

## Why the best managing partners need coaches

By Gerry Riskin

The best managing partners are talented, accomplished lawyers who command the respect of their peers and want their firms and their people to succeed. It seems counter-intuitive that they would need a coach. However, there are extraordinary benefits, both personally and professionally, to be reaped from a good coaching experience — and the better the performer, the more gains coaching can provide.

### MANAGING PARTNERS' CHALLENGES

The law firm environment is fraught with challenges that the average corporate CEO would struggle to understand. For example, the typically flat partnership structure means that equity partners exhibit a sense of entitlement. Individually, each partner wants every decision that adversely affects them reversed; every issue they care about elevated to crisis level; every dispute with someone internally resolved in their favor; and their own compensation to be exactly right (especially in relation to everyone else).

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