Today – look at 3 things

You
Your skills
Your firm’s growth
Keeping it simple, making it relevant - for law firms

’Simplicity – the ultimate sophistication’ Steve Jobs

Understanding the fundamentals:

• Direction – vision & strategy;
• Strategy is about dominance;
• Leadership vs management;
  • Execution and results are paramount;
  • Responsibility & accountability;
    • Living the values;
  • Build capital fabric™;

Understand and be able to articulate, generally, and i.r.o. your firm:

• Vision
• Strategy
• Strategic key objectives
• Culture & attributes*
• Values*
• Guiding principles(*)
• Brand

16/04/2013
Remember – determining vision (where the firm wants to go and what it wants to be) & strategy first requires consideration of a lot more than that, for e.g.:

- 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?

‘We are what our deep driving desires are;
As are our deep driving desires, so is our will;
As is our will, so is our deed;
As is our deed, so is our destiny.’

(passage from the Dhammapada)

Common issues with leadership:
- 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 don’t adapt;
- Choosing a style that fits the leader, not the organisation leader;
- Willpower and implementation.
Its 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

You as leader
‘Know thyself’

_Socrates — know this before searching for other things & not just in a superficial sense_

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?
- you could ask your partners, friends or colleagues?
- or, undertake a scientific diagnostic?

The Human Synergistics Circumplex on which styles of leadership, thinking, behaviour and interaction with others can be accurately plotted.
What do you do with these results?

• personal strategy;
• a plan;
• don't forget the Risk Review;

Next steps?

• identify the key principles around the style of leadership you wish to embrace and develop;
• choose a point of departure;
‘Level 5 leadership’ by Jim Collins – not a bad place to start
- Paradoxical combination – humility and intense professional will;
- People first and strategy second – right people on the bus . . . . . wrong ones off;
- 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;

Steve Jobs – a flawed leader and personality in the eyes of some, but many great pointers for leaders. . . .

Things like:
1. The intersection of science and art
2. The true craftsman uses good quality wood even for the back of the cupboard
3. Put massive time and effort into preparing to talk to people – you are using their precious time and it is a privilege
4. Great aesthetics and design are how you connect with people emotionally, not features and benefits – packaging counts
5. Show people you truly care about their success and enjoyment and they will give you undying loyalty and trust – be responsible for the client experience beginning to end
6. Focus – deciding what not to do is as important as what to do
7. Simplicity (the ultimate sophistication) (get rid of the ‘on/off’ button)
8. When you are behind and are challenged, don’t compete – leapfrog!
9. As leaders we need to ‘read things that are not yet on the page’
10. Tolerate only A players
EQ beats IQ every time

Sizing up the whole person

Emotional Intelligence framework

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 etc. 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>
</tbody>
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Understanding the 6 styles of leadership

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<tr>
<td>4</td>
<td>Democratic</td>
<td>'Give everyone a voice'</td>
<td>When building organisational flexibility, responsibility and generating fresh ideas is important</td>
</tr>
<tr>
<td>5</td>
<td>Pacesetting</td>
<td>'Sets the example' (recent e.g.)</td>
<td>Positive impact on self-motivated and competent employees</td>
</tr>
<tr>
<td>6</td>
<td>Coaching</td>
<td>Focus on personal development</td>
<td>People are already aware of their weaknesses and want to improve</td>
</tr>
</tbody>
</table>

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

One more thing . . . .

In international relations, the term smart power refers to the combination of hard power and soft power strategies. It is defined by the Center for Strategic and International Studies as “an approach that underscores the necessity of a strong military, but also Invests heavily in alliances, partnerships, and institutions of all levels to expand American influence and establish legitimacy of American action.”[1] Joseph Nye, former Assistant Secretary of Defense under the Clinton Administration and author of several books on smart power strategy, suggests that the most effective strategies in foreign policy today require a mix of hard and soft power resources. Employing only hard power or only soft power in a given situation will usually prove inadequate.[2] Nye utilizes the example of terrorism, arguing that combatting terrorism demands smart power strategy. He advises that simply utilizing soft power resources to change the hearts and minds of the Taliban government would be ineffective and requires a hard power component. In developing relationships with the mainstream Muslim world, however, soft power resources are necessary and the use of hard power would have damaging effects. According to Chester A. Crocker, smart power “involves the strategic use of diplomacy, persuasion, capacity building, and the projection of power and influence in ways that are cost-effective and have political and social legitimacy” – essentially the engagement on both military force and all forms of diplomacy.
A few words on personal style:

• don't just say you have an open door, 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’...
Mindset

- remember, we are all either predominantly of either a fixed or a growth mindset – this influences everything we do or say;
- also important for our kids.

See the book ‘Mindset’ by Carol Dweck and www.mindsetonline.com

Your skills

The key to everything in leadership:

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
  - Feel threatened by the success of others
  As a result, they may plateau early & achieve less than their full potential

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
Lawyers – tend to be fixed mindset
- Ferociously independent
- Critical and analytical
- Tense
- Perfectionists
- 100% (minimum) or failure
- Never finished
- Never prepared
- Fear failure & question mark ability

Business People – tend to be growth mindset
- Compliant with vision
- Creative
- Project management
- OK to make mistakes
- 66% (awesome!)
- Creating next version
- Ready enough

The danger of silos – even in the best run, most successful firms:

Vertical and horizontal silos

Our best BD results often comes from interaction within – we just need to
make it happen – see www.legalleadersblog.com for article
Are clients one-eyed in the way they select law firms? Maybe, so we need to be sure to treat them as the individuals they are – see www.legalleadersblog.com for short article.

How to get important things done

Excerpt from Schwartz blog – see previous slide. Most everyone I meet feels pulled in more directions than ever, expected to work longer hours, and asked to get more done, often with fewer resources. But in these same audiences, there are also, invariably, a handful of people who are getting things done, including the important stuff, and somehow still managing to have a life. What have they figured out that the rest of their colleagues have not? The answer, surprisingly, is not that they have more will or discipline than you do. The counterintuitive secret to getting things done is to make them more automatic, so they require less energy. It turns out we each have one reservoir of will and discipline, and it gets progressively depleted by any act of conscious self-regulation. In other words, if you spend energy trying to resist a fragrant chocolate chip cookie, you’ll have less energy left over to solve a difficult problem. Will and discipline decline inexorably as the day wears on. “Acts of choice,” the brilliant researcher Roy Baumeister and his colleagues have concluded, “draw on the same limited resource used for self-control.”

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 organ

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

Dr Seuss
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?

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.

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 – two examples:

- 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

http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html
Challenge: work out your ‘why’

Maybe, for LawLink . . . . .
‘The Power of many. The strength of one’
or
‘Sharing ideas, resources & processes to make each firm more effective in delivering a great client experience’
Quaerae? Are these ‘whys’ or ‘whats’

As an example, for me the following worked as a ‘why’:

‘Building strength, confidence and well-being’

Once you decide on your ‘why’ publicise it and live it!

Avoid the temptation to create partner clones – there are various ways to achieve ‘success’ and there are various ways of describing ‘success’ in a partnership.
Show respect to others and set the example:

**Monday, May 28, 2012**

- **SORRY. I'M LATE.**
- **IT'S BECAUSE THE LEAST IMPORTANT THING I DO IS WAY MORE IMPORTANT THAN ALL OF YOU PUT TOGETHER.**
- **ONE WAY TO LOOK AT IT IS THAT I'M GREAT AT SETTING PRIORITIES.**

- **Show respect to others and set the example.**

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Look after yourself – as people mostly follow what you do not what you say:

- clarify your own leadership frames
- Meditate or similar
- positive daily rituals
- develop the ability to be one-pointed
- be able to switch off and slow down
- learn to listen 100% to someone else
- develop good eating habits and exercise routines

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Look out the window when recognising success and in the mirror when apportioning responsibility for slip-ups:

**Tuesday, June 5, 2012**

- **I THINK I NEED TO BE MORE VOCAL ABOUT MY ACCOMPLISHMENTS.**
- **I'VE FOUND THAT BRAGGING IS A PERFECT SUBSTITUTE FOR ACCOMPLISHING STUFF.**
- **I PLAN TO DO BOTH.**
- **WOW, YOU ARE THE WIND BENEATH MY SEAT CUSHION.**

- **Look out the window when recognising success and in the mirror when apportioning responsibility for slip-ups.**

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Learn to use your S-Curves (every business or group within a business goes through these cycles)

- **Typical life-cycles for firms & practice groups**
- **Emerging**
- **Growth**
- **Mature**
- **Saturated/Decline**
Constantly think about your **next** S-Curves
(think iPad 1, 2, mini etc.)

Innovate & re-energise

Emerging | Growth | Mature | Saturated/Decline

Do a ‘quick & dirty’ exercise to determine the strategic importance and actual strength, in the eyes of others, of your practice groups/industry sectors/support service areas. This can prove to be a powerful wake-up call to errant partners or groups!

<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>9</td>
<td>8</td>
</tr>
<tr>
<td>Government</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Insurance</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Dispute Resolution</td>
<td>9</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>
Relative Importance

Relative Strength

Practices

The combined use of the two can be powerful

Innovate & re-energise

DR

Govt

Ins

The Strength & Importance matrix

The combined use of the two can be powerful

Difficult conversations and difficult partners – be prepared & avoid avoidance! See various articles @ www.legalleadersblog.com

Remember what we said about personal styles earlier and the danger of passive defensive behaviours coming to the fore:
Don't overlook tried and trusted techniques because they have been around for awhile!

de Bono's 6 thinking hats methodology

- Facts
- Feelings
- Process

The oft-used SWOT

- Strengths
- Weaknesses
- Opportunities
- Threats

Creativity
Positives
Negatives

ABC Vision and Strategy

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

ABC Strategy:
1. ABC will realize its Vision through 3 strategies:
   a. Establishing, communicating, developing, championing ABC brand and individual partner brands
   b. Highest calibre technical skills, credibility and delivery
   c. Ensuring a unique client experience

   1. Highest calibre technical skills, credibility and delivery:
      - Recruiting partners in the right markets with diverse, high calibre technical and personal skills
      - Professional, personable, credible partners who focus on delivering implementation coupled with unquestioned accessibility, responsiveness and reliability
      - Through teamwork, collaboration and sharing, delivering unique client service experiences
      - Regular writing & speaking on key issues for the oil & gas industry to promote the ABC skill sets and brand
      - Partner clarity as to what we are passionate about and best at.

   2. A unique client experience:
      - Striving to ensure clients realize their untapped potential
      - Building a reputation for straight talk and preparedness 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. Competitively dominant, charismatic, ABC personal and ABC individual partner brands:
      - Unity and clarity by partners as to the components of our unique brand offering
      - Simple, clear messages as to what we stand for and what we offer
      - Ensuring that the ABC brand offering is experienced similarly at every touchpoint
      - Aesthetically creative, attractive and consistent styles, materials, web presence, and visual techniques
      - Partners to establish individual awareness, credibility, trust and thought leadership

ABC Mantra:
- Building Partners, Personal Brands, Thought Leadership & ABC Employment brand

ABC International Brand Virtuous Cycle Strategy

Charismatic
- Brand Fusion and no Brand Gap

Delivering the brand

- Build passion & emotion via design & aesthetic elements – where brand rubber hits the road
- Amplify – brand being experienced the same at every touchpoint
- Unify – all partners understanding brand and simplicity of brand messages
- Ensuring that our Brand Offering is actually experienced by clients and the market

Global footprint in key markets

Charismatic
- Delivery of unique client experiences (KUCE)
- Clarity around brand & our Brand Offering & that it is what clients think that determines our brand
- Building Partners, Personal Brands, Thought Leadership & ABC Employment brand
- Building the Brand

ABC Vision and Strategy
**Stress-testing strategy**

(done well, this is invariably more useful than the original exercise)

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**Aligning various strategies is critical**

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**Understanding the strategic importance of your website**

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**A picture of your firm**
A window into the heart and soul of your firm

Becomes a brand offer on steroids

Social media – is this strategic?
Does it warrant leadership attention & involvement?

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

Personal skills for leaders 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
We tend to look ‘out there’ for growth opportunities e.g. merger, alliance, new practice area etc.

At least part of the answer is often here, under our noses

- Partners
- People
- Capacity
- Culture
- Pricing
- Brand
- Clients
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 work together to differentiate your firm.

Your most valuable, under-recognised asset???
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’

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.

Questions?