

How Top Law Firms Close the Readiness Gap for Incoming Associates

The Challenge

Law firms invest heavily in recruiting top talent, but new associates often arrive feeling unprepared. Unaware of unspoken rules, they're misread as disengaged. The problem is actually a readiness gap.

45%

of incoming associates
report law school didn't
prepare them to practice.

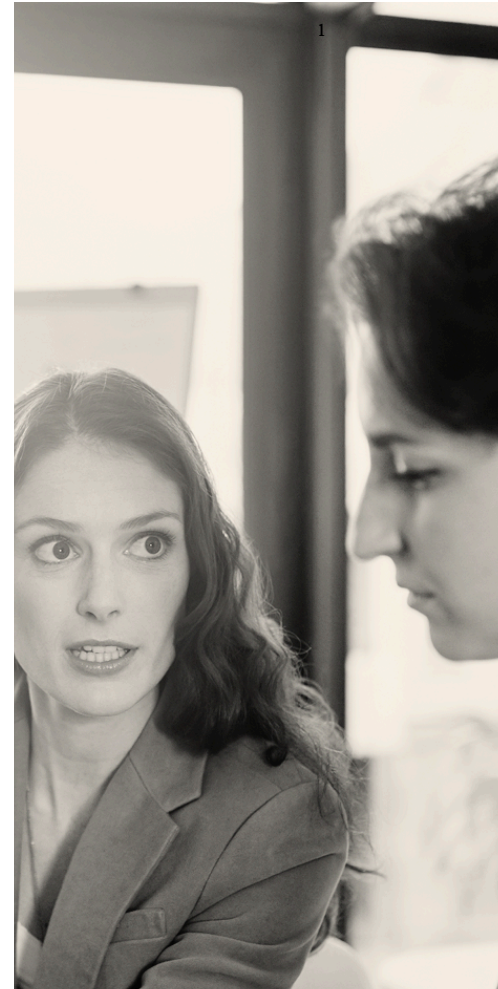
Modern ways of working have eliminated traditional shadowing and mentorship. Technology has eroded informal learning moments like seeing a partner's redline edits or absorbing insights from collaborative drafting.

Associates are motivated (89% list meeting expectations as their top priority), but without guidance on unspoken norms and stronger human skills, they struggle to build credibility and confidence, resulting in frustrated partners, anxious associates, and a high cost of disengagement.

The Solution

Keep Company's Ready to Launch program closes this gap before day one. This group coaching model creates a structured, confidential third space where incoming associates come together. Expert coaches deliver proactive interventions, giving associates space to practice human skills like self-awareness, stress management, growth mindset, and firm fluency.

The program's cross-firm design builds trust and normalizes challenges across peers. Within this space, associates take risks and grow in areas law school didn't cover, working through real-world scenarios to arrive more confident, connected, and prepared to contribute from day one.



**"I never thought
about feedback as a
way to learn something
about myself."**

READY TO LAUNCH MEMBER

Incoming classes ramp faster to full contribution, partners experience less frustration, and associates gain the confidence for a running start at the firm.

The Results

Ready to Launch quickly proves its value. Even while balancing bar prep and orientation, 100% of participants say the time was well spent. Associates entered unsure about meeting expectations and managing stress, but by the early sessions were practicing new skills in real time: reframing criticism, asking for help, and building meaningful peer relationships.

The outcomes are clear: 64% feel more confident communicating effectively, 72% feel more connected to others, and 65% report improved prioritization and goal accomplishment, translating directly into associates ready to contribute from day one.

The cross-firm design proved compelling. Associates discovered their struggles were shared, building agency to take risks and form networks beyond their own cohort while easing isolation and strengthening confidence.

Firm commitment reflects the impact: 100% of firms that enrolled Class of 2025 associates renewed and enrolled their Class of 2026 cohort, a clear signal the investment delivers lasting value.



Client Spotlight CROWELL

“We bring in incredible talent every year and notice that many new associates are unsure how to navigate firm life right out of the gate. Even highly motivated hires can feel hesitant and unsure of themselves. We wanted to give them a way to build confidence and firm fluency before day one.”

DON SMITH

Chief Talent and Inclusion Officer,
Crowell & Moring



This is an amazing resource and I am benefiting so much from it already. We always ask for steps about how to best prepare for firm life;
Keep Company is one of the best ways to prepare for firm life.”

READY TO LAUNCH MEMBER

100%

Participants say
time was well spent

64%

Feel more confident
communicating
effectively

72%

Feel more connected
to others, driving
engagement

65%

Report improved
prioritization and
goal achievement.

