

Everyone has choices.

Our clients have a choice about the lawyers they select to represent them; and you have a choice about the next step in your legal career.

KING & SPALDING

## When you choose, we want you to be informed.

When we ask our clients to describe what sets King & Spalding apart from other law firms, they tell us that we combine uncompromising quality *and* a strong culture of respect for others, and that we are passionate about both. They also tell us that we go beyond being responsive, demonstrating a positive, can-do attitude *and* treating our clients' problems as our own. Finally, they tell us that our strategic *and* hard-nosed approach helps them

meet their business objectives, efficiently and effectively.

What this means is that, although it is small, the word “and” has great meaning at King & Spalding – it emphasizes the need for each of our lawyers to deliver across a range of attributes and to understand their clients' businesses, legal challenges, and people.

This concept of “and” underlies the 10 Client Service Principles that we

developed to remind us what our clients expect of us and what we expect of each other. The Client Service Principles also provide the framework against which we evaluate our lawyers and our recruits. They are described in the following pages, along with the five key questions our interviewers will answer when evaluating you. If you are considering King & Spalding, we believe it is important that you know who we are, what we value, and what our clients expect from our lawyers.

**“I am a big believer in the concept that the good is the enemy of the great. Good is not good enough. You have to have great people – and to do that, you have to insist on greatness and have high standards across the board.”**

**—Robert D. Hays, Jr., King & Spalding  
Chairman**

Client service principle

# 01

## Always take an uncompromising approach to quality.

Our goal is to deliver world-class work product to solve complicated business issues. We take pride in our uncompromising approach to quality, recognize that everything we do or produce is a measure of our commitment to quality and give 100% the first time and every time, no exceptions.

King & Spalding lawyers work as part of a team on sophisticated, challenging matters for clients that are household names. But with great work comes great responsibility. We hire lawyers who are

detail-oriented and motivated. There may be nothing more critical to a lawyer's success at King & Spalding than an uncompromising commitment to quality in everything he or she does.

### King & Spalding Candidate Evaluation Question:

Does this candidate have the intellectual horsepower to do the type of complicated work our clients hire King & Spalding to perform?

Client service principle

# 02

## Anticipate the clients' needs.

We listen carefully to understand each client's business and culture. The insight we gain allows us to anticipate our clients' needs and give proactive advice.

Each client is different. Each has unique business practices, cultures, and problems. Understanding how these realities fit together when working with clients is essential in helping them achieve their business goals. We hire

people who "check their ego at the door" – people who understand that while their technical legal expertise is critical, understanding what a client really needs today, tomorrow, and down the road is essential.

“The hard part is for a firm to take the initiative, to be proactive. King & Spalding [lawyers] are good at that – they try to understand what we want.”  
—King & Spalding Client

Client service principle

# 03

## Cut to the heart of the matter.

We streamline our legal advice to focus on the essential matters to achieve our clients' business goals efficiently and cost-effectively.

As one client said in distinguishing King & Spalding from other law firms, "[Other firms] can argue night and day about things we don't care about." Our lawyers are

active listeners and strategic thinkers. We hire people who can take a complicated business problem and provide our clients with legal advice that is relevant, direct, and to the point.

### King & Spalding Candidate Evaluation Question:

Has this candidate demonstrated that he or she is a problem solver?

Client service principle

# 04

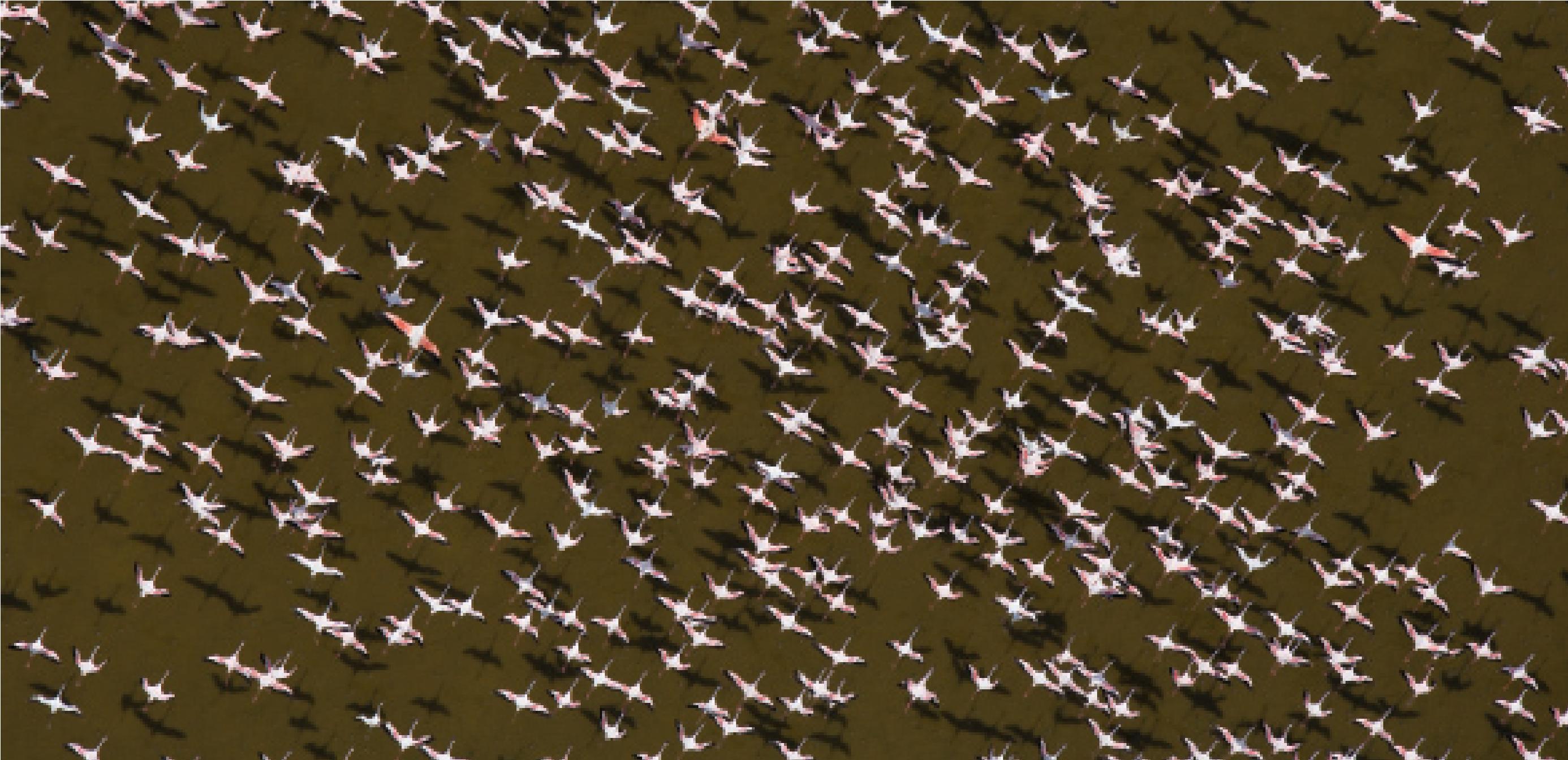
## Solve problems, don't just spot issues.

Our clients need answers to business questions. We don't just spot issues, we help avoid and solve problems.

Law school teaches future lawyers to be issue-spotter. However, that skill is only one aspect of what clients need from their lawyers. Our lawyers not only help clients identify problems, they also help clients avoid problems in

the first instance and resolve those that do arise. Key to a lawyer's effectiveness in serving clients at the highest level is this problem-solving skill – and we look for it in our recruits.

“Problem solvers, not just problem identifiers – they are great at that.”  
—King & Spalding Client



Client service principle

# 05

## Demonstrate a “can-do” attitude.

Our clients rely on our expertise and can-do attitude. Challenging matters motivate us, and we do not give up, even if the original approach does not work.

One King & Spalding client commented that “our business [people] have objectives – if it can’t be done one way, the job is to find another way.” It is the same for our lawyers who serve them. Our lawyers approach

our clients’ issues with the conviction that a favorable result can be achieved – and pursue that goal tirelessly. We hire people who like to work hard and who are both optimistic and persistent.

### King & Spalding Candidate Evaluation Question:

Has this candidate demonstrated that he or she is persistent and goal-oriented?

Client service principle

# 06

## Be a good counselor, not just a good lawyer.

Our clients expect us not only to know the law, but also to be trusted counselors. We seek to establish true partnerships and give advice with integrity and candor.

One of our clients observed that it is easy to be a good lawyer – it is more difficult to be a good counselor. First and foremost, we hire people who demonstrate an uncompromising commitment to quality and client service – but

we expect even more from our lawyers. Becoming a good counselor requires commitment to learning our clients’ businesses and caring enough about them to have open, honest, and sometimes difficult conversations.

“[King & Spalding] is more like a business partner to us.”

—King & Spalding Client

Client service principle

# 07

## Speak business, not legalese.

Our clients want clear and actionable advice, not long demonstrations of our legal knowledge. We speak business, not legalese.

Our clients demand lawyers who focus on finding solutions to their business problems and who can express those solutions clearly. We hire lawyers who have outstanding legal minds and who can relate to and communicate with people throughout our clients' organizations.

“I need a focus on the key risks that really matter and a way through them. King & Spalding is consistently good at that.”  
—King & Spalding Client

Client service principle

# 08

## Walk in our clients' shoes.

We treat our clients' challenges as our own. We think and say “we” not “you.”

Delivering outstanding service requires passionate focus on the client's business. We hire lawyers who know how to stay attuned to our clients' needs, adapt to our clients'

ways of working, and collaborate closely with them. Those who succeed at King & Spalding feel a personal ownership for resolving their clients' issues.

### King & Spalding Candidate Evaluation Question:

What in this candidate's background, experience or approach suggests that he or she will be focused on meeting the expectations of both clients and colleagues?



Client service principle

# 09

## Take care of our clients.

Our clients are individuals with professional and personal demands. We provide full-service support, view no request as trivial, and manage matters to relieve our clients of as much pressure and anxiety as possible.

Success at King & Spalding depends as much on emotional intelligence as it does on pure intellect. Our lawyers work on matters dealing with bet-the-company stakes and precedent-setting legal questions – and along the way become connected with our clients’ lives and

careers, including during times of great stress. Our lawyers welcome the opportunity to work closely with clients in challenging situations in whatever way possible, and we hire people who embrace this approach to client service.

“I want to feel that I’m not alone. King & Spalding worries about the matter the same as me.”

—King & Spalding Client

Client service principle

# 10

## Enjoy the relationship.

Our culture is one of genuine respect, and we take the time to build and enjoy relationships with each other, with our clients, and with others involved in our work. Achievements are the result of teamwork, so we think and say “we” not “I.”

Clients note that our lawyers are especially good at working with others – from in-house legal counsel, to fellow King & Spalding lawyers, to others engaged by the clients, to opposing counsel. We value collegiality and

teamwork and demonstrate their importance through our actions. Simply put, we hire interesting people from diverse backgrounds who are not only great lawyers but also great people.

### King & Spalding Candidate Evaluation Question:

Does the candidate possess the interpersonal skills required to be highly successful working with our clients, our lawyers and our staff?

## What comes next?

We understand that developing as a lawyer is an ongoing process. We provide comprehensive training and support every step of the way to help our lawyers achieve their career development goals. Through K&S University, we offer an extensive array of formal training programs, including classes in substantive areas of the law, legal skills, advocacy,

and business skills. We also invest in our lawyers by providing both formal and informal support, feedback, and evaluations so that they can grow into trusted advisors to our clients.

In return, we expect our lawyers to live up to our Client Service Principles and, in doing so, to deliver excellent legal advice, be

team players, work hard, serve their communities, and demonstrate leadership.

Now that you know what we expect, how we will evaluate you, and how we will invest in helping you to develop your talent, if you believe you would be a good fit for King & Spalding, we look forward to getting to know you.

More information about King & Spalding can be found at [www.kslaw.com](http://www.kslaw.com).

“Corporations involved in high-stakes disputes need lawyers who are skillful advocates and who understand the importance of learning their client’s business. The ideal lawyer is passionate in the courtroom and seeks solutions in the boardroom, recognizing that the soundest legal strategy embraces a deep understanding of business principles. At heart, the best lawyers are tireless advocates – in my mind, they are problem solvers. These enduring qualities define the King & Spalding lawyer.”

—Hon. Griffin B. Bell (1918 – 2009), King & Spalding partner and former Attorney General of the United States

