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Legal Sector Breakfast Briefing

9 May 2018

York

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Legal Sector Breakfast Briefing

Welcome

Andy Castle
Area Director, N & E Yorkshire
Lloyds Bank

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Legal Sector Breakfast Briefing

Introduction

Tom Blandford
Legal Sector Director
Armstrong Watson

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Legal Sector Breakfast Briefing

9 May 2018

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

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How to Herd Cats: a practical guide to achieving your firm's potential

Elisabeth Bellamy and Jed Hassid

Purple Performance Ltd

www.purpleperformance.net

PURPLE PERFORMANCE
Review | Reshape | Reward

Introduction

- Purple Performance

- Developing a Performance Culture
- Creating a Great Team

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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:

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Increasing competition

Personal risk and investment

Professional indemnity costs

What's for dinner tonight?

Compliance & regulatory issues

What does the client really want?

Attracting and retaining talent

Have I met my billing target?

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

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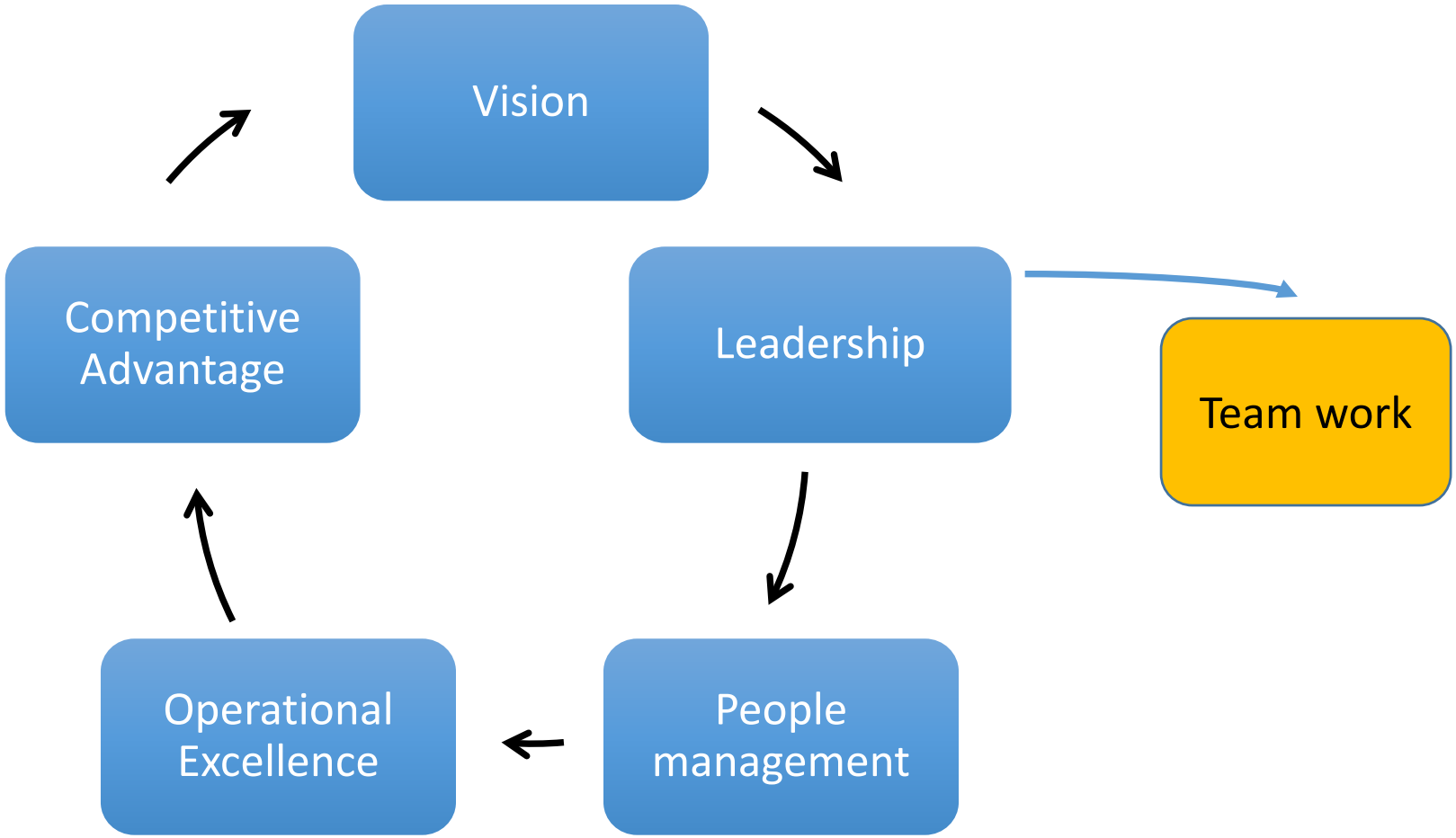
The route to a performance culture



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What does great team work look like?

- Teamwork video:

https://www.youtube.com/watch?v=hZ-eFaLGV0g

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Elements of a Cohesive Team: You need all 5 elements

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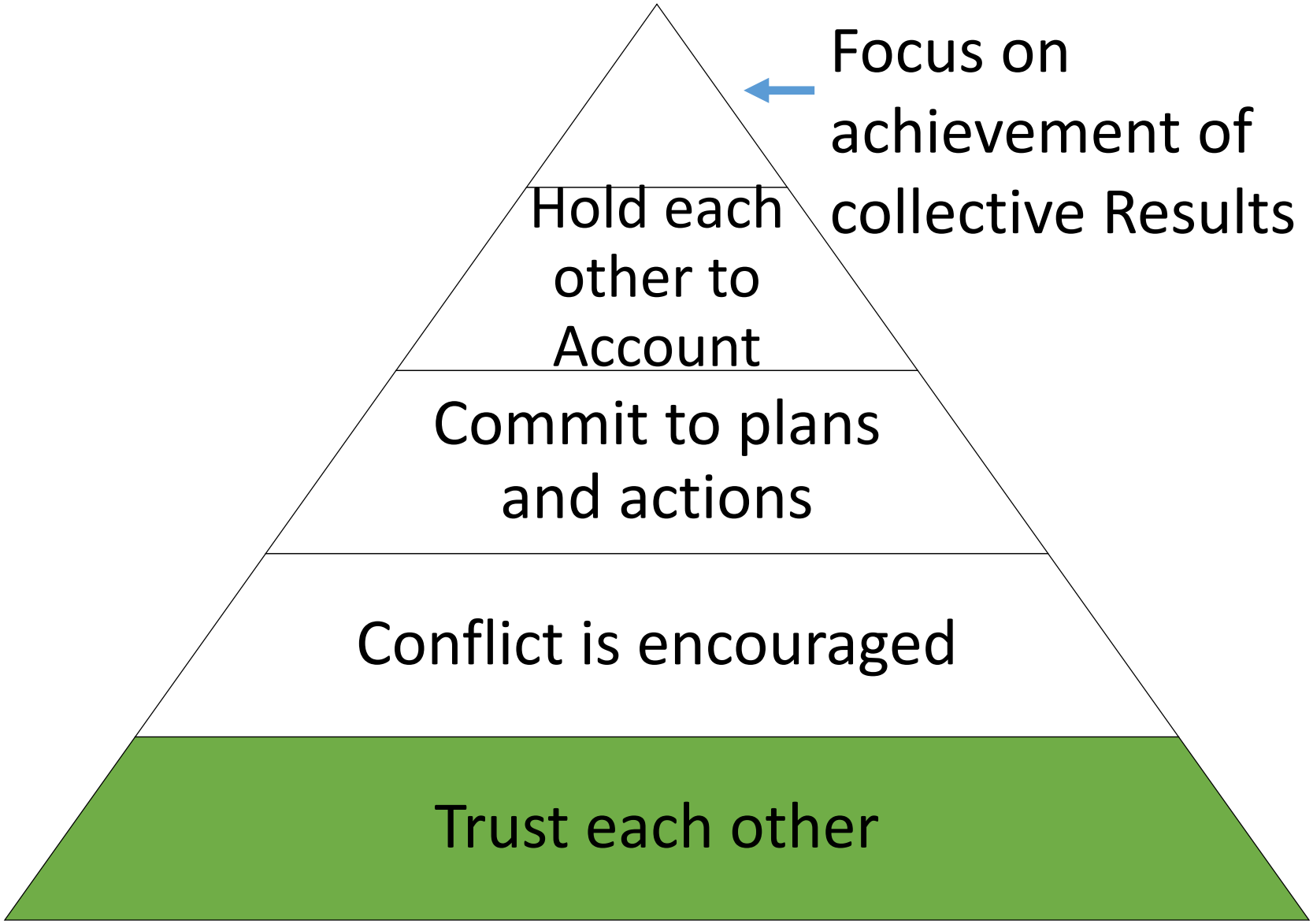
Source: The Five Dysfunctions of a Team, Patrick Lencioni



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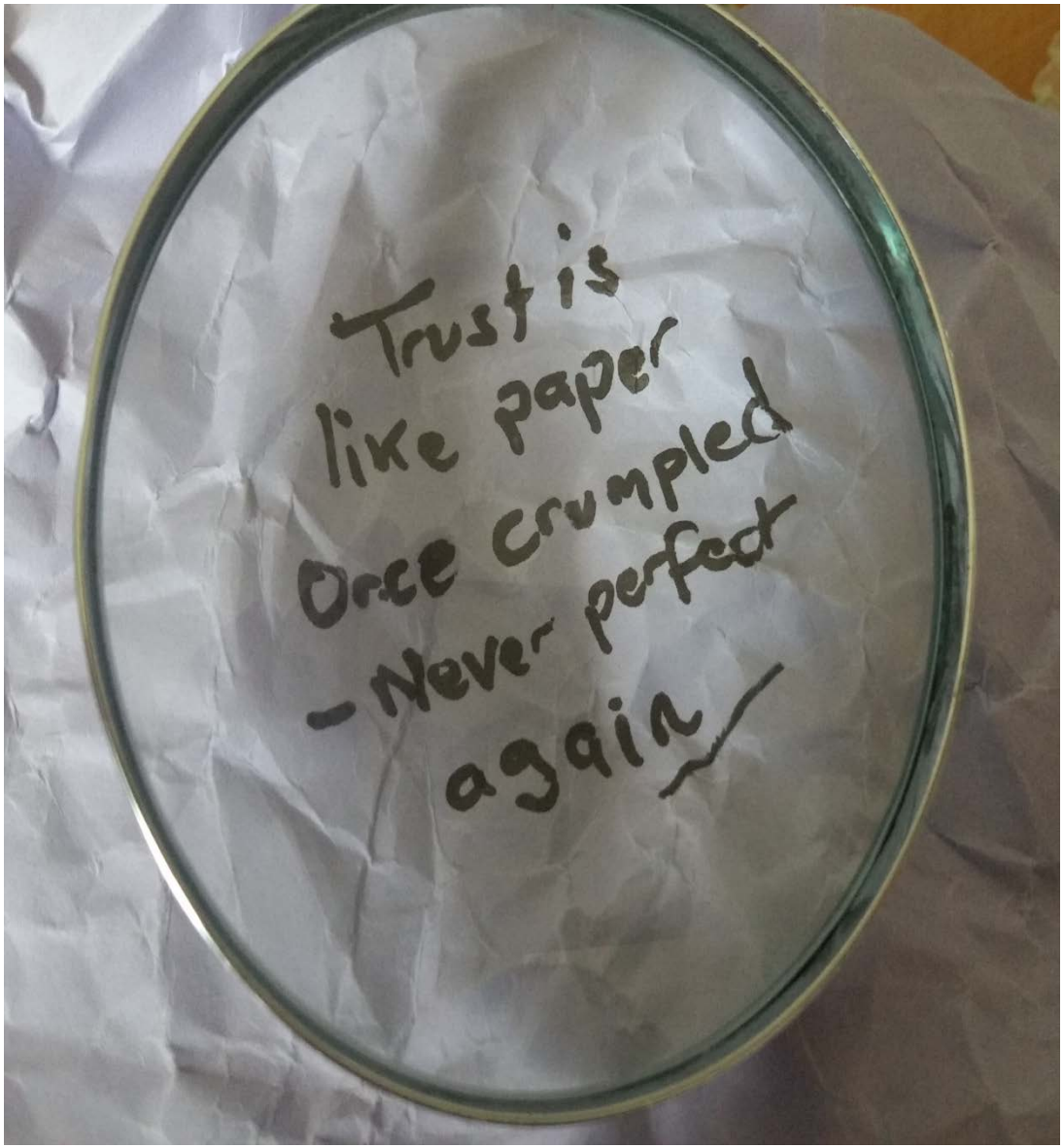
Trust:
No reason to be protective or careful around the team



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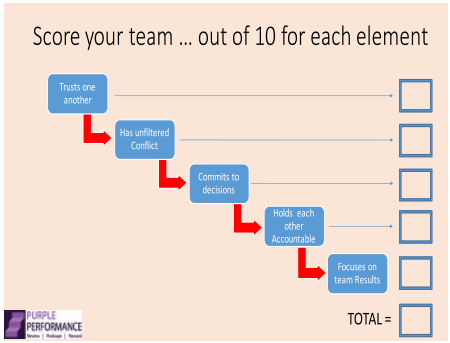
How do you create Trust?



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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

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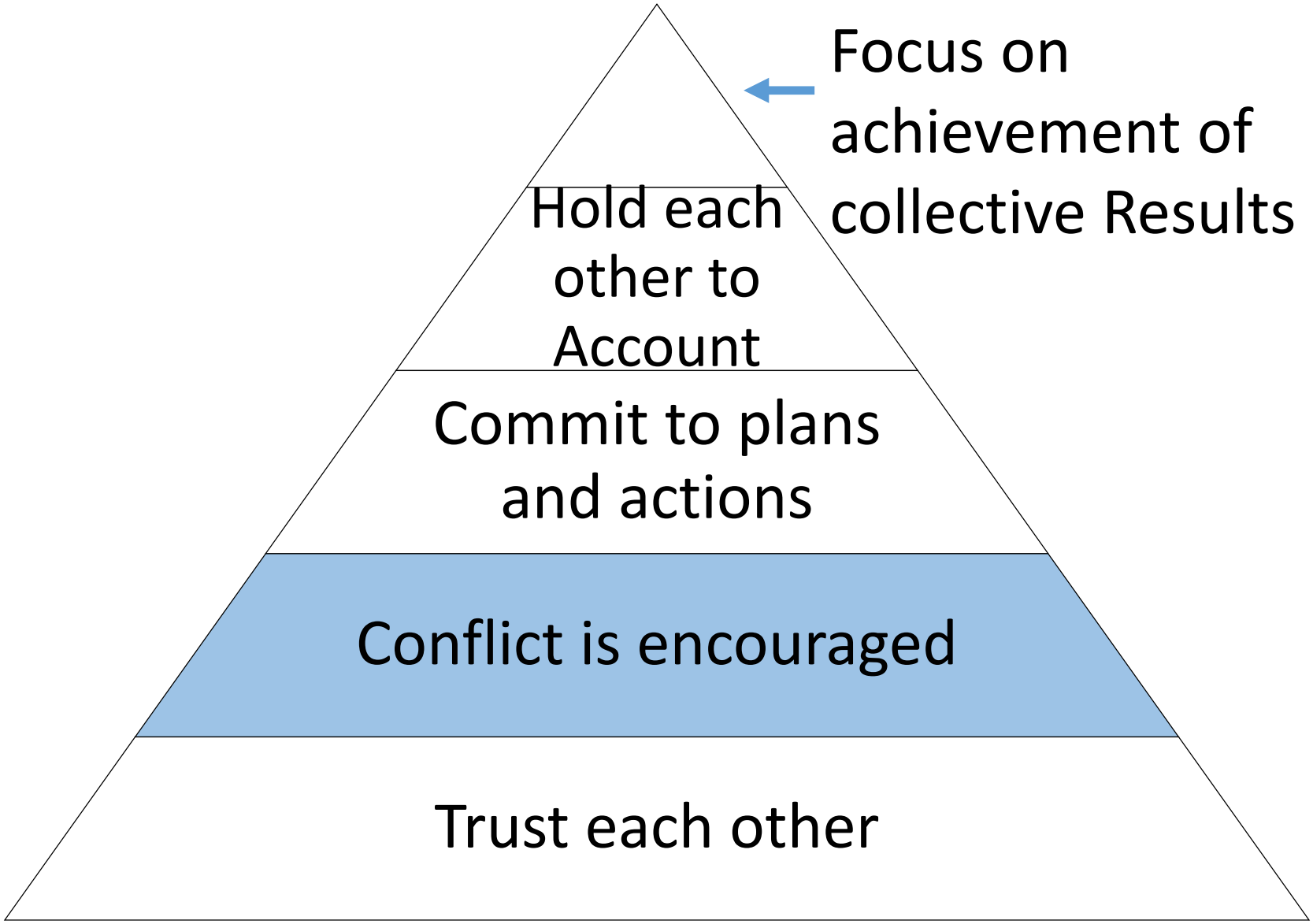

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How do you create Constructive Conflict?

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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.kilmanndiagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki

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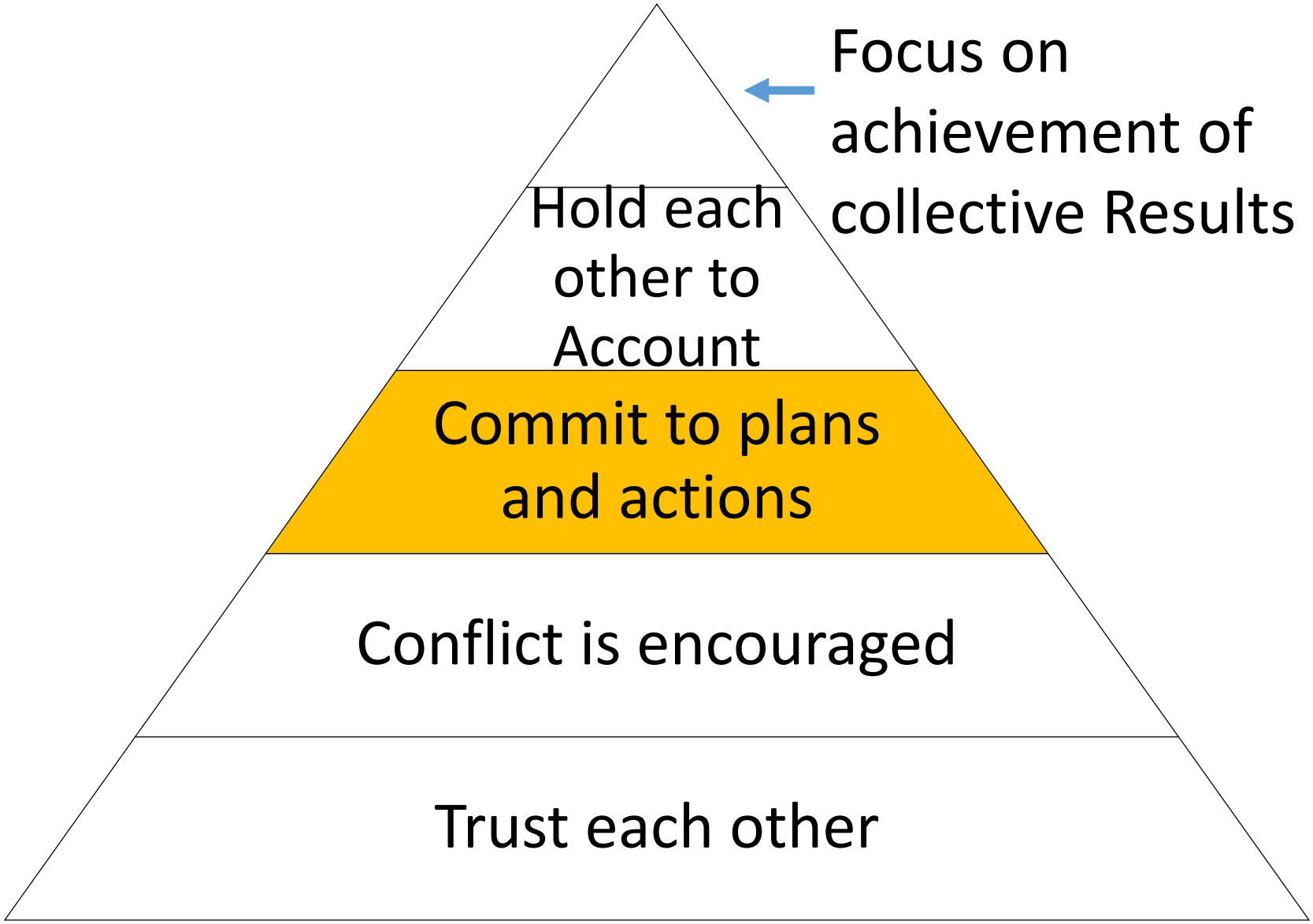

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How do you gain Commitment?

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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

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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

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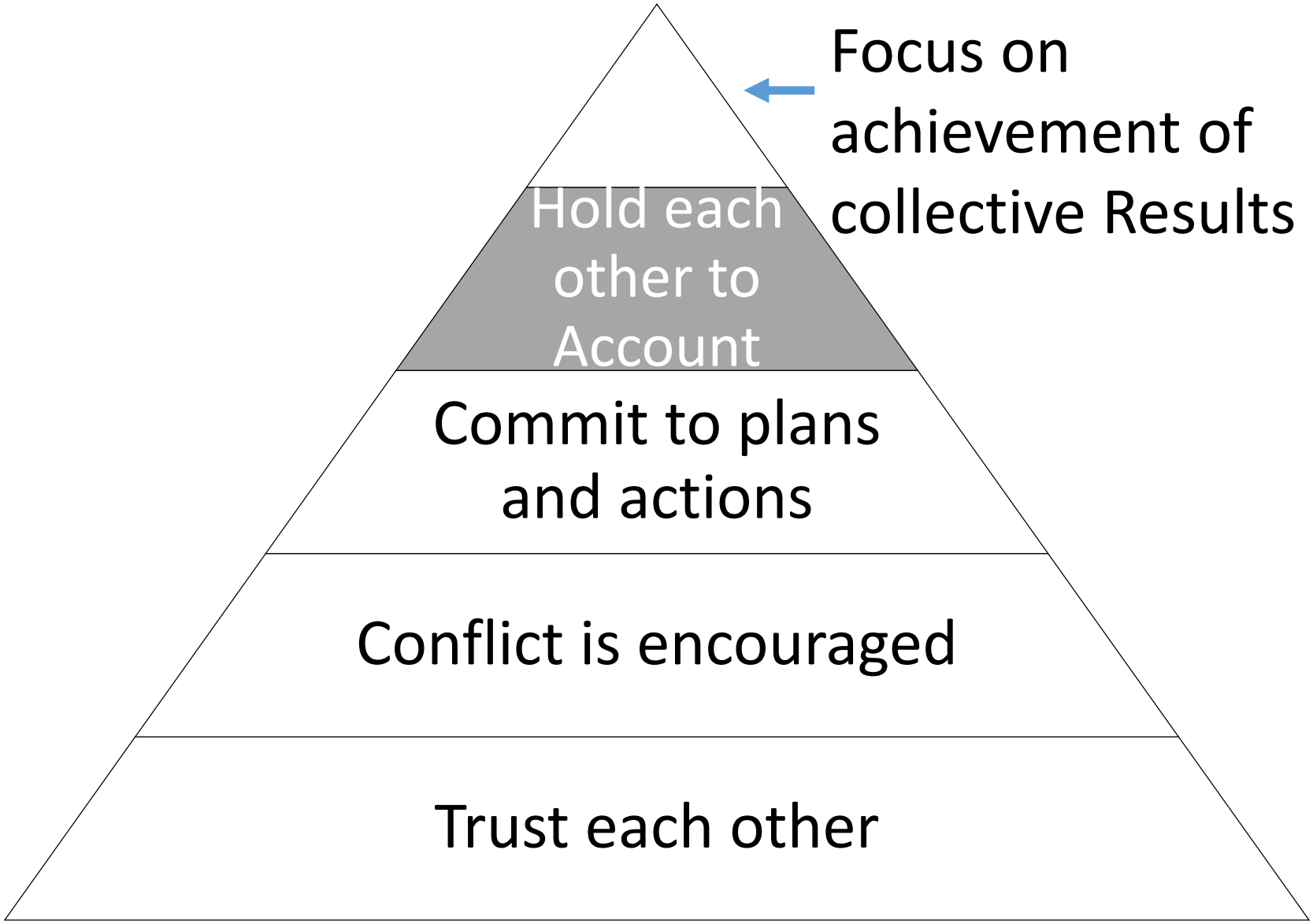

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How do you develop Accountability?

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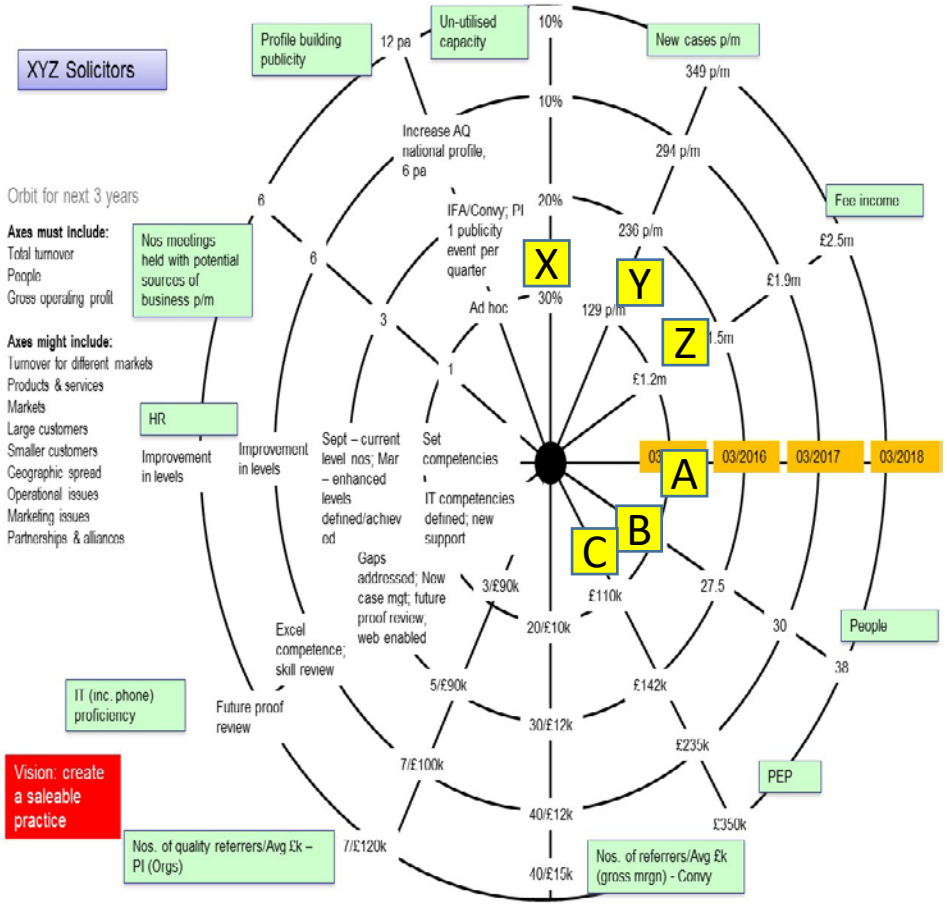
How do you develop Accountability?

- Publication and sharing of goals and standards
- Regular feedback
- Team rewards



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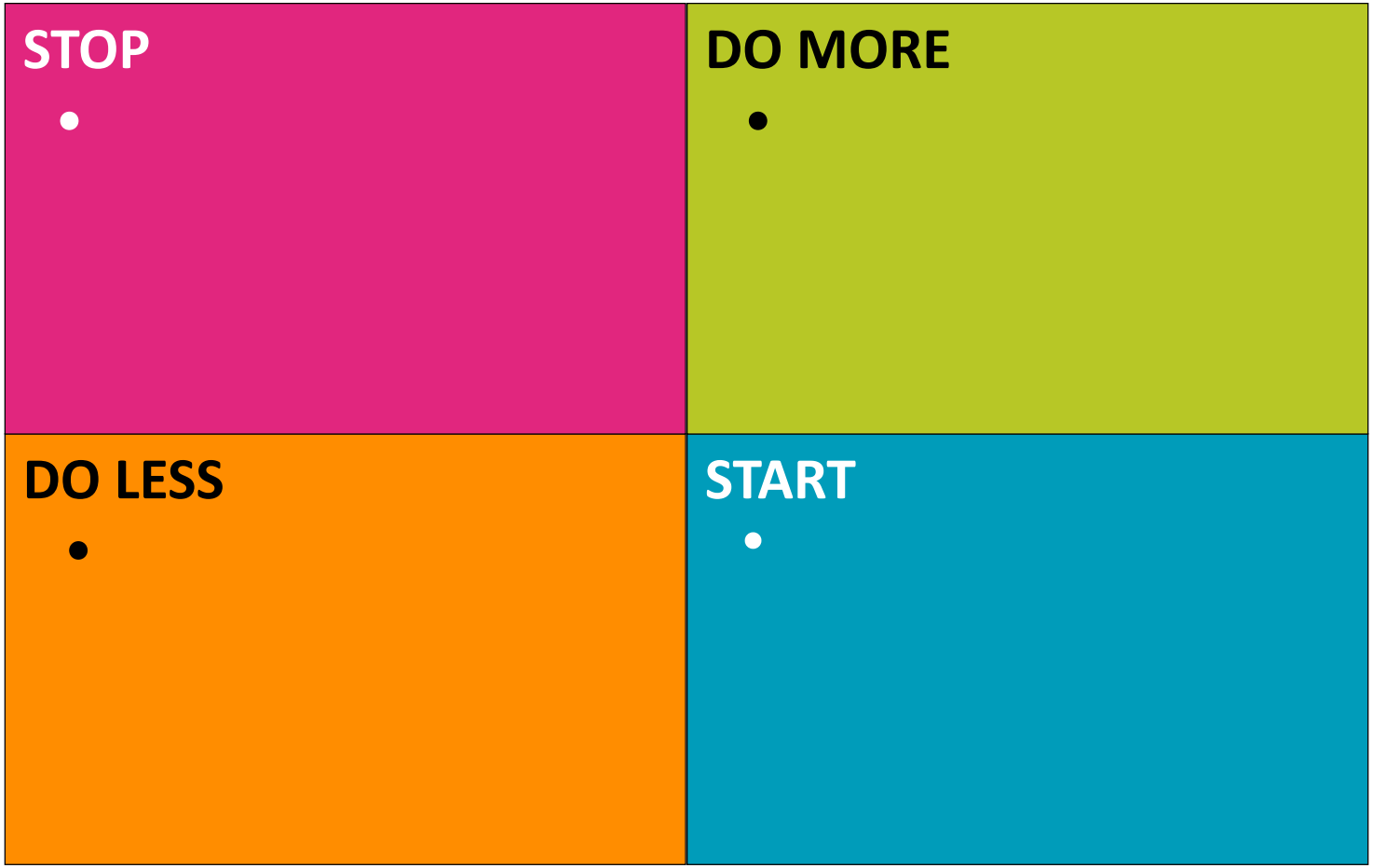
Start – Stop – Do More – Do Less

How do we hold each other to account?



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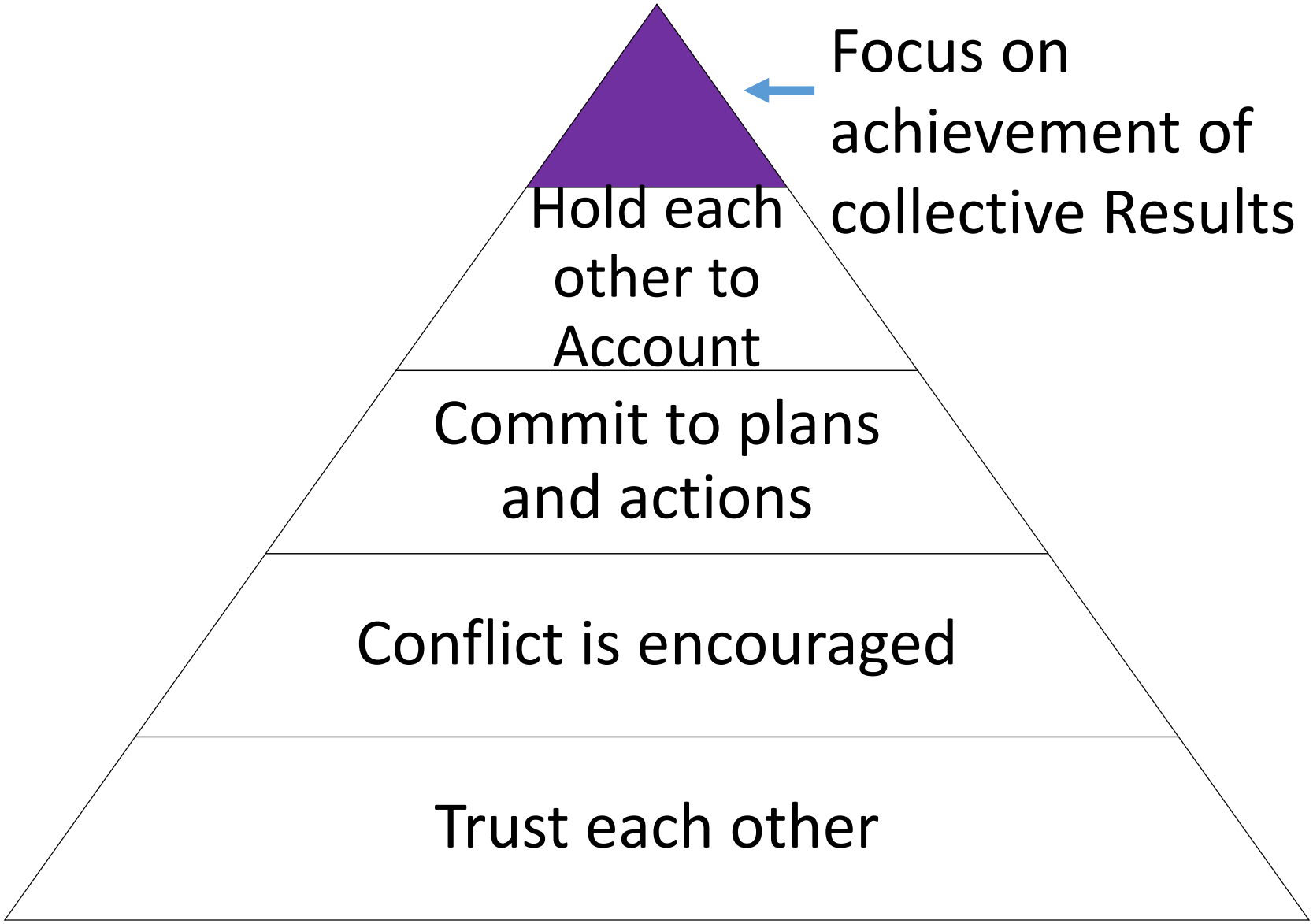

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How do you generate Results focus?

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How do you generate Results focus?

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

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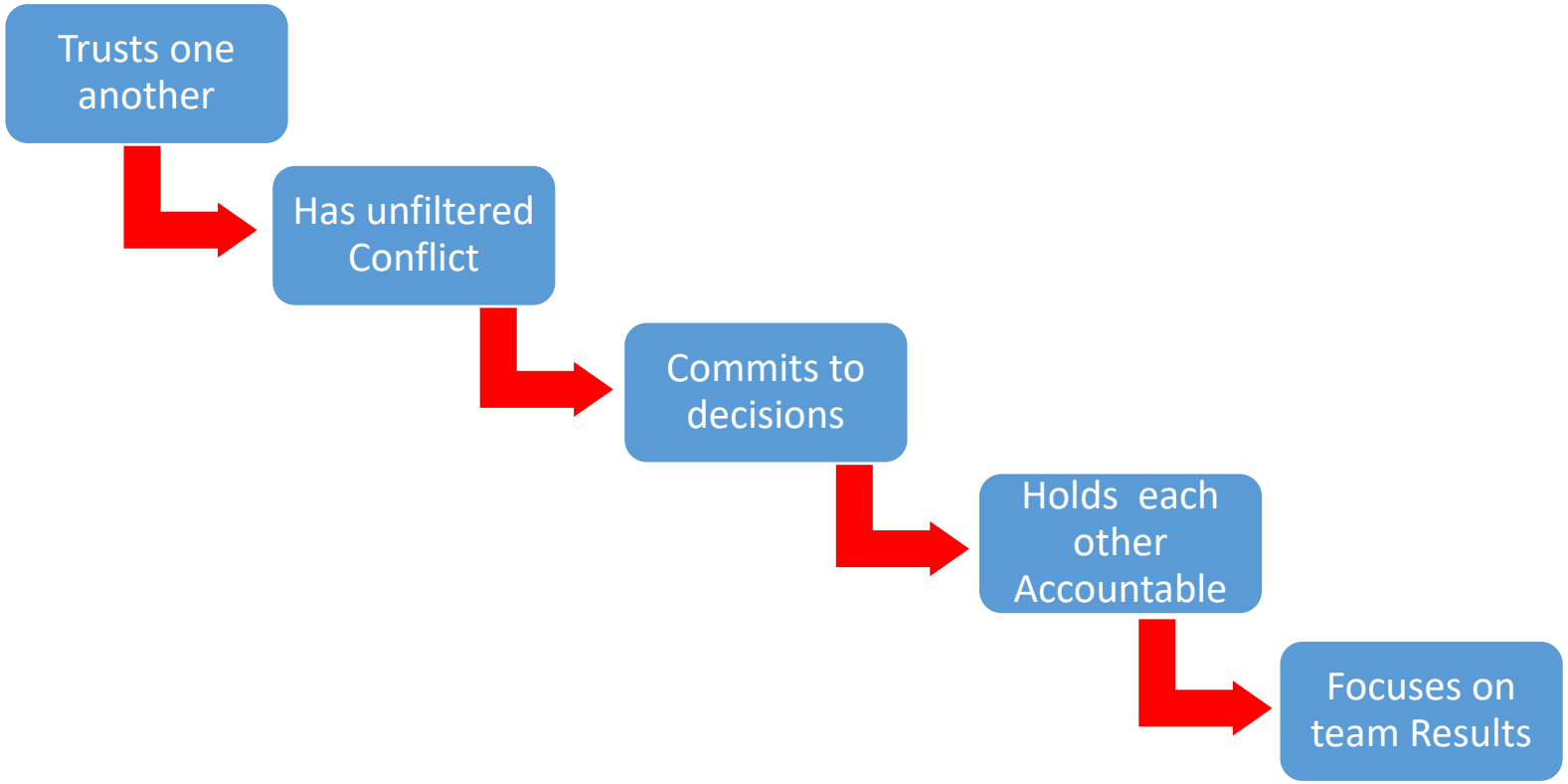
A great team …



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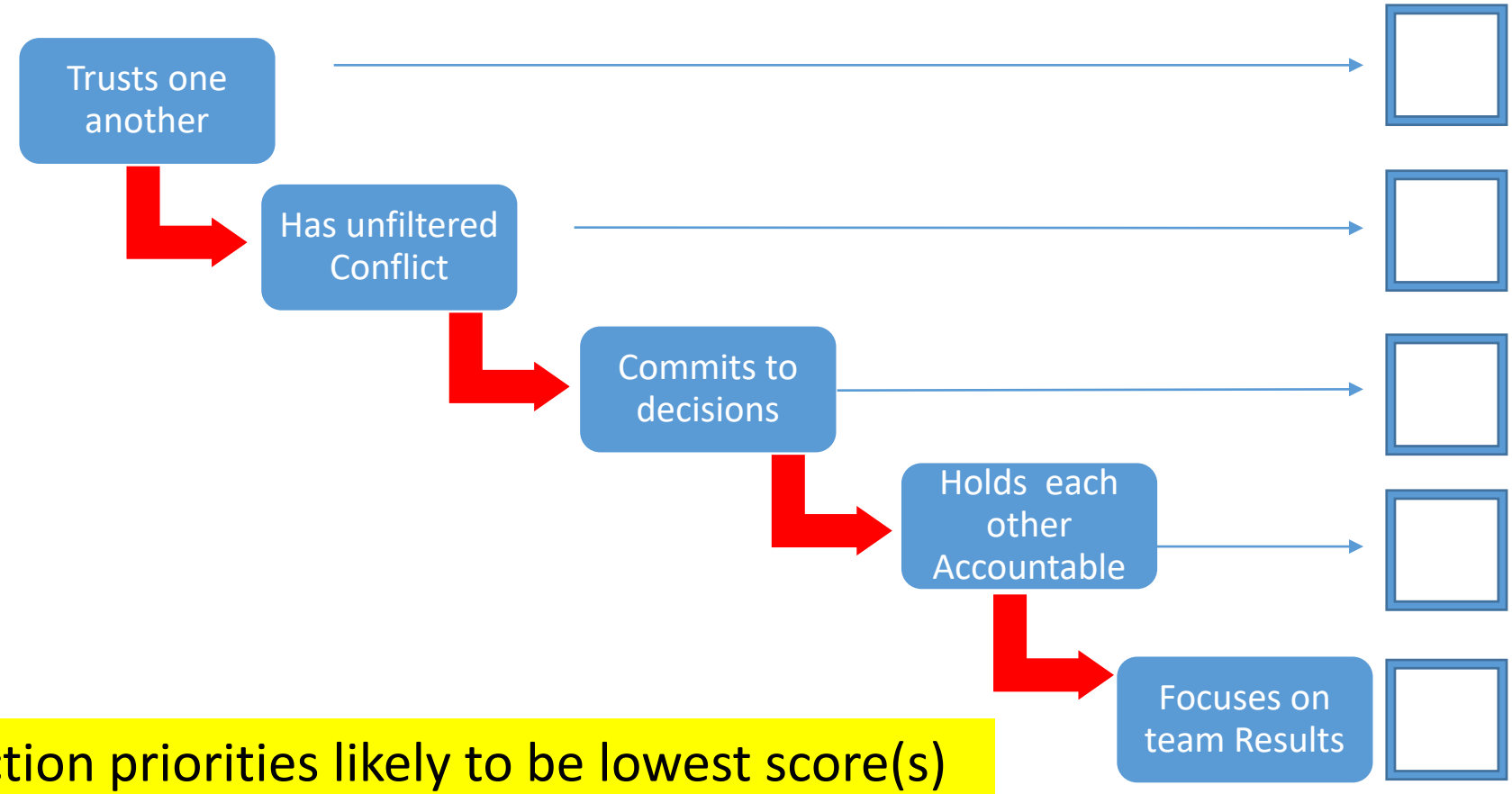
Score your team … out of 10 for each element



Action priorities likely to be lowest score(s)

TOTAL = ☐

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And if all else fails … hire these guys

- Cats video

https://www.youtube.com/watch?v=Pk7yqlTMvp8

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Thank you

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Questions and Conclusion

Andy Gray
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