Today – look at just 3 things
Understanding the fundamentals:
- Direction – vision & strategy;
- Strategy is about dominance;
- Leadership and management;
- Taking charge of all that underpins strategic intent;
- Execution and results;
- Responsibility & accountability;
- Living the values;
- Build capital fabric;

Common issues:
- Leadership a function of personality not strategic choice;
- You either have it or you don’t;
- Sort of stuck with your innate abilities;
- Leadership style is more or less fixed;
- As organisational needs change leaders can’t adapt;
- Choosing a style that fits the leader, not the organisation and the leader;

It’s also about recognising the unique challenges for leadership in a law firm:
- The most important workers happen to be the owners;
- You will have to deal with difficult partners;
- Inclination not to show interest in others;
- Defaulting to avoidance;
- Fixed mindset;
- Low EQ;
so, it helps to have a few frameworks

1 Yourself as leader
A good place to start:
- understand your own intrinsic styles of behaviour, thinking, and interacting with others
  - as a person
  - as a leader

How do we get to this?
- ask our partner, mates or colleagues?
- undertake a scientific diagnostic?
How does this translate into practice?

Next steps?

• identify the key principles around the style of leadership you wish to embrace and develop;

• where to start?

What do you do with these results?

• personal strategy;

• a plan;

• don’t forget the Risk Review;

Level 5 leadership – not a bad place to start:

• Paradoxical combination – humility and intense professional will;

• People first and strategy second – right people on the bus . . . . .

• Disciplined people – why?

• The brutal facts – avoid avoidance;

• Transformation doesn’t happen overnight;

• Clarity about what a firm can be best at is passionate about & what drives its financial engine;

• Carefully selected technologies;

• Despite successes, unwavering resolve to produce the best long term results;

• Looks out the window not in the mirror to apportion credit for success;
Leadership lessons from Steve Jobs

EQ beats IQ every time

Sizing up the whole person

Emotional Intelligence framework

http://www.talentsmart.com/
Emotional Intelligence 2.0 by Travis Bradberry & Jean Greaves & see Daniel Goleman’s ‘Emotional Intelligence’ & ‘Building Emotional Intelligence’
Understanding the 6 styles of leadership

<table>
<thead>
<tr>
<th>Style</th>
<th>Typified by?</th>
<th>Good when?</th>
<th>Downsides?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coercive</td>
<td>‘Do what I say’</td>
<td>Turnaround situation, disaster or difficult person</td>
<td>Can inhibit organisational flexibility and dampen motivation</td>
</tr>
<tr>
<td>Authoritative</td>
<td>‘Come with me’</td>
<td>Firm is adrift – gives overall goal and allows people freedom to choose how to achieve it.</td>
<td>Less effective when team members are experts e.g. partners</td>
</tr>
<tr>
<td>Affiliative</td>
<td>‘People come first’</td>
<td>To build team harmony and increase morale</td>
<td>Poor performance goes uncorrected. These leaders rarely offer advice which leaves employees in a quandary.</td>
</tr>
<tr>
<td>Democratic</td>
<td>‘Give everyone a voice’</td>
<td>When building organisational flexibility, responsibility and generating fresh ideas is important</td>
<td>The price can be endless meetings and confused employees who feel leaderless</td>
</tr>
<tr>
<td>Pacesetting</td>
<td>‘Sets the example’</td>
<td>Positive impact on self-motivated and competent employees (recent e.g.?)]</td>
<td>Others feel overwhelmed by the demand for excellence and resent the leader taking over</td>
</tr>
<tr>
<td>Coaching</td>
<td>Focus on personal development</td>
<td>People are already aware of their weaknesses and want to improve</td>
<td>It is not good when they are resistant to changing their ways</td>
</tr>
</tbody>
</table>

Why is understanding the 6 styles of leadership and its relationship to EQ important?

One more thing . . . . . .

Hard Power
Soft Power
Smart Power

Reference: Daniel Goleman in HBR

Ref: Article in PSF Journal
A few words on personal style:

- Walk out the door;
- The danger of overt ‘busyness’;
- Interest in others;
- Accessibility, responsiveness and reliability;
- Be sure of your ‘front person’.

So we now:

- know what makes us tick as a leader and emotionally
- have a plan to build on our strengths and tackle some things
- understand the 6 styles of leadership
- also have a feel for the approach to leadership we feel will work for us –

Let’s look at some other tips and techniques that can help us along the journey as we grow . . . .

2 Tips and skills
**Mindset**

<table>
<thead>
<tr>
<th>Lawyers</th>
<th>Business People</th>
</tr>
</thead>
<tbody>
<tr>
<td>- tend to be fixed mindset</td>
<td>- tend to be growth mindset</td>
</tr>
<tr>
<td>➢ Ferociously independent</td>
<td>➢ Compliant with vision</td>
</tr>
<tr>
<td>➢ Critical and analytical</td>
<td>➢ Creative</td>
</tr>
<tr>
<td>➢ Tense</td>
<td>➢ Project management</td>
</tr>
<tr>
<td>➢ Perfectionists</td>
<td>➢ OK to make mistakes</td>
</tr>
<tr>
<td>➢ 100% (minimum) or failure</td>
<td>➢ 66% (awesome!)</td>
</tr>
<tr>
<td>➢ Never Finished</td>
<td>➢ Creating next version</td>
</tr>
<tr>
<td>➢ Never prepared</td>
<td>➢ Ready enough</td>
</tr>
<tr>
<td>➢ Fear failure &amp; question mark ability</td>
<td></td>
</tr>
</tbody>
</table>

**FIXED Mindset**

- ability & intelligence is static
- Leads to a desire to look smart & thus a tendency to:
  - Avoid challenges
  - Give up easily
  - See effort as fruitless
  - Ignore useful negative feedback
  - Feel threatened by the success of others

**GROWTH Mindset**

- ability & intelligence can be developed
- Leads to a desire to learn & thus a tendency to:
  - Embrace challenges
  - Persist in the face of setbacks
  - See effort as the path to mastery
  - Learn from criticism
  - Find lessons and inspiration in the success of others

As a result, they reach ever higher levels of achievement.
As a result, they may plateau early & achieve less than their full potential.

**Lawyers**
- Ferociously independent
- Critical and analytical
- Tense
- Perfectionists
- 100% (minimum) or failure
- Never Finished
- Never prepared
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**Business People**
- Compliant with vision
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- OK to make mistakes
- 66% (awesome!)
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How to get important things done

http://blogs.hbr.org/schwartz/2011/05/the-only-way-to-get-important.html
Think about your true assets

- People engagement;
- Relationships with clients;
- How your firm & its practice are perceived & experienced – your brand;
- The extent to which partners build the firm’s foundational capital fabric;
- The quality and depth of leadership throughout the firm;
- The ability and tendency towards innovative thinking and actioning;
- The extent to which your practice areas and industry sector specialties differentiate your firm.

For those who want to lead, read

- Deep, broad reading habits are often a defining characteristic of great leaders and can catalyse insight, innovation, empathy and personal effectiveness;
- Many great business leaders are/were deep readers & believed deep, broad reading cultivated in them the knowledge, habits and talents to improve their organisations.

‘The more you read, the more things you will know. The more that you learn, the more places that you will go’

Dr Seus

Benefits of reading for leaders:

- Improving intelligence and leading to innovation and insight;
- Makes you smarter through a larger vocabulary, more world knowledge and abstract reasoning skills;
- One of the quickest ways to acquire and stimulate new information;
- Reading across fields is good for creativity;
- Leaders who can sample insights from other fields e.g. sociology, the sciences, economics or psychology and apply them to their organisations are more likely to innovate and prosper;
- Increases verbal intelligence making a leader a more adept and articulate communicator;
- Reading novels can improve empathy and understanding of social cues thereby improving emotional intelligence which has been linked to organisational effectiveness;
- Makes leaders more personally effective through relaxation and improved health – for stressed executives reading is the best way to relax as reading for 6 min can reduce stress by 68% and may even fend off Alzheimer’s!
- It makes sense!!

Reading and viewing resources?
How do great leaders inspire action?

Inspirational leaders start with ‘why’

Because people buy why you do something not what you do or how you do it

Getting the ‘why’ right:
• SG law firm – by helping many individual clients seek redress against large entities, at no $$ risk to themselves
• PQR law firm – by putting lawyers in front of client who know more about their industry than they do and are true specialists

How do great leaders inspire action?

The great leaders & organisations think, act and communicate in the same way. Opposite to everyone else. It is the Golden Circle. Everyone knows what they do. Some know how they do it. Very few know why they do something – in the sense of their purpose, cause, belief, and why they exist:
▷ why they get out of bed and
▷ why should anyone care?

Challenge: work out your ‘why’

‘Building strength, confidence and well-being’

Other leaders start with ‘what’

e.g. Dell – what we do is sell computers online at a good price or we are a 100 year old law firm with 3 locations – wow?! These will struggle to answer the ‘why’ they do what they do apart from saying it is to make profits.
Challenge: work out your ‘why’

‘Building strength, confidence and well-being’

Show respect to others and set the example:

Look after yourself:
- Develop your own leadership frameworks
- Learn to meditate
- Develop positive daily rituals
- Develop the ability to be one-pointed
- Learn to switch off and slow down
- Learn to listen 100% to someone talking to you, especially a member of your family
- Develop good eating habits and exercise routines

Look out the window when recognising success and in the mirror when apportioning responsibility for slip-ups:
Be aware of your S-Curves

Typical life-cycles for firms & practice groups

Emerging  Growth  Mature  Saturated/Decline

Constantly think about your next S-Curves

Innovate & re-energise . . to start your next S-Curve

The Strength & Importance matrix

Practices/industry sector/support service areas?

Strategic importance /10  Actual strength /10

<table>
<thead>
<tr>
<th></th>
<th>Strategic Importance /10</th>
<th>Actual strength /10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td>Corporate</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Government</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Insurance</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Dispute Resolution</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Property</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Tax</td>
<td>9</td>
<td>4</td>
</tr>
</tbody>
</table>
The combined use of the two can be quite powerful

Difficult conversations and difficult partners – be prepared & avoid avoidance!
Don't overlook tried and trusted techniques because they have been around for awhile!

- de Bono’s 6 thinking hats methodology
- The oft-used SWOT
  - Strengths
  - Weaknesses
  - Opportunities
  - Threats

Facts
Feelings
Process
Creativity
Positives
Negatives

As leader it is your job to translate and constantly keep the vision and strategy alive, for everyone:

- WE’VE BEEN ASKED TO CUT OUR BUDGET. WHAT DO YOU THINK?
- THAT DOESN’T MAKE SENSE. WE MISS ALL OF OUR OBJECTIVES LAST YEAR.
- A DIFFERENT PART OF OUR COMPANY HAD A HUGE LOSS.
- SHOULDN’T YOU CUT THEIR BUDGET, NOT OURS?
- THE 3% BUDGET ISN’T BIG ENOUGH TO MAKE A DIFFERENCE TO THE BOTTOM LINE.
- SO OUR STRATEGY IS TO PUNISH SUCCESS, AND REWARD FAILURE?
- JUST DO YOUR JOB AND LEAVE IT TO MANAGEMENT.
- HYPOTHETICALLY, IF I DO MY JOB POORLY, IT MIGHT BE GOOD FOR ME.

Understand and be able to articulate, generally, and i.r.o. your firm,:
- Vision
- Strategy
- Strategic key objectives
- Culture
- Values
- Guiding principles
- Brand

Let’s take strategy as an example: it’s the way you will achieve your vision and its about dominance, competitive positioning & implementation.
Remember – determining vision (where the firm wants to go and what it wants to be) first requires consideration of a lot more than that, for example:

- Values
- Culture
- Practice areas
- Industry sector specialties
- How the firm will deliver service to differentiate itself
- Geographic spread and reach
- Size and growth
- Overall focus of the firm
- What will you stop doing?

ABC Vision and Strategy

ABC Vision:
The pre-eminent law firm to the oil & gas industry

ABC Strategy:
ABC will realise its Vision through 3 strategies:

1. The right people – highest calibre technical skills, credibility and delivery
   - Recruiting partners in the right markets with diverse, high calibre technical and personal skills
   - Professional, personable, passionate partners whose success in delivery/implementation is coupled with unquestioned accessibility, responsiveness and reliability
   - Through teamwork, collaboration and sharing, delivering unique client service experiences
   - Partner clarity as to what we are each passionate about and best at.

2. A unique client experience:
   - Striving to ensure clients realise their untapped potential
   - Building a reputation for straight talk and preparation to go the extra mile (and outside the brief) for the benefit of clients
   - Providing clients with actual or virtual access to the full suite of ABC partners & ABC expertise

3. A Charismatic Edge and partner brands:
   - Unity and clarity by partners as to the components of our unique brand offering
   - Clear, simple messages as to what we stand for and what we offer
   - Ensuring that the ABC brand offering is experienced similarly at every touch-point
   - Aesthetically creative, attractive and consistent styles, materials, web presences and visual techniques
   - Partners to establish individual awareness, credibility, trust and thought leadership

ABC International Brand Virtuous Cycle Strategy

Building the Brand

Delivering the brand

Just about anything – ‘on a page’
**Stress-testing strategy**

**Aligning strategies**

Your most valuable, under-recognised asset???
build the elements of a charismatic brand . . . .

Understanding the strategic Importance of your website
Becomes a brand offering on steroids

Social media – strategic?

Does it warrant leadership attention & involvement?

- Picture of the firm
- Window into the heart and soul?
- New mindset of sharing
- Further evidence of your brand offering on view and being experienced
- Personal branding opportunities
- Critical in regard to employment brand
Your most expensive, under-managed asset???

Not managing the utilisation of your fee earners, or having individual partners do this, is akin to burning a pile of dollars when you open the office each morning.

Personal skills to develop?
- Speaking
- Writing (think write grow)
- Body Language
- Meditation, managing the mind and thinking process, managing emotions
- Emotional intelligence (EQ)
- Daily rituals
- Prioritising
- Do today list
- Ranking lists
- Thought Leadership
- Building Capital Fabric™
- Technology – Evernote, Dropbox, S/M, blogs, apps
Mergers – have a framework & bear in mind:

- vision and strategy
- cultural not casual fit
- serial blind dating?!
- good growth and... ?
- unnecessary baggage
- educate & induct before . . . .
- a brand boost or fizzler?
- hard decisions early
- merger ‘golden hour’