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# Legal Sector Breakfast Briefing

Hull

14 November 2018

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# Legal Sector Breakfast Briefing

Welcome and introduction

Tom Blandford, Legal Sector Director  
Armstrong Watson

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# Legal Sector Breakfast Briefing

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

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# FOUNDATIONS FOR YOUR FUTURE

SIMON MCCRUM

MCCRUM & CO CONSULTING

# ME

- SOLICITOR
- PANNONE / COBBETTS / RICKSONS / PANNONE
- NON-FEE EARNING EQUITY PARTNER
- VARIOUS TEAM LEADER ROLES
- MARKETING PARTNER
- MANAGEMENT TEAM
- DIRECTOR OF BUSINESS DEVELOPMENT
- CONNECT2LAW
- MANAGING PARTNER, DARBYS SOLICITORS LLP

# DARBYS SOLICITORS LLP

- 2007 – £6M T/O - TRADING LOSS - AND *THEN* CAME THE CREDIT CRUNCH
- CHANGE PEOPLE – OR CHANGE PEOPLE
- FOCUS ON SUPERCLIENTS – STOP ALL MARKETING!
- GREAT SERVICE – EVERY LAWYER, EVERY TIME
- A / B / C TEXTS – RESULTS ON OUR WEBSITE
- 2010 – BEST YEAR IN THE HISTORY OF THE FIRM
- 2012 – MANCHESTER OFFICE OPENED
- 2012 – ACQUIRED “LEGAL ASSISTANCE DIRECT” – 5M USERS
- 2013 – UK’S “FASTEST-GROWING LAW FIRM” - 35% YEAR-ON-YEAR, X 2
- 2014 – GROWTH PAINS / CONSOLIDATE / TURN GROWTH INTO CASH
- 2015 – T/O £14.2M
- 2016 – DARBYS ACQUIRED BY KNIGHTS ; CLIENT RELATIONS PARTNER, KNIGHTS
- EXIT TO SET UP MCCRUM & CO

# THE MAIN LESSONS LEARNED

- NEED AN OVER-ARCHING SET OF VALUES, BRAND, AND “WHY?”
- WHAT’S BEST FOR THE BUSINESS?
- NOISE AND ACTIVITY IS GREAT, BUT FOUNDATIONS ARE WORTH A FORTUNE
- KEEPING YOUR EYE ON THE BALL IS VERY, VERY HARD
- EVERYTHING IS JOINED UP – IMPROVING X LEAVES Y AND Z UNTOUCHED
- LEADERSHIP - OR LACK OF IT - HAS AN IMPACT
- MANAGEMENT – OR LACK OF IT – HAS AN IMPACT
- TOGETHER EVERYBODY ACHIEVES MORE – TEAM CULTURE
- CENTRAL MANAGEMENT CAN’T DO IT ALL – NEED MIDDLE MANAGEMENT
- ATTRACT AND RETAIN ONLY GOOD PEOPLE – EMPLOYER-BRAND
- TEAM STRUCTURES ARE KEY – PRODUCTIVITY / PROFITABILITY / RISK

# THE PERFECT *FIRM OF SOLICITORS*

- TECHNICAL EXCELLENCE
- WISDOM
- LONGEVITY
- REPUTATION
- INTEGRITY
- REPUTATION
- STANDING
- LOCAL INVOLVEMENT
- PROFESSIONAL



# THE PERFECT *LEGAL BUSINESS*?

- CAPTURE, NURTURE, CONVERT EVERYONE WHO TOUCHES YOU
- *EXACTING* ENGAGEMENT WITH CLIENTS, NOT *EASY* ENGAGEMENT
- PRICE / RETAINER / PAYMENT / 007
- HAVING GOT THE CASE, KEEP THE CASE : GREAT SERVICE
- MAXIMISE CASH – UTILISATION / REALISATION / DEBTOR DAYS
- CASH CULTURE – NOT A CREDIT CONTROL POLICY
- MAXIMISE THE VALUE OF EVERY CLIENT – 007 - SUPERCLIENTS – BETTER THAN 001'S!
- COMPLIANCE
- RISK MANAGEMENT
- BEWARE THE 3 C'S – CASH / CLAIMS / CYBER
- THEN – AND ONLY THEN – SHOULD YOU GO FOR REAL GROWTH!

**THE "FOUNDATIONS FOR YOUR FUTURE" PROGRAMME IS A COMPASS, MAP, AND VEHICLE**

# SUPERCLIENTS V 001'S

001'S	SUPERCLIENTS
WANT A LOW PRICE	HAPPY TO PAY YOUR RATES
WANT EXTENDED CREDIT	HAPPY TO PAY ON TIME
WANT EVERY NEW JOB AT "BEST PRICE" TOO	TRUST THAT YOU'LL BE FAIR ON PRICE – VALUE BUYERS
WILL BE QUICK TO COMPLAIN	WILL TALK THINGS THROUGH WITH YOU
WILL USE DIFFERENT FIRMS FOR DIFFERENT THINGS	WILL USE YOU FOR EVERYTHING
WILL TELL EVERYONE HOW THEY NAIL YOU ON PRICE	WILL TELL EVERYONE HOW GOOD YOU ARE

# THE KEY PARTS OF THESE FOUNDATIONS?

- STRONG, HONEST, FAIR, INSPIRING LEADERSHIP – PEOPLE LEAVE LEADERS, NOT FIRMS
- OVER-ARCHING CULTURE, BRAND, SET OF BELIEFS, AND VISION.
- *CONSTANT* TRAINING FOR YOUR PEOPLE TO REINFORCE AND BRING FOCUS AND CLARITY
- BUSINESS PRIORITIES NOT PERSONAL PREFERENCES
- TEAM BEHAVIOURS – TAKE WALLS DOWN. ZERO TOLERANCE
- *THE FIRM* OWNS THE CLIENTS – THIS ALLOWS CENTRALISED CROSS-SELLING / 007
- *PROACTIVE MANAGEMENT* BY A STRONG MIDDLE-MANAGEMENT TEAM.
- IT

# THE KEY PARTS, CONT'D

- SIMPLE MI – THE 3 CLOCKS
- PRODUCTION MANAGEMENT
- RISK MANAGEMENT
- MAKE COMPLIANCE SIMPLE AND SYSTEMIC
- BALANCE LONG-TAIL AND SHORT-TAIL WORK
- GOOD PEOPLE AND GREAT SERVICE ACROSS THE FIRM
- NEED CROSS-TEAM TRUST
- CAREER PATHS, REWARDS, INVOLVEMENT
- TEAM STRUCTURES – RISK / SERVICE / PROFIT / CASH

# WITHOUT THESE FOUNDATIONS, WHAT HAPPENS?

- ONE TEAM LETS ANOTHER TEAM DOWN
- PEOPLE HIDE AND PROTECT *THEIR* CLIENTS
- YOUR GOOD PEOPLE WON'T STAY
- NEW FILES SEND EXISTING FILES INTO STORAGE
- CLIENTS ARE LOST AND MONEY IS THROWN AWAY
- LAWYERS SPEND 5 MINUTES ON A FILE INSTEAD OF THE HOUR IT NEEDS
- TIME THAT *IS* SPENT ISN'T ALL CAUGHT, AND EVEN IF IT IS CAUGHT, IT ISN'T ALL BILLED
- BILLING IS REDUCED, DEBTORS GROW, AND CASH DOESN'T COME IN QUICK ENOUGH
- MISTAKES ARE MADE / CLAIMS ARISE / OTHER RISKS HOVER
- CLIENTS BOUNCE OFF YOU – 001 INSTEAD OF 007 – SO YOU CONSTANTLY NEED NEW CLIENTS
- YOU SPEND MORE AND MORE ON MARKETING
- YOU COMPETE MORE AND MORE ON PRICE
- YOU ADD MORE AND MORE 001'S TO THE HEAP!

# IN CLOSING..

LEADERSHIP	+
TEAMWORK	+
COLLABORATION	+
MIDDLE MANAGEMENT	+
CLEAR POLICIES	+
THE RIGHT KPI'S	+
STRUCTURE	+
007	+
RISKS MANAGED	+
LESS TIME THAN YOU THINK	

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FOUNDATIONS FOR YOUR FUTURE

YOU ARE THEN READY FOR  
**GROWTH !**

**BUT – WHERE ARE YOUR  
LEMONS...?**



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## Questions and Conclusion

Mike Holloway, Relationship Director  
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