

 **HOTSHOT**

**HYBRID L&D**

**Developing Associates in  
a Post-Pandemic World**

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# Introduction: It's time to take your L&D strategy hybrid



**L**aw firms spent the first months of the COVID pandemic in crisis mode, working out how they could operate virtually. Then, on top of handling unprecedented amounts of client work, came the reworking of long-existing HR policies to enable hybrid work.

Now firms are focusing on the next big issue: ensuring that their associate learning and development strategy aligns with hybrid working.

This is important. But there's an opportunity to do more than just adjust training approaches to fit with hybrid work. Hybrid can be a catalyst to rethink associate learning and development in a more radical way that addresses fundamental issues preoccupying law firm leaders. Among these issues are client expectations of associate skills and the challenge of talent acquisition and retention.



**78%** **Number of associates who preferred a hybrid work schedule.**

*2021 Midlevel Associates Survey, American Lawyer*

In our work with about half of the Am Law 100 firms, we've come to realize that the solution is itself a hybrid strategy: **combining established ways of training associates with innovative learning approaches**. We call it Hybrid L&D.

In this paper, we discuss the challenge and opportunity for associate learning and development that exists in a post-pandemic world, describe the elements of the Hybrid L&D solution, and offer a framework for putting a new L&D strategy in place. We also give examples of Hybrid L&D in action at Am Law 100 firms.



**“Developing associates in a hybrid environment... is a new frontier for most firms. ‘Every firm seems to have their own culture and [hybrid] is a big new thing. They aren’t sure how to navigate this and no one really has the answer.’”**

*For Hybrid to Work Longterm, Law Firm Processes Need Refresh, American Lawyer, May 6, 2022.*





Image credit: [Chris Montgomery](#)

## Hybrid Is Here to Stay

Law firms are taking different approaches to remote working — fully remote, three days in the office, five days in the office — but the concepts in this paper apply to all large firms.

Let's be honest — firms have always been hybrid to some extent. We don't know any firm that doesn't expect their lawyers to work from home during nights and weekends from time to time.

And most large firms have multiple offices requiring remote collaboration. People need to be able to connect with and learn from colleagues who aren't physically with each other, whether they're working at home or in an office.

## A note from the authors

Our experience comes from learning from and with your peers. When we left Practical Law and started Hotshot, our first customers were Silicon Valley law firms that were keen to try out a new approach to associate training. Over the years, our customer base has grown to include a diverse group of law firms: large, small, innovative, conservative, and prestigious. They all have one thing in common: they're working to adapt their already successful training programs for a new generation of lawyers and a new way of working.

We've seen many examples of what works and many of what doesn't. We talk to firms about these issues every day, gathering input from practice heads, partners, professional development teams, associates, and law students.

In this paper, we hope to make this experience helpful to you as you develop your own strategy for associate learning and development in a post-pandemic world.



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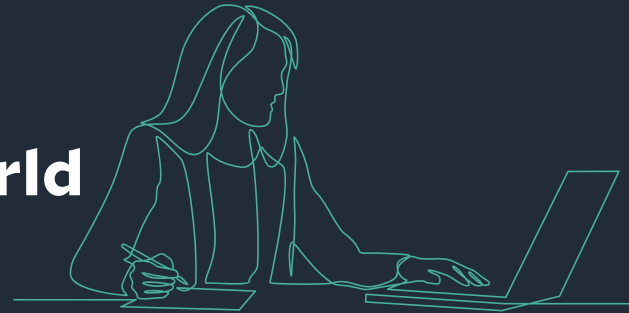


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# The problem with traditional associate training in a hybrid world



**W**e're certainly not here to tell you that large law firms don't know how to train associates. The best firms in the world have flourished largely because of their ability to share the knowledge and expertise of senior lawyers with more junior colleagues.

But now that a hybrid work environment is here to stay, firms are rethinking the way they've been training and supporting associates.

Hybrid poses several problems for the traditional model:

- **Less spontaneous learning.** With fewer people in the office at the same time, there isn't the same opportunity for the spontaneous one-to-one interactions that people used to have. The quick chat before the client call, the debrief afterwards, wandering down the hall to ask a question — these important, informal learning opportunities just don't happen as much anymore.
- **Uneven experience with live programs.** Fewer people in the office often means even fewer people attending live training programs. The traditional format of live programs usually results in an inferior experience for those that join remotely.

“

“The thing that gets missed when you’re not in person is the informal debrief after a call or meeting. In person, partners will answer questions and explain why things went the way they did. When you’re remote, no one picks up the phone to debrief. When the associate does call, it’s about a specific question and it’s brief.”



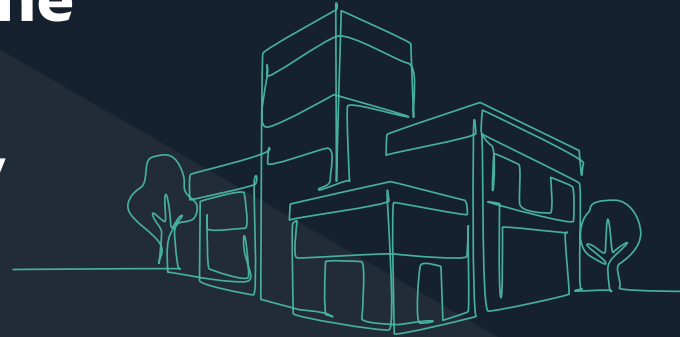
**Craig Menden**, *Co-Chair, Technology Transactions Practice,*  
*Willkie Farr & Gallagher*

”

- **Associates need additional support for on-the-job learning.** Associates are expected to take on new matters and assignments that are unfamiliar to them — but now they’re often alone at home when they have to do it. And it’s not as easy for them to ask for or get help from other lawyers when they’re not at the office with everyone.
- **Fewer opportunities for lawyers to interact.** Associate development isn’t just about helping associates build substantive legal knowledge. Part of an associate’s development is building good working relationships with other lawyers in their practice group, which is harder to do in the day-to-day of a hybrid work environment.



# Hybrid working isn't the only reason firms are reexamining how they train their lawyers



**E**ven before the pandemic, law firms were rethinking associate training for a few reasons:

- Attracting and retaining talent
- Addressing mental health and wellness
- Responding to feedback about unsatisfactory and uneven training experiences

## **Attracting and retaining talent**

Associate pay scales get all the headlines and a good deal of associate attention, but training is increasingly seen as a top factor associates look for in their firms. According to a recent Law360 survey, an “emphasis on training and mentoring” topped the list of traits that lawyers want in their law firm’s culture.<sup>1</sup>

Associate expectations are different from what they used to be. When today’s Gen X and Baby Boomer partners were associates, they happily (or quietly) accepted whatever training was made available to them. Feeling clueless was part of the deal. But Millennials and Gen Zers expect more.

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<sup>1</sup> 2022 Law Firm Culture Survey, Lawyers’ Perspectives on Diversity, Work-Life Balance and Succession Planning.

Their learning styles are different too. These groups grew up on YouTube, Khan Academy, and TikTok — that’s how they learn outside work. They’re used to pulling up short pieces of content (often video) to learn what they need to know when they need to know it, and they want a similar experience in their professional lives. If their primary law firm training opportunities involve middle-aged people armed with PowerPoints talking at them for an hour about something they don’t understand, it’s a less than an ideal experience.

Associates dissatisfied with training will look for opportunities with firms that offer training and development that’s more in line with their expectations. And, with the cost of replacing a single associate as much as \$500,000,<sup>2</sup> the financial implications are huge.

## **Mental health and wellness**

According to a 2020 report by the World Health Organization “the most stressful type of work is that which values excessive demands and pressures that are not matched to workers’ knowledge and abilities, where there is little opportunity to exercise any choice or control, and where there is little support from others.”<sup>3</sup>

This is exactly the situation many associates find themselves in. A first-year banking associate at a big firm who’s assigned to a structured finance deal is likely to feel unprepared, stressed, and possibly overwhelmed.

Thankfully, there’s now much greater focus than ever before on mental health and wellness in the legal profession. Training is an area that can have a big impact, and one that firms are looking at in this context.

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<sup>2</sup> Update on Associate Attrition: Findings from a National Study of Law Firm Associate Hiring and Departures (Calendar Year 2017).

<sup>3</sup> Occupational Health: Stress at the Workplace, October 19, 2020.

## **Unsatisfactory and uneven training experiences**

In our conversations about associate training with partners and associates at large firms, a few things have stood out.

### **THE TRADITIONAL LECTURE FORMAT DOESN'T WORK FOR ATTENDEES OR PRESENTERS**

Associate feedback is that they love learning from senior lawyers at their firm but not through one-way lectures. They want training to involve conversations rather than brain dumps where presenters use recycled PowerPoints. They want to ask questions, hear war stories, and discuss the firm's ways of doing things.

Partner feedback is generally that they enjoy training associates, but they just don't have the time for all the work that goes into preparing for traditional programs. And they agree with the associates — they prefer to discuss recent deals and cases and to talk about what's unique to the firm's practice.

Firms have been listening to this feedback. As a result, they've been moving away from lectures and towards training programs that get people talking, applying what was learned, and sharing war stories and other firm specifics. Firms are recognizing there are better ways to deliver fundamental concepts to associates.

### **TRAINING ACROSS OFFICES IS INCONSISTENT**

Even before the pandemic, when everyone was "at the office," they weren't always at the same office. The feedback we hear is that this creates various issues for training:

- Lawyers in smaller offices often feel like an afterthought
- Programs are only offered in some offices and not others (and in some cases to some people and not others)

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**“The pandemic has fast-forwarded people’s thinking by a good 5 to 10 years when it comes to adopting new, more innovative ways to train lawyers.”**

*PD leader, Am Law 100 firm*

”

- People who join in-person sessions remotely report that their experience isn’t as good as those that got to attend in person

#### **TRAINING ACROSS PRACTICE AREAS IS INCONSISTENT**

Another issue that stands out is how different training can be among different practice groups at the same firm. For example, a litigation group may have a well-developed bootcamp for associates, supplemented with curriculums and monthly training programs, while the capital markets team at the same firm might have no formal training program at all. And of course, larger practice groups often have many more resources and programs than smaller, more specialized practice groups.

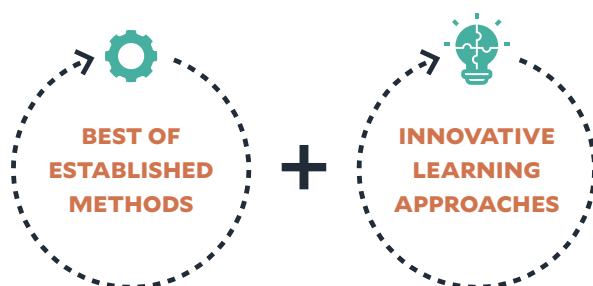
These issues of talent retention, wellness, and training consistency have led firms to look at addressing these issues by revamping or updating their approaches to training. As a result of the pandemic, it’s happening much faster than it otherwise would have.

# The solution: Hybrid L&D



**T**he solution to the problems brought about by hybrid working — and the ones that firms were already starting to think about — itself comes in hybrid form. We call it Hybrid L&D.

Hybrid L&D takes the best parts of established training programs and supplements them with the latest learning and development techniques.



## **BEST FROM ESTABLISHED PROGRAMS**

This is where you take what's worked in the past and make sure it continues to work in a hybrid world: associates learning directly from partners, giving associates client work early, those in-person events that get great feedback from everyone involved.

These things might need to be tweaked for hybrid, but what's important is that the starting point is to retain what's made your firm training successful in the first place.

## INNOVATIVE LEARNING TECHNIQUES

This definitely means using technology (e.g., video, interactive quizzes, learning on a mobile phone on the commute to the office). But it also means using different ways of delivering person-to-person training that make for a more effective, enjoyable experience for learners and teachers. Blended learning is a great example of this, and we talk about it below.

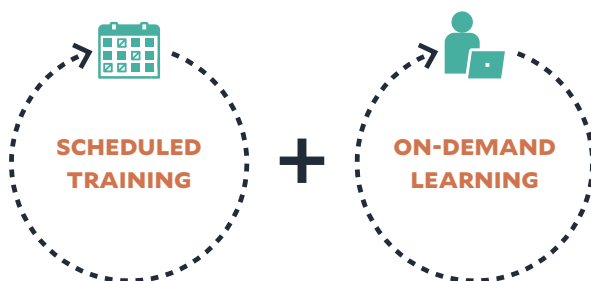
## A FRAMEWORK FOR IMPLEMENTATION

The good news on implementation is that it doesn't need to be that hard. The starting point is taking what's already working and then adding innovations that can often be acquired and implemented at a relatively low cost.

These aren't complex system implementations. The work is more about coming up with a thought-through strategy. We recommend a framework with three dimensions:

- Hybrid programming
- Hybrid delivery
- Hybrid content

### Hybrid programming: scheduled training + on-demand learning



A scheduled training program can be very important — especially for new associates, people transitioning into a new role, and for practice groups looking to continuously develop their lawyers. Combining scheduled

programs with access to resources available on demand can significantly enhance learning outcomes and better support lawyers for on-the-job learning.

It's easy to see why they work together so well. Imagine that all third-year litigation associates at a firm are required to attend a scheduled depositions program. It's a great program that gets excellent feedback. But fast forward several months — or even years — and the midlevel who's taking their first deposition next week won't remember everything from the live program. There's also the issue of laterals who join the firm after the live program is held, who then won't have the benefit of that live program. Both groups will benefit immensely from additional on-demand learning materials available at the point of need.

The concept of just-in-time learning is well accepted these days. We've all used YouTube to learn how to get rid of the error message on the dishwasher or how to mix a cocktail right before the party. So it's easy to see the value in giving an associate access to a short video on due diligence request lists when a partner asks them to work on one for the first time.

Good resources for on-demand include:

- Well-produced videos
- Articles
- PowerPoints people at the firm have prepared
- Practice Notes (like the ones offered by Practical Law or Lexis Practical Guidance)

Two notes of caution here:

- 1.** Be careful about thinking that giving lawyers access to libraries of CLE programs passes as good on-demand learning. While there are many excellent CLE programs, most of them aren't designed for just-in-time

learning. They're designed to be long so they can provide as many credits as possible.

2. The same applies to recorded versions of internal live programs. It's easy to think you've got on demand covered by making these recordings available, but they're probably not optimized for this kind of use. A good question for the IT team: do people actually watch them?

Effective on-demand resources allow learners to get a handle on a concept quickly so they can move on to the work they're trying to accomplish.



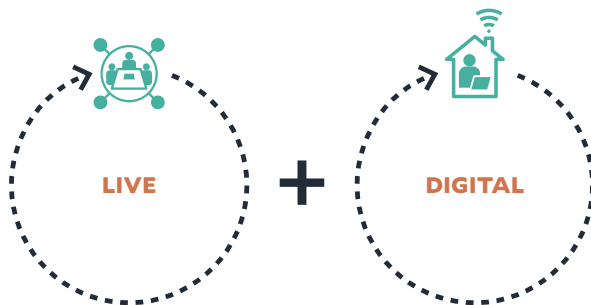
### **Idea: Learning Tracks**

We've seen firms have a lot of success with organizing Hotshot videos into learning tracks. These are curated collections of courses around a particular topic or user group, and one of the big advantages is that they're defined by the firm but can be completed on the associate's schedule (usually with some kind of completion deadline). Examples we've seen: learning tracks for summer associates, first-year onboarding in M&A and litigation, and business acumen tracks covering things like understanding financial statements.

Hotshot also uses tracks to bundle our short videos to provide CLE credit.



## Hybrid delivery: live + digital



### DIGITAL LEARNING

When we started Hotshot, we spent several months studying innovations in education technology. Most of our research was focused on the use of digital learning outside legal — we looked at how software developers learn to code by trial and error with Codecademy, how people learn languages using Duolingo, and we spent time at the LinkedIn Learning video studios seeing how video can be best used for learning.

We've adapted many of these digital-learning concepts into Hotshot, and they're good things to look for in any content you buy or create. Here's a checklist of what works for digital formats.

### VIDEO

Ever since bandwidth became available for streaming and Apple put a high-quality video camera in everyone's pocket, video has become the preferred medium for today's learners. It's an incredibly popular and effective learning resource and should be part of any hybrid-learning strategy.

### BITE-SIZED CONTENT

All things being equal, when it comes to training content, shorter is better than longer... but it's also harder to do.

If you're buying content, look for materials that are packaged in bite-sized segments. It'll suit the attention span of busy lawyers and ensure much higher completion rates. If you're repurposing existing content the firm has created, look for natural breaks in the content and add in sections (if

working with written material) or create separate videos from a longer one — your firm’s IT department may be able to help. If you’re trying to create content from scratch, it’s helpful to start with an outline that breaks things up into bite-sized chunks so that you can plan to have short pieces of content from the beginning.

#### VARIETY AND INTERACTIVITY

People learn in different ways, so it’s important to offer a variety of formats to appeal to different learning styles — especially among lawyers of different generations. While video and written materials are popular and are likely to make up the bulk of the resources, they’re passive media. Incorporating things like interactive quizzes lets associates make (and learn from) mistakes in a safe environment.

#### DESIGNED FOR MOBILE

Hotshot statistics show that desktop access is still most common, but a quarter of our usage is from mobile. If your firm offers articles and videos that aren’t easily accessible via laptops, tablets, and phones, they’re of limited use.

#### **IN-PERSON TRAINING**

When you’re working in a hybrid setup, in-person time becomes even more precious. So, it’s important to make sure it’s really effective. And a powerful way to do that is to blend live and digital experiences — a technique known as blended learning.

The overall feedback we hear from our customers on substantive live training is that associates love learning directly from partners, and they really value the opportunity to get together in live settings for training. They just don’t feel that the format of partner-led training is the most optimal. The challenge, it seems, is that too often it’s a one-way presentation that goes over their heads.

Partners don't seem to love that format either... but what are they supposed to do if the associates don't participate actively?

Incorporating blended learning into your live training programs is one the best ways to create engaging, interactive programs that let everyone get the most out of their time together. And a great blended-learning format for legal training programs is the **flipped classroom**. There are a few good



**“As we’ve transitioned to a hybrid environment, we’ve realized that learning programs can serve dual purposes — acting both as a learning opportunity and as a way to bring people together, especially bringing them together across geography and business unit/practice area. When you get together less often, you have to make the times you do get together count more. We have built in extra time to network and socialize and have pushed experiential learning (often “flip the classroom” style) so that we are creating opportunities to build meaningful relationships.**

**Think back to how you made friends in school or extra-curriculars — deep relationships are formed when you create intense, shared experiences, and so we are aiming to replicate that experience while imparting skills and knowledge.”**



**Caitlin Vaughn**, *Director of Learning & Professional Development, Goodwin*



**Flipping the Classroom:** A pedagogical technique that reverses the traditional model of having students learn foundational concepts passively in a classroom before applying those concepts on their own, after class. In a flipped classroom, materials that introduce foundational concepts are assigned before the training, which frees up the in-person time for substantive discussion, sharing war stories, and answering questions.

case studies towards the end of this paper that highlight how law firms are embracing blended learning and flipped classrooms. These firms are making the most of their in-person time to deliver customized, interactive learning experiences while making sure associates understand foundational concepts by giving them access to short videos before the live programs.

There are several benefits to using a blended-learning approach:

- **It makes the most of each type of learning experience.** People get to digest fundamental concepts on their own and then apply what was learned in a group setting.
- **It helps lawyers interact and build relationships with one another.** This doesn't happen with one-way lectures.
- **It allows firms to focus on firm-specific issues.** You can use generic, purchased materials as the core of the training and focus firm resources on issues that are unique to the firm and its client base. There's no need for partners at every firm to be devoting precious time to training on the same generic concepts.
- **There's less preparation time for presenters.** Since associates learn the fundamental concepts before the live session, partners no longer have to spend time preparing presentations and lectures. In the live session, they're freed up to tell war stories and help associates apply what they learned.
- **It's more interesting and effective for everyone involved.** We've heard from lots of partners, associates, and professional development teams about how well these blended learning sessions are received and reviewed.



**Blended Learning:** Combining digital learning with in-person training to create an integrated learning experience.



**“BEST CLE PROGRAM EVER! I can’t say enough good things about this presentation. It was a great presentation, the topic was incredibly practical and useful, and the brief exercise after the presentation was a great way to reinforce what we just learned. I’m really looking forward to more presentations like this one.”**

*Participant in a blended-learning program at a top boutique litigation firm*

**“In a hybrid environment where some learners may be in the room but most are simply names on a screen, we not only want learners to interact with the instructors, we need them to. Remote learners are far more likely to tune out while watching a one-way lecture than when they feel they’re a part of the class; that is, seen by the instructor and actively participating in the learning experience. Without that interactivity, we’re likely to fail at our teaching objectives.”**

*Sally Raggio, Director of Legal Education and Development, Wilson Sonsini*



### **Hybrid content: internal expertise + external resources**



There’s often a belief at law firms that training on substantive topics should be handled by experts at the firm. And we totally understand that impulse. After all, who knows your firm, your practice, and your clients better than your partners?

The problem, of course, is that there's a high opportunity cost of your lawyers running all your training programs and developing all the content needed to support them.

We think there's a very happy medium position on this. Use experts at the firm only:

1. To **deliver training** when the expert adds value beyond what you could get from an alternative delivery method (e.g., a short video or article)
2. To **develop training** content when the content is unique to the firm

We covered the first point in the previous section on hybrid delivery, so let's focus on the question of developing training materials.

### **THINK STRATEGICALLY ABOUT BUILDING VS. BUYING TRAINING CONTENT**

Sometimes it makes sense for your law firm to create its own training content. But unless the topic is truly unique to your firm, there's probably a better way to use your internal resources.

We've seen several firms embark on initiatives to develop an associate curriculum from scratch, but invariably they lose steam when partners get busy or the firm realizes just what's involved in creating quality materials for live delivery and on-demand access.

That's why we suggest a buy *and* build strategy to developing training content. Our experience with Practical Law gave us an insight into this model, as we saw firms realize that some documents (like board minutes) really aren't firm specific, but other documents (like opinions) are.

It's the same with training content. Is an introduction to the Chapter 11 bankruptcy process unique to a firm? Not really. But the strategy your firm might use for clients in a particular industry sector in a particular jurisdiction is. So, invest your time and internal resources creating only that kind of content, which you can't buy from external sources.

# Five things to keep in mind when developing your Hybrid L&D strategy



## 1 Meet associates where they are

Associates will be at different places in their knowledge, experiences, and learning styles, and it's important to understand what each associate needs to excel. For example, some first-year M&A associates will enter firms having learned all about what deal work is from clinics and practical courses they took in school. And some associates will be entering firms with no transactional experience at all.

In a hybrid environment, associates may be in different places geographically too — working from home, at the office, or at an Airbnb in the mountains.

Focus on giving associates the support they need for however they best learn and wherever they happen to be, so they can tackle their assignments and be great lawyers.



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*An example of meeting associates where they are — watching M&A videos on their laptop over dinner at home.*

## 2 Be purposeful about encouraging interaction between senior and junior lawyers

When everyone's in the office, interaction between junior and senior lawyers happens naturally. In a hybrid environment, it takes more planning. A lot of firms are creating mentorship relationships and asking mentors and mentees to schedule 1:1 meetings on a regular basis.

It can also be more informal and client focused. Remind senior lawyers to invite junior associates to listen in on client meetings and to then debrief them afterwards. It's easy to just end a call and carry on with the day. But taking 15 minutes at the end of the call to debrief with the junior associate can be extremely valuable.

## 3 Embrace blended learning

We talked a lot about blended learning earlier in this paper, but it's worth emphasizing how well it can work as part of a Hybrid L&D strategy. When it comes to substantive legal training, your lawyers are best placed to train your lawyers. Associates want to learn from partners, and partners generally want to be the one to teach associates. By incorporating principles of blended learning into your programs, partners are freed up to share war stories, teach firm-specific practices, and work through hypos.

## 4 Be honest about your internal solutions

You might record your internal training sessions and make them available on demand, but what's the usage and feedback like? Are they easy to find and access? Are they engaging and well produced? Do people *want* to watch them?



This is where it's helpful to take an objective look at what the firm has done, whether it's best suited to the particular purpose, and what the firm's particular strengths are when it comes to training.

**5 ▶ Don't compromise on the quality of training**

Just because you're doing things differently — delivering training in different ways, buying learning content from external providers — doesn't mean that the quality of the training should suffer. On the contrary, the ideas we've discussed in this paper should *enhance* the quality of your learning and development programs.

## Conclusion



**T**he move to hybrid working has coincided with advances in learning technologies and approaches. Law firms can seize the moment to go beyond just making sure their L&D programs work in a hybrid environment.

By combining innovative learning techniques with the best of what's already working at your firm, you can develop an L&D strategy that turns hybrid working from a challenge to a big opportunity. The impacts will be felt long into the future in the form of improved associate satisfaction and retention, better mental health and wellness, and a much more enjoyable and effective learning and development environment for your lawyers and those that train them.

# Case Studies

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## Davis Polk

### **HELPING NEW ASSOCIATES “START STRONG” ACROSS PRACTICE AREAS**

The first few weeks as a law firm associate can be a challenging time: new attorneys often face steep learning curves as they translate what they learned in law school to their day-to-day legal practice, adapt to life in a professional services firm, and work to build new relationships in their practice group. The need for support during this time is clear, but practical considerations and logistical constraints can create challenges of their own for professional development teams. Staggered start dates for incoming first-years, worries about overwhelming new associates, and diverse training needs across different practice areas are just a few of the hurdles firms have to navigate during these first weeks.

Davis Polk’s newest solution to these challenges is “Start Strong”: a short, highly targeted training series during the associates’ first week. “Start Strong” combines live training programs; an individualized, self-directed learning track through Hotshot; and a tailored guide with suggested resources to provide as-needed support down the road. “Start Strong” is designed to give associates the tools they need to feel comfortable and confident taking on assignments in their first few weeks, while letting them absorb the information at their own pace.

The live programs are selected to cover only what the associates genuinely need in their first week, including programs on billing and time entry and practical advice from rising second-years. The Hotshot learning tracks are individually curated by each practice group, with the goal of providing a solid foundation in the key concepts, legal frameworks, and strategic considerations most important for associates in that group. As an added incentive, associates who send in their Hotshot certificate of completion within three weeks receive a special prize. Last but not least, the “Start Strong” guide has supplemental resources, helpful links, and professional development contacts so that associates always have somewhere to turn as new questions arise.

By combining live sessions and on-demand learning opportunities, Davis Polk aims to provide a flexible training solution that caters to a variety of learning styles and cadences — meeting the associates precisely where they are and setting them up for success.

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## JacksonLewis

### **CONSISTENT LITIGATION TRAINING WHATEVER THE LOCATION**

Labor and employment firm Jackson Lewis P.C. used blended learning to provide a consistent training experience to their litigation junior associates. “Some of our offices have a few attorneys and some have a hundred,” said Professional Development Manager Adrienne Reiff. “We want to reinforce the fact that we’re all part of one firm, no matter the size of your office, the number of new associates in your local class, if you’re physically in an office or working from home.” Reiff and her colleagues created a three-month bootcamp, with training programs every two weeks and a consistent approach to each lesson. That included watching a Hotshot course, preparing for a role-play exercise before the group training, and then attending a 30-minute online session to discuss and apply what was learned beforehand. “We started by asking what our associates need to

know — and we found that if we used the Hotshot materials, we could customize it for our firm in no time at all,” she says. That allowed firm leaders to focus on their specific expertise and approaches. [Read the full case study.](#)

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#### **VIRTUAL TRAINING FOR EXPERIENCED M&A LAWYERS**

Nate Cartmell, a senior partner at Pillsbury Winthrop Shaw Pittman, noticed that lawyers at his firm had fewer chances to apply the concepts of M&A practice to actual matters. He worked with the PD team to create a multi-format program with 12 one-hour Zoom sessions, each covering a discrete issue in M&A agreements. The trainings were available to anyone in a transactional practice, including associates and partners. When possible, he used Hotshot videos to explain a concept, then discussed examples of the concept with other partners and participants. “We would start off just setting the table: What is indemnification? Why include a standalone indemnification section when an aggrieved party already has a remedy for contractual breach?” he says. Nate explained how “that was a good level set, as new lawyers hadn’t been exposed to all the different considerations being addressed, and more seasoned practitioners might not have the nuances top of mind,” and how it allowed them to then get into “how it works and what limitations and variations there might be.”

[Read the full case study.](#)



### **BLENDING ON-DEMAND AND LIVE TRAINING FOR ASSOCIATES**

Craig Menden, Co-Chair of the Technology Practice Group at Willkie Farr & Gallagher, helped develop a curriculum that blended Hotshot videos explaining key concepts with partners sharing war stories that applied the concepts. Participants appreciated the format. Associate Robert Yu says, “I find having a framework that explains a legal concept supplemented by real-life anecdotes of how such concepts are applied to be very effective.” Since Willkie’s offices reopened, partners are in the office three days a week. “We encourage people to come in when we’re here, so associates can sit in on calls and take up that informal learning again,” Menden says. Even now though, he incorporates video explanations of concepts into his mentoring and on-the-job training. When he gets questions that could be answered with a video, he says he gives a short answer and a link to the video. “Every time I’ve done that they come back and say ‘Wow, I learned so much from that video. I can’t believe that I have been practicing all these years and didn’t know that.’” [Read the full case study.](#)

# About Hotshot

Hotshot is a video-based learning platform used by close to half of the Am Law 100 firms that helps lawyers succeed and makes law firm training better. We have 250+ courses on corporate, litigation, and business topics that are used as on-demand practice resources and as part of an organization's virtual, live, and hybrid training programs. We also offer CLE in all MCLE states (except Wisconsin — we're working on it). You can learn more about us at [hotshotlegal.com](https://hotshotlegal.com).

## Get in touch

We hope you find this paper helpful. Please get in touch if you'd like to talk about it or any of its concepts. We regularly meet with management committees, professional development and recruiting teams, and practice group heads to share our experiences working with law firms and provide recommendations on developing hybrid L&D strategies.

And of course, we'd be happy to discuss how Hotshot can play an important role.

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