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# Legal Sector Breakfast Briefing

## Hull

## 11 July 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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The Law Society

# 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?

What does the client really want?

Attracting and retaining talent

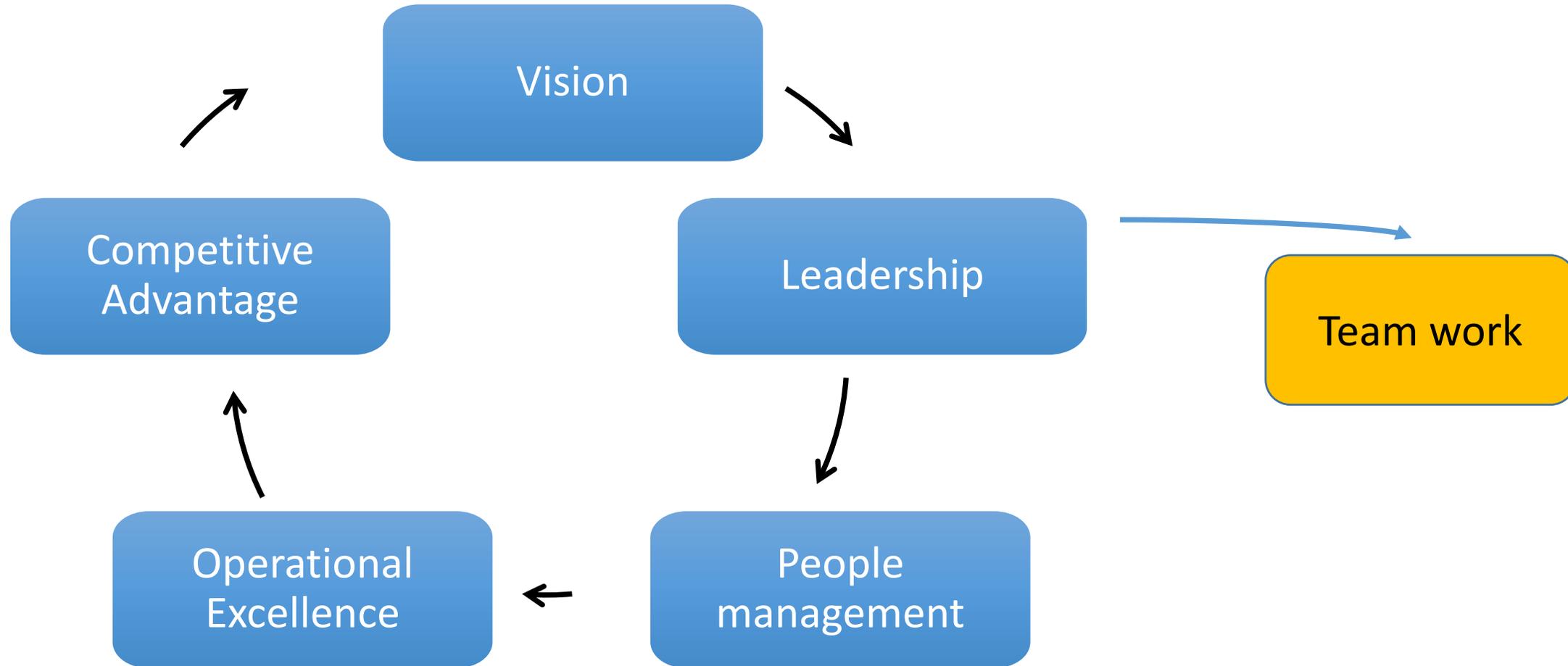
Have I met my billing target?

Compliance & regulatory issues



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

# The route to a performance culture



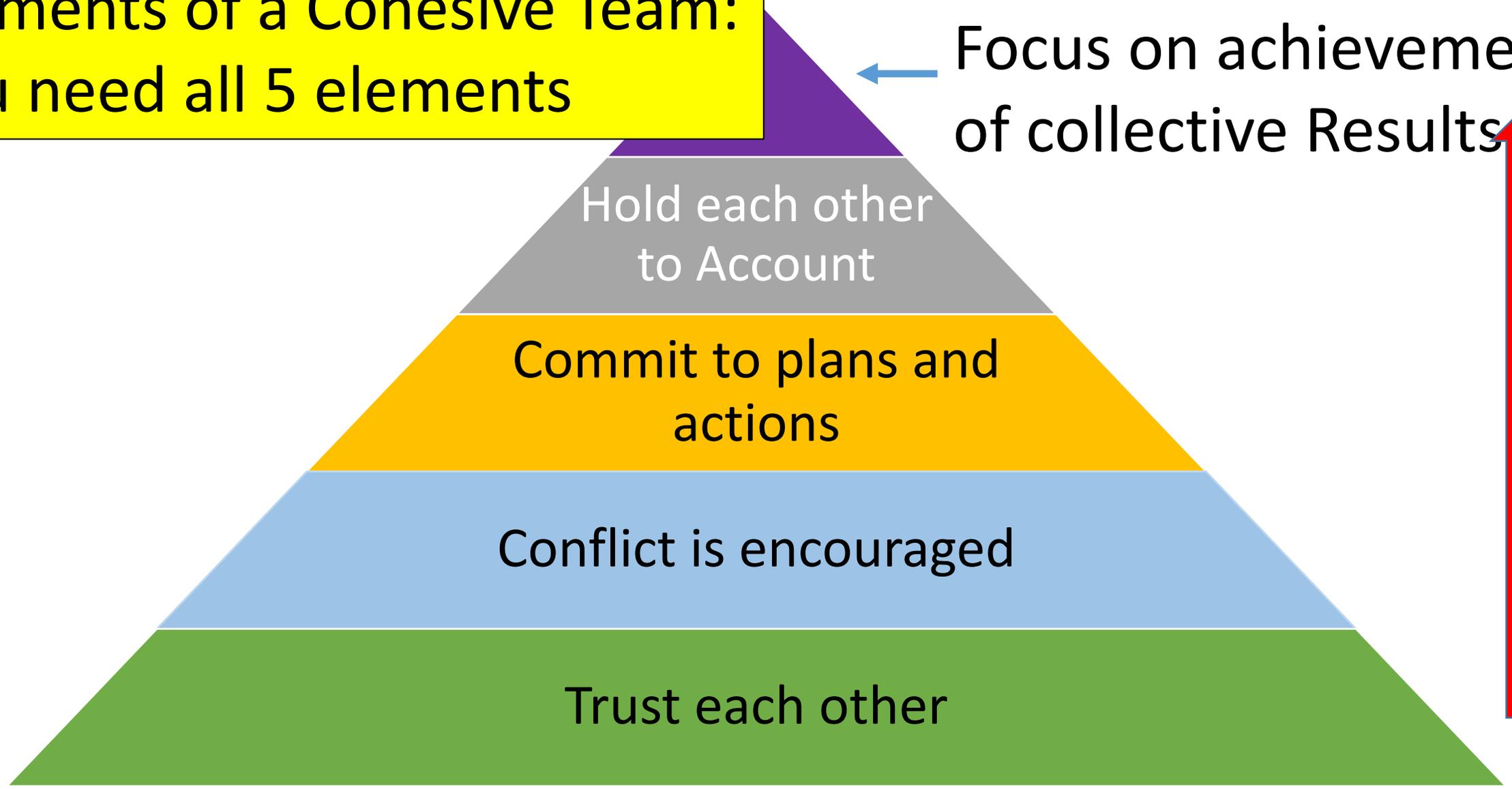
# What does great team work look like?

- 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

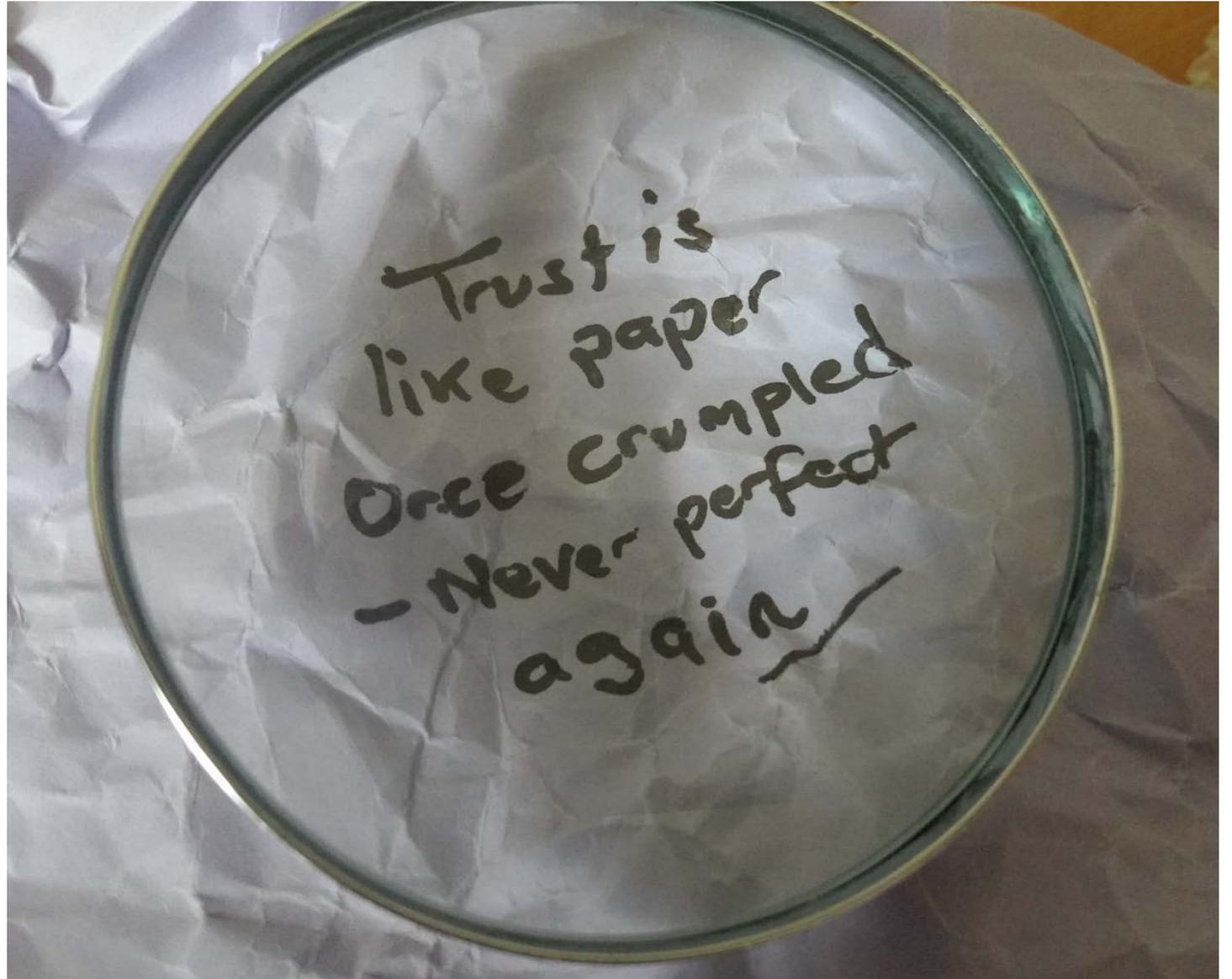
Commit to plans and  
actions

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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Commit to plans and  
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Conflict is encouraged

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



Focus on achievement  
of collective Results



Hold each other  
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Commit to plans and  
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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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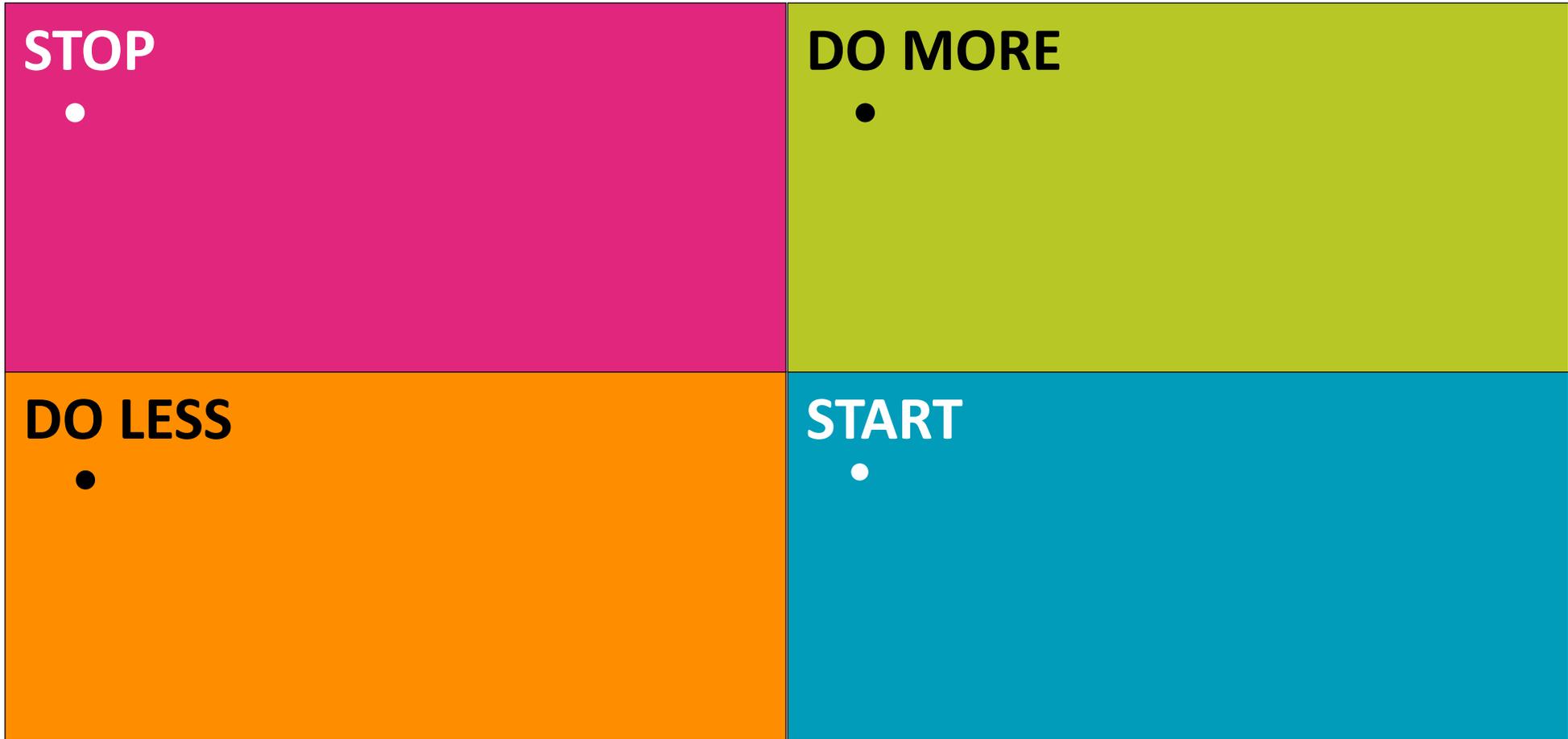
# How do you develop Accountability?





# 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 and  
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# How do you generate Results focus?



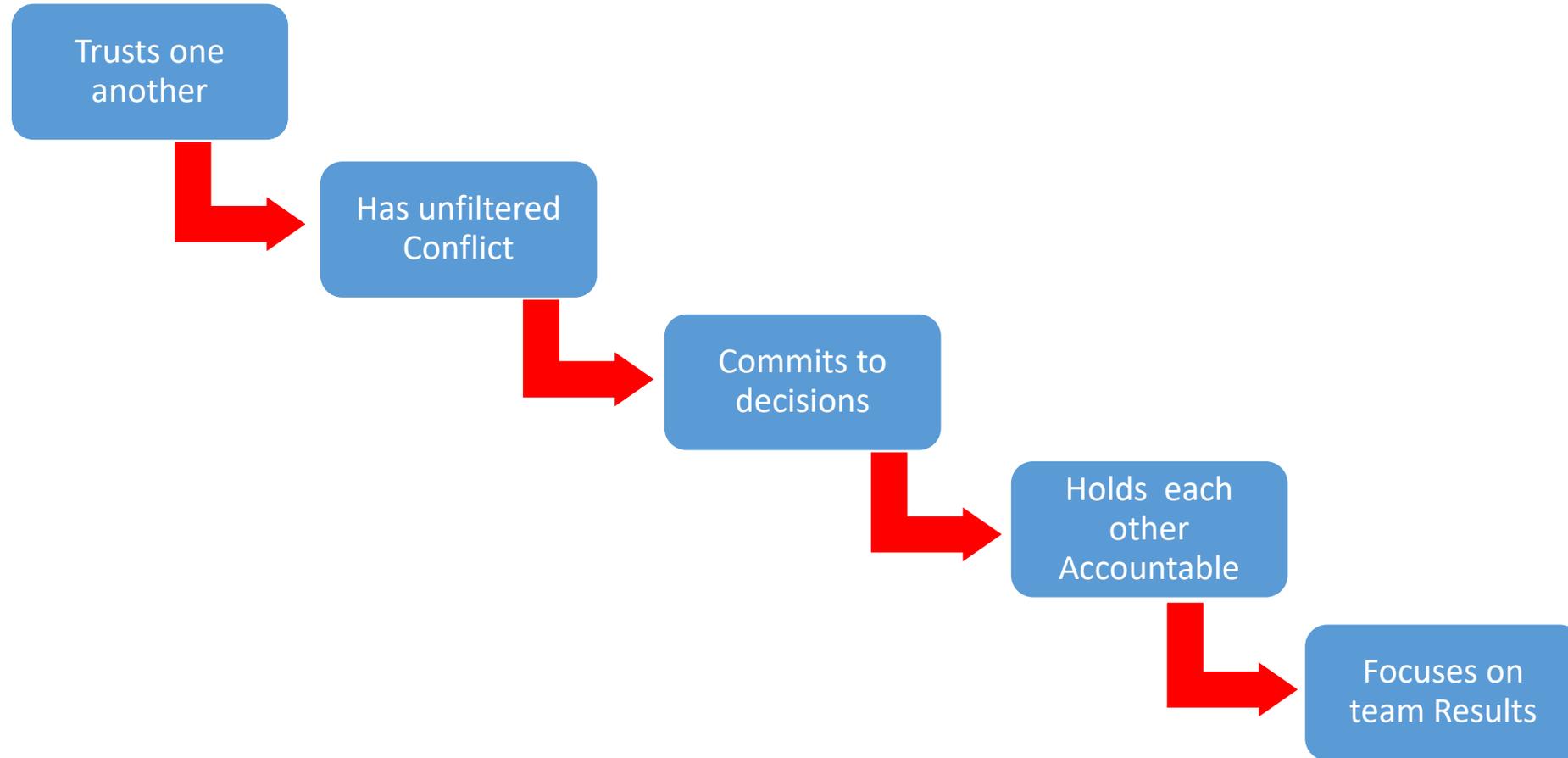
# How do you generate Results focus?



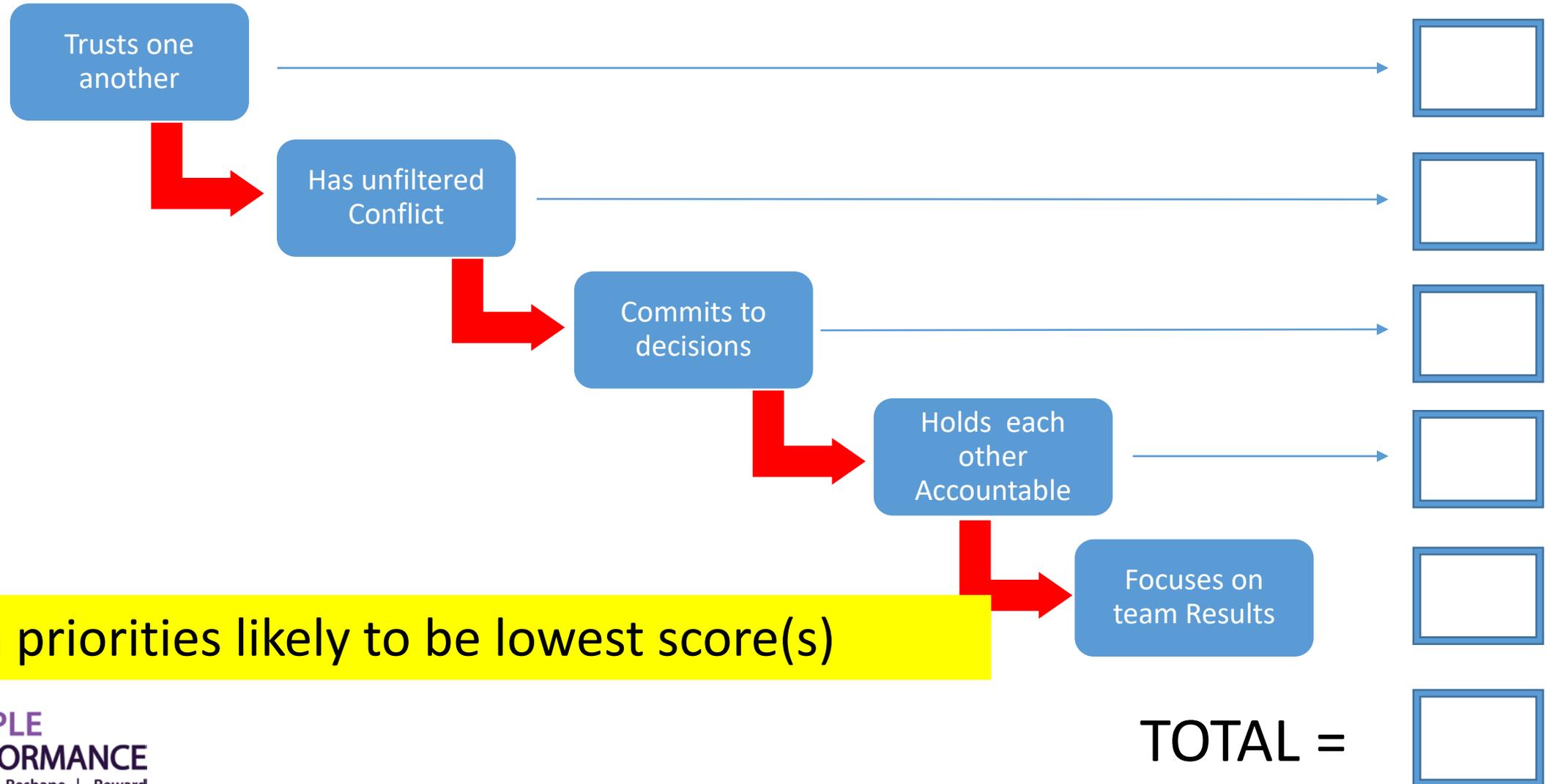
- Public declaration of results
- Reward and recognition tied to specific outcomes, not just for trying



# 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

Mike Holloway, Relationship Director  
RBS

# Tom Blandford

## Legal Sector Director

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