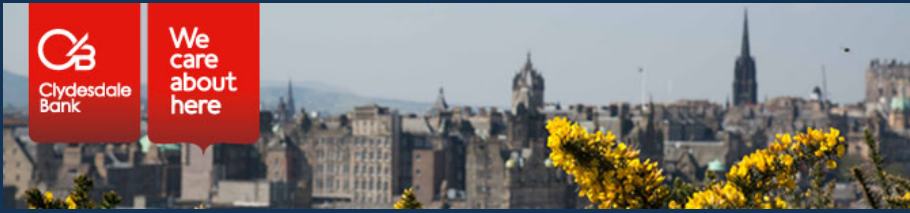




Clydesdale
Bank

We
care
about
here



Legal Sector Breakfast Briefing

Wednesday 18 January 2017

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The Law Society





Legal Sector Breakfast Briefing

Welcome

Simon Campbell

Relationship Manager – Commercial, Clydesdale Bank

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Legal Sector Breakfast Briefing

Introduction

Andy Poole

Legal Sector Partner, Armstrong Watson

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Wednesday 18 January 2017

- 8.00am - Arrival and breakfast
- 8.30am - Welcome
- 8.35am - Briefing
- 9.30am - Q & A
- 10.00am - 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



Introduction

- Purple Performance



- Developing a Performance Culture
- Creating a Great Team

Lawyers are Different!!

Characteristics of a Lawyer:

Unhelpful ones:

Outspoken
apart weaknesses

Argue every point

Pick

Quick Mind
silos

Find it hard to delegate

Work in

Poor managers

Concerns of a Partner:

Increasing
competition

Personal
risk and
investment

Professional
indemnity
costs

What's for
dinner
tonight?



Compliance &
regulatory
issues

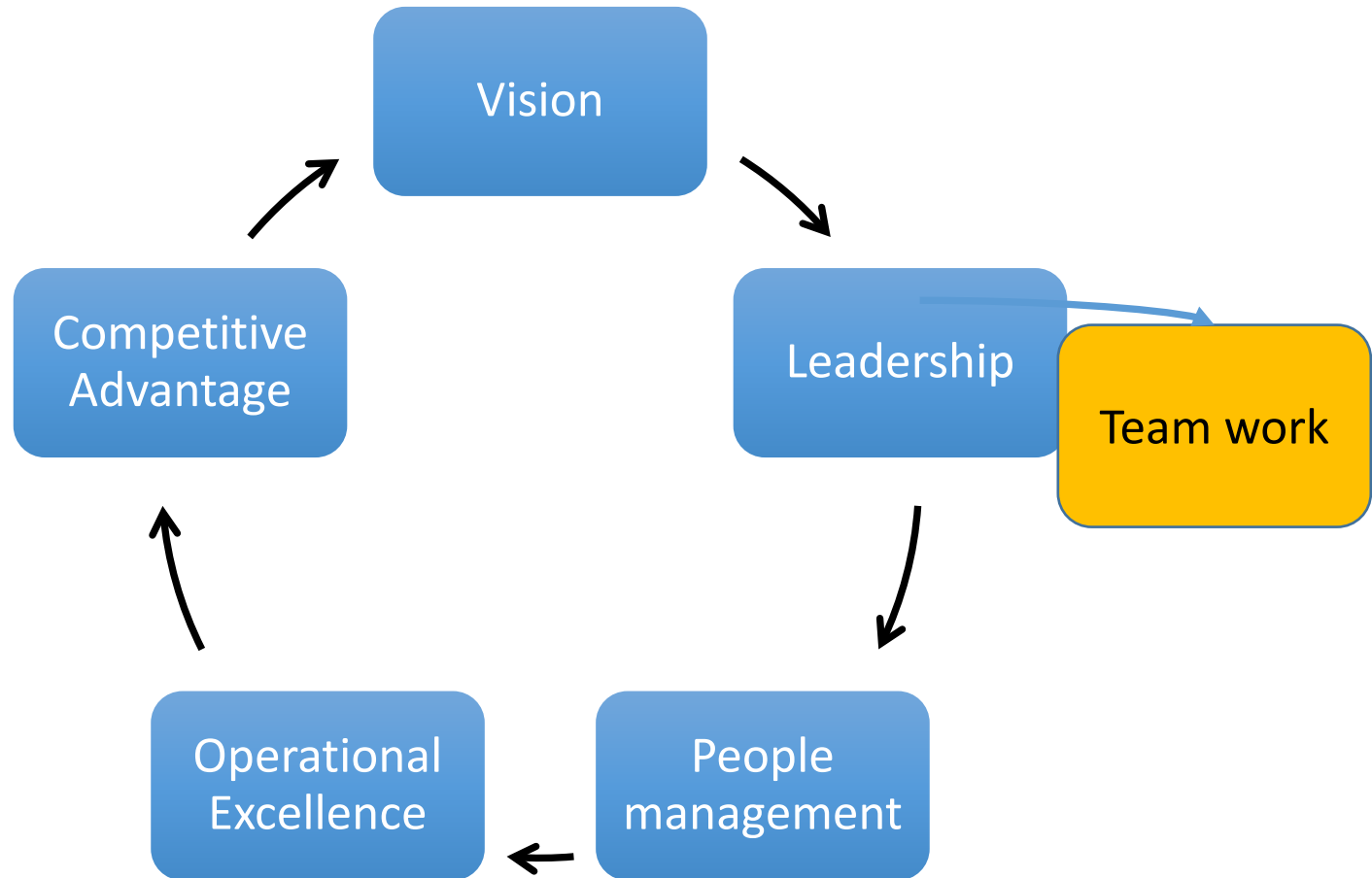
What does the
client really
want?

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

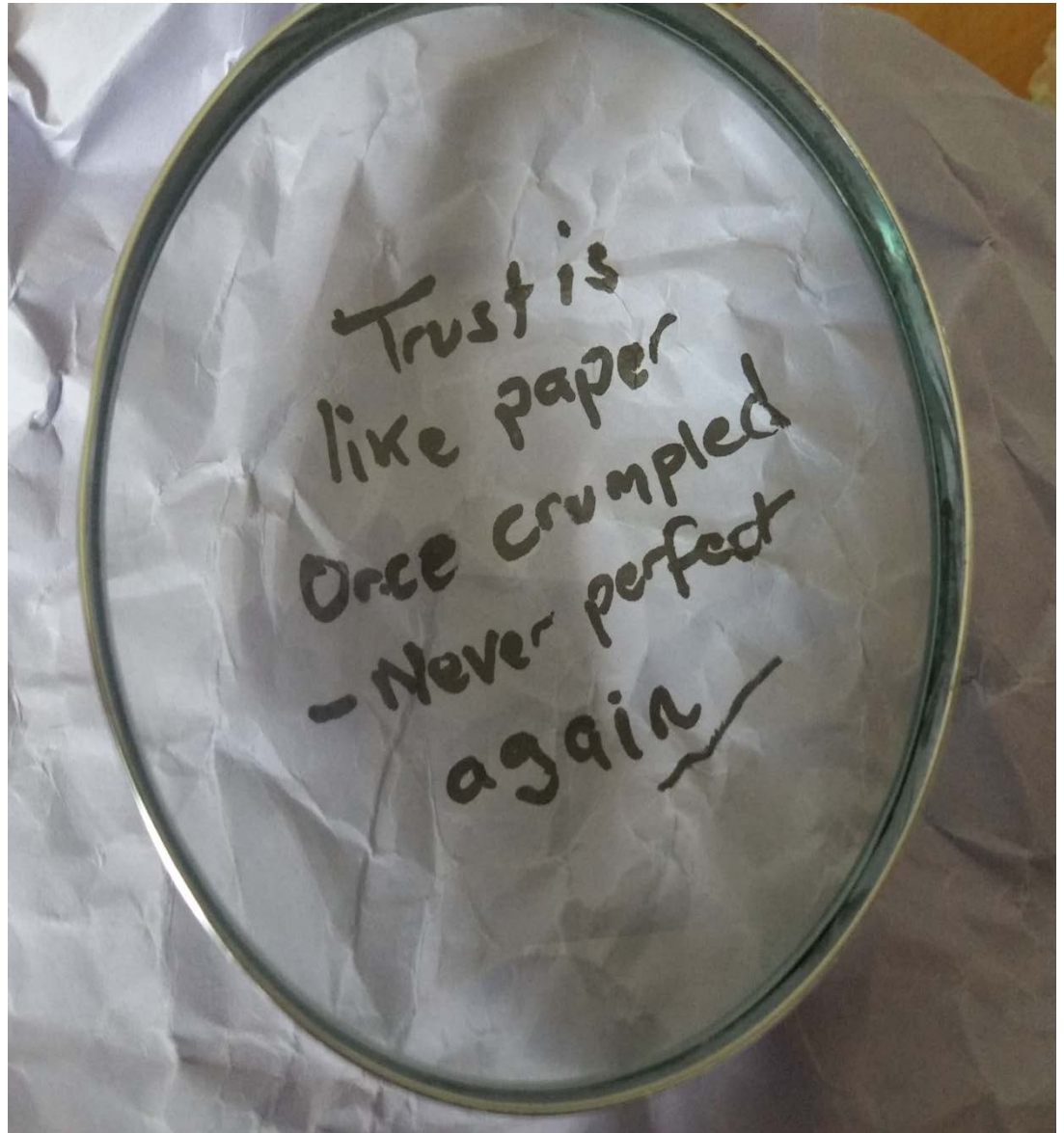
Commit to plans
and actions

Conflict is encouraged

Trust each other

Trust:

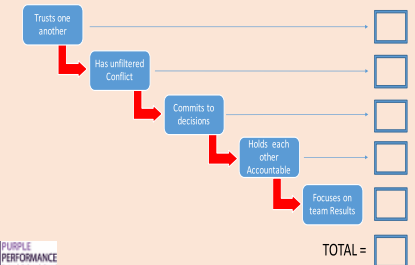
No reason to be protective or careful around the team



How do you create Trust?



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



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
 - Ideal birthday present:

Focus on
achievement of
collective Results



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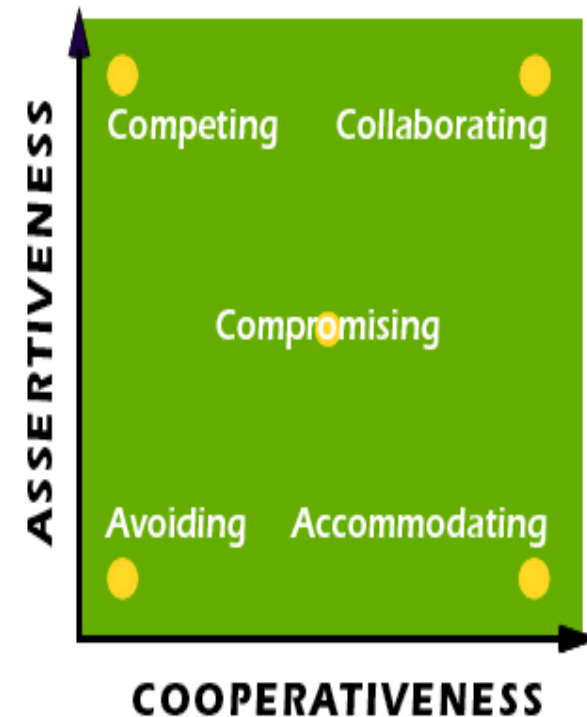
Trust each other

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.kilmanndiagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki>



Focus on
achievement of
collective Results



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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
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collective Results



Hold each
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Conflict is encouraged

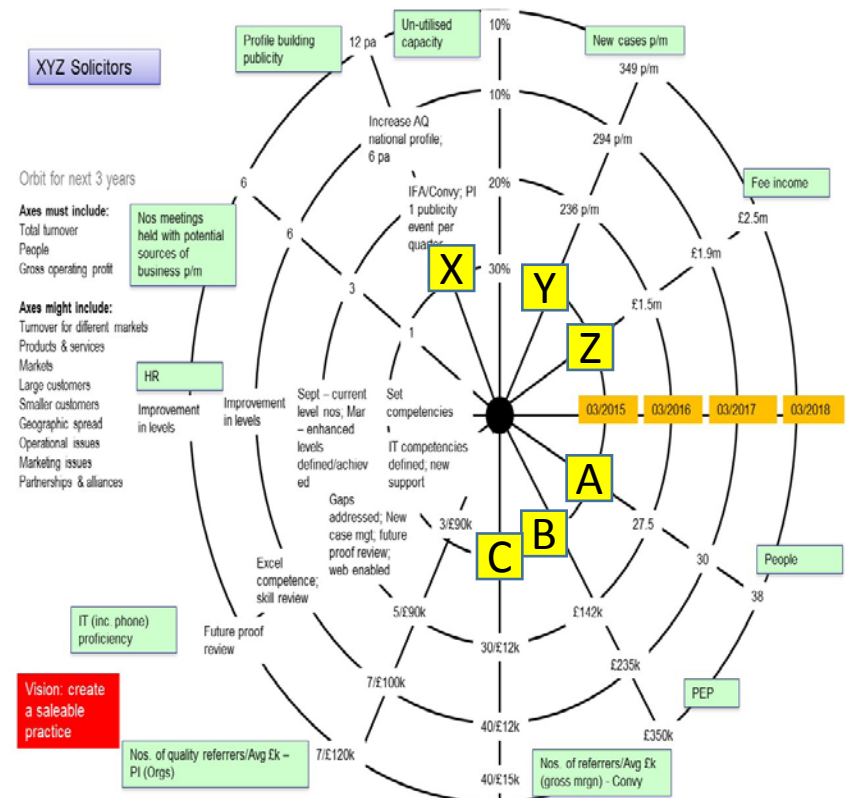
Trust each other

How do you develop Accountability?



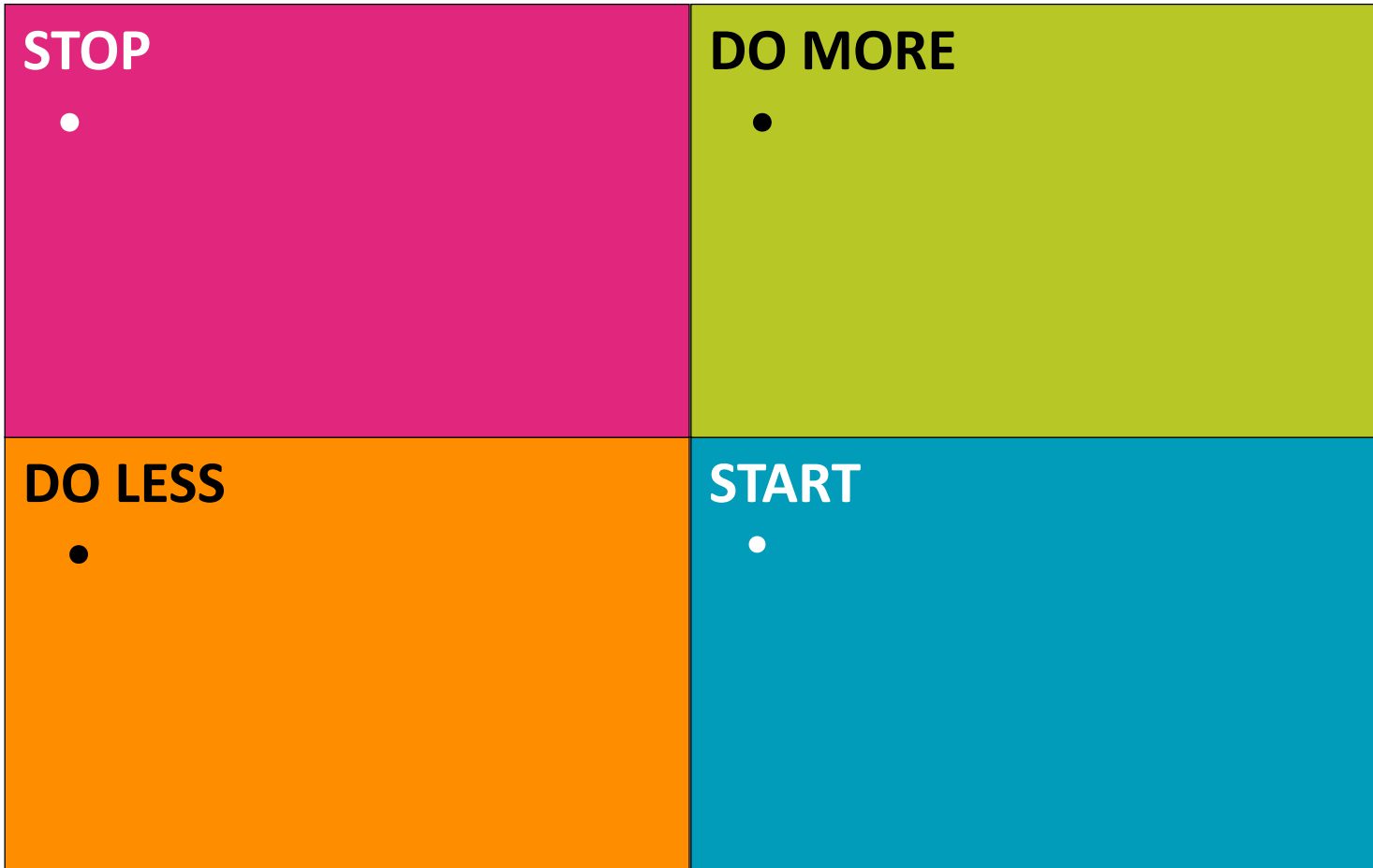
How do you develop Accountability?

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

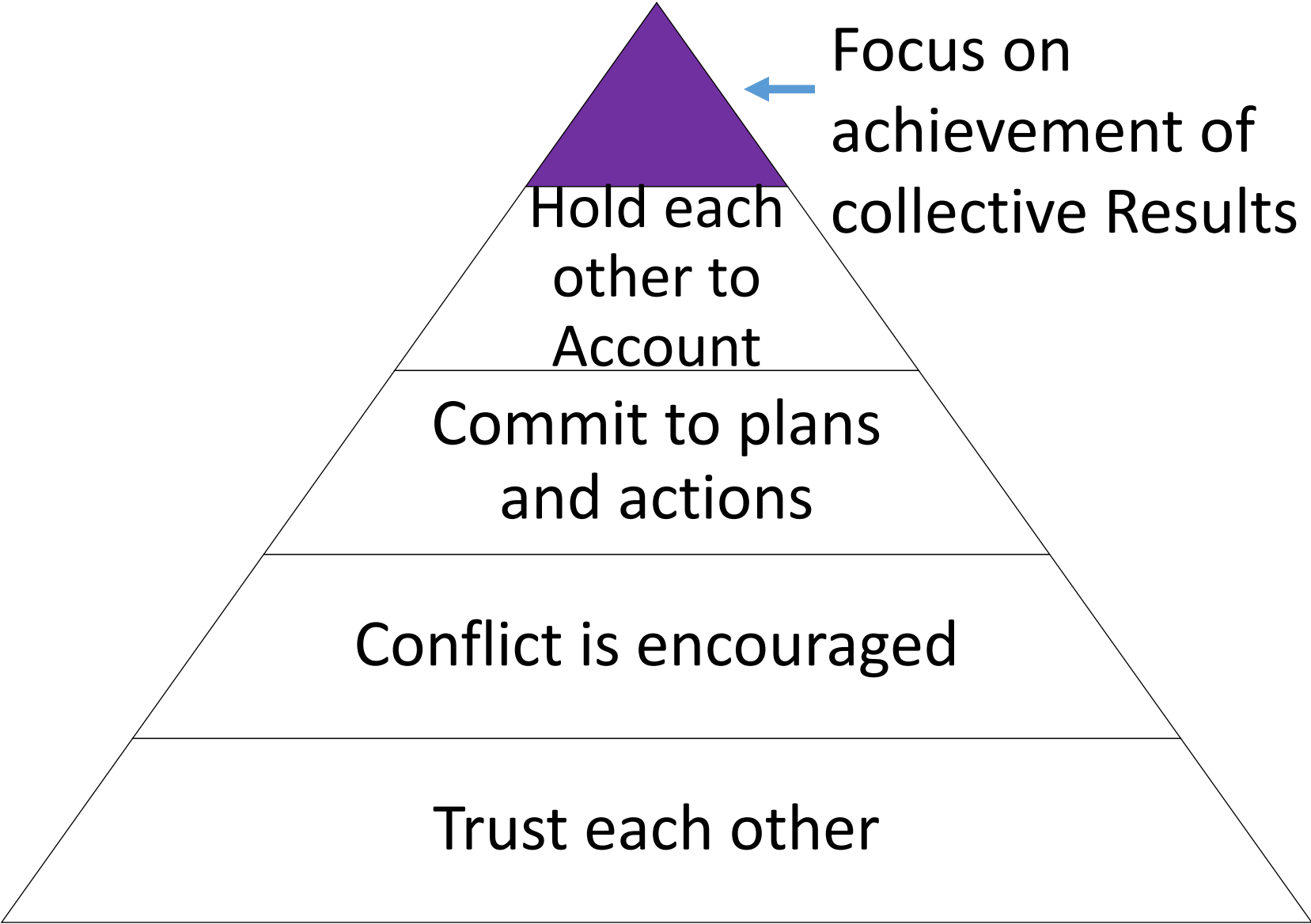


Start – Stop – Do More – Do Less

How do we hold each other to account?



Focus on
achievement of
collective Results



Hold each
other to
Account

Commit to plans
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Conflict is encouraged

Trust each other

How do you generate Results focus?



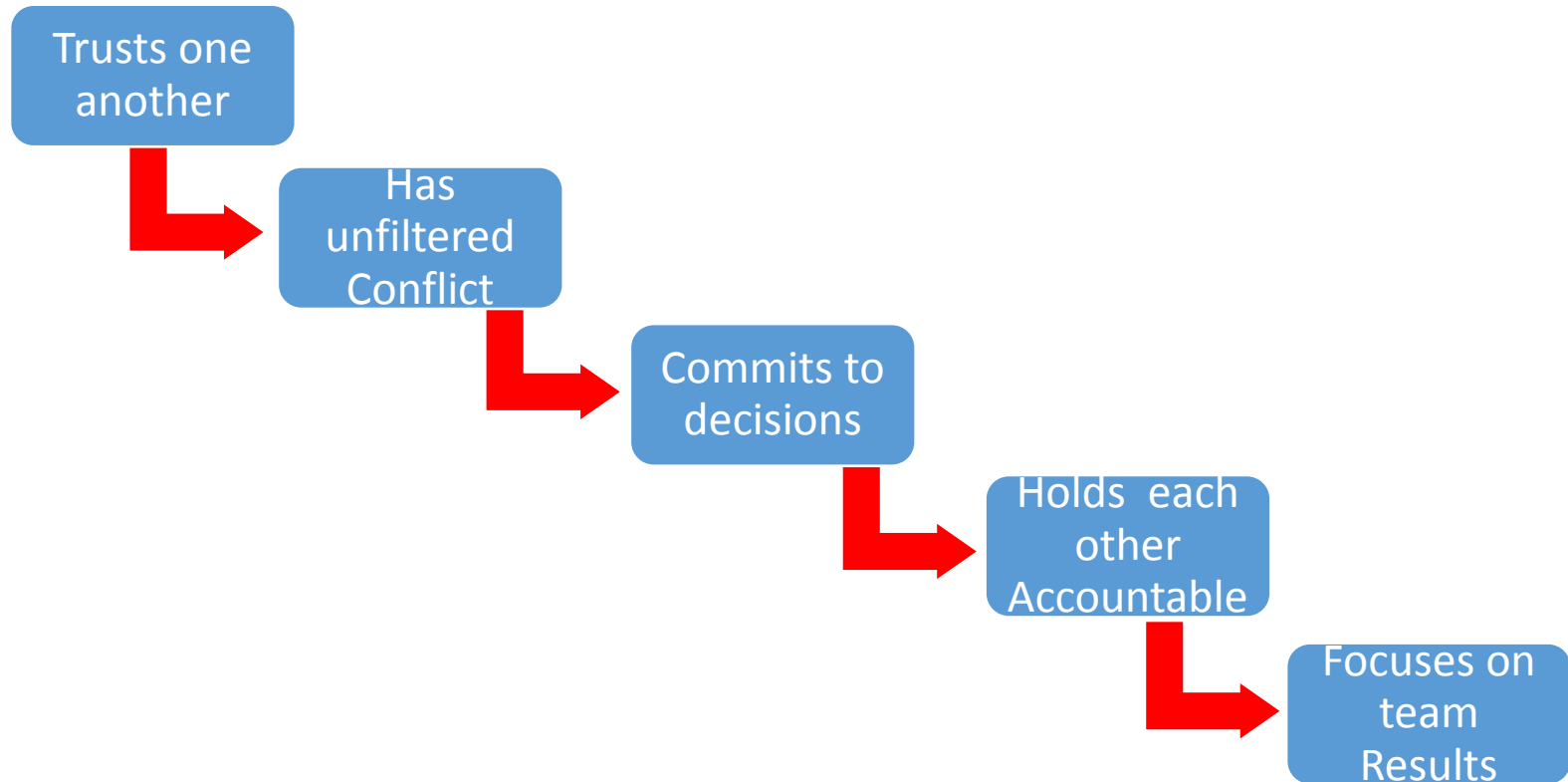
How do you generate Results focus?



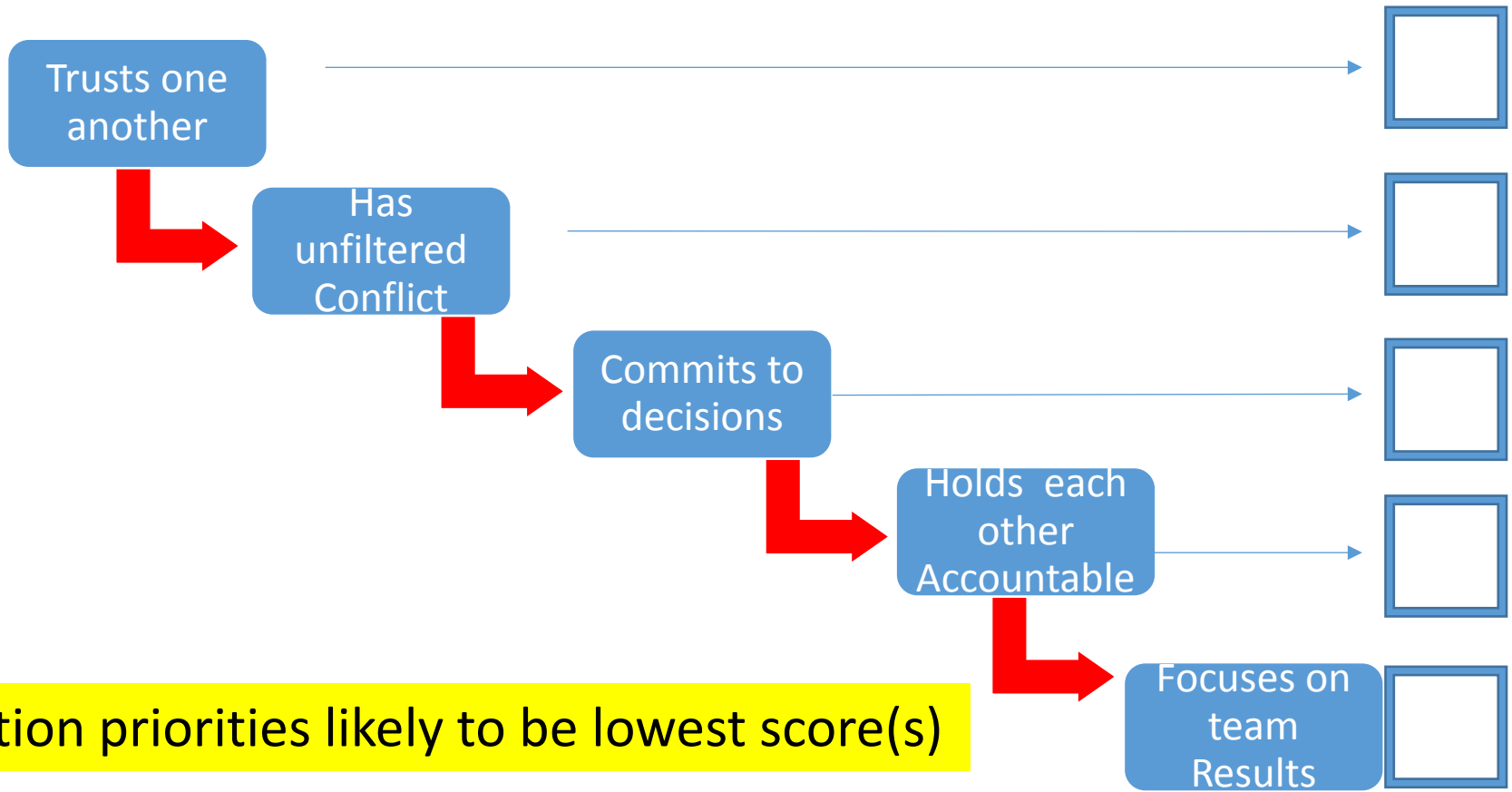
- Public declaration of results
- Reward and recognition tied to specific outcomes, not just for trying



A great team ...



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



TOTAL =

And if all else fails ... hire these guys

- Cats video

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

Thank you



Legal Sector Breakfast Briefing

Questions and Conclusion

Simon Campbell

Relationship Manager - Commercial, Clydesdale Bank

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