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Accountants, Business & Financial Advisers  
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# Legal Sector Breakfast Briefing

York  
2 February 2021



**ArmstrongWatson<sup>®</sup>**  
Accountants, Business & Financial Advisers

# Legal Sector Breakfast Briefing

## Welcome

Andy Gray, Senior Civil Clerk  
Dere Street Barristers

Working with



The Law Society

# Legal Sector Breakfast Briefing

## Introduction

Tom Blandford, Legal Sector Director  
**Armstrong Watson**

Working with



The Law Society

# Legal Sector Breakfast Briefing

- 10:00 - Welcome
- 10:05 - Briefing
- 11:00 - Q & A
- 11:30 - Close

Working with



The Law Society

# Working from Home (WFH): The implications for the legal sector and its talent

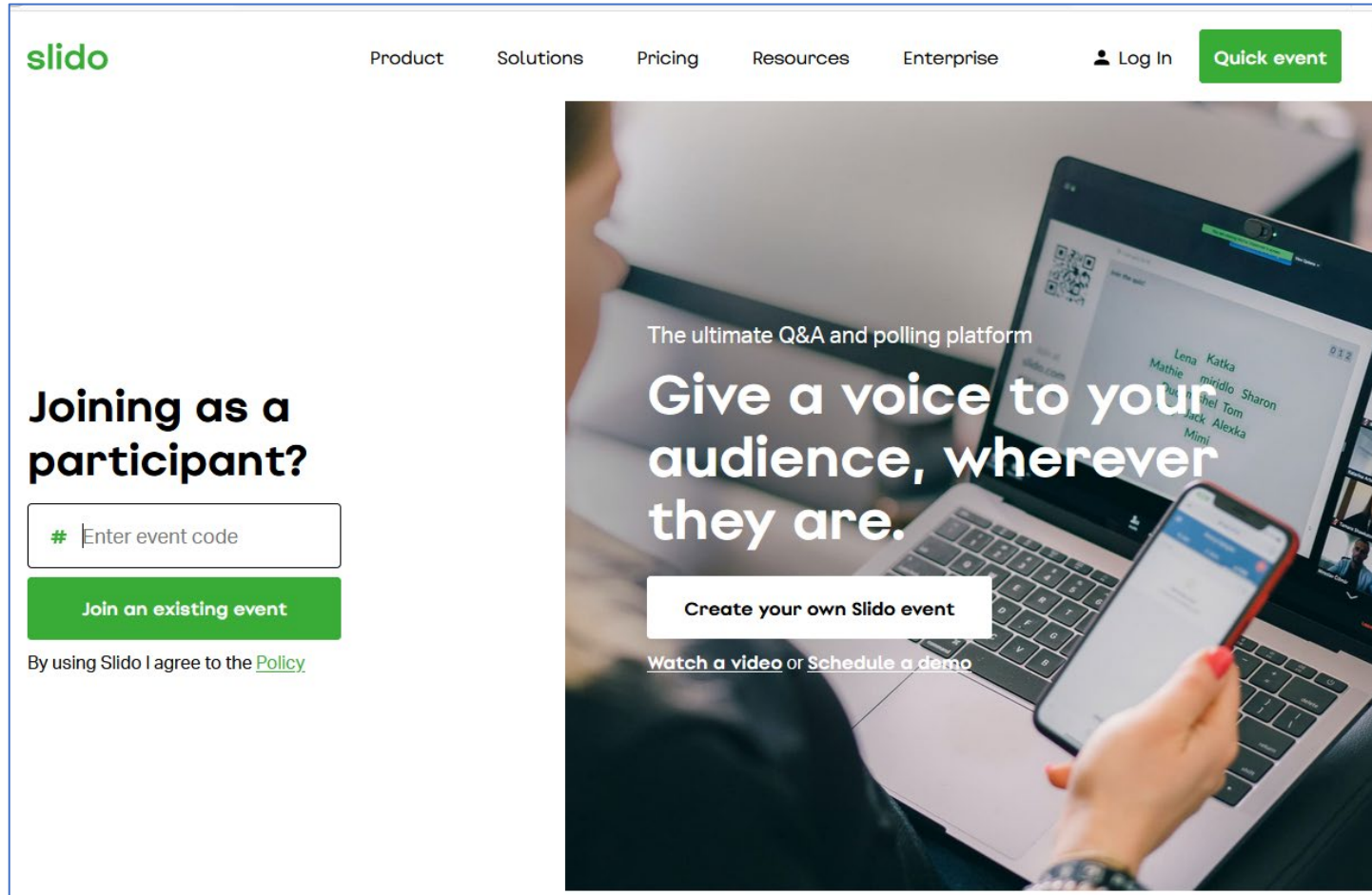


Jed Hassid  
Purple Performance Ltd.

# Good Morning!

Today, we will be using Slido to ask a couple of questions.

Please use your smartphone and go to **Slido.com** and type in the event code **#21072**



The screenshot shows the Slido website homepage. At the top left is the Slido logo. The navigation menu includes Product, Solutions, Pricing, Resources, Enterprise, Log In, and a Quick event button. The main content area features a large image of a person using a laptop and a smartphone. Overlaid on the image is the text: "The ultimate Q&A and polling platform", "Give a voice to your audience, wherever they are.", and "Create your own Slido event". Below the image is a link to "Watch a video or Schedule a demo". On the left side of the page, there is a section titled "Joining as a participant?" with a text input field for an event code, a "Join an existing event" button, and a link to the "Policy".

slido

Product Solutions Pricing Resources Enterprise Log In Quick event

The ultimate Q&A and polling platform

Give a voice to your audience, wherever they are.

Create your own Slido event

Watch a video or Schedule a demo

Joining as a participant?

# Enter event code

Join an existing event

By using Slido I agree to the [Policy](#)



# Your webinar presenter – Jed Hassid



**Jed Hassid**

## **Core Expertise**

- Change management
- Strategy
- Business planning
- Performance improvement

## **Roles**

- Marketing manager and Director of Robson Rhodes (chartered accountants)
- Strategic marketing consultant for clients including Bayer AG, Huntsman Chemicals and BIS
- High growth coach

## **Education**

- BA Econ (Hons); MBA; Dip IoD, FRSA

# Agenda

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Business context



WFH: Advantages and Disadvantages



Perspectives



What next?



# Agenda

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Business context



WFH: Advantages and Disadvantages



Perspectives



What next?

# The art of the possible

Sense of possibility will be source of competitive advantage

400 fee earner law firm:  
discussing remote working for  
last 2 years ...

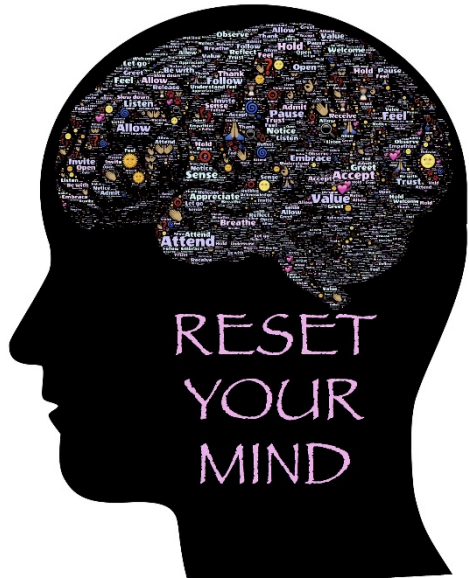
23 March 2020 – all working  
remotely



This Photo by Unknown Author is licensed under CC BY-SA

*“Decision making accelerated when we cut the nonsense. We make decisions in one meeting ... and have banned Powerpoint”.*

# Growth oriented mindset



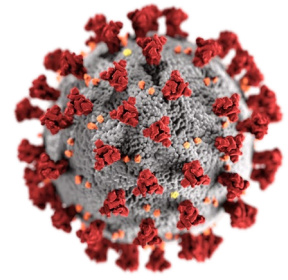
Recreate what you had



Build what you want



# Rethinking the business



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is licensed under CC BY-SA

When Covid struck, effective businesses had ...

- Clear goals
- Focused teams
- Rapid decision making
- Replaced most bureaucracy



This Photo by Unknown Author is licensed under CC BY-SA

Therefore ...



# Rethinking the business

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We must not go back to the way we were...



**I demolish my bridges behind  
me - then there is no choice  
but forward.**

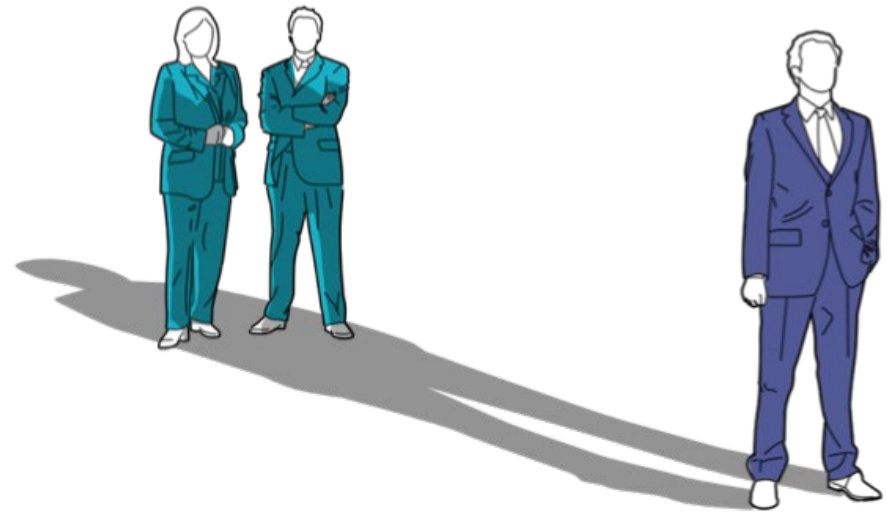
Fridtjof Nansen

Source: [https://www.brainyquote.com/quotes/fridtjof\\_nansen\\_211341](https://www.brainyquote.com/quotes/fridtjof_nansen_211341)

# Who we are

Crisis – focused on what matters

*The Shadow of the Leader*

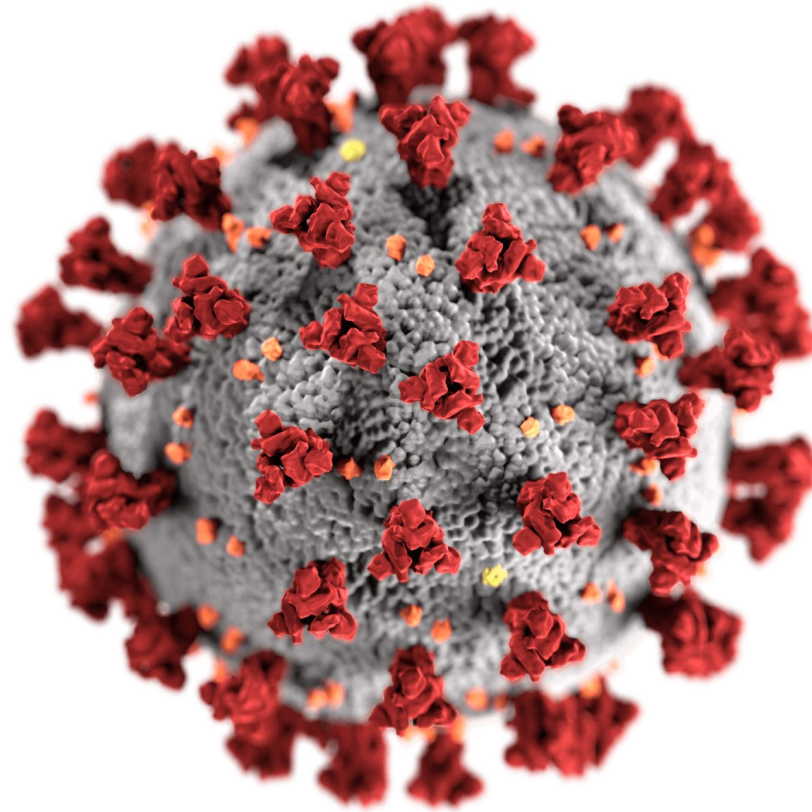


Social contract between employers and employees

“It will matter whether you **actually acted** to put the safety of employees and communities first **or you just said you cared**”

# Oh, and by the way ...

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# Potential response to Covid ... People

Unleashing sustainable speed is a process.



## Rethink ways of working

1. Speed up and delegate decision making
2. Step up execution excellence
3. Cultivate extraordinary partnerships



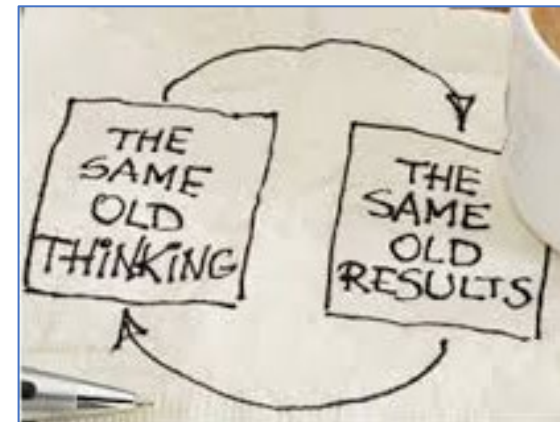
## Reimagine structure

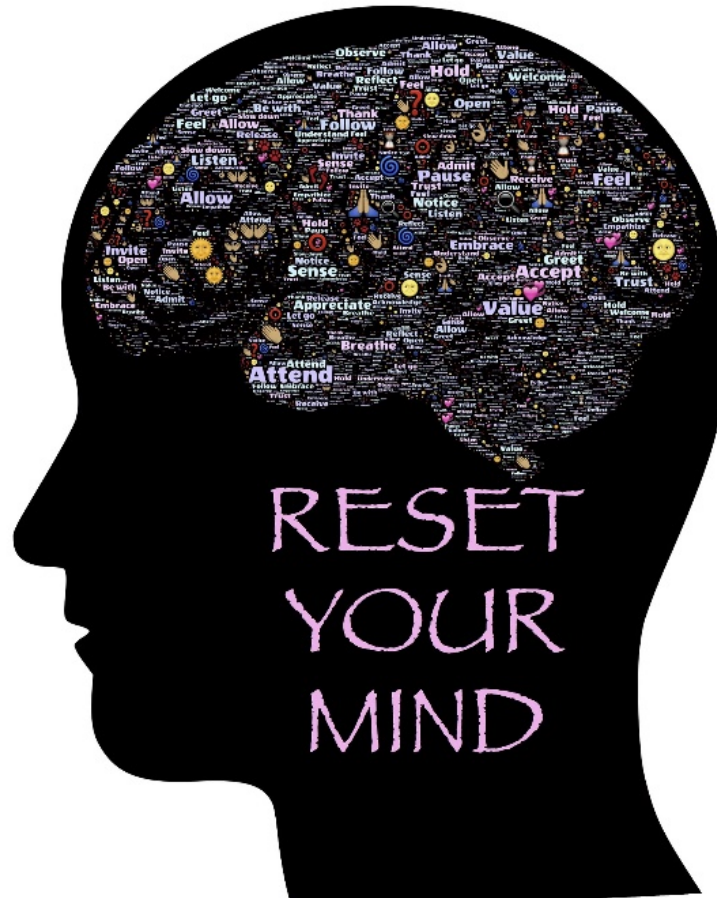
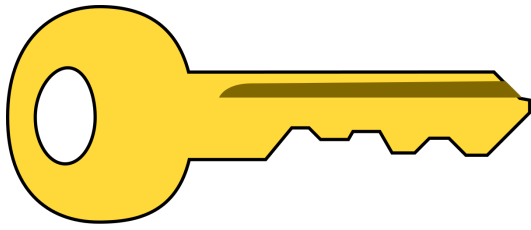
4. Flatten the structure
5. Unleash nimble, empowered teams
6. Make hybrid work, work



## Reshape talent

7. Field tomorrow's leaders today
8. Learn how to learn
9. Rethink the role of CEOs and leaders





# Agenda

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Business context



WFH: Advantages and Disadvantages



Perspectives



What next?

Goal of business – be the best/outperform others

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... without a great team and great culture, you will not be the best ...

therefore ...

# Goal of business – be the best/outperform others



Business of  
talent  
acquisition and  
retention



Some ground rules: a company that people enjoy working for ...

# Patty McCord's 8 lessons on building a company people enjoy working for (TED.com)

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1. Your employees are adults
2. Job of management isn't to control people, it's to build great teams
3. People want to do work that means something, after they do it, should be free to move on
4. Everyone should understand the business
5. Everyone should be able to handle the truth
6. The company needs to live its values
7. All start-up ideas are stupid
8. Every company needs to be excited for change

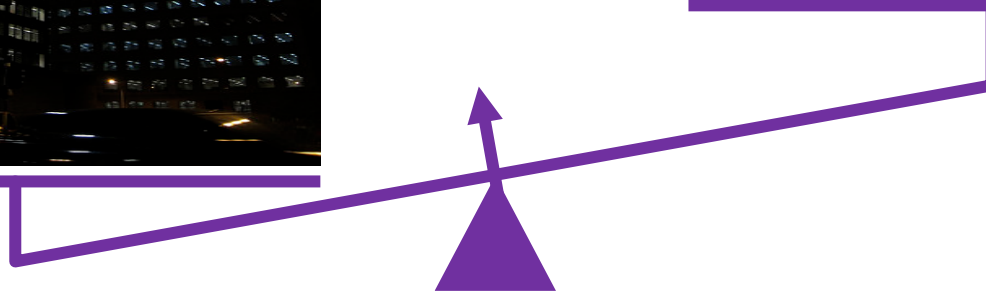


# WFH: a balance

Keeping the lights on



Engaging with talent



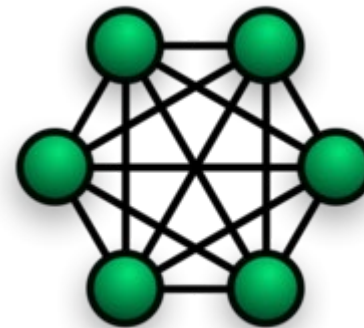
# Advantages

Access to talent



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Ease of collaboration

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# Advantages (2)

Employees gain flexibility



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Environment



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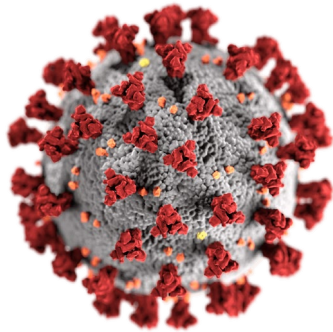
# Advantages (3)

Commuting ...



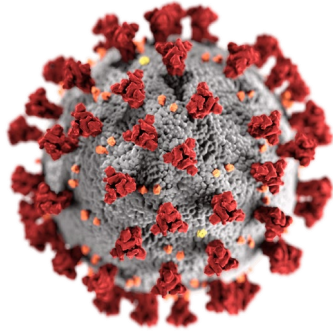
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Before



84.4 minutes commuting, on average, per day

During



39.9 minutes  
additional  
work time



44.5 minutes  
additional  
leisure time

# Disadvantages (1)

Balance



AM or PM?

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**CULTUREBOARDING**  
**SUPPORT NEW HIRES WITH ONBOARDING TO IMPROVE WORKPLACE CULTURE**

When onboarding new hires, how many include workplace culture?  
**89% OF ORGANIZATIONS INCLUDE WORKPLACE CULTURE IN THEIR ONBOARDING.** Outcomes experienced from onboarding include increased employee engagement, improved culture, and reduced time to productivity. **72% OF ORGANIZATIONS ONBOARDING PROCESSES FOCUS ON INSTILLING WORKPLACE CULTURE.** Is your organization one of them? Ask yourself these questions.

**Harder to get right**

Onboarding of talent

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# Disadvantages (2)

## Relationships



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## Distractions



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# Disadvantages (3)

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Burn out / overload



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# How we interact with work, travel, leisure and in our personal life has changed

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“We’ve seen two years’ worth of digital transformation in two months.”



— Microsoft CEO Satya Nadella on recent quarterly earnings call

# Siemens's new remote work policy: a masterclass in emotional intelligence

**The policy:** to allow employees to work from anywhere they feel comfortable for “an average of two or three days a week”

**The statement:** *“The basis for this forward-looking working model is further development [of] our corporate culture. These changes will also be associated with a different leadership style, one that focuses on **outcomes** rather than on time spent at the office. We **trust** our employees and empower them to shape their work themselves so that they can achieve the best possible results. With the new way of working, we're motivating our employees while improving the company's performance capabilities and sharpening Siemens' profile as a flexible and attractive employer.”*

1. Outcomes



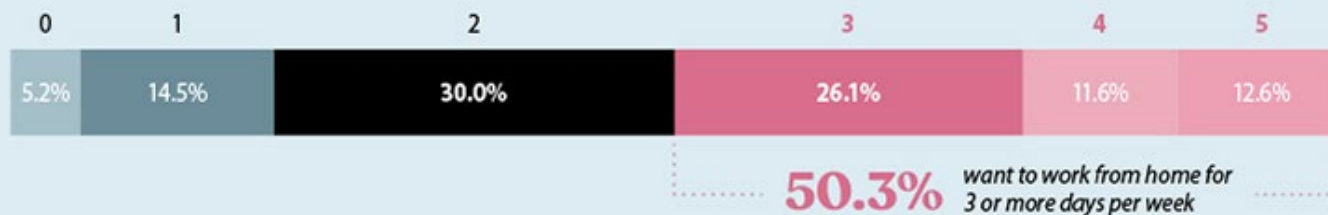
Roland Busch; Deputy  
CEO, Siemens AG  
16 July 2020

2. Trust

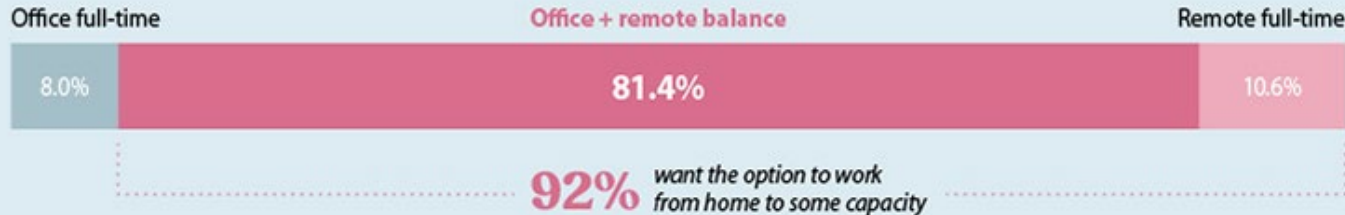
# Visualising the future of work: Remote working, it's a balance



## How many weekdays would you choose to work remotely?



## How and where would you like to work?



## Would you have full days with the entire team in the office?



Source: Founders Forum aggregated survey data, 400+ responses

Go to **Slido.com (#21072)** and let us know how many weekdays you would choose to WFH.

Source: <https://www.visualcapitalist.com/the-future-of-remote-work-according-to-startups/>

# Agenda

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Business context



WFH: Advantages and Disadvantages

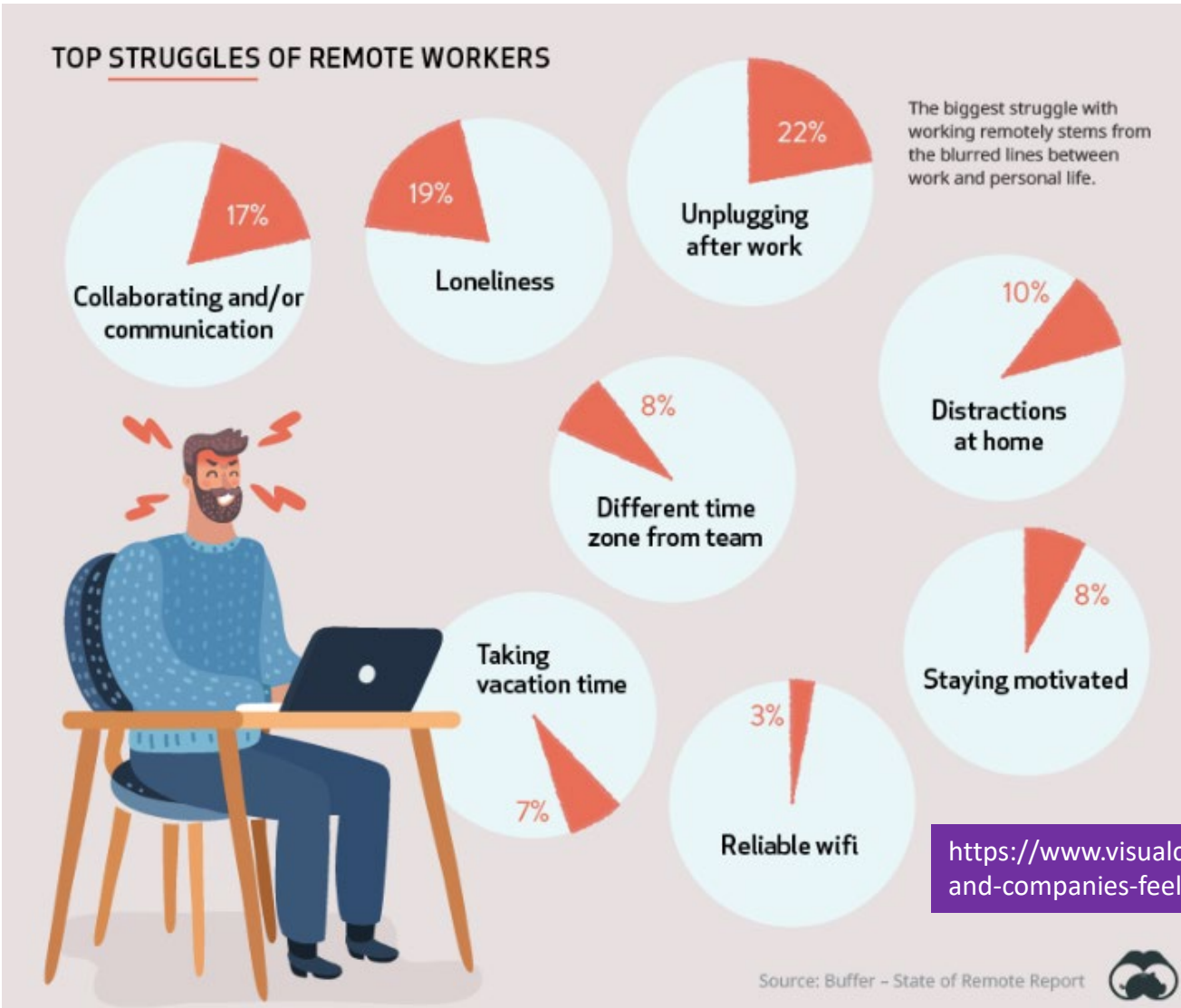


Perspectives



What next?

# Worker concerns



# Matt Draper

(Legal recruiter, The Howitt Partnership)

Law Firm	Topic	Pro	Con
	Talent acquisition	Wider talent pool from which to find people for specific roles	
	Speed of hiring	Virtual environment speeds up the process to get talent “in post”	
	Talent retention		Easier for talent to explore / discuss new roles
	Client interaction	Zoom etc more informal/less confrontational	
	Office space	Potential cost savings	Less space required; cost implications of over capacity

# Matt Draper

(Legal recruiter, The Howitt Partnership)

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Lawyers	Topic	Pro	Con
	Senior lawyers	More productive; less commuting/travel	
	Junior lawyers		Little access to “osmosis like” training from colleagues in office
			Less camaraderie

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# Case studies – flexible working ...

## How the person operates once onboard

London based husband **now able** to consider northern firm role that allows wife to continue to work in London and family remain in south



# A trainee lawyer's perspective

Topic	Pro	Con
Feedback/learning		Harder to gauge understanding (both sides)
Lack of proximity		Harder to gain clarity on instructions
Poor bandwidth		Slow connection speeds affect task performance
Loneliness		Hard being on own
Time		Working harder / over allotted hours
Hard copy/wet signatures		Electronic signatures not always possible (eg Land Registry)

# A trainee lawyer's perspective

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Topic	Pro	Con
No commuting	Saving of money (travel and food); weekends are longer!	
Comfort	Relaxed dress code (up to a point)	
Equipment	Firm issued additional kit (eg 2 <sup>nd</sup> screens) so easier to operate	

# Business concerns about WFH



## TOP CONCERNS OF MANAGERS OF REMOTE TEAMS



Go to **Slido.com** (#21072) and let us know which is your main concern from this list.

<https://www.visualcapitalist.com/how-people-and-companies-feel-about-working-remotely/>

Source: OWL Labs



# Agenda

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Business context



WFH: Advantages and Disadvantages



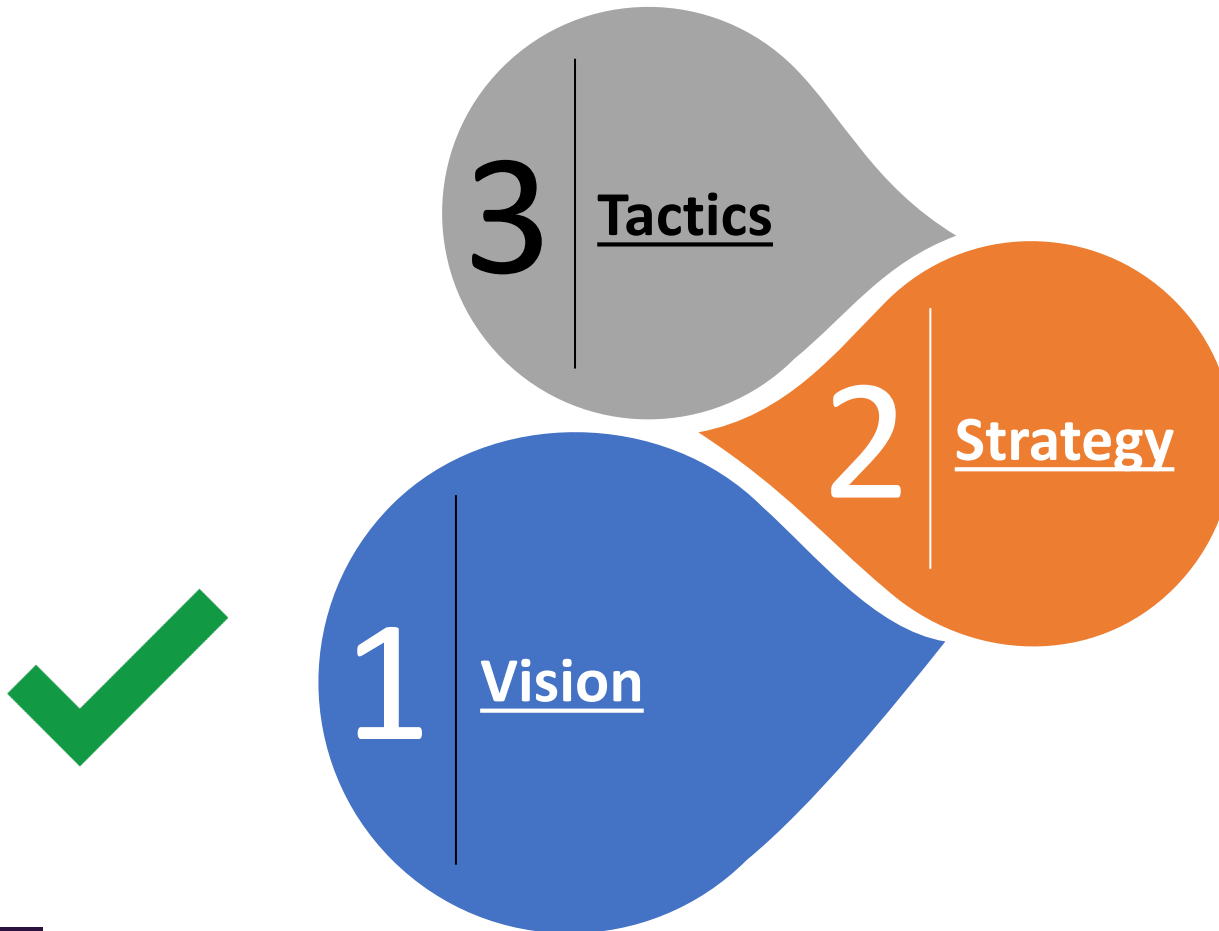
Perspectives



What next?

# How to ... WFH

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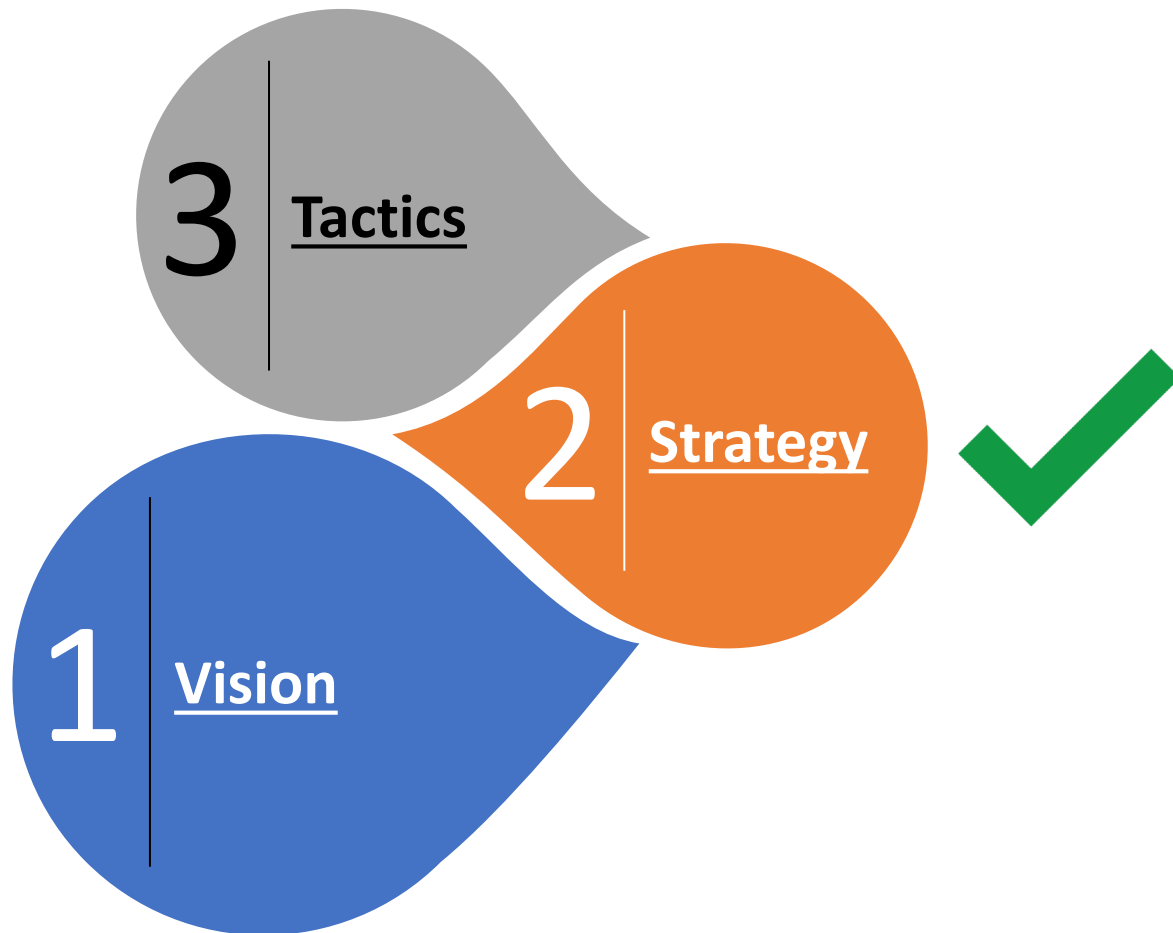
Vision: Where are you going to go ... a compelling and brighter future





# How to ... WFH

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# Strategy



Leadership impact =  
(Objectives + Strategy + Team  
+ Motivation) x (Action)

Great coaching

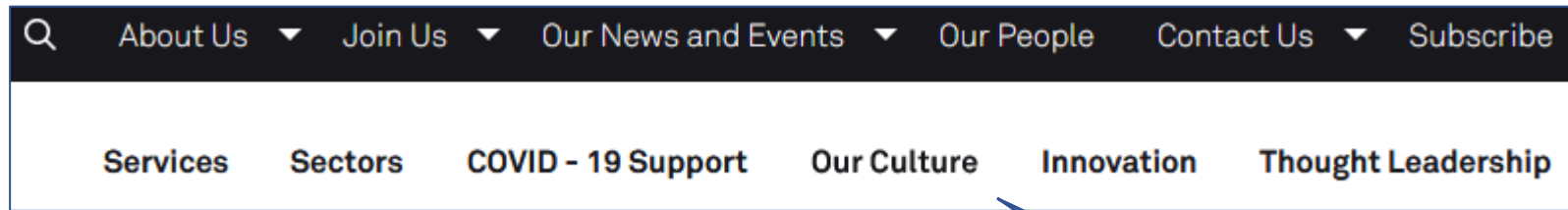
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Live core values and purpose -  
**show** that you mean what you say



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# A northern based law firm ...



Website clear  
about values

Website explicit  
about "culture"

- High delivery standards
- Doing the right thing
- Supporting each other

# Already ... the legal market is changing



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Changing cost  
base eg  
economics of  
legal aid?

Cost of IT /  
digital  
infrastructure

Virtual firms:  
no physical  
client contact;  
good leverage  
(40 fee  
earners to 8  
support)

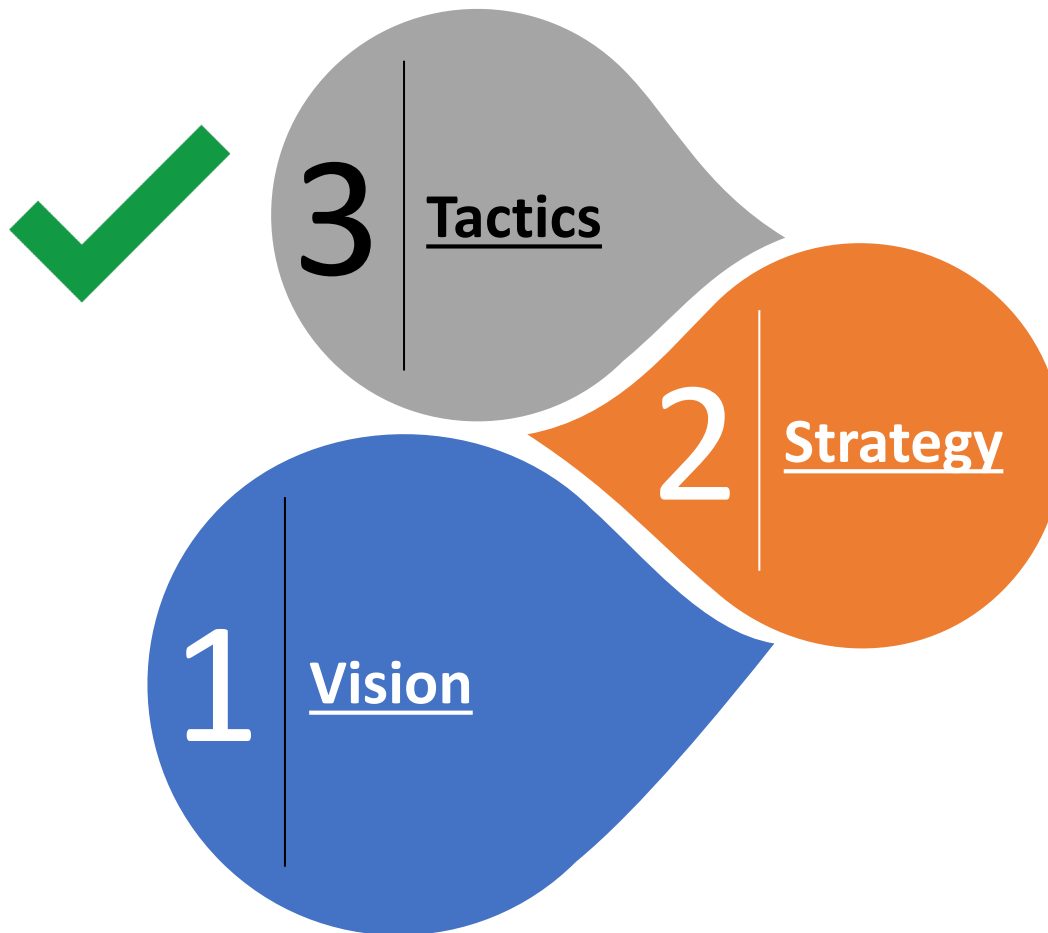
Property:  
changing  
needs vs costs



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# How to ... WFH

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# Tactics

1. What activities (not roles) should be remote?



2. What does this individual need?

3. How enable hybrid working?



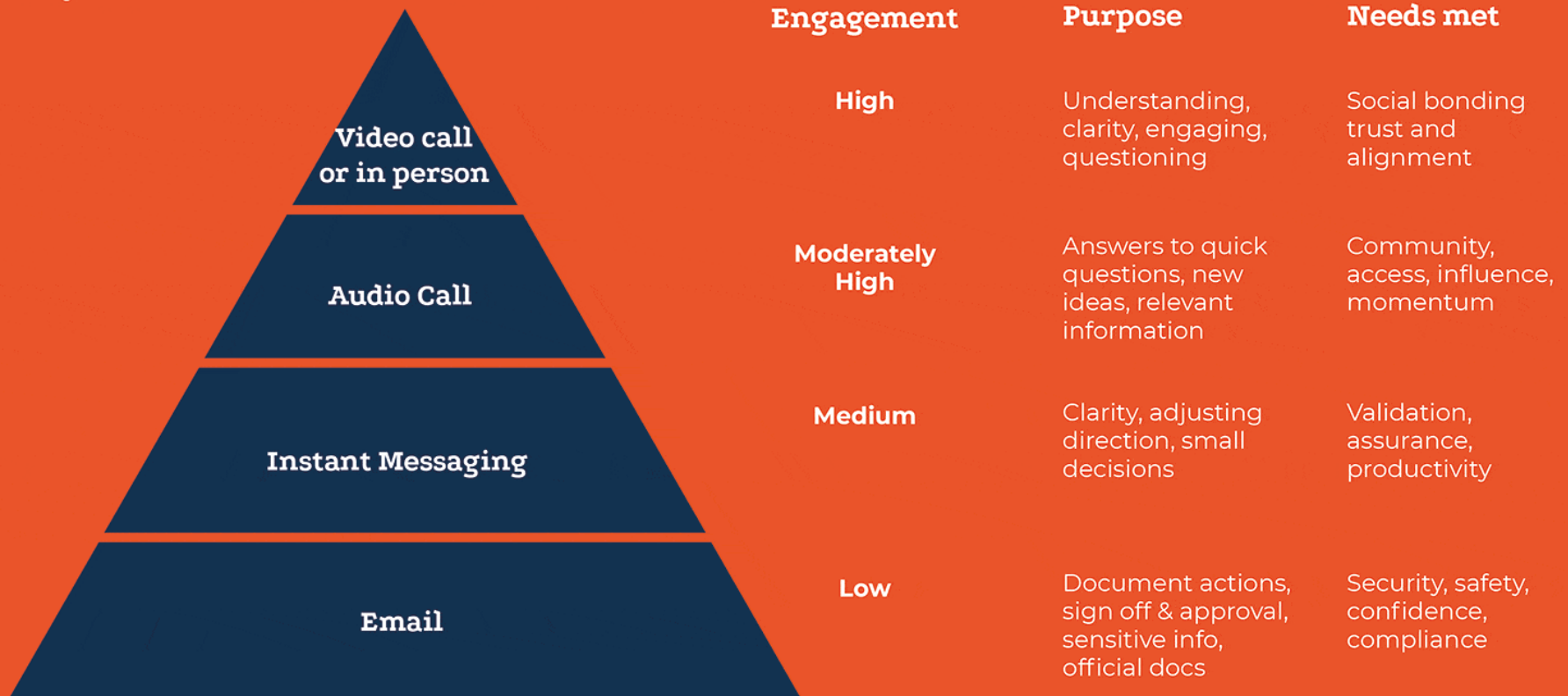
# Practicalities: Communication

Goal – psychological safety (feel safe and supported)



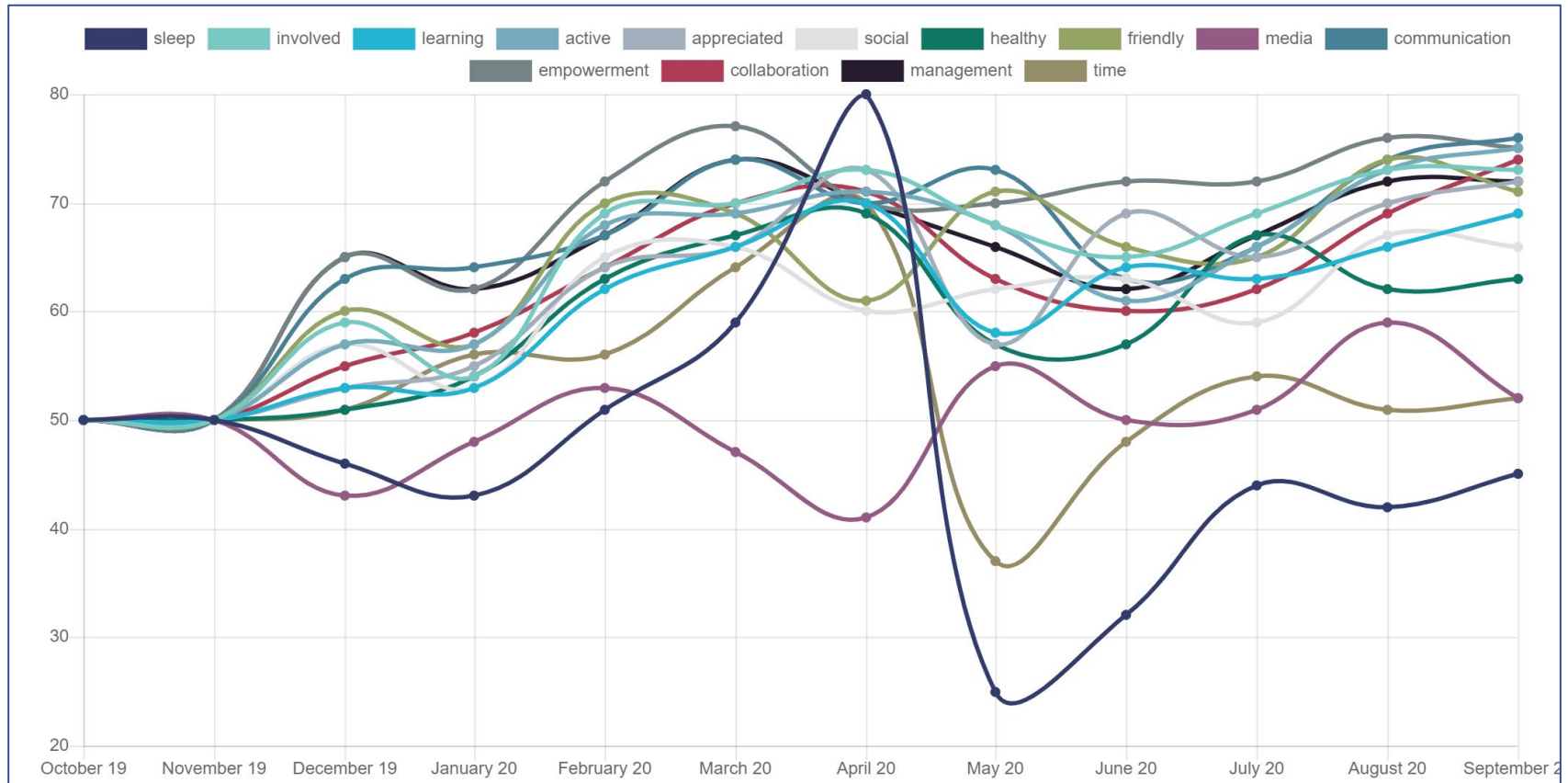
## Managing remote teams: Importance of good communication

Pyramid of engagement



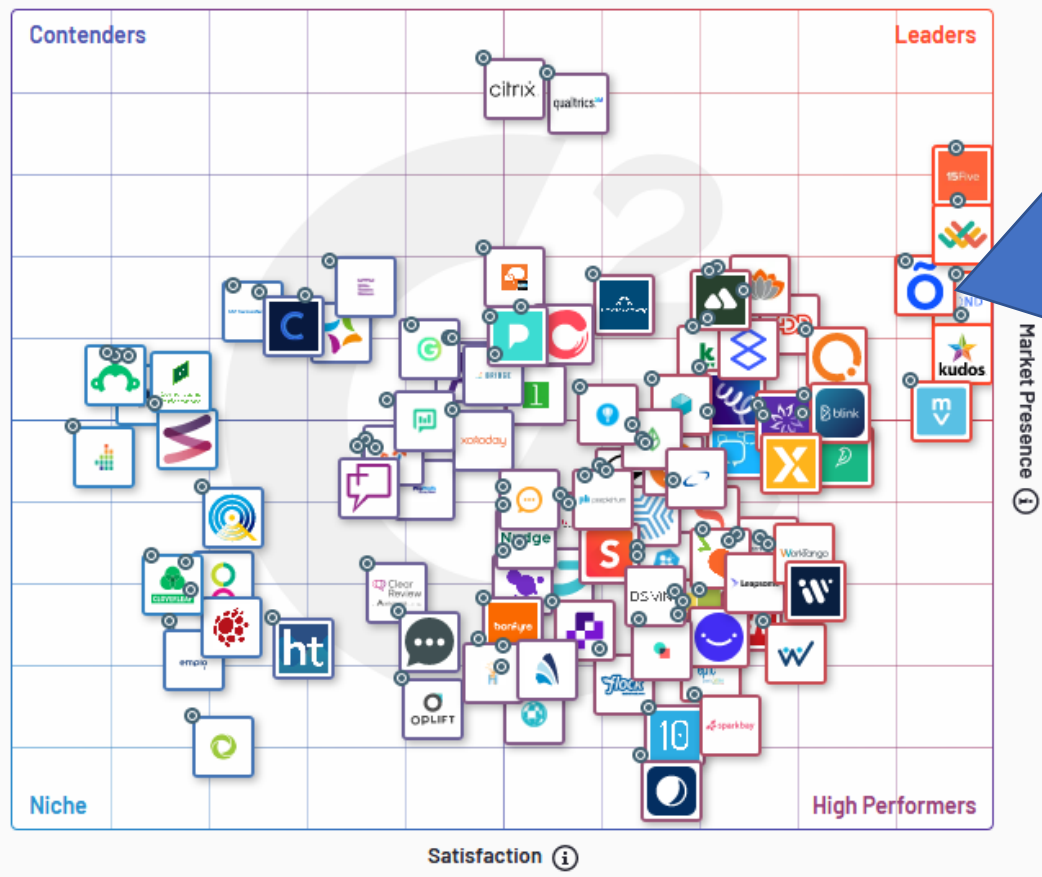


# Wellbeing – regular polling of staff shows variations which informs company action/support



Source: Wellonomics; [wellonomics.co.uk](http://wellonomics.co.uk)

# Employee Engagement: Regular check-ins ... ... with the help of software



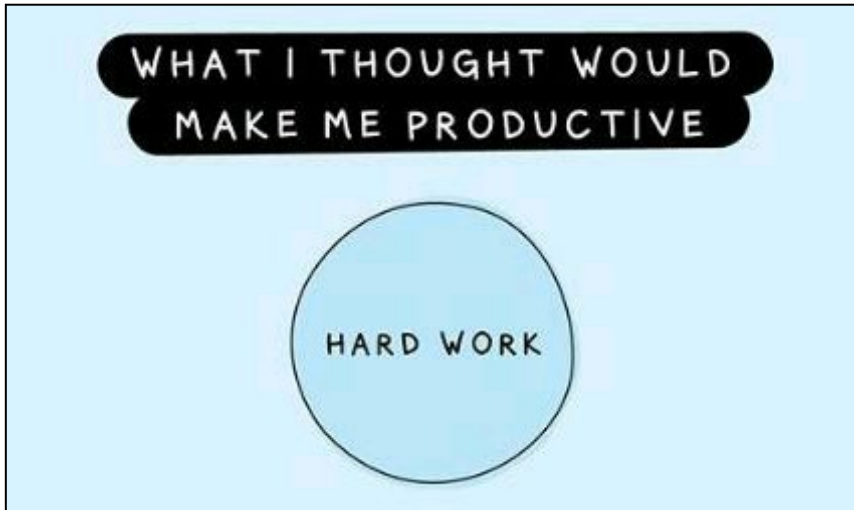
Officevibe: “We currently use ... Officevibe and its very simple and very useful for getting employee feedback. We use the free version [and] ... we have found that to date (been using over 12 months now) the free version suits us fine”.

*MD of construction company with over 70 employees*

Source: <https://www.g2.com/categories/employee-engagement#grid>

# Change of habits

From



To



Source: No Hard Feelings, Liz Fosslien and Mollie West Duffy, Portfolio, 2019

Accessed: <https://www.facebook.com/ChrisBrecheensWritingAboutWriting/posts/source-liz-and-molliehttpsinstagramcomlizandmollieigshid1ahy51xymq2vrhard-work-i/2609050822537537/>

# Support during COVID-19 through an Employee Assistance Programme

EAP offers short-term intervention to employees who may be experiencing difficulties that impact their work and personal lives. Give employees access to always-on support and educational content with Spectrum.Life, including mental health support during COVID-19.

Download brochure

Buy Now



Reduced stress

20x increase in mentally healthy employees



6:1 Return on Investment



90%

90% decrease in employees reporting as severely distressed



43%

43% increase in productivity

# Creating meaningful employee experiences

Perkbox is an all-in-one platform combining industry-leading products and expertise to help make your company a place employees are proud to call their own.

See how it works

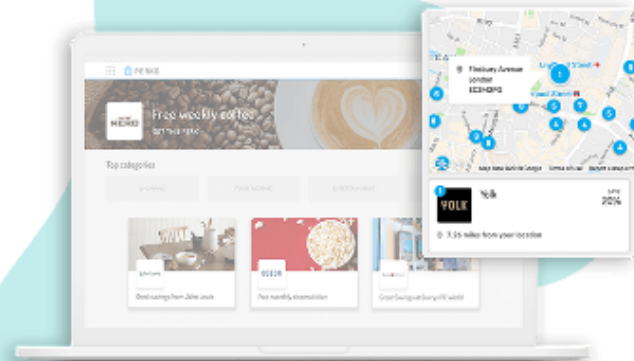
## Perks for your people



Companies who look after their employees see greater success. Our perks are specifically chosen to support your employees' physical, financial and mental wellbeing.

From freebies to discounts and gym discounts to salary sacrifice, your employees will have access to everything they need to help them live better at work and at home.

SEE HOW IT WORKS →



Website: [Perkbox.com](https://Perkbox.com)

# Connecting your employees through great communication

Our proprietary algorithm matches employees for coffee based on the days of the week they have in common.

[Try for free](#)

[Book a demo](#) >

Website: [coffee-roulette.com](https://coffee-roulette.com)



# Finally, be aware ...

## Gather impact evidence



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## Focus on output/results not inputs

### Empowered team vs. Billable hours



# On balance therefore ... what impact has WFH had on your firm?



Think about different aspects such as ...



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Go to **Slido.com** (#21072) and let us know what impact WFH has had.

# Summary



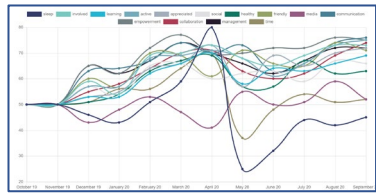
vs



**1** Rethinking the business in this new world: what do you want it to be?

**2** How can WFH enhance your talent acquisition and retention?

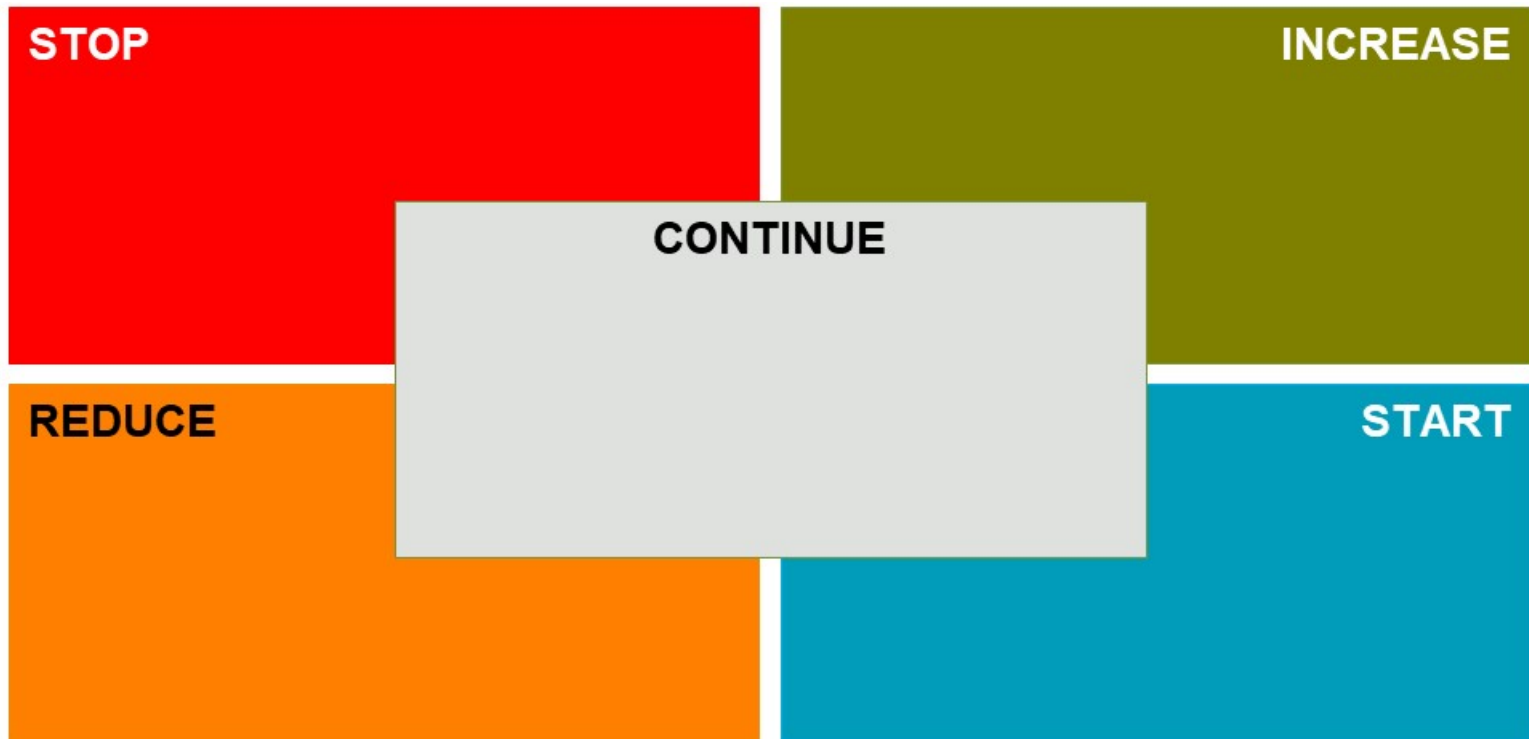
**3** Day to day management is different when WFH is part of how you operate



# Food for thought ...

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What do you need to do to benefit from WFH?



# Legal Sector Breakfast Briefing

Q&A

Paul Varley, Area Director  
Lloyds Bank

# Legal Sector Breakfast Briefing

## Conclusion

Tom Blandford, Legal Sector Partner  
Armstrong Watson

# Tom Blandford

## Legal Sector Partner

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[www.armstrongwatson.co.uk/legalsector](http://www.armstrongwatson.co.uk/legalsector)



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