



# Legal Sector Breakfast Briefing

2 March 2017

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Accountants, Business & Financial Advisers  
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# Legal Sector Breakfast Briefing

## Welcome

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- |         |                                 |
|---------|---------------------------------|
| 8.30am  | - Arrival and breakfast         |
| 9.00am  | - Welcome                       |
| 9.05am  | - Briefing – Purple Performance |
| 10.00am | - Q & A                         |
| 10.30am | - Close                         |

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# How to Herd Cats: a practical guide to achieving your firm's potential

Elisabeth Bellamy and Jed Hassid

Purple Performance Ltd

[www.purpleperformance.net](http://www.purpleperformance.net)



# Introduction

- Purple Performance



- Developing a Performance Culture
- Creating a Great Team

# Lawyers are Different!!

## Characteristics of a Lawyer:

Outspoken	Argue every point	Pick apart weaknesses
Quick mind	Find it hard to delegate	Work in silos
Poor managers	Manage not lead	

## Concerns of a Partner:

Increasing competition

Personal risk and investment

Professional indemnity costs

What's for dinner tonight?

Compliance & regulatory issues

What does the client really want?

Have I met my billing target?

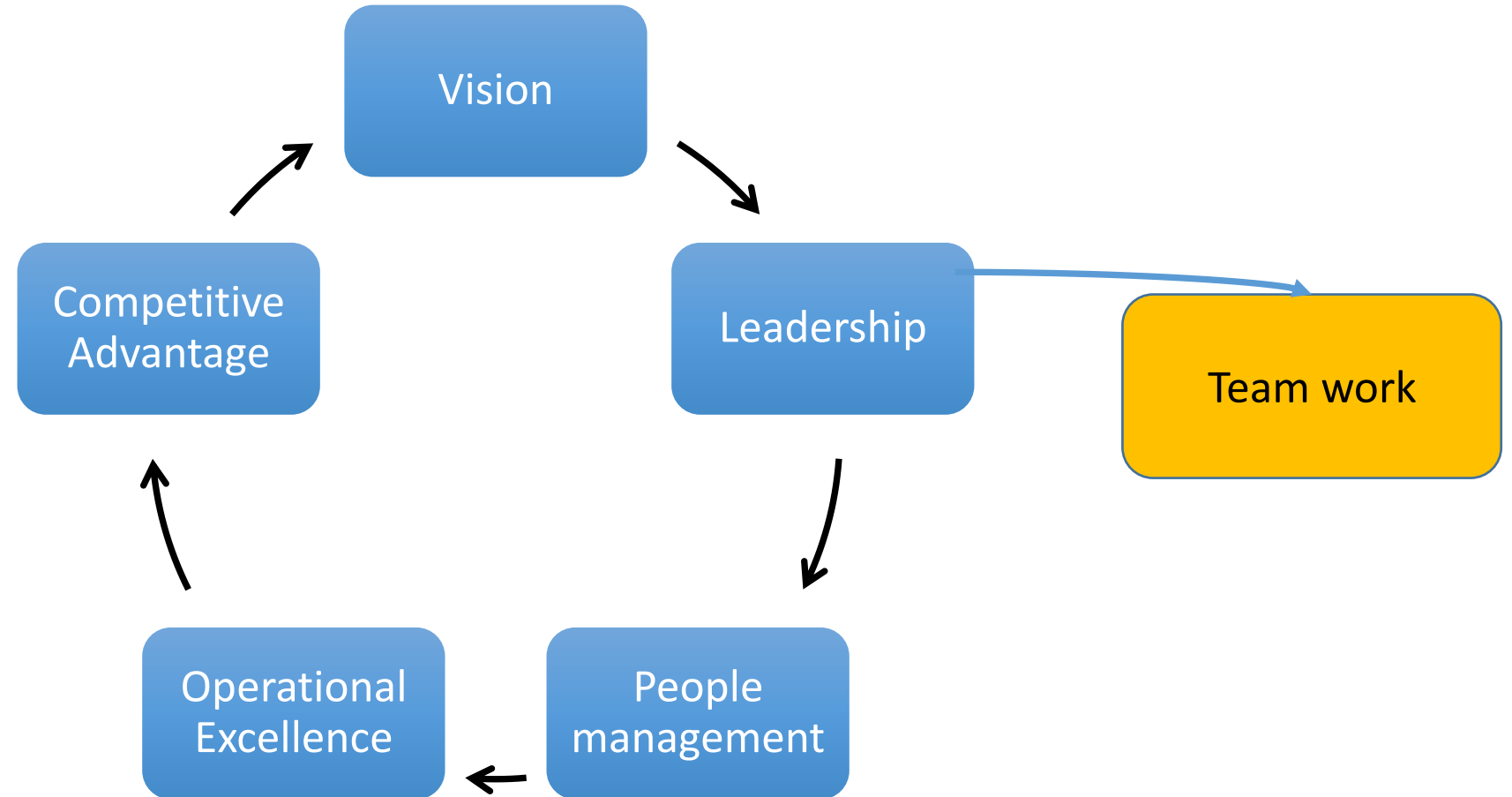
Attracting and retaining talent



So, how do you get all your team members working together?



# The route to a performance culture



# What does great team work look like?

- Teamwork video:

<https://www.youtube.com/watch?v=hZ-eFaLGV0g>

Elements of a Cohesive Team:  
You need all 5 elements

Focus on achievement of  
collective Results



Focus on achievement of  
collective Results



Hold each other  
to Account

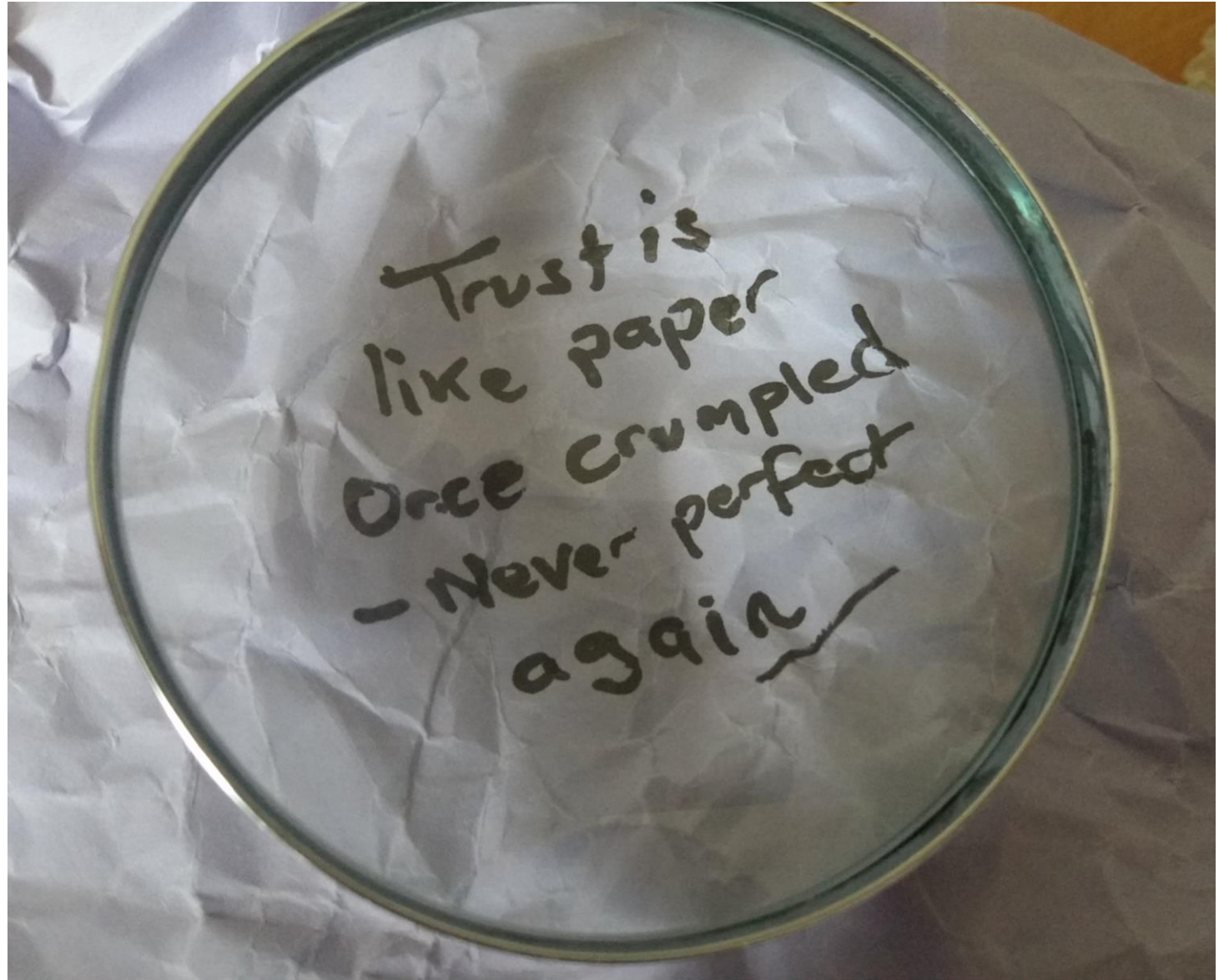
Commit to plans and  
actions

Conflict is encouraged

Trust each other

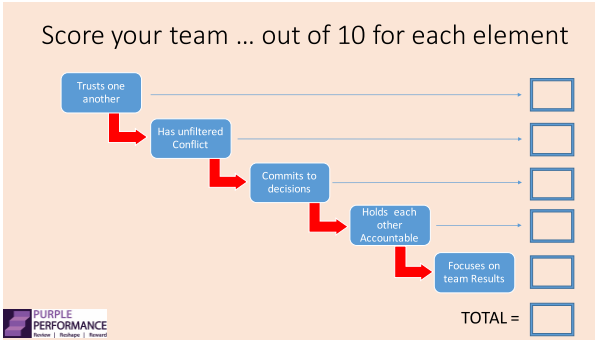
Trust:

No reason to be  
protective or careful  
around the team





# How do you create Trust?



# How do you create Trust?



- 360 degree feedback
- Personality profiles
- Regular follow up by leader during the course of the day
- Admit own weaknesses
- Sharing and being interested in personal histories
  - Family members' names, favourite hobbies, what did they do at Christmas, how did they spend last weekend, favourite drink



“WOW!”

Focus on achievement of collective Results



Hold each other  
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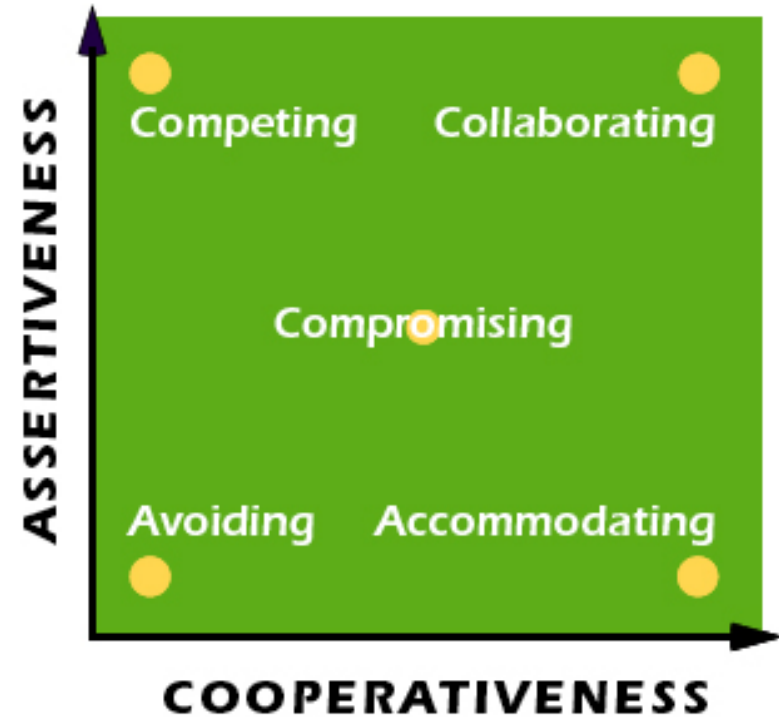
# How do you create Constructive Conflict?





# How do you create Constructive Conflict?

- Understand that it produces best possible solutions in shortest time
- Realise by avoiding it, likely to revisit old issues time and again
- Have courage to speak about sensitive issues
- Better understand own attitudes to conflict – Thomas-Kilmann Conflict Mode Instrument (TKI) - <http://www.kilmanniagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki>



Focus on achievement of collective Results



Hold each other to Account

Commit to plans and actions

Conflict is encouraged

Trust each other

# How do you gain Commitment?



# How do you gain Commitment?



- Buy-in is important
- Make partners feel that they own the project
- Need to have full understanding of project and what it will achieve



Focus on achievement of collective Results



Hold each other  
to Account

Commit to plans and  
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# How do you develop Accountability?

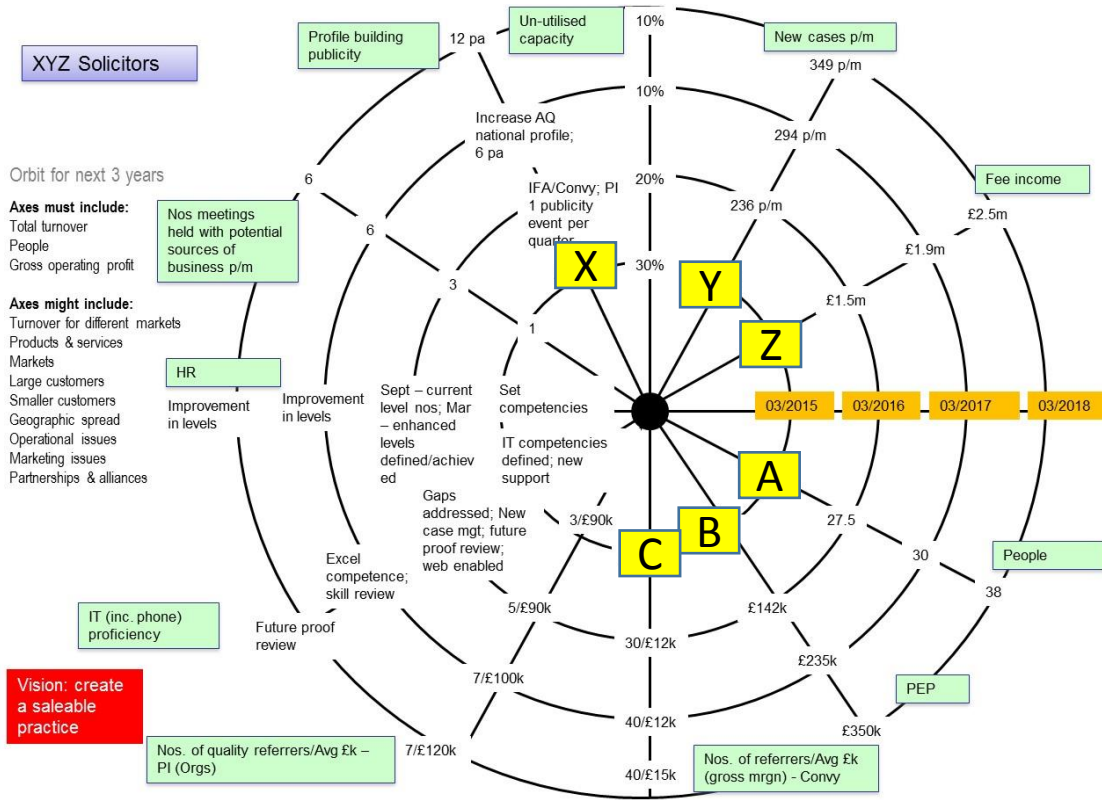






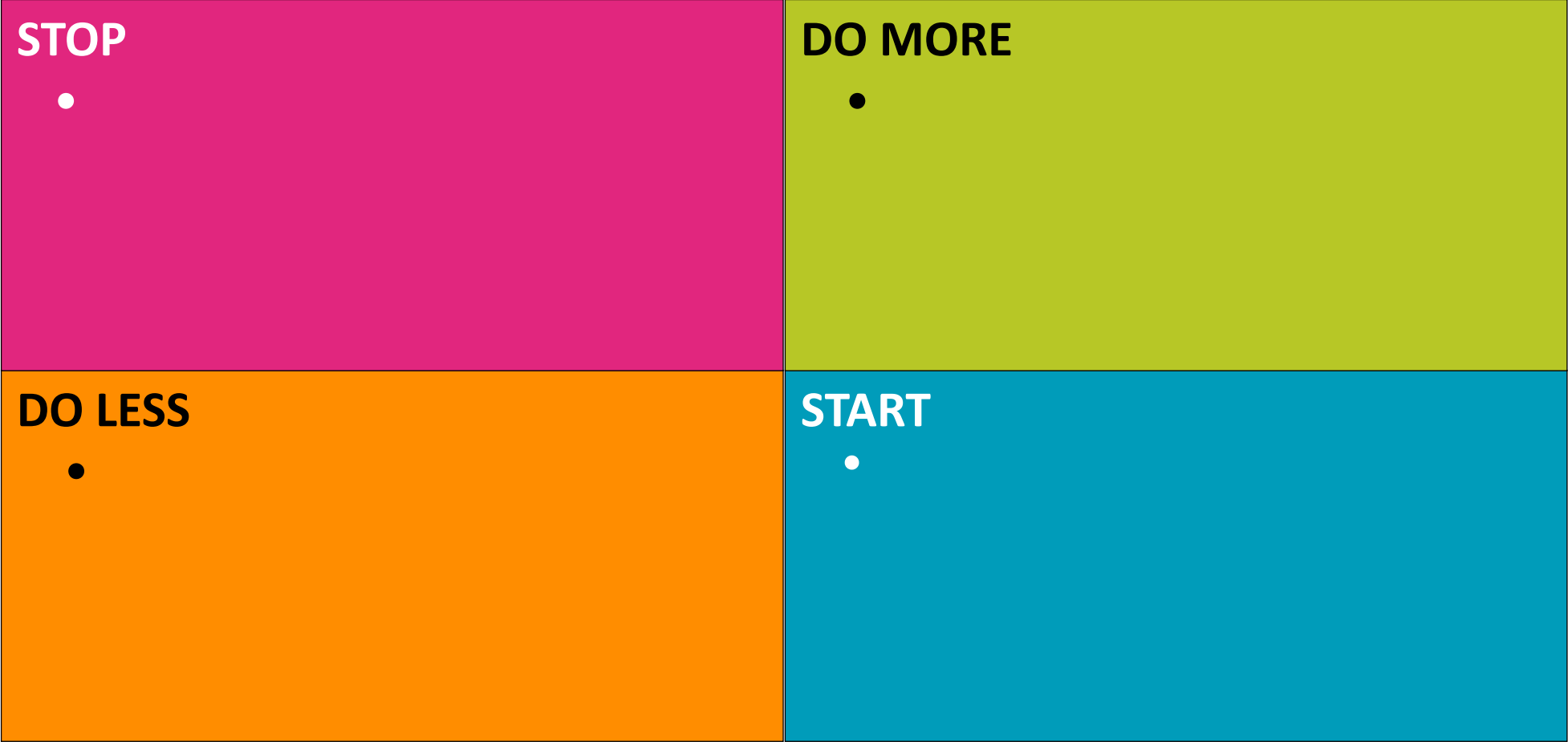
# How do you develop Accountability?

- Publication and sharing of goals and standards
- Regular feedback
- Team rewards



# Start – Stop – Do More – Do Less

How do we hold each other to account?



Focus on achievement of  
collective Results



Hold each other  
to Account

Commit to plans and  
actions

Conflict is encouraged

Trust each other

# How do you generate Results focus?



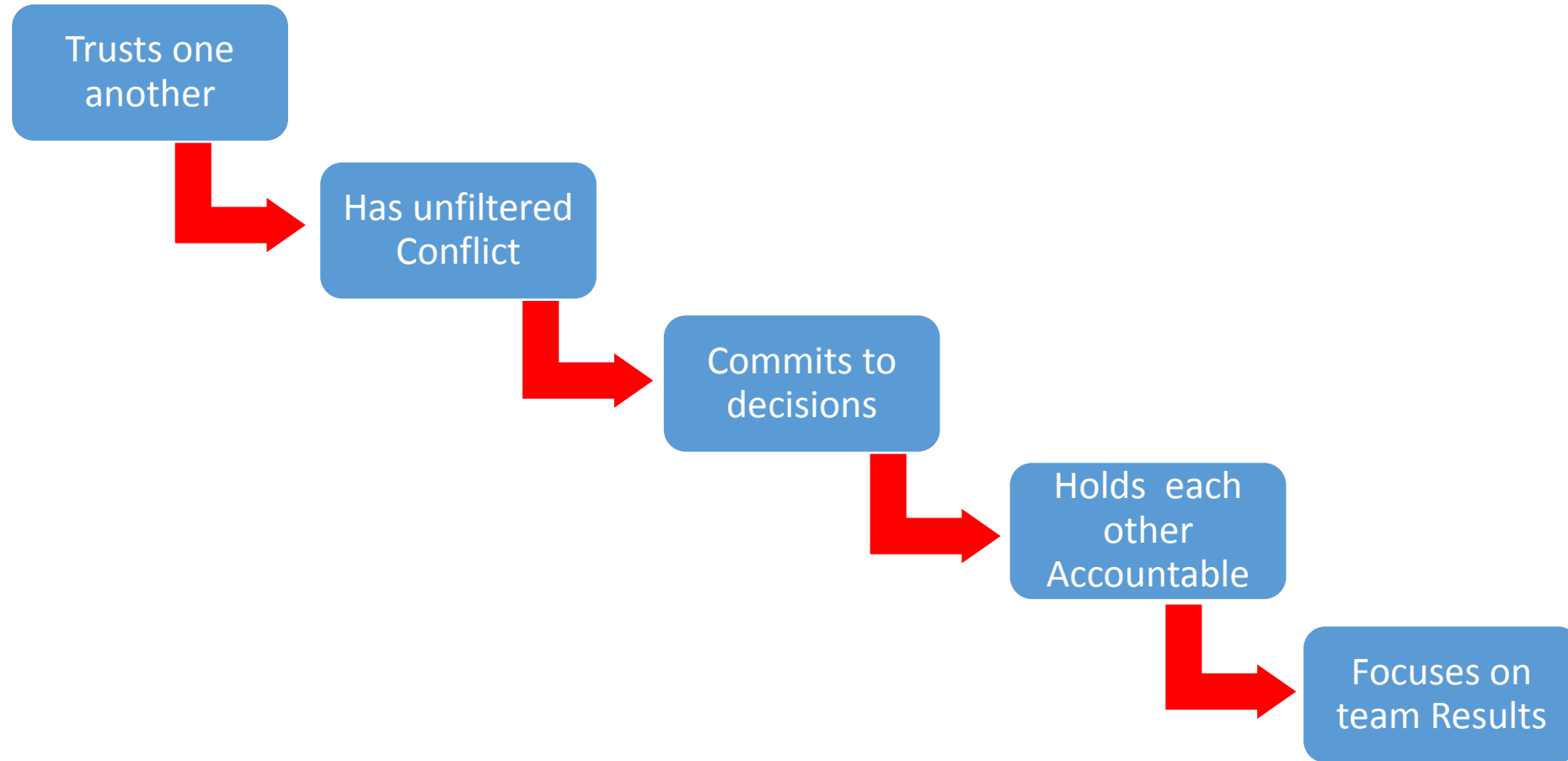
# How do you generate Results focus?



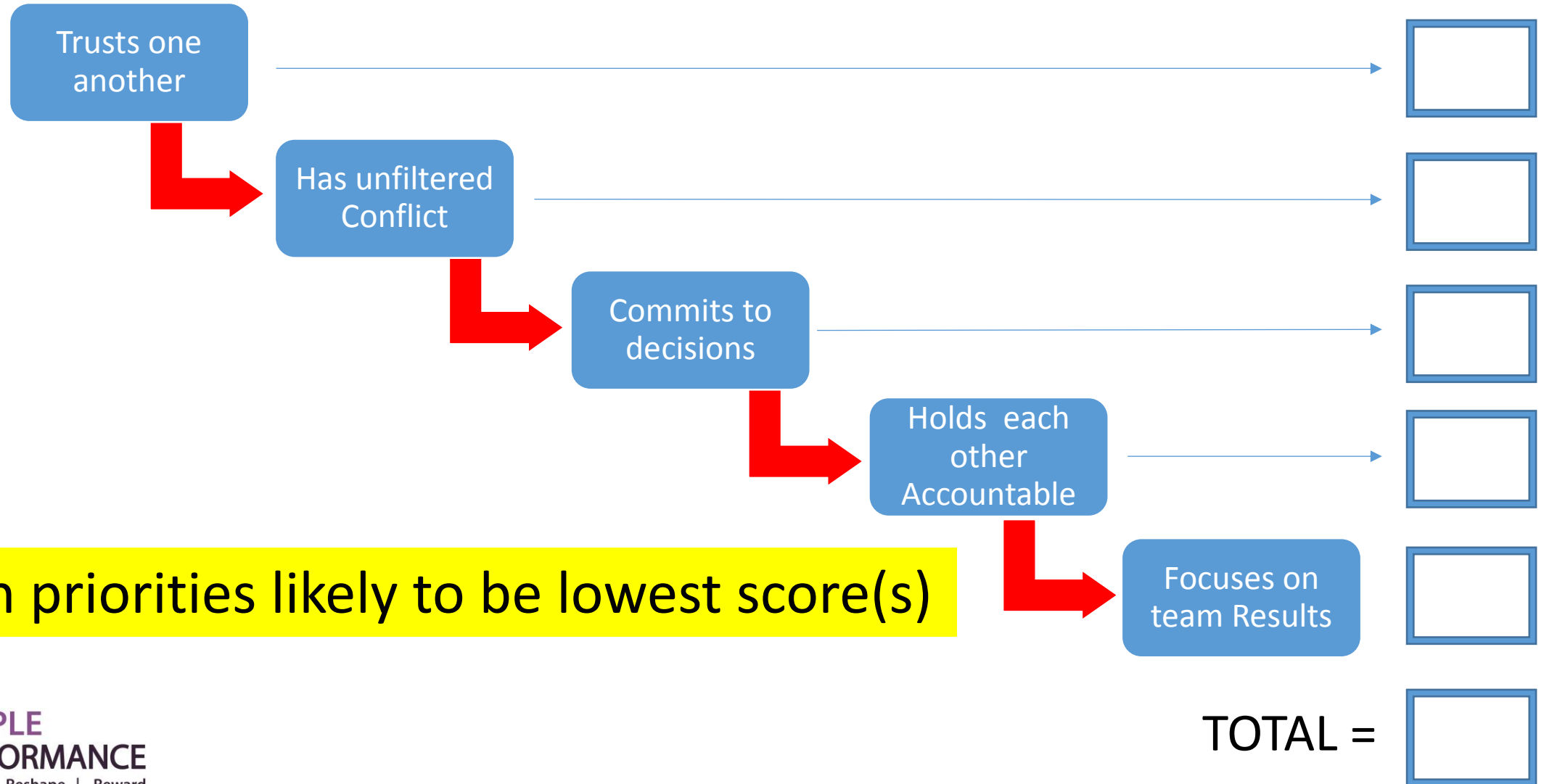
- Public declaration of results
- Reward and recognition tied to specific outcomes, not just for trying



# A great team ...



# Score your team ... out of 10 for each element



# And if all else fails ... hire these guys

- Cats video

<https://www.youtube.com/watch?v=Pk7yqITMvp8>



Thank you





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Conclusion

Gordon McCulley  
Relationship Manager  
Clydesdale Bank

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*we're with you...*