



Legal Sector Breakfast Briefing

22 February 2017





Legal Sector Breakfast Briefing

Welcome

Andy Poole
Legal Sector Partner
Armstrong Watson





Legal Sector Breakfast Briefing

Introduction

Simon Coatsworth
Chief Executive
Zenith Chambers



Legal Sector Breakfast Briefing

22 February 2017

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



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:

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?

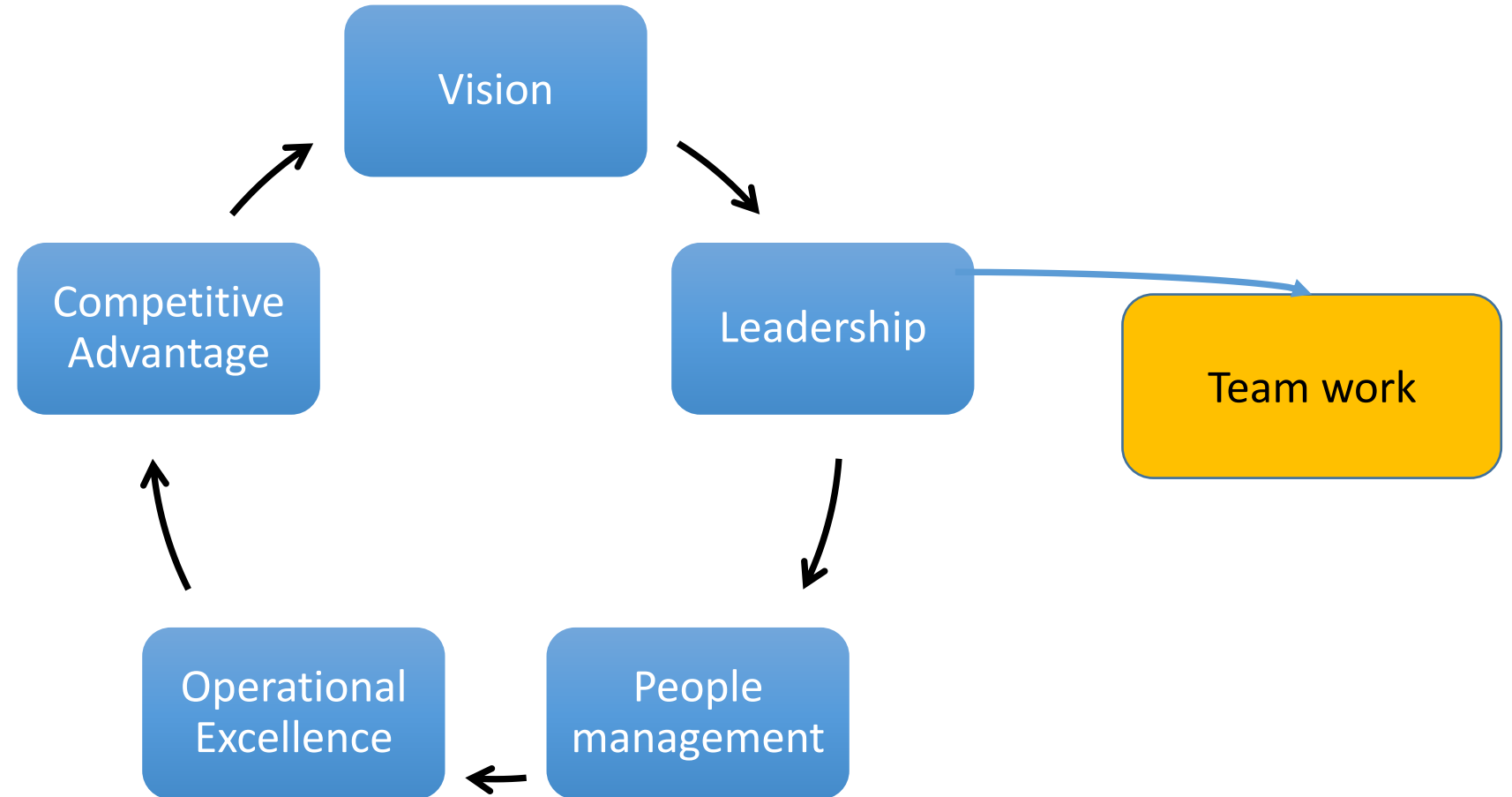
Have I met my billing target?

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

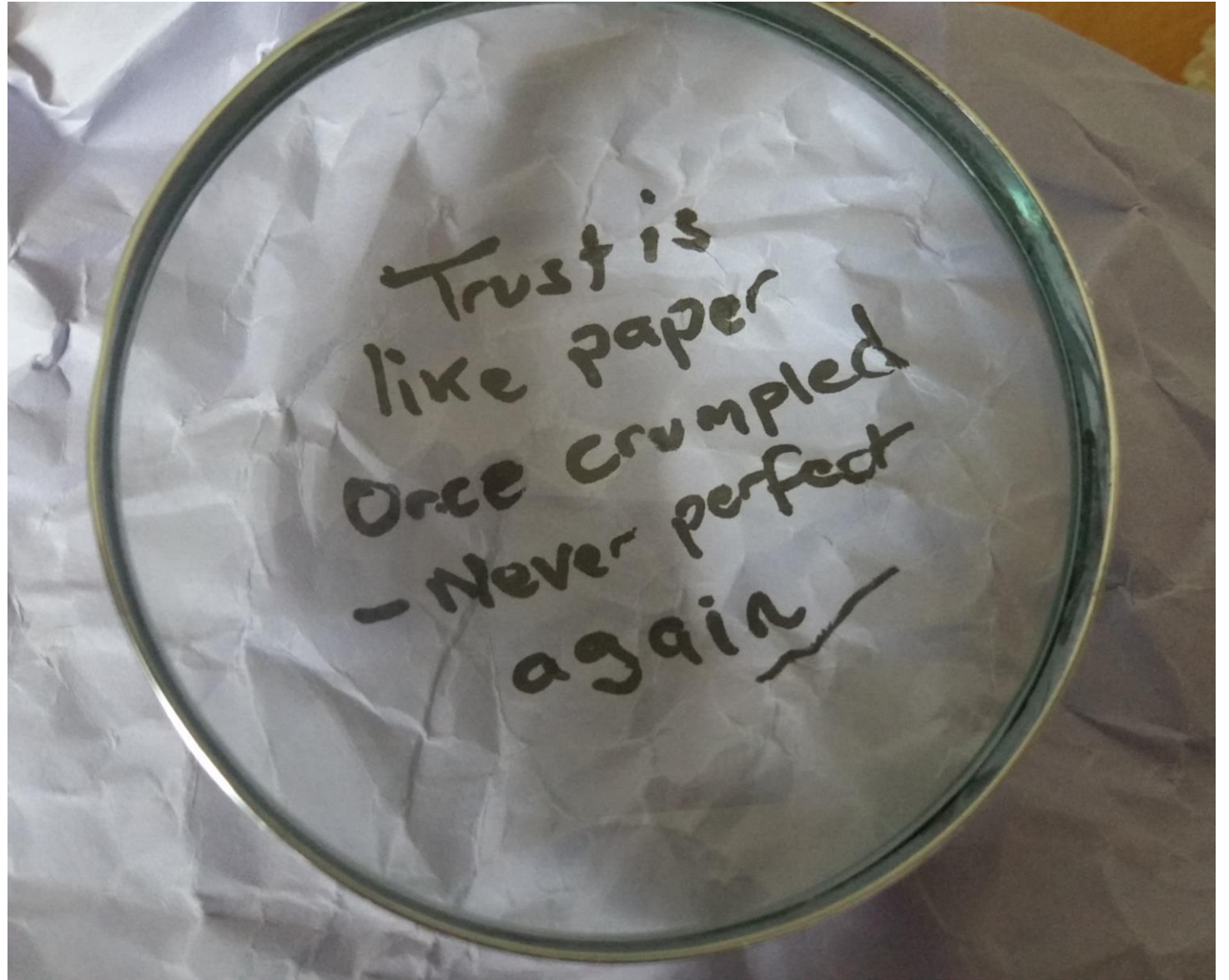
Commit to plans and
actions

Conflict is encouraged

Trust each other

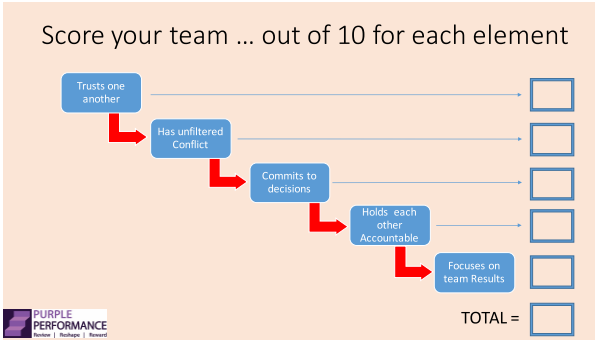
Trust:

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



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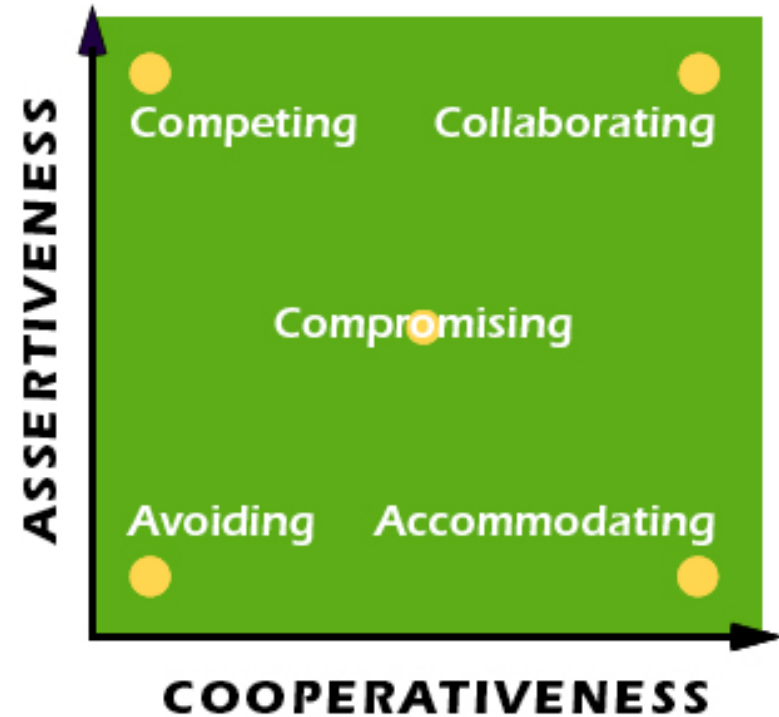
How do you create Constructive Conflict?





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

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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

How do you gain Commitment?



- End of each meeting:

- Review key decisions
- Agree on what needs to be communicated to whom and how
- Agree on deadlines
- Clarify what could go wrong – usually reduces fear of failure



Focus on achievement of collective Results



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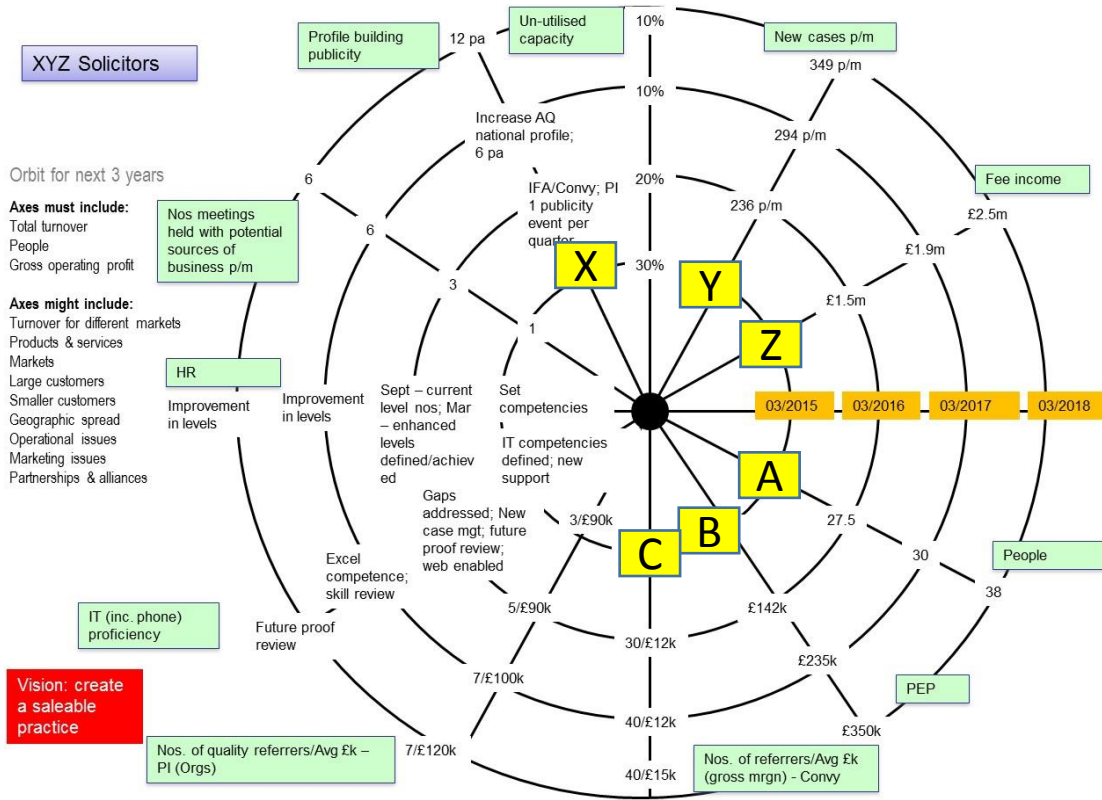
How do you develop Accountability?





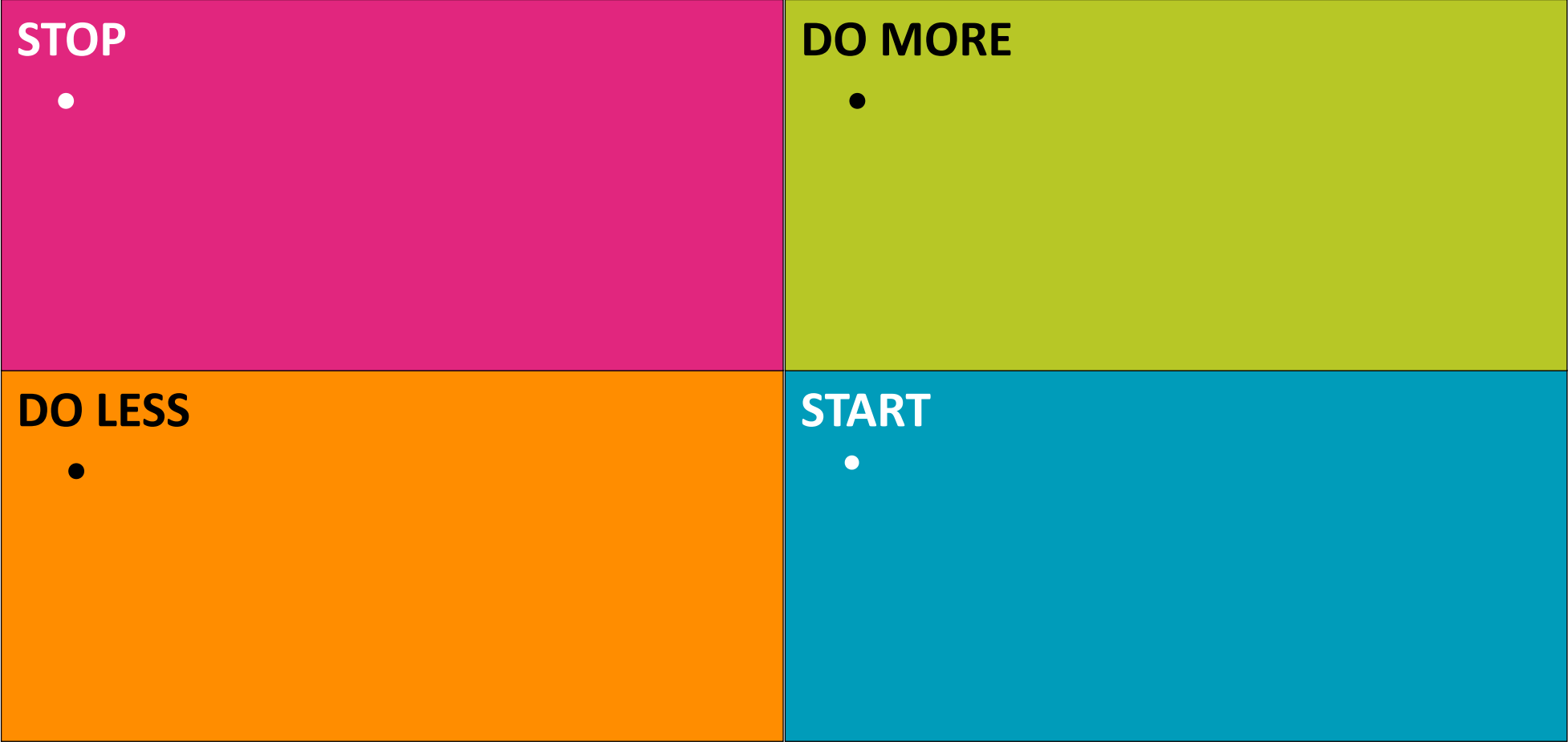
How do you develop Accountability?

- 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
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How do you generate Results focus?



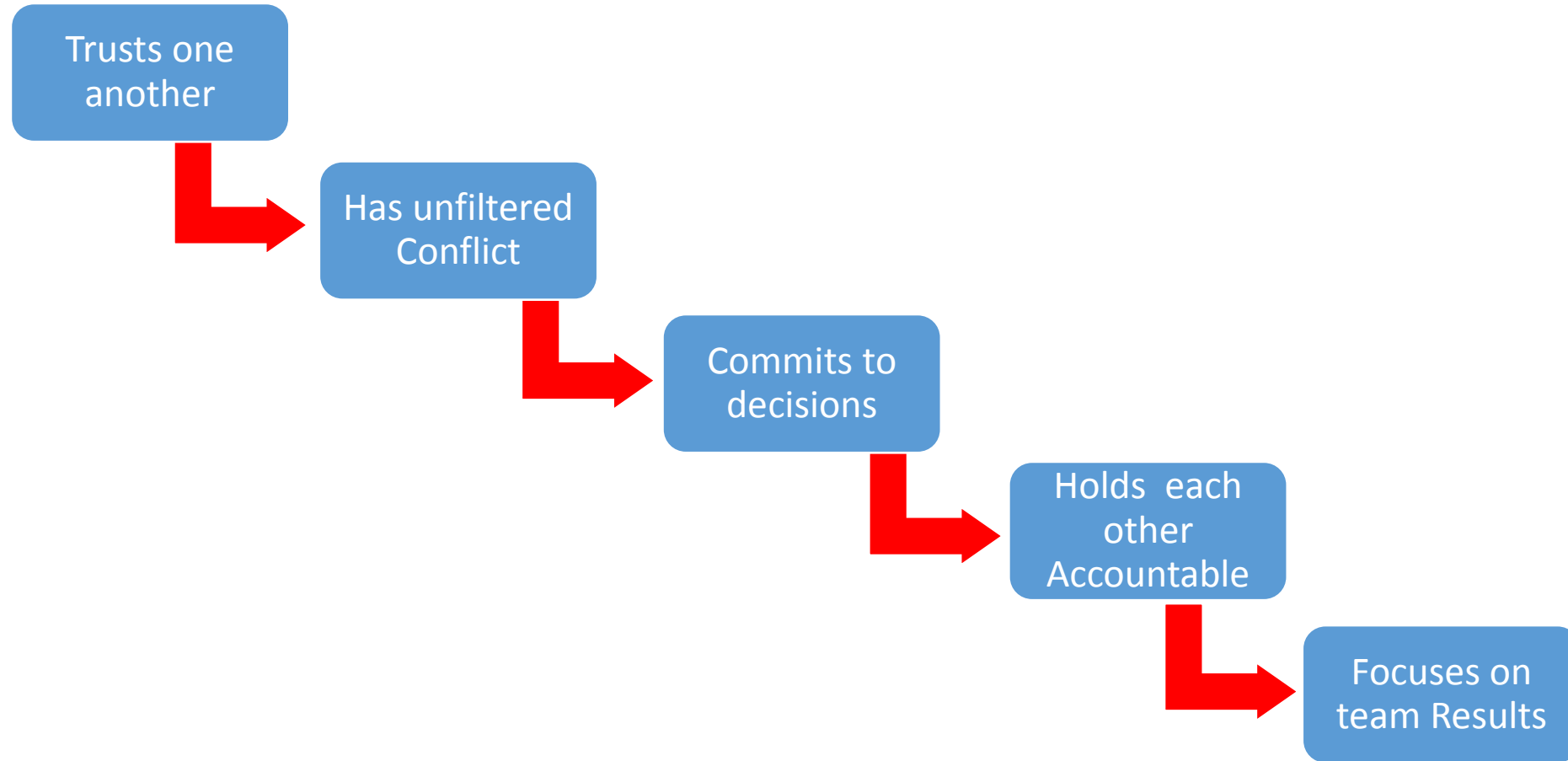
How do you generate Results focus?



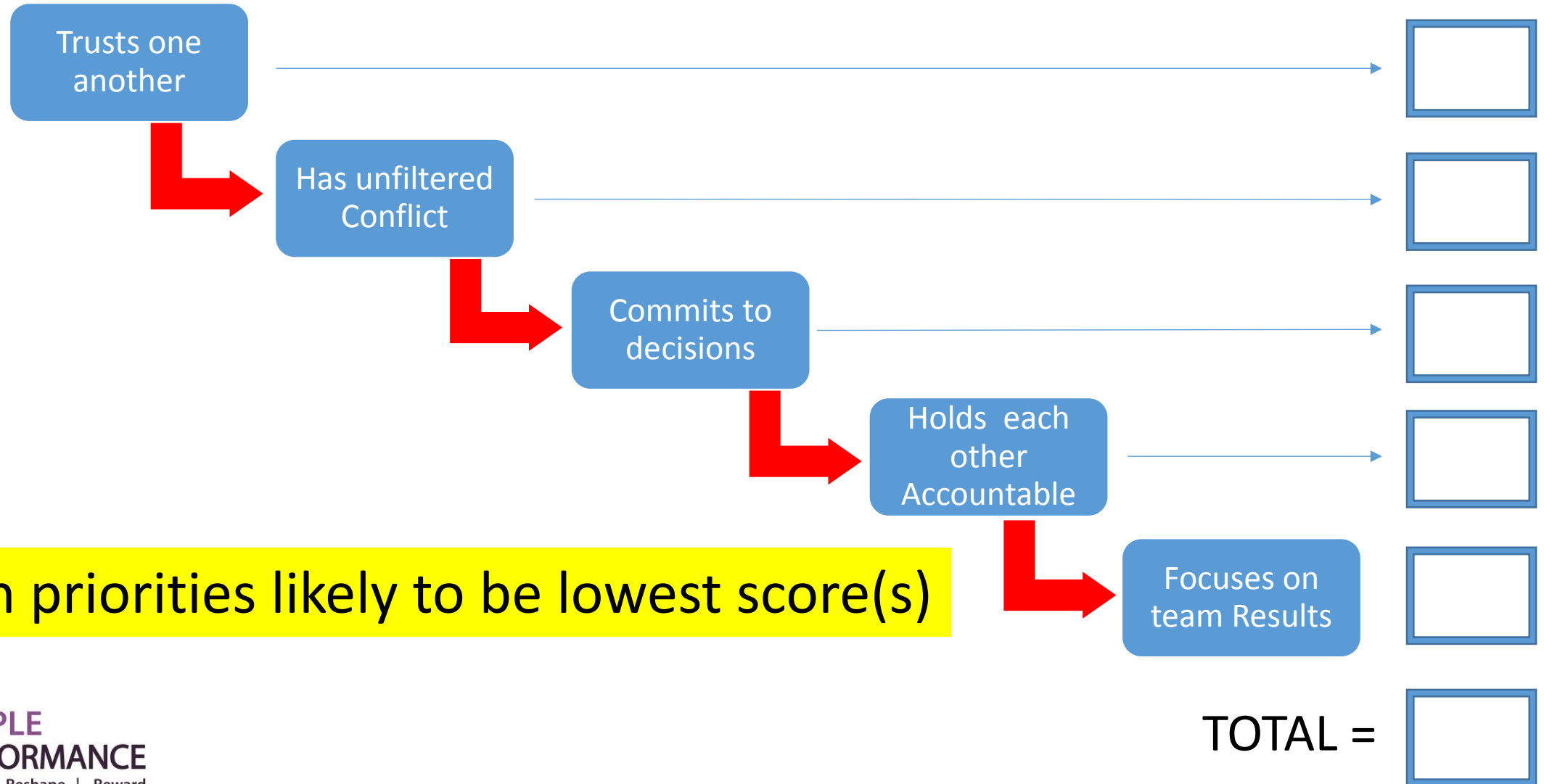
- Public declaration of results
- Reward and recognition tied to specific outcomes, not just for trying



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



Legal Sector Breakfast Briefing

Questions and Conclusion

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we're with you...