and a number of them had been urging him for some time to move to a law firm with more of a national platform. BakerHostetler was able to provide that platform, plus strengths in the other disciplines that complement a real estate practice—tax,

leasing, and litigation among them. After due consideration, Dennis decided to make the move.

In his time at BakerHostetler, the firm has amply demonstrated its commitment to creating a formidable real estate presence in New York. Resources were allocated to buy advertising and sponsorships, as well as to send his people to industry events outside New York. Even more important, Dennis has been free to bring in as many additional lateral partners as it takes to round out the group.

Integration into the firm was, Dennis remembers, quite impressive. The systems were in place, the support staff was well organized and accommodating, and a smooth transition was laid out for him from day one.

"Yes, I had good relationships and good clients. But it wouldn't have worked if the people here didn't cooperate and understand how you need to use teamwork to get business in the door. And not only that, it was selfless. It was 'we need to go after this business, let's make it happen'—and they threw a whole team together."



Bryce D. Linsenmayer

Mergers and Acquisitions

Bryce Linsenmayer had barely moved into the Houston office when he saw BakerHostetler's national platform swing into action on behalf of his clients.

First, there was the IP partner on the East Coast whose house had lost power in a blizzard, but who sat in a Starbucks and walked Bryce's client through a crucial patent filing on drastically short notice.

Then, there was the multi-office team put together on a weekend to set up a defense for another longtime client who'd been named in a securities fraud class action—a team that included one of the nation's premier white collar attorneys.

These opportunities to show his clients so much bench strength could never have happened at Bryce's previous firms—yet they happened within months of his arrival at BakerHostetler.

There were several factors that brought Bryce and the firm together. His previous firms were more regional in focus, and he was feeling the need for a bigger platform. In building his practice, Bryce had developed an unusual focus on U.S. companies seeking capital outside the U.S. and, as such, he needed

a firm that would accept his London-based activities. He was quickly reassured that BakerHostetler would not just accept, but would indeed celebrate such a practice.

Another factor in his decision was the coincidence of being interviewed at the same time as the Woodcock Washburn combination. The mere fact that 70-plus world-class IP attorneys of such sterling reputation had chosen the firm "spoke volumes to me." It was, to him, "all the due diligence I needed to do."

Actually, there was one last piece of diligence required. Having long since declared "I am never going back in the closet again," Bryce needed reassurance that BakerHostetler means what it says about diversity—particularly toward LGBT partners. It was, as he says, "unfortunate that you even have to have the conversation," but he nonetheless felt it was necessary.

Of course, the conversation was a short one. It turned out to be exactly the sort of non-issue it should be everywhere. Bryce has been pleasantly surprised at the ways he and his partner, as a couple, have been welcomed into the BakerHostetler community.

R. Scott Feldmann

Intellectual Property

Law firm culture has always been important to Scott Feldmann. So it's significant that when Scott moved to BakerHostetler's office in Costa Mesa, California, it was in large part due to his affinity for the values he perceived in the firm. When he uses words like "straightforward" and "down-to-earth," he is describing both the firm's culture and his preferred way of doing business.

Scott assembles teams of litigators to handle high-stakes IP disputes, and he finds that the firm's culture facilitates the kind of cross-office collaboration he needs to make that happen. Putting highly technical teams together is not new to Scott—he spent the first part of his career as a captain in the U.S. Air Force, where he was an electronic warfare testing director.

He makes the most of the highly specific skill sets of BakerHostetler lawyers across

the country, working seamlessly with virtually every office. His colleagues, he notices, find this easy to implement and completely natural—a tribute, once again, to the firm culture.

Integration into that culture was also surprisingly easy. His sponsor partner was ready on Scott's first day with a loose-leaf binder that outlined the entire process, with meticulous checklists covering everything the firm needed from him—and everything he needed from the firm. Moving client files over, getting new files opened, accessing and learning the sophisticated IT tools that make all that collaboration possible—these were all part of a well-thought-out, methodical process geared toward getting laterals up to speed as quickly and as painlessly as possible. The firm truly extended itself to make Scott—and his clients—comfortable. Of course, that's part of the firm culture as well.

"When you have five or six attorneys working on a case and they are across the country in different offices, if you have a culture that is not open to that it's going to be more difficult—you'll be necessarily limited to the talent in your own office. Here you can tap into the best talent for the case, across the firm."



Jay P. Krupin

Labor and Employment

He could have gone anywhere. After 30 years of small firms, big firms, and—most recently—his own firm, Jay Krupin had reached the top, with blue-chip corporations constantly turning to him for complex, bet-the-company labor relations representation. That he chose to come here was great news for BakerHostetler and, perhaps, instructive to other laterals contemplating a similar move.

Jay was looking for three specific qualities in a law firm—not necessarily in this order. The first was a culture that attracted direct, creative, and collaborative people. The second was an established major labor relations practice. The third was a firmwide national platform in which all offices interacted seamlessly, and where no lawyer was siloed either geographically or by discipline. He found all three in BakerHostetler.

But while all these qualities were necessary, they were not sufficient. Marketing is especially important to Jay, and he liked that BakerHostetler was as eager as he was to

bring his highly successful labor relations master classes to a national audience. Conducted in New York, Chicago, and Los Angeles, these classes have been attended by professionals from well over 200 major corporations, most of which have been represented by their presidents, CEOs, and CFOs. A high-end review of complex labor issues, the sophistication level is underscored by the 14 full-time attorneys conducting the programs. Half the attendees have been previous clients of BakerHostetler, and a significant number of new clients have come aboard as a result.

As for his practice, Jay represents major clients throughout major industries with a labor relations presence—hospitality, healthcare, media, food service, higher education—which means he regularly does business in every BakerHostetler office nationwide. So when he speaks of a seamless national platform—the kind he came to the firm for—it's not a cliché. It's a key factor in his career.



"Here's the point about laterals: Clients will follow lawyers, but the question is—do they stay? Does the firm support them? My clients have not only stayed, but the list is growing. I have no problem bringing clients to BakerHostetler."



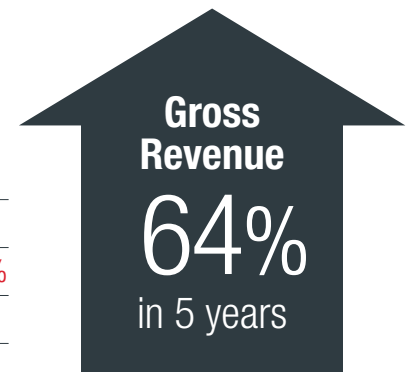
BakerHostetler

At-a-Glance

Laterals don't just pass through BakerHostetler and move on. They stay—most of them for their entire careers. There are many reasons for this, but as you can see on this page, the facts tell a good story.

Laterals in Management

- Policy Committee: 47%
- Firmwide Practice Group Chairs: 40%
- Practice Group Coordinators: 48%



AmLaw100
Ranking
60

Chambers USA Guide:
America's Leading Lawyers for Business:

- 103** Attorneys
- 25** Practice Areas
- 4** Band 1 Practice Areas

46% Growth from 626 to 915 Lawyers in 5 years



bakerlaw.com

One of the nation's largest law firms, BakerHostetler helps clients around the world address their most complex and critical business and regulatory issues. With five core national practice groups—business, employment, intellectual property, litigation, and tax—the firm has more than 900 lawyers located in 14 offices coast to coast.

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