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Accountants & Financial Advisers  
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# Legal Sector Breakfast Briefing

9 March 2017

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The Law Society



# Legal Sector Breakfast Briefing

## Welcome

Sue Carter

UK Head of Professional Services Sector



# Legal Sector Breakfast Briefing

## Introduction

Andy Poole  
Legal Sector Partner  
Armstrong Watson



# Legal Sector Breakfast Briefing

9 March 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](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?

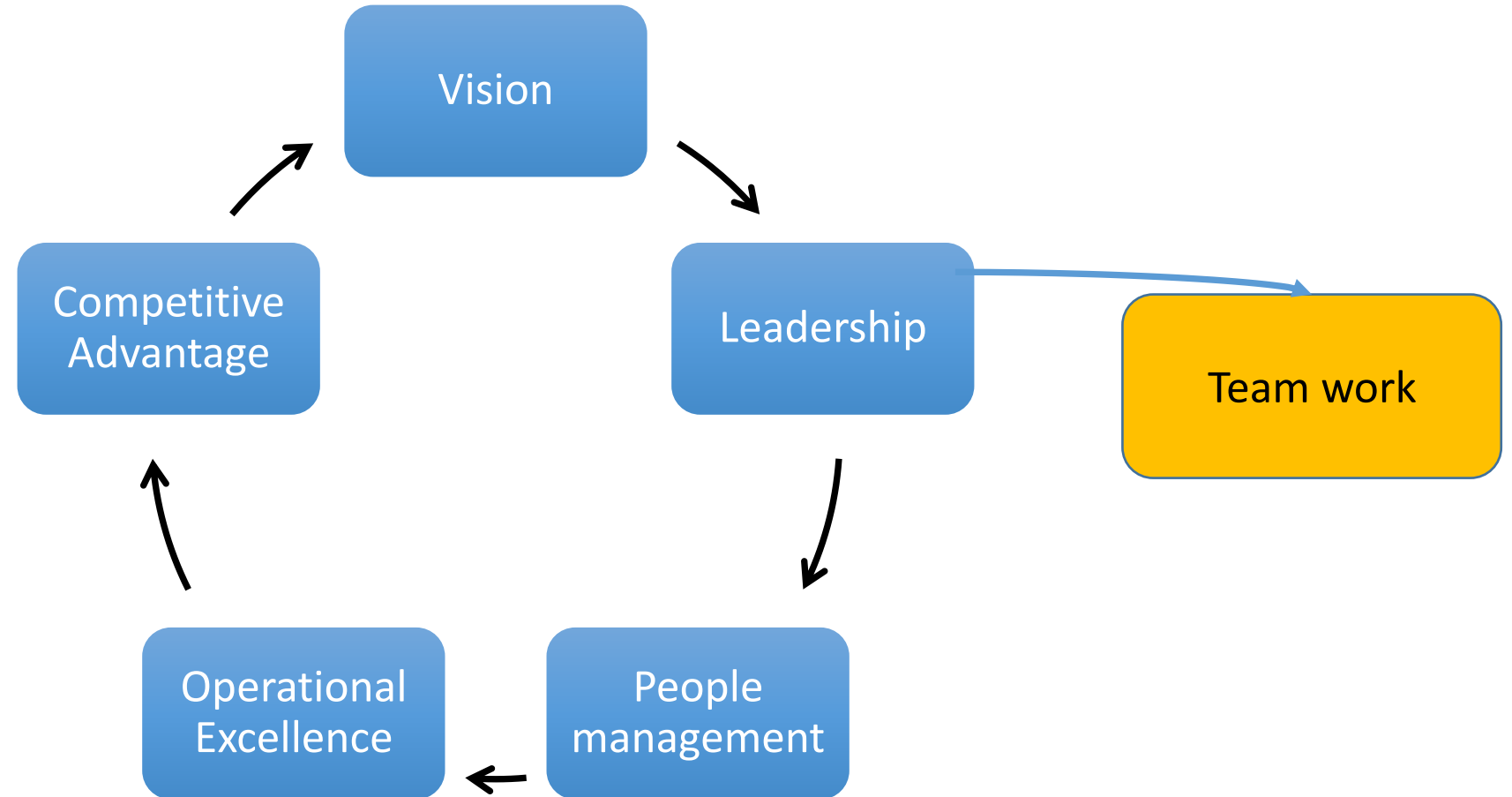
Attracting and retaining talent





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

# The route to a performance culture



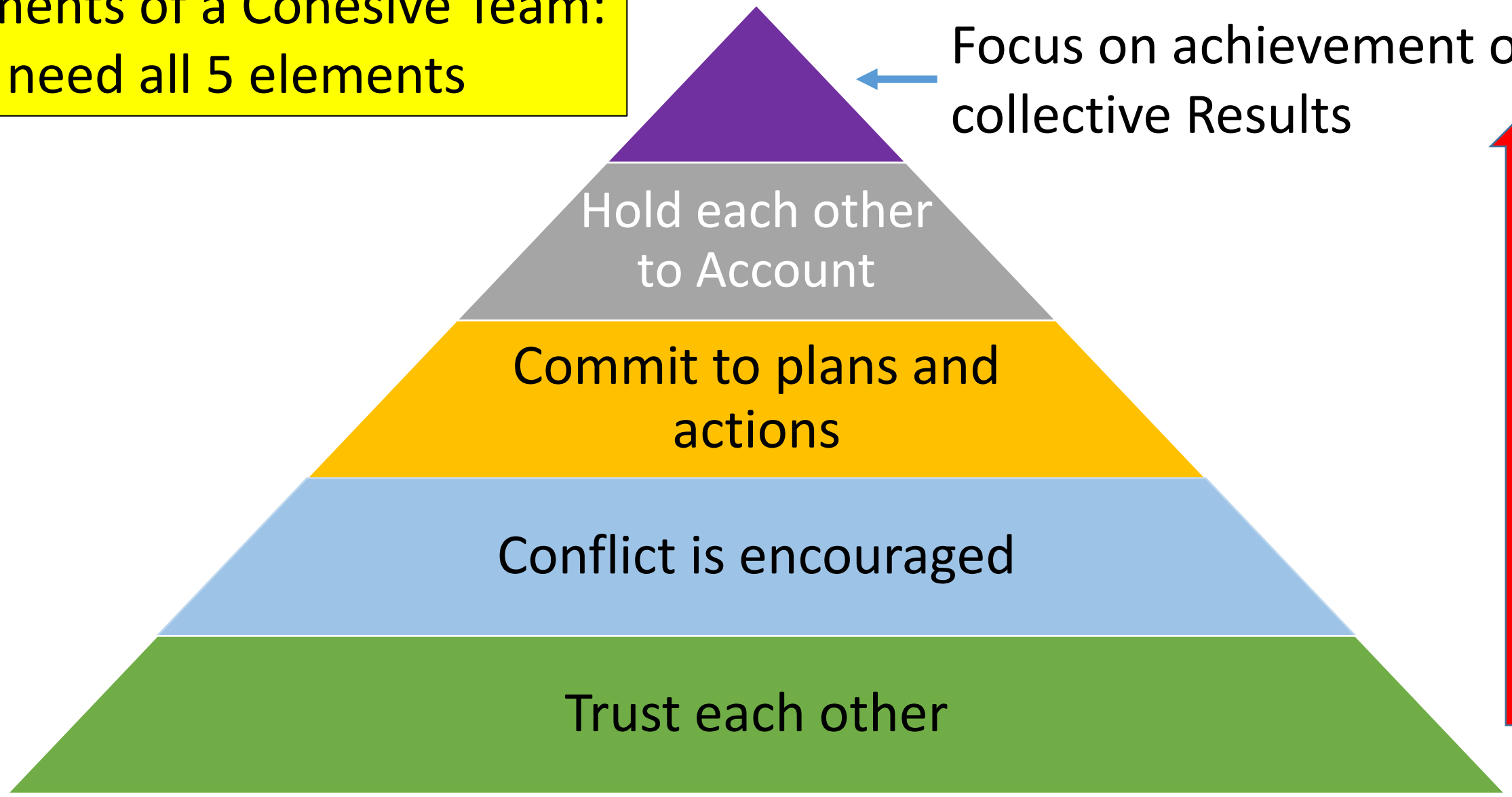
# What does great team work look like?

- 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

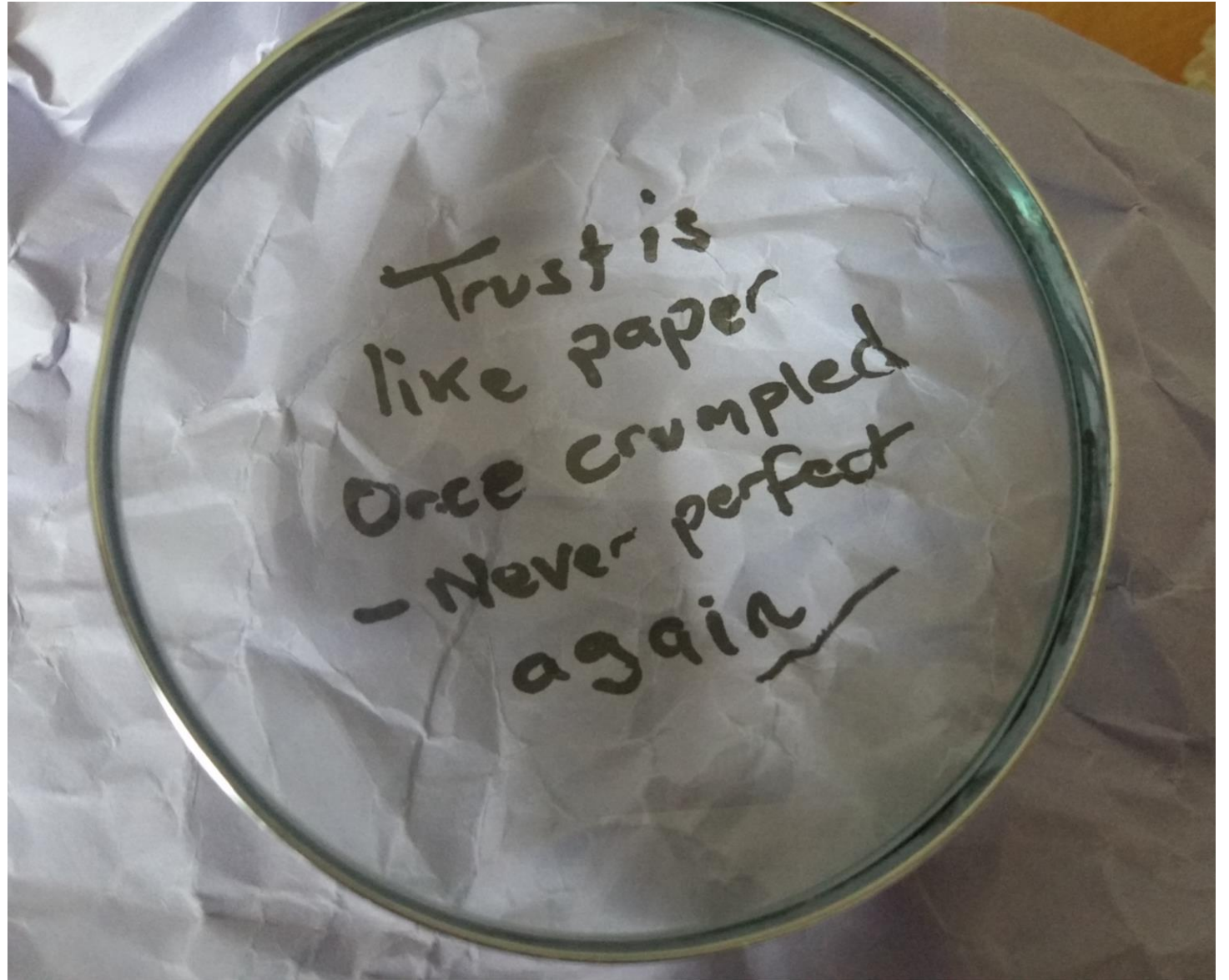
Commit to plans and  
actions

Conflict is encouraged

Trust each other

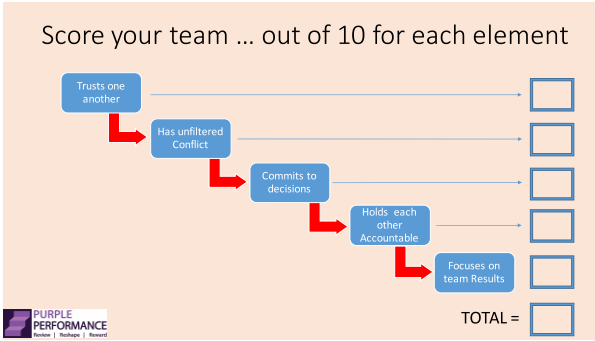
Trust:

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



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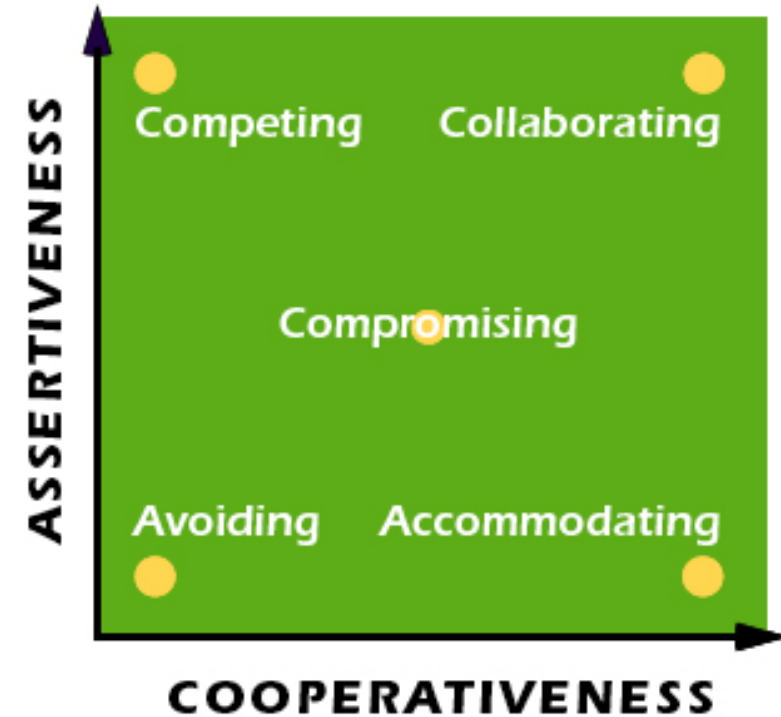
# How do you create Constructive Conflict?



# 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



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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 achievement of  
collective Results



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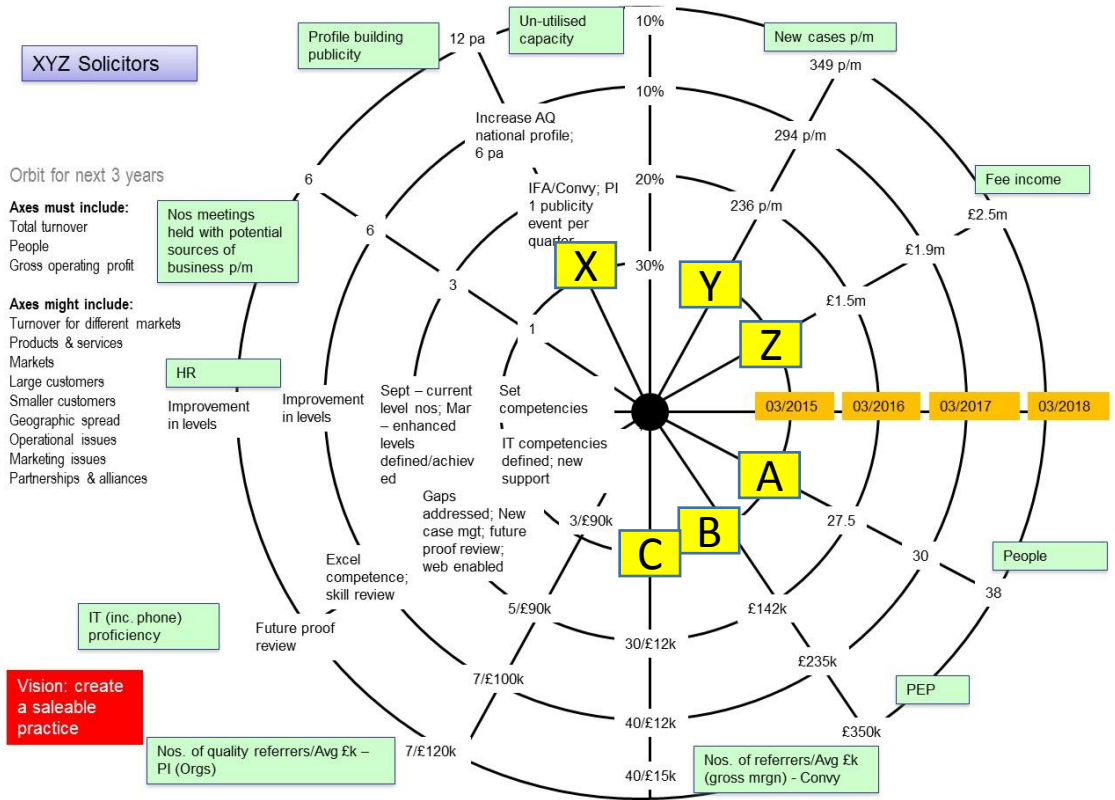
# How do you develop Accountability?





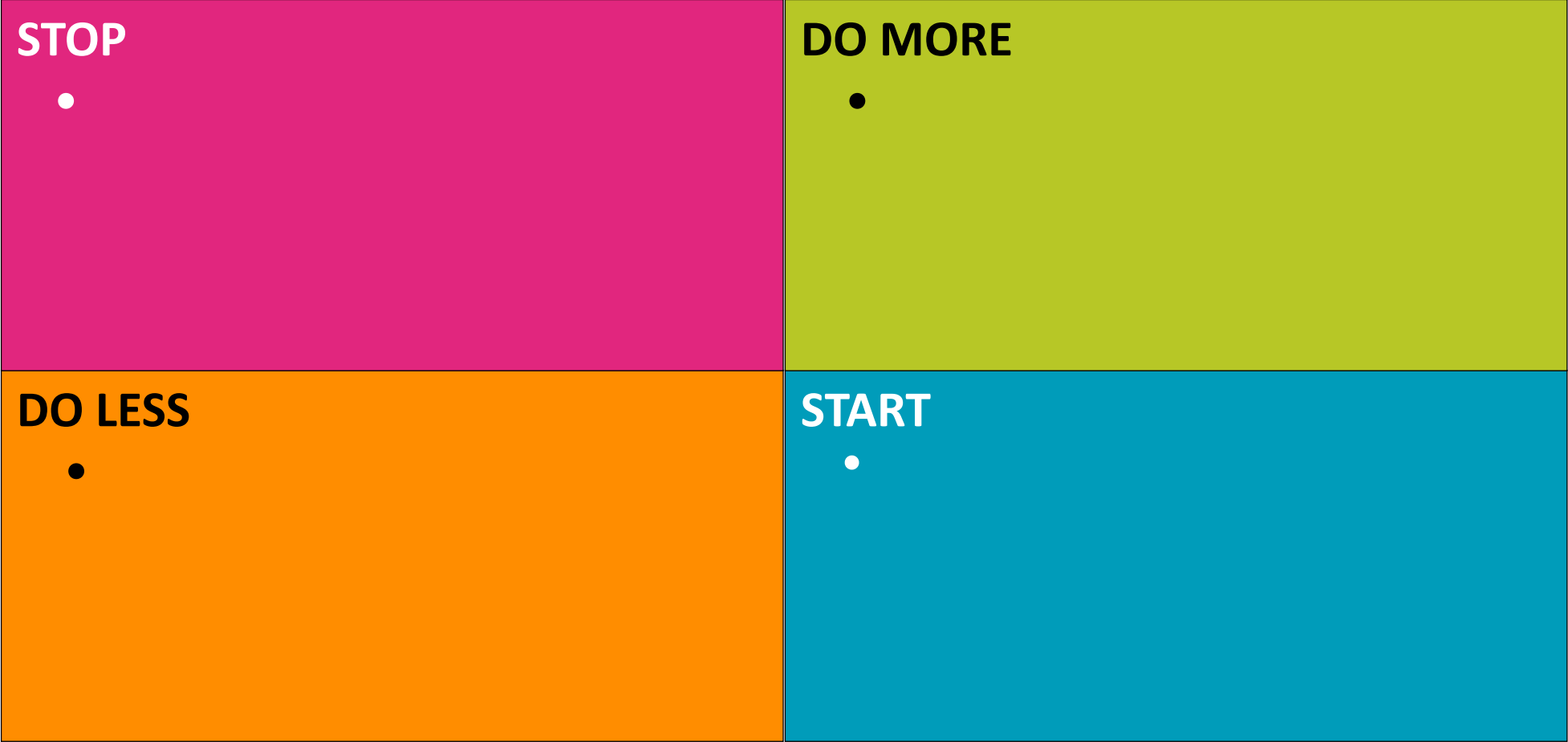
# How do you develop Accountability?

- 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  
collective Results



Hold each other  
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Commit to plans and  
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# How do you generate Results focus?



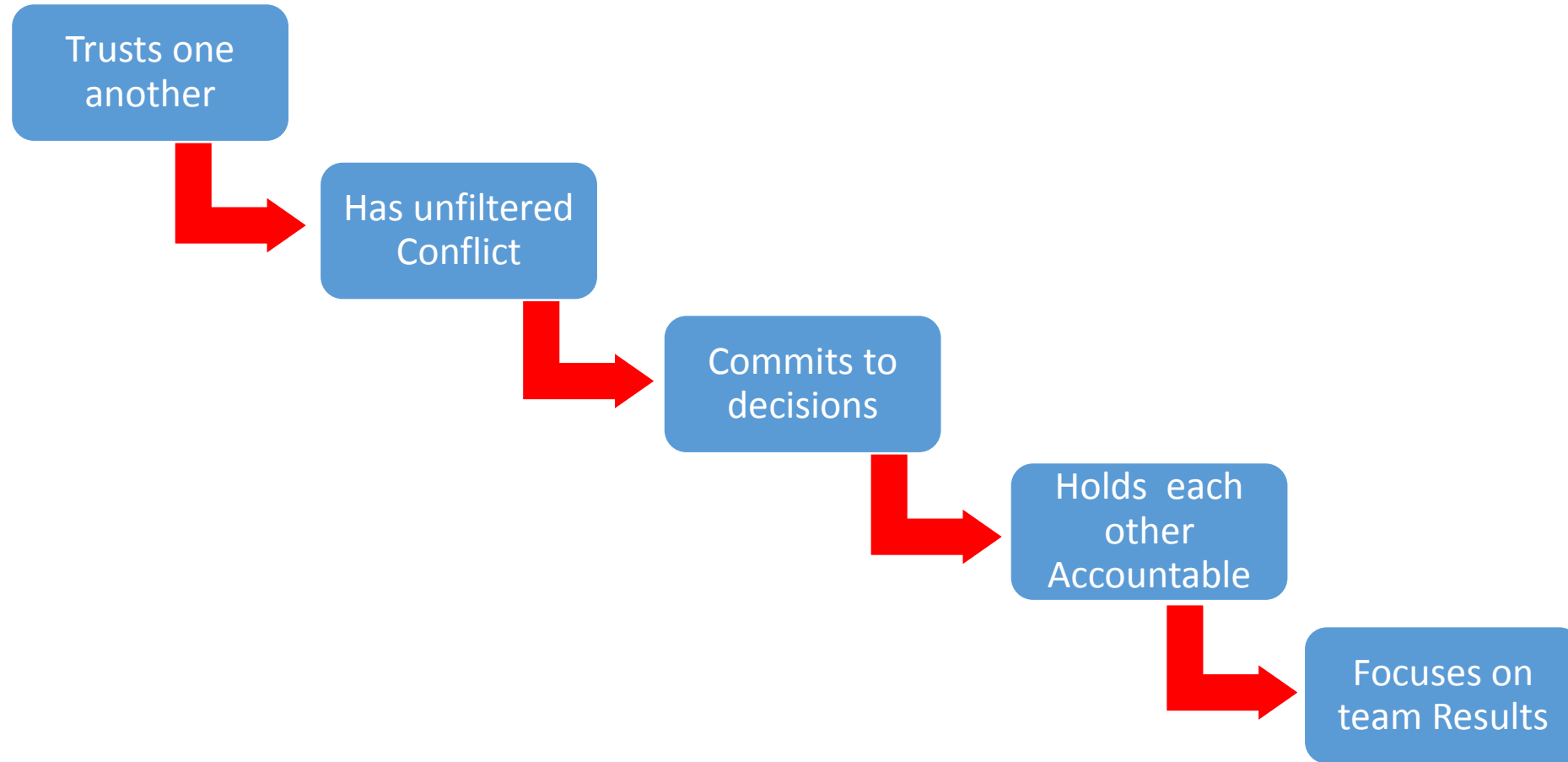
# How do you generate Results focus?



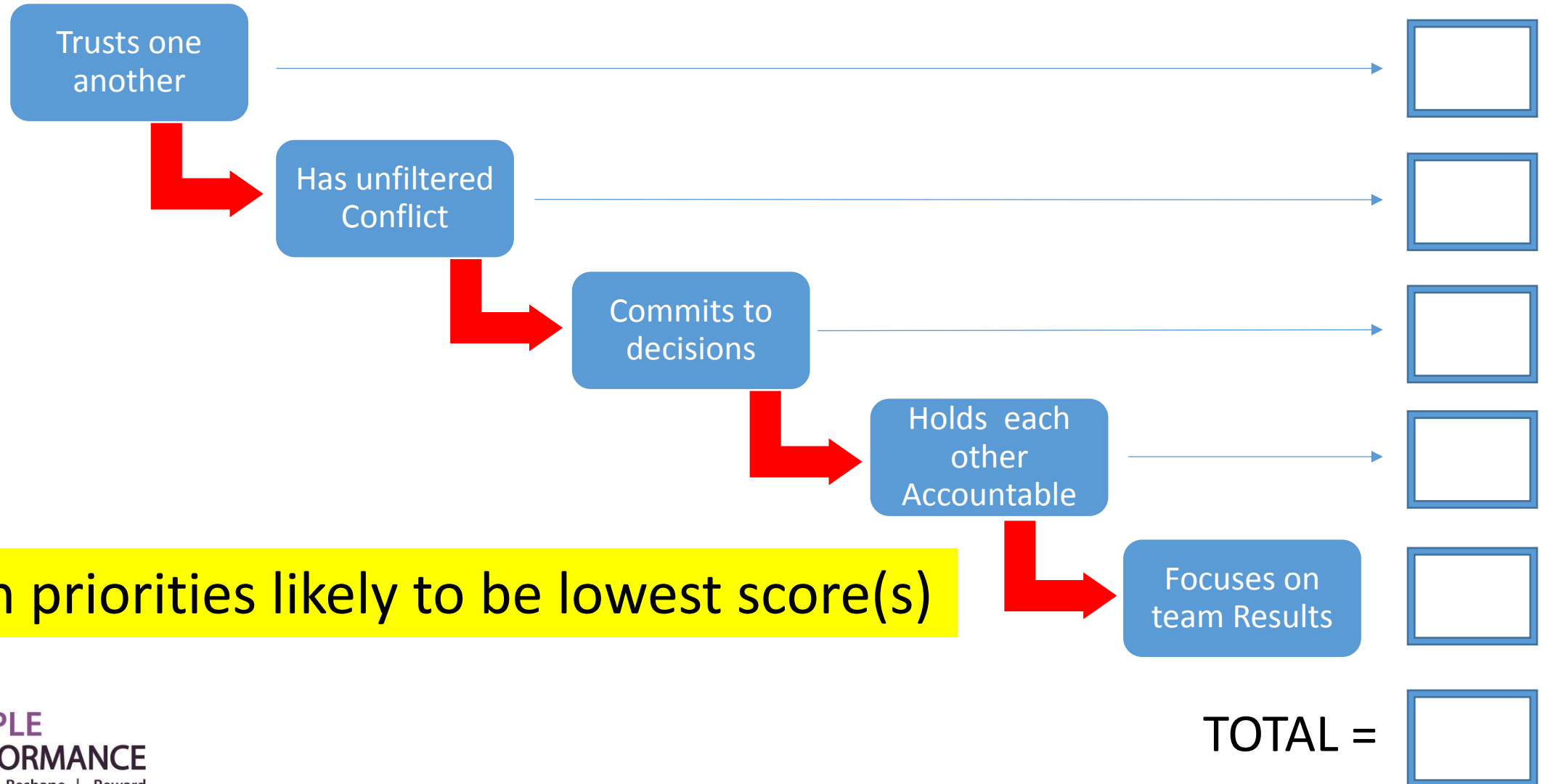
- Public declaration of results
- Reward and recognition tied to specific outcomes, not just for trying



# 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

Sue Carter

UK Head of Professional Services Sector



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