

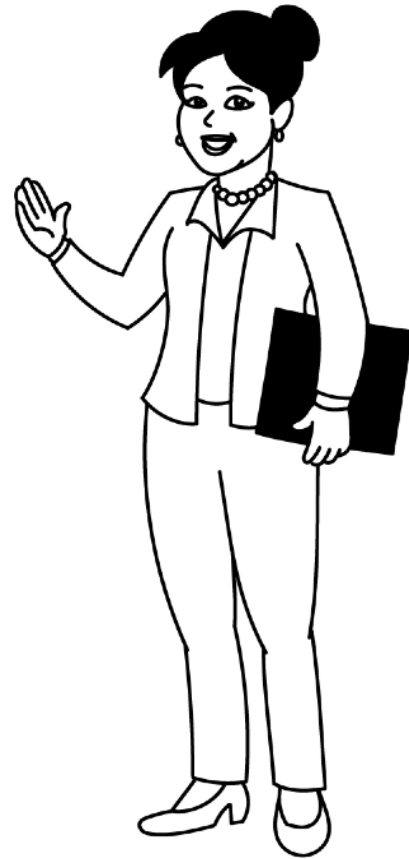
# DESIGN THINKING PERSONA: **PAULINE**

## ***I'M PAULINE!***

I'm 32 and a senior associate at the firm — where I've worked since graduating from law school. I think of myself as a super high-performing lawyer who's gained a reputation as a hard worker who always puts clients first

Lately, I'm rethinking my priorities because my mentor in the firm just had a heart attack. I hope I'm realizing there is more to life than 13-hour days in the office. Perhaps I'm naive.

I expect to make partner next year, but am uncertain if I'll accept. I want to practice law in a different way and don't know if our traditional business model is going to change fast enough for me to be happy.



## ***WHAT ARE PAULINE'S MOTIVATIONS AND ASPIRATIONS?***

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## ***WHAT ARE HER CHALLENGES AT WORK?***

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## ***WHAT MIGHT SHE THINK ABOUT YOUR PROJECT?***

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## ***WHEN SHE THINKS ABOUT YOUR PROJECT, HOW MIGHT SHE FEEL?***

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## ***WHAT WOULD SHE TELL OTHERS ABOUT YOUR PROJECT?***

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## ***WHAT DOES PAULINE SAY ABOUT HERSELF?***

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## ***WHAT DO OTHERS SAY ABOUT PAULINE?***

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# DESIGN THINKING PERSONA: **ROBERT**

## ***I'M ROBERT!***

I'm 44 and have been a shareholder at the firm for over a decade. I was just named to the firm's management committee, but think I was offered the position because the firm is afraid I was looking to move elsewhere (I was).

I know I'm in my prime earning decade and I'm focused on earning as much money as I can. I'm a litigator and I'm sick of supporting my partners who don't work as hard as I do.

I don't pay attention to new technology unless it helps me bill more time and make more money. I'm not worried because the older partners will be impacted negatively by new innovations before I will.



## ***WHAT DOES ROBERT SAY ABOUT HIMSELF?***

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## ***WHAT DO OTHERS SAY ABOUT ROBERT?***

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## ***WHAT ARE ROBERT'S MOTIVATIONS AND ASPIRATIONS?***

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## ***WHAT ARE HIS CHALLENGES AT WORK?***

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## ***WHAT MIGHT HE THINK ABOUT YOUR PROJECT?***

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## ***WHEN HE THINKS ABOUT YOUR PROJECT, HOW MIGHT HE FEEL?***

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## ***WHAT WOULD HE TELL OTHERS ABOUT YOUR PROJECT?***

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# DESIGN THINKING PERSONA: **CLIFFORD**



## ***I'M CLIFFORD!***

I'm 57 and I have been the managing partner of the firm for six years. I have given my life to this firm, and am focused on making it even better for my successors once I retire.

I have a reputation as being a bit “prickly” and hard to work with, but I think that’s because others hate to admit that I’m usually right about things. Besides managing the firm, I’m still maintain an active practice and have the largest book of business (by far) in the firm.

I don't focus on technology since law is a people business. If you tell me machines will be able to do what I do, I'll call you a liar. After all, when it comes to tech, that's what we have a CIO for. Right?

## ***WHAT DOES CLIFFORD SAY ABOUT HIMSELF?***

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## ***WHAT DO OTHERS SAY ABOUT CLIFFORD?***

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## ***WHAT ARE CLIFFORD'S MOTIVATIONS AND ASPIRATIONS?***

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## ***WHAT ARE HIS CHALLENGES AT WORK?***

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## ***WHAT MIGHT HE THINK ABOUT YOUR PROJECT?***

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## ***WHEN HE THINKS ABOUT YOUR PROJECT, HOW MIGHT HE FEEL?***

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## ***WHAT WOULD HE TELL OTHERS ABOUT YOUR PROJECT?***

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# DESIGN THINKING PERSONA: **STACEY**



## ***I'M STACEY!***

I'm 26 and just joined the firm after two years as a clerk for our appellate court's chief justice. I am a new mom and am trying to balance long hours in the office with my family life.

I was at the top of my law school class before my clerkship and this is the first time I've been uncertain about my professional skills. The partner I do most of my work for is kind of a jerk, and doesn't give me much feedback at all — except to yell at me.

I'm so busy I don't think about technology at all. I use the tools the firm gives me, but don't pay much attention to future trends. I'm just trying to keep my head above water.

## ***WHAT DOES STACEY SAY ABOUT HERSELF?***

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## ***WHAT DO OTHERS SAY ABOUT STACEY?***

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## ***WHAT ARE STACEY'S MOTIVATIONS AND ASPIRATIONS?***

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## ***WHAT ARE HER CHALLENGES AT WORK?***

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## ***WHAT MIGHT SHE THINK ABOUT YOUR PROJECT?***

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## ***WHEN SHE THINKS ABOUT YOUR PROJECT, HOW MIGHT SHE FEEL?***

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